

CITYGATE ASSOCIATES, LLC

■ FOLSOM (SACRAMENTO)

MANAGEMENT CONSULTANTS ■

■ ■

PERFORMANCE AUDIT OF THE DEVELOPMENT REVIEW PROCESS FOR THE

CITY OF VISTA, CA

Final Report

March 27, 2007

■ ■



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EXECUTIVE SUMMARY AND ACTION PLAN

This report presents the results of Citygate Associates, LLC's independent audit of the City of Vista Development Review Process. Citygate conducted its fieldwork for the study between October 2006 and February 2007. The scope of the study included the following program areas:

- ◆ Planning
- ◆ Building
- ◆ Land Development Engineering
- ◆ Development Services
- ◆ Sanitation Engineering
- ◆ Traffic Engineering
- ◆ Construction Inspections.

The objective of the study was to analyze the policies, procedures, management and operations of the Development Review Processes and to make recommendations for improving the service provided by the development services entities to the citizens and customers of the City of Vista. To accomplish this objective, Citygate first conducted interviews with the Mayor and City Council, the City Manager and department managers, and with employees. Citygate also conducted four focus groups to obtain feedback from customers. Citygate then reviewed the City's Development Review Processes and assessed the congruence of these critical guidelines with the priorities of the Mayor and City Council, staff, applicants, and the needs of the community.

Citygate then evaluated the organizational structure and management systems, organizational relationships, allocation of employees and other resources, data management, personnel management and training, records management, communications, information systems, facilities and equipment, relationships with citizens, the perspectives of employees, and related aspects to determine if these are in alignment with the development services entities' mission, policies, operations, and service delivery.

This Executive Summary presents a brief, but comprehensive, overview of our findings and recommendations. It is suggested that in order to obtain a complete understanding of Citygate's analysis, this report should be read in its entirety.

FOCUS GROUPS COMMENTS

Summarized below are comments made during the customer focus groups. These comments indicate the perceptions of the developers and other users of the development processes.

Community Development Department

- ◆ Enforcing requirements, which previously have not been enforced, catches some developers in the middle of their projects and they are asked to make (in the developer's view) major changes.

- ◆ Developers indicated they do not mind complying with the rules, but they want assurance that the requirements are in writing and have been adopted by the City Council.
- ◆ If the City is not supportive of the project, the project becomes harder to move forward because the developer must go through the City to all the other agencies.
- ◆ The pre-application meetings are considered extremely beneficial; many cities do not provide them.
- ◆ Pre-application meetings go well, but when developers submit their application, they indicated they still could receive an incomplete letter, which goes to the client and makes them look bad.
- ◆ Applications are almost never deemed complete the first time, although community development customers realize that it is true everywhere, not just Vista.
- ◆ The process is more complicated, the laws stricter, and the environmental review process takes longer and is more costly than it was years ago.
- ◆ Environmental Reviews:
 - The City chooses the environmental consultant. As a result, developers do not have control of the timing of when the EIR starts. This delays the project.
 - In the focus groups, it was asked if the City could let customers know earlier in the process if an environmental review is required, so it does not hold them up so long.
- ◆ The planners are inconsistent in what they require from project to project.
- ◆ Review and approval of landscape plans:
 - Instructions need to be in writing, and the requirements need to be provided upfront and not changed after the plan is approved.
 - There are conflicts between what engineering requires and what the landscape architect requires.
 - Why is the owner's representative not allowed to walk around with the landscape architect?
- ◆ Architectural plans have to wait until the second engineering review; can these reviews happen concurrently?
- ◆ Working with Land Development Engineering is much easier now that they have a new Manager.
- ◆ Land Development Engineering staff is overloaded.
- ◆ Why is a grading permit required for residential remodels?
- ◆ Why is bonding for private driveways needed?

Engineering Department

- ◆ Sanitation Engineering takes longer to review plans than does Land Development Engineering in the Community Development Department.
- ◆ Sanitation Engineering requires changes late in the process. These issues need to be brought up sooner.
- ◆ Sometimes the comments developers/customers get on the second plan check are lengthier than on the first plan check.
- ◆ The construction inspectors in the field can be unpredictable. Are the requirements they add legitimate?
- ◆ Sometimes it feels like engineering reviews never end.
- ◆ Engineering does not meet turnaround time for reviews.

EMPLOYEES CONCERNS

The following concerns were expressed by various employees during Citygate's interviews.

Planning Employees

- ◆ Working here is fun. The managers are supportive. Everyone in the Department has an open door.
- ◆ It is hard to balance the application review workload with the counter time. About 30 percent of a planner's time is spent at the counter.
- ◆ Recordkeeping is a major problem. Some information is on cards, and paper files, if before 1989, are in a storage facility elsewhere. Thus, it is time consuming to look for files.
- ◆ There needs to be more of an emphasis on advanced planning.
- ◆ The environmental handouts need to be updated.
- ◆ Development Code:
 - There are inconsistencies between the Community Identity Element of the General Plan and the Development Code.
 - The Development Code is confusing, difficult to read, and organized poorly.
 - There are inconsistencies from chapter to chapter in the Code.
 - Some policies are not in the code, such as fencing requirements.

Land Development Engineering Employees

- ◆ There is no specific training on the Accela system for the employees' project area. They feel they need to know more about what Accela can do, not just what is being done now.

- ◆ Land Development Engineers and the Engineering Department (i.e., sanitation and traffic engineers) handle things differently.
- ◆ The Engineering Department does not have their information on the database (Accela's Permits Plus), which is a problem for the employees.
- ◆ The physical layout of the office is not adequate; for example, there are noisy machines right outside their door, and there is no place at the counter to lay out plans.
- ◆ Reports required by the Stormwater Master Plan take a long time.
- ◆ The website needs to be updated with current requirements. For example, what is the difference between a grading plan and a minor grading plan?

Engineering Employees

- ◆ Employees are barely meeting the turnaround times for reviews.
- ◆ They feel there is a need for administrative help, including data entry and filing.
- ◆ There is not enough space for records, plans, and maps that need to be scanned.
- ◆ They do not have access to the Community Development Permits Plus system, making it difficult to track projects, and creating duplication.
- ◆ Employees indicated a need for more customer handouts that explain engineering standards.
- ◆ There is no detailed list of street improvement standards.
- ◆ There is an absence of a clear line of authority in the Department.
- ◆ Employees indicated a need for more process flow charts and illustrations in the standards (and handouts).

CITYGATE ASSOCIATES CONCLUSIONS

It is evident that the opportunities for improvement Citygate identified while conducting this independent performance audit were highlighted in our interviews with the Council, City Manager, development services managers, employees, and customer focus groups. Both customers and employees agreed that policies were outdated and inconsistent, that the review cycle times are not always met, that customers receive inconsistent answers to questions, and inadequate staffing levels exist in some areas. Both the customers and employees are anxiously awaiting significant changes and improvements to address these challenges.

The City as a whole puts strong emphasis on customer service. At the same time, the City's regulatory function is very unlike private business, and a specific definition of what customer service means in the Development Review Process must be defined. The second section of this report is devoted to a discussion of customer service within the sphere of development reviews.

The **Community Development Department** has high quality employees in each division involved in the Development Review Process. These employees are very committed to customer

service, but they do not have the tools necessary to meet the expectations of their customers. The three main areas of deficiencies are:

- ◆ Planning and Engineering documents need revision
- ◆ The City is using some of the basic technological tools, but not at the level of other cities or at a level to meet customer expectations
- ◆ Staffing levels in the Planning Division and Development Services Division need to be adjusted.

The **Planning Division** is the “face” on the development process, as it not only performs project reviews, but the comments from other development-related entities flow through Planning to the customers, Planning Commission, and City Council. Our major recommendations are listed in the Action Plan below, but two areas must be addressed as high priority. They are: (1) a greater emphasis must be placed on advanced planning and completion of the Land Use Element and other elements of the General Plan; and (2) a comprehensive rewrite must be performed on the Development Code. Without sufficient policy guidance from the General Plan regarding land use, and with the inconsistency of the Development Code from chapter to chapter, the information given to customers is inevitably inconsistent. These documents are critical to provide guidance for City decision makers and staff, standards upon which approvals will be based, and consistency in response to questions from customers. To update the General Plan and Development Code as top priorities, Citygate is recommending an addition of a senior planner position, which, along with the planners recently hired, will compose an Advanced Planning section within the Planning Division.

Technological improvements must also be a priority. The Technology section of this report describes this in detail. Suffice it to say here that without the information at the staff’s fingertips, the development review processes will always take longer than they need to.

The **Building Division** is run in an effective and efficient manner. Our recommendations in this area relate primarily to better coordination with the Code Compliance Division and technology enhancements (i.e., by providing computers or PDAs for those in the field to instantly access information from the City’s database and to record actions in the field that sync instantly to the City’s system) will eventually allow for same-day permit approvals.

The Permit Technicians of the **Development Services Division** must be familiar with over 100 processes regulated by the City of Vista. The high level of training and the longevity of employees in this Division have enabled it to respond to ever increasing demands on their time and expertise. This cannot be continued, or the efficiencies will begin to decline. Citygate is recommending an additional permit technician position be added. The additional position will help with the workload, but also allow the Permit Technicians to become more specialized in a particular area of the development review processes. This specialization will ensure the accuracy of the information given, and it will save the planners, engineering, building, and fire personnel more time. In addition, Citygate recommends that activity logs be kept (similar to what other divisions are doing). The logs will document the types of reviews conducted at the front counter, customer waiting times, and other vital information.

The **Land Development Division** (the engineers reviewing private development in the Community Development Department) is meeting review cycle times only 85 percent of the time; the expectation should be 95 percent. The Division is currently making staffing

adjustments to decrease cycle times. Citygate feels this will be of some help, but the Division may need assistance through outsourcing some of the work or eventually by adding a ½ engineer. Whether the ½ position is filled by adding another ½ engineer to the one that currently exists in the Department or implemented by adding a full-time position and eliminating the existing ½ position, we leave this to the Department to make that judgment. Not only should this bring the turnaround time up to the 95 percent standard, but it would provide an enhanced triage process for larger projects.

In the **Engineering Department**, Citygate reviewed three development-related divisions: sanitation engineering, traffic engineering, and construction inspectors. As this Department also manages the City’s Capital Improvement Program, the private development review is a small portion of its responsibilities.

The Sanitation Division is not meeting development review cycle times 20 percent of the time. With the staff levels of two engineers conducting the review, this Division should be meeting cycle times 95 percent of the time. There are times when Sanitation Engineering does not perform the first plan check. Later, it performs a thorough review on the second plan check, resulting in more items being required the second time than the first. However, the customer expectation is that the list of deficiencies should be less on the second plan check. This outcome is not acceptable customer service. Citygate is recommending that the expectations of employees in this area be specifically defined, that tracking systems log each employee’s time spent on these reviews, and that the employee’s turnaround times be tracked and monitored by management.

ACTION PLAN

A listing of our recommendations and a blueprint for their implementation are presented in the following Action Plan. This Action Plan contains:

- ◆ The priority of each recommendation
- ◆ The suggested implementation timeframe
- ◆ The anticipated benefits of each recommendation
- ◆ The responsible organization.

The legend at the bottom of each page of the Action Plan defines the level of each priority indicated by the letters “A” through “D.” It is important to note that priorities have been established independent of the suggested timeframe. For example, a recommendation may have the highest priority (indicated by the letter “A”) but may require an estimated six months to implement. Conversely, a recommendation with the letter “C” priority, which indicates that the recommendation is not critical but will improve operations, may have a two-month timeframe, since the estimated implementation effort would not require an extended period of time. Moreover, the timeframe is independent of actual time. Initiation of a recommendation is based on the priority given, as well as local factors.

It is also important to note that an “A” priority, which indicates that the recommendation is deemed “mandatory or critical,” should not be interpreted to mean that the recommendation is “mandated” by a statute or regulation – it is simply an “urgent” recommendation of high priority.

The timeframes indicated in the Action Plan do not necessarily mean the anticipated completion dates for the implementation of each recommendation, since the timeframes given are estimations.

Citygate evaluates the implementation process of other studies it has conducted in other organizations and finds that a common implementation timeframe averages three years.

Finally, those items indicated as ‘immediate’ should be addressed right away. All other recommendations are assumed to begin in July, 2007 to allow staff time to prepare for them and to add and train those who will fill the new staff positions recommended in this report.

ACTION PLAN

(July 1, 2007)

Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
COMMUNITY DEVELOPMENT DEPARTMENT				
Recommendation III-1: Prepare a Department Vision and Goals.	A	1 year	Defines how they view their responsibilities.	CD Director
Recommendation III-2: Develop a Development Review Process Guidebook.	B	3 months	For those new to development, it provides a framework for how decisions are made and by whom, and what the customer may expect.	CD Director
Recommendation III-3: Formally adopt City development requirements, including fencing regulations.	A	Immediately	All requirements or rule should be written and properly adopted.	CD Director
Recommendation III-4: Begin using e-newsletters to alert the development community to any changes in City requirements.	B	1 month	Keep customers informed of changes in requirements, State law, and other items related to policies and development reviews.	CD Director, City Communications Officer



CITYGATE ASSOCIATES, LLC

LEGEND

- A Recommendation mandatory or critical
- B Strongly recommended
- C Not critical, but will improve operations
- D Recommended, but additional study required

ACTION PLAN

(July 1, 2007)

Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
<p><u>Recommendation III-5:</u> Adjust activity logs to include additional information.</p>	C	3 months	Fine tunes these work logs and delineate review times and times the staff is waiting for resubmittals or comments from other departments.	CD Director and Division Managers
<i>DEVELOPMENT SERVICES DIVISION</i>				
<p><u>Recommendation IV-1:</u> Establish activity logs for the Development Services Division.</p>	B	3 months	Measures the activities of this division. Provides information on permits issued over the counter.	CD Director, City Planner, Development Services Supervisor
<p><u>Recommendation IV-2:</u> Add a Permit Technician.</p>	A	6 months	Assist with workload at the Permit Counter.	City Council, City Manager, CD Director, Development Services Supervisor
<p><u>Recommendation IV-3:</u> Develop in-depth knowledge of each division.</p>	A	Ongoing	Allows Permit Technicians to specialize in a specific development process. Allows Technicians to explain processes in greater detail to the customer.	CD Director, City Planner, Building Official, Principal Engineer, Development Services Supervisor.



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Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
<u>Recommendation IV-4:</u> Involve a technical writer to review all customer handouts.	C	1 year	Ensures that customer information is clearly written and understandable to the average person.	CD Director, City Planner
<u>Recommendation IV-5:</u> Add a Business Licensing screen to Permits Plus.	B	1 month	Allows Business Licensing Office to check what zoning information was given and what those seeking a business license must do before a license is issued.	Building Official
<i>PLANNING DIVISION</i>				
<u>Recommendation V-1:</u> Create Advanced and Current Planning sections.	A	6 months	Establish clear delineation between reviewing applications and long range policy planning	CD Director
<u>Recommendation V-2:</u> Add a Senior Planner position to focus on updating the General Plan and Development Codes.	A	6 months	Increase the updates to the General Plan, and comprehensive rewrite of the Development Code.	City Council, City Manager, CD Director, City Planner
<u>Recommendation V-3:</u> Amend the General Plan twice a year to correct inconsistencies and other problems.	A	6 months	Addresses problems while waiting for the Land Use Element to be completed.	City Planner



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ACTION PLAN

(July 1, 2007)

Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
<p><u>Recommendation V-4:</u> Conduct a comprehensive rewrite of the City’s Development Code once the Land Development Element of the General Plan has been completed.</p>	A	3 years	<p>Eliminate inconsistencies. Update to present State and local standards. Add criteria upon which approvals are based.</p>	City Planner
<p><u>Recommendation V-5:</u> Until the Development Code can be rewritten, amend the Code twice a year to correct inconsistencies and other problems that cannot wait.</p>	A	Immediately	<p>Addresses problems while waiting for the comprehensive rewrite of this document.</p>	City Planner
<p><u>Recommendation V-6:</u> Develop a procedures manual, which includes: staff checklists, flowcharts of each process they review, and interpretations of the regulations they enforce.</p>	A	6 months to 1 year	<p>Provide process flow charts, staff checklists for development review process, administrative interpretations, and other employee procedures.</p>	City Planner
<i>LAND DEVELOPMENT ENGINEERING DIVISION</i>				
<p><u>Recommendation VI-1:</u> Meet cycle review times through staffing adjustments, outsourcing, or adding ½ engineer FTE.</p>	A	6 months	<p>Ensures this Division meets development review cycle times 95% of the time. Add triage process.</p>	City Council, City Manager, CD Director, Principal Engineer



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Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
<u>Recommendation VI-2:</u> Hold staff meetings on a more regular basis.	B	Immediately	Sets a time where staff may ask questions and manager can share what is coming up.	Principal Engineer
<u>Recommendation VI-3:</u> Consider a policy not to require bonding for onsite improvements, except for grading, drainage, and landscaping.	B	Immediately	Eliminates bonding requirements for other on-site improvements. Maintains bonding requirement for grading, drainage and landscaping.	City Council, City Manager, CD Director, Principal Engineer
<i>BUILDING DIVISION</i>				
<u>Recommendation VII-1:</u> Involve a technical writer to review all customer handouts.	C	1 year	Ensures that customer information is clearly written and understandable to the average person.	CD Director, Building Official
<u>Recommendation VII-2:</u> Work with Code Compliance Office to standardize code enforcement process.	A	6 months	Ensures consistency in code compliance by both divisions. Improves coordination. Solves ongoing problems.	City Manager, Deputy City Manager, Building Official, Code Compliance Manager



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Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
<u>Recommendation VII-3:</u> Upgrade the technology available to customers and to the building inspectors.	C	2 years	Allows database retrieval in the field. Speeds up issuance of permits.	Assistant City Manager, IT Manager, Building Official
<i>ENGINEERING DEPARTMENT</i>				
<u>Recommendation VIII-1:</u> Develop a Department Vision and Goals.	A	1 year	Defines how they view their responsibilities.	City Engineer
<u>Recommendation VIII-2:</u> Involve the Community Development Department's Land Development Division in the review of the City's engineering standards.	A	At next review of the standards	Provides opportunity for all stakeholders to comment on standards they will be asked to enforce.	City Engineer, Principal Engineer
<u>Recommendation VIII-3:</u> Adjust work logs to denote the number of days a project is actually being reviewed.	B	1 day	Allows management and customers a means by which to determine whether delays are due to employees no meeting cycle times or whether they are waiting from the applicant to submit needed information.	City Manager, City Engineer, Sanitation Engineering Manager



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Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
<u>Recommendation VIII-4:</u> Ensure all traffic standards are written and formally adopted.	A	6 months	All requirements or rule should be written and properly adopted.	City Engineer, Traffic Manager
<u>Recommendation VIII-5:</u> Prioritize preparation of customer information handouts for the Traffic Division.	B	2 months	Ensures that customer information about traffic is readily available and is clearly written and understandable to the average person.	City Engineer, Traffic Manager
<u>Recommendation VIII-6:</u> Include inspection of slopes grades to meet Development Code requirements as part of the Construction Inspectors responsibilities.	A	Immediately	Ensures that the slope is certified and meets slope standards before landscaping is added. Save time, money, and frustration.	Construction Inspection Manager
<i>TECHNOLOGY</i>				
<u>Recommendation IX-1:</u> Develop a Development Services Information Systems Plan.	A	6 months	Provides vision and strategies as a framework for the technology related to the development review process. Takes greater advantage of the major tools used by local government.	Assistant City Manager, CD Director, City Engineer, IT Manager



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<p><u>Recommendation IX-2:</u> Work with the City’s Communications Officer to upgrade information on the City’s website as it relates to the development review processes.</p>	A	1-2 months	Upgrade information on the City website related to the development review process by moving it from Level 1 to Level 2 (per American Planning Association study), and write and distribute a departmental e-newsletter which keeps the development community informed of any changes, such as new ordinances under consideration.	CD Director, City Engineer, Communications Officer



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<p><u>Recommendation IX-3:</u> Work with the IT Manager and full-time systems analyst in IT to maintain the program, implement changes to, and provide training on the Accela system.</p>	A	Immediately	The analyst responsibilities should focus on expanding the existing Permits Plus program to include Engineering, Fire Planning and Development Services, and other development-related divisions' information to the system. Additionally, responsibilities are conducting training and being a resource person to solve glitches in the system and upgrades to the system as Accela announces them.	Assistant City Manager, CD Director, City Engineer, IT Manager
<p><u>Recommendation IX-4:</u> Add GIS positions to the Community Development Department and to the Engineering Department.</p>	C	1-2 years	As the GIS expands, the departmental GIS individuals will focus on adding information to the GIS system and checking the accuracy of GIS information on a continuing basis.	Assistant City Manager, CD Director, City Engineer, IT Manager



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Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
<p><u>Recommendation IX-5:</u> Work with the City Clerk and also provide the necessary budget to speed up the scanning of historical records, plans, and maps to the City's database system.</p>	A	1 year	Speed up the document imaging process, make historic documents readily available to staff and customers, and minimize the space needed for document storage.	CD Director, City Engineer, City Clerk



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SECTION I—INTRODUCTION

In this section of Citygate’s report, we introduce key features of the City of Vista that are germane to this study, identify the key service areas that are involved with Vista’s Development Review Process, and outline Citygate’s project scope and study approach.

BACKGROUND

The City of Vista is situated approximately 12 miles inland from the Pacific Ocean in northern San Diego County. Vista is the "Hub of the North County" area. With a population of approximately 94,440, it is a semi-rural, residential community. Vista's Mediterranean climate provides mild winters and cool summers for year-round outdoor activities. Vista incorporated in 1963 as a general law city and operates under the Council/Manager form of government with a current General Fund Operating budget of approximately \$53 million. The incorporated city limits contain approximately 19 square miles.

The City of Vista’s mission statement is:

“Providing Outstanding Services to Improve the Quality of Life of All Vista Residents and to Enhance the Uniqueness of Our Community, Reflecting Our Core Values: Respect, Fairness, Teamwork, Integrity, Compassion, Stewardship.”

DESCRIPTION OF THE DEPARTMENTS RELATED TO DEVELOPMENT SERVICES

This study reviewed those departments and divisions involved in the Development Review Process. They included: the Vista Community Development Department (Planning, Building, Land Development Engineering), Engineering Department (Sanitation, Traffic, Construction Inspections), and the Fire Development Services Planning and Development Services.

STUDY SCOPE AND OBJECTIVES

The objective of the study is to provide an independent, third party analysis of the policies, procedures, management and operations of the Development Review Process as they now exist, and to design a creative strategy for improvement, as needed. Included in the analysis is an assessment of the efficiency, effectiveness, timeliness, responsiveness, and customer service of these programs.

In order to meet the objectives identified above, the following key factors were reviewed in detail:

- ◆ Mission and goals of the City
- ◆ Mission and policies of the programs
- ◆ Communication among the staffs, and the staff with their customers
- ◆ Current and future performance measures
- ◆ Support systems

- ◆ Organization of the system components
- ◆ Management structure and effectiveness
- ◆ Customer satisfaction
- ◆ Allocation of employees and other resources
- ◆ Personnel management, supervision, and reporting
- ◆ Staffing, budgeting, and training
- ◆ Workload trends
- ◆ Physical layout of the current program locations.

The scope of Citygate’s engagement did not include either a financial audit or a compliance audit. Within the scope and objectives of the study, Citygate set its own goals that, once accomplished, would help determine if the programs under review provide their services in a timely, efficient, effective, and responsive manner. These goals included:

- ◆ Analyzing the City’s goals of its review process and the overall philosophy of those departments and divisions involved in the Development Review Process and assessing whether this philosophy is consistent with that of City decision makers and development community customers.
- ◆ Assessing whether the programs provide a set of clearly defined, comprehensive services that are well planned and executed.
- ◆ Reviewing the aspects within the programs that are most critical to successful organizational performance and outstanding customer service.

Citygate also set a goal of providing realistic and executable recommendations to help the programs improve their overall effectiveness and meet the needs of the City Council, the other City departments, and the customers and citizens they serve.

STUDY APPROACH

Citygate’s study approach and methodology consisted of five major tasks, which were described in our Proposal to the City of Vista. These tasks are listed below:

- ◆ Initiate and manage the project
- ◆ Conduct initial review of operations of each program area
- ◆ Conduct analysis of external service delivery systems
- ◆ Perform in-depth operational analysis
- ◆ Prepare Final Report (recommendations/implementation plans).

In executing these tasks and addressing the scope of this study’s objectives, Citygate engaged in the following processes:

- ◆ Met with the City’s assigned project staff to initiate the study
- ◆ Prepared an employee orientation brochure and conducted an employee orientation session

- ◆ Conducted interviews with:
 - Mayor and City Council members
 - City Manager
 - Planning Commissioners
 - Community Development Director, City Planner, Development Services Supervisor, Building Official, Land Development Principal Engineer
 - Community Development employees
 - City Engineer, Assistant City Engineer
 - Sanitation, Storm Water, Traffic Managers and their employees
 - Fire Prevention Planning and Development Services employees
 - Assistant City Attorney
 - Code Compliance employees
 - IT Manager and Information Technology Analyst
 - Economic Development Director.
- ◆ Conducted four Customer Focus Groups and a Customer Survey
- ◆ Conducted an Employee Survey
- ◆ Performed walkthroughs of offices and facilities
- ◆ Reviewed available documents and records relating to the management and operations of the development services entities
- ◆ Compiled and performed analysis on various quantitative and qualitative data regarding the permit process
- ◆ Performed comparisons of services to identify best practices in comparable agencies
- ◆ Reviewed the activities of the Department in the context of best practices to determine if opportunities exist to enhance organizational performance.

Throughout this process, it was our policy to review findings of the study with multiple sources in order to validate findings and data used in the report. Our Draft Report was presented to the City Manager, Community Development Director, and City Engineer, who were asked to review the report and verify its factual accuracy.

The scope of this independent review included neither a financial audit nor a compliance audit.

SECTION II—CUSTOMER SERVICE AND THE DEVELOPMENT REVIEW PROCESS

The City of Vista has a clear focus on customer service. The City’s vision statement emphasizes:

“Providing Outstanding Services to Improve the Quality of Life of All Vista Residents and to Enhance the Uniqueness of Our Community, Reflecting Our Core Values: Respect, Fairness, Teamwork, Integrity, Compassion, Stewardship.”

This strong commitment to excellent customer service permeates the departments’ discussions throughout the day. Yet, there are customers who feel it should be better. In reviewing the Development Review Processes of the City, Citygate conducted Customer Focus Groups. Some of the common complaints noted were the following:

- ◆ Inconsistent information.
- ◆ Individual staff members are not empowered to make decisions.
- ◆ Some requirements are not in the Code. Customers indicated they do not mind following the rules, but the regulations should be written and applied equally to everyone.
- ◆ Customers indicated they had read the Development Code and interpreted it differently from the planners.
- ◆ Planners always go back to the Code and what it says.
- ◆ The process takes too long.

As we pursued each of these further, several challenges arose. The first one was discerning whether the examples given to us by applicants and customers were recent or from years ago (some examples were 6-8 years old). Citygate’s focus was on problems created in the *current* system with the *current* staff.

Second, Citygate also had to discern the real problems. Many customers, when they have had a problem with a staff person, generalize to the whole department or process. These global comments were not very helpful. It was then necessary for Citygate to pursue with that individual who and what specifically was the problem. This helped us investigate specific problems and processes, and then make recommendations (for example, fencing requirements, as enforced, had not been written or adopted properly).

Third, there were comments about “something they heard” from someone else. Citygate had to put more emphasis on those who were describing their own experiences, rather than relaying what someone else said. Where the person speaking to us did not have their own experience to relay, we asked for the name of the person who was involved in the example they were giving to us.

Finally, it was necessary to determine whether the concerns were specific to the City of Vista or expressed about development services in general.

The high intensity of examples clearly indicated to us that there are customer service problems. We believe we have identified the root causes of these problems. They are discussed in other sections of this report. Citygate begins this analytical examination by providing a normative definition of customer service in the Development Review Process.

DEFINITION OF CUSTOMER SERVICE

It is important to acknowledge that the definition of customer service is different in the public versus private sector:

- ◆ Where businesses target specific segments of the population, the public sector must serve everyone, with the expectation that everyone is treated equally.
- ◆ The Development Review Process is regulatory to guard “the public interest,” whereas the private sector rules have more flexibility to address customer concerns.

Does this mean that customer service is any less important in the public than in the private sector? Of course not.

What it does mean, however, is that we must use a definition that specifically relates to the Development Review Process. In a publication of the American Planning Association, reasonable expectations of “What Applicants Want” are defined (see the list on the following page). Citygate Associates used these expectations (some would refer to them as “best practices”) while conducting the performance review for the City of Vista.

THE NATURE OF THE DEVELOPMENT REVIEW PROCESS

The discipline and practice of land-use planning often revolves around managing conflict between the values that society places on such things as quality of life, open space preservation, traffic, urban sprawl, property rights, water quality, air quality, and various types of housing. Citizens have differing views on these public policy issues, and often their views are held with a good deal of passion.

In this context, planning and land use regulations are very powerful tools. Adopted by the City Council, these tools shape how the City will develop over time, and (by their very nature) define how land will be used, built upon, and preserved. Ultimately, the responsibility of the Planning Division (along with Building, Development Services, Land Development Engineering, the Engineering Department, and Fire Development Services and Planning) is to ensure that growth and development within the City are well planned, integrated, and meet the goals of the community as adopted by the City Council. This is a challenging process, which is further complicated by added layers of State and Federal regulations.

Often, the customer’s satisfaction or dissatisfaction with the City’s Development Review Process will be targeted at the Planning Division because it is the “face” on the regulations. That is, Planning is the first step in the Development Review Process. The reality, however, is that the process is a mixture of what the staffs in the various departments and divisions do and how they work together.

WHAT APPLICANTS WANT

- ◆ **Predictability**
 - Clear expectations, no surprises
 - Clear process and decision points
- ◆ **Fair Treatment**
 - Rules are the same for everyone
 - No “good” or “bad” developers – offer trust and be trustworthy
- ◆ **Accurate and accessible information**
 - Easy to find and understand
 - Clear application requirements and standards
- ◆ **Timely processing**
 - Establish early tentative dates for hearings
 - Guaranteed review turn-around times
 - Published commission and council/board of commissioners meeting dates
- ◆ **Reasonable and fair costs**
 - Application fees
 - Development commitments
 - Impact fees
- ◆ **Competent staff**
 - Staff team should have a balance of “hard” technical skills and “soft” people skills
- ◆ **Elegant regulations**
 - That fit
 - That are easy to navigate
 - That are rational
 - The most desired outcomes are easy to meet

Source: James van Hemert, “The Development Review Process: A Means to a Nobler and Greater End,” in the *Zoning Practice* (January 2005) outlined the typical expectations of customers (one might also call these “best practices”)

Moreover, because the General Plan is based on the values of each community, the community uses the planning process to help define which values (or “the intangibles”) make a City what it is. In the City of Vista, a major deficiency in the Development Review Process is not having a Land Use Element of the General Plan completed. This Element will answer many questions that customers have, such as: Where is the City going? What is the purpose of this policy or regulation? What are the criteria upon which approvals will be based?

It is during the discussions and debates of the plans that input is obtained from all the stakeholders (i.e., citizens, development community, businesses, Planning Commission, etc). Without the plan in place to give this guidance, the Planning Commission and City Council will discuss the same issues repeatedly as particular projects come before them. The result is very long meetings and frustrated customers.

The General Planning process is how a community finds the balance between competing values. This is what is called “balancing tests.”

BALANCING TESTS

There are no “truths” in planning. Although it is desirable to base land use decisions on a great deal of information and reasoned conclusions, often there are many unknowns and conclusions that require making value judgments. Just as often, those value judgments must be made when several values important to the community are in conflict. Each of these values may be worthy on its own, but when it conflicts with other needs, difficult choices must be made and a balance reached. **The key is to determine where the "balance" between these values lies.** This is what is referred to as "balancing tests.” Some of the balancing tests that Citygate identified while working in the City of Vista are:

- ◆ Individual needs versus community good.
- ◆ What decision makers want to do versus what they have the power to do.
- ◆ The need to be flexible versus the need to be consistent and knowing what to expect.
- ◆ Consistency versus empowering individual employees to make decisions.
- ◆ Staff flexibility versus the staff’s responsibility to follow the regulations set down by the Council.
- ◆ Faster review time versus limited dollars to update key documents (General Plan and Development Code), provide adequate staffing levels, and to upgrade technology.
- ◆ Equal treatment versus helping to address the individual applicant needs.

CUSTOMER SERVICES IN THE VISTA DEVELOPMENT REVIEW PROCESS

Using the APA publication's "What Applicants Want" as a guide, how does the City of Vista meet customer expectations?

Predictability

For the customer, predictability means clear expectations and no surprises. The process should be clear, including who approves the application, when, and what are the steps in that approval process.

In the Development Review Process, one looks to the policies of the General Plan and the standards outlined in the Development Code, Engineering Standards, and Building Codes to provide this flexibility. When they are crisp, understandable, and clearly outline the conditions upon which approval will be based, it is reasonable to expect predictability. In this scenario, the staffs of the various departments and divisions involved in development reviews may follow up with customer information packets, staff checklists, and provide databases to ensure the requirements and other information are explained well and accessible to all, and the reviews are conducted properly.

In Vista, the tools needed to accomplish predictability are not at the level to ensure this goal. This is not because staff is inattentive. It is due to:

- ◆ Key planning documents (i.e., plans and Development Code) are incomplete, inconsistent, or inadequate to address issues facing the City.
- ◆ The staffing levels in some divisions are not adequate to meet the expectations of customers and City decision makers.
- ◆ The technology needed for data entry and retrieval is beginning to be introduced, but there is much that still needs to be accomplished.

Accurate and Accessible Information

For the customer, accurate and accessible information means information is easy to find and is understandable. Each of the Departments studied in this report provide information to the customer in the form of customer handouts explaining the review processes, what the requirements are, and who makes the decisions. There are recommendations throughout the report where improvements could be made.

Citygate Associates' conclusions regarding accurate and accessible information:

- ◆ Vista is behind what other cities are providing on their websites, and the pressure to provide even more will continue to raise the bar. In terms of development services, the City of Vista's website needs to be developed to a higher level (see the Technology section of this report for specifics). Obtaining forms, looking up the application requirements and standards, submitting simple applications, paying fees, scheduling inspections – all are being done online in most cities now.
- ◆ Customer expectations now include tying into the City's databases and GIS maps. Ultimately, the Accela Permits Plus system, which the City of Vista uses, will allow citizens and businesses to go online and find information they need to know

about their land, e.g., permits issued, assessor's records, where the sewer lateral is located, legal description of the properties, etc. Some of this information is available on the City's website now.

- ◆ Citygate recommends in this report that there needs to be an influx of resources to ensure all divisions in the Development Review Process are tied to the Accela system, that historic documents and files are scanned, and the website be raised to a higher level to allow for easier access to government resources and databases by the City staff and their customers.

Timely Processing

For the customer, timely processing means that there are guaranteed review turnaround times. It also means they know where their project is at any point in those reviews.

State Law and the City of Vista's management team have established specific review cycle times, which employees are expected to meet. Each department involved in reviewing development projects keep activity logs that indicate when projects come in, when the reviews were completed and by whom, what actions the Planning Commission and City Council have taken and the conditions of approval.

Citygate reviewed these activity logs. For the most part, the City staffs are meeting the review cycle times. The exceptions are Land Development Engineering (Community Development Department) that miss these deadlines 15 percent of the time, and Sanitation Engineering that miss the deadlines 20 percent of the time. Citygate believes a ½ FTE Engineer may be needed in the long run for the Land Development Engineering Division once they finish adjusting staff assignments. This could be done by either outsourcing some of the work, adding a full-time position and eliminating the existing half-time position, or other feasible methods. Whichever approach the Department implements, the 95 percent standard for reviews must be met. We feel that Sanitation Engineering is adequately staffed and should be meeting the deadlines, and that management needs to take other actions to ensure the deadlines are met and responsive customer service is provided.

Could the staff do better than the State Law guidelines? Some, such as Building reviews, are. Others may be improved over time, but this is not a reasonable expectation in the near future as the staff does not have the necessary technological tools, the staffing levels, or the policy guidance from plans and codes to make the system run this effectively and efficiently.

Competent Staff

For the customer, competent staff means that staff should have a balance of "hard" technical skills and "soft" people skills. This means that they see their roles as facilitators and coordinators, as well as professionals in their field of study. It means patience with the small developers or one-time applicants who have never gone through the system before. For those individuals, they need to know how everything works, what the steps are to getting approvals, and what is expected and required.

The Community Development staff, as the "face" on the development process, does a remarkable job in addressing customer concerns and responding to customer needs. That is, as far as they *can* go given the lack of tools available to them.

That is not to say there are not some instances where projects get caught in the middle of changing rules or enforcement, or that the staff does not make mistakes. These instances do happen. Nevertheless, it is not a case of staff working harder or being inattentive. It has to do more with the parameters under which they work and the tools available to them to solve problems. At the same time, the staff must be more attentive to providing information to the development community when rules are changing, rather than the applicant finding out when they are ready to submit their plans.

Staffing levels also has an impact on how well the process works. For the last few years, the Planning Division has been understaffed. Even with the two new positions added recently, Citygate Associates' conclusion is that this Division remains understaffed to address the problems in the General Plan and the Development Code.

Finally, the staffs in both the Community Development and Engineering Departments work in less than desirable conditions given their workspace.

Elegant Regulations

To the customer, elegant regulations means that the regulations makes sense, that they fit the community, they are easily understood, they are rational, they result in the desired outcomes, and those outcomes are easy to meet.

Vista's Development Code is far from being an "elegant regulation." It is difficult to read, inconsistent from chapter to chapter, and lacks the graphics to make difficult concepts understandable to the average applicant. When one adds on the State and Federal standards, the process can be a mystery to anyone trying to follow the process.

Customers expressed frustration that they keep bringing up some of the problems with the ordinances, and the staff may even concur, but nothing gets resolved. That is true. These issues **will not be resolved** until there is adequate attention given to these documents, which provide the framework for conditions of approval, what land uses go where and when, and what flexibility is available to the planner to adjust regulations given the lay of the land. At the same time, the staff has been waiting to do a comprehensive rewrite of the Code and has been keeping a tag list of the problems. These problems need to be addressed in the short run. Citygate is recommending that the Development Code have a comprehensive rewrite, but until then, some of these problems need to be addressed through a formalized amendment process twice a year.

Some also have suggested to Citygate that the staff needs to be "more flexible." This places staff in the position of trying to decide what City standards should or should not be enforced in order to meet the expectations of applicants and elected officials. In this mode, if the decision goes badly, it is easy to come back to an employee and ask them why they did something "against the Code." It also sets up a situation where one applicant may get something that other applicants are denied. **The flexibility needs to be written into the Development Code itself rather than put the staff in this untenable position.**

Trust and Confidence

For the customer, trust and confidence means that the rules are the same for everyone, and that the City staff and the applicant have a relationship whereby they can trust the information given by the other.

How can the City of Vista provide predictability, access to information, elegant plans and rules used for guidance that will ensure everyone knows what to expect of them, that the rules will not change, and that they will be consistent for everyone submitting an application to the City? How can customers have some assurance that their project will go smoothly through the review process? **This is ultimately what this report is all about, i.e., what can the City do to ensure these elements are addressed?**

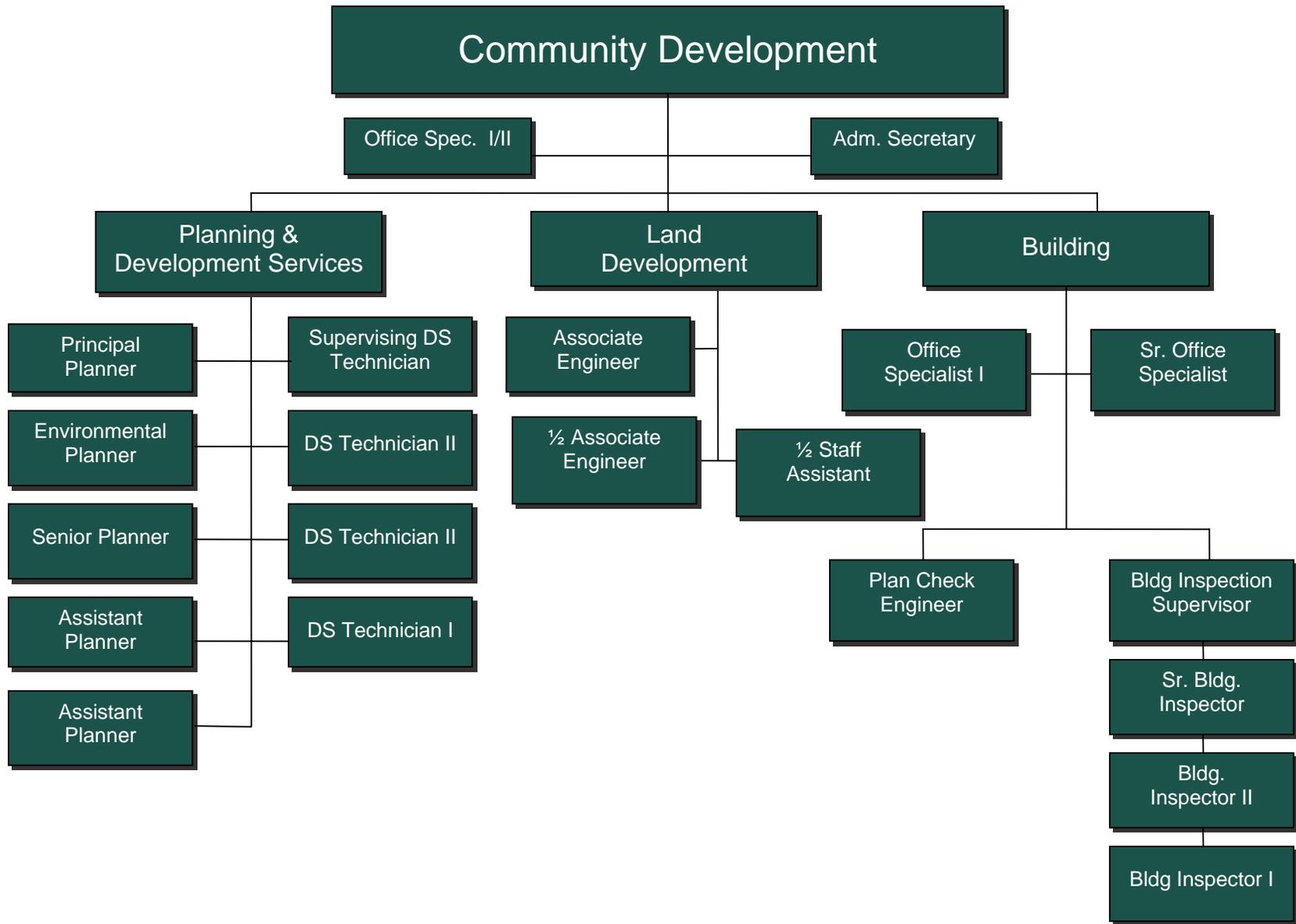
At the same time, the development community has a responsibility as well. For those few who build without getting permits, who submit applications that they know do not meet City standards but are keeping their client happy, and for those who focus on one person in the City who is a problem, rather than focusing on solving the problem – there is a responsibility on the applicant's part as well.

SECTION III—COMMUNITY DEVELOPMENT DEPARTMENT

ORGANIZATION OF THE DEPARTMENT

The Vista Community Development Department consists of four divisions: Development Services (Permit Counter), Planning, Building, and Land Development (Engineering).

- ◆ **Development Services.** Development Services provides one-stop permitting for development customers. The Development Service Center is the initial point of contact for information pertaining to development issues, permit applications and development fees. It is also the final contact for issuance of all permits.
- ◆ **Planning.** The Planning Division is tasked with ensuring that land uses in Vista comply with City codes, the General Plan, City Council and Planning Commission policies, and state law requirements. Approval of projects by the Vista Planning Commission, City Council, and/or administrative staff is required prior to issuing grading and building permits. The Planning Division also performs environmental review of public and private projects. The Advanced Planning programs provided by this Division include updating the Vista General Plan, preparing and amending specific plans and codes, and conducting special land use studies as directed by the Planning Commission and City Council.
- ◆ **Building.** The Building Division is responsible for ensuring that structures adhere to minimum standards to safeguard life, health, property and the public welfare. This is accomplished through building plan check, issuance of building permits, and inspection of buildings to ensure compliance with local and state laws. The Building Division is also responsible for providing staff support to the Building Board of Appeals, which convenes on an as-needed basis to address building issues.
- ◆ **Land Development.** The Land Development Division is responsible for reviewing engineering applications for private land development within the City. This includes providing comments on proposed projects during pre-application meetings, reviewing Planning applications, and checking grading plans, improvement plans, associated technical reports related to hydrology, water quality and soils, and final maps for private development projects.



FOCUS GROUPS COMMENTS

As this is a review of development processes, and not about evaluating personnel, the personal comments made about individuals during the conduct of Citygate's focus groups are not included here. The comments below are associated with development-related processes within the Community Development Department. Comments concerning how processes are working in individual divisions are listed in other chapters of this report.

- ◆ When the Department began enforcing requirements, which previously had not been enforced, it caught some developers in the middle of their projects and they were asked to make (in the developer's view) major changes.
- ◆ Attendees stated that they do not mind going by the rules, but they want assurance that the requirements are in writing and have been adopted by the City Council.
- ◆ It was further stated that if the City is not behind you, the project gets harder to move along because the developer must go through the City to all the other agencies.

EMPLOYEE COMMENTS AND EMPLOYEE SURVEY

Citygate conducted an Internet-based employee survey directed to all employees of the Department. Several statements were presented to the employee, and employees were asked to indicate their "degree of agreement" with the statement. The results of this survey are provided in Appendix B.

In general, each group and the individuals with whom we met in the Community Development Department expressed their enjoyment with working as a team within the Department. They said it was "fun" to come to work every day. They related that everyone in the Department has an open door to allow others to ask questions so they may quickly turn around and give the customers answers to their questions or concerns.

CITYGATE FINDINGS

- ◆ **What Community Development is doing well:**
 - The Department's strong commitment to customer service.
 - There is an emphasis on being consistent in responses to applicants.
 - Employees have a good attitude toward their work.
 - Employees have high expectations of one another.
 - Staffs of the various divisions work well together and as a team.
 - Vista's one-stop center works efficiently and effectively and compares favorably to other cities.
 - Management is very supportive of their staff, and in return, is respected by them.

- There is a remarkable level of expertise within the Department beyond what is expected in individual positions, e.g., the inspection managers have civil engineering degrees, an office staffer is a real estate appraiser, and two of the permit technicians also have building certifications.

◆ **What is not going well:**

- Some requirements are being enforced that have neither been formally adopted, nor are they in writing (e.g., fencing regulations).
- The inconsistencies in the nearly unreadable Development Code leads to inconsistent answers given by staff and incorrect interpretations of the regulations by the customers.
- There is insufficient emphasis on Advanced Planning, which has resulted in a slowdown of updates to the General Plan and few amendments to the Development Code. This, in turn, has led to: (1) a lack of detailed criteria upon which approvals are based, and (2) problems with these documents are not resolved.
- The technology available to the staff is inadequate and rapidly falling behind other cities.
- For the one-time applicant, the handouts for the various processes are difficult to understand and therefore not sufficiently helpful.

CITYGATE RECOMMENDATIONS

Department Vision and Goals

Recommendation III-1: Develop a Department Vision and Goals.

One of the factors Citygate reviews in these studies is whether the Departmental mission statement and goals are in line with those of the City Council. For a Community Development Department, this is particularly essential as the staff is charged with implementing key aspects of the City's vision. At present, there is no vision and goals developed for this Department.

The Department's vision evolves out of questions such as:

- ◆ Given the City's Vision Statement, what is our role in this?
- ◆ How are these principles and values expressed by this Department to the public, to the developer, to other departments and to employees?
- ◆ What is our definition of the public interest?
- ◆ Who are our major stakeholders? How will we involve them in our processes?
- ◆ How do we take advantage of the ideas that come from our customers?

Customer Guidebook

Recommendation III-2: Prepare a Development Review Process Guidebook.

For those who are not in the development business and may have only one occasion in a lifetime to interact with the City, there needs to be information provided that gives the overall framework of the development review process. Such a guidebook should include:

- ◆ A description of the decision making bodies, what their responsibilities are, when they meet, what to expect at the meeting, where the customer can find the agenda, minutes, and other information online.
- ◆ What development services are provided by the City.
- ◆ General Plan, Zoning Ordinance, Design Guidelines descriptions and where they can obtain additional information.
- ◆ Flow charts of the various review processes.
- ◆ Appeal Procedures.
- ◆ Frequently Asked Questions.
- ◆ Frequently Used Abbreviations.
- ◆ Glossary.
- ◆ Address of City offices.
- ◆ Telephone numbers of the departments and divisions involved in the development review process and hours of operation.
- ◆ City website address and what information can be found there.
- ◆ Maps available from the City, e.g., zoning maps.

Good examples of such a guide are Carlsbad, California, and Lee County, Florida.

Rules Should Be Formally Adopted

Recommendation III-3: Formally adopt City development requirements, including fencing regulations.

Those who attended the Focus Groups conducted by Citygate Associates commented that they felt there were some rules they were required to follow that were not written. As Citygate asked questions, there appeared to be confusion as to: (1) whether these were rules that existed, but had not been previously enforced; or (2) whether they were new rules that had not been adopted. Upon investigation into this matter, Citygate found that both explanations were true.

The design guidelines at the Business Park, for example, had not been strictly enforced, but in recent years, the City had begun enforcing them.

In the case of the fencing regulations citywide, there were no written regulations. These should proceed through the normal process: (1) presentation to the Planning Commission to hold a public hearing and make a recommendation to the City Council, and (2) the City Council

considers the recommendation, makes whatever changes they feel necessary, and adopts them. A basic principle of zoning law is as follows: the public should be given an opportunity to comment on regulations that are to be imposed upon them, the legislative body (elected officials) is the only one that has the power to impose them, and the staff administers the rules once adopted.

E-mail Newsletters

Recommendation III-4: Begin using e-newsletters to alert the development community to any changes in City requirements.

The Focus Groups also commented that when they came to the Community Development Department ready to submit their plans, they were told that some of the rules had changed, which then necessitated revisions in their plans. This costs applicants both time and money.

Citygate recommends the Department begin to utilize e-mail newsletters to keep the development community informed on an ongoing basis. The e-mail list can be generated in several ways. The customer may: (1) fill out a form on the Community Development Department’s website where interested citizens “subscribe” by providing contact information to a database; (2) call the Community Development Office and ask to be added to the list; or (3) come into the Development Services Center and fill out a form.

E-mail newsletters may include a wide range of topics: change of meetings, proposed plan or zoning code amendments, new requirements for contractors, change in the building technical codes or state environmental laws, indication of changes in the applications, studies that have become available, upcoming zoning or building workshops, updates on demographics data, and to publicize the accomplishments of the Department or individual staff members.

Activity Logs

Recommendation III-5: Adjust activity logs to include additional information.

Activity logs are maintained by Planning, Land Development, and Building. The activity logs need to be expanded in the Planning and Land Development areas as follows:

- ◆ Add a column to indicate when documents are sent to other departments and when the other departments’ comments come back to the Community Development Department. Only in this way can the causes for extended review times be pinpointed and the problems addressed.
- ◆ Add a column to log the days the plans are actually in the Community Development Office for review. This documentation gives an indication how long the City is waiting for the applicant or their representatives to submit revised plans.

SECTION IV—DEVELOPMENT SERVICES DIVISION

The Development Services (DS) Center provides one-stop permitting for those seeking permits to build within the City of Vista, including development issues, permit applications, and development fees.

ONE STOP CENTER

The basic concept of a one-stop center is to make it convenient for customers or applicants to come to one place to ask questions, receive assistance, and submit applications for development review. For a one-stop center to work effectively, a strong commitment is required from the staff from several departments to customer service at the front counter. It can be a very time consuming requirement for the applicant.

In Citygate's experience, other cities route the customer first to one station then to the next (i.e., planning, building, engineering, fire). Once the customer finishes at one station, he/she moves to the bottom of the list at the next station. This can be very time consuming for the applicants.

Vista's Development Services Center is much more effective and efficient. The applicant talks with a Permit Technician, who is knowledgeable about the various processes (there are over 100). Once the technician goes through the process and requirements, if the customer has more specific questions, a planner, engineer, building inspector, or fire development services staff is called to the front counter to answer those questions. When needed, the staff from the Engineering Department (such as a sanitation engineer or traffic engineer) is requested to come to the Development Services Center to meet with the applicant.

The commitment of the Community Development Department to customer service is particularly strong and the staff routinely provides an answer immediately, where possible, or offers a date certain when they will get a response to that applicant.

There are problems, however.

- ◆ **Interruptions.** The Community Development staff expectation is to drop what they are doing to go to the counter when needed. Because the call may come at any time, it may break into the concentration of staff reviewing projects, which may stretch the time needed for review of their projects and possibly cause errors.
- ◆ **Some staff members are not available.** The Fire Development Services Division does not have enough staff to be available in the office consistently during the day. The Permit Technicians can answer the basic questions of what is required, but for more specific questions, the customer must wait for the Fire staff to return from the field.
- ◆ **Space.** There are neither conference rooms nor is there adequate space at the front counter to lay out the drawings that the customers bring in with their applications. Laying out the plans allows the staff to give immediate responses to questions and to check the plans to ensure they are in order.

Permit Technicians

The Development Services Division has four (4) employees: a Supervising Development Services Technician, two DS Technician II's, and one DS Technician I. The Development Services Supervisor is certified as both a Building Inspector and as a Permit Technician. One Permit Technician II is certified to do Building Plan Checks and certified as a Permit Technician. Two technicians speak fluent Spanish.

The Permit Technicians' responsibilities are to walk applicants through the specific process for which each customer is applying. As the initial contact with the applicant, the technicians must be familiar with all the processes that might be submitted. Examples of these processes are listed below.

Types of Processes With Which the Permit Technicians Must Be Familiar

ADA Requirements	Annexation	Adm. Temp. Use Permit
As Built Procedures	Bonds	Boundary Adjustments
Business licenses	Certificate of Occupancy	Condominium
Commercial	Demolition Permits	Development Fees
Driveway standards	Easement Requirements	Electrical Permits
Encroachment Permits	Erosion Control	FEMA maps
Final Maps	Food Vending permit	General Plan Amendment
Grading Permit	Hazardous Materials	Home Occupation permit
Mechanical Permits	Mobile Home Setups	Multiple Residential
Non-conforming Uses	Parking	Planned Residential Devt
Plumbing Permits	Private Street & Driveways	Right-of-Way Permit
Signs	Special Event Sign permit	Site Development Plan
Special/Minor Use permit	Tentative Parcel Map	Tentative Subdivision map
Variance	Zone Change	

Most of the requests for permits are done over the counter on the same day. If they require engineering calculations, complex traffic control plans, and/or other documentation, the issuance of the permit may take longer (usually no more than two days). The applications for discretionary permits and other applications needing Planning Commission and City Council actions are taken in at the Development Services Counter and then passed on to the appropriate staff for review.

The Permit Technicians also see the applicants at the end of the process reviews when the applicants come in for occupancy permits.

Citygate observed the front counter operations off and on over a four-day period. There was little customer waiting time, as there are always at least two permit technicians at the counter, more if the demand warrants it. When not serving customers at the counter, the technicians follow-up on those applications that have been submitted, routing them to the appropriate staff person for review, researching the history of that address, updating the database, etc.

CITYGATE FINDINGS

- ◆ The Development Services Permit Technicians have a high level of knowledge of the development processes. More highly trained than is common in most development services divisions in other cities, their expertise, cross-training, and limited turnover provides continuity and strength to the Community Development Department's customer service.
- ◆ At the present time, there are no activity logs being kept of the workload in the Development Services Division (unlike the other divisions within this Department).
- ◆ Some of the handouts prepared by each division and distributed by the Development Services Technicians tend to be difficult to understand even by professionals.
- ◆ There needs to be additional coordination between the actions at the Development Services Center and the Business Licensing Office regarding possible application submittals for business licensing.

CITYGATE RECOMMENDATIONS

Permit Technicians

Recommendation IV-1: Establish activity logs for the Development Services Division.

Recommendation IV-2: Add a Permit Technician.

Recommendation IV-3: Develop in-depth knowledge of each function.

Tracking projects and departmental activities provides a database upon which a manager can monitor the effectiveness of the development review process and workloads of each division. Logs of such activities exist in Planning, Building, and Land Development, but not in Development Services. Such data for Development Services might include the number of customers served per day, the number of permits issued, the amount of waiting time per customer, etc.

Without this data, it is difficult to determine the extent to which more assistance is necessary. Citygate judged the appropriateness of the staffing level in the Development Services Division by the amount of processes with which the Permit Technicians must be familiar and the needed depth in those processes required to meet the expectations of the customers and the organization.

Given the expertise and longevity of the permit technicians, they have been able to absorb increasing workload as new processes have been added, and to respond to changes in City ordinances and State laws. However, expertise, experience, and commitment to customer service can only take this Division so far without adding staff to keep up with the continuing increase in the number of processes and to master the complexities of the development process.

It is Citygate’s recommendation that an additional permit technician be added, and that the technicians develop in-depth expertise in one of the following areas: planning, building, land development, or fire development review processes.

One area, which is not covered well at the Permit Counter, is the Fire Development Services. The Fire Department covers not only the City of Vista, but also the greater area of the Fire District (the workload breaks down into 2/3 Vista and 1/3 District). The Permit Technicians take in fees for the City portion, but not for the District; nor is information relating to the District entered into the Accela Permits Plus system. As the District pays the City for service to this area beyond the City’s boundaries, it is reasonable to expect that the fees should be paid at the City and the data entered into the data tracking system. This would allow the Fire staff to have the tools they need while carrying out their responsibilities, for example, computer capability to track the projects under review, receive management reports, etc.

It is Citygate’s recommendation that the each permit technician develop greater knowledge in one field, attend staff meetings of that division, and share their knowledge with the other permit technicians as they perform their duties each day.

Rather than be divided up into other divisions, it is important to stress that there should be no change in the permit technicians working as a team. Nor should the current way in which they are managed by the permitting supervisor be changed. This group of employees works effectively together as a team. Citygate’s recommendation is to build on the exemplary foundation they have established in conducting their business and to enhance it by adding greater depth.

Customer Information

Recommendation IV-4: Involve a technical writer to review all customer handouts.

One of the “Best Practices” for community development is providing information that describes the Department’s core processes in an understandable and user-friendly manner. Citizens and

applicants need to know how the various development processes work upfront so they know what to expect.

Throughout the Development Services Counter area, there are handouts for each of the City's development review processes. These forms should provide flow charts and other graphics to help illustrate the processes for first-time applicants, as individuals understand visuals easier than pages of descriptive narrative. It is wise to involve a technical writer to enhance the readability of information given to customers to ensure the average person can understand them. Additional graphics and flowcharts of the processes should be included.

Business Licensing

Recommendation IV-5: Add a business license screen to Permits Plus.

When a citizen comes to the City to apply for a business license, they submit an application in the Business Licensing Office. Once the application is prepared and logged by the Business Licensing Office, the applicant is sent to the Development Services Center for the planners to check that the proposed business location is zoned properly for the proposed use.

If the zone does not allow the use, the planner will describe what the next steps are (e.g., other areas where the use might be appropriate, other information that is needed before the application can be submitted, etc.). The applicant then leaves to pursue those steps; some may decide not to pursue the business license. If the business is appropriately zoned, the applicant returns to the Business Licensing Office to pay the fees.

Currently, the Business Licensing Office has no way of knowing what the follow-up steps for the applicant are or whether an applicant is still going to pursue a license. As a result, their files are still open waiting for the applicant to return to obtain the license. At present, Business Licensing has 306 open applications.

A second problem arises in those cases where the applicant mails the application with the accompanying fees. These fees are deposited on the day received. If the applicant who mailed in the application does not meet City requirements, they must formally request the fees be returned. They may not know to do this.

The Business Licensing Office needs the capability of reviewing the action and comments made by the Planning Division on a particular application so that the Business License staff can then follow-up with the applicant. This necessitates the Community Development Department staff adding a page to Accela's Permits Plus system for business licensing.

SECTION V—PLANNING DIVISION

THE PLANNING DIVISION RESPONSIBILITIES

- ◆ Facilitate defining the City’s Vision through the City’s General Plan and other plans, preparing and amending specific plans, and conducting special land use studies as directed by the Planning Commission and City Council
- ◆ Ensure that the City’s vision is realized through following plan policies, and enforcing the Development Code and state law requirements
- ◆ Assist customers at the Permit Counter, provide information, and answer questions
- ◆ Provide support to the City Council and Planning Commission
- ◆ Manage the pre-application process
- ◆ Perform development reviews, e.g., plot plans, site development plans, parcel maps, subdivision maps, special use permits, variances, and minor use permits
- ◆ Conduct environmental review of public and private projects, manage contracts for environmental impact reports and specialty consultants, and prepare environmental documents.

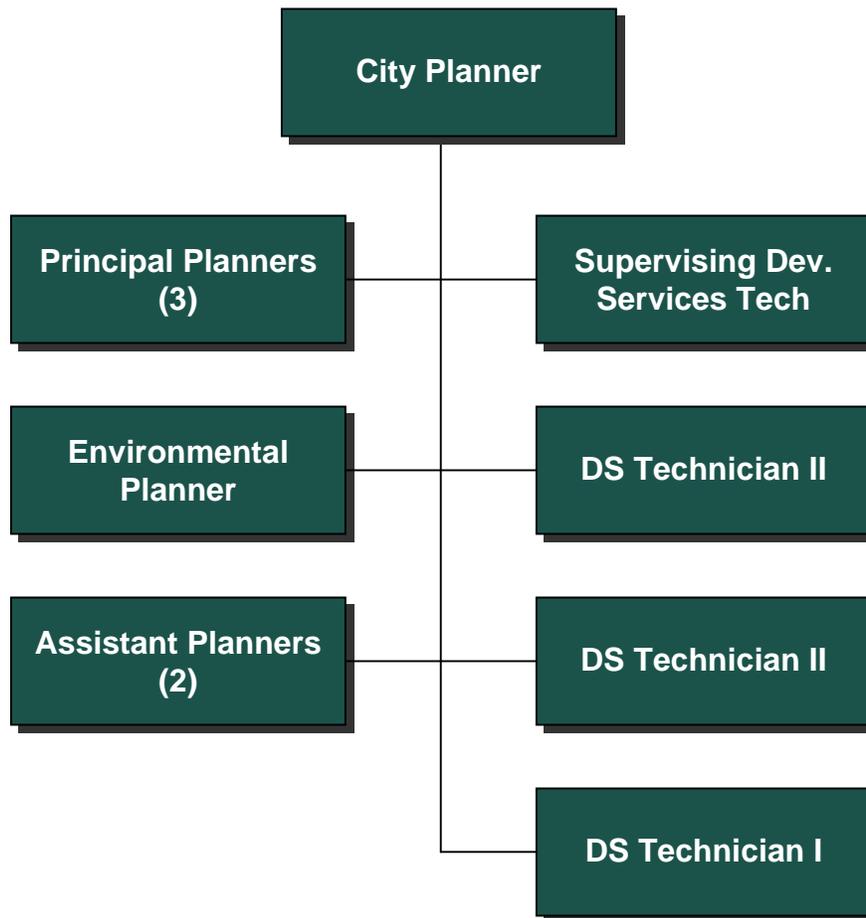
ORGANIZATION OF THE PLANNING DIVISION

The Vista Planning Division consists of seven (7) individuals:

- ◆ City Planner (presently vacant)
- ◆ Principal Planner, Advanced Planning
- ◆ 2 Principal planners, Current Planning (one position presently vacant)
- ◆ 2 Assistant Planners, Current Planning
- ◆ Environmental Planner.

The City Planner also provides management oversight of the permit technicians serving the Development Services Center.

Organization of the Vista Planning Division



FOCUS GROUPS COMMENTS

Citygate Associates conducted four customer focus groups. The comments from these groups regarding the Planning Division are summarized below.

- ◆ Pre-application meetings are viewed as “wonderful”; many cities do not have them.
- ◆ Pre-application meetings go well, but when customers then submit their application, they still get an incomplete letter that goes to the owner and makes the owner’s representative look bad.
- ◆ Applications are never deemed complete the first time, although customers realize that it is true everywhere, not just Vista.
- ◆ The process is more complicated, the laws stricter, and the environmental review process is longer and more costly than it was years ago.

- ◆ Environmental Reviews:
 - The City chooses the environmental professional. As a result, customers do not have control of the timing of when the EIR starts. This can delay the project.
 - Customers indicated they would like the City to inform them earlier in the process that an environmental review is required, so it does not delay them as long.
- ◆ Planners are inconsistent in what they require from project to project.
- ◆ Review and approval of landscape plans:
 - Instructions need to be in writing, and the requirements need to be provided upfront and not changed after the plan is approved.
 - There are conflicts between what engineering requires and what the landscape architect requires.
- ◆ Architectural plans have to wait until the second engineering review; can these reviews happen concurrently?

PLANNING STAFF COMMENTS

Citygate conducted interviews with Division employees as a group and individually. A summary of these comments are provided below:

- ◆ Working here is fun. The managers are supportive. Everyone in the Department has an open door.
- ◆ It is hard to balance the application review workload with the counter time. About 30 percent of a planner's time is spent at the counter.
- ◆ Recordkeeping a major problem: some information is on cards, paper files – if before 1989 – are in a storage facility elsewhere. It is time consuming to look for files.
- ◆ We need more of an emphasis on long range planning.
- ◆ The environmental handouts need to be updated.
- ◆ Development Code:
 - There are inconsistencies between the Community Identity Element of the General Plan and the Development Code.
 - The Development Code is confusing, difficult to read, and organized poorly.
 - There are inconsistencies.
 - There are some policies, which are not in the code, such as fencing requirements.

CITYGATE FINDINGS

- ◆ The critical documents (e.g., plans, Development Code) for planning and development review have internal inconsistencies and conflict with one another, which leads to frustration for staff as well as the development community, and negatively impacts the efficiency and effectiveness of the Development Review Process.
- ◆ The Planning staff has done an excellent job in providing customer information, which is understandable, formatted for readability, and explains the reasons for the requirements.
- ◆ The pre-application meetings are offered as part of the review process at no cost to the applicants (which is not true of many other cities), and may be held as many times as needed to work out whatever the issues are.
- ◆ The vacancies over the last several years and lack of a Senior Planner position in Advanced Planning has put a strain on the planning staff. This has resulted in some critical needs not being addressed, such as an update of the Land Use Element of the General Plan, a rewrite of the Development Code, and preparation of a Procedures Manual. Even with the planning positions added a few years ago, the Planning Division is understaffed to perform to the expectations of City decision makers and customers.
- ◆ Several members of the Planning staff are relatively new and are learning how the processes work. Although the Division has developed several means by which to ensure consistency in their responses to customers, inconsistency results from the difficult to understand Development Code and the lack of a Procedures Manual, which would provide flow charts and checklists to aid them in their reviews.
- ◆ The Planning Division, similar to the Land Development Division, does not have access to the necessary technology to address its responsibilities efficiently. This would require Permits Plus screens for their division, workflow analysis, and scanning of historic project files (see the Technology section of this report).

CITYGATE RECOMMENDATIONS

Advanced and Current Planning Sections

Planning has two vital functions – Advanced Planning and Current Planning. Advanced Planning’s responsibility is to facilitate the process by which the City’s key stakeholders are brought together to determine the vision for the City and to recommend policies which seek to take the City step-by-step to realizing that vision. Current Planning’s responsibility is to conduct development reviews and approve land use permits in accordance with the General Plan, the City’s Development Code and other regulations.

The Focus Groups asserted that some problems continue unresolved, and that there are inconsistencies. This is due to the lack of staff time to address the problems, not to any failing on the part of the staff in their desire to make it easier for the customers.

Recommendation V-1: Create Advanced and Current Planning sections.

Although Advanced Planning and Current Planning are two distinct functions, when the workload pressure is on Current Planning to keep up with applications reviews, the planners in Advanced Planning are asked to help. As this happens more frequently, Advanced Planning often is de-emphasized. Across the country, “Planning Offices” are quickly becoming “Permit Centers,” as the focus on turnaround times and reviews loom in the public’s mind.

This becomes counterproductive, as Advanced Planning is primarily a “problem-solving” function. Repeatedly, customers and planners expressed to Citygate that the plans and Development Code are out-of-date and that enforcement results in inconsistent answers from staff. When the Planning staff does not have the time to step back to define the problems and address them, tension builds as staff and applicants face the same problems day after day with no systemic resolution. For this reason, the City of Vista needs to place more emphasis on the Advanced Planning Function.

Update Critical Planning Documents

The customer focus groups expressed frustration that planning reviews take too long and the mistakes that are made lead to “late hits.” As Citygate pursued whether this was indeed true and if so, the reasons for this, it was obvious that many of the problems result from inconsistent policies and regulations.

This can be a challenge for any planner doing the reviews, but it is particularly daunting for the new planner who does not have the benefit of knowing how these problems have been handled in the past. The result is not only a longer review process, but inconsistent answers from staff as well.

To ensure consistency, the General Plan and Development Code need to be reviewed and updated, and they need to contain enough detail regarding the “criteria for approval” to let everyone, both applicant and staff, know what to expect.

City General Plan

Planning and development successes are only as good as the City’s policies and regulations. General Plans should provide a clear framework and direction for decision-making. Without clear direction, the Planning Commission and City Council discussions of every proposal before them will be much longer as they seek to define where Vista is going and whether a specific proposal helps or hinders attaining that vision. Revising the General Plan is an opportunity to further define the current vision of the City’s future and address the problems expressed by the Customer Focus Groups.

The Vista Community and Identity Element and the Housing Plan were updated within the last two years. Already some inconsistencies in terms of their policy direction have appeared (which is not uncommon with new plans; they must be smoothed out over time). An update to the Land Use Element of the General Plan is scheduled for 2007. Another plan waiting to be done is the South Santa Fe Plan.

The General Plan Land Use Element will do much to address the concerns expressed by the development community as to the inconsistencies and not having clear policy direction from the



City. For example, they would like to know what land uses go where and the criteria for approval of particular types of uses (e.g., wine and beer sales). Although policies may be general in nature, more specific criteria are then provided by updating the Development Code.

Recommendation V-2: Add a Senior Planner position to focus on updating the General Plan and Development Codes.

Over the last few years, the Planning Division has been understaffed. Two years ago, the Council added two positions to the Division. As has been mentioned throughout this report, there needs to be more emphasis on Advanced Planning, and therefore, Citygate is recommending a Senior Planner position be added to oversee the Advanced Planning section.

Recommendation V-3: Amend the General Plan twice a year to correct inconsistencies and other problems.

To address some of the problems in the short-term, Citygate recommends the City begin a program to provide smaller amendments on an ongoing basis as issues arise. Some cities (such as Carlsbad) do this on a quarterly basis; others do it twice a year.

Development Code

Once the City adopts a Development Code, it typically works with that code for decades, making amendments where needed. Over time, this incremental and piecemeal approach leads to inconsistencies within the document. To make it work, the staff or Planning Commission then develop “interpretations” of the Code. These may become quite numerous, and they may become difficult to track. As a result, the Code is too complicated for anyone but professionals to get through. Those who come in to apply for a permit for the first time may need to hire a consultant to help them. **This should not be necessary if the documents are well written and the processes well defined.**

Recommendation V-4: Conduct a comprehensive rewrite of the City’s Development Code once the Land Development Element of the General Plan has been completed.

Recommendation V-5: Until the Development Code can be rewritten, amend the Code twice a year to correct inconsistencies and other problems that cannot wait.

A comprehensive review is critical to ensure the development review processes are as effective and efficient as possible. A comprehensive rewrite provides a means by which the City’s vision, as described in the General Plan, can be realized, and the Code needs to be rewritten to be more readable and understandable to “the average person.” Graphics, maps, flowcharts, and tables should be used extensively to illustrate key planning concepts and requirements. The rewrite would also provide opportunities to:

- ◆ Explore ways by which regulations could be more flexible
- ◆ Include new planning concepts

- ◆ Analyze which processes could be administrative rather than requiring Planning Commission or City Council action
- ◆ Anticipate problems that will arise from the increasing number of infill projects
- ◆ Determine which processes could be improved or eliminated if they add no value
- ◆ Provide specific criteria upon which approvals are based
- ◆ Place all Administrative policies and interpretations into the Code
- ◆ Be a good refresher course for everyone to remember why the City requires what it does, and why the processes are conducted as they are.

Planning Commission Minutes

The Planning Commission asked Citygate to look at the minutes of their meetings. Recently, the minutes have been shortened, which they felt left out much of the discussion. The staff indicated that this was done to focus on the salient points and to shorten the time the administrative secretary spent on doing the minutes.

Citygate did review the minutes in the new approach and those done before the change. It appears to Citygate that the major points are expressed, and the findings of fact upon which the motion is based are provided. Having not sat through their meetings and then read the minutes, we cannot comment on the accuracy of either the major points or the motion that was made.

DEVELOPMENT REVIEW PROCESS

Going to the Development Services Counter can be very helpful for first-time customers; it often is not enough for the seasoned developer. Pre-application meetings can provide answers to more in-depth questions, minimize misunderstandings, and resolve difficulties between the applicant and the staff before expensive plans are submitted. The result is a smoother, faster processing of applications.

Vista's Community Development Department offers pre-application meetings without charge to the applicant. (In other cities, it is typical that this meeting is called only when requested, and there is frequently a charge for the service.) At this meeting, the applicant meets with representatives of Planning, Land Development Engineering, Fire Development Services, Engineering, and Building. Other departments may be invited when other types of expertise are needed.

If need be, additional pre-application meetings may be held to discuss issues before the application is submitted. To be effective, the same individuals need to be present for each meeting so the information provided is consistent.

The workload for the Planning Division over the last five years is as follows:

Planning Permit Activity	2002	2003	2004	2005	2006
City Planner Reports	0	5	2	1	1
Tentative Subdivision Map	4	7	7	3	8
Tentative Parcel Map	7	9	10	22	18
Specific Plan	1	3	5	1	3
Environmental Review	19	32	34	38	64
Annexation	4	0	6	2	1
Temporary Use Permit	18	4	6	5	3
Special Use Permit	8	5	5	8	6
Boundary Adjustment	9	14	11	9	9
Variance	0	0	0	0	0
Minor Use Permit	4	11	14	7	22
Rezone/Map Amendment	0	3	1	2	1
Site Development Plan	5	9	4	10	10
Comprehensive Sign Program	4	8	10	1	17
Street Name Change	0	0	0	1	3
Certificate of Compliance	8	12	11	10	11
General Plan Amendment	0	1	5	3	2
Zoning Text Amendment	5	4	0	1	3
Irrevocable Offer to Annex	1	0	0	0	0
Food Vending Vehicle Permit	0	0	1	0	0
Plot Plan	15	9	5	13	9
Condominium Housing Permit	0	3	3	3	1
Holiday Use Permit (Seasonal)	0	1	0	0	5
Operations Use Permit	0	0	1	1	4
Planning Residential Development	1	0	6	1	2
Landscape Plan	18	36	40	70	35
Home Occupation Permit	186	411	391	505	618
Miscellaneous Permits	42	69	136	110	124
Totals	359	656	714	827	980

Cycle Times

Under State law, the City has thirty (30) days following the initial application submittal to determine if the submittal package meets the application requirements, and is complete and suitable for further review.

Once the application has been determined to be complete, the City has one hundred eighty (180) days in which to review and approve or deny the project if a Negative Declaration has been filed, or one (1) year of processing time if the Environmental Impact Report (EIR) is required. Minor subdivisions must have final action by the City within fifty (50) days.

When applications are submitted, the Planning Division distributes copies of the applications and documents to the other departments and agencies for review. These entities have two weeks to review the plans and return their comments to the Planning staff. These comments are included in the Planning Staff reports prepared for the Planning Commission.

The average turnaround times for the Planning Reviews are:

- ◆ Formal Application submittals receive a letter of incompleteness within 30 days of each submittal.
- ◆ Once the application is complete, it either has to undergo environmental review (which could add about 3 months to the process for an MND and 18 months to the process for an EIR) or it is scheduled for the Planning Commission or a Development Administrator hearing. It usually takes about one month from completeness to be on a Planning Commission agenda and 3 weeks from completeness to be on a Zoning Administrator agenda.

Procedures Manual

Recommendation V-6: Develop a procedures manual, which includes: staff checklists, flowcharts of each process they review, and interpretations of the regulations they enforce.

The Community Development Department has worked hard to provide consistency in the information they provide to customers. With the number of employees in this Department, this is no small feat. However, working against the planner is the lack of written procedures, which provide the interpretations of the Development Code, checklists for each process, and the expectations of each planner. These procedures would go a long way to ensuring that all the requirements are explained in a similar manner, no matter which planner is relaying the information.

This manual would also become training materials for new staff. In other words, it would answer questions such as who does what, what to check during reviews, where to find things, etc. At the present time, most of the training is done at staff meetings where staff can walk through their projects and ask questions, by following the application checklist, by talking with their managers as questions arise, and by passing on “tribal knowledge.”

This works well, and clearly the staff is committed to providing consistent responses, but this approach carries with it inherent flaws. For example, it does not provide enough time to ask all the questions the new planner has, and if an employee is new, he/she may not know what questions to ask. It is imperative that the staff develops a Policy Manual to make it easier for everyone.

TECHNOLOGY IMPROVEMENTS

The Planning Staff has the great disadvantage of not having their historic records and documents available electronically. In those instances where they may have research on old projects, they must find the file, which may be stored off-site. This is time consuming and inefficient.

They also should have the tool to track projects through the systems, as the project planner is essentially the case manager of that project. They should be able to look up, at any time, where the project is in review, what might be holding up the project, and any other information needed to serve as an advocate to get the project through to meet plan review cycle times. Not having the Engineering Sanitation and Traffic Divisions on Permits Plus is a major disadvantage.

Another disadvantage is the website. While it has some planning forms and plans, the website needs to be enhanced (see Technology section of this report).

Finally, though projects are tracked in a matrix form, the Accela program provides a much stronger tracking system called “Workflow,” which would alert managers and the Community Development Director to projects approaching the end of the allowed cycle times.

It cannot be stressed more strongly that without these important tools the staff cannot accelerate review times, ensure that no information is missing, and perform their responsibilities effectively and consistently.

PROCESS REVIEWS

EIR Consultant

The Customer Focus Group was concerned that Vista, unlike some surrounding cities, sends out the project for bids and then hires the environmental consultant rather than the developer. The City’s reply is that the City is the lead agency and is responsible for the document. It also ensures an unbiased consultant and maintains the integrity of the study. Presently, Encinitas and Chula Vista are also using this same approach.

Negative or mitigated negative declarations are handled by the Environmental Planner in the Planning Division. For other environmental reviews, an EIR consultant is hired by the City. The bids are reviewed by the City Planner and three are selected for consideration for the contract. The three bidders are then reviewed with the applicant to get the applicant’s input. Once that input is obtained, the City selects the consultant.

One way to speed up this process is to do an annual bid so it eliminates the waiting for the bidding process on each project. This may be more efficient, but it eliminates the applicant from having input into the consultant doing their project.

Citygate Associates does not recommend changing this current approach.

Landscaping Reviews

Landscaping requirements are useful in painting the vision of the City. The Development Code provides the basic framework of what the requirements are, and the landscaping guidelines provide direction on what planting materials are acceptable and how the planting is to be installed.

The landscaping plan is reviewed as part of the Development Review Plan and is approved with other aspects of the project with conditions of approval. Once the project is built and the landscaping is installed, the developer’s landscape architect certifies to the City’s landscape architect that the landscaping has been installed according to the approved plan. When the certification is received, the City’s landscape architect walks the site with the approved plan to ensure all the conditions are met, and then approves it. Once the review is completed, the City then can approve the occupancy permit.

The comment made during the Customer Focus Groups was that additional requirements were added to the improved plan. During the Citygate investigations, we found that conditions were not added, but there were problems where the development did not meet the conditions of

approval or Development Code requirements (for example, when the slope violated the 2:1 ratio required by the Development Code).

In this case, the landscape architect caught it, but it was identified after the landscaping was installed. The error should have been caught earlier in the review process. In another instance, there was a problem with the developer using the wrong planting materials. That, too, should have been caught in the plan reviews. There also was an instance(s) where the Land Development Engineers and the landscape architects were in conflict as to what the applicant was required to do. To remedy these concerns, there needs to be: (1) better coordination between Community Development and Engineering staff; and (2) when requirements change, all regulatory documents (engineering standards) need to be changed in both Community Development and Engineering.

In the Land Development section of this report, Citygate indicates that to solve these problems the Division is now requiring slope certification by the Engineer of Record. Citygate also makes a recommendation in the Construction Inspectors section that checking the slope should be part of the construction inspector's responsibilities, as there seems to be some confusion whether it is or is not. These actions would ensure that problems are caught earlier, not when the owner is awaiting an occupancy permit.

SECTION VI—LAND DEVELOPMENT ENGINEERING

The Land Development Division's primary function is to ensure that all private property to be developed within the City is in conformance with the City's engineering design standards. The Division is responsible for:

- ◆ Providing comments on proposed projects for the pre-application process
- ◆ Providing comments on planning applications
- ◆ Checking grading plans and improvements plans, and review associated technical reports related to hydrology, water quality and soils
- ◆ Reviewing final maps for private development projects
- ◆ Assisting customers coming to the permit counter for general engineering information
- ◆ Processing bonds and agreements for private development projects.

This Division focuses on new development. Once plans have been reviewed, the Land Development Engineers prepare their written comments for the applicant and their recommendations for inclusion in memos going to the Planning Commission.

ORGANIZATION OF LAND DEVELOPMENT DIVISION

The Land Development Division includes four employees (see organizational chart below):

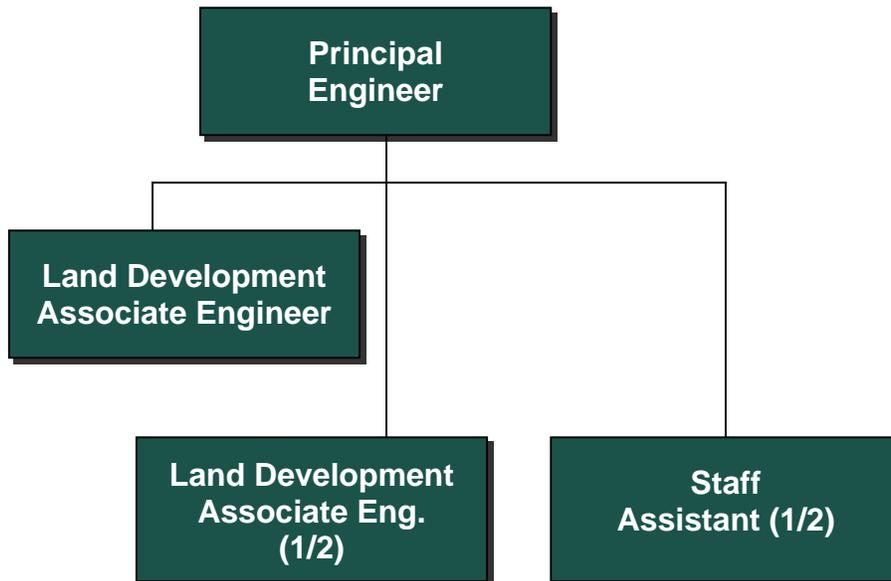
- ◆ A principal engineer
- ◆ A development associate engineer
- ◆ A half-time associate engineer
- ◆ A half-time staff assistant.

This Division does not outsource its plan checks. Rather than use consultants, the Division brought plan check in-house to have better control of the quality, to improve interface with other departments, and to know the projects better. The only outside consultant the Division uses is for drainage studies (requirements for storm water regulations).

The Land Development Engineers coordinate with the City Engineering/Public Works Department. Every six months, a meeting with Sanitation Engineering is held to discuss how the process can be improved. Comments from Engineering return to Land Development and are eventually included as requirements for approval.

This Division also coordinates frequently with Planning. They look at all tentative maps to note any possible problems before the first engineering plans are submitted.

Organization of Land Development Division



FOCUS GROUPS COMMENTS

- ◆ Working with Land Development is much easier now that they have a new Engineering Manager.
- ◆ Land Development Engineering staff is overloaded.
- ◆ Why is a grading permit required for residential remodels?
- ◆ Why is bonding for private driveways needed?

LAND DEVELOPMENT STAFF CONCERNS

- ◆ There is no specific training on Accela system for their project area. Employees feel they need to know more about what Accela can do, not just what they are doing now.
- ◆ Land Development Engineers and the Engineering Department (i.e., sanitation and traffic engineers) handle things differently.
- ◆ The Engineering Department does not have their information on the database (Accela's Permits Plus), which is considered a problem for employees.
- ◆ The physical layout of the office is difficult, e.g., noisy machines right outside the door, no place at the counter to lay out plans.
- ◆ Reports required by the Stormwater Master Plan take a long time.
- ◆ The website needs to be updated with current requirements, e.g., what is the difference between a grading plan and a minor grading plan?

CYCLE TIMES

Average turnaround times for Land Development Plan Reviews are:

- ◆ First Plan Check: 3-5 weeks
- ◆ Subsequent Checks: 2-3 weeks
- ◆ Plan Revisions: 5 days
- ◆ Smaller projects have triage.

The staff estimates that these cycle times are met 85 percent of the time. The reviews usually are turned around in 3-4 weeks.

WORKLOAD

Improvements	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Applied	1	12	4	0	28
As Built	14	11	4	2	0
Approved	18	19	29	21	8
Pending	3	0	0	0	0
Expired	1	2	0	0	0
Void	7	3	5	1	3
Totals	44	47	42	33	39

Grading	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
As Built	41	23	21	6	1
Approved	5	5	6	3	4
Pending	2	4	8	13	45
Issued	30	44	32	35	24
Expired	4	3	0	0	0
Withdrawn	0	0	1	1	0
Void	10	9	4	1	2
Totals	92	88	72	59	76

ENGINEERING STANDARDS

The City of Vista uses regional standards. The City also has 9-10 standards that are specific to Vista in addition to the regional standards. These are in the process of being updated by the Engineering Department. The review team for these standards should include someone from the Land Development Division so they may provide input into this process.

CITYGATE FINDINGS

- ◆ The standards need to be updated.
- ◆ The staffing level is not adequate to handle the workload and to provide other needed services which would improve the process, e.g., triage of larger projects.
- ◆ Bringing plan check in-house several years ago has provided quality control and better coordination with other departments.

CITYGATE RECOMMENDATIONS

Staffing Level

Recommendation VI-1: Meet cycle review times through staffing adjustments, outsourcing, or adding ½ engineer FTE.

The Customer Focus Groups conducted by Citygate commented on the need for more assistance in this Division. The **Land Development Division** is meeting review cycle times only 85 percent of the time; the expectation should be 95 percent. The Department is currently looking at ways to review projects differently by making staff adjustments and outsourcing the responsibility of checking grading on site. Citygate feels this will be of some help, but the Division may need assistance through outsourcing additional work or eventually by adding ½ engineer. Whether that is filled by adding another ½ engineer to the one that now exists in the Department or implemented by adding a full-time position and eliminating the existing ½ position, it is up to the Department to make that judgment. Not only should this bring the turnaround time up to the 95 percent standard, but it would help the Division enhance their service by implementing a triage system for larger projects as well as provide better coverage at the Permit Counter.

A triage system is presently used for smaller projects whereby they are reviewed quickly rather than wait behind large projects. The question is: How can the review times for other projects be addressed? Although cycle times are generally met, the review time begins once the application is complete. When an application is submitted at the front counter, it goes to the Land Development engineer for the first plan check. If a component is missing, the application is sent back to the applicant and needs to be re-submitted. It may be another three weeks before the application is resubmitted as complete. Then, the second plan check cycle begins, when in fact, it did not get very far the first time.

By adding ½ engineer, the Land Development Principal Engineer is freed to use a triage technique. The staff would sit down with the applicant immediately, make sure everything is in order, and conduct the first plan check, saving the applicant time and money. It would generally work as follows:

- ◆ The City could accept new final engineering submittals once they were deemed complete at the permit counter and immediately assign a Pre-Plan Check Coordination Meeting (PPCM). The PPCM would occur within 3-5 working days of the initial submittal.

- ◆ Once the submittal is received, the Land Development Principal Engineer would assign it to a plan checker and meet with them for 30-45 minutes to familiarize the staff with the project. The staff then would meet with the project planner who processed the project to provide a smooth transition and make Land Development staff aware of any special circumstances or pitfalls.
- ◆ The Pre-Plan Check Coordination Meeting would include the project proponent and his/her engineer who may use this meeting to discuss processing procedures, conditions of approval, plan formatting, standards, etc.
- ◆ The benefit to the customer is early notification of any missing documents, serious concerns, assurance that the civil engineer is actually involved early and aware (not just a draftsman/designer), etc.

Recommendation VI-2: Hold staff meetings on a more regular basis.

Rather than waiting to have a staff discussion when issues arise, staff meetings held on a regular basis allow staff time to coordinate, discuss upcoming projects, and ask questions. Regular staff meetings also allow managers to convey policy decisions to staff.

Bonding

The City requires bonding for public improvements and utilities, grading, drainage, landscaping and flatwork on site. A question was raised in one of the Customer Focus Groups as to why the City requires bonds for driveways and other onsite improvements when the responsibility belongs to the developers or contractors. Citygate believes this is a reasonable question to investigate further.

Recommendation VI-3: Consider a policy not to require bonding for onsite improvements, except for grading, drainage, and landscaping.

Five years ago, the City of Oceanside made a change in their bonding requirements that deleted bonding requirements for the flatwork onsite improvements. In an Oceanside Staff Report dated April 12, 2000, the staff recommended "...the elimination of the bond requirement and other securities for onsite private improvements, except for grading and drainage. Currently, developers are required to provide securities for the completion of their project. These bonds are intended to guarantee that the work will be completed. There is an ongoing cost to the developer to acquire and maintain these bonds throughout the duration of the project." The City Council later approved these changes.

If the City of Vista wishes to pursue this option, Citygate recommends keeping the landscaping bonding requirement as it takes a year before the City can be sure that the landscaping will survive.

Slope Certification

A question also arose in the Customer Focus Groups as to why there are two slope certifications for the City of Vista. Actually, there is only one slope certification, which ensures the pads upon which a structure is built are appropriate.

At the end of a project, the last step is to certify that the landscaping has been installed according to the plan that was approved during the Development Review Process. In a few instances, the landscape architect has discovered that the slopes do not meet the 2:1 ratio required by the Development Code. The 2:1 ratio is important to avoid the slope later sloughing off. If the slope does not meet this ratio, it should be identified either at the plan review stage or when the construction inspectors go out to check the site.

If caught at the last step, the developer or contractor has a major problem because the occupancy permit is not issued, and it may require replanting of the landscaping once the slope has been re-contoured. To address this problem, the Land Development Division is now requiring that the Engineer of Record certify that both the building pads and the slopes meet City Development Code requirements.

Citygate also is recommending (in the Engineering Department section of this report) that the construction inspectors be responsible for checking the slope to ensure it meets the Development Code requirements that the slope not exceed the 2:1 ratio.

SECTION VII—BUILDING DIVISION

BACKGROUND

The City of Vista's Building Division is responsible for ensuring that structures adhere to minimum standards to safeguard life, health, property and the public welfare. The responsibilities of the Building Division include:

- ◆ Building plan checks
- ◆ Issuance of building permits
- ◆ Inspection of buildings to ensure compliance with local and State laws (structural, mechanical, plumbing, electrical codes)
- ◆ Review of plans for compliance with State energy and accessibility regulations
- ◆ Investigation of building code violations.

ORGANIZATION OF THE BUILDING DIVISION

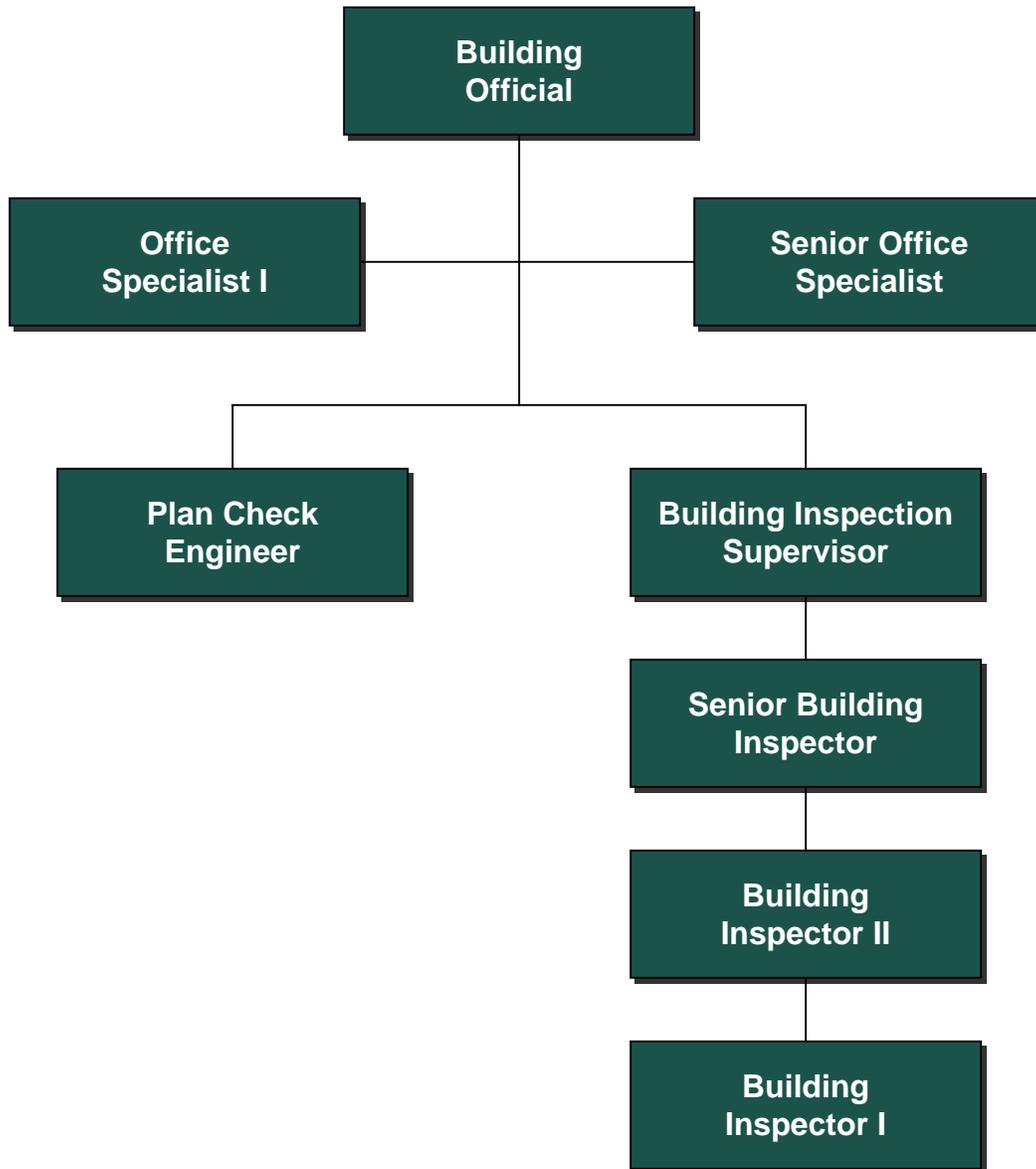
The Building program approved staff positions are:

- ◆ Plan Check Engineer
- ◆ Building Inspection Supervisor
- ◆ Senior Building Inspector
- ◆ Building Inspector II
- ◆ Building Inspector I
- ◆ Senior Office Specialist
- ◆ Office Specialist I.

The inspectors are all multiple-certified, which means they can conduct inspections of structural, mechanical, plumbing or electrical inspections. This multi-certification saves the City and the customer time and money, since the City can send one inspector out to do four inspections, instead of four inspectors to do one inspection each. The inspectors in the field are supervised by the Building Inspection Supervisor.

The inspectors also investigate code complaints called into their office or referred to them by the Code Compliance Division, construction without permits, and fences installed without permits.

Organization of the Vista Building Division



SCHEDULING AN INSPECTION

To schedule an inspection, a customer must call the Community Development Office to request an inspection. This must be done by 3:30 p.m. to ensure an inspection on the following day. There also is a 24-hour recorder where a customer may call in requesting an inspection in the evening or on the weekend. The customer also may request a morning or afternoon inspection so they do not have to stay on site for the entire day.

By 7:00 a.m. the next morning, the router has assigned a number of inspections to each inspector, and prepared background information for the inspection, e.g., the inspection requested, who requested the inspection, their telephone number, the history of inspections at that site, all conditions on the call sheets, and the status of the permit.

The first hour of the morning is set aside for the inspectors to coordinate their work, and for the customers to call in to ask questions of the inspectors.

Once the inspection has been performed, the inspector leaves a hardcard permit, signs off inspections on the card, indicates approval or conditions, provides a correction notice with deficiencies noted (if needed), and adds comments. On returning to the office, the inspector logs the information into the computer database.

CYCLE TIMES

The cycle times set for Building Plan Reviews are:

- ◆ First Plan Check: 10 working days
- ◆ Subsequent Checks: 10 working days
- ◆ Construction Plan Revisions: Typically, within 2 days.

The City of Vista *Operating Budget, Fiscal Years 2005/2007* indicates the Division's goal is to "minimize the time residential customers wait for plan check comments by reducing the plan check target time from ten working days to five working days for residential additions by June 2006." (At the present time, the average turnaround is 6.87 days.) The Division is also working toward a four-day turnaround on re-checks.

WORK VOLUME

The tables on the following page indicate the building activity and permit valuations for the last seven years.

Permit Valuation

<u>Year</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Build	\$3,542,287	\$3,049,528	\$4,009,551	\$4,211,473	\$4,473,286	\$3,517,041	\$2,140,782
Combination	\$91,893,099	\$98,222,060	\$117,933,312	\$118,320,662	\$66,281,081	\$70,313,136	\$60,503,707
Electrical	0	\$5,000	0	\$170,000	\$14,066	\$9,000	\$104,902
Mechanical	0	0	0	0	0	0	0
Plumbing	\$200,000	0	0	0	0	0	0
Demolition	0	0	\$9,314	\$68,103	\$104,575	\$167,310	\$103,951

Permits Issued

<u>Year</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Build	612	595	740	558	701	630	403
Combination	486	644	705	528	487	430	430
Electrical	150	136	114	170	166	153	162
Mechanical	58	46	34	52	66	57	69
Plumbing	307	354	318	389	456	336	263
Demolition	21	15	27	17	29	23	26

CITYGATE FINDINGS

- ◆ Quality is monitored on plan checks and inspections in the field.
- ◆ The Division is making good progress in scanning their files into the computer, for example, plans and permits.
- ◆ The response time to inspection requests is good.
- ◆ The longevity of inspectors is of great value to the City.
- ◆ The Division is focused on improving the turnaround times on plan checks.
- ◆ Staff has explored several ways to make it easy for the customers to schedule inspections.
- ◆ Inspectors' commitment to responding to customers often has them working on City holidays.

Overall, the Building program is performing well. The core business programs are being conducted in a responsive manner. The employees are qualified and approach their work with a good level of enthusiasm and commitment. The program is making continual and steady improvements. Most employees report that they like their employer and their working situation. Most customers with whom Citygate had contact were “satisfied” or “very satisfied” with the performance of the Building program.

CITYGATE RECOMMENDATIONS

Customer Information

Recommendation VII-1: Involve a technical writer to review all customer handouts.

In one of the Focus Groups conducted by Citygate Associates, one individual commented that the City's handouts are difficult to understand, even for the professionals. Citygate found that to be true of only a few of the documents, but it would be wise to review each of them to ensure they are understandable to the average person. On the whole, the Building Division handouts are thorough and readable. Many have good graphics. Excellent examples are the patio cover specification, plot plan and vicinity map, water heater, residential room addition plan, residential deck requirements, and retaining wall – level backfill. Yet, there are still some that are illegible, look dated, and are difficult to understand. What appears to be needed is a technical writer to help with readability and format enhancement.

Code Compliance

Recommendation VII-2: Work with Code Compliance Office to standardize the code enforcement process.

The City of Vista's Code Compliance Division reports to the Deputy City Manager. This Division enforces the ordinances of the City, e.g., development code, graffiti control. On average, 95 percent of the complaints are resolved.

To assist in this effort, there is a code enforcement task force consisting of representatives from: the City Attorney's Office, the Health Department, Building Division, VID, Code Compliance, Sheriff's Office, and Fire Department. Occasionally, depending on the types of complaints before them, others may be invited to participate. The task force meets once a month.

When complaints that relate to building codes come into the Code Compliance Office, they are forwarded to the Building Division of the Community Development Department. The building inspectors go out to check the violation, and if valid, issue a notice to the property owner. If they go to the site of the violation and no one is there, the inspector leaves a notice and gives the property owner two weeks to bring the violation into compliance. They then return to the office and put the notice in a tickler file for follow-up later. In terms of the building inspectors workload, inspections have first priority. As time permits, complaints are then investigated.

Up until two years ago, the Code Compliance Division did all their work on hard copy, scheduling and keeping records by hand. Once this Division was assigned to the Deputy City Manager, the work was transferred to computers. This allowed taking of complaints, scheduling field work, using a tracking system, and producing statistical reports, e.g., field work performed by code compliance officer, which jurisdiction has more complaints, etc.

While interviewing the Code Compliance and Building staffs, Citygate heard the following concerns:

- ◆ The program is not coordinated well among the departments.
- ◆ There is no one person who takes the lead, particularly in those instances when the complaints involve multiple problems. If a leader is chosen and then his/her division's concerns are resolved, does that person continue to lead until all aspects of that particular violation have been resolved?
- ◆ The Code Compliance Officers are using the same computer software programs (i.e., Accela's Permits Plus) to log in the nature of the violation, the notice that was given, and their comments. However, there are several problems with using Accela:
 - There has not been adequate training on the Accela program.
 - There is no one person to call who can work with the code compliance officers to solve their computer problems. As a result, they are dependent on their previous database called Access.
 - In Accela, it is difficult to record what the code compliance officers did and how the problem was resolved.

- There is a need to do Accela training, design and problem solving in-house.
- ◆ Zoning information on Accela still has to be confirmed because of the inaccuracies, e.g., property information; time needed to find property owner, etc.

The issues raised by the Code Compliance Officers regarding Accela's Permits Plus are similar to those expressed by Community Development Department staff. (The Accela concerns are addressed in the Technology section of this report.) To address this problem in Code Compliance, the Deputy City Manager arranged for a consulting firm to solve the problems the officers were having, to clean up problems and duplications in the records system, and to do training specifically on their area.

Beyond computer concerns, the Code Compliance Office, the Building Division, and the Code Compliance Committee need to work together to:

- ◆ Standardize the complaint process, e.g., do they ask for the name and number of those who call in the complaint (presently, Code Compliance Officers do, Building Inspectors do not. The advantage of not requiring a name is that those calling in complaints can remain anonymous to those about whom they are complaining. At the same time, if the City staff had the name of the complainant, they could follow through with a call to indicate how they are resolving the issue. Which alternative is the better approach differs from city to city).
- ◆ Develop minimal expectations of one another to clear up the confusion and enhance the coordination of all those involved in the code compliance function.
- ◆ Determine who is to take the lead, either in general or per complaint.
- ◆ Ensure consistent steps in the process. For example, the first step is a written notice with specific time to resolve the violation, the second step is a personal contact, and the third step is to move toward an administrative citation.
- ◆ Perhaps monthly meetings of the Building Official and Code Compliance Manager to coordinate these divisions would iron out any difficulties.

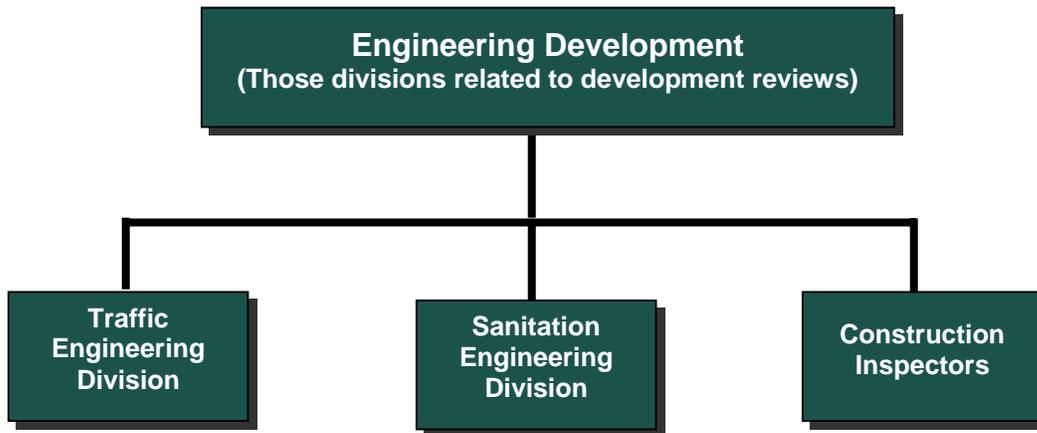
Recommendation VII-3: Upgrade the technology available to the customers and to the building inspectors.

The City of Vista technology is lagging behind that of other cities. Building divisions across the country are moving toward scheduling inspections and paying fees online, and issuing permits from the field. To keep up with customer expectations, it will be necessary for the City of Vista to move forward more quickly to upgrade customer options. For the Building Division this means:

- ◆ Upgrade the City's Community Development website to include application submittals, payment of fees and requests for building inspections online.
- ◆ For field use, provide the building inspectors with laptops by which they can draw from the City's databases, enter in inspection information from the field, and approve issuance of the permits that day.

SECTION VIII—ENGINEERING DEPARTMENT

The Engineering Department is comprised of five divisions of services, including Administration Services, Capital Projects, Traffic, Sanitation, and Construction Inspections. The Citygate Associates study includes only those divisions that relate to the development review processes. These are illustrated below:



RESPONSIBILITIES OF DIVISIONS

The responsibilities of these divisions are:

- ◆ **The Traffic Division** is responsible for the review and analysis of traffic regulations and traffic controls for all public streets, which includes speed limit surveys, study of traffic conditions, vehicular use, accident data, and installation of new traffic controls.
- ◆ **The Sanitation Division** is responsible for the design and construction of the sanitary sewer system within the City of Vista and the Buena Sanitation District. Sewer design and construction may be necessary on most public street projects and is conducted according to a Master Plan replacement schedule. The Division conducts plan checks and sewer permit issuance for private development projects that connect to the public sewer system.
- ◆ **The Construction Inspection Division** interacts with each of the Engineering divisions through inspection of construction within the public right-of-way to ensure that the projects are built in accordance with the approved plans, City standards and specifications. Typically, this would include sewers, storm drains, streetlights, sidewalks, curb and gutter, and pavement surfaces. This Division also provides inspection for all private development construction projects that are permitted through the Community Development Department. The private development inspection is to ensure that these projects are built in accordance with the approved plans, conditions and City standards. The key tool this Division has to enforce City standards is the withholding of an occupancy permit.

FOCUS GROUPS COMMENTS

As this is a review of the development processes, and not about evaluating personnel, the comments made in the Focus Groups about individuals are not included here. These comments below are related to Engineering development-related processes.

- ◆ Sanitation Engineering takes longer to review plans than does Land Development Engineering in the Community Development Department.
- ◆ Sanitation Engineering requires changes late in the process. These issues need to be brought up sooner.
- ◆ Sometimes the comments customers receive on the second plan check are lengthier than on the first plan check.
- ◆ The construction inspectors in the field can be unpredictable. Are the requirements they add legitimate?
- ◆ Sometimes it feels like engineering reviews never end.
- ◆ Engineering does not meet turnaround time for reviews.

EMPLOYEE COMMENTS AND SURVEY

Citygate interviewed, either in groups or individually, those employees in the Engineering Department who were involved in the Development Review Process. The comments expressed in these interviews are summarized below:

- ◆ Employees feel they are barely meeting the turnaround times for reviews.
- ◆ Employees need administrative help, e.g., data entry, filing.
- ◆ There is not enough space for records, plans, and records need to be scanned.
- ◆ Employees indicate that they do not have access to the Community Development Permits Plus system, making it difficult to track projects and creating duplication.
- ◆ It would be helpful to have more customer handouts that explain Vista's standards.
- ◆ There is no detailed list of street improvement standards.
- ◆ There is an absence of a clear line of authority in the Department.
- ◆ Employees expressed a need for more process flow charts and illustration in the standards (and handouts).

Citygate also conducted an Employee Survey for the employees in the Engineering Department. The results of this survey are provided in Appendix B.

CITYGATE FINDINGS

- ◆ The Engineering Department needs a fully developed mission and more comprehensive goals for the Department.
- ◆ The Engineering standards are in the process of being revised. They should include more illustrations and flowcharts of the various review processes. The Department also should include Community Development Department's Land Development Engineering Division in this process.
- ◆ The Engineering Department has recently been able to access the Permits Plus system that contains much of the development-related databases. Eventually all development-related data from the Engineering Department should be in Permits Plus, rather the Excel and Access software programs being used now.
- ◆ In the Sanitation Division, there appears to be a disconnect between employee expectations and actions, and the City's expectations for customer service and meeting development review cycle times.
- ◆ The Traffic Division has few customer handouts to explain and illustrate City standards.

CITYGATE RECOMMENDATIONS

Department Vision and Goals

The Vista Engineering Department does have a mission statement, which is:

The City of Vista Engineering Department strives to provide quality engineering and construction services that enhance the safety and environment of the community, by conducting business in an ethical manner that promotes customer service, communication, integrity, efficiency and accountability.

Recommendation VIII-1: Develop a Department Vision and Goals.

One of the factors Citygate reviews in these studies is whether the Departmental mission statement and goals are in line with those of the City Council. The Department's vision evolves out of such questions as:

- ◆ Given the City's Vision Statement, what is our role in this?
- ◆ How are those principles and values expressed by this department to the public, to the developer, to other departments and to each other?
- ◆ What is our definition of the public interest?
- ◆ Who are our major stakeholders? How will we involve them in our processes?
- ◆ How do we take advantage of the ideas that come from our customers?

Although this Department has a mission statement, it is important that goals or objectives be developed to connect the mission state to what employees do every day.

Engineering Standards

The Engineering Department follows the Regional Standards for Construction, Right-of-Way standards, etc. In addition to those mentioned, the City develops other standards. These are in the process of being revised. As these standards also are utilized by the Community Development Engineers, they should be involved in their discussion and revisions.

Recommendation VIII-2: Involve the Community Development Department's Land Development Division in the review of the City's engineering standards.

In their interviews, Engineering employees expressed that the standards should also include process flow charts and illustrations.

Technology

Until recently, the Engineering development-related divisions did not have access to the Accela Permits Plus program used by Community Development. This creates problems for the Engineering development-related divisions because:

- ◆ They were unable to check the details on a project (e.g., conditions for approval), as other divisions are able to do.
- ◆ Their own databases are on Excel or Access software with no integration into Permits Plus; thus, other divisions cannot share in the Engineering databases.
- ◆ They did not have the opportunity to take advantage of some of the various programs Accela provides such as “Workflow,” which helps in the tracking of projects, sends off alarms when deadlines are approaching, etc.

It will take time for Engineering personnel to get accustomed to the program and to take advantage of the Permits Plus system. They also need to develop their own screens in order to log in information from their private development reviews. Ultimately, this program (when used to its potential) will allow the project planner to track the projects through the City's various departments, identify where slowdowns are occurring, and check on problems that have arisen.

To meet the Engineering Department's needs, the Permits Plus system must provide a tracking system, not only by project number (as now occurs in the Community Development Department), but also by address or project name. For example, the Permits Plus system, as established, works off planning case numbers, assuming everything relates to project or permit review. In the case of Sanitation Engineering, an applicant may only want a sewer lateral and there is not a planning case number for only sewer projects. If that sewer review turns into an annexation application, a means must be provided to tie in previous actions on the sewer review.

SANITATION ENGINEERING

The Sanitation Division is responsible for the design and construction of the sanitary sewer system within the City of Vista and the Buena Sanitation District. Sewer design and construction may be necessary on most public street projects and is conducted according to a Master Plan replacement schedule. The Division conducts plan checks and sewer permit issuance for private development projects that connect to the public sewer system.

Activity Logs

Activity logs are kept by this Division. These logs indicate the Project description, address, when the project came in, when it was approved, and the turnaround time. This Division began keeping this data in June 2003.

These activity or work logs are important in two respects: (1) to keep track of projects and the deadlines for review; and (2) to monitor employee performance in meeting cycle times (see table on following page).

Recommendation VIII-3: Adjust work logs to denote the number of days a project is actually being reviewed.

These logs need adjustments to show when the project is actually in the office for review. If the review begins, and then it is discovered that items are missing, the request for additional information is sent to the applicant, who then takes a period of time to revise the plans and bring them back to the Sanitation Engineering office. **These times when the staff is waiting for a response are important to log in order to determine whether the delay is due to the Sanitation Engineers or to the applicant.**

Cycle Times

The Activity or Workload logs indicate that the Sanitation Division does not meet its required review cycle times 20 percent of the time. Of those that are not met in the required cycle time, 4-6 percent of the time (depending on the year reviewed) are missed by one day. The data does not indicate the average days of these reviews. In other words, how many are completed the day before the deadline, and are there ways to improve turnaround times?

To compare with Community Development's Land Development Engineering, that Division misses the deadline 15 percent of time, with ½ less staff positions. Both divisions need to come closer to meeting the cycle times.

Summary Report for Private Development Projects Review Cycle Times			
	Totals	2006	2005
Reviews from	06/03/2003	01/01/2006	01/01/2005
To	01/09/2007	12/31/2006	12/31/2005
Overdue	291	117	110
Overdue by 1 day	71	35	25
Total Projects	1558	582	547
% Overdue	18.68%	20.10%	20.11%
% Overdue by 1 day	4.56%	6.01%	4.57%

What is even more problematic is that Sanitation Engineering has, on several occasions, missed the first plan check review. That is, comments are delayed so long that the Community Development staff must send the comments of all other divisions on to the applicants without Sanitation Engineering's comments, rather than letting all divisions miss their review deadlines.

The result is (as the customer focus groups commented) the applicant sometimes gets more comments on the second plan check than on the first, when it would be expected that the comments should be less. It is not uncommon, once an applicant gets the comments from the first plan check, that they have to redesign their submittal to a large extent, and when it is resubmitted, the staff needs to review it as if for the first time. This happens in the Engineering reviews, just as it happens in the Community Development reviews. However, the great concern is the situation in which Sanitation Engineering misses the first plan check and then has a more extensive list of changes the second time around. This is an unacceptable practice, costs the applicant time and money, and does not reflect well on City employees.

It is Citygate Associates conclusions that the staffing level in Sanitation Engineering is sufficient to meet these review cycle times. Why they are not being met, in our opinion, has more to do with the lack of clear expectations of employees to meet those deadlines and the employees appreciation of what is meant by excellent customer service.

TRAFFIC

The Traffic Division is responsible for the review and analysis of traffic regulations and traffic controls for all public streets. It is also responsible for reviews of private developments, such as their impact on the overall transportation system of the City and impacts to and from the development (e.g., to schools). The Planning Division (Community Development Department) is responsible for the interior circulation of the development.

The Division uses Regional and City Street standards for their reviews, but they do not have a detailed City list of street improvements standards because so much of the City is built out, e.g., driveway and intersection spacing and design speeds for the various roadways. As a result, each project review is a custom review. Nonetheless, the Division identifies problems, determines access points and control, and resolves problems.

Workload

The Traffic Division averages 2 to 3 plan checks/week. Two employees perform these reviews in addition to other Engineering duties. Of the 80 hours per week worked by the two employees, eight hours are spent on private development reviews. The private development plan review totals by year are:

- ◆ 2004 – 134
- ◆ 2005 – 173
- ◆ 2006 – 231

These reviews might include second reviews for the same project. They do not include traffic studies, as they are handled by the Community Development Department. The reviews do include requiring traffic signals, circulation analysis, site distances, need for a stop sign, traffic signals, signing, striping, ADA and compliance items. They also coordinate traffic control during construction.

Standards

For the most part, the Traffic Division follows State Standards, but like other areas of engineering, they do have some standards that relate specifically to the City of Vista. Examples include parking on the street, sign installation, fire lanes, gated entries, when right turn lanes or approach lanes are required, and pick up and drop off at schools.

Recommendation VIII-4: Ensure all traffic standards are written and formally adopted.

Customer Information

Although most of the customers working with this Division are the project engineers, there are instances where they work with other than engineering professionals. There is a need for customer handouts to explain standards (e.g., what Vista means by site distance) and checklists for customer and staff to follow. Examples of the information that needs to be explained are: what is site distance, parking on street, which streets require what, sign installation, fire lanes, what extra problems arise from gated entries, when a right turn lane is required, pick up and drop offs at schools, etc. Without these handouts, the staff must answer the same questions repeatedly, and the customer has nothing to read later to refresh their memories on what needs to be submitted to the City and why.

Recommendation VIII-5: Prioritize preparation of customer information handouts for the Traffic Division.

ENGINEERING CONSTRUCTION INSPECTORS

The Construction Inspection Division inspects improvements in the public right-of-way and interacts with each of the Engineering divisions through inspection of construction within the public right-of-way (sewers, storm drains, streetlights, sidewalks, curb and gutter, and pavement surfaces) and all private development construction projects that are permitted through the Community Development Department. The private development inspection is to ensure that these projects are built in accordance with the approved plans, conditions and City standards (i.e., everything outside the structure: landscaping, drainage, grading, conditions of approval). The key tool this Division has to enforce City standards is the withholding of an occupancy permit.

The construction inspectors are assigned projects by areas. There are four inspectors and one technician. The technician does administrative work, enters data in the Accela system, and works with traffic surveys.

When a job is referred to this division from the Land Development Principal Engineer, the Construction Inspections Manager and the inspector review the plans and conditions, and then they return their comments to the Land Development Principal Engineer. Once they get the authorization to proceed, the inspector schedules a pre-construction meeting with the lead contractor on the project and meets that person on site to go over the plans and conditions. The inspector then monitors the project as it progresses.

The Construction Inspections Manager monitors the quality of the inspections by meeting with the inspectors once a week, discussing issues, and driving around on a weekly basis. The Manager is presently working on a procedures manual, which will take over a year to complete. It will focus mostly on CIP, but some will be adapted for inspection of private developments.

Two issues were raised in the Customer Focus Groups regarding the Construction Inspections Division:

- ◆ Conditions may be added in the field beyond the conditions in the plans. This *does* happen if it is in the public's best interest. For example, if the inspectors go on site and find a problem that the plans could not have anticipated, such as an eroded pipe that needs to be replaced with PVC pipe, then they would likely add that condition. As a public concern, the pipe needs be addressed. The inspector could hold the project up to go back and amend the plans, but that would take a great deal of time. Are there times when an inspector adds a condition without that "public purpose?" Without being on site on a continuing basis with the inspectors, that would be difficult for Citygate to judge, but as we pursued this issue from several directions, we are comfortable that this is not an ongoing problem.
- ◆ The inspector did not catch the error in the slope dimensions (i.e., the slope exceeded the 2:1 slope required by the Development Code), and as a result, the contractor had to tear out the landscaping and re-contour the slope. This has happened in at least one instance. Part of the problem occurred because the grading certification required by the Land Development Division (Community Development Department) focused only on the building pad and not on the

building pad and the slope dimensions. Land Development is correcting this problem by now requiring that slope certification. At the same time, there may be occasions in the future, when the contractor may not meet the slope requirements and the City will need to take action to remedy the situation.

There also is some confusion whether it is the construction inspector's responsibility to check the slope. Citygate feel that it is, and the problem of a slope not meeting the Development Code requirement of a 2:1 slope needs to be identified earlier in the process.

Recommendation VIII-6: Include inspection of slopes grades to meet Development Code requirements as part of the Construction Inspectors responsibilities.

SECTION IX—DEVELOPMENT SERVICES TECHNOLOGY

The Internet, e-mails, and computer programs have revolutionized the way government does its business. At the same time, customer expectation for local government technology is rising higher every day, particularly the government's databases, agendas, maps, and forms online.

As Citygate performs an independent performance audit, one of the elements we examine is how departments make use of technology to speed up the review process, track project reviews and conditions. We also review how staff time is recorded, how managers make use of this information, how the applicant can acquire application forms and requirements online, and a host of other types of information.

The City of Vista has three major programs tied to the Development Review Process: the website, the Accela (Permits Plus) system and the Geographic Information System (GIS). These tools provide employees and customers access to the City's databases. In this section of our report, Citygate provides an analysis of development-related information and provides findings and recommendations.

OBJECTIVES OF DEVELOPMENT SERVICES TECHNOLOGIES

After reviewing the planning technology literature, Citygate developed a composite of specific objectives for development services technologies. They are:

- ◆ **Internal to a development services department**
 - Effective means to communicate with public, interagency, intra-governmental departments
 - Increased efficiency, for example, helping manage workloads
 - Reduced costs of government operations/enhanced revenue collections
 - Ability to conduct “what if” scenarios
 - Data management
 - Effective means to measure change
 - Ensure an acceptable level of control and risk management
 - Match the skills and capabilities of the organization.
- ◆ **External to their customers**
 - Ability of customer to communicate with staff
 - Ensure electronic access by customers to government databases
 - Cost and time savings (one does not have to come into the office)
 - Data applicable to a broad spectrum of topics
 - Ability to target data by area for one's own needs
 - Ability for customers to track their applications through the process

- Opportunity to submit application, schedule inspections, and pay bills online.

E-PERMITTING IN GOVERNMENT

The objectives listed above are moving toward what is called “E-permitting (electronic permitting). These systems provide a convenient way for customers to access forms online, provide directions regarding how to complete them, checklists on what should accompany the applications, and how they may be submitted—in person or by e-filing. The websites also provide access to the development code and general plan (and other plans and reports) online for the customer to check. These might include samples of images, such as a plot plan, to illustrate what a submittal needs to look like and to what scale.

With the forms and the basic requirements online, most departments are moving to provide a means to submit non-discretionary permits online as well. This can save staff time by eliminating paperwork and speeding processing time. An electronic system also can detect missing information, invalid addresses, and other missing information. The greatest difficulty is determining how to pay the fees along with the submission, but as cities and counties move more and more to allow the payments of property taxes, utility billings, vehicle registrations, etc. online, this problem will be addressed.

Finally, some development services departments are moving toward allowing developers, architects, and engineers to submit required documentation (such as CAD drawings) electronically as well. These require the submission and approval of various documents, including site plans and detailed construction drawings. Such projects require multiple permits, multiple inspections, and collaboration among a variety of designers, contractors, subcontractors, and government departments. (*Note: Concerns have been expressed by architects and designers that these plans not be made available on the website as others may copy their designs.*)

One need only look closely at the San Diego “Process 2000” system to see where the bar is being set and customer expectations raised. In that system, maps have been computerized, which are then utilized by the various departments in the development review processes. The system also includes the records (which are then overlaid onto the GIS or mapping system), such as infrastructure information, zoning overlays, topographical maps, aerial photographs, and historic data. The Windows-based project-tracking system integrates the geographic information system with images.

CITYGATE FINDINGS

- ◆ At the present time, the City of Vista’s information systems (as it relates to the development reviews) are fragmented and at the elementary level of development. Vista’s technology program is behind other cities in the area, and the expectations of citizens and customers will only rise as time passes.
- ◆ The City needs to develop a clear vision for development services-related technologies in an Information Technology Plan and dedicate enough manpower to implement the plan. This should include an in-depth analysis of the potential

of the Accela System to meet City needs and the costs of enhancing the City's use of this program.

- ◆ The entry of land-use, engineering, and environmental data and maps must have greater emphasis to speed up reviews, to ensure consistency, and to meet customer expectations.
- ◆ The website needs to be updated to include current requirements, to provide additional information, and allow for inspections to be scheduled and fees to be paid online.
- ◆ Scanning of historical project records, permits, engineering plans, etc. needs to be extended to Planning, Land Development, and Engineering documents.
- ◆ Without immediate upgrades in the efforts in the permit logging systems, imaging historic documents, and other technological improvements, the City will continue to lag behind the progress of most local governments.
- ◆ Employee training on the Accela system in their specific area is minimal. Such training needs to be specific to each division's responsibilities.

Development Services Information Systems Plan

Recommendation IX-1: Develop a Development Services Information Systems Plan.

As cities seek to reach the goals of "best practices" in the area of technology, they must first define what the goals of the development services processes are. For example, goals can include what data is available, what data they wish to add, and a system that is reliable, predictable, and fast. The Information Plan also must involve the managers and staffs in the development of the plan and be detailed enough to give a step-by-step transition plan that individuals can readily implement.

A detailed Development Services Information Systems Plan needs to be developed for the City of Vista. Such a plan should:

- ◆ Conduct a technology assessment
- ◆ Provide vision and strategies as a framework for the technology plan
- ◆ Describe how the City can take advantage of the major tools used by local governments:
 - Website
 - Permit review tracking system
 - Document management and imaging to put all records on the computers
 - GIS mapping
 - Access to and entry of data while in the field
 - Monthly and weekly management reports.
 - Maintenance of the information.

◆ **Implementation steps.**

Such a plan needs to include all those involved in the Development Review Process, including Community Development, Fire Planning and Development Services, and Engineering Sanitation and Traffic.

Website

As citizens often use the Internet to begin their search for information, they turn to the City’s website. The public insists on ready access to public officials, databases, public meetings, and the ability to submit applications from afar. The web also has become a vital tool for participation in the democratic process. A survey conducted for the American Planning Association entitled “Web-Based Planning: A Survey of Local Government Websites” (PAS memo, July 2003), surveyed over 200 local government websites asking the following questions:

Figure 1. Questions from the Survey

What planning-related information is addressed at the website?	Does the website include contact information about the planning staff?	Online survey Downloadable data Census data Shapefiles Local statistics
Land use Transportation Environment Housing Public safety Public facilities Historic preservation Economic development	Planning office Individual planners	
What planning-related documents are available?	Does the website provide links to other sites?	Are multimedia presentations available?
Comprehensive plan Zoning ordinance Neighborhood plan Statutes Administrative rules Subdivision regulations Capital improvement projects Vision statement	Government Planner’s projects	Audio Video
Does the website include information about public meetings?	Does the website include maps?	Can forms be downloaded?
Meeting notices Meeting minutes Meeting agendas Calendar of Events	Property tax lots Transportation and roads Demographics Existing land uses Future land uses Zoning Environment Political boundary maps with layers Downloadable maps	Information sheets Application forms
	What communication efforts are made?	What additional features are available?
	Webmaster identified Real-time discussion Discussion board e-mail comments ListServ	Online signature Status check Online payment Form submission Guest book Search engine Searchable database Directory Other
		What accessibility features are available?
		Large lettering Text only Multilingual format Other

The authors concluded that website information can be separated into three main levels:

◆ **Level One**

- The ability to contact elected officials and departmental staff
- Agendas and minutes of City Council and planning-related meetings

- Development codes, design guidelines and other standards
- Departmental structure, contact information, and general descriptions of how the planning, building, engineering, code enforcement, and other development-related processes work
- Commonly requested forms for downloading by citizens and businesses; these are usually accompanied by instructions on how to fill out the forms, which documents must be submitted with the application (e.g., legal description of the property, soils report), and perhaps a checklist to ensure the citizens have all that is needed to deem an application complete.

◆ **Level Two**

- Educational materials
- General plans, and other types of plans or reports of interest
- A means to submit simple applications and pay any fees online
- Scheduling of building inspections online
- A permit tracking system (for the customer as well as city staff)
- Basic GIS maps, e.g., zoning, transportation, environmental.

◆ **Level Three**

- Web mapping – interactive mapping
- Submittal of digital versions of plans
- Process applications from submittals online through to the complete approval and issuing of permits
- Access to historical documents, which have been scanned
- Public participation efforts, e.g., surveys, virtual meetings.

Recommendation IX-2: **Work with the City’s Communications Officer to upgrade information on the City’s website as it relates to the development review processes.**

This person’s responsibilities could be to (1) upgrade the Vista development-related information and move the City from Level 1 to Level 2, and (2) to write and distribute a departmental e—newsletter, which keeps the development community informed of any changes, such as new ordinances under consideration and receiving comments on those ordinances, alerting customers of changes in City procedures or state law that might affect the plans they may be submitting, conduct surveys, etc.

PERMIT DATA

Development-related systems, when used to their potential, can provide an enormous amount of information for policymakers, managers, and staffs.

Throughout this report, Citygate Associates recommends that the various application and plan review cycle times be monitored. We believe these recommendations are fundamental to the Department's ability to successfully increase customer satisfaction in the future, particularly in the all-important areas of development review times and interdepartmental coordination.

EXAMPLES OF PERMITS PLUS INFORMATION

- ◆ Name, address, project name
- ◆ Owner names, address, contact information
- ◆ Dimensions of structure and lot, existing land uses, lot dimensions
- ◆ Case Notes – Information for each permit
- ◆ Documents – This feature assists in management of documents associated with cases, parcel maps, people, organization or activities. Typical documents would include e-mail processing notes, CAD drawings, scanned graphics, spreadsheets, and presentations.
- ◆ Conditions. The condition feature is intended to manage conditions placed upon cases or projects. It can be set up to place a hold on a case or project until the condition is met. Other staff using inquiry would not know there is a condition placed upon the case or project priority taking place without this feature.
- ◆ Case Tags – Supplemental information about the project.
- ◆ Keeping Track of Time – This feature, among other things, can print a time sheet. This is important in order to accurately, and efficiently, track the time staff spends on various core programs, such as plan review.
- ◆ GIS – Provide link between databases and GIS graphic functions and analysis
- ◆ Building Plan Checks – Class, type of construction, building area, building height, stories, impact protection, conditions
- ◆ Code Compliance notice
- ◆ Assessment information, area, value/square feet, total value
- ◆ Have daily, weekly, monthly, and yearly reports upon which management can base their decisions.
- ◆ Digital photos of improvements on parcels or subdivision plats

Citygate Findings

- ◆ The City’s Accela computer program is an excellent program for entering data, tracking projects, and providing reports to managers and elected officials about how the programs are performing. Like many computer applications, a user only needs to know about ten percent of the application to get by. Learning the rest of the application’s potential is left for another day (which often never comes). For the City of Vista to use this system effectively, there needs to be a stronger commitment to enhance the technological capabilities available to staff on their desktop.
- ◆ Presently, the Development Services Division (Permit Counter) and the Building Division are utilizing the Accela Permits Plus program well. The Planning and Land Development Divisions in Community Development and the Engineering Department need to make use of it as well. The customer and project managers need a well-defined tracking system that not only tracks the project in terms of reviews, but also provides conditions of approval, document agreements, interpretations, inspections that have been conducted, etc.
- ◆ Although the City has had this program for the last 12 to 15 years, there is little specific training on the system by type of work performed, e.g., Land Development and Planning in the Community Development Department.
- ◆ The Community Development Department is dependent on the Building Official to develop its programs for the various divisions. His participation is limited both by time and level of expertise.

Recommendation IX-3: Work with the IT Manager and full-time systems analyst in IT to maintain the program, implement changes to, and provide training on the Accela system.

In the development review areas, the analyst should focus on the activities and menu features to streamline the various operating groups within the City. The analyst responsibilities would be to expand the existing Permits Plus program to include Engineering, Fire Planning and Development Services, and other development-related divisions’ information to the system, conduct training in individual divisions to address their needs, and to be a resource person to solve glitches in the system. This person also should be monitoring changes as Accela announces them, for example, the monthly announcements of enhancements, problems, etc., to keep the City’s system up-to-date.

Another useful program provided by Accela is the Workflow module, which provides a project tracking system that can report where the project is at any point in time, who is working on it, and provide warning when applications are going beyond cycle times deadlines.

GIS

With GIS and an extensive database, City staff can analyze a variety of socioeconomic, transportation, environmental, economic, and land-use data and show the outcomes of various assumptions and policy decision, e.g., “what if” scenarios. By layering the data (for example,

demographic, economic, zoning, building, infrastructure, environmental, land ownership), they can provide visualization of the site or project, do impact analysis, perform modeling, and use these to enhance public presentations. A list of the types of geographical information available in the Vista GIS system is provided below.

A Program Needs Assessment Report was completed in February 2004 and outlines the GIS requirements of City Departments. It showed the following GIS needs for Community Development:

- ◆ Integration of Accela, GIS and Laser Fiche applications/data
- ◆ Scanning of building plans
- ◆ Adoption of a digital plan submittal process
- ◆ Automation of new spatial data (addresses, easements, tentative/planner subdivisions, periodic digital orthophotography)
- ◆ Tools to support production of location maps for permitting
- ◆ Tools to support pre-planning and plan check research
- ◆ Tools to support post-approval data capture.

The Report indicates the following GIS needs for Engineering (the development-related divisions only):

- ◆ Improve database – Manage development reviews, including pre-applications, conditions, and plan check comments for both Sanitation and Traffic Engineering
- ◆ Tools, data, and training to keep master plans and other data current and consistent
- ◆ Improve database management (auditing to track maintenance changes)
- ◆ Ensure compatibility with County, SANGIS, neighbors, etc.
- ◆ Retain accuracy of AutoCAD data
- ◆ Support public Internet deployment of data
- ◆ Support desktop deployment of internal access by City staff
- ◆ Adopt a process for digital plan submittal.

The chart on the following page gives examples of GIS information available for the City of Vista. The City of Vista IT Department has made great strides with their GIS system. To aid them in their efforts, the City of Vista has received a Homeland Security grant for \$1.5 million toward regional GIS/Links Technology.

VISTA ENTERPRISE GIS LAYER LIST

<p><i>Core Basemap Layers</i> Parcels Street Centerlines Site Addresses Street Names City Limits Water Features (coastline, lagoons, lakes, rivers)</p> <p><i>Boundary and Overlay Layers</i> Fire District Boundary Vista Irrigation District Boundary Buena Sanitation District Boundary Postal Zip Code Boundaries Schools Parks Election Precincts Zoning Land Use</p> <p><i>Public Safety</i> Flood Overlays Fire Hydrants Fire Appurtenances Hazardous Materials/Sites Public Safety Grid Thomas Brothers Grid</p> <p><i>Utility Systems & Miscellaneous</i> Sanitary Sewer Storm Drain City-Owned Property Easements 2000 Census</p> <p><i>Other Layers</i> Contour Maps Aerial Photography Topographic Contour Maps</p>	<p><i>Basemap Features</i> City-owned Parking Areas Building Footprints Handicap Ramps and Curb Designations</p> <p><i>Boundary & Overlay Layers</i> Storm and sewer basins, water pressure zones City Annexation History Tract, Subdivision Boundary Redevelopment or other Special Districts</p> <p><i>Public Safety</i> Wildland Interface SRA/LRA Boundaries Reporting, Response, and First-In Station Response Areas HMMP Interface NPDES Interface/Spatial Analysis</p> <p><i>Public Works</i> Traffic Control Signs and Street Names Traffic Lights and Street Lights Striping and Legends Pavement Management Infrastructure Modeling Benchmarks and Monuments</p> <p><i>Miscellaneous</i> City Encumbrances and Lease-Holdings (Real Property Management)</p>
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Recommendation IX-4: Add GIS positions to the Community Development Department and to the Engineering Department.

As the GIS system enlarges and functions are spread out through multiple departments, there will be a constant need to update the data upon which the maps are based, with things such as zoning changes, for example. Eventually, this will necessitate adding a GIS employee in both the Community Development and Engineering Departments.

DOCUMENT MANAGEMENT AND IMAGING

In development services agencies across the country, many stacks of papers exist, pile by pile – sometimes in the nooks and crannies of the Department, some in storage units off-site, some in staff offices. Handling all the paper products is a major problem for everyone. Most agencies have gone into document imaging (organizing individual files and then taking a picture of each piece of paper, which is then uploaded into the computer system).

Such information should be available to both City staff and to customers on the City’s website. By providing this information online, it drastically cuts the amount of calls now coming to staff. It also speeds up time an applicant spends at the Development Services Permit Counter getting a permit.

At the present time, the Community Development Department is laser ficing the building plans, which now are 35-45 percent completed. How much more will be done the remainder of this year and future years depends on the budget. There is a trailer full of records from 1990 to 2002. The files starting in 2005 are scanned immediately after the developments have been approved, so there is no need to keep a paper copy. The files from the Planning and Land Development Divisions have not been scanned. The Engineering Department has some of their documents scanned, but not all.

Recommendation IX-5: Work with the City Clerk and also provide the necessary budget to speed up the scanning of historical records, plans, and maps to the City’s database system.

It is Citygate’s understanding that a position was added recently to the City Clerk’s office to help with document imaging. If that person can help the development-related divisions as a focus, it would speed up the document imaging process. Another alternative would be to outsource this project. As an estimate of costs to do the scanning, the Building Division has outsourced much of what has been imaged so far and the costs are as follows:

- ◆ Plans hardcopy to be scanned outside \$70,000
- ◆ Aperture cards \$9,000 (this is ½ done)
- ◆ Laser fiche—newer records when a project is completed

The Planning and Land Development Divisions also have their records on aperture cards and microfiche. Most is still hardcopy. All of these need to be scanned and available on the individual staff member’s desk computer.

EXAMPLES OF E-GOVERNMENT TECHNOLOGIES

EXCELLENT CITY AND COUNTY WEBSITES

- ◆ City and County of Honolulu www.honolulu.gov
- ◆ San Francisco http://www.sfgov.org/site/planning_index.asp
- ◆ Lenexa, Kansas www.ci.lenexa.ks.us/planning/compplan/homepage.htm
- ◆ Scottsdale, Arizona <http://www.ci.scottsdale.az.us/Topic.asp?catID=1>
- ◆ Clark County, Nevada www.co.clark.nv.us/development_services/index.htm
- ◆ Accela data management systems <http://www.accela.com/products/landmgt.asp>
- ◆ Farmers Branch, Texas www.farmersbranch.info/planning

WEB MAPPING

- ◆ Boston www.cityofboston.gov/bra/maps/maps.asp -- The BRA requires plans for new projects be submitted in a digital computer-aided design format, which are then integrated directly into the BRA's GIS
- ◆ Neighborhood Knowledge California (NKCA) www.nkla.ucla.edu – A new web-based geographic information system which enables citizens perform research and analysis at a neighborhood level using only a web browser and web-based mapping tool.
- ◆ City/County of Honolulu www.honolulu.gov
- ◆ Indianapolis, Indiana <http://imaps.indy.gov/ed%5Fportal/> -- if one moves through the website to the economic portal, and asks for all vacant parcels, a listing of such parcels pops up showing locations on a map; clicking on one, pulls up the aerial photo and highlight location of parcel, and the accompanying data includes a photo of the site, square footage, transportation access, utilities available, whether for sale or not, parcel number, zoning district, etc.
- ◆ Discover Sioux City www.discoverсиouxcity.com/ed.asp?bhiw=797&bhih=576 – This program integrates site selection, demographics, planning and zoning information and business data combined into one easy to use interface, and allows visitors to tailor maps and report to their needs
- ◆ Raleigh, North Carolina www.raleigh-nc.org/portal/server.pt?space=CommunityPage&cached=true&parentname=Login&parentid=0&in_hi_userid=2&control=SetCommunity&CommunityID=208&PageID=0

PERMITTING AND ZONING SYSTEMS

- ◆ Lee County, Florida <http://www.lee-county.com/dcd/>
- ◆ King County, Washington – a combination of cities within the county agreeing to join into one permitting process www.mybuildingpermit.com/home/
- ◆ Bellevue, Washington www.mybuildingpermit.com
- ◆ Scottsdale, Arizona One-Stop Center www.ci.scottsdale.az.us/bldgresources/counterresources/default.asp?catID=1&linkID=128&IType=1
- ◆ Sunnyvale, California <http://ecityhall.ci.sunnyvale.ca.us/cd/>
- ◆ City and County of Honolulu Dept of Planning and Permitting www.honoluludpp.org
- ◆ Toledo, Ohio
- ◆ Concord, California
- ◆ Tallahassee, Florida
- ◆ Buffalo, New York E-permits www.city-buffalo.com/document_17000.html
- ◆ Concord, California (Accela Permitting) www.cityofconcord.org
- ◆ Pierce County, Washington
- ◆ San Carlos, California http://www.ci.san-carlos.ca.us/gov/depts/building/smartpermit/internet_permit_system.asp

APPENDIX A—CUSTOMER SURVEY RESULTS

A. OVERVIEW AND METHODOLOGY

As part of a larger study for the City of Vista, Citygate Associates conducted an Internet-based customer survey regarding the Development Review Process functions of City government. The survey was “open” to accept input between January 2 and February 1, 2007. The availability of the survey was advertised via direct mailings to applicants who had done business with the Vista Development Review Process within the last two years. Approximately 1,010 mailings were sent. These mailings included a website link to access and complete the survey. Of these 1,010 mailings that were originally sent, 65 of them returned to Citygate undelivered due to incorrect/insufficient address information.

In an effort to protect the integrity of the responses and to ensure that surveys were completed only by those who have indeed interacted with the City’s Development Review Process during the last two years, each of the 1,010 invitation letters included a customer permit number. The customer was required to input this number as a part of the survey, and once the survey was closed, Citygate was responsible for validating each of the numbers. This process resulted in one survey being excluded from the total results because of an invalid permit number.

Details of the deployment are shown below.

Launch Date	1/2/2007 – 8:00 AM
Close Date	2/1/2007 – 5:00 PM
Visits ¹	54
Partials ²	4
Completes ³	34

The survey consisted of a number of demographic classification statements. Then there were rating questions about the Development Services Front Counter and the individual Divisions within the Development Review Process. At various places, open-ended questions were asked to allow respondents to comment. There were several Yes/No questions at the end as well as additional places for general comments. In the sections that follow, each of the items on the survey is addressed and analyzed, where appropriate.

It should be noted in reviewing the results below that the survey respondents were not required to answer any of the questions. Additionally, they were permitted to respond “Don’t Know/Not Applicable/No Opinion” to many of the statements, and these responses were excluded from the weighted average response calculations shown below. Finally, at various points in the survey,

¹ “Visits” – the total number of people who visited the survey site during the open period.

² “Partial” – the number of surveys that were begun but not completed. These surveys cannot be added to the database.

³ “Completes” – the number of surveys that were completed and successfully added to the database.

the respondents were asked a yes/no question about whether they had experience with each particular division of the Development Review Process; only those people answering ‘yes’ were questioned further about that particular division. Therefore, the response totals do not always add to the total of 34 completed surveys.

In the sections below, the term **Weighted Average** is included frequently. To understand that term, it should be noted that each response to the degree-of-agreement statements was given a weight. For example, ratings that were ‘low’ or ‘below expectations’ were given a weight of 1. Ratings that were ‘medium’ or ‘met expectations’ were given a weight of 2. Ratings of ‘high’ or ‘exceeds expectations’ were given a weight of 3. Therefore, for a particular statement, the number for each response was multiplied by its ‘weight.’ All the weighted responses were then added together, and the resulting total was divided by the total number of valid responses to create a weighted arithmetic mean or average. Blank responses and Don’t Know/Not Applicable/No Opinion responses were excluded from the calculation. The value of the weighted average in this survey is both to quantify the related aspects of Development Review Process against a common standard and to allow a reader to conclude which aspects are more highly regarded than others. In total, the evaluations show where the Development Review Process is strong and where improvement is needed.

B. DEMOGRAPHIC CLASSIFICATION STATEMENTS

The survey began with the following classification statements. They are included here to demonstrate the type of respondent who answered the survey.

2. First, please mark all categories that apply to you as a customer.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Frequent	One-time / Infrequent
Individual Applicant	10 48%	11 52%
Developer/Builder	4 50%	4 50%
Development Consultant (e.g. Engineer, Architect, Landscape Architect, Lawyer, Planner, etc.)	7 88%	1 12%
General/Subcontractor	6 67%	3 33%

3. Please mark the types of project(s) you have been involved with:

Top number is the count of respondents selecting the option.

Bottom % is percent of the total respondents selecting the option.

	New Construction	Modification
Single Family Detached	13 68%	6 32%
Single Family Attached/Multi-Family	4 67%	2 33%
Commercial/Industrial Facility	10 83%	2 17%
Church/Institutional	4 80%	1 20%

4. With which divisions did you interact during the development review process?

Development Services (Front Counter)	26	76%
Planning (Community Development Department)	28	82%
Building (Community Development Department)	26	76%
Land Development (Engineers in the Community Development Department)	16	47%
Sanitation (Engineering Department)	12	35%
Transportation Operations (Engineering Department)	8	24%
Storm Water (Engineering Department)	13	38%
Construction Inspection (Engineering Department)	15	44%
Fire Prevention (Fire Department)	17	50%

C. VISTA DEVELOPMENT SERVICES FRONT COUNTER

5. How long did you wait for assistance at the DEVELOPMENT SERVICES DIVISION (Front Counter):

Less than 5 minutes	16	47%
Between 5 and 15 minutes	17	50%
More than 15 minutes	0	0%
N/A	1	3%
Total	34	100%

6. Overall, how would you rate the DEVELOPMENT SERVICES' FRONT COUNTER OPERATIONS in the following areas?

Top number is the count of respondents selecting the option.
Bottom % is percent of the total respondents selecting the option.

	High	Medium	Low	N/A
6.a. Courtesy	25 74%	6 18%	2 6%	1 3%
6.b. Timeliness	19 58%	12 36%	1 3%	1 3%
6.c. Positive Attitude	22 69%	7 22%	2 6%	1 3%
6.d. Knowledge	17 50%	10 29%	6 18%	1 3%
6.e. Dependability / Reliability	14 41%	14 41%	4 12%	2 6%
7.a. Consistency	16 48%	8 24%	5 15%	4 12%
7.b. Fairness / Objectivity	18 53%	9 26%	6 18%	1 3%
7.c. Hours of Operation	15 44%	15 44%	3 9%	1 3%
7.d. Counter Location is Convenient	19 56%	11 32%	3 9%	1 3%
7.e. Waiting Area is Comfortable	10 29%	15 44%	8 24%	1 3%
7.f. Overall Performance	15 44%	14 41%	4 12%	1 3%

The ratings for Development Services overall are shown below with the addition of the Weighted Average score for each rating point.

Development Services Overall					
	Average	High	Medium	Low	N/A
6.a. Courtesy	2.70	25	6	2	1
6.b. Timeliness	2.56	19	12	1	1
6.c. Positive Attitude	2.65	22	7	2	1
6.d. Knowledge	2.33	17	10	6	1
6.e. Dependability / Reliability	2.31	14	14	4	2
7.a. Consistency	2.38	16	8	5	4
7.b. Fairness / Objectivity	2.36	18	9	6	1
7.c. Hours of Operation	2.36	15	15	3	1
7.d. Counter Location is Convenient	2.48	19	11	3	1
7.e. Waiting Area is Comfortable	2.06	10	15	8	1
7.f. Overall Performance	2.33	15	14	4	1

The same information is shown below, sorted by Weighted Average score, highest to lowest.

Development Services — Sorted by Average in Descending Order					
	Average	High	Medium	Low	N/A
6.a. Courtesy	2.70	25	6	2	1
6.c. Positive Attitude	2.65	22	7	2	1
6.b. Timeliness	2.56	19	12	1	1
7.d. Counter Location is Convenient	2.48	19	11	3	1
7.a. Consistency	2.38	16	8	5	4
7.c. Hours of Operation	2.36	15	15	3	1
7.b. Fairness / Objectivity	2.36	18	9	6	1
7.f. Overall Performance	2.33	15	14	4	1
6.d. Knowledge	2.33	17	10	6	1
6.e. Dependability / Reliability	2.31	14	14	4	2
7.e. Waiting Area is Comfortable	2.06	10	15	8	1

D. PLANNING DIVISION

8. Have you had business with the PLANNING DIVISION over the past two years? Examples of processes they oversee are Subdivisions, Site Plan Review, Special Use Permits, etc.

Yes	28	82%
No	6	18%
Total	34	100%

9. Overall, how would you rate the PLANNING DIVISION in the following areas?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	High	Medium	Low	N/A
9.a. Courtesy	13 46%	11 39%	4 14%	0 0%
9.b. Timeliness	9 33%	6 22%	12 44%	0 0%
9.c. Positive Attitude	9 32%	10 36%	9 32%	0 0%
9.d. Knowledge	12 43%	8 29%	7 25%	1 4%
9.e. Dependability / Reliability	11 39%	8 29%	8 29%	1 4%

Planning Division Overall

	Average	High	Medium	Low	N/A
9.a. Courtesy	2.32	13	11	4	0
9.b. Timeliness	1.89	9	6	12	0
9.c. Positive Attitude	2.00	9	10	9	0
9.d. Knowledge	2.19	12	8	7	1
9.e. Dependability / Reliability	2.11	11	8	8	1

10. In the statements that follow, please select the answer that best represents your assessment of how the PLANNING DIVISION compares to your expectations for government service.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Above Expectations	Met Expectations	Below Expectations	No Opinion
10.a. Helpfulness of Front Counter Assistance	12 43%	12 43%	4 14%	0 0%
10.b. Informative Brochures and Handouts	4 14%	15 54%	5 18%	4 14%
10.c. Pre-application Review Meeting	3 11%	8 30%	9 33%	7 26%
10.d. Usefulness of Pre-application Review Written Comments	3 11%	6 22%	11 41%	7 26%
10.e. Application Checklist Requirements	3 11%	14 50%	10 36%	1 4%
11.a. Cost of Processing Application (fees)	4 14%	11 39%	9 32%	4 14%
11.b. Process for Deeming Application Complete	4 14%	9 32%	14 50%	1 4%
11.c. Thoroughness of Application Review	4 14%	13 46%	9 32%	2 7%
11.d. Processing/Turnaround Times of Plan Review	5 18%	8 29%	14 50%	1 4%
11.e. Timeliness of Staff Written Comments	5 18%	7 25%	14 50%	2 7%
12.a. Clarity of Development Codes	3 11%	9 32%	12 43%	4 14%
12.b. Fairness/Consistency of Code Interpretations	3 11%	10 36%	12 43%	3 11%
12.c. Communication on Project Status	4 14%	8 29%	13 46%	3 11%
12.d. Use of Technology	2 7%	15 54%	5 18%	6 21%
12.e. Staff Dependability	7 25%	9 32%	9 32%	3 11%
13.a. Coordinating Review with Other Divisions/Departments	3 11%	11 39%	9 32%	5 18%
13.b. Appeals Process	1 4%	4 15%	7 26%	15 56%
13.c. Site Development Review Process	3 11%	4 15%	14 52%	6 22%
13.d. Process for Listening to Customer Concerns	3 11%	9 32%	11 39%	5 18%
13.e. Overall Process	3 11%	10 37%	14 52%	0 0%

The ratings for the Planning Division are shown below with the addition of the Weighted Average score for each rating point.

Planning Division Comparison Assessment

	Average	Above Expectations	Met Expectations	Below Expectations	No Opinion
10.a. Helpfulness of Front Counter Assistance	2.29	12	12	4	0
10.b. Informative Brochures and Handouts	1.96	4	15	5	4
10.c. Pre-application Review Meeting	1.70	3	8	9	7
10.d. Usefulness of Pre-application Review Written Comments	1.60	3	6	11	7
10.e. Application Checklist Requirements	1.74	3	14	10	1
11.a. Cost of Processing Application (fees)	1.79	4	11	9	4
11.b. Process for Deeming Application Complete	1.63	4	9	14	1
11.c. Thoroughness of Application Review	1.81	4	13	9	2
11.d. Processing/Turnaround Times of Plan Review	1.67	5	8	14	1
11.e. Timeliness of Staff Written Comments	1.65	5	7	14	2
12.a. Clarity of Development Codes	1.63	3	9	12	4
12.b. Fairness/Consistency of Code Interpretations	1.64	3	10	12	3
12.c. Communication on Project Status	1.64	4	8	13	3
12.d. Use of Technology	1.86	2	15	5	6
12.e. Staff Dependability	1.92	7	9	9	3
13.a. Coordinating Review with Other Divisions/Departments	1.74	3	11	9	5
13.b. Appeals Process	1.50	1	4	7	15
13.c. Site Development Review Process	1.48	3	4	14	6
13.d. Process for Listening to Customer Concerns	1.65	3	9	11	5
13.e. Overall Process	1.59	3	10	14	0

The same information is shown below, sorted by Weighted Average score, highest to lowest.

Planning Division Comparison Assessment — Sorted by Average

	Average	Above Expectations	Met Expectations	Below Expectations	No Opinion
10.a. Helpfulness of Front Counter Assistance	2.29	12	12	4	0
10.b. Informative Brochures and Handouts	1.96	4	15	5	4
12.e. Staff Dependability	1.92	7	9	9	3
12.d. Use of Technology	1.86	2	15	5	6
11.c. Thoroughness of Application Review	1.81	4	13	9	2
11.a. Cost of Processing Application (fees)	1.79	4	11	9	4
10.e. Application Checklist Requirements	1.74	3	14	10	1
13.a. Coordinating Review with Other Divisions/Departments	1.74	3	11	9	5
10.c. Pre-application Review Meeting	1.70	3	8	9	7
11.d. Processing/Turnaround Times of Plan Review	1.67	5	8	14	1
11.e. Timeliness of Staff Written Comments	1.65	5	7	14	2
13.d. Process for Listening to Customer Concerns	1.65	3	9	11	5
12.b. Fairness/Consistency of Code Interpretations	1.64	3	10	12	3
12.c. Communication on Project Status	1.64	4	8	13	3
11.b. Process for Deeming Application Complete	1.63	4	9	14	1
12.a. Clarity of Development Codes	1.63	3	9	12	4
10.d. Usefulness of Pre-application Review Written Comments	1.60	3	6	11	7
13.e. Overall Process	1.59	3	10	14	0
13.b. Appeals Process	1.50	1	4	7	15
13.c. Site Development Review Process	1.48	3	4	14	6

Analysis of Planning Division Compared to Expectations of Government Service

The ratings ranged from a high weighted average score of 2.29 down to a low of 1.48 with a composite average score (the average of the highest and lowest scores) of 1.72. The composite, therefore, is below the ‘meets expectations’ level. The highest rated aspects of the Planning Division were helpfulness of the front counter staff, informative brochures and handouts, and staff dependability. The lowest scores were given to site development review process, the appeals process, and the overall process.

Planning Division Open-Ended Questions

All comments are exactly as they were entered into the survey except where noted.

14. Have you noted any positive changes in the services provided in the PLANNING DIVISION during the past two years? If so, what?	
#	Response
1	N/A
2	After involvement of city officials
3	firing of XXX was extremely long overdue. XXX is very capable and tremendously more responsive than XXX ever was. XXX is a great asset to the City. [Employee names removed by Citygate]
4	No
5	No
6	No
7	I have not had a need to go back since this last permit. Although another area of our company has been there more often.
8	None
9	No - conditions worsening
10	No
11	No positive changes other than XXX is gone [Employee names removed by Citygate]
12	No!
13	NO THEY GOT WORSE

15. In what areas should the PLANNING DIVISION focus its attention in the next year to provide excellent service to the public?

#	Response
1	Not changing rules as they go along. Better clarification of rules and codes!
2	Making clear all requirements up front, not a new requirement at every step of the process.
3	Provide draft conditions of approval well in advance of hearing date so applicant can review and have time to discuss/ modify before staff report is prepared and distributed.
4	Flexibility
5	The problem with the whole department is there is no use of common sense or reasonableness. This has caused numerous contractors to say the will not build a house in Vista again.
6	Knowing the codes for all areas of Vista
7	Speed up process, go to site to see the unique needs of each site, allow flexibility for each site. Stop changing their interpretations of rules (if you allow retaining walls for one project, then others should expect the same).
8	Treat professional as professionals
9	Being more responsive to Commercial Projects to accelerate the process. City does not seem to be concerned that Commercial projects would like to go at a faster pace.
10	Speed up the review process. Be more attentive to the needs of the owners. Be more respective to the costs they are putting on the owners. They are way too business unfriendly.
11	It needs to stop being micro managed by XXX! All parties need to give the same information at all times and not change it at later dates! [Employee name removed by Citygate]
12	Provide more upfront expectation requirements ie. Let us know what you will be expecting/requiring out of the plans before we submit plans. So that we can be sure they include what you are looking for.
13	Updating facilities, updating codes
14	The minor use permit process for large family child cares should be omitted. We are extremely important to the community and the added expense and hassle of this permit process is unnecessary. We provide childcare for the mothers and fathers in our community at reasonable rates. The added expense and stress of this process creates financial hardship, stressful situations and a delay in the ability to provide care to the children. During this process the employees did not have a clear explanation of the process or why the process exists. Over 2 years ago childcare providers in Vista fought the City of Vista on this issue and won. Now the City of Vista is going back on their word to not require day care providers to go through the permit process. No one has a real answer as to why we are supposed to go through this process and the fee went from \$2000 to \$165 in a matter of days. Why is that? If it's such a necessary process then why did the fee change so drastically? Myself and other childcare providers are outraged that we HAVE to tell our neighbors about our childcare, that the City Of Vista posts signs in the community and newspapers telling possible pedophiles that there are children in our homes and that we are incurring added expenses for the city to do these things.
15	COMMERCIAL CONSTRUCTION

16. What resources would you like to see provided by the PLANNING DIVISION (e.g., more effective and updated descriptions of the processes, more information on the website, etc.)?

#	Response
1	A mediator type person to help the consumer
2	Website, or some technical way to research requirements and have something to use as a guide
3	Better zoning map - last one I had was almost impossible to read clearly.
4	?
5	No opinion
6	In our case, we had to provide a view-obscuring fence: it took forever.
7	Clear-cut process explanation & timeline.
8	More up to date info on website
9	Speedier turnaround on requirements and approvals.
10	All-inclusive descriptions of what is being applied for.
11	More effective and updated descriptions of the processes.
12	BETTER COMMUNICATION. BETTER DISSEMINATION OF WHAT THEY EXPECT. USE OF "COMMON" SENSE.

E. LAND DEVELOPMENT DIVISION

17. Have you had business with the LAND DEVELOPMENT DIVISION (i.e., engineers in the Community Development Department) over the past two years? Examples include grading plan review, final map approval, etc.

Yes	18	53%
No	16	47%
Total	34	100%

18. Overall, how would you rate the LAND DEVELOPMENT DIVISION in the following areas?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	High	Medium	Low	N/A
18.a. Courtesy	12 67%	4 22%	2 11%	0 0%
18.b. Timeliness	7 39%	2 11%	9 50%	0 0%
18.c. Positive Attitude	9 50%	4 22%	5 28%	0 0%
18.d. Knowledge	8 44%	5 28%	5 28%	0 0%
18.e. Dependability / Reliability	8 44%	2 11%	8 44%	0 0%

Land Development Division Overall

	Average	High	Medium	Low	N/A
18.a. Courtesy	2.56	12	4	2	0
18.b. Timeliness	1.89	7	2	9	0
18.c. Positive Attitude	2.22	9	4	5	0
18.d. Knowledge	2.17	8	5	5	0
18.e. Dependability / Reliability	2.00	8	2	8	0

19. Please select the answer that best represents your assessment of how the LAND DEVELOPMENT DIVISION compares to your expectations for government service.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Above Expectations	Met Expectations	Below Expectations	No Opinion
19.a. Helpfulness of Front Counter Assistance	11 61%	5 28%	2 11%	0 0%
19.b. Informative Brochures and Handouts	3 19%	5 31%	5 31%	3 19%
19.c. Application Checklist Requirements	5 29%	6 35%	4 24%	2 12%
19.d. Cost of Processing Application (fees)	3 17%	8 44%	5 28%	2 11%
19.e. Thoroughness of Construction Plan Review	6 33%	3 17%	8 44%	1 6%
20.a. Processing / Turnaround Times of Construction Plan Review	5 28%	3 17%	9 50%	1 6%
20.b. Timeliness of Staff Written Comments	4 22%	6 33%	8 44%	0 0%
20.c. Clarity of Development Code	4 22%	5 28%	8 44%	1 6%
20.d. Fairness / Consistency of Code Interpretations	5 28%	3 17%	9 50%	1 6%
20.e. Communication on Project Status	6 33%	5 28%	7 39%	0 0%
21.a. Use of Technology	4 22%	9 50%	2 11%	3 17%
21.b. Staff Dependability	6 33%	3 17%	8 44%	1 6%
21.c. Coordinating Review with Other Divisions/Departments	5 28%	5 28%	7 39%	1 6%
21.d. Process of "Minor" Changes to Plans	6 33%	3 17%	8 44%	1 6%
21.e. Timeliness of Re-checks	5 29%	3 18%	8 47%	1 6%
22.a. Number of Re-checks	4 24%	3 18%	8 47%	2 12%
22.b. Process for Final/Parcel Map Approval	4 24%	2 12%	8 47%	3 18%
22.c. Process for Listening to Customer Concerns	4 22%	6 33%	6 33%	2 11%
22.d. Overall Process	5 28%	4 22%	9 50%	0 0%

The ratings for the Land Development Division are shown below with the addition of the Weighted Average score for each rating point.

Land Development Division Comparison Assessment					
	Average	Above Expectations	Met Expectations	Below Expectations	No Opinion
19.a. Helpfulness of Front Counter Assistance	2.50	11	5	2	0
19.b. Informative Brochures and Handouts	1.85	3	5	5	3
19.c. Application Checklist Requirements	2.07	5	6	4	2
19.d. Cost of Processing Application (fees)	1.88	3	8	5	2
19.e. Thoroughness of Construction Plan Review	1.88	6	3	8	1
20.a. Processing / Turnaround Times of Construction Plan Review	1.76	5	3	9	1
20.b. Timeliness of Staff Written Comments	1.78	4	6	8	0
20.c. Clarity of Development Code	1.76	4	5	8	1
20.d. Fairness / Consistency of Code Interpretations	1.76	5	3	9	1
20.e. Communication on Project Status	1.94	6	5	7	0
21.a. Use of Technology	2.13	4	9	2	3
21.b. Staff Dependability	1.88	6	3	8	1
21.c. Coordinating Review with Other Divisions/Departments	1.88	5	5	7	1
21.d. Process of "Minor" Changes to Plans	1.88	6	3	8	1
21.e. Timeliness of Re-checks	1.81	5	3	8	1
22.a. Number of Re-checks	1.73	4	3	8	2
22.b. Process for Final/Parcel Map Approval	1.71	4	2	8	3
22.c. Process for Listening to Customer Concerns	1.88	4	6	6	2

The same information is shown below, sorted by Weighted Average score, highest to lowest.

Land Development Division — Sorted by Average

	Average	Above Expectations	Met Expectations	Below Expectations	No Opinion
19.a. Helpfulness of Front Counter Assistance	2.50	11	5	2	0
21.a. Use of Technology	2.13	4	9	2	3
19.c. Application Checklist Requirements	2.07	5	6	4	2
20.e. Communication on Project Status	1.94	6	5	7	0
19.e. Thoroughness of Construction Plan Review	1.88	6	3	8	1
21.b. Staff Dependability	1.88	6	3	8	1
21.c. Coordinating Review with Other Divisions/Departments	1.88	5	5	7	1
21.d. Process of “Minor” Changes to Plans	1.88	6	3	8	1
19.d. Cost of Processing Application (fees)	1.88	3	8	5	2
22.c. Process for Listening to Customer Concerns	1.88	4	6	6	2
19.b. Informative Brochures and Handouts	1.85	3	5	5	3
21.e. Timeliness of Re-checks	1.81	5	3	8	1
20.b. Timeliness of Staff Written Comments	1.78	4	6	8	0
22.d. Overall Process	1.78	5	4	9	0
20.a. Processing / Turnaround Times of Construction Plan Review	1.76	5	3	9	1
20.c. Clarity of Development Code	1.76	4	5	8	1
20.d. Fairness / Consistency of Code Interpretations	1.76	5	3	9	1
22.a. Number of Re-checks	1.73	4	3	8	2
22.b. Process for Final/Parcel Map Approval	1.71	4	2	8	3

Analysis of Land Development Division Compared to Expectations of Government Service

The ratings ranged from a high weighted average score of 2.50 down to a low of 1.71 with a composite average score (the average of the highest and lowest scores) of 1.89. The composite, therefore, is below the ‘meets expectations’ level. The highest rated aspects of the Land Development Division were helpfulness of the front counter staff, use of technology, and application checklist requirements. The lowest scores were given to process for final/parcel map approval, number of re-checks, and fairness/consistency of code interpretations.

Land Development Division Open-Ended Questions

All comments are exactly as they were entered into the survey except where noted.

23. Have you noticed any positive changes in the services provided in the LAND DEVELOPMENT DIVISION during the past year? If so, what?

#	Response
1	Had good service and support in only one dealing, so cannot compare
2	Hiring of XXX is also a very positive change for the City. His predecessor, XXX, was unpredictable and treated applicants like an enemy and an adversary for no reason. [Employee names removed by Citygate]
3	No
4	NO
5	No, negative, they now tell us they don't want a pad graded for a house, and that we can't have 10 foot retaining walls, when the same has been allowed everywhere in the past.
6	None only worse
7	It has been a little better gaining access to the powers to be.
8	No!
9	THEY GET WORSE EACH YEAR

24. In what areas should the LAND DEVELOPMENT DIVISION focus attention in the next year to provide excellent service to the public?

#	Response
1	Need better-educated staff engineers to work and support XXX. Turnaround has been horrible last time I went through the process, and some correction comments from the staff engineer were just plain wrong - asked us to make changes to a proper design that would render the design improper and contrary to design standards. This wastes everyone's time and money, and puts us in the position of having to challenge and educate staff on their own standards. [Employee name removed by Citygate]
2	Simplify procedures
3	Common sense
4	Pre-application meetings with engineers & owners to streamline the entire process.
5	All areas of engineering services
6	More attention to the needs of the customer and costs associated with the demands of the city
7	They need a substantial conformance policy that is consistent with all projects!
8	COMMUNICATION. PUBLIC EDUCATION. TELL PEOPLE WHAT THEY (THE CITY) EXPECT AND WANT.

F. BUILDING DIVISION

25. Have you had business with the BUILDING DIVISION over the past two years? Examples include Building Permits, Plumbing Permits, Electrical Permits, etc.

Yes	27	79%
No	7	21%
Total	34	100%

26. Overall, how would you rate the BUILDING DIVISION in the following areas? Examples include Building Permits, Plumbing Permits, Electrical Permits, etc.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	High	Medium	Low	N/A
a. Courtesy	13 50%	9 35%	4 15%	0 0%
b. Timeliness	11 41%	8 30%	8 30%	0 0%
c. Positive Attitude	12 44%	7 26%	8 30%	0 0%
d. Knowledge	14 52%	7 26%	6 22%	0 0%
e. Dependability / Reliability	12 44%	10 37%	5 19%	0 0%

Building Division Overall

	Average	High	Medium	Low	N/A
26.a. Courtesy	2.35	13	9	4	0
26.b. Timeliness	2.11	11	8	8	0
26.c. Positive Attitude	2.15	12	7	8	0
26.d. Knowledge	2.30	14	7	6	0
26.e. Dependability / Reliability	2.26	12	10	5	0

27. Now, please select the answer that best represents your assessment of how the BUILDING DIVISION compares to your expectations for government service.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Above Expectations	Met Expectations	Below Expectations	No Opinion
27.a. Helpfulness of Front Counter Assistance	14 52%	7 26%	5 19%	1 4%
27.b. Informative Brochures and Handouts	7 28%	9 36%	6 24%	3 12%
27.c. Cost of Permits (fees)	9 33%	7 26%	8 30%	3 11%
27.d. Thoroughness of Plan Review	10 38%	8 31%	8 31%	0 0%
27.e. Processing / Turnaround Times of Plan Review	10 38%	6 23%	10 38%	0 0%
28.a. Complexity of Regulations	6 22%	12 44%	6 22%	3 11%
28.b. Fairness / Consistency of Code Interpretations	6 22%	10 37%	10 37%	1 4%
28.c. Communication on Project Status	8 30%	10 37%	8 30%	1 4%
28.d. Use of Technology	3 12%	14 54%	7 27%	2 8%
28.e. Staff Dependability	8 30%	10 37%	7 26%	2 7%
29.a. Timeliness of Inspections	9 33%	8 30%	2 7%	8 30%
29.b. Thoroughness of Inspections	9 33%	8 30%	2 7%	8 30%
29.c. Fairness of Inspections	9 33%	7 26%	3 11%	8 30%
29.d. Conflicts between Inspectors and Approved Plans	6 23%	8 31%	5 19%	7 27%
29.e. Overall Process	10 37%	6 22%	6 22%	5 19%

The ratings for the Building Division are shown below with the addition of the Weighted Average score for each rating point.

Building Division Comparison Assessment

	Average	Above Expectations	Met Expectations	Below Expectations	No Opinion
27.a. Helpfulness of Front Counter Assistance	2.35	14	7	5	1
27.b. Informative Brochures and Handouts	2.05	7	9	6	3
27.c. Cost of Permits (fees)	2.04	9	7	8	3
27.d. Thoroughness of Plan Review	2.08	10	8	8	0
27.e. Processing / Turnaround Times of Plan Review	2.00	10	6	10	0
28.a. Complexity of Regulations	2.00	6	12	6	3
28.b. Fairness / Consistency of Code Interpretations	1.85	6	10	10	1
28.c. Communication on Project Status	2.00	8	10	8	1
28.d. Use of Technology	1.83	3	14	7	2
28.e. Staff Dependability	2.04	8	10	7	2
29.a. Timeliness of Inspections	2.37	9	8	2	8
29.b. Thoroughness of Inspections	2.37	9	8	2	8
29.c. Fairness of Inspections	2.32	9	7	3	8
29.d. Conflicts between Inspectors and Approved Plans	2.05	6	8	5	7
29.e. Overall Process	2.18	10	6	6	5

The same information is shown below, sorted by Weighted Average score, highest to lowest.

Building Division — Sorted by Average					
	Average	Above Expectations	Met Expectations	Below Expectations	No Opinion
29.a. Timeliness of Inspections	2.37	9	8	2	8
29.b. Thoroughness of Inspections	2.37	9	8	2	8
27.a. Helpfulness of Front Counter Assistance	2.35	14	7	5	1
29.c. Fairness of Inspections	2.32	9	7	3	8
29.e. Overall Process	2.18	10	6	6	5
27.d. Thoroughness of Plan Review	2.08	10	8	8	0
29.d. Conflicts between Inspectors and Approved Plans	2.05	6	8	5	7
27.b. Informative Brochures and Handouts	2.05	7	9	6	3
27.c. Cost of Permits (fees)	2.04	9	7	8	3
28.e. Staff Dependability	2.04	8	10	7	2
27.e. Processing / Turnaround Times of Plan Review	2.00	10	6	10	0
28.a. Complexity of Regulations	2.00	6	12	6	3
28.c. Communication on Project Status	2.00	8	10	8	1
28.b. Fairness / Consistency of Code Interpretations	1.85	6	10	10	1
28.d. Use of Technology	1.83	3	14	7	2

Analysis of Building Division Compared to Expectations of Government Service

The ratings ranged from a high weighted average score of 2.37 down to a low of 1.83 with a composite average score (the average of the highest and lowest scores) of 2.10. The composite, therefore, is just above the ‘meets expectations’ level. The highest rated aspects of the Building Division were timeliness of inspections, thoroughness of inspections, and helpfulness of front counter assistance. The lowest scores were given to use of technology, fairness/consistency of code interpretations, and communication on project status.

Building Division Open-Ended Questions

All comments are exactly as they were entered into the survey except where noted.

30. Have you noted any positive changes in the services provided in the BUILDING DIVISION during the past year? If so, what?	
#	Response
1	Saw a decrease in the past 2 years from about 4 years ago
2	This is not a change, but a comment that XXX is the finest example of a City servant I have encountered in the entire development and construction process. He is always upbeat, courteous, and very fair (this is to say, he is very thorough, but helpful - when he anticipates a future problem, he actually brings it to our attention ahead of time so we can avoid the problem) and any reconstruction or future change. Everyone benefits from his pro-active nature!) [Employee name removed by Citygate]
3	None
4	NO
5	No
6	I haven't been back in a while.
7	None
8	A permit was illegally issued which authorized the installation of an item which did not comply with the draft program which was under review by the development people and which did not have the property owner's approval as required by the program under review and the city code.
9	No
10	THEY GET MUCH WORSE EACH YEAR.

31. In what areas should this BUILDING DIVISION focus attention in the next year to provide excellent service to the public?

#	Response
1	No changes needed that I can see. The building director is also very fair and responsive.
2	In the area of Plan Check- over zealous application of codes depending on which plan checker is involved - especially on very small projects-remodels
3	Everything
4	Knowing all the codes and informing the person before plan are drawn up
5	Some of the simple permits could be done over the counter or perhaps online. Example of online permits: simple Electrical and Plumbing
6	Better communications
7	Enforce the published code; not the unwritten code in force in the XXX mafia. [Employee name removed by Citygate]
8	Working on all Fridays
9	BE CONSISTENT WITH REQUIREMENTS. CITY ENGINEER KEPT ADDING NEW REQUIREMENTS NOT PREVIOUSLY REQUESTED.
10	Return calls to inspector in a more timely fashion or have someone available to clarify questions on permit
11	FAIRNESS TO CUSTOMERS. COMMUNICATION WITH PUBLIC. WILLINGNESS TO WORK "WITH" CUSTOMERS.

G. SANITATION DIVISION

32. Have you had business with the SANITATION DIVISION over the past two years?

Yes	9	26%
No	25	74%
Total	34	100%

33. Overall, how would you rate the SANITATION DIVISION in the following areas?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	High	Medium	Low	N/A
33.a. Courtesy	5 56%	2 22%	2 22%	0 0%
33.b. Timeliness	3 33%	3 33%	3 33%	0 0%
33.c. Positive Attitude	4 44%	3 33%	2 22%	0 0%
33.d. Knowledge	5 56%	3 33%	1 11%	0 0%
33.e. Dependability / Reliability	3 33%	4 44%	2 22%	0 0%

Sanitation Division Overall

	Average	High	Medium	Low	N/A
33.a. Courtesy	2.33	5	2	2	0
33.b. Timeliness	2.00	3	3	3	0
33.c. Positive Attitude	2.22	4	3	2	0
33.d. Knowledge	2.44	5	3	1	0
33.e. Dependability / Reliability	2.11	3	4	2	0



34. Please select the answer that best represents your assessment of how the SANITATION DIVISION compares to your expectations for government service.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Above Expectations	Met Expectations	Below Expectations	No Opinion
34.a. Informative Brochures and Handouts	1 11%	4 44%	2 22%	2 22%
34.b. Application Checklist Requirements	1 11%	3 33%	3 33%	2 22%
34.c. Cost of Processing Application (fees)	1 11%	3 33%	2 22%	3 33%
34.d. Thoroughness of Construction Plan Review	1 11%	5 56%	2 22%	1 11%
34.e. Processing / Turnaround Times of Construction Plan Review	3 33%	2 22%	3 33%	1 11%
35.a. Timeliness of Staff Written Comments	3 33%	2 22%	4 44%	0 0%
35.b. Clarity of Engineering Standards	2 22%	4 44%	3 33%	0 0%
35.c. Fairness / Consistency of Standards Interpretation	2 22%	3 33%	4 44%	0 0%
35.d. Communication on Project Status	2 22%	4 44%	3 33%	0 0%
35.e. Use of Technology	2 22%	3 33%	2 22%	2 22%
36.a. Staff Dependability	1 11%	4 44%	3 33%	1 11%
36.b. Coordinating Review with Other Divisions/Departments	2 22%	2 22%	4 44%	1 11%
36.c. Timeliness of Development Inspection	4 44%	3 33%	2 22%	0 0%
36.d. Fairness / Consistency of Development Inspection	4 44%	2 22%	3 33%	0 0%
36.e. Process of "Minor" Changes to Plans	2 22%	5 56%	2 22%	0 0%
37.a. Timeliness of Re-checks	1 11%	3 33%	3 33%	2 22%
37.b. Number of Re-checks	2 22%	3 33%	2 22%	2 22%
37.c. Process for Listening to Customer Concerns	2 22%	2 22%	4 44%	1 11%
37.d. Overall Process	2 22%	6 67%	1 11%	0 0%

The ratings for the Sanitation Division are shown below with the addition of the Weighted Average score for each rating point.

Sanitation Division Comparison Assessment					
	Average	Above Expectations	Met Expectations	Below Expectations	No Opinion
34.a. Informative Brochures and Handouts	1.86	1	4	2	2
34.b. Application Checklist Requirements	1.71	1	3	3	2
34.c. Cost of Processing Application (fees)	1.83	1	3	2	3
34.d. Thoroughness of Construction Plan Review	1.88	1	5	2	1
34.e. Processing / Turnaround Times of Construction Plan Review	2.00	3	2	3	1
35.a. Timeliness of Staff Written Comments	1.89	3	2	4	0
35.b. Clarity of Engineering Standards	1.89	2	4	3	0
35.c. Fairness / Consistency of Standards Interpretation	1.78	2	3	4	0
35.d. Communication on Project Status	1.89	2	4	3	0
35.e. Use of Technology	2.00	2	3	2	2
36.a. Staff Dependability	1.75	1	4	3	1
36.b. Coordinating Review with Other Divisions/Departments	1.75	2	2	4	1
36.c. Timeliness of Development Inspection	2.22	4	3	2	0
36.d. Fairness / Consistency of Development Inspection	2.11	4	2	3	0
36.e. Process of "Minor" Changes to Plans	2.00	2	5	2	0
37.a. Timeliness of Re-checks	1.71	1	3	3	2
37.b. Number of Re-checks	2.00	2	3	2	2
37.c. Process for Listening to Customer Concerns	1.75	2	2	4	1
37.d. Overall Process	2.11	2	6	1	0

The same information is shown below, sorted by Weighted Average score, highest to lowest.

Sanitation Division — Sorted by Average					
	Average	Above Expectations	Met Expectations	Below Expectations	No Opinion
36.c. Timeliness of Development Inspection	2.22	4	3	2	0
36.d. Fairness / Consistency of Development Inspection	2.11	4	2	3	0
37.d. Overall Process	2.11	2	6	1	0
34.e. Processing / Turnaround Times of Construction Plan Review	2.00	3	2	3	1
35.e. Use of Technology	2.00	2	3	2	2
36.e. Process of “Minor” Changes to Plans	2.00	2	5	2	0
37.b. Number of Re-checks	2.00	2	3	2	2
35.a. Timeliness of Staff Written Comments	1.89	3	2	4	0
35.b. Clarity of Engineering Standards	1.89	2	4	3	0
35.d. Communication on Project Status	1.89	2	4	3	0
34.d. Thoroughness of Construction Plan Review	1.88	1	5	2	1
34.a. Informative Brochures and Handouts	1.86	1	4	2	2
34.c. Cost of Processing Application (fees)	1.83	1	3	2	3
35.c. Fairness / Consistency of Standards Interpretation	1.78	2	3	4	0
36.a. Staff Dependability	1.75	1	4	3	1
36.b. Coordinating Review with Other Divisions/Departments	1.75	2	2	4	1
37.c. Process for Listening to Customer Concerns	1.75	2	2	4	1
34.b. Application Checklist Requirements	1.71	1	3	3	2
37.a. Timeliness of Re-checks	1.71	1	3	3	2

Analysis of Sanitation Division Compared to Expectations of Government Service

The ratings ranged from a high weighted average score of 2.22 down to a low of 1.71 with a composite average score (the average of the highest and lowest scores) of 1.90. The composite, therefore, is below the ‘meets expectations’ level. The highest rated aspects of the Sanitation Division were timeliness of development inspection, fairness / consistency of development inspection, and overall process. The lowest scores were given to timeliness of re-checks, application checklist requirements, and process for listening to customer concerns.

Sanitation Division Open-Ended Questions

All comments are exactly as they were entered into the survey except where noted.

38. Have you noted any positive changes in the services provided in the SANITATION DIVISION during the past year? If so, what?

#	Response
1	No
2	Very negative
3	No

39. In what areas should the SANITATION DIVISION focus attention in the next year to provide excellent service to the public?

#	Response
1	Better leadership. XXX on the staff seems to be the only reasonable person to deal with. [Employee name removed by Citygate]
2	Become service oriented. This is one of the most difficult groups to deal with. A bureaucracy at its worst.
3	N/A

H. TRANSPORTATION OPERATIONS

40. Have you had business with TRANSPORTATION OPERATIONS over the past two years?

Yes	10	29%
No	24	71%
Total	34	100%

41. Overall, how would you rate TRANSPORTATION OPERATIONS in the following areas?

Top number is the count of respondents selecting the option.
Bottom % is percent of the total respondents selecting the option.

	High	Medium	Low	N/A
41a. Courtesy	4 40%	5 50%	1 10%	0 0%
41.b. Timeliness	5 50%	3 30%	2 20%	0 0%
41.c. Positive Attitude	4 40%	4 40%	2 20%	0 0%
41.d. Knowledge	4 40%	5 50%	1 10%	0 0%
41.e. Dependability / Reliability	3 30%	5 50%	2 20%	0 0%

Transportation Operations Overall

	Average	High	Medium	Low	N/A
41.a. Courtesy	2.30	4	5	1	0
41.b. Timeliness	2.30	5	3	2	0
41.c. Positive Attitude	2.20	4	4	2	0
41.d. Knowledge	2.30	4	5	1	0
41.e. Dependability / Reliability	2.10	3	5	2	0

42. Please select the answer that best represents your assessment of how TRANSPORTATION OPERATIONS compares to your expectations for government service.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Above Expectations	Met Expectations	Below Expectations	No Opinion
42.a. Informative Brochures and Handouts	2 20%	3 30%	3 30%	2 20%
42.b. Application Checklist Requirements	1 10%	5 50%	3 30%	1 10%
42.c. Processing / Turnaround Times of Transportation Review	3 30%	2 20%	3 30%	2 20%
42.d. Timeliness of Staff Written Comments	2 20%	3 30%	3 30%	2 20%
42.e. Clarity of Traffic Standards	2 20%	4 40%	4 40%	0 0%
43.a. Fairness / Consistency of Standards Interpretation	2 20%	4 40%	3 30%	1 10%
43.b. Communication on Project Status	2 20%	5 50%	2 20%	1 10%
43.c. Use of Technology	1 10%	6 60%	1 10%	2 20%
43.d. Staff Dependability	2 20%	6 60%	1 10%	1 10%
43.e. Coordinating Review with Other Divisions/Departments	2 20%	6 60%	1 10%	1 10%
44.a. Process of "Minor" Changes to Plans	2 20%	4 40%	1 10%	3 30%
44.b. Timeliness of Re-checks	2 20%	3 30%	2 20%	3 30%
44.c. Number of Re-checks	3 30%	3 30%	1 10%	3 30%
44.d. Process for Listening to Customer Concerns	2 20%	3 30%	3 30%	2 20%
44.e. Overall Process	2 20%	5 50%	1 10%	2 20%

The ratings for the Transportation Operations are shown below with the addition of the Weighted Average score for each rating point.

Transportation Operations Comparison Assessment

	Average	Above Expectations	Met Expectations	Below Expectations	No Opinion
42.a. Informative Brochures and Handouts	1.88	2	3	3	2
42.b. Application Checklist Requirements	1.78	1	5	3	1
42.c. Processing / Turnaround Times of Transportation Review	2.00	3	2	3	2
42.d. Timeliness of Staff Written Comments	1.88	2	3	3	2
42.e. Clarity of Traffic Standards	1.80	2	4	4	0
43.a. Fairness / Consistency of Standards Interpretation	1.89	2	4	3	1
43.b. Communication on Project Status	2.00	2	5	2	1
43.c. Use of Technology	2.00	1	6	1	2
43.d. Staff Dependability	2.11	2	6	1	1
43.e. Coordinating Review with Other Divisions/Departments	2.11	2	6	1	1
44.a. Process of "Minor" Changes to Plans	2.14	2	4	1	3
44.b. Timeliness of Re-checks	2.00	2	3	2	3
44.c. Number of Re-checks	2.29	3	3	1	3
44.d. Process for Listening to Customer Concerns	1.88	2	3	3	2
44.e. Overall Process	2.13	2	5	1	2

The same information is shown below, sorted by Weighted Average score, highest to lowest.

Transportation Operations — Sorted by Average					
	Average	Above Expectations	Met Expectations	Below Expectations	No Opinion
44.c. Number of Re-checks	2.29	3	3	1	3
44.a. Process of “Minor” Changes to Plans	2.14	2	4	1	3
44.e. Overall Process	2.13	2	5	1	2
43.d. Staff Dependability	2.11	2	6	1	1
43.e. Coordinating Review with Other Divisions/Departments	2.11	2	6	1	1
42.c. Processing / Turnaround Times of Transportation Review	2.00	3	2	3	2
43.b. Communication on Project Status	2.00	2	5	2	1
43.c. Use of Technology	2.00	1	6	1	2
44.b. Timeliness of Re-checks	2.00	2	3	2	3
43.a. Fairness / Consistency of Standards Interpretation	1.89	2	4	3	1
42.a. Informative Brochures and Handouts	1.88	2	3	3	2
42.d. Timeliness of Staff Written Comments	1.88	2	3	3	2
44.d. Process for Listening to Customer Concerns	1.88	2	3	3	2
42.e. Clarity of Traffic Standards	1.80	2	4	4	0
42.b. Application Checklist Requirements	1.78	1	5	3	1

Analysis of Transportation Operations Compared to Expectations of Government Service

The ratings ranged from a high weighted average score of 2.29 down to a low of 1.78 with a composite average score (the average of the highest and lowest scores) of 1.99. The composite, therefore, is at the ‘meets expectations’ level. The highest rated aspects of Transportation Operations were number of re-checks, process of “minor” changes to plans, and overall process. The lowest scores were given to application checklist requirements, clarity of traffic standards, and process for listening to customer concerns.

Transportation Operations Open-Ended Questions

All comments are exactly as they were entered into the survey except where noted.

45. Have you noted any positive changes in the services provided in TRANSPORTATION OPERATIONS during the past year? If so, what?

#	Response
1	No

46. In what areas should TRANSPORTATION OPERATIONS focus attention in the next year to provide excellent service to the public?

#	Response
1	N/A
2	The transportation operations need to be able to do their job with out being interrupted by XXX. They will say one thing and later XXX will over ride it. [Employee name removed by Citygate]

I. CONSTRUCTION INSPECTION

47. Have you had business with CONSTRUCTION INSPECTION over the past two years?

Yes	14	41%
No	20	59%
Total	34	100%

48. Overall, how would you rate CONSTRUCTION INSPECTION in the following areas?

Top number is the count of respondents selecting the option.
Bottom % is percent of the total respondents selecting the option.

	High	Medium	Low	N/A
48.a. Courtesy	7 54%	5 38%	1 8%	0 0%
48.b. Timeliness	8 62%	4 31%	1 8%	0 0%
48.c. Positive Attitude	8 62%	4 31%	1 8%	0 0%
48.d. Knowledge	9 69%	3 23%	1 8%	0 0%
48.e. Dependability / Reliability	9 69%	3 23%	1 8%	0 0%

Construction Inspection Overall

	Average	High	Medium	Low	N/A
48.a. Courtesy	2.46	7	5	1	0
48.b. Timeliness	2.54	8	4	1	0
48.c. Positive Attitude	2.54	8	4	1	0
48.d. Knowledge	2.62	9	3	1	0
48.e. Dependability / Reliability	2.62	9	3	1	0

49. Please select the answer that best represents your assessment of how CONSTRUCTION INSPECTION compares to your expectations for government service.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Above Expectations	Met Expectations	Below Expectations	No Opinion
49.a. Informative Brochures and Handouts	2 15%	4 31%	3 23%	4 31%
49.b. Cost of Permits (fees)	3 23%	4 31%	4 31%	2 15%
49.c. Fairness / Consistency of Code Interpretations	5 42%	3 25%	3 25%	1 8%
49.d. Staff Dependability	6 46%	6 46%	1 8%	0 0%
49.e. Timeliness of Inspections	9 69%	3 23%	1 8%	0 0%
50.a. Thoroughness of Inspections	8 73%	2 18%	1 9%	0 0%
50.b. Fairness of Inspections	9 75%	3 25%	0 0%	0 0%
50.c. Conflicts between Inspectors and Approved Plans	8 67%	3 25%	1 8%	0 0%
50.d. Overall Process	9 75%	3 25%	0 0%	0 0%

The ratings for Construction Inspection are shown below with the addition of the Weighted Average score for each rating point.

Construction Inspection Comparison Assessment

	Average	Above Expectations	Met Expectations	Below Expectations	No Opinion
49.a. Informative Brochures and Handouts	1.89	2	4	3	4
49.b. Cost of Permits (fees)	1.91	3	4	4	2
49.c. Fairness / Consistency of Code Interpretations	2.18	5	3	3	1
49.d. Staff Dependability	2.38	6	6	1	0
49.e. Timeliness of Inspections	2.62	9	3	1	0
50.a. Thoroughness of Inspections	2.64	8	2	1	0
50.b. Fairness of Inspections	2.75	9	3	0	0
50.c. Conflicts between Inspectors and Approved Plans	2.58	8	3	1	0
50.d. Overall Process	2.75	9	3	0	0

The same information is shown below, sorted by Weighted Average score, highest to lowest.

Construction Inspection — Sorted by Average

	Average	Above Expectations	Met Expectations	Below Expectations	No Opinion
50.b. Fairness of Inspections	2.75	9	3	0	0
50.d. Overall Process	2.75	9	3	0	0
50.a. Thoroughness of Inspections	2.64	8	2	1	0
49.e. Timeliness of Inspections	2.62	9	3	1	0
50.c. Conflicts between Inspectors and Approved Plans	2.58	8	3	1	0
49.d. Staff Dependability	2.38	6	6	1	0
49.c. Fairness / Consistency of Code Interpretations	2.18	5	3	3	1
49.b. Cost of Permits (fees)	1.91	3	4	4	2
49.a. Informative Brochures and Handouts	1.89	2	4	3	4

Analysis of Construction Inspection Compared to Expectations of Government Service

The ratings ranged from a high weighted average score of 2.75 down to a low of 1.89 with a composite average score (the average of the highest and lowest scores) of 2.41. The composite, therefore, is above the ‘meets expectations’ level. This is the highest composite average of all of the divisions surveyed. The highest rated aspects of Construction Inspection were fairness of inspections, overall process, and thoroughness of inspections. The lowest scores were given to informative brochures and handouts, cost of permits (fees), and fairness / consistency of code interpretations.

Construction Inspection Open-Ended Questions

All comments are exactly as they were entered into the survey except where noted.

51. Have you noted any positive changes in the services provided in CONSTRUCTION INSPECTION during the past year? If so, what?	
#	Response
1	If this is for engineering inspection - have had very bad experience overall with XXX- he can act friendly, but then require unreasonable actions in the field - he is unpredictable, and sometimes asks for unnecessary work or work not on the plans and threatens to withhold release. He can make the process much more difficult than it should be. Just an example - after curb form boards in place, he asks sub to completely remove gutter edge board and move it 1/4" horizontally! This was a waste of time and unnecessary, but if we were to fight him on this, it would have stopped a scheduled pour, so we had no choice. Another example, at occupancy release, he asked us to re-grade a 1-1/2' high front yard slope that was completely planted by claiming it was steeper than 2:1 - absurd! There are many more examples I could give. [Employee name removed by Citygate]
2	No
3	Engineering inspection has improved in the past 2 years or so.
4	Minor improvement
5	NO

52. In what areas should CONSTRUCTION INSPECTION focus attention in the next year to provide excellent service to the public?	
#	Response
1	Just keep up the great work
2	N/A
3	Work Fridays
4	Inspector to return calls in timely fashion or have someone available to clarify questions
5	THESE PEOPLE TREAT THE CUSTOMER SO BADLY THEY OUGHT TO BE IN JAIL. THEY LIE, CHEAT, STEAL, MISREPRESENT.

J. FIRE PREVENTION DIVISION

53. Have you had business with the FIRE PREVENTION DIVISION over the past two years? Examples include building and site plan reviews.

Yes	13	38%
No	21	62%
Total	34	100%

54. Overall, how would you rate the FIRE PREVENTION DIVISION in the following areas?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	High	Medium	Low	N/A
54.a. Courtesy	10 77%	2 15%	1 8%	0 0%
54.b. Timeliness	7 54%	2 15%	4 31%	0 0%
54.c. Positive Attitude	8 67%	2 17%	1 8%	1 8%
54.d. Knowledge	7 54%	6 46%	0 0%	0 0%
54.e. Dependability / Reliability	7 54%	4 31%	2 15%	0 0%

Fire Prevention Division Overall

	Average	High	Medium	Low	N/A
54.a. Courtesy	2.69	10	2	1	0
54.b. Timeliness	2.23	7	2	4	0
54.c. Positive Attitude	2.64	8	2	1	1
54.d. Knowledge	2.54	7	6	0	0
54.e. Dependability / Reliability	2.38	7	4	2	0

55. Please select the answer that best represents your assessment of how the FIRE PREVENTION DIVISION compares to your expectations for government service.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Above Expectations	Met Expectations	Below Expectations	No Opinion
55.a. Informative Brochures and Handouts	3 23%	5 38%	2 15%	3 23%
55.b. Application Checklist Requirements	4 31%	7 54%	2 15%	0 0%
55.c. Cost of Processing Application (fees)	4 31%	5 38%	1 8%	3 23%
55.d. Thoroughness of Plan Review	4 31%	8 62%	1 8%	0 0%
55.e. Processing / Turnaround Times of Plan Review	4 31%	4 31%	5 38%	0 0%
56.a. Timeliness of Staff Written Comments	4 31%	4 31%	3 23%	2 15%
56.b. Clarity of Fire Code	5 38%	5 38%	3 23%	0 0%
56.c. Fairness / Consistency of Code Interpretations	5 38%	3 23%	5 38%	0 0%
56.d. Communication on Project Status	4 31%	5 38%	3 23%	1 8%
56.e. Use of Technology	2 15%	6 46%	1 8%	4 31%
57.a. Staff Dependability	5 38%	4 31%	2 15%	2 15%
57.b. Coordinating Review with Other Divisions/Departments	3 23%	5 38%	4 31%	1 8%
57.c. Timeliness of Development Inspection	5 38%	2 15%	3 23%	3 23%
57.d. Fairness / Consistency of Development Inspection	4 31%	4 31%	2 15%	3 23%
57.e. Process of "Minor" Changes to Plans	3 23%	2 15%	3 23%	5 38%
58.a. Timeliness of Re-checks	3 23%	4 31%	4 31%	2 15%
58.b. Number of Re-checks	3 23%	4 31%	2 15%	4 31%
58.c. Process for Listening to Customer Concerns	3 23%	3 23%	3 23%	4 31%
58.d. Overall Process	4 31%	5 38%	3 23%	1 8%

The ratings for the Fire Prevention Division are shown below with the addition of the Weighted Average score for each rating point.

Fire Prevention Division Comparison Assessment

	Average	Above Expectations	Met Expectations	Below Expectations	No Opinion
55.a. Informative Brochures and Handouts	2.10	3	5	2	3
55.b. Application Checklist Requirements	2.15	4	7	2	0
55.c. Cost of Processing Application (fees)	2.30	4	5	1	3
55.d. Thoroughness of Plan Review	2.23	4	8	1	0
55.e. Processing / Turnaround Times of Plan Review	1.92	4	4	5	0
56.a. Timeliness of Staff Written Comments	2.09	4	4	3	2
56.b. Clarity of Fire Code	2.15	5	5	3	0
56.c. Fairness / Consistency of Code Interpretations	2.00	5	3	5	0
56.d. Communication on Project Status	2.08	4	5	3	1
56.e. Use of Technology	2.11	2	6	1	4
57.a. Staff Dependability	2.27	5	4	2	2
57.b. Coordinating Review with Other Divisions/Departments	1.92	3	5	4	1
57.c. Timeliness of Development Inspection	2.20	5	2	3	3
57.d. Fairness / Consistency of Development Inspection	2.20	4	4	2	3
57.e. Process of "Minor" Changes to Plans	2.00	3	2	3	5
58.a. Timeliness of Re-checks	1.91	3	4	4	2
58.b. Number of Re-checks	2.11	3	4	2	4
58.c. Process for Listening to Customer Concerns	2.00	3	3	3	4
58.d. Overall Process	2.08	4	5	3	1

The same information is shown below, sorted by Weighted Average score, highest to lowest.

Fire Prevention Division — Sorted by Average					
	Average	Above Expectations	Met Expectations	Below Expectations	No Opinion
55.c. Cost of Processing Application (fees)	2.30	4	5	1	3
57.a. Staff Dependability	2.27	5	4	2	2
55.d. Thoroughness of Plan Review	2.23	4	8	1	0
57.c. Timeliness of Development Inspection	2.20	5	2	3	3
57.d. Fairness / Consistency of Development Inspection	2.20	4	4	2	3
55.b. Application Checklist Requirements	2.15	4	7	2	0
56.b. Clarity of Fire Code	2.15	5	5	3	0
56.e. Use of Technology	2.11	2	6	1	4
58.b. Number of Re-checks	2.11	3	4	2	4
55.a. Informative Brochures and Handouts	2.10	3	5	2	3
56.a. Timeliness of Staff Written Comments	2.09	4	4	3	2
56.d. Communication on Project Status	2.08	4	5	3	1
58.d. Overall Process	2.08	4	5	3	1
56.c. Fairness / Consistency of Code Interpretations	2.00	5	3	5	0
57.e. Process of “Minor” Changes to Plans	2.00	3	2	3	5
58.c. Process for Listening to Customer Concerns	2.00	3	3	3	4
55.e. Processing / Turnaround Times of Plan Review	1.92	4	4	5	0
57.b. Coordinating Review with Other Divisions/Departments	1.92	3	5	4	1
58.a. Timeliness of Re-checks	1.91	3	4	4	2

Analysis of Fire Prevention Division Compared to Expectations of Government Service

The ratings ranged from a high weighted average score of 2.30 down to a low of 1.91 with a composite average score (the average of the highest and lowest scores) of 2.10. The composite, therefore, is above the 'meets expectations' level. The highest rated aspects of the Fire Prevention Division were cost of processing application (fees), staff dependability, and thoroughness of plan review. The lowest scores were given to timeliness of re-checks, coordinating review with other divisions/departments, and processing / turnaround times of plan review.

Fire Prevention Division Open-Ended Questions

All comments are exactly as they were entered into the survey except where noted.

59. Have you noted any positive changes in the services provided in the FIRE PREVENTION DIVISION during the past year? If so, what?

#	Response
1	Have always had good inspections and assistance
2	XXX is a good guy - fair and accessible for questions now that he is in the office instead of field inspection. [Employee name removed by Citygate]
3	None
4	This department is overpaid

60. In what areas should the FIRE PREVENTION DIVISION focus attention in the next year to provide excellent service to the public?

#	Response
1	Continue the great job!
2	N/A

61. Please Answer "Yes", "No" or "Not Applicable" to the Following Questions.

**Top number is the count of respondents selecting the option.
Bottom % is percent of the total respondents selecting the option.**

	Yes	No	N/A
61.a. Initial information given to me by the various divisions in development services was accurate.	17 50%	14 41%	3 9%
61.b. The various divisions required changes to project after initial plan check.	24 71%	4 12%	6 18%
61.c. The various divisions required changes to project after the second plan check.	22 65%	4 12%	8 24%
61.d. If it were guaranteed that an increase in fees would increase timeliness and quality of services, I would support a fee increase.	8 24%	21 62%	5 15%
62.a. I would welcome the option to pay extra for "express" processing.	15 45%	16 48%	2 6%
62.b. I would support a faster, more streamlined development process, even if it meant more "black and white/pass or fail" requirements and fewer negotiations.	17 50%	14 41%	3 9%
62.c. The cost of processing any permit is approximately the same as other jurisdictions in San Diego/Orange County area.	9 26%	15 44%	10 29%

K. ADDITIONAL COMMENTS

63. Please add any specific comments or suggestions you may have for improving services in a specific division/department or development services as a whole.

#	Response
1	City of Vista Planning Dept. Needs to improve its rules and regulations RE: daycare business in the home.
2	The process should be faster in engineering than it is, without having to pay extra fees - but the reality is if we knew that it would take 1 year under normal circumstances, but by paying extra we could cut that to six months, then the economics of carrying land and delaying a project make it feasible to pay extra to save time.
3	Building Dept - Plan Check a hit or miss process as to plan checker involved, timely response to applicant, excessive turnaround time after initial check.
4	Building and Fire are separate processes. We had plans approved by Building only to learn later, Fire had different requirements that caused significant delays and modifications to our plans
5	Why should I have to pay more to get a better job. Get better employees. You are already reaming the customer
6	As I said before, even one day/week for over the counter review would be great.
7	Charging more money shouldn't be the solution to the problem.
8	If Vista wants to grow out of being a hick town, the City needs to hire the expertise to put the proper and descriptive codes in place to promote orderly growth. At this point, the department under XXX is a group of "free-wheeling Franklins" who are trying to use their personal preference to define what a contractor/subcontractor needs to submit. In my case, I was told by one of XXX employees that he could not refer me to any City produced documentation that described what the City wanted, but did tell me that I should go to one of my competitors because they knew what the City wanted. That statement was a major indication of the lack of defining ability that exists within the current department and, unfortunately, a major indication of the lack of ethics in city employee/contractor relationships. [Employee name removed by Citygate]
9	The problem with the city of vista is that it is a moving target. It is changing its statements at any time to suit their needs. What ever it is. They need to some times be able to just do the correction at the desk. But it seems they view all corrections as some big thing that takes forever to review. Even if it is the fifth or sixth time.
10	Landscape plan checker can be unreasonable and hard to work with

64. Please write any additional comments you have below:

#	Response
1	Not to post licensed providers names and addresses on posters near there home in regards to expanding a family daycare to 12-14 children. Any child molester can see our private information on these posters and know that we conduct daycare out of our home. Also not being fair in regards to "grandfathering in" someone who has been conducting the licensed daycare with 12-14 children for 9 years in the same neighborhood. Then in order for the licensed provider to go to the board and dispute a denial of a 12-14 children in the home you would have to pay a 400-500 fee and if you lose the dispute the city keeps your money not very fair that is why it would be good to have some type of liaison person to assist the consumers when you are up against the city or have any dispute type items and not everyone can afford these fees to dispute something with the city it is not fair and I think it is discrimination on people that can not afford these fees.
2	We pay thousands of dollars. We pay their salary. The majority of employees act like they are doing you a favor to talk to you
3	If a record of communications between me, my customer and some of the employees in XXX department were laid in front of the City Council, there is no doubt in my mind that more than one head would roll. [Employee name removed by Citygate]
4	There does not seem to be any consideration at all for what the owners costs are in association with the demands of the city. It takes too much time to develop a site, mostly by the city. Vista advertises being business friendly right up until the time you submit a project for development and then the table turns.
5	I was pleased with the service I received in all departments
6	MY EXPERIENCE WITH VISTA WAS VERY BAD NIGHTMARE - UNBELIEVABLE - AND I KNOW OF MANY OTHERS THAT WILL HAVE NOTHING KIND TO SAY ABOUT THEM TOO.

L. SUMMARY OF SURVEY FINDINGS

The survey respondents were relatively few in number, but they appear to be a representative cross-section of the development community in Vista. Comments ranged from being positive/neutral to very negative. The composite average for Development Services (the average of all the scores for all the divisions) is 2.05, which is “meeting expectations.” A theme that emerges from the open-ended responses is that there have not been many, if any, positive changes not throughout many of the divisions in the Development Review Process during the past year.

The overall average of each division (average of all statements relating to each division) varied between 1.80 and 2.46. Below, a list of each division included in this survey is presented with its corresponding overall average. These are presented in order from highest score to lowest.

Division	Overall Average
Construction Inspection	2.46
Development Services	2.41
Fire Prevention	2.18
Building	2.13
Transportation Operations	2.05
Sanitation	1.97
Land Development	1.95
Planning	1.80

APPENDIX B—EMPLOYEE SURVEY ANALYSIS

A. OVERVIEW AND METHODOLOGY

Citygate conducted an Internet-based employee survey between December 6 and December 20, 2006 for the employees involved in the City of Vista’s Development Review Process. This included full-time and regular part-time employees (totaling 43 employees) from the following divisions involved in the Development Review Process: Planning, Building, Land Development, Development Services, Sanitation, Transportation Operations, Storm Water, Construction Inspection, and Fire Prevention.

Please note that for purposes of clarification as you read this survey analysis:

- ◆ **Community Development Department** refers to the grouping of the following divisions: Building, Planning, Land Development, and Development Services.
- ◆ **Engineering Department** refers only to those divisions involved in the development review process: Sanitation, Transportation Operations, Storm Water, and Construction Inspection.
- ◆ **Fire** refers to the division of Fire Prevention.

Details of the deployment are shown below.

Launch Date	12/6/2006 – 9:00 AM
Close Date	12/20/2006 – 5:00 PM
Visits ¹	56
Partials ²	4
Completes ³	37

The table on the following page shows the total amount of completed surveys listed by department, compared to the total number of employees invited to participate in each department.

¹ “Visits” – the total number of people who visited the survey site during the open period.

² “Partial” – the number of surveys that were begun but not completed. These surveys cannot be added to the database.

³ “Completes” – the number of surveys that were completed and successfully added to the database.

Department	Total # possible	Total surveys	Response Ratio
Community Development	22	21	95%
Engineering	19	14	74%
Fire	2	1	50%
Total classified by department	43	36	84%
Overall — (1 survey completed without department information*)	43	37	86%

**Please note that 1 of the completed surveys did not have responses to the first four questions of this survey which were all related to the employee’s profile. The purpose of these initial questions was to help better understand and categorize the data.*

Including all completed responses, 37 out of a possible 43 surveys were submitted. This is a good overall response rate of 86 percent.

Apart from four employee profile questions, the survey consisted of 56 closed-ended “degree-of-agreement” statements and 8 open-ended questions.

It should be noted in reviewing the results below that the employees were not required to answer any question. Additionally, they were permitted to respond “Don’t Know/Not Applicable” to the degree-of-agreement statements, and these responses were excluded from the weighted average response calculations. Therefore, the response totals do not always add to the total of 37 completed surveys.

B. ORGANIZATION OF ANALYSIS

This survey appendix is organized in the following order:

Summary of Findings

- ◆ A summary of the positive and negative overall findings is presented. (page 4)
- ◆ A summary analysis of the responses overall and by department. (page 5)

Raw Results for Each Statement

- ◆ All the statements and the responses to them as they appeared on the survey. This is presented first as raw data showing the number of responses of each type, including “Don’t Know/Not Applicable” and those left blank. (page 6)

Statistical Analysis for Each Statement

- ◆ The statements are then presented again with the calculation of the Weighted Average, Median, Mode and Standard Deviation along with the percentage of each type of response. (page 11)
- ◆ A graphical representation of the statements in the order presented on the survey showing the weighted average score for each statement. (page 17)

Responses Sorted by Average Score, Highest to Lowest

- ◆ All the statements on the survey sorted by the weighted average response and arranged from highest average response (most agreement) to lowest average response (least agreement). (*page 19*)
- ◆ A graphical representation of the sorted average response of each statement arranged from highest to lowest. (*page 25*)

10 Highest/Lowest Overall Statements

- ◆ The 10 statements receiving the *overall* highest and lowest weighted average score (most agreement with the statements). (*page 27*)

10 Highest/Lowest Statements by Department

- ◆ *By department*, the 10 statements receiving the highest and lowest weighted average score. (*page 29*)

Employee-Profiling Questions and Open-Ended Responses

- ◆ The raw data for all employee-profiling questions included on the survey, both overall and by department. (*page 33*)
- ◆ Summary of all open-ended responses, both overall and by department. (*page 36*)

C. CLOSED-ENDED QUESTIONS

Closed-ended questions are defined as those for which the respondent must choose an answer based upon a finite number of choices. For this survey, 56 “degree-of-agreement” statements were presented. The respondents were asked to rate their agreement with the statements from “Strongly Disagree” with the statement to “Strongly Agree” with the statement. Provision was also made to respond “Don’t Know or Not Applicable.” Of course, the respondent could simply not respond at all, since no responses were required.

A value was assigned to each valid response from 1 for “Strongly Disagree” to 5 for “Strongly Agree.” For each statement, the total number for each response was multiplied by the assigned value and a weighted average response was calculated. Thus, a higher average response indicates more overall agreement with the statement, whereas a lower average response indicates less overall agreement with the statement.

Definition of Terms

The terms defined below are encountered in the information that follows:

- ◆ Weighted Average: An arithmetic average that takes into account the proportional relevance of each component, rather than treating each component equally.
- ◆ Median: “Middle value” of a list. That is, half the numbers in the list are greater than the median response and half are less.
- ◆ Mode: The most frequently occurring number in a list. In the case of the Employee Survey, it was the response (from “Strongly Disagree” to “Strongly Agree”) that was the most often chosen for any one statement.

- ◆ Standard Deviation: Standard deviation tells how spread out the responses are from the calculated average. A standard deviation close to zero indicates that most responses are close to the average response. A greater standard deviation indicates that there was a wider spread of variation in the responses.

D. SUMMARY OF OVERALL FINDINGS

The total survey respondents represent 86 percent of the employees invited to participate in the Employee Survey. Shown below are the salient overall (all survey responses considered) positive and negative findings.

Most Positive Feelings of Employees

- ◆ Employees feel that they have the necessary skills to perform the tasks associated with their positions.
- ◆ Employees feel that service to the public is strongly emphasized in their respective department and division.
- ◆ Employees feel positive about their respective department and division and believe they are in a good place to work.
- ◆ Employees feel that the management of their respective division contributes to the effectiveness of their division.
- ◆ Employees feel that there is good cooperation among members of their division.
- ◆ Employees feel that their supervisor encourages teamwork in their division.

Most Negative Feelings of Employees

- ◆ Employees generally feel that their current compensation and promotion process does not reward them for higher than average levels of performance.
- ◆ Employees are not satisfied with the salary and benefit package they receive, compared to similar organizations in the Vista area.
- ◆ Employees do not believe that Vista's codes, policies, and procedures are up-to-date nor provide for effective and efficient delivery of services.
- ◆ Employees feel that written policies and procedures are not available and consistently followed in day-to-day operations.
- ◆ Employees feel that, given the level of staffing within their division, the goals and objectives of the division are unachievable.
- ◆ Employees feel that, overall, their department's computer tracking systems does not address their project tracking needs.

E. SUMMARY ANALYSIS OF RESPONSES

Below, a summary analysis of the responses is provided. This is provided for the overall responses (all survey responses considered), the Community Development Department (only

survey responses from Community Development considered), and the Engineering Department (only survey responses from Engineering considered).

Analysis of Overall Employee Response

The overall response ratio for City employees was 86% (37 out of 43 employees completed surveys). The ratings for the City of Vista Employee Survey ranged from a high weighted average score of 4.65 down to 2.60. The highest rated statements of the survey are: having the necessary skills to perform the tasks associated with one's position; the strong emphasis of service to the public within one's division and department; and feeling positive about one's division and believing it is a good place to work. The lowest rated statements are: current compensation and promotion process rewards employees for higher than average levels of performance; satisfaction with the salary and benefit package employees receive; and believing that Vista's codes, policies, and procedures are up-to-date and provide for effective and efficient delivery of services.

Analysis of Community Development

The response ratio for the Community Development Department was 95% (21 out of 22 employees completed surveys). The ratings ranged from a high weighted average score of 4.80 down to 2.90. A brief summary of those highest rated statements is: the strong emphasis of service to the public within one's division and department; having the necessary skills to perform the tasks associated with one's position; and the management of one's division contributing to the productivity of one's division. The lowest rated statements are: current compensation and promotion process rewards employees for higher than average levels of performance; goals and objectives of one's division are attainable given the level of staffing with one's division; and satisfaction with the salary and benefit package employees receive.

Analysis of Engineering

The response ratio for the Engineering Department was 74% (14 out of 19 employees completed surveys). The ratings ranged from a high weighted average score of 4.50 down to 2.15. Compared to the Community Development Department, the average scores were much lower (more negative) overall. The highest rated statements of the survey are: having the necessary skills to perform the tasks associated with one's position; the strong emphasis of service to the public within one's division and department; and feeling that there is good cooperation among members of one's division. The lowest rated statements are: current compensation and promotion process rewards employees for higher than average levels of performance; believing that Vista's codes, policies, and procedures are up-to-date and provide for effective and efficient delivery of services; and satisfaction with the salary and benefit package employees receive.

CITY OF VISTA EMPLOYEE SURVEY

RAW RESULTS FOR EACH DEGREE-OF-AGREEMENT STATEMENT

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	Left Blank-No Response	Total
1. I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.	11	18	6	2	0	0	0	37
2. The management of my DIVISION contributes to the productivity of my DIVISION.	21	11	4	1	0	0	0	37
3. The management of my DEPARTMENT contributes to the productivity of my DIVISION.	16	14	4	3	0	0	0	37
4. I receive clear and specific direction from my supervisor(s) regarding my work assignments.	17	9	7	3	1	0	0	37
5. Overall, I believe the decision-making in my DIVISION is consistent.	8	18	7	3	0	0	1	37
6. Overall, I believe the decision-making in my DEPARTMENT is consistent.	7	18	6	3	2	1	0	37
7. I believe the workload within my DIVISION is equally divided among my co-workers.	6	12	7	8	2	2	0	37
8. I believe the workload within my DEPARTMENT is equally divided among my co-workers.	5	10	7	9	1	5	0	37
9. The goals and objectives of my DIVISION manager are reasonable.	12	15	6	1	0	2	1	37
10. The goals and objectives for my DEPARTMENT are reasonable.	10	17	6	2	0	2	0	37
11. There is an effective flow of information between management and staff within my DIVISION.	11	15	5	6	0	0	0	37
12. There is an effective flow of information between management and staff within my DEPARTMENT.	8	14	9	4	1	1	0	37

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	Left Blank-No Response	Total
13. I believe my DIVISION is an efficient, well-run organization.	13	15	7	1	0	1	0	37
14. I believe the DEVELOPMENT REVIEW PROCESS is an efficient, well-run process.	6	13	12	2	1	3	0	37
15. I believe there is good teamwork in my DEPARTMENT.	12	18	4	3	0	0	0	37
16. It is clear to me what my role is in the process of the larger task that is to be performed.	13	19	3	2	0	0	0	37
17. I believe that my DIVISION'S approach to employee discipline is fair and evenly administered.	8	14	9	1	2	3	0	37
18. I have the necessary skills to perform the tasks associated with my position.	24	13	0	0	0	0	0	37
19. Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.	5	14	10	5	3	0	0	37
20. There is good coordination of projects and functions between my DIVISION and other DIVISIONS involved in the DEVELOPMENT REVIEW PROCESS.	7	12	9	4	0	4	1	37
21. There is good coordination of projects and functions between my DEPARTMENT and other City departments.	2	17	7	8	0	2	1	37
22. Written policies and procedures are available and consistently followed in day-to-day operations.	3	11	10	10	3	0	0	37
23. The performance evaluations I have received have been completed in a timely manner and according to schedule.	6	11	5	5	3	6	1	37
24. I feel that I have sufficient authority to uphold recommendations and policies when challenged.	9	18	6	1	2	1	0	37

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	Left Blank-No Response	Total
25. I generally find that I have adequate decision-making authority in processing an application, administering a permit, or assisting a customer in another way.	9	19	5	2	1	1	0	37
26. I feel positive about my DIVISION and believe it is a good place to work.	20	13	4	0	0	0	0	37
27. I feel positive about my DEPARTMENT and believe it is a good place to work.	17	16	2	2	0	0	0	37
28. The current compensation and promotion process rewards me for higher than average levels of performance.	1	9	8	9	8	2	0	37
29. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	3	12	6	15	1	0	0	37
30. I receive sufficient training for the effective completion of my job responsibilities.	7	19	4	5	1	1	0	37
31. I have sufficient resources to complete my work, such as office space, computers, etc.	5	14	7	9	2	0	0	37
32. Ordinances and/or policies I am responsible for administering are reasonable and enforceable (if applicable).	4	15	10	6	0	2	0	37
33. Resources and equipment needed for the performance of my job tasks are properly maintained.	5	19	7	4	2	0	0	37
34. I receive adequate recognition by management for my accomplishments and efforts.	6	16	4	8	2	1	0	37
35. The established goals and objectives of my DIVISION have been clearly communicated to me.	7	20	6	4	0	0	0	37
36. The established goals and objectives of my DEPARTMENT have been clearly communicated to me.	6	19	8	4	0	0	0	37

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	Left Blank-No Response	Total
37. I believe my DIVISION does not operate under a crisis management approach.	12	14	8	2	1	0	0	37
38. I understand my supervisor's expectations of the job I perform.	11	22	2	1	0	0	1	37
39. I believe opportunities for employee involvement are adequate.	7	16	11	2	1	0	0	37
40. Overall, my DEPARTMENT'S computer tracking systems address our project tracking needs.	1	15	9	8	2	2	0	37
41. I believe that Vista's codes, policies, and procedures are up-to-date and provide for effective and efficient delivery of services.	1	13	8	12	2	1	0	37
42. Overall, I believe my DEPARTMENT'S performance is above average.	15	14	6	0	1	1	0	37
43. Service to the public is strongly emphasized in my DIVISION.	21	14	1	0	0	0	1	37
44. Service to the public is strongly emphasized in my DEPARTMENT.	21	13	2	0	0	1	0	37
45. The City has an effective process for listening to citizen or customer concerns.	7	21	6	2	0	1	0	37
46. I believe that DEVELOPMENT REVIEW PROCESS customers perceive that my DEPARTMENT is consistently doing a good job.	5	10	11	6	0	5	0	37
47. I believe my DEPARTMENT has a solution-oriented philosophy.	11	14	8	2	0	2	0	37
48. Comments generated by my DEPARTMENT for plan check are usually complete and accurate.	7	15	10	1	0	4	0	37
49. Staff does not identify problems later that should have been caught prior to final approval.	3	11	12	6	2	3	0	37

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	Left Blank-No Response	Total
50. Customers wait a reasonable amount of time for comments from the DEVELOPMENT REVIEW PROCESS on whether plans have been approved or to find out about needed changes.	7	15	8	2	0	5	0	37
51. Customer inquiries are responded to in a reasonable amount of time.	10	17	6	1	0	3	0	37
52. Inspectors rarely find errors in the field that should have been caught during the plan checking process.	6	7	7	5	0	12	0	37
53. Compared to similar organizations in the Vista area, I am satisfied with the salary and benefit package I receive.	2	12	7	7	7	2	0	37
54. My supervisor encourages teamwork in my DIVISION.	16	15	6	0	0	0	0	37
55. There is good cooperation among members of my DIVISION.	19	14	4	0	0	0	0	37
56. In general, I am pleased with the overall DEVELOPMENT REVIEW PROCESS.	6	17	9	2	0	3	0	37

CITY OF VISTA EMPLOYEE SURVEY

STATISTICAL ANALYSIS FOR EACH DEGREE-OF-AGREEMENT STATEMENT

	Average Response	Median Response	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
1. I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.	4.03	4.00	4.00	0.83	30%	49%	16%	5%	0%	0%	0%	100%
2. The management of my DIVISION contributes to the productivity of my DIVISION.	4.41	5.00	5.00	0.80	57%	30%	11%	3%	0%	0%	0%	100%
3. The management of my DEPARTMENT contributes to the productivity of my DIVISION.	4.16	4.00	5.00	0.93	43%	38%	11%	8%	0%	0%	0%	100%
4. I receive clear and specific direction from my supervisor(s) regarding my work assignments.	4.03	4.00	5.00	1.12	46%	24%	19%	8%	3%	0%	0%	100%
5. Overall, I believe the decision-making in my DIVISION is consistent.	3.86	4.00	4.00	0.87	22%	49%	19%	8%	0%	0%	3%	100%
6. Overall, I believe the decision-making in my DEPARTMENT is consistent.	3.69	4.00	4.00	1.06	19%	49%	16%	8%	5%	3%	0%	100%
7. I believe the workload within my DIVISION is equally divided among my co-workers.	3.34	4.00	4.00	1.19	16%	32%	19%	22%	5%	5%	0%	100%
8. I believe the workload within my DEPARTMENT is equally divided among my co-workers.	3.28	3.00	4.00	1.14	14%	27%	19%	24%	3%	14%	0%	100%
9. The goals and objectives of my DIVISION manager are reasonable.	4.12	4.00	4.00	0.81	32%	41%	16%	3%	0%	5%	3%	100%
10. The goals and objectives for my DEPARTMENT are reasonable.	4.00	4.00	4.00	0.84	27%	46%	16%	5%	0%	5%	0%	100%

	Average Response	Median Response	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
11. There is an effective flow of information between management and staff within my DIVISION.	3.84	4.00	4.00	1.04	30%	41%	14%	16%	0%	0%	0%	100%
12. There is an effective flow of information between management and staff within my DEPARTMENT.	3.67	4.00	4.00	1.04	22%	38%	24%	11%	3%	3%	0%	100%
13. I believe my DIVISION is an efficient, well-run organization.	4.11	4.00	4.00	0.82	35%	41%	19%	3%	0%	3%	0%	100%
14. I believe the DEVELOPMENT REVIEW PROCESS is an efficient, well-run process.	3.62	4.00	4.00	0.95	16%	35%	32%	5%	3%	8%	0%	100%
15. I believe there is good teamwork in my DEPARTMENT.	4.05	4.00	4.00	0.88	32%	49%	11%	8%	0%	0%	0%	100%
16. It is clear to me what my role is in the process of the larger task that is to be performed.	4.16	4.00	4.00	0.80	35%	51%	8%	5%	0%	0%	0%	100%
17. I believe that my DIVISION'S approach to employee discipline is fair and evenly administered.	3.74	4.00	4.00	1.05	22%	38%	24%	3%	5%	8%	0%	100%
18. I have the necessary skills to perform the tasks associated with my position.	4.65	5.00	5.00	0.48	65%	35%	0%	0%	0%	0%	0%	100%
19. Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.	3.35	4.00	4.00	1.14	14%	38%	27%	14%	8%	0%	0%	100%
20. There is good coordination of projects and functions between my DIVISION and other DIVISIONS involved in the DEVELOPMENT REVIEW PROCESS.	3.69	4.00	4.00	0.97	19%	32%	24%	11%	0%	11%	3%	100%
21. There is good coordination of projects and functions between my DEPARTMENT and other City departments.	3.38	4.00	4.00	0.92	5%	46%	19%	22%	0%	5%	3%	100%

	Average Response	Median Response	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
22. Written policies and procedures are available and consistently followed in day-to-day operations.	3.03	3.00	4.00	1.12	8%	30%	27%	27%	8%	0%	0%	100%
23. The performance evaluations I have received have been completed in a timely manner and according to schedule.	3.40	4.00	4.00	1.28	16%	30%	14%	14%	8%	16%	3%	100%
24. I feel that I have sufficient authority to uphold recommendations and policies when challenged.	3.86	4.00	4.00	1.02	24%	49%	16%	3%	5%	3%	0%	100%
25. I generally find that I have adequate decision-making authority in processing an application, administering a permit, or assisting a customer in another way.	3.92	4.00	4.00	0.94	24%	51%	14%	5%	3%	3%	0%	100%
26. I feel positive about my DIVISION and believe it is a good place to work.	4.43	5.00	5.00	0.69	54%	35%	11%	0%	0%	0%	0%	100%
27. I feel positive about my DEPARTMENT and believe it is a good place to work.	4.30	4.00	5.00	0.81	46%	43%	5%	5%	0%	0%	0%	100%
28. The current compensation and promotion process rewards me for higher than average levels of performance.	2.60	3.00	4.00	1.19	3%	24%	22%	24%	22%	5%	0%	100%
29. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	3.03	3.00	2.00	1.09	8%	32%	16%	41%	3%	0%	0%	100%
30. I receive sufficient training for the effective completion of my job responsibilities.	3.72	4.00	4.00	1.03	19%	51%	11%	14%	3%	3%	0%	100%
31. I have sufficient resources to complete my work, such as office space, computers, etc.	3.30	4.00	4.00	1.15	14%	38%	19%	24%	5%	0%	0%	100%

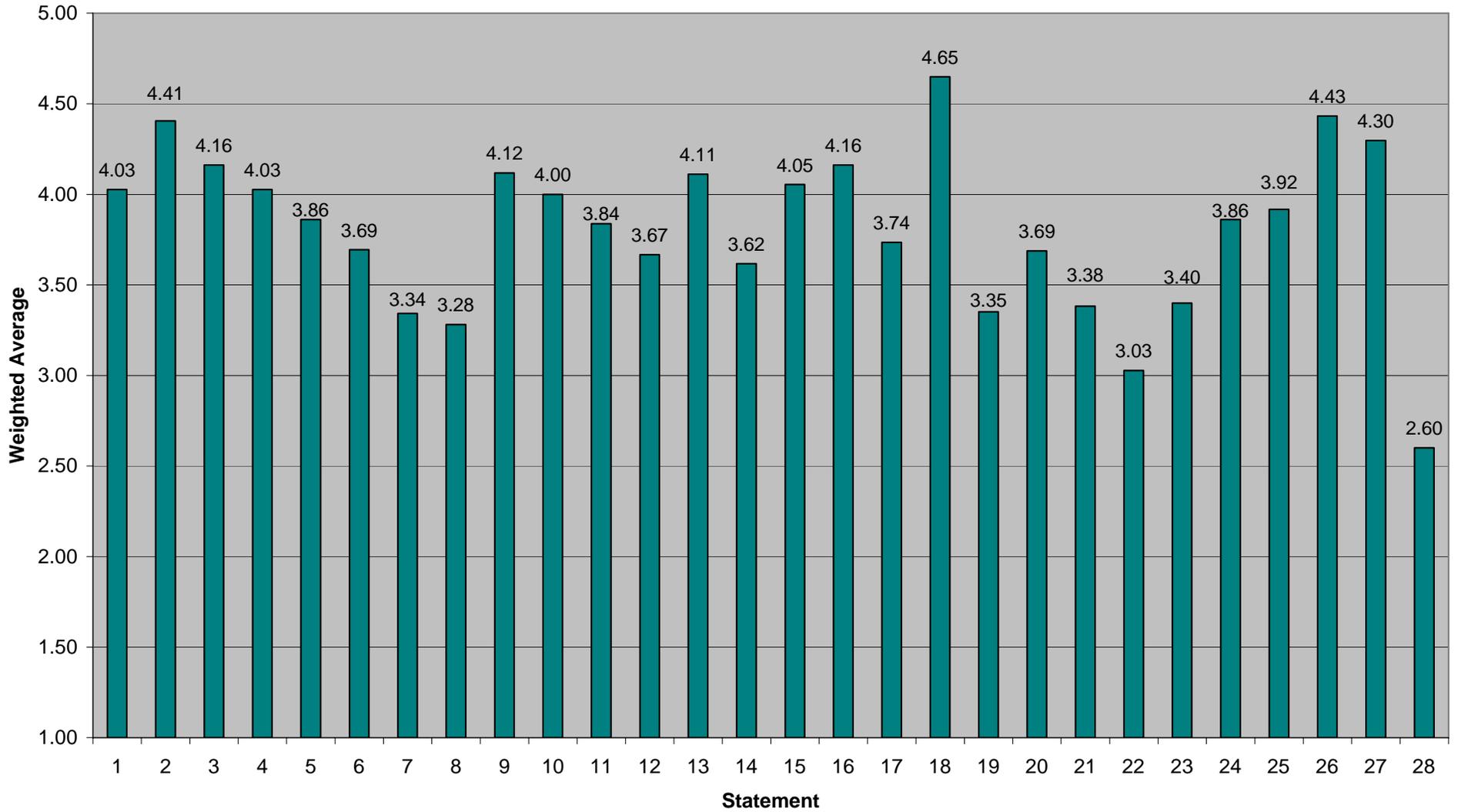
	Average Response	Median Response	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
32. Ordinances and/or policies I am responsible for administering are reasonable and enforceable (if applicable).	3.49	4.00	4.00	0.92	11%	41%	27%	16%	0%	5%	0%	100%
33. Resources and equipment needed for the performance of my job tasks are properly maintained.	3.57	4.00	4.00	1.04	14%	51%	19%	11%	5%	0%	0%	100%
34. I receive adequate recognition by management for my accomplishments and efforts.	3.44	4.00	4.00	1.18	16%	43%	11%	22%	5%	3%	0%	100%
35. The established goals and objectives of my DIVISION have been clearly communicated to me.	3.81	4.00	4.00	0.88	19%	54%	16%	11%	0%	0%	0%	100%
36. The established goals and objectives of my DEPARTMENT have been clearly communicated to me.	3.73	4.00	4.00	0.87	16%	51%	22%	11%	0%	0%	0%	100%
37. I believe my DIVISION does not operate under a crisis management approach.	3.92	4.00	4.00	1.01	32%	38%	22%	5%	3%	0%	0%	100%
38. I understand my supervisor's expectations of the job I perform.	4.19	4.00	4.00	0.67	30%	59%	5%	3%	0%	0%	3%	100%
39. I believe opportunities for employee involvement are adequate.	3.70	4.00	4.00	0.94	19%	43%	30%	5%	3%	0%	0%	100%
40. Overall, my DEPARTMENT'S computer tracking systems address our project tracking needs.	3.14	3.00	4.00	1.00	3%	41%	24%	22%	5%	5%	0%	100%
41. I believe that Vista's codes, policies, and procedures are up-to-date and provide for effective and efficient delivery of services.	2.97	3.00	4.00	1.03	3%	35%	22%	32%	5%	3%	0%	100%
42. Overall, I believe my DEPARTMENT'S performance is above average.	4.17	4.00	5.00	0.91	41%	38%	16%	0%	3%	3%	0%	100%
43. Service to the public is strongly emphasized in my DIVISION.	4.56	5.00	5.00	0.56	57%	38%	3%	0%	0%	0%	3%	100%

	Average Response	Median Response	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
44. Service to the public is strongly emphasized in my DEPARTMENT.	4.53	5.00	5.00	0.61	57%	35%	5%	0%	0%	3%	0%	100%
45. The City has an effective process for listening to citizen or customer concerns.	3.92	4.00	4.00	0.77	19%	57%	16%	5%	0%	3%	0%	100%
46. I believe that DEVELOPMENT REVIEW PROCESS customers perceive that my DEPARTMENT is consistently doing a good job.	3.44	3.00	3.00	0.98	14%	27%	30%	16%	0%	14%	0%	100%
47. I believe my DEPARTMENT has a solution-oriented philosophy.	3.97	4.00	4.00	0.89	30%	38%	22%	5%	0%	5%	0%	100%
48. Comments generated by my DEPARTMENT for plan check are usually complete and accurate.	3.85	4.00	4.00	0.80	19%	41%	27%	3%	0%	11%	0%	100%
49. Staff does not identify problems later that should have been caught prior to final approval.	3.21	3.00	3.00	1.04	8%	30%	32%	16%	5%	8%	0%	100%
50. Customers wait a reasonable amount of time for comments from the DEVELOPMENT REVIEW PROCESS on whether plans have been approved or to find out about needed changes.	3.84	4.00	4.00	0.85	19%	41%	22%	5%	0%	14%	0%	100%
51. Customer inquiries are responded to in a reasonable amount of time.	4.06	4.00	4.00	0.78	27%	46%	16%	3%	0%	8%	0%	100%
52. Inspectors rarely find errors in the field that should have been caught during the plan checking process.	3.56	4.00	3.00	1.08	16%	19%	19%	14%	0%	32%	0%	100%
53. Compared to similar organizations in the Vista area, I am satisfied with the salary and benefit package I receive.	2.86	3.00	4.00	1.26	5%	32%	19%	19%	19%	5%	0%	100%
54. My supervisor encourages teamwork in my DIVISION.	4.27	4.00	5.00	0.73	43%	41%	16%	0%	0%	0%	0%	100%

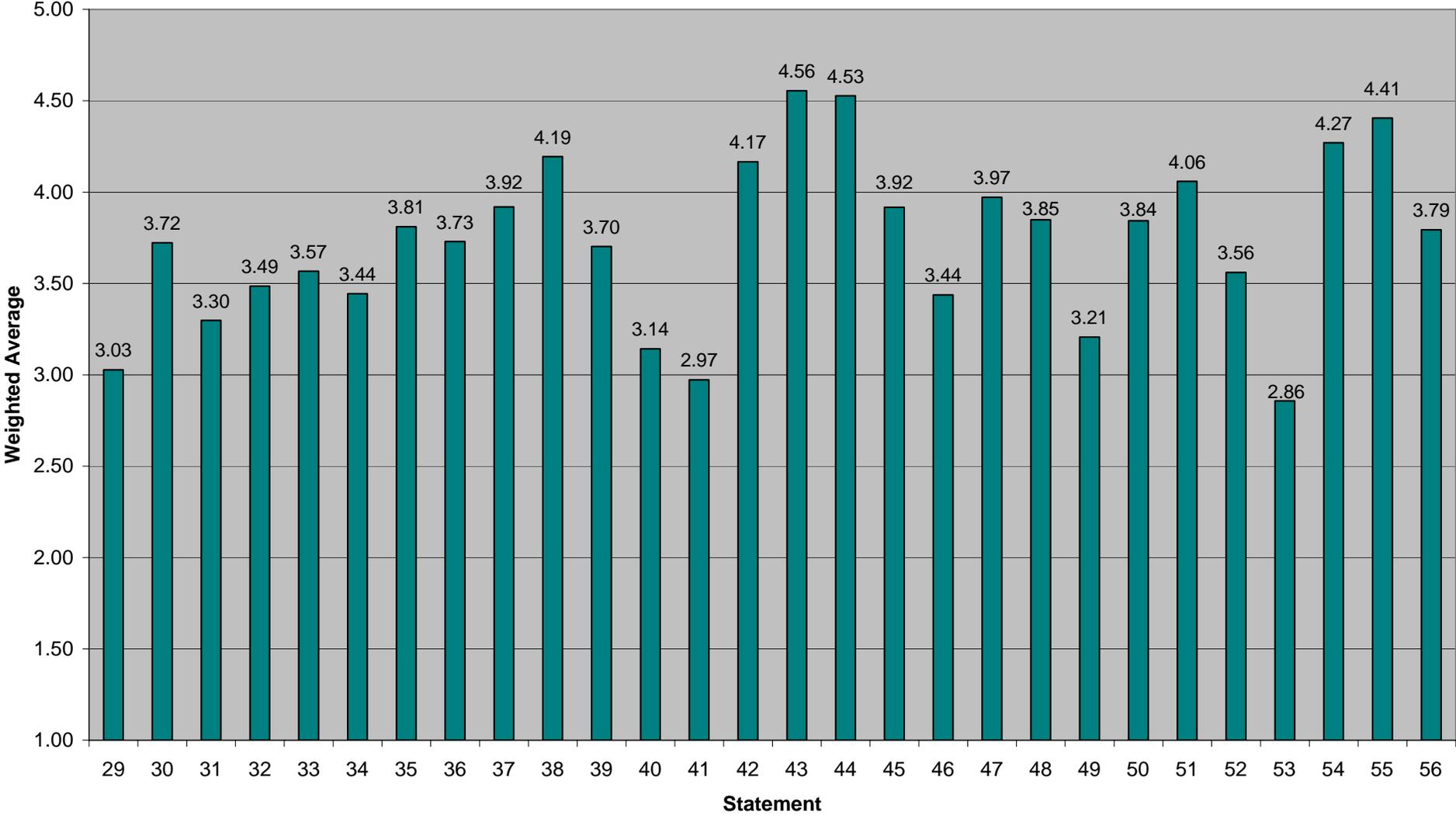
	Average Response	Median Response	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
55. There is good cooperation among members of my DIVISION.	4.41	5.00	5.00	0.69	51%	38%	11%	0%	0%	0%	0%	100%
56. In general, I am pleased with the overall DEVELOPMENT REVIEW PROCESS.	3.79	4.00	4.00	0.81	16%	46%	24%	5%	0%	8%	0%	100%

The weighted average of these statements is represented graphically on the next two pages.

All Employee Responses as Shown in the Survey (1 of 2)



**All Employee Responses as Shown in Survey
(2 of 2)**



CITY OF VISTA EMPLOYEE SURVEY

TOTAL DEGREE-OF-AGREEMENT RESPONSES SORTED BY AVERAGE SCORE, HIGHEST TO LOWEST

	Average Response	Median Response	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
18. I have the necessary skills to perform the tasks associated with my position.	4.65	5.00	5.00	0.48	65%	35%	0%	0%	0%	0%	0%	100%
43. Service to the public is strongly emphasized in my DIVISION.	4.56	5.00	5.00	0.56	57%	38%	3%	0%	0%	0%	3%	100%
44. Service to the public is strongly emphasized in my DEPARTMENT.	4.53	5.00	5.00	0.61	57%	35%	5%	0%	0%	3%	0%	100%
26. I feel positive about my DIVISION and believe it is a good place to work.	4.43	5.00	5.00	0.69	54%	35%	11%	0%	0%	0%	0%	100%
2. The management of my DIVISION contributes to the productivity of my DIVISION.	4.41	5.00	5.00	0.80	57%	30%	11%	3%	0%	0%	0%	100%
55. There is good cooperation among members of my DIVISION.	4.41	5.00	5.00	0.69	51%	38%	11%	0%	0%	0%	0%	100%
27. I feel positive about my DEPARTMENT and believe it is a good place to work.	4.30	4.00	5.00	0.81	46%	43%	5%	5%	0%	0%	0%	100%
54. My supervisor encourages teamwork in my DIVISION.	4.27	4.00	5.00	0.73	43%	41%	16%	0%	0%	0%	0%	100%
38. I understand my supervisor's expectations of the job I perform.	4.19	4.00	4.00	0.67	30%	59%	5%	3%	0%	0%	3%	100%
42. Overall, I believe my DEPARTMENT'S performance is above average.	4.17	4.00	5.00	0.91	41%	38%	16%	0%	3%	3%	0%	100%
3. The management of my DEPARTMENT contributes to the productivity of my DIVISION.	4.16	4.00	5.00	0.93	43%	38%	11%	8%	0%	0%	0%	100%
16. It is clear to me what my role is in the process of the larger task that is to be performed.	4.16	4.00	4.00	0.80	35%	51%	8%	5%	0%	0%	0%	100%

	Average Response	Median Response	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
9. The goals and objectives of my DIVISION manager are reasonable.	4.12	4.00	4.00	0.81	32%	41%	16%	3%	0%	5%	3%	100%
13. I believe my DIVISION is an efficient, well-run organization.	4.11	4.00	4.00	0.82	35%	41%	19%	3%	0%	3%	0%	100%
51. Customer inquiries are responded to in a reasonable amount of time.	4.06	4.00	4.00	0.78	27%	46%	16%	3%	0%	8%	0%	100%
15. I believe there is good teamwork in my DEPARTMENT.	4.05	4.00	4.00	0.88	32%	49%	11%	8%	0%	0%	0%	100%
1. I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.	4.03	4.00	4.00	0.83	30%	49%	16%	5%	0%	0%	0%	100%
4. I receive clear and specific direction from my supervisor(s) regarding my work assignments.	4.03	4.00	5.00	1.12	46%	24%	19%	8%	3%	0%	0%	100%
10. The goals and objectives for my DEPARTMENT are reasonable.	4.00	4.00	4.00	0.84	27%	46%	16%	5%	0%	5%	0%	100%
47. I believe my DEPARTMENT has a solution-oriented philosophy.	3.97	4.00	4.00	0.89	30%	38%	22%	5%	0%	5%	0%	100%
37. I believe my DIVISION does not operate under a crisis management approach.	3.92	4.00	4.00	1.01	32%	38%	22%	5%	3%	0%	0%	100%
25. I generally find that I have adequate decision-making authority in processing an application, administering a permit, or assisting a customer in another way.	3.92	4.00	4.00	0.94	24%	51%	14%	5%	3%	3%	0%	100%
45. The City has an effective process for listening to citizen or customer concerns.	3.92	4.00	4.00	0.77	19%	57%	16%	5%	0%	3%	0%	100%
5. Overall, I believe the decision-making in my DIVISION is consistent.	3.86	4.00	4.00	0.87	22%	49%	19%	8%	0%	0%	3%	100%

	Average Response	Median Response	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
24. I feel that I have sufficient authority to uphold recommendations and policies when challenged.	3.86	4.00	4.00	1.02	24%	49%	16%	3%	5%	3%	0%	100%
48 Comments generated by my DEPARTMENT for plan check are usually complete and accurate.	3.85	4.00	4.00	0.80	19%	41%	27%	3%	0%	11%	0%	100%
50. Customers wait a reasonable amount of time for comments from the DEVELOPMENT REVIEW PROCESS on whether plans have been approved or to find out about needed changes.	3.84	4.00	4.00	0.85	19%	41%	22%	5%	0%	14%	0%	100%
11. There is an effective flow of information between management and staff within my DIVISION.	3.84	4.00	4.00	1.04	30%	41%	14%	16%	0%	0%	0%	100%
35. The established goals and objectives of my DIVISION have been clearly communicated to me.	3.81	4.00	4.00	0.88	19%	54%	16%	11%	0%	0%	0%	100%
56. In general, I am pleased with the overall DEVELOPMENT REVIEW PROCESS.	3.79	4.00	4.00	0.81	16%	46%	24%	5%	0%	8%	0%	100%
17. I believe that my DIVISION'S approach to employee discipline is fair and evenly administered.	3.74	4.00	4.00	1.05	22%	38%	24%	3%	5%	8%	0%	100%
36. The established goals and objectives of my DEPARTMENT have been clearly communicated to me.	3.73	4.00	4.00	0.87	16%	51%	22%	11%	0%	0%	0%	100%
30. I receive sufficient training for the effective completion of my job responsibilities.	3.72	4.00	4.00	1.03	19%	51%	11%	14%	3%	3%	0%	100%
39. I believe opportunities for employee involvement are adequate.	3.70	4.00	4.00	0.94	19%	43%	30%	5%	3%	0%	0%	100%

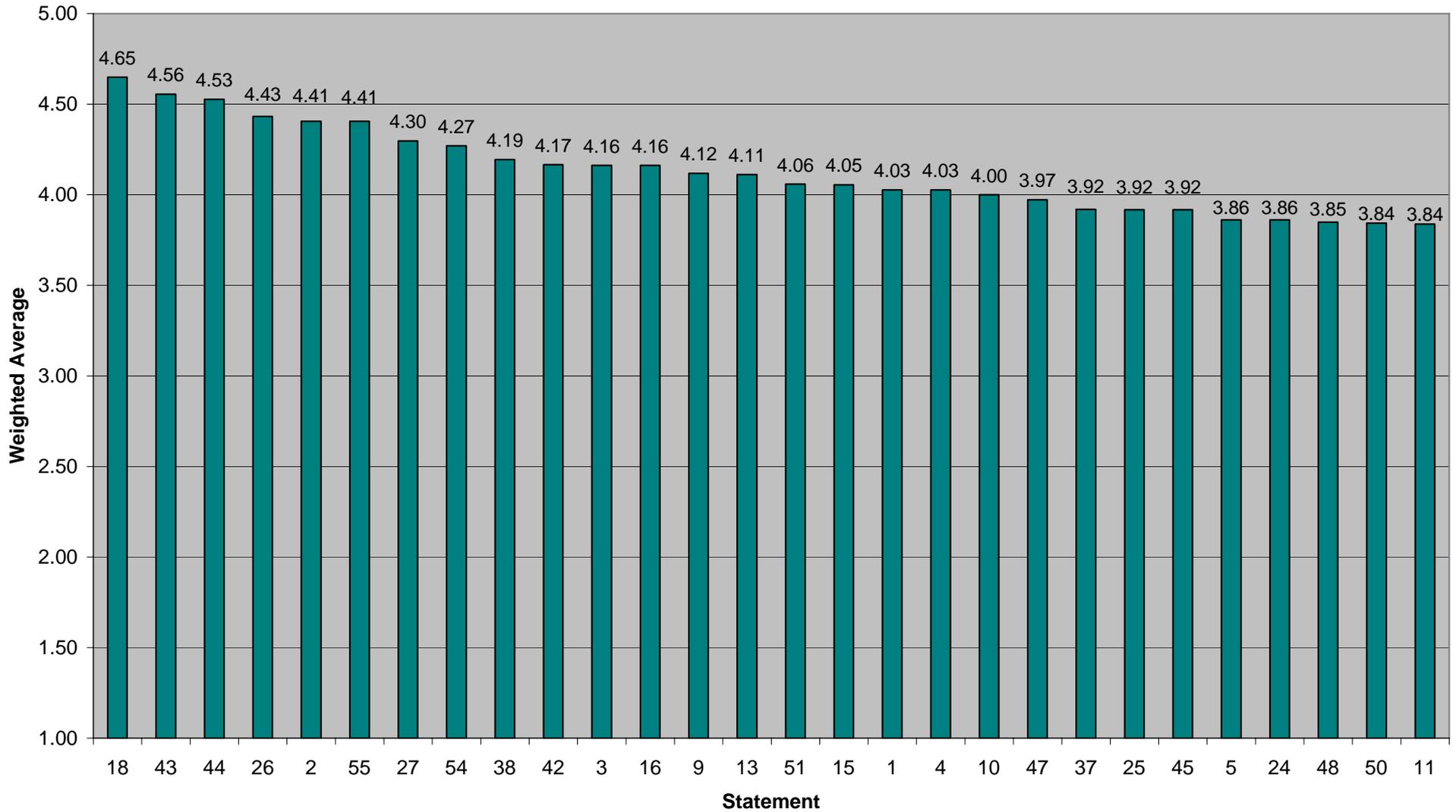
	Average Response	Median Response	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
6. Overall, I believe the decision-making in my DEPARTMENT is consistent.	3.69	4.00	4.00	1.06	19%	49%	16%	8%	5%	3%	0%	100%
20. There is good coordination of projects and functions between my DIVISION and other DIVISIONS involved in the DEVELOPMENT REVIEW PROCESS.	3.69	4.00	4.00	0.97	19%	32%	24%	11%	0%	11%	3%	100%
12. There is an effective flow of information between management and staff within my DEPARTMENT.	3.67	4.00	4.00	1.04	22%	38%	24%	11%	3%	3%	0%	100%
14. I believe the DEVELOPMENT REVIEW PROCESS is an efficient, well-run process.	3.62	4.00	4.00	0.95	16%	35%	32%	5%	3%	8%	0%	100%
33. Resources and equipment needed for the performance of my job tasks are properly maintained.	3.57	4.00	4.00	1.04	14%	51%	19%	11%	5%	0%	0%	100%
52. Inspectors rarely find errors in the field that should have been caught during the plan checking process.	3.56	4.00	3.00	1.08	16%	19%	19%	14%	0%	32%	0%	100%
32. Ordinances and/or policies I am responsible for administering are reasonable and enforceable (if applicable).	3.49	4.00	4.00	0.92	11%	41%	27%	16%	0%	5%	0%	100%
34. I receive adequate recognition by management for my accomplishments and efforts.	3.44	4.00	4.00	1.18	16%	43%	11%	22%	5%	3%	0%	100%
46. I believe that DEVELOPMENT REVIEW PROCESS customers perceive that my DEPARTMENT is consistently doing a good job.	3.44	3.00	3.00	0.98	14%	27%	30%	16%	0%	14%	0%	100%
23. The performance evaluations I have received have been completed in a timely manner and according to schedule.	3.40	4.00	4.00	1.28	16%	30%	14%	14%	8%	16%	3%	100%

	Average Response	Median Response	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
21. There is good coordination of projects and functions between my DEPARTMENT and other City departments.	3.38	4.00	4.00	0.92	5%	46%	19%	22%	0%	5%	3%	100%
19. Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.	3.35	4.00	4.00	1.14	14%	38%	27%	14%	8%	0%	0%	100%
7. I believe the workload within my DIVISION is equally divided among my co-workers.	3.34	4.00	4.00	1.19	16%	32%	19%	22%	5%	5%	0%	100%
31. I have sufficient resources to complete my work, such as office space, computers, etc.	3.30	4.00	4.00	1.15	14%	38%	19%	24%	5%	0%	0%	100%
8. I believe the workload within my DEPARTMENT is equally divided among my co-workers.	3.28	3.00	4.00	1.14	14%	27%	19%	24%	3%	14%	0%	100%
49. Staff does not identify problems later that should have been caught prior to final approval.	3.21	3.00	3.00	1.04	8%	30%	32%	16%	5%	8%	0%	100%
40. Overall, my DEPARTMENT'S computer tracking systems address our project tracking needs.	3.14	3.00	4.00	1.00	3%	41%	24%	22%	5%	5%	0%	100%
22. Written policies and procedures are available and consistently followed in day-to-day operations.	3.03	3.00	4.00	1.12	8%	30%	27%	27%	8%	0%	0%	100%
29. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	3.03	3.00	2.00	1.09	8%	32%	16%	41%	3%	0%	0%	100%
41. I believe that Vista's codes, policies, and procedures are up-to-date and provide for effective and efficient delivery of services.	2.97	3.00	4.00	1.03	3%	35%	22%	32%	5%	3%	0%	100%

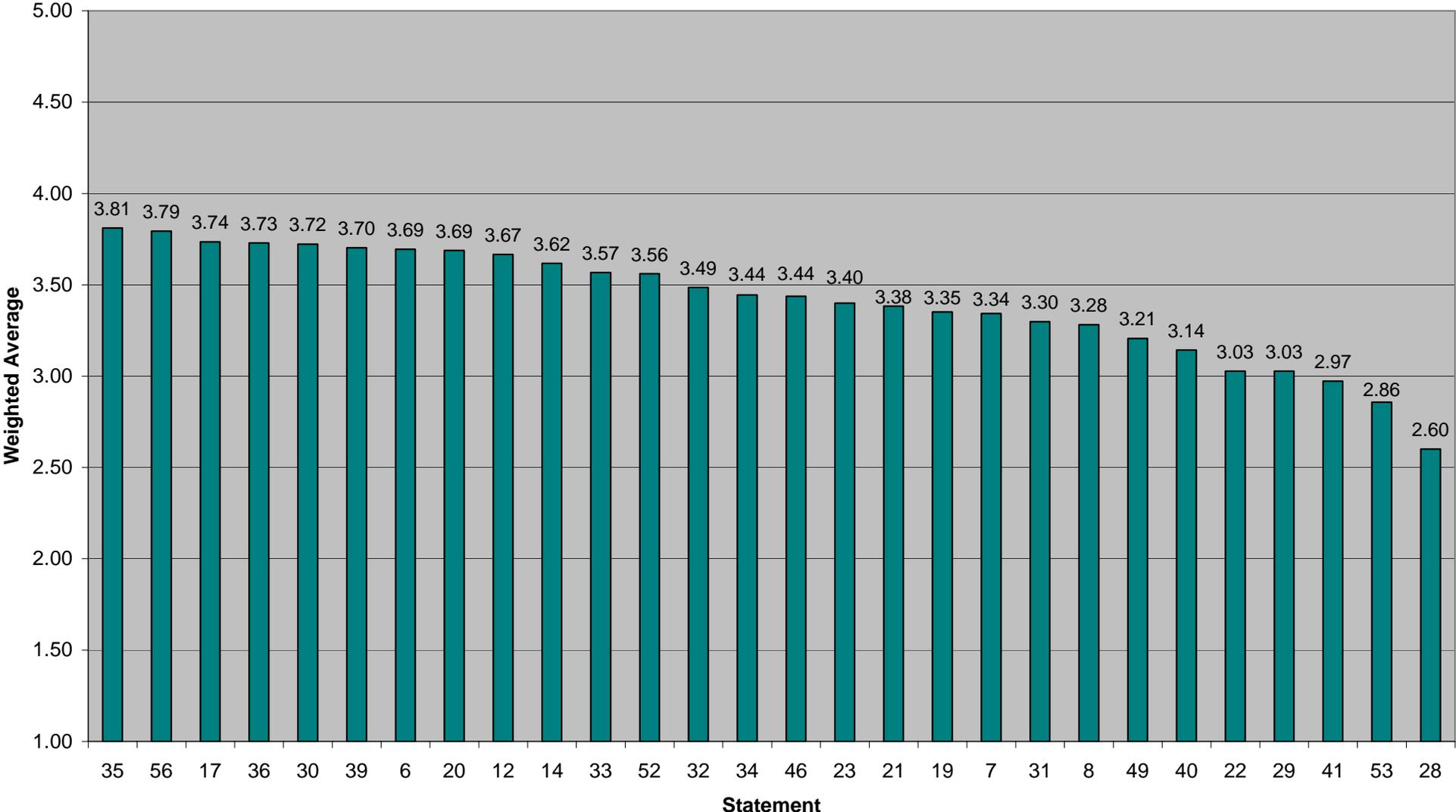
	Average Response	Median Response	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
53. Compared to similar organizations in the Vista area, I am satisfied with the salary and benefit package I receive.	2.86	3.00	4.00	1.26	5%	32%	19%	19%	19%	5%	0%	100%
28. The current compensation and promotion process rewards me for higher than average levels of performance.	2.60	3.00	4.00	1.19	3%	24%	22%	24%	22%	5%	0%	100%

This information is presented graphically on the following two pages.

**All Employee Responses, Sorted from Highest to Lowest
(1 of 2)**



**All Employee Responses, Sorted from Highest to Lowest
(2 of 2)**



F. OVERALL (37 OUT OF 43 COMPLETES – 86%) NOTE: 1 WAS NOT CATEGORIZED

10 Highest Ranking Statements

(In descending order from highest score. 5 is the highest possible score)

Degree-of-Agreement Statement	Average Response	Median Response	Mode Response	Standard Deviation
18. I have the necessary skills to perform the tasks associated with my position.	4.65	5.00	5.00	0.48
43. Service to the public is strongly emphasized in my DIVISION.	4.56	5.00	5.00	0.56
44. Service to the public is strongly emphasized in my DEPARTMENT.	4.53	5.00	5.00	0.61
26. I feel positive about my DIVISION and believe it is a good place to work.	4.43	5.00	5.00	0.69
2. The management of my DIVISION contributes to the productivity of my DIVISION.	4.41	5.00	5.00	0.80
55. There is good cooperation among members of my DIVISION.	4.41	5.00	5.00	0.69
27. I feel positive about my DEPARTMENT and believe it is a good place to work.	4.30	4.00	5.00	0.81
54. My supervisor encourages teamwork in my DIVISION.	4.27	4.00	5.00	0.73
38. I understand my supervisor's expectations of the job I perform.	4.19	4.00	4.00	0.67
42. Overall, I believe my DEPARTMENT'S performance is above average.	4.17	4.00	5.00	0.91

10 Lowest Ranking Statements

(In ascending order from lowest score. 1 is the lowest possible score)

Degree-of-Agreement Statement	Average Response	Median Response	Mode Response	Standard Deviation
28. The current compensation and promotion process rewards me for higher than average levels of performance.	2.60	3.00	4.00	1.19
53. Compared to similar organizations in the Vista area, I am satisfied with the salary and benefit package I receive.	2.86	3.00	4.00	1.26
41. I believe that Vista's codes, policies, and procedures are up-to-date and provide for effective and efficient delivery of services.	2.97	3.00	4.00	1.03
22. Written policies and procedures are available and consistently followed in day-to-day operations.	3.03	3.00	4.00	1.12
29. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	3.03	3.00	2.00	1.09
40. Overall, my DEPARTMENT'S computer tracking systems address our project tracking needs.	3.14	3.00	4.00	1.00
49. Staff does not identify problems later that should have been caught prior to final approval.	3.21	3.00	3.00	1.04
8. I believe the workload within my DEPARTMENT is equally divided among my co-workers.	3.28	3.00	4.00	1.14
31. I have sufficient resources to complete my work, such as office space, computers, etc.	3.30	4.00	4.00	1.15
7. I believe the workload within my DIVISION is equally divided among my co-workers.	3.34	4.00	4.00	1.19

G. COMMUNITY DEVELOPMENT DEPARTMENT (21 OUT OF 22 COMPLETES – 95%)

10 Highest Ranking Statements
(In descending order from highest score. 5 is the highest possible score)

Degree-of-Agreement Statement	Average Response	Median Response	Mode Response	Standard Deviation
44. Service to the public is strongly emphasized in my DEPARTMENT.	4.80	5.00	5.00	0.41
18. I have the necessary skills to perform the tasks associated with my position.	4.76	5.00	5.00	0.44
43. Service to the public is strongly emphasized in my DIVISION.	4.76	5.00	5.00	0.44
2. The management of my DIVISION contributes to the productivity of my DIVISION.	4.71	5.00	5.00	0.46
26. I feel positive about my DIVISION and believe it is a good place to work.	4.71	5.00	5.00	0.56
42. Overall, I believe my DEPARTMENT'S performance is above average.	4.57	5.00	5.00	0.51
54. My supervisor encourages teamwork in my DIVISION.	4.57	5.00	5.00	0.60
3. The management of my DEPARTMENT contributes to the productivity of my DIVISION.	4.52	5.00	5.00	0.75
16. It is clear to me what my role is in the process of the larger task that is to be performed.	4.52	5.00	5.00	0.51
27. I feel positive about my DEPARTMENT and believe it is a good place to work.	4.52	5.00	5.00	0.75



10 Lowest Ranking Statements

(In ascending order from lowest score. 1 is the lowest possible score)

Degree-of-Agreement Statement	Average Response	Median Response	Mode Response	Standard Deviation
28. The current compensation and promotion process rewards me for higher than average levels of performance.	2.90	3.00	4.00	1.21
29. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	3.14	3.00	2.00	1.15
53. Compared to similar organizations in the Vista area, I am satisfied with the salary and benefit package I receive.	3.20	4.00	4.00	1.28
22. Written policies and procedures are available and consistently followed in day-to-day operations.	3.24	3.00	4.00	1.22
49. Staff does not identify problems later that should have been caught prior to final approval.	3.30	3.50	4.00	1.22
41. I believe that Vista's codes, policies, and procedures are up-to-date and provide for effective and efficient delivery of services.	3.43	4.00	4.00	0.93
40. Overall, my DEPARTMENT'S computer tracking systems address our project tracking needs.	3.50	4.00	4.00	0.83
21. There is good coordination of projects and functions between my DEPARTMENT and other City departments.	3.53	4.00	4.00	0.90
7. I believe the workload within my DIVISION is equally divided among my co-workers.	3.55	4.00	4.00	1.23
8. I believe the workload within my DEPARTMENT is equally divided among my co-workers.	3.56	4.00	4.00	1.20

H. ENGINEERING (14 OUT OF 19 COMPLETES – 74%)

10 Highest Ranking Statements

(In descending order from highest score. 5 is the highest possible score)

Degree-of-Agreement Statement	Average Response	Median Response	Mode Response	Standard Deviation
18. I have the necessary skills to perform the tasks associated with my position.	4.50	4.50	5.00	0.52
43. Service to the public is strongly emphasized in my DIVISION.	4.23	4.00	4.00	0.60
55. There is good cooperation among members of my DIVISION.	4.21	4.00	4.00	0.70
44. Service to the public is strongly emphasized in my DEPARTMENT.	4.14	4.00	4.00	0.66
2. The management of my DIVISION contributes to the productivity of my DIVISION.	4.00	4.00	4.00	0.96
26. I feel positive about my DIVISION and believe it is a good place to work.	4.00	4.00	4.00	0.68
27. I feel positive about my DEPARTMENT and believe it is a good place to work.	3.93	4.00	4.00	0.83
38. I understand my supervisor's expectations of the job I perform.	3.86	4.00	4.00	0.66
54. My supervisor encourages teamwork in my DIVISION.	3.86	4.00	4.00	0.66
9. The goals and objectives of my DIVISION manager are reasonable.	3.85	4.00	4.00	0.90

10 Lowest Ranking Statements

(In ascending order from lowest score. 1 is the lowest possible score)

Degree-of-Agreement Statement	Average Response	Median Response	Mode Response	Standard Deviation
28. The current compensation and promotion process rewards me for higher than average levels of performance.	2.15	2.00	2.00	1.14
41. I believe that Vista's codes, policies, and procedures are up-to-date and provide for effective and efficient delivery of services.	2.31	2.00	2.00	0.85
53. Compared to similar organizations in the Vista area, I am satisfied with the salary and benefit package I receive.	2.54	2.00	2.00	1.13
23. The performance evaluations I have received have been completed in a timely manner and according to schedule.	2.58	2.00	2.00	1.38
40. Overall, my DEPARTMENT'S computer tracking systems address our project tracking needs.	2.69	3.00	2.00	1.11
52. Inspectors rarely find errors in the field that should have been caught during the plan checking process.	2.70	2.50	2.00	0.95
29. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	2.71	2.50	2.00	0.99
22. Written policies and procedures are available and consistently followed in day-to-day operations.	2.79	3.00	2.00	0.97
31. I have sufficient resources to complete my work, such as office space, computers, etc.	2.79	3.00	2.00	0.97
8. I believe the workload within my DEPARTMENT is equally divided among my co-workers.	2.92	3.00	2.00	1.00

I. OVERALL EMPLOYEE PROFILE

How long have you worked for the City of Vista?

	<u># of Responses</u>	<u>Response Ratio</u>
Less than 1 year	5	14%
1 to 5 years	8	22%
5 to 10 years	11	30%
More than 10 years	12	32%
Blank	1	3%
<i>TOTAL</i>	37	100%

How long have you worked for your DEPARTMENT?

	<u># of Responses</u>	<u>Response Ratio</u>
Less than 1 year	6	16%
1 to 5 years	10	27%
5 to 10 years	11	30%
More than 10 years	9	24%
Blank	1	3%
<i>TOTAL</i>	37	100%

What is your job function?

	<u># of Responses</u>	<u>Response Ratio</u>
Non-Supervisory Staff	18	49%
Supervisor	3	8%
Manager (DIVISION or DEPARTMENT)	10	27%
Other (Engineer, Technician, hard working peon, Storm Water Code Compliance Officer)	4	11%
Blank	2	5%
<i>TOTAL</i>	37	100%

J. COMMUNITY DEVELOPMENT EMPLOYEE PROFILE

How long have you worked for the City of Vista?

	<u># of Responses</u>	<u>Response Ratio</u>
Less than 1 year	3	14%
1 to 5 years	4	19%
5 to 10 years	8	38%
More than 10 years	6	29%
Blank	0	0%
<i>TOTAL</i>	21	100%

How long have you worked for your DEPARTMENT?

	<u># of Responses</u>	<u>Response Ratio</u>
Less than 1 year	4	19%
1 to 5 years	5	24%
5 to 10 years	8	38%
More than 10 years	4	19%
Blank	0	0%
<i>TOTAL</i>	21	100%

What is your job function?

	<u># of Responses</u>	<u>Response Ratio</u>
Non-Supervisory Staff	14	67%
Supervisor	2	10%
Manager (DIVISION or DEPARTMENT)	4	19%
Other	0	0%
Blank	1	5%
<i>TOTAL</i>	21	100%

K. ENGINEERING EMPLOYEE PROFILE

How long have you worked for the City of Vista?

	<u># of Responses</u>	<u>Response Ratio</u>
Less than 1 year	2	14%
1 to 5 years	4	29%
5 to 10 years	2	14%
More than 10 years	6	43%
Blank	0	0%
<i>TOTAL</i>	14	100%

How long have you worked for your DEPARTMENT?

	<u># of Responses</u>	<u>Response Ratio</u>
Less than 1 year	2	14%
1 to 5 years	5	36%
5 to 10 years	2	14%
More than 10 years	5	36%
Blank	0	0%
<i>TOTAL</i>	14	100%

What is your job function?

	<u># of Responses</u>	<u>Response Ratio</u>
Non-Supervisory Staff	4	29%
Supervisor	0	0%
Manager (DIVISION or DEPARTMENT)	6	43%
Other (Engineer, Technician, hard working peon, Storm Water Code Compliance Officer)	4	29%
Blank	0	0%
<i>TOTAL</i>	14	100%

L. OVERALL OPEN-ENDED RESPONSES

9: What do you believe are your DEPARTMENTS best accomplishments?

<u>Response</u>	<u>Frequency</u>
Excellent customer service	7
Teamwork	6
Completing projects on timely basis	5
Friendly employees	2
High quality advice delivered to developer	2
Efficient process	2
GIS mapping and database, sanitary master plan	1

10: What do you believe are the primary reasons for customer complaints?

<u>Response</u>	<u>Frequency</u>
Customer lack of knowledge	10
Disagreement with code requirements	4
Time required for plan reviews	4
Limited resources	3
Procedure changes	2
Inconsistent comments review to review	1
Being shuffled from department to department	1
Accela Permit Plus	1
Customers not taking responsibility	1
No knowledge of complaints	1

11: What resources (computer technology, staff, equipment, training etc.) could improve process timeliness, effectiveness, efficiency, and customer services?

<u>Response</u>	<u>Frequency</u>
Additional staff	8
Additional computer technology	7
Additional training	7
Additional office space	1
Expanded use of Accela Permit Plus	1
Engineering tech at Development Services counter	1
Updated map for customers with project locations	1

12: If you were responsible for the DEVELOPMENT REVIEW PROCESS (i.e., the staff reviews) tomorrow morning, what step(s) would you take to improve operations?

<u>Response</u>	<u>Frequency</u>
Additional staff	7
More comprehensive website	3
Additional employee input	2
One contact person assigned to customer	2
Dedicated service and task positions	1
Expedite Accela Permit Plus training	1
Planning handle own plan checks and reviews	1
Mandatory pre-application meeting	1
Timely step increases, not pro-rated	1

13: When there are additional staff recommendations after an initial approval has been made, what do you believe is the main reason for this situation?

<u>Response</u>	<u>Frequency</u>
Drawings not meeting code	6
Incomplete information	5
Lack of knowledge, different perceptions	3
Customer changing the scope of work	2
Staff overworked	1
Customer complaint	1
Lack of time to complete a full review	1

14: Do you believe that there are areas where the customer or “user” of the DEVELOPMENT REVIEW PROCESS could assist with process timeliness and effectiveness? If yes, list those areas.

<u>Response</u>	<u>Frequency</u>
Increased customer knowledge of process, policies and procedures.	7
Customers submitting complete package or plans	5
Additional on-line services and applications	1
Increased use of website by customers	1
Higher quality engineers	1
Customers not willing to spend enough for quality product	1

15: What are your DEPARTMENTS greatest challenges that impact your operation from having the “most” effective and efficient DEVELOPMENT REVIEW PROCESS?

<u>Response</u>	<u>Frequency</u>
Lack of staff	7
Difficult customers	3
Adequate budget	2
Training	1
Technology	1
Constant change within department	1
Changing management-employee relationship	1
Cramped working space	1

16: What other suggestions or recommendations do you have?

<u>Response</u>	<u>Frequency</u>
Increased communication between management and staff	2
Additional staff	1
Additional training	1
Written, comprehensive and updated procedure manuals.	1
Stabilize leadership	1
Reduced administrative tasks	1
Employees listen to voicemail on regular basis	1

M. COMMUNITY DEVELOPMENT OPEN-ENDED RESPONSES

9: What do you believe are your DEPARTMENTS best accomplishments?

<u>Response</u>	<u>Frequency</u>
Customer service	5
Teamwork	5
True one stop counter for applications; efficient process	2
Friendly Employees	2
High quality advice delivered to developer and engineer	2
Quick turnaround time in plan checks	2

10: What do you believe are the primary reasons for customer complaints?

<u>Response</u>	<u>Frequency</u>
Lack of knowledge and understanding of the complete process	4
Customer disagreements with code requirements	4
Time required for Plan reviews	4
Limited resources, doing too much with too little	2
Customer project caught in middle of procedural change	2
Customers not taking responsibility for their own actions	1
Permits Plus	1
No knowledge of complaints	1

11: What resources (computer technology, staff, equipment, training etc.) could improve process timeliness, effectiveness, efficiency, and customer services?

<u>Response</u>	<u>Frequency</u>
Additional staff	7
Computer technology	7
Additional training, cross training	2
Additional office space	1
Updated map with project locations clearly defined for customers	1

12: If you were responsible for the DEVELOPMENT REVIEW PROCESS (i.e., the staff reviews) tomorrow morning, what step(s) would you take to improve operations?

<u>Response</u>	<u>Frequency</u>
Additional staff	6
More comprehensive information on website	2
Hold department meeting (all divisions) listen to all employee's suggestions	1
Expedite Accela training	1
Require a mandatory Pre-app. meeting	1
Planning handle own plan checks and reviews	1
One contact person assigned to customer	1

13: When there are additional staff recommendations after an initial approval has been made, what do you believe is the main reason for this situation?

<u>Response</u>	<u>Frequency</u>
Drawings not meeting code, code enforcement	6
Incomplete information	3
Customer changing scope of work	2
Customer complaint	1

14: Do you believe that there are areas where the customer or “user” of the DEVELOPMENT REVIEW PROCESS could assist with process timeliness and effectiveness? If yes, list those areas.

<u>Response</u>	<u>Frequency</u>
Lack of knowledge of process	6
Customer not submitting complete package or plans	3
Additional on-line services and applications	1
Higher quality engineers	1
Customer’s not willing to spend sufficient money on quality product	1

15: What are your DEPARTMENTS greatest challenges that impact your operation from having the “most” effective and efficient DEVELOPMENT REVIEW PROCESS?

<u>Response</u>	<u>Frequency</u>
Staffing	4
Difficult customers	3
Adequate budget	2
Computer technology	1
Constant change within department	1

16: What other suggestions or recommendations do you have?

<u>Response</u>	<u>Frequency</u>
Regular scheduled staff meetings, all divisions	1
Additional staff	1
Employees listen to voicemail regularly	1
Volatile leadership	1
Too much administrative tasks	1

N. ENGINEERING OPEN-ENDED RESPONSES

9: What do you believe are your DEPARTMENTS best accomplishments?

<u>Response</u>	<u>Frequency</u>
Completing projects on timely basis	2
Good customer service attitude	2
GIS mapping and database, sanitary master plan	1
Teamwork	1

10: What do you believe are the primary reasons for customer complaints?

<u>Response</u>	<u>Frequency</u>
Customer lack of knowledge	5
Not enough support for plan checkers	1
Being shuffled from department to department	1
Inconsistent comments from review to review	1

11: What resources (computer technology, staff, equipment, training etc.) could improve process timeliness, effectiveness, efficiency, and customer services?

<u>Response</u>	<u>Frequency</u>
Training	5
Expanded use of Accela Permit Plus	1
Engineering tech assist at Development Services counter	1

12: If you were responsible for the DEVELOPMENT REVIEW PROCESS (i.e., the staff reviews) tomorrow morning, what step(s) would you take to improve operations?

<u>Response</u>	<u>Frequency</u>
Additional staff	1
Employee input	1
Dedicated customer service and task positions	1
Timely step increases, no pro-ration	1
Phone calls received at central point	1

13: When there are additional staff recommendations after an initial approval has been made, what do you believe is the main reason for this situation?

<u>Response</u>	<u>Frequency</u>
Lack of knowledge, different perceptions	3
Staff overworked	1
Lack of time to complete a full review	1
Lack of communication	1

14: Do you believe that there are areas where the customer or “user” of the DEVELOPMENT REVIEW PROCESS could assist with process timeliness and effectiveness? If yes, list those areas.

<u>Response</u>	<u>Frequency</u>
Respond to all comments, call on questions	1
Customer should review information on website, it would help if the information was also in Spanish	1
Customer should become more familiar with policies and procedures	1

15: What are your DEPARTMENTS greatest challenges that impact your operation from having the “most” effective and efficient DEVELOPMENT REVIEW PROCESS?

<u>Response</u>	<u>Frequency</u>
Lack of staff	3
Additional training	1
Cramped working space	1
Changing management-employee relation and perception	1

16: What other suggestions or recommendations do you have?

<u>Response</u>	<u>Frequency</u>
More management and staff involvement	1
Written, complete, comprehensive and updated procedure manuals	1
Additional training	1