

STUDY SESSION



AGENDA ITEM 8.01

June 12, 2012

TO: Mayor and City Council

FROM: Michael E. Locke, Program Specialist / Interim Deputy City Manager

SUBJECT: **COMPREHENSIVE REVIEW OF COMMUNITY DEVELOPMENT DEPARTMENT**

RECOMMENDATION

None. Staff is seeking direction from City Council on the recommended Implementation Action Plan following presentation and discussion. There are fiscal elements necessary for plan implementation in the FY 12-13 draft budget. The balance of the personnel proposals will be presented for Council consideration in the next 90 days.

EXECUTIVE SUMMARY

The City engaged Management Partners in September 2011 to conduct a comprehensive review of the Community Development Department. The goal of Management Partners' work was to optimize the department's operations to provide efficient, timely, predictable and equitable processes for customers. Management Partners conducted a thorough evaluation of the department leading to the Implementation Action Plan (IAP) (Attachment A). The IAP is a road map the City can follow over the next two years to meet the City's customer service improvement goals.

The Implementation Action Plan includes 35 recommendations in four focus areas:

- Customer Service
- Development Review Processes
- Organizational Culture, Structure and Staffing
- Business systems

This report presents key issues with the City's current processes and recommendations for providing streamlined processes for customers.

In summary, some of the critical deficiencies Management Partners found included:

- No established entitlement and building plan check turnaround times,
- Land use and building permit applications are not standardized.

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- The website is poorly organized, difficult to navigate and does not provide sufficient up-to-date on-line information to assist applicants.
- The Permit Center has co-located most of the agencies responsible for development review but does not meet the objective of a "one-stop center" where review processes are seamless and integrated for the customer.
- There is no single point of contact for building permit applications, and no publicly available tracking system, leaving applicants with little information and no one to call to determine the status of their projects.
- The fee schedule is too complex and difficult to apply for staff, and almost impossible for customers to understand.
- The department lacks a common vision and mission.
- There is little staff accountability.
- Staff tends to be reactive to customer initiatives, rather than proactively seek to facilitate the process for the customer.
- The permit tracking system is outmoded and inefficient, is not useful for measuring performance, and is not integrated across disciplines.

Management Partners' recommendations address each of these deficiencies and many others. For each recommendation, the IAP describes the major steps necessary to implement the recommendation, a time frame for implementation, and an estimated cost.

Since the IAP was submitted by Management Partners in April, the budget and staffing situation has become somewhat clearer, and some revised dates and cost estimates are presented in this report in regard to some specific implementation measures. Overall, the estimated time for implementing the highest priority recommendations is 18 to 24 months.

Cost: The majority of the recommendations involve little or no direct cost to the City. However, they will require a significant commitment from management and considerable staff time to implement. There will be added costs to the General Fund for two key resources required to implement streamlining – staffing and technology. Three new positions will be needed to ensuring timely processing of applications to aid in our economic development efforts:

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- **Permit Center Coordinator:** This position is critical to addressing the need for a customer-focused, seamless permit center and having a single point of contact for the customer through the plan check process.
- **Planning Technician:** This position is recommended for increased efficiency and reduced cost for planning counter services, as the vast majority of the questions and work at the counter is routine and can be handled by a technician, rather than the senior and associate planners who are currently staffing the counter.
- **Temporary position assigned to implement the proposed Permit Tracking System:** Implementing new business software is a complex and time consuming process that can drag on and cost considerably more than necessary without consistent focus and follow-through. Existing department staffing levels are not sufficient to efficiently implement the new system.

The cost of these are estimated at \$340,000, of which a portion will be offset by staff reductions and modifications elsewhere in the Department.

The other major cost item recommended by Management Partners is the proposed Permit Tracking System, which is estimated at \$600,000. This system is essential to meeting most of the objectives in the Management Partners' recommendations, including timely turn around of plans, staff accountability, and process transparency for the public. System costs may be partially off-set in the future through the Technology Fee, but as that fund is currently largely depleted, will require an up-front investment by the City.

To assist in implementing the permit tracking system, it is recommended that a two-year contract part-time position be established to be responsible for the acquisition and implementation of the permit system modules within the established schedule. The estimated cost is \$100,000 per year.

Management Partners is also recommending that General Fund dollars be allocated to restore some funding to Development Services in support of broader policy initiatives in Planning, such as maintenance of the General Plan, and other policy development. These policy efforts which are often not directly tied to development typically receive some level of General Fund support in most communities. To address this issue the FY 12-13 draft budget contains a recommendation for a \$1 million contribution from the General Fund to the Community Development Department. It is estimated that \$340,000 will support the recommended additional staff. One third will provide for new systems training, organizational development and transitional costs. The remaining one third funding will support the general government activities such as general element management; development code maintenance and management; flood zone administration; and response to issues of community concern. These changes will

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provide the basis for part of the consideration of special purpose fees and an overall fee study anticipated in the first quarter of 2013.

BACKGROUND

The Council has long recognized that one of the keys to economic growth is to have an effective and efficient development review process that encourages and facilitates appropriate development within the City. In this depressed economic climate, the importance of a predictable and cost-effective development services operation is even more critical in attracting potential businesses to Stockton that can increase the tax base and sales tax revenue, and provide jobs. The goal of the Management Partners study was to optimize the department's operations to provide efficient, timely, predictable and equitable processes for customers. Management Partners conducted a thorough evaluation of the department leading to the enclosed Implementation Action Plan: a road map the City can follow over the next two years to meet the City's customer service improvement goals for this department and strengthen the ability of staff to work together with significantly reduced resources.

Context

Stockton's Community Development Department provides planning, engineering services and building and life safety plan check and inspections, supported by a business operations and customer service team. There are currently no permanent staff in key leadership positions, but a new director has been selected and will be on board beginning July 9, 2012.

The Department implements local, State and federal regulatory requirements to ensure safe development, consistent with community goals, and sensitive to environmental constraints. In evaluating the service, it is important to take into account some of the larger factors that affect performance and timing.

- City staff in development review must accommodate a wide range of customers: the developer-applicant; affected neighbors; the wider community interest as reflected in the General Plan and Zoning Ordinance, and state law as interpreted by the courts.
- Each of the customers has different interests and expectations: applicants often do not appreciate the need for regulation and have an over-riding interest in it being fast, predictable and inexpensive; the community wants as much transparency and opportunity to address issues that affect them as possible; and staff must also ensure all regulatory and procedural requirements are met.
- Development review, unlike most city services, requires that multiple city departments and work units join together in one process. Indeed, the

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development process not only involves City departments, but often several outside agencies and service providers.

- The legal requirements and codes that must be applied are technically complex and many are subject to interpretation.

Management Partners noted several times during the process and in its reports that, despite budget cuts and severe staff reductions, they found a highly dedicated staff looking forward to improvements in leadership and systems that would allow them to do their job better.

Process

Management Partners conducted a comprehensive review of the Community Development Department, including 12 stakeholder interviews with a full range of department customers and other interested parties, individual interviews of 24 staff, and facilitation of two focus groups where all department staff had an opportunity to discuss their concerns. A Project Steering Committee composed of the Deputy City Manager and the Directors of Public Works, the Municipal Utilities District, Economic Development and the Fire Chief oversaw the project. Finally, Management Partners met with the Development Oversight Committee and representatives of other relevant Commissions.

Stakeholder Interests. The Department's development customers want an efficient, predictable, timely review process. A jurisdiction that can inject more certainty into the development review process will usually see a payoff in better applications and higher valuations, because as the "unknowns" are reduced it becomes easier for the private sector to make investment decisions. The Project Steering Committee, the Development Oversight Committee and stakeholders made clear that the main focus of concern and frustration with the department was the building permit review (plan check) process. Consequently, most of Management Partner's review focused on that process.

IMPLEMENTATION ACTION PLAN

Management Partners' attached Implementation Action Plan (IAP) includes 35 recommendations in four focus areas:

- Customer Service
- Development Review Processes
- Organizational Culture, Structure and Staffing
- Business systems

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This report focuses on the most critical of those recommendations.

The IAP sets forth an estimated date for implementation and an estimated cost for each recommendation. However, since the IAP was submitted by Management Partners in April, the budget and staffing situation has become somewhat clearer, and some revised dates and cost estimates are presented in this report in regard to some specific implementation measures. Overall, the estimated time for implementing the highest priority recommendations is 18 to 24 months.

Issues and Recommendations

In this section, we describe issues and summarize key recommendations provided by Management Partners in each of the four areas listed above. As noted above, budget and staffing have become clearer since the Management Partners report was drafted. Revised target dates are presented only for those recommendations where they differ from that shown in the IAP. Also, *please note that the issue and recommendation numbers are not sequential*. That is because we have included in this staff report the ones we believe are the most critical. All of the recommended actions are listed in the attached Implementation Action Plan

Customer Service (CS)

Issue CS 1: *Entitlement or building plan check development services turnaround standards have not been formally established or documented, which results in applicant frustration and staff inefficiencies.* Most local jurisdictions have established turn-around objectives for categories of land use entitlement and plan checks, depending on the complexity of a project. When an applicant meets his/her end of the bargain by providing all the information requested, the city can be expected to do its part by turning those plans around (for all reviewing agencies) within a specified time. Stockton has no such objectives, and even if it did, we lack the tools to measure whether those objectives are being met. Without objectives and measurement tools, it is not possible to hold staff accountable for performance, and the key desire of customers for predictability in regard to how long the process will take cannot be met.

IAP Recommendation CS 1 and Facilitation Action Plan: Establish formal development services turnaround and response times for plan check, inspections, and entitlements, based on types of permits.

Target Date: Community Department Director Stephen Chase begins July 9th and the Chief Building Official in September. Once they are on board, progress can be made in meeting this objective within the next few months. However, in order to fully implement it and achieve some measure of transparency and accountability, a new permit tracking system must be in place. Stop-gap systems

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can be developed in the short term while the permit system is being implemented to begin tracking performance, but such systems are unreliable and should not be maintained for very long.

Issue CS 3: *The existing application forms for both land use and building permits are not standardized and do not reflect current best practices with respect to checklists, type, ease of use, and the potential for online or faxed applications.* Neither the City's website nor information found in the Permit Center provide adequate checklists identifying specific submittal requirements for different types of applications against which an applicant can understand requirements and prepare necessary documentation.

IAP Recommendation CS 3: Revise land use and permit application forms to make them simpler.

Issue CS 4: *The Permit Counter is not a cohesive, easy-to-navigate, customer-friendly environment, which results in frustration to customers and an inefficient use of staff time.* Counter staff want to assist customers, however, the functional design of the counter and the lack of ongoing oversight do not support a seamless operation or good public service. No one person is responsible for the entire Permit Center operation, making sure that that it operates efficiently and seamlessly, and customers avoid needless waits.

IAP Recommendation CS 4: establish a Permit Center coordinator position to "own the counter" and ensure a positive customer service-focused environment for one of the key places where the community and businesses interact with City government. This is an essential position to achieve the overarching objective of a customer-friendly, responsive Permit Center.

Target Date: Begin recruitment in the first quarter of FY12-13.

Issue CS 5: *The Development Services fee structure is highly complex, leading to significant potential for error and inconsistencies in fee determinations and collection, and is an obstacle for estimating fee costs by the applicant. The fee system is also difficult to explain, which results in serious customer frustration, lengthy application intake processing and unnecessary criticism of staff.*

IAP Recommendation CS 5: Conduct a study of the development services permit (land use and building) fee structure with a goal of simplification, ease of application and a customer friendly fee-calculation system. Based on an initial review of existing fees, it is expected that fees for development will be reduced.

Target Date: Summer 2013

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Issue CS 6: *Development services brochures and informational handouts are inadequate, difficult to read and not maintained, which significantly diminishes their potential to assist applicants and reduce application processing times.* The more information that is readily available and on-line for different types of permits and applications, the less an applicant needs to speak to staff. When information is available in print and online, applicants can focus questions on issues specific to an application, rather than general information, thereby saving staff time. Some brochures have clearly not been updated to reflect current information (e.g., 2009 fees are found in one brochure).

IAP Recommendation CS 6: Develop a schedule for updating the City's development services information documentation (i.e., brochures, checklists, FAQs).

Issue CS 7: *The Community Development website is not easy to navigate, does not emphasize customer interests and is not comprehensive, resulting in a highly underutilized resource to inform applicants about requirements and provide tools for efficient application processing. (See Business Systems section).* The better a website is able to provide the information customers need in a user friendly and accessible way, the less necessary it is for an individual to call staff or come into the Permit Center.

IAP Recommendation CS 7: Develop and post new content for the existing website, and assign an individual to establish priorities and monitor website improvements.

Development Review Process (DRP)

Issue DRP 1: *There is no single point of contact responsible for the intake of land use or permit applications or monitoring turnaround times across disciplines, leaving the applicant to negotiate and track their own project submittals.* The current plan check process relies too much on the applicant to work with individual reviewing entities across disciplines (and across jurisdictions), address issues and concerns, mediate when there are disagreements, and reconcile final submittals. If an applicant does not have a competent and careful architect/engineer or is inexperienced, the result may be a set of approved plans that may not be consistent with what the reviewing agencies believe they have approved.

IAP Recommendation DRP 1: Modify the building permit process to support predictability in the review process (turnaround times), consistency in plan check comments and a well-coordinated problem resolution network. Establish a single point of contact for customers.

Target Date: Fall 2012

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Issue DRP 2: *The City's one-stop development services center is physically in one location for most City functions, but does not operate as a seamless operation from the perspective of the applicant or the staff.* Once plans are submitted, multiple entities review projects independently without regard to common turnaround times, or consistent submittal or re-submittal policies. Many applicants must interact with several separate departments or agencies in different locations to obtain all the required permits; conflicts between agencies or functions are usually mediated by the applicant. Several different entities conduct their own field inspections, leading to potential delays to obtain all inspections and the potential for conflicts in the field between agencies.

IAP Recommendation DRP 2: The Permit Center Coordinator, working with the Director, will develop a plan to make the Permit Center a true one-stop center.

Target Date: Fall 2012

Issue DRP 3: *There is little coordination of comments by various agencies, and conditions/mitigations from the entitlement process are not being carried forward to the construction inspection process to ensure that conditions and mitigations are being met.* The result is that, too often, errors are being discovered in the field, sometimes requiring significant time and expense by applicants to correct, and it is not possible to ensure compliance with development requirements established during the entitlement phase of the project.

IAP Recommendation DRP 3: Inventory and route all development permits through the Center to the extent feasible.

Target Date: Winter 2012

Issue DRP 8: *The third party plan check process that is available to expedite plan check does not achieve that objective and is not representative of best practices among cities that provide this service.* Because applicants contract directly with outside third-party plan checkers, there is a potential for conflict of interest and an incentive to do the absolute minimum necessary (to keep fees competitive). As a result of some poor submittals, City plan check staff members feel obligated to double-check the outside work, requiring additional time in plan check and thwarting the goal of expediting plan check. Customers are not only not receiving expedited service, they believe they are subject to twice as much review.

IAP Recommendation DRP 8: Reengineer the third party plan check process and procedure to ensure transparency and quality control by putting the City in charge.

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Organizational Culture, Structure and Staffing (OCSS)

Issue OCSS 2: *Performance, accountability and productivity have not been explicit mandates.* Community Development Department managers have historically focused on day-to-day operations and issues without a clear expectation of accountability for performance and no objectives or tools by which to measure results. Department managers and supervisors do not have the tools, training, or an organizational context to adequately respond to a mandate for accountability.

IAP Recommendation OCSS 2: Reinstitute and mandate a formal performance evaluation system for the entire department staff and hold managers accountable for conducting such evaluations annually.

Target Date: Fall 2012

Issue OCSS 3: *The existing organizational structure does not support an effective development delivery services model or Permit Center.* Administrative responsibility for the permit center counter resides with the Business Operations Manager, but the position does not have authority over all the disciplines at the counter or the capacity to adequately monitor the permit counter, plan submittals and comments.

IAP Recommendation OCSS 3: Following the establishment of a Permit Center coordinator position restructure staff for support of the Permit Center

Target Date: October 2012

Issue OCSS 5: *Engineering development services roles and responsibilities are diffused, which can result in confusion to the customer; conflicting, unresolved policies between planning and public works; and a lack of consistent standards applied over time.* While engineering review and inspection on private property is undertaken in Community Development, other engineering work and inspection in the public right of way and some transportation review is the responsibility of Public Works. The lack of clear lines of authority and responsibility leads to inconsistency and frustration by customers.

IAP Recommendation OCSS 5: In consultation with the Public Works Director, establish a matrix reporting relationship with development services engineering staff remaining in the Permit Center reporting to the Planning Division head for day-to-day customer service and management and to the Public Works Director (or his designee) for technical guidance and engineering policy.

Target Date: Fall 2012

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Issue OCSS 6: *The overall development services organizational culture is based on reacting to customer initiative, rather than taking responsibility to help customers navigate through the development process, often leaving customers frustrated with a complex and diffuse process and believing "the City" is not interested in encouraging their investment in the community.* There is no individual within the City tasked with assisting the customer through the building permit process, helping to address cross-departmental issues, responding to questions as they arise, and generally facilitating the project review process.

IAP Recommendation OCSS 6: The new Director, working with other department managers, must establish a culture of project management responsibility and problem solving for the customer at every level within the department so that customers feel the City is interested in their business and that they have someone who is helping them through the process.

Issue OCSS 7: *The ratio of management to professional or line staff within the Planning and Engineering Services staff is high (1:1). This is unnecessary and does not represent an appropriate staffing level responsive to customer needs, the division's work program or the permit center counter.* While the planning function is understaffed compared to its other agencies surveyed by MP, the current level of the staff performing the work is costly and inefficient. Moreover, these relatively high level staff are currently also staffing the Zoning section of the Permit Counter. The vast majority of questions at the Counter are routine and basic, and could be handled by a well trained technician.

IAP Recommendation OCSS 7: Reorganize Planning Division to reduce number of management level positions and expand mid-level planning staff. Establish an entry level Planning Technician position for the Counter.

Target Date: Fall 2012

Issue OCSS 8: *The current departmental day-to-day leadership vacuum and the residual management style of the former executive management team has resulted in a staff with little incentive or support for providing development services differently.* Most of the current department staff operated in an organizational culture which required inefficient and ineffective processes to resolve issues across disciplines. Collaboration and communication about development services process improvement were often conducted within silos (divisions or units). The department is emerging from an organizational culture based on fear due to budget reductions and ongoing criticism about service, with no paradigm for continuous improvement.

IAP Recommendation OCSS 8: The new Director must begin to establish the departmental vision and mission, integrate the team and ensure accountability. Towards that goal, he should conduct an early team building session with all

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department managers and lead supervisory personnel focused on implementing the Development Services Implementation Action Plan.

Target Date: Team building session in Fall 2012

Business Systems (Bsys)

Issues Bsys 1 and 2: *Staff and development services customers must rely on an extremely outdated and inadequate permit tracking software system that is a major obstacle to process improvement and customer service.* The HTE system was a financial management system on top of which a permit tracking system was tacked. It was not a good system for permit tracking purposes when it was established many years ago, and has improved very little over time. Software now allows best-of-breed permit tracking systems to communicate with the City's financial management system without necessarily updating that system.

IAP Recommendations Bsys 1 and 2: purchase and implement a new permit tracking system and hire a contract staff person to support its implementation.

Issue Bsys 3: *The City's development services website is significantly inferior to its peers in usability, interface and content.* The current website content also provides little substantive information that is of value to the development customer and is difficult to navigate. Many forms, brochures, and other information documents available in hard copy at the permit counter are not available on-line.

IAP Recommendation Bsys 3: Completely revise the City's development services website with a customer service focus.

Issue Bsys 4: *The development services technology fee(s) may not be supporting high priority technology improvements critical to improving customer service.*

IAP Recommendation Bsys 4: Set aside a portion of the City's development technology fee to cover the costs of new information technologies and technology support for permitting and development activities. Such funds must be carefully managed to support development and permitting activities.

Issue Bsys 5: *Development services fees should support the ongoing provision of development service functions only.* Reliance on development service fees almost entirely for the total operation of the Community Development Department is not representative of the function in other cities or appropriate for all the services provided by the department, particularly in the area of policy and advance planning.

IAP Recommendation Bsys 5: Reexamine the Community Development budget platform with respect to revenues and expenditures with a goal of providing

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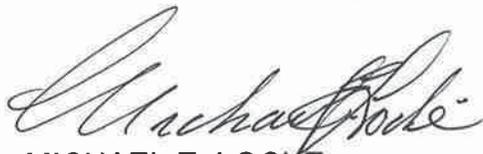
General Fund resources to support, at a minimum, some advance and policy planning work.

NEXT STEPS

The City Manager has included the General Fund allocation to implement the Department reorganization and purchase of new permit tracking software in the draft FY 12-13 Budget. He has also directed that implementation of those items not requiring new funding, such as establishment of permit turn around times, and improvements to the website and applications forms, begin as soon as the new Community Development Director and a new Building Official are on-board.

The Management Partners work focused largely on the Permit Center and Building Permit review process. Stakeholders and staff have indicated that a similar process would be beneficial focusing on the land use entitlement process. Given the City's current budgetary constraints and that implementing the enclosed Implementation Action Plan will require a great deal of focus by the incoming Director and a substantial commitment of limited staff resources, it is recommended that any in-depth assessment of the entitlement process be put off for at least a year.

Respectfully Submitted,



MICHAEL E. LOCKE
PROGRAM SPECIALIST /
INTERIM DEPUTY CITY MANAGER

MEL:ndm

APPROVED:



BOB DEIS
CITY MANAGER

Attachment A - Implementation Action Plan

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Management Partners



To: Mike Locke, Deputy City Manager
City of Stockton

From: Andy Belknap, Regional Vice President
Lynn Dantzker, Senior Manager

Subject: Development Services Review – Implementation Action Plan

Date: April 25, 2012

This memorandum transmits an Implementation Action Plan (IAP), a set of Action Plan Matrices as well as other supporting documents to improve the Community Development Department's performance in providing a timely and predictable development services process to the City of Stockton community. The IAP resulted from our preliminary observations and recommendations first presented to the Project Steering Committee in late January followed by facilitated workshops with staff in March. The IAP represents a comprehensive work plan with 35 recommendations to address priority issues across four focus areas:

1. Customer Service
2. Development Review Processes
3. Organizational Culture, Structure and Staffing
4. Business Systems

Each of the four focus areas contains recommendations listed in priority order. These will need to be examined with respect to staff and budget resources and the priority and timing may need to be adjusted as a result. The Implementation Action Plan as well as the Action Plan Matrices are meant to be dynamic documents, that can be employed by staff and management to monitor progress, modify, expand or add implementation steps.

Following our analysis and preliminary recommendations, Management Partners recommended that the staff engage in a facilitated workshop to address two specific priority goals.

Goal 1: Based on standard industry practice, establish a minimum of three categories of building permits based on the complexity of plan check, establish review times for each type, and assign separate shorter review times for subsequent re-submittal of corrected plans. Develop a system for intake and distribution of plans across disciplines that comply with the turnaround times and provides for a centralized monitoring of plan submittal.

Goal 2: Reengineer the Permit Center with respect to plan intake and customer information with the goal of a seamless operation and true one-stop shop, based in part on the establishment of a new Permit Coordinator position.

We recommended these goals because we believed they were of sufficient importance and urgency to address and implement in the near term. If accomplished, they would result in significant improvement to customer service and begin the critical, but challenging task (due to system obstacles) to providing accountability for and predictability in the permitting process. Staff from five departments engaged enthusiastically to address these two goals and developed 15 implementation strategies described in the Action Plan Matrices. As expressed by workshop participants and Management Partners' team members, the allocation of staff time to these important tasks within an already lean staffing structure will be difficult. A concerted and focused effort to do so will require specific work plan choices that must be developed between staff and management.

The IAP recommendations and supporting documents resulted from our analysis of data collected through interviews, a review of a variety of documents, a survey of peer cities, comments from the Development Oversight Commission and in consultation with the Project Steering Committee. The Project Steering Committee was composed of the Deputy City Manager and department heads representing Economic Development, Municipal Utilities, Public Works and Fire. The general methodology and interviews conducted included the following.

- Stakeholder interviews (12)
- Staff interviews across four disciplines (24)
- Project Steering Committee
- Development Oversight Commission
- Process mapping
- Staff focus groups (2)
- Business systems review
- Facilitated workshop

In addition to the Implementation Action Plan and Action Plan Matrices, this memo transmits the following documents.

1. Existing Community Development Function Organization Chart
2. Alternative Organization Chart
3. Peer Agency Information
4. Listing of the City of Stockton Permit Center Documentation
5. Peer Website Documentation Comparison

Management Partners believes implementation of the recommendations described in the IAP and Action Plan Matrices will position the development services function to move forward productively and effectively to deliver development services valued by its customers and the community. Management Partners recognizes the serious budget challenges facing the entire City of Stockton and the community; nonetheless, implementation of the priority recommendations will be critically important to future economic development objectives critical to a sustainable future.



City of Stockton Development Services Review Implementation Action Plan (IAP)

April 2012
Amended May 2012



Making the Most of the Draft Implementation Action Plan

Management Partners has developed this high-level draft Implementation Action Plan (IAP) to assist the City of Stockton Community Development Department with the implementation of our recommendations to improve customer service and provide a timely, predictable and valued service to the government. The IAP resulted from our preliminary observations and recommendations presented to the Project Steering Committee in late January as well as the facilitated process improvement workshops conducted in March. The work involved in implementing the recommendations must be integrated into the other work of the Community Development Department, with appropriate assignments of responsibility for implementation and with the identification of specific planned completion dates. The draft Implementation Action Plan includes a recommended priority assignment (1, 2 or 3, based on criteria described in the document) and includes a blank field to identify target completion dates (milestones). The recommendations are grouped by the following topical areas:

- Customer Service
- Development Review Processes
- Organizational Culture, Structure, and Staffing Levels
- Business Systems

To convert this draft to a final Implementation Action Plan, the executive management team and appropriate managers will need to integrate the work described in this draft Implementation Action Plan with the other work of the assigned managers. In doing so, you may want to modify the described activities for implementing an individual recommendation based on your knowledge of what will be required for completion, or to adjust the assignment of responsibility based on workload or other considerations.

Management Partners remains available to consult with you in this process in whatever way we can be helpful. Please do not hesitate to contact Lynn Dantzker at ldantzker@managementpartners.com, or 925.998.6972, if we can be of assistance. The discipline of successful project planning is basic to successful execution of the work ahead and this draft Implementation Action Plan should be useful in that regard.

Rec. No.	Recommendation	Implementation Steps	Priority ¹	Target Date	Person Responsible ²	Cost to Implement	Comments
Customer Service							
1	In conjunction with all development services functions and staff, including engineering and fire, establish formal development services turnaround and response times for plan check, inspections, and entitlements.	<ul style="list-style-type: none"> Based on best practices, create several categories of permits, and determine turnaround times for each Based on best practices, implement a mechanism for monitoring plan check activity – to ensure established turnaround times are followed Identify costs and resources needed for monitoring mechanism Implement evaluation of mechanism Review and monitor on a regular basis 	Priority 1		Community Development Director		See Facilitation Action Plan Matrix (attached).
2	Distinguish between different permit types and establish turnaround times (for initial submittal and re-submittals) for plan check based on general categories of building permit type.	To be achieved in conjunction with Customer Service Recommendation 1	Priority 1		Chief Building Official		See Facilitation Action Plan Matrix (attached).
3	Revise land use and permit application forms to make them simpler, with clear and comprehensive checklists that inform the applicant what is necessary for different types of applications, thereby reducing the need to come to the counter to get basic application information.	<ul style="list-style-type: none"> Establish a work team(s) responsible for revising forms and creating checklists Collect sample application forms and checklists from peer agency websites Based on best practices, revise forms and create checklists Gain department head approval Upload forms and checklists to website; put hard copies in Permit Center 	Priority 1	September 2012	Business Operations Manager		Scarce staff resources will encumber this objective; however, it is critical to improved customer service and ultimately will provide additional staff capacity.

¹ Priority 1: Important to accomplish without delay and/or easy to accomplish.

Priority 2: Second tier of importance to accomplish and/or may involve some complexity or time to complete

Priority 3: Least urgent to complete and/or may take longer to set-up or to execute

² To establish clear accountability there should be a single responsible manager assigned responsibility for completing implementation of each recommendation. Where more than one manager is identified in this column, clarification of responsibility should occur when preparing the Final Action Plan.

Rec. No.	Recommendation	Implementation Steps	Priority ¹	Target Date	Person Responsible ²	Cost to Implement	Comments
4	Establish a Permit Center coordinator position to "own the counter" and ensure a positive customer service-focused environment for one of the key places where the community and businesses interact with City government.	<ul style="list-style-type: none"> • Develop a job description in consultation with Human Resources • Advertise position • Review and interview top applicants • Offer position and finalize paperwork 	Priority 1	July 2012	Business Operations Manager	\$150,000	The coordinator, in consultation with the director, would be responsible for the efficient operation of the counter, and may coordinate the building permit intake, distribution and turnaround of building permit applications, and ensure that brochures and other information is available to the public at all times.
5	Conduct a study of the development services permit (land use and building) fee structure with a goal of simplification, ease of application and a customer friendly fee-calculation system.	<ul style="list-style-type: none"> • Establish a work team responsible for revising the permit fee structure • Collect sample fee schedules from peer agency websites • Based on best practices, and in consultation with development services stakeholders revise fee structure • Gain department head and City Council approval • Implement new fee structure 	Priority 1	Spring 2013	Business Operations Manager	\$50,000	This effort does not include development impact fees, which should also be reviewed as they also impact economic development objectives.

Rec. No.	Recommendation	Implementation Steps	Priority ¹	Target Date	Person Responsible ²	Cost to Implement	Comments
6	Develop a schedule for updating the City's development services information documentation (i.e., brochures, checklists, FAQs). Consider establishing a "self-help" area in the Permit Center where all brochures are available (and centrally located), as well as publicly-available computer terminals to allow individuals to conduct property research online. Consider what other information could be made available to the public in a self-help center (e.g., the most frequently asked questions at the counter that could be answered in a self-help area), or online. Ensure that all brochures are translated into Spanish.	<ul style="list-style-type: none"> Establish a work team(s) responsible for updating Permit Center documentation, and assign an individual staff position responsibility on an ongoing basis Take inventory of documents available online and in hard copy Collect sample application forms and checklists from peer agency websites. Based on best practices, revise forms create checklists, etc. Gain department head approval Upload forms, brochures, and checklists to website; print and put hard copies in Permit Center Assign staff to be responsible for ongoing maintenance of documents 	Priority 2	January 2013	Business Operations Manager		Scarce staff resources will encumber this objective; however, it is critical to improved customer service and ultimately will provide additional staff capacity.
7	Develop and post new content for the existing website to include richer, more informative content, FAQs, consistent application formats and comprehensive checklists for all major application types. Develop a departmental brand, consistent with any branding efforts of the city to guide the layout and structure.	<ul style="list-style-type: none"> Assign an individual to establish priorities for improvements to the department's website documentation Edit documents with an eye towards uniform branding Gain department head approval Upload new documents to the website 	Priority 2	Fall 2012	Business Operations Manager	Internal Labor only	Temporary changes to improve web content until city website design functionality is improved.
8	With a redesign of the city's website, improve the structure of the web pages to provide more space for detailed information on each web page, include multiple navigation aids to allows experienced website users to locate information or forms without having to move page by page through the website	<ul style="list-style-type: none"> Plan the redesign of the city's website to enlarge the capacity of each web page and support redundant navigation aids to allow users to move through the website more quickly. Redevelop the website design to provide greater flexibility for line staff to maintain their sections Implement design changes 	Priority 3	January 2013	Information Technology Department	Internal labor if web development capacity exists in the current organization. Otherwise approximately \$80,000	

Rec. No.	Recommendation	Implementation Steps	Priority ¹	Target Date	Person Responsible ²	Cost to Implement	Comments
Development Review Process							
1	Modify the building permit process to support predictability in the review process (turnaround times), consistency in plan check comments and a well-coordinated problem resolution network.	<ul style="list-style-type: none"> Establish single point of contact: project manager and/or permit coordinator to ensure compliance with turnaround times and consistency in plan check comments with all city agencies including engineering and fire Train plan checkers with regard to new protocols and standards Empower contact person to act as project manager and address inconsistencies / resolve issues with other divisions / departments 	Priority 1	July 2012	Chief Building Official		See Facilitation Action Plan Matrix (attached).
2	Establish the position of Permit Center Coordinator (or similar functional title) with direct access to the Community Development director (at least initially), whose priority objective is to develop and implement a specific plan for making the Permit Center operation a customer-friendly, easy to navigate, true one-stop center.	To be achieved in conjunction with Customer Service Recommendation 4	Priority 1	July 2012	Business Operations Manager		The goal is to employ those best practices that support an efficient and streamlined development service function, accountable to its customers.
3	Inventory and route all development permits through the Center to the extent feasible, even if the permit application ultimately goes to another department or outside agency for review and action. To the maximum degree feasible, the One-Stop Center should be a true one stop center.	<ul style="list-style-type: none"> Hire Permit Center Coordinator Establish and implement routing policies and procedures whereby all development plan submittals permits are routed through a central processing point in the Permit Center Empower Permit Center Coordinator to ensure that plans are appropriately routed and returned within established turnaround times 	Priority 1	July 2012	Chief Building Official until Permit Center Coordinator position is filled		

Rec. No.	Recommendation	Implementation Steps	Priority ¹	Target Date	Person Responsible ²	Cost to Implement	Comments
4	Attach conditions of approval and mitigations for environmental impacts to project plans, as appropriate, for review by building inspectors in the field to ensure that projects are being built consistent with community expectations set during the entitlement phase, and mitigations are being implemented consistent with state law.	<ul style="list-style-type: none"> Establish a work team responsible for implementation of policy whereby attachments will be provided to building inspectors Revise and adopt policies and procedures to meet department needs Gain department head approval 	Priority 2	July 2012	Chief Building Official		Certificates of Occupancy should not be issued until planners have reviewed a project to ensure that all entitlement conditions have been met.
5	To minimize the need for customers to contact several different agencies for different inspections, the City should explore whether all development services inspections can be scheduled through the One-Stop Center.	<ul style="list-style-type: none"> Establish an inter-departmental work team responsible for reviewing current project inspection protocols for all Departments and evaluating which inspections can effectively be scheduled through the existing IVR and other systems. Revise and adopt inter-departmental policies and procedures to implement Gain department head approval Implement changes 	Priority 3	Jan 2013	Community Development Director		Public Works Director, Fire Chief and Municipal Services Director will need to be integrally involved in the process. This may also involve other non-municipal Agencies , e.g., COG, County Health Department, etc.
6	Establish a clear distinction between introductory meetings for important projects, that could be hosted by Economic Development staff (who can then serve in a role of ombudsman for a project as it moves into the entitlement or other phases), and Pre-Application meetings.	<ul style="list-style-type: none"> Establish a staff team, including someone from Economic Development to define introductory meetings and Pre-Application meetings Adopt policies and procedures that specify under what conditions introductory and Pre-Application meetings occur Distribute new definitions and policies to department staff Advertise the service to customers and applicants 	Priority 3	September 2012	Planning Manager		

Rec. No.	Recommendation	Implementation Steps	Priority ¹	Target Date	Person Responsible ²	Cost to Implement	Comments
7	Working with Administrative Services, institute an interim business license review process that minimizes processing time for the applicant but ensures timely review by planning for compliance with zoning and other regulations before new business licenses are finalized.	<ul style="list-style-type: none"> Establish a work team responsible for process development and implementation Revise and adopt policies and procedures to meet department needs. Gain approval from affected managers and department heads 	Priority 3	Fall 2012	Business and Operations Manager		Once new software is adopted, this process can be made considerably more efficient and faster (on-line).
8	Reengineer the Third Party plan check process and procedure to ensure transparency and quality control by putting the City in charge of when outside plan check is necessary to meet turnaround times (or an expedited schedule).	<ul style="list-style-type: none"> Establish a work team responsible for Third Party plan check process development and implementation Collect sample policies and procedures from peer agencies and gain consensus regarding the purpose of the process and when it will be used Following the City's purchasing policy regarding professional services, create approved vendor application Enter into professional service agreements with applicable vendors Maintain vendor list Revise and adopt policies and procedures to meet department needs Gain department head approval 	Priority 3	Fall 2012	Chief Building Official		Current vendors will need to be notified of intent and process.
Organization Culture, Structure and Staffing Levels							
1	Make a permanent Community Development department head appointment as soon as feasible.	<ul style="list-style-type: none"> Complete the recruitment process Offer position and finalize paperwork 	Priority 1	May 2012	City Manager, Deputy City Manager		Interviews scheduled in April 2012

Rec. No.	Recommendation	Implementation Steps	Priority ¹	Target Date	Person Responsible ²	Cost to Implement	Comments
2	Reinstitute and mandate a formal performance evaluation system for the entire department staff and conduct such evaluations annually.	<ul style="list-style-type: none"> Train managers and lead supervisory personnel on consistent and effective methods of evaluating performance and empower them to recognize good performance and take action in response to poor performance, when appropriate Determine annual schedule for performance evaluations 	Priority 1	June 2012	Community Development Director		Human Resources will need to assist in a lead role
3	Following the establishment of a Permit Center coordinator position (see Customer Service Section) restructure staff for support of the Permit Center.	<ul style="list-style-type: none"> Reassign the two building technicians, and the revenue assistant to the coordinator position Modify the job descriptions in consultation with Human Resources to reflect new responsibilities division, as needed Clarify change of duties and reporting relationships of affected positions Assign the coordinator position as a direct report to the department director to emphasize the importance of accountability, with a possible transition to the Chief Building Official over time 	Priority 1	July 2012 or the appointment of coordinator	Business Operations Manager		
4	Add a position of planning technician to the Planning section, assigned to the Permit Center counter but reporting to the Planning Manager.	<ul style="list-style-type: none"> Develop a job description in consultation with Human Resources Advertise position Review and interview top applicants Offer position and finalize paperwork 	Priority 1	July 2012	Planning Manager	\$78,500	
5	Establish a matrix reporting relationship with development services engineering staff remaining in the Permit Center reporting to the Planning and Engineering Division head for day-to-day customer service and management.	<ul style="list-style-type: none"> Clarify change of duties and reporting relationships of affected positions Establish accountability protocols Set up new systems as needed to support restructuring and interdepartmental cooperation Schedule regular meetings to review performance, tweak systems and discuss issues 	Priority 1	July 2012	Community Development Director		Public Works Director and Municipal Services Director will need to be integrally involved in the process.

Rec. No.	Recommendation	Implementation Steps	Priority ¹	Target Date	Person Responsible ²	Cost to Implement	Comments
6	Establish a culture of project management responsibility and problem solving for the customer at every level within the department so that customers feel the City is interested in their business and that they have someone who is helping them through the process.	<p>Examples include:</p> <ul style="list-style-type: none"> • Establish single points of contact for customers at each step in the process • Establish accountability protocols • Set up new systems as needed to support restructuring • Schedule regular meetings to review performance, tweak systems, and discuss issues • Emphasize that each staff member's job is to ensure that the customer's issues are addressed however and wherever they arise in the department 	Priority 1		Community Development Director		Each division head as well as management from other departmental disciplines will need to participate
7	<p>Reorganize the Planning Division either through attrition or "y-rating" individual positions with the goal of establishing the following staffing levels:</p> <ul style="list-style-type: none"> • Planning Manager (1) • Senior Planners (2) – Advanced and Current Planning • Associate/Assistant Planners (2) – Advanced and Current Planning with some flexibility for the advanced planning position to respond to development activity. • Planning Technician (Permit Counter) • Transportation Planner (.5) • Associate Civil Engineer (1) (see previous recommendation on "matrix reporting relationship) • Senior Engineering Technician (1) 	<ul style="list-style-type: none"> • Consult with Human Resources regarding labor and employee relations implications and to develop appropriate path • Clarify change of duties and reporting relationships of affected positions • Establish accountability protocols • Set up new systems as needed to support restructuring and cooperation • Schedule regular meetings to review performance, tweak systems, and discuss issues 	Priority 2	September 2012	Community Development Director		Consideration should also be given to eliminating one professional planning position in order to fund the Permit Center Coordinator position. There should be an overall cost reduction.

Rec. No.	Recommendation	Implementation Steps	Priority ¹	Target Date	Person Responsible ²	Cost to Implement	Comments
8	Conduct team building session with all department managers and lead supervisory personnel to implement the IAP.	<ul style="list-style-type: none"> Identify a facilitator and participants Develop a session agenda Confirm meeting date and time Conduct session Document discussion and key agreements Develop follow-up and distribute to session participants 	Priority 2	June 2012	Community Development Director	\$2,000, if outside facilitator used	
9	Establish specific goals and then schedule and allocate resources to enable building services staff to engage in continuous training and educational opportunities to increase the depth and knowledge regarding the application of regulatory and building codes.	<ul style="list-style-type: none"> Assess and inventory staff professional expertise and interests Establish training program to meet needs based on those offered in the profession Schedule classes and assign staff to attend 	Priority 2	Ongoing	Chief Building Official	Various, depending on classes and training	Costs should be able to be covered by building permit fees
Business Systems							
1	Purchase and implement a new permit tracking system.	<ul style="list-style-type: none"> Develop and issue a request for proposals (RFP) for a new permit tracking system as soon as possible. Hire contract employee (see recommendation 2 below) to work under Business Operations Manager and with Information Technology to assist with data migration and to gain consensus on all elements of the new system across disciplines Mandate use of the new system by all City development services organization units and functions to ensure single location and common tracking of development activity 	Priority 1	Spring 2013	Business Operations Manager	\$1 million, not including any internal project labor	Implementation and migration of data will take up to 18 months. This objective is on the critical path to provide the framework and infrastructure to improve customer service through streamlined application submittals, enable a lean staffing structure to be much more efficient, and provide information for effective monitoring and oversight.

Rec. No.	Recommendation	Implementation Steps	Priority ¹	Target Date	Person Responsible ²	Cost to Implement	Comments
2	Establish a two-year contract part-time position reporting to the Business Operations Manager who will be responsible for the RFP and implementation of the permit system modules within an established schedule.	<ul style="list-style-type: none"> • Work with Human Resources to advertise for a two-year contract position. • Review and interview top applicants for the contract position • Offer position and finalize paperwork 	Priority 1		Business Operations Manager	\$150,000	
3	Completely revise the City's development services website with a customer service focus on: <ul style="list-style-type: none"> • Consistent and comprehensive development services information documents which are aesthetically readable, easily understood and able to be downloaded. • A robust FAQ section for building permits • Online application information • Comprehensive checklists 	To be achieved in conjunction with Customer Service Recommendations 4 and 7	Priority 1	January 2013	Business Operations		Until a major overhaul of the City's website is undertaken to improve overall functionality; this will be challenging.
4	Set aside a portion of the City's development technology fee to cover the costs of new information technologies and technology support for permitting and development activities.	<ul style="list-style-type: none"> • Review and revise adopted policies regarding the use and application of these funds • In consultation with Deputy City Manager, develop policies and procedures, as well as a schedule for implementation of a new policy regarding the use of the funds for their intended purpose 	Priority 1	July 2012	Business Operations Manager		Such funds must be carefully managed to meet the requirements that the funds only be used to support development and permitting activities.
5	Reexamine the Community Development budget platform with respect to revenues and expenditures with a goal of providing General Fund resources to partially support advance and policy planning at a minimum.	<ul style="list-style-type: none"> • Based on best practices, determine the targeted amount of revenue from General Fund, fees, grants, other sources 	Priority 2	July 2013	Business Operations Manager		This will be influenced by city's general budget condition, as well as revisions to the development services and development impact fee structures.

Rec. No.	Recommendation	Implementation Steps	Priority ¹	Target Date	Person Responsible ²	Cost to Implement	Comments
6	Begin converting all current records to electronic format as soon as the documents are received by the City. Develop a program to convert historic records to electronic format.	<ul style="list-style-type: none"> Establish a project team responsible for developing and implementing a comprehensive electronic record management program Conduct cost-benefit analysis to determine whether data conversion contractors or department staff will be more cost-effective both for conversion of existing records and for ongoing scanning and filing of incoming paper and electronic documents Identify costs and resources needed (including equipment) Configure the city's document management system to manage all development permit supporting documents Prepare an RFP for data conversion or other conversion support services as needed Gain department head approval Develop policies and procedures to ensure all new documents are stored in the document management system as they are received Develop records management policies and procedures to ensure the management of electronic records complies with the city's Records Retention Schedule. Contract or assign staff to the conversion of old records into electronic formats 	Priority 2	January 2013	Business Operations Manager		Such conversions are best done using data conversion contractors who can convert records from hardcopy to electronic images very quickly and less expensively than City staff. It is appropriate to use technology fee funding to fund such data conversions.

Rec. No.	Recommendation	Implementation Steps	Priority ¹	Target Date	Person Responsible ²	Cost to Implement	Comments
7	Following implementation of the new permit system, improve inspection capability and efficiency by providing mobile access to permit and property data to field personnel.	<ul style="list-style-type: none"> Obtain budget approval for mobile devices Install and configure any software required to support access to the new permit system from the field (if necessary given the permit system design) Evaluate mobile devices supported by the new permitting software to determine the best solution for the City of Stockton Acquire enough mobile devices to equip field staff Establish new policies and procedures for inspectors Train staff and deploy mobile devices 	Priority 3	December 2013	Chief Building Official	\$650-950 per mobile user plus approximately \$40 per month per user for mobile data services	This must follow full implementation of the new permitting system.
8	Implement a file transfer service to allow development customers to submit plans and other large documents electronically.	<ul style="list-style-type: none"> Chose a file transfer service or develop service in-house Implement internal support on a computer server located in the "DMZ" of the city's firewall communications device <p>- OR -</p> <ul style="list-style-type: none"> Contract with a commercial file transfer service Ensure proper security protocols are in place 	Priority 3		Business Operations Manager	Internal service cost should be \$200 or less total cost. External file transfer services approximately \$25 per month	

Rec. No.	Recommendation	Implementation Steps	Priority ¹	Target Date	Person Responsible ²	Cost to Implement	Comments
9	Adopt a plan for the eventual electronic submittal of plans.	<ul style="list-style-type: none"> • Establish a work team responsible for developing and implementing support for electronic plan submittal • Evaluate computer monitors, processors, and software to identify equipment that can realistically support electronic plan review by plan checkers • Install a prototype work station; assign one or more plan checkers to test the review of electronic plans. Larger engineering and architectural firms often prefer to use electronic plan submittal; 1 to 5 such partners can be recruited for testing. • Gain department head approval • Appropriate funding to provide enough equipment for plan check staff to begin review of electronic plans. • Develop guidelines, policies and procedures for customers to use when submitting plans electronically • Advertise electronic plan submittal option to customers 	Priority 3	2013	Business Operations Manager		This should be a long term goal. It will become increasingly realistic as larger computer monitors and faster computers become available.

Rec. No.	Recommendation	Implementation Steps	Priority ¹	Target Date	Person Responsible ²	Cost to Implement	Comments
10	<p>Use the reporting features of the new software to create reports that improve management and oversight of the permitting function to include:</p> <ul style="list-style-type: none"> Monitoring and coordination of work on permit applications within established turnaround times Identifying bottlenecks in the permit review process to continuously improve workflow Assessing employee workload and productivity 	<ul style="list-style-type: none"> Carefully review program reports available with the new permitting system to verify reports exist that can meet the interests described in this recommendation. If such reports do not currently exist, contract for their creation or assign IT staff to create them Determine schedule/frequency of reviewing reports Once the new permit tracking software is purchased, and implemented, establish a work team or individual position responsible for running reports Assign responsibility to review the reports and make operational adjustments as necessary to the Permit Center Coordinator Design and create new reports as needed to ensure quality customer service and effective and efficient work performance by employees 	Priority 3	Following completion of new permit system	Chief Building Official or new Permit Center Coordinator		
11	<p>Implement online functionality within the new permit system to allow development customers at a minimum to:</p> <ul style="list-style-type: none"> Track progress of land use entitlement applications Check the status of plan checks Submit and process routine building permits such as roof and water heater replacements and home occupation permits Schedule inspections Comment on land use proposals 	<p>Once new permit tracking software is purchased and implemented by the contract position (Business System Recommendation 1), establish a work team or individual position responsible for implementing online/website functionality for customers</p>	Priority 3	Fall 2013	Business Operations Manager		



Facilitation Action Plan Matrices
Stockton Development Services
Workshop Facilitation: March 14-16, 2012

Facilitation Action Plan Matrix – Communication and Outreach

Strategy: Implement a communication and outreach plan to inform stakeholders about development review process improvements and priorities

Desired Outcome: Informed stakeholders and development review partners

Action Steps	Task Time	Support needed to make this happen?	First Responsibility
Identify target audience(s) for communicating goals, strategies and updates	4 hours	<ul style="list-style-type: none"> Deputy City Manager Staff time 	CDD Director CDD Managers
Prepare a written communication plan that outlines both short- and long-term goals, with timelines, to improve the development review process	16 hours	<ul style="list-style-type: none"> Council/City Manager support of goals Staff time 	CDD Director CDD Managers
Identify methods for disseminating updates	4 hours	<ul style="list-style-type: none"> IT Development process partners CDD Business Operations Staff time 	CDD Director Business Operations Manager
Present regular updates on progress made toward goals	Ongoing	Team leads must regularly communicate results	Assigned Coordinator
Seek input from stakeholders on the results of changes	Ongoing	<ul style="list-style-type: none"> Department process partner Stakeholders Staff time 	CDD Director CDD Managers

Actual estimated task time to complete the action step; does not reflect time from launch to completion which may be impacted by other workload demands

Facilitation Action Plan Matrix – Goal 1

Goal 1: Based on standard industry practice, establish a minimum of three categories of building permits based on the complexity of plan check, establish review times for each type, and assign separate shorter review times for subsequent re-submittal of corrected plans. Develop a system for intake and distribution of plans across disciplines that comply with the turnaround times and provides for a centralized monitoring of plan submittal.

This facilitation goal corresponds to the following Implementation Action Plan items: Customer Service Recommendations 1 and 2. Actions for strategies 1 through 5 for Goal 1 are provided below.

Goal 1 Action Steps	Task Time ¹	Support needed to make this happen?	First Responsibility
Strategy 1: Establish building permit categories with turnaround times			
Desired Outcome: Establish certainty for customers and accountability for staff			
Evaluate current tracking systems and capabilities (system-wide)	40 hours	<ul style="list-style-type: none"> CDD Director Commitment of development process managers 	CDD Director Assigned Coordinator (CDD)
Develop a common tracking system (i.e., HTE; Plan Track modification)	80 hours	<ul style="list-style-type: none"> Development Review department directors IT Financial resources to enhance current system Assigned lead discipline staff 	Business Operations Manager
Document procedures for tracking turnaround times	24 hours	Commitment of process managers	Building Official Assigned Coordinator (CDD)
Conduct training on tracking and reporting turnaround times to ensure consistency	16 hours	<ul style="list-style-type: none"> Development Review department directors IT 	Assigned Coordinator (CDD) Business Operations Manager
Identify the baseline for building permit turnaround times	12 hours	<ul style="list-style-type: none"> CDD Director Commitment of development process managers 	Building Official
Establish a reporting framework to communicate results	16 hours	<ul style="list-style-type: none"> City Manager Commitment of development process managers 	Deputy City Manager CDD Director



Goal 1 Action Steps	Task Time ¹	Support needed to make this happen?	First Responsibility
Assess targets based on baseline results	24 hours	<ul style="list-style-type: none"> City Manager/Deputy City Manager CDD Director 	Deputy City Manager CDD Director Building Official
Strategy 2: Create a Permit Coordinator function			
Desired Outcome: Streamline process and ensure consistent and timely response; improve transparency of process through centralized monitoring of plan submittal			
Define responsibilities, duties and benefits of the position	40 hours	City Manager/Council to add the position	CDD Director
Define and articulate the benefits of the position to the city, involved departments, and customers	20 hours	Staff time	CDD Director
Outline the training required for the position	40 hours	Staff time	Supervisor
Conduct the hiring process	3 months (if outside hire)	<ul style="list-style-type: none"> HR and staff time Additional funds (for new hire) 	CDD Director
Evaluate the results of adding the position	8 hours	Time/Input from partner departments	Supervisor
Strategy 3: Improve staff productivity to achieve target turnaround times			
Desired Outcome: Predictability in the process			
Conduct workload analysis	40 hours	<ul style="list-style-type: none"> Staff time Commitment of partner departments 	CDD Director CDD Managers
Provide opportunities for cross-training	On-going	Staff time	CDD Managers
Provide opportunities for scheduling appointments	On-going	<ul style="list-style-type: none"> Staff time CDD Director 	CDD Director CDD Managers/Supervisors
Increase productivity and efficiency by altering Permit Center hours	7 days	<ul style="list-style-type: none"> City Manager Political support to alter hours 	Deputy City Manager CDD Director
Evaluate impact on productivity and turnaround times	Quarterly	Staff time	CDD Managers
Strategy 4: Reduce/eliminate unnecessary steps in the building permit review process			
Desired Outcome: Streamline workflow across disciplines to achieve target turnaround times			
Assess the existing plan review process (using process maps) for dead ends, duplication, and unnecessary steps	Estimated task time 20 hours (if dedicated blocks of staff time)	<ul style="list-style-type: none"> Requires dedicated team and staff time without interruption Commitment of partner departments 	CDD Director Assigned Coordinator



Goal 1 Action Steps	Task Time ¹	Support needed to make this happen?	First Responsibility
Evaluate the types of plans that need to be reviewed by different departments and develop a checklist that determines review triggers	30 hours (Time for each dept. to review plan types; time to develop checklist.)	<ul style="list-style-type: none"> Commitment of partner departments Staff time 	Assigned Coordinator CDD Managers
Seek buy-in and support of the involved departments (Community Development; Fire; Municipal Utilities)	On-going	<ul style="list-style-type: none"> City Manager/Deputy City Manager Commitment of partner departments 	CDD Director Deputy City Manager
Identify unnecessary steps in the plan review process (i.e., a distribution step to enter fees into the system) and eliminate redundancies	24 hours (if dedicated blocks of staff time)	<ul style="list-style-type: none"> Commitment of partner departments Staff time 	CDD Director CDD Managers
Document the revised workflow process and establish policies and procedures to support it	Document revised workflow process (20 hours) Establish policies and procedures (80 hours)	Staff time	Assigned Coordinator
Evaluate resubmittal process and establish guidelines	40 hours	Staff time	Assigned Coordinator
Evaluate and modify the expedited plan check process (existing third-party plan check review process)	40 hours	Staff time	Building Officer Assigned Coordinator
Strategy 5: Address staff needs and gaps			
Desired Outcome: Sufficient staff will be available to meet targets			
Identify and project workload demands to determine core team	40 hours	Staff time	Assigned Coordinator
Establish threshold trigger for bringing on additional staff support (contract vs. permanent)	8 hours	Staff time	Assigned Coordinator
Establish contracts with qualified plan check firms to supplement staff when needed	60 hours	<ul style="list-style-type: none"> Council Staff time 	Assigned Coordinator

¹ Actual estimated task time to complete the action step; does not reflect time from launch to completion which may be impacted by other workload demands



Facilitation Action Plan Matrix – Goal 2

Goal 2: Reengineer the Permit Center with respect to plan intake and customer information with the goal of a seamless operation and true one-stop shop, based in part on the establishment of a new Permit Coordinator position.

This facilitation goal corresponds to the following Implementation Action Plan items: Development Review Process Recommendations 1 and 2. Strategies 1 through 8 for Goal 2 are provided below.

Goal 2 Action Steps	Task Time	Support needed to make this happen?	First Responsibility
Strategy 1: Implement a new permit management system with online customer service and automated field inspection capabilities			
Desired Outcome: Improved customer service tools through a more efficient and effective permit management system			
Secure resources for implementation and ongoing operation	Accomplished	<ul style="list-style-type: none"> City management City Council 	Deputy City Manager
Determine needs by documenting preferred business processes	Accomplished	<ul style="list-style-type: none"> CDD IT Other City departments 	Business Operations Manager
Prepare request for proposals and select vendor	3 months	<ul style="list-style-type: none"> Purchasing Risk Legal Department's top leadership (CM, Council and CDD) 	Business Operations Manager
Develop implementation plan and schedule	15 days	<ul style="list-style-type: none"> Vendor support IT collaboration Permit Center time 	Business Operations Manager
Convert data	3 months	IT and Vendor collaboration with Permit Center, Code Enforcement and Fire Inspections	Business Operations Manager
Customize new system to match revised business processes	4 months	Permit Center, IT and Vendor collaboration	Business Operations Manager
Conduct training and test system	2 months	<ul style="list-style-type: none"> IT and Vendor collaboration Permit Center/CDD Members of the public 	Business Operations Manager
Go live	1 day	IT and Vendor collaboration/Permit Center	Business Operations Manager



Goal 2 Action Steps	Task Time	Support needed to make this happen?	First Responsibility
Acquire resources for and implement ongoing training, system support and refinement	Ongoing	<ul style="list-style-type: none"> • CMO • Council • CDD 	Business Operations Manager
Strategy 2: Optimize HTE and other systems (interim solutions)			
Desired Outcome: Improved customer service through increased functionality in the existing permit management system			
Estimate the timeframe for implementing the new permit management system	1 month	<ul style="list-style-type: none"> • CDD Director and CMO leadership • Input from IT 	Business Operations Manager
Analyze resources available for interim optimization	1 month	<ul style="list-style-type: none"> • IT (analysis) • Finance department info • CDD leadership • Staff time 	Business Operations Manager
Identify and prioritize enhancements using available resources	1 month	<ul style="list-style-type: none"> • IT staff time • CDD Director leadership • Permit Center input • Finance direction • Staff time 	Business Operations Manager Program Manager II
Implement identified enhancements	2 months	<ul style="list-style-type: none"> • CDD Director leadership • IT and CDD collaboration • Staff time 	Business Operations Manager Program Manager II
Strategy 3: Create a Customer Service Tech function			
Desired Outcome: Customer-centered, first point of contact for general information, referrals, and expedited routine permit issuance			
Define responsibilities and duties of the position (include business license review)	10 days	Staff time	CDD Director
Define the benefits of the position to the city and to customers (e.g., fewer steps for the customer, reduced frustration, and better staff utilization)	10 days	<ul style="list-style-type: none"> • City Manager/Council • Staff time 	CDD Director
Outline the training required for the position	10 days	Staff time	Supervisor
Conduct the hiring process and/or reclassification	3 months	<ul style="list-style-type: none"> • HR and staff time • Additional funds (if new hire) 	CDD Director
Strategy 4: Modify public hours and institute appointments			
Desired Outcome: Improve customer service by creating uninterrupted time to respond to calls and emails, review and plan check, time for field reviews, and regular staff meetings and training			
For every job function, identify and document the activities that require uninterrupted staff time	10 days	Staff time to document activities	CDD Director



Goal 2 Action Steps	Task Time	Support needed to make this happen?	First Responsibility
Through marketing tools, inform customers of new hours and explain the purpose and benefits	2 months	<ul style="list-style-type: none"> Funds for printed materials CDD staff (web content and material) IT for web outreach 	CDD Director
Modify public hours (e.g., 7:30 a.m. to 4:30 p.m. or closed to the public every Friday)	N/A	City Manager and Council	City Manager
Establish hours for when certain services are available in the office (e.g., building inspectors)	2 weeks	Staff time for meetings/collaboration	CDD Director
Establish parameters for setting appointments, which types of services can best be addressed by appointments, and procedures for implementation	1 month	Staff time for input	CDD Director
Strategy 5: Redesign the lobby			
Desired Outcome: Improve access, amenities, information and service to the customer			
Assign dedicated reception/starting point(s) to the Customer Service Tech function	5 days	Staff time	CDD Director
Improve and clarify signage	2 months	<ul style="list-style-type: none"> Staff time Funds for new signage 	CDD Director
Create unique spaces for different types of counter work	2 months	<ul style="list-style-type: none"> Staff time for planning the spaces Facilities workers to implement 	CDD Director
Hide back-office functions from public view	1 month	<ul style="list-style-type: none"> Staff time to determine solution IT to shift equipment Funds for purchase (e.g., cubicle barriers) Facilities workers to implement 	CDD Director
Provide a public computer kiosk to access city information	2 months	Funds for furniture and equipment	CDD Director
Strategy 6: Create comprehensive project checklists (include the entire process for the customer)			
Desired Outcome: (How will we know if we are successful?) Reduced customer confusion through process clarification			
Define types of projects that would benefit from process roadmaps	5 days	Staff time	CDD Director
Division managers provide content for the discreet processes and provide the information to a central coordinator	1 month	Staff time	Assigned Coordinator
Create a comprehensive yet simple roadmap for each typical customer process	2 months	Staff time	Assigned Coordinator



Goal 2 Action Steps	Task Time	Support needed to make this happen?	First Responsibility
Strategy 7: Simplify the Fee Schedule* Desired Outcome: Consistent assessment of fees and readily available information <i>*Minor improvements initially; however, significant improvements will require fee study, document review, and Council approval. New permit system may need to be in place to allow for level of simplification that is desired.</i>			
Implement interim solutions (e.g., programming HTE)	4 months	IT assistance	Business Operations
Program HTE to simplify fee assessment (fewer keystrokes/steps)	2 months	<ul style="list-style-type: none"> Staff time (meetings) IT 	Building Official
Hold more trainings/meetings to assure fee assessment consistency	1 month	<ul style="list-style-type: none"> Staff time Training resources 	Building Official
Revise Comprehensive Fee Estimator to include encroachment/fire/MUD permits/others	6 months	<ul style="list-style-type: none"> IT assistance Representatives from MUD, Fire, PW and Building 	Building Official
Long-Term Solution	1 to 3 years	Management and Council approval	City Manager
Conduct a fee study (building and impact fees)	18 months	Management and Council approval	City Manager
Strategy 8: Improve Consistency in Processes Desired Outcome: More consistency and predictability			
Document Procedures <ul style="list-style-type: none"> Identify requirements for submittals Define processes Define responsibilities (staff and customer) 	3 months	Staff time	CDD Director, Building Official and Fire Marshal
Train Staff <ul style="list-style-type: none"> Identify types of training required Locate resources for training, code books and interpretive manuals Identify funding for training Provide time for training 	2 months	<ul style="list-style-type: none"> Staff time Training resources 	Assigned Coordinator
Document Staff Policies (across all areas) <ul style="list-style-type: none"> Write office policies and administrative interpretations Clarify job responsibilities Establish accountability Define customer service 	3 months	Staff time: Work groups to provide input, individuals to create documentation	CDD Director, Building Official and Fire Marshal

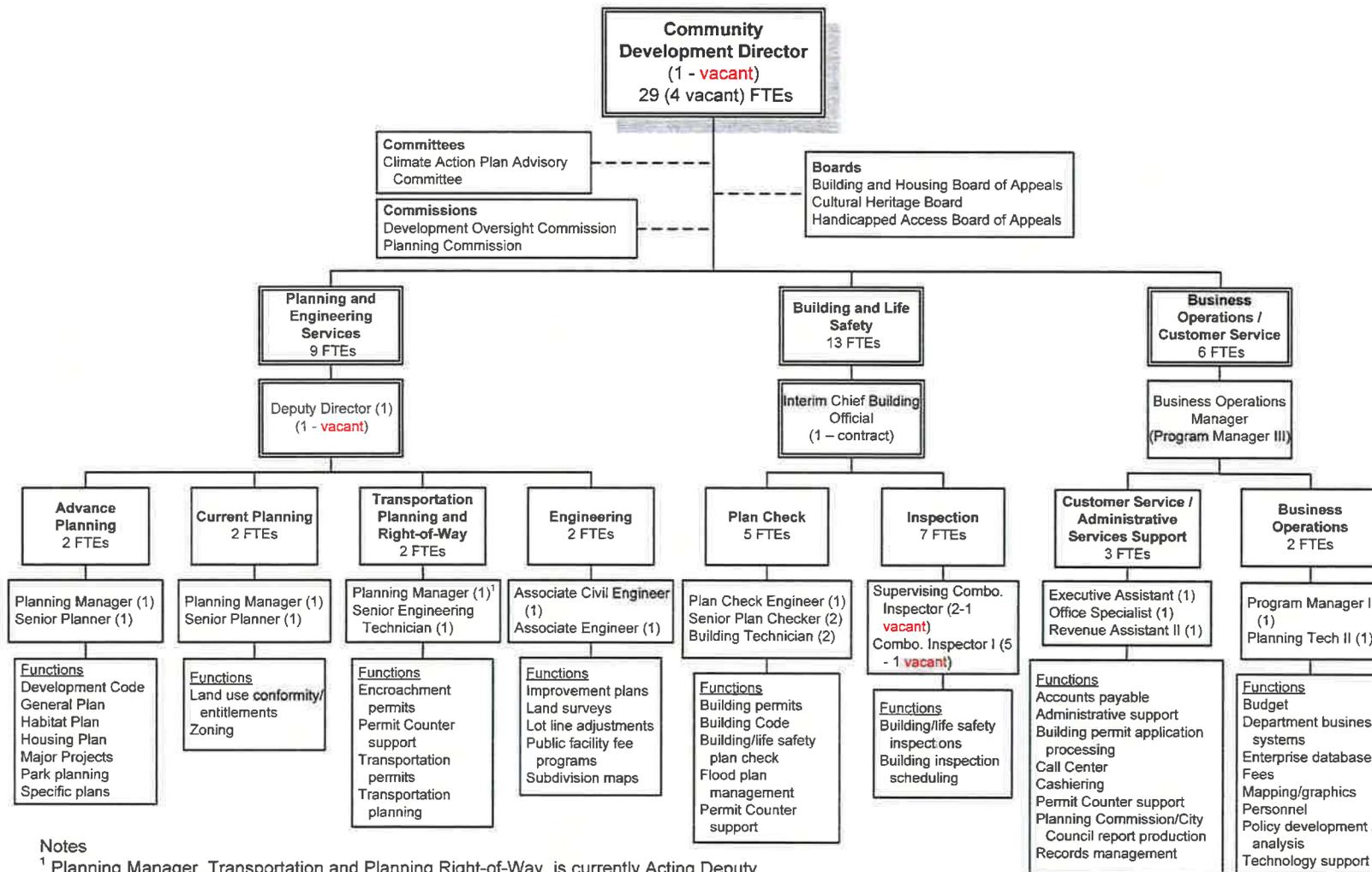


Goal 2 Action Steps	Task Time	Support needed to make this happen?	First Responsibility
Provide Management Support <ul style="list-style-type: none"> • Back up staff who have followed procedures and empower staff to reject incomplete submittals • Support time to complete training and tasks • Support time to set policies 	N/A	City leaders	City Administration
Project Prioritization <ul style="list-style-type: none"> • Determine which types of projects are priorities (what is the project; not who's project) • Follow chain of command when changes in priorities are requested (Department Head should be point of contact) • Ensure changing a priority is an exception not a norm, by evaluating reasons and consequences 	2 months	Staff time from decision makers	City Manager





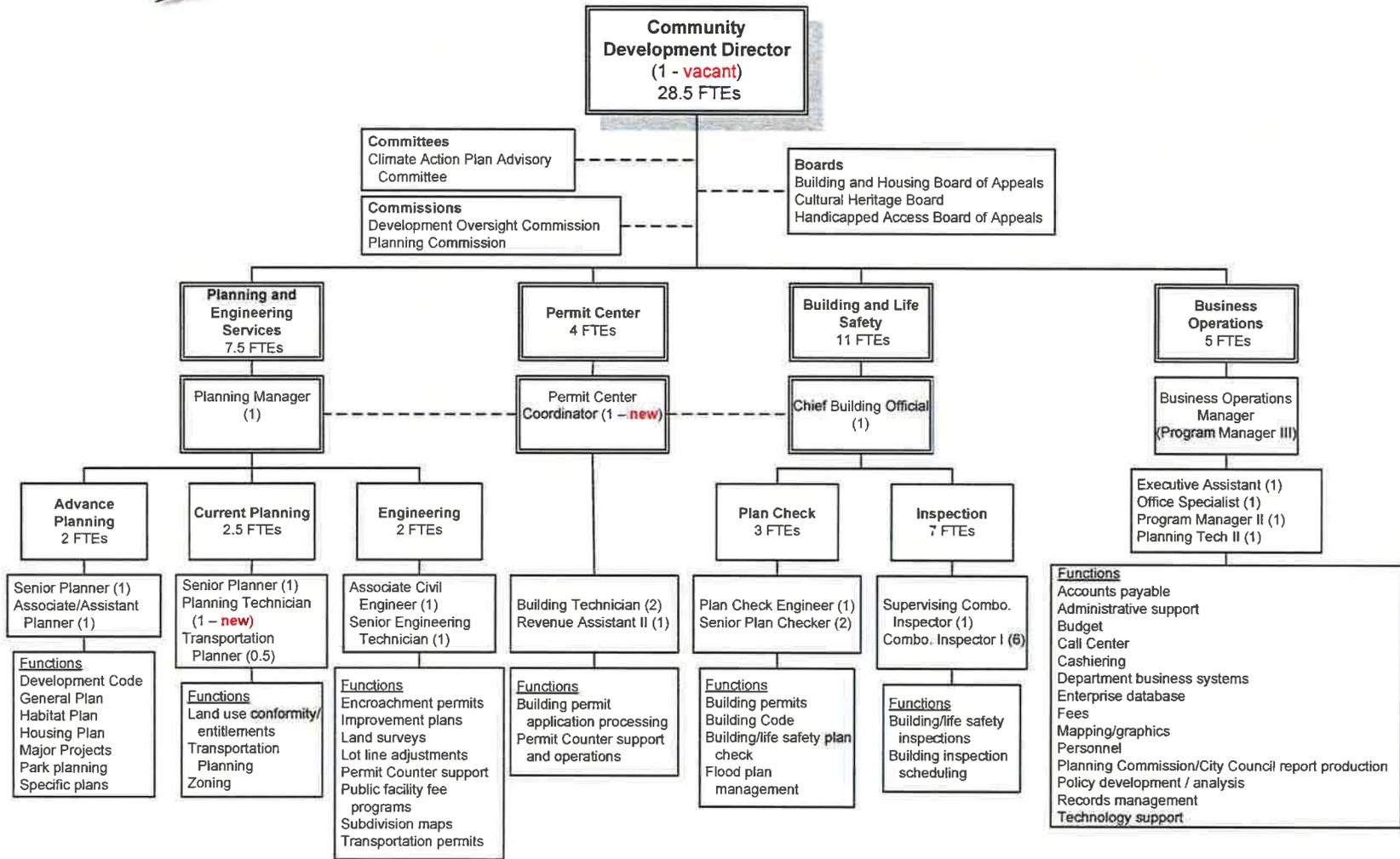
City of Stockton
 Community Development Department
 Existing Functional Organization Chart
 December 2011



Notes
¹ Planning Manager, Transportation and Planning Right-of-Way, is currently Acting Deputy Director of Planning and Engineering Services.



City of Stockton
 Community Development Department
 Alternative Functional Organization Chart
 January 2012



City of Stockton
Community Development Department
Peer Agency Information
January 26, 2012

This document provides a comparison of peer Community Development Departments (or equivalent functions). Unless otherwise noted, the data were gathered through an electronic survey, which was sent to peer cities on November 28, 2011.

Table 1. Peer Agencies

Peer	Department Name	City Population ¹	Total Building Permits (CY 2010)	Total Valuation (CY 2010)
Elk Grove	Development Services	154,594	Not provided	Not provided
Fremont	Community Development	215,711	4,819	\$365,721,107
Modesto	Community and Economic Development	202,290	Not provided	Not provided
Riverside	Community Development	306,779	3,560	\$174,180,809
Roseville²	<ul style="list-style-type: none"> • Development and Operations • Environmental Utilities • Planning and Housing • Public Works 	120,593	4,403	Not provided
Sacramento	Community Development	469,566	13,700	\$284,000,000
Stockton	Community Development	293,515	4,043	\$143,758,733

¹ Source: California Department of Finance, January 2011 data

² Roseville's community development functions lie within four separate departments.

Table 2 lists each peer’s community development related functions, as well as adopted budgets and authorized full-time equivalent employees (FTEs) for FY 2011-12 for each function.

Table 2. Departmental Functions, Budget, FTEs Comparison

Peer	Divisions/Functions	Adopted Budget	Authorised FTEs
Elk Grove^{1,2}	Administration	\$690,400	5.00
	Building Safety and Inspection	\$2,214,200	2.00
	Planning	\$2,133,968	3.00
	Public Works ³	\$4,009,369	5.00
	TOTAL	\$9,047,937	15.00
Fremont	Administration	NA	9.00
	Building ⁴	\$6,198,484	28.50
	Community Preservation	\$800,941	6.00
	Planning	\$4,176,208	18.00
	TOTAL	\$11,175,633	61.50
Modesto	Administration	\$1,031,498	8.20
	Building Safety & Neighborhood Preservation Unit	\$2,266,717	17.00
	Land Development Engineering	\$1,240,289	9.00
	Traffic Engineering & Operations	\$4,327,329	11.00
	Planning	\$1,119,274	22.00
	Transportation Engineering & Design	\$624,787	5.00
	TOTAL	\$10,609,894	72.20
Riverside	Administration	\$451,356	3.00
	Building and Safety	\$2,117,098	16.00
	Code Enforcement	\$4,557,298	27.00
	Planning	\$2,826,513	25.00
	TOTAL	\$9,952,265	71.00
Roseville⁵	Public Works – Building ⁶	\$2,200,000	20.00
	Environmental Utilities – Engineering ⁷	\$2,200,000	5.00
	City Manager’s Office - Development and Operations	\$1,000,000	2.00
	Public Works – Engineering ⁸	\$2,400,000	10.00
	Planning and Housing - Planning	\$2,000,000	16.00
	TOTAL	\$9,800,000	53.00
Sacramento^{1,9}	Building	\$3,612,887	27.00
	Code Operations	\$8,007,762	62.00
	Planning	\$3,718,539	40.00
	Support Services	\$4,146,096	36.50
	TOTAL	\$19,485,683	165.50
Stockton¹	Administration/Operations	\$2,259,326	7.00
	Building	\$1,963,255	13.00
	Planning & Engineering	\$2,370,744	9.00
	TOTAL	\$6,593,325	29.00

¹ Budget and FTE information obtained from FY 2011-12 adopted budgets.

² Does not include General Fund.

³ Includes Public Works Engineering; Capital Outlays make up 54% (\$2,151,500) of the Public Works budget.

⁴ The Building function includes fire plan check and Permit Center staff.

⁵ Roseville’s community development functions are provided by four separate departments; community development related budget resources listed are approximate; FTE resources are for development-related functions only.

⁶ Budget and FTEs include Code Enforcement

⁷ Budget includes engineering services in support of capital improvement, inspections of all new water, wastewater, and recycled water infrastructure, map/GIS conversion, city-wide GIS project support.

⁸ Budget includes capital improvements, traffic engineering, land development, construction inspection, signal operations.

⁹ Customer Service budget and FTEs are included in Support Services.

Table 3 indicates whether the cities have a one-stop development services permit counter, what position classification is in charge of the permit counter, and the positions that provide direct day-to-day support to the counter.

Table 3. Peer Permit Counters

Peer	One-Stop Permit Counter?	Position Classification in Charge of Permit Counter	Positions that Provide Direct day-to-day Support to Permit Counter
Elk Grove	Yes	Permit Center Manager, Building Official	Permit Technician, Planning Technician, Plans Examiner, Plan Review Engineer, Administrative Staff, Community Enhancement Staff
Fremont	Yes	Plan Check and Permit Center Manager	Primarily Zoning Technicians (Planning) and Development Assistants (Building) and an Office Specialist as Receptionist. Plan Check Engineer of the Day, Planner of the Day, Inspector of the Day, Engineer of the Day, etc are also available as needed. Senior Development Services Technicians and Development Services Supervisors and Permit Center Manager also perform daily related services and functions.
Modesto	Yes	Chief Building Official / Development Coordinator	Development Technician, Associate Planner, Plan Review Engineer, Senior Civil Engineer, Environmental Compliance Inspector II, Fire Prevention Inspectors
Riverside	No	NA	Permit Technicians And Development Services Representatives
Roseville	Yes	Community Development Manager	Permit Technician, Permit Analyst, Associate Planner, Associate Engineer, Plans Examiner, Building inspector
Sacramento	Yes	Deputy Chief Building Official	Building Inspector, Planner, Customer Service Representative, Accounting Tech
Stockton	Yes	Business Operations Manager	Building Permit Technician, Planning Managers/Senior Planner

Table 4 lists the position classifications for each peer jurisdiction that are specifically responsible for taking in permit applications and answering basic questions from the public. It also indicates whether the individuals in the position classification are trained to address both planning and building permit related questions.

Table 4. Permit Counter Position Classifications

Peer	Position Classification	Trained to address both planning and building questions?
Elk Grove	Building Permit Technician	No
	Planning Technician	No
	Public Works Technician	No
Fremont	Zoning Technician (Planning)	No
	Development Assistant (Building)	No
Modesto	Development Technician	No
	Plan Review Engineer	No
	Associate Planner (Planning applications only)	No
Riverside	Permit Technician	No
	Development Services Representative	No
	Associate Planner	No
	Plans Examiner	No
Roseville	Permit Analyst	Yes
	Permit Technician	Yes
	Associate Planner	No
Sacramento	Planner	No
	Building Inspector	No
	Customer Service Representative	No
Stockton	Office Specialist	No
	Executive Assistant (Yes-limited)	Yes
	Building Permit Technician	No
	Planning Manager	No
	Senior Manager	No
	Sr Engineering Technician	No

Table 5 below lists funding sources for the FY 2011-12 Community Development Department operating budgets, and the approximate percentage of each funding source.

Table 5. Operating Budget Funding Sources

Peer	Funding Source	Approximate Percentage
Elk Grove	General Fund	
	• Advanced Planning and Planning Commission (\$382,000)	100%
	Development Services Fund	
	• Charges for Service	27%
	• License Fees and Permits	34%
Fremont	• Other Revenue	6%
	• Other Financing Sources	32%
	General Fund	18%
	Developer Fees	73%
Modesto	Charges to Capital Projects	8%
	Other Revenue	<1%
	General Fund	37%
	Building Permit/Planning/Engineering Fees	34%
	Federal Transportation Grants	17%
Riverside	Code Enforcement	5%
	Inter-fund service credit	7%
	General Fund	22%
Roseville ¹	Permits	27%
	Code Enforcement fines and penalties	51%
	General Fund	
Sacramento	• CMO: Development and Operations (\$1,000,000)	100%
	• Planning and Housing: Planning	40%
	Fees or Other Revenue	
	• Planning and Housing: Planning	60%
	• Public Works: Building	100%
	• Public Works: Engineering	100%
Stockton	General Fund	22%
	Other Agency Payments	1%
	Building Permit Fees	33%
	Planning Entitlement Fees	9%
	Code Enforcement	35%
Stockton	General Fund	2%
	Permit Fees	96%
	Grants (Short Term then Permit Fees)	2%

¹ Roseville’s community development-related functions lie within four separate departments. Approximate funding percentages are listed here, as reported by staff.

Table 6 below indicates whether peers have documented or formally established development application cycles/turnaround times for **planning or land use permits or entitlements**, and if so, the turnaround times for each permit category.

Table 6. Turnaround Times for Planning or Land Use Permits or Entitlements

Peer	Does your City have Established Turn-around Times?	Category of Planning/Land Use Permit	Turnaround Time (days)
Elk Grove	Not provided	Not provided	Not provided
Fremont	No	NA	NA
Modesto	Yes	Zoning Applications (Planned Developments, PD Amendments, tentative subdivisions, parcel maps)	150
		Minor Zoning Applications (CUP, Development Plan Review)	90
		Administrative Review Applications (Lot Line Adjustments, Second Story Review, Cert of Compliance)	45
Riverside	Yes	Conditional Use Permits	120
		Tentative Tract Maps (not in Residential Conservation Zone)	90
		Tentative Tract Maps (in RC Zone)	120
		General Plan Amendments	180
		Rezoning	120
		Specific Plan Amendments	18
Roseville	Yes	Planning Entitlements provide for a 30 day response from submittal for formulation of conditions and a project evaluation meeting	30
		Administrative permits are typically responded to in 7 days	7
		Minor permits with 10 day posting approved on the 11 th day	11
Sacramento	No	NA	NA
Stockton	No	None established.	NA

Table 7 indicates whether peers have documented or formally established development application cycles/ turnaround times for general categories of **building permits**, and if so, the turnaround times for each permit category.

Table 7. Turnaround Times for Building Permits

Peer	Does your City have Established Turn-around Times?	Category of Building Permit	Turnaround Time (days)
Elk Grove	Yes	Commercial Reviews - Initial Review	15 business days
		Commercial Subsequent Reviews	10 business days
		Residential Reviews - Initial Review	10 business days
		Residential Subsequent Reviews	5 business days
Fremont	Yes	Initial Submittal - new construction	23 days
		Resubmittals	12 days
		Tenant Improvements - No site Improvements	10 days
		Tenant Improvement Resubmittal	5 days
Modesto	Yes	Building Review Only	10 days
		Development Permit (all departments) - single review letter containing all department comments	30 days
Riverside	Yes	New buildings	20 days
		Major Additions/ alterations	10 days
		Minor projects or minor revisions	over the counter
		Major revisions to approved plans	10 days
Roseville	Yes	Minor permits counter review - same day	Same day
		Minor with review - next day	1 days
		Expedited plan review	7 days
		Standard process first review	21 days
		Standard process subsequent reviews	14 days
		Third party issuance - same day	Same day
Sacramento	Yes	New Single Family Residence	25 days
		Residential Addition	20 days
		Residential Remodel	15 days
		New Commercial Building	25 days
		Commercial Addition	20 days
		Commercial Remodel	20 days
Stockton	No	None established.	NA

Table 8 lists the types of building permits peer jurisdictions issue electronically or by fax, and whether they are issued electronically or by fax (or both). The table also indicates the method of payment for permits (i.e., credit card, check) and whether payment can be made online or must be made in person.

Table 8. Issuance and Payment Methods of Building Permits

Peer	Type of Building Permit Issued Electronically or by FAX	Method of Issuance	Payment Method(s) accepted(s) accepted (i.e., check, credit card)	Payment Method (in-person, on-line, either)
Elk Grove	Electrical	By fax	Credit Card	Not provided
	Plumbing	By fax	Credit Card	Not provided
	Mechanical	By fax	Credit Card	Not provided
	Minor Residential Repairs	By fax	Credit Card	Not provided
	Reroof Project	By fax	Credit Card	Not provided
	Over-the-Counter Permits	By fax	Credit Card	Not provided
Fremont	Roof	By fax	Credit Card	Not provided
	Pest (e.g., dry rot)	By fax	Credit Card	Not provided
	Electrical	By fax	Credit Card	Not provided
	Plumbing	By fax	Credit Card	Not provided
	Mechanical	By fax	Credit Card	Not provided
	Window Retrofit	By fax	Credit Card	Not provided
	Door Retrofit	By fax	Credit Card	Not provided
Kitchen/Bath Remodel	By fax	Credit Card	Not provided	
Modesto	Roofing	By fax	Credit Card	Not provided
	HVAC Change-outs	By fax	Credit Card	Not provided
	Electrical Service Changes	By fax	Credit Card	Not provided
	Water Heaters	By fax	Credit Card	Not provided
Riverside	None	NA	NA	NA
Roseville	Water heater	Electronically	Credit Card	Online
	Reroof	Electronically	Credit Card	Online
	Minor Electrical	Electronically	Credit Card	Online
	Minor Plumbing	Electronically	Credit Card	Online
Sacramento	Minor Permits (no plans)	By fax	Credit Card	Either in person or online
	Minor Permits (coming soon)	Electronically	Credit Card	Either in person or online
Stockton	None	NA	NA	NA

Table 9 indicates whether the peer cities provide the option to use an outside plan check firm to perform building plan check services. If the cities provide that option, the table indicates who decides when to use a third party, who chooses the third party (from a list of outside contract plan check firms), and the percentage of the building plan check fee retained by the city for processing/administering the third party plan checks.

Table 9. Third Party Plan Check

Peer	Is third party plan check an option?	Who decides when to use a third party plan check?	Who chooses the third party?	What percentage of the building plan check fee does the city retain?
Elk Grove	Yes	The City	The City	47%
Fremont¹	No*	NA	NA	NA
Modesto	Yes	The City	The City	The City has “cost based” fees, so they recover the cost of actual time spent.
Riverside	No	NA	NA	NA
Roseville	Yes	The City	The City	City retains 100% as the City is currently not collecting 100% of costs. Third party is used to expedite reviews. Roseville's third party review provides for a City contractor to review plans as they are being drafted. Upon completion of the construction drawings the plans are ready for permit issuance. Contractor delivers plans to the City and permit is issued the same day.
Sacramento	No	NA	NA	NA
Stockton	Yes	The applicant	The applicant	The City retains 35%; the applicant negotiates with outside plan check firm for remainder of fee (65%) or less if negotiated.

¹*Fremont does not provide the option but does use outside plan check services to supplement city staff to ensure agreed upon time frames are met. Additionally, the City uses consultant plan check services for specialty work.*



City of Stockton - Permit Center Documents

January 26, 2012

Management Partners was provided with hard copies of the documents that are available for customers to pick up at the Permit Center. The following tables list these documents, as well as indicate if they are available electronically on the Community Development Department's website. The names of the documents that were provided to Management Partners are listed in the tables below. An 'x' in the web column indicates that the document is also available online; if the document can be filled in electronically, it appears in **bold type**.

Table 1. Brochures

Building ¹		Planning ²		Engineering & Transportation		Fire Prevention	
Brochure Name	Web	Brochure Name	Web	Brochure Name	Web	Brochure Name	Web
TIPS: Tenant Improvement Project Submittals	x	Plans	x	Engineering and Transportation Planning Section		Fire Department Service Fees	
Construction Permits & Plan Check	x						
The Building Division	x						
CDD/Building Division VoicePermits Reference Guide	x						
Inspections: What you need to know	x						
Selecting an Engineer, Architect and Contractor	x						
The Permit Center Report Card							
Customer Comment Card							
Flood Safety Information	x						

¹ *Building brochures not provided in hard-copy, but available on the Building website:*

Water and Sewer Service Applications (outside City Limits), Aplicaciones de Servicio de Agua y Drenaje

² *Planning brochures not provided in hard-copy, but available on the Planning website:*

Certificate of Appropriateness, Child Care Centers, Design Review, Development Standards (lot size, density, setback, height requirements), Fence Regulations, Large Family Child Care Home, Rezone/Prezone, Signs, Site Plan Review, Subdivision Map, Use Permit

Table 2. Applications / Forms

Building ¹		Planning ²		Engineering & Transportation		Fire Prevention	
Applications / Forms	Web	Applications / Forms	Web	Applications / Forms	Web	Applications / Forms	Web
Application for Permit	x	Universal Planning Application	x	Daily Transportation Permit	x	Fire Plan Check Application	x
Outside Plan Check Request Procedure, Part I and Part II	x			Annual Transportation Permit	x	Knox Product Purchase Application	x
County of San Joaquin Hazardous Materials Disclosure Survey	x			Deferred Improvement Agreement	x	Operational Fire Permit Application	x
National Flood Insurance Program: Elevation Certificate and Instructions	x			Final Parcel Map	x	Inspection Application	
Special Inspection and Testing Agreement	x			Final Subdivision Map	x	One Time Fire Permit Inspection Application	x
Construction and Demolition Recycling Plan	x			Improvement Plans	x	Declaration of Closure	x
				Lot Line Adjustment	x	Research Request	
				Notice of Lot Merger	x	Small Non-Profit Affidavit Place of Assembly Fire Permit	x
				Revocable Permit Request For Private Fence	x		
				Revocable Permit Request For Private Improvement	x		
				Revocable Permit for Groundwater Monitoring Wells	x		
				Revocable Permit for Sidewalk Cafe	x		
				Utility Master Plans	x		

¹ Building applications/forms not provided in hard-copy, but available on the Building website:

Deferral Program, Demolition Permit Release Form, Owner-Builder Form, San Joaquin Valley Unified Air Pollution Control District Compliance Questionnaire, Special Inspection and Testing Agreement, Unreasonable Hardship Request

² Planning applications/forms not provided in hard-copy, but available on the Planning website:

Airport Land Use Commission, Annexation - Application/Process/information, Certificate of Appropriateness, Home Occupation Permit, Multi-Species Habitat Conservation & Open Space Fee, Refund, Information/Copies/ResearchRequest

Table 3. Handouts

Building		Planning		Engineering & Transportation		Fire Prevention	
Handouts	Web	Handouts	Web	Handouts	Web	Handouts	Web
New Construction Impact Fee Deferral Program	x	Universal Planning Application Submittal Matrix	x			Knox Box Prices	
Building Division Quick Check Policy		Planning Fee Worksheet	x			Fire Prevention Division Fee Schedule	
2010 Residential Energy Checklist: Additions / Alterations	x	Universal Planning Application Information	x			Notice of Intent to Conduct a Fire Safety Inspection	NA
Non-residential Re-roofs in Climate Zone 12	x					Annual Fire Inspection	NA
Span Tables for New Structures and Additions	x					Notice of Violation - Failure to Renew Annual Operational Fire Permit	NA
Plan Check Information							
General Contacts/Phone Numbers							
Residential Water Heater Replacements - General Requirements	x						
Carbon Monoxide Detection & Warning Equipment	x						
Residential Window Replacements - General Requirements	x						
Swimming Pool Safety Act	x						
Photovoltaic Supplemental Information	x						
Work Exempt from Permit	x						
New 2010 CA Building Codes - Summary of Changes	x						
Residential Re-roof - Energy Compliance Requirements	x						
NOTICE: AB 2335 Amends CHSC Sec. 19825, Apps seeking Owner-Building construction permits - Considering Becoming an Owner-Building? - Property Owner's Package	x						

Building		Planning		Engineering & Transportation		Fire Prevention	
Handouts	Web	Handouts	Web	Handouts	Web	Handouts	Web
Job Site Copy Inspection Record Envelope	N/A						
Residential Balcony/Deck Standard (drawing)	x						
Free Standing Residential Patio Covers: Bracing Details (drawing)	x						
Single Story Garage Braced Wall & Holdown Details (drawing)	x						
Bedroom Egress Window Requirements (drawing)	x						
PG&E 2009 Overhead Service Requirements (drawing)							
Roof Access Platform, Railing and Ladder (drawing)							
Smoke Detector Requirements in Residential Occupancies (drawing)	x						
Sample Site Plans, Floor Plans, Elevations and Vicinity Maps (drawing)							
Typical Residential Patio Cover (drawing)							

Table 4. Handouts found on Website, but not available in Hard-Copy

Building Document Name	Planning Document Name	Engineering & Transportation Document Name	Fire Prevention Document Name
2008 Building Energy Efficiency Standards Residential HVAC Alterations		Standard Specifications	PUBLIC FIREWORKS / PYROTECHNICS DISPLAY PERMIT APPLICATION
Ventilation Calculation Worksheet		Bench Marks, Elevations and Descriptions	HIGH-PILED COMBUSTIBLE STOCK PACKET
Residential CALGreen Mandatory Measures		Public Facilities Fee Calculation Work Sheet	E.D.I.T.H
Residential Indoor Water Use - Prescriptive Method			All Kids Safe A Home Plan Grid
Residential Indoor Water Use - Calculation Method			Water Safety Coloring Book
Residential Green Building Installer's Declaration			Children's Fire Safety Tips - Preschool & Elementary
2010 Residential Energy Additions/Alterations Checklist (Prescriptive Approach)			Beyond Burned Fingers
Public Facilities Fees Worksheet			Sesame Street Fire Safety Color Book
Conventional Light Frame Details for Single Story Residential Construction (Drawing)			Let's Have Fun with Fire Safety Activity Book
			Smoke Detector Program & Request Form
			10 Simple Fire Safety Tips
			A Fire Safety Message from the Stockton Fire Dept
			False Fire Alarms
			Fire and Burn Safety for People with Disabilities
			Residential Premise History Form
			Christmas Tree Fire Safety
			Fire Safety Rules
			Flash Fires & Flammable Materials
			Holiday Safety Guide
			Home Cooking & Fire Safety

Building Document Name	Planning Document Name	Engineering & Transportation Document Name	Fire Prevention Document Name
			Home Safety Inspection Worksheet
			Home Security Can Kill
			Workplace Safety
			Plan To Get Out Alive
			Responsibilities
			Fire Extinguisher Information
			Know the "PASS" System
			Independent Living Series, Home Safety
			Fire Safety Checklist for Older Adults
			Plan 2 Survive
			Earthquakes
			Beat the Heat
			Smoke Detector Program (Spanish)
			La Prevencion De Incendios Salva Vidas
			Consejos para prevenir accidentes durante la Navidad
			Beat the Heat Poster (Spanish)
			Let's Have Fun with Fire Safety Activity Book (Spanish)



City of Stockton
Community Development
Website Documentation Comparison
January 26, 2012

Table 1. Planning Website Documentation Comparison

Peer	Fee Calculators	Planning				Application Fees	Number of Handouts
		Applications / Forms	Application Submittal Requirements	Checklists			
Stockton Best Practice: Electronic completion of applications	Planning Fee Worksheet	Universal Planning Application (Y) Airport Land Use Commission (Y) Annexation Application (Y) Certificate of Appropriateness (Y) Hope Occupation Permit (Y) Multi-Species Habitat Conservation & Open Space Fee Application (Y) Request for Refund (Y) Information / Copies / Research Request Form (Y)	None	None	Query web application	Brochures: 12 Handouts - 3	
Roseville Best Practice: Planning checklists and requirements in one	None	Universal Application (N) Sign Permit (N) Minor Design Review Permit (N) Reasonable Accommodation (N)	Building Additions and New Construction Façade Improvements Nightclubs Pedestrian Zone Improvements Pre-Design Projects (Catalyst Sites) Residential to Commercial Conversion	*Most checklists also include requirements Design Review Permit Major Project Permit Design Review Permit Modification Minor Design Review Permit Planned Development Permit or Map Extension Conditional Use Permit Rezone or General Plan Amendment Home Occupation Clearance Farmers Market Annexation Sphere of Influence Development Agreement Temporary Outdoor/Commercial Plaza Events Condominium Conversion Tentative Subdivision Map Tentative Parcel Map Easement Abandonment Lot Line Adjustment/Voluntary Merger Permit or Map Extension Second Units Flood Encroachment Grading plan Telecommunications facilities Outdoor Seating (sidewalk) Sign Exception Planned Sign Permit Program	Planning Fee Schedule	9	

		Planning				
Peer	Fee Calculators	Applications / Forms	Application Submittal Requirements	Checklists	Application Fees	Number of Handouts
Elk Grove	None	Planning Application Form (General) (N) Temporary Use Permit (N) Old Town Design Review Type 1 & 2 (N) Variance Supplemental Application (N) Tree Permit (N) Property Owner's Letter of Authorization (N)	None	DOWNPAYMENT ASSISTANCE PROGRAM APPLICATION CHECKLIST	Development Related Fees	1
Modesto Best Practice: Excel Fee Worksheets	New Commercial Development Fee Worksheet (Excel) New Residential Development Fee Worksheet (Excel)	Planning Uniform Application (N) Environmental Information Form (N) Environmental Resource Study Area Development Review (N) Financial Interest Disclosure (N) Lot Line Adjustment Application (N) Planning Administrative Approval Application (N) Questionnaire for Variances (N)	Abandonment Administrative Approval Annexation Development Plan Review Lot Line Adjustment Second-Story Tentative Subdivision and Parcel Map Variance Zoning	None	Planning Division Fee Schedule Fiscal Year 2011-12 Development Fee Schedule	7



		Planning				
Peer	Fee Calculators	Applications / Forms	Application Submittal Requirements	Checklists	Application Fees	Number of Handouts
Fremont	None	Planning Application Form (Y) Fee Deferral Program Application (N)	Agricultural Preserves Appeals to the Planning Commission Building Permit with Site Plan and Architectural Review Building Permit with Site Plan and Architectural Review Second Story Review Conditional Use Permit Daycare Home Permit Development Agreement Environmental Impact Assessment Extensions for Time Findings - General Finding for Reasonable Accommodation of Persons with Disabilities General Plan Amendment Historic Significance - Request for Evaluation Historical Architectural Review Home Occupation Permit Lot Combination Lot Line Adjustment Modifications to Subdivision Regulations On-Site Courtesy Notice Specifications Planned District - Major Amendment; Planned District - Major Amendment - Comm Dev Director Planned District - Preliminary and Precise Planned Unit Development Preliminary Building Permit with Site Plan and Architectural Review; Preliminary Grade Plan Preliminary Review Process (PRP) Private Street Rezoning Sign Permit - Building; Sign Permit - Freestanding; Sign Permit - Temp Banner; Sign Permit - Temp Window Signs - Planned Signing Program Finding for Site Plan and Architectural Review Tentative Parcel Map; Tentative Tract Map Tract Sales Office and Model Home Complexes Vacations of Public Streets and Easements Variance Wireless Telecom System Facilities - Conditional Use & Zoning Administrator Wireless Telecom System Facilities -Site Plan and Architectural Review Zoning Administrator Permit - Fences and Hedges; Zoning Administrator Permit - General; Zoning Administrator - Sidewalk Dining		Application and Permit Fee Schedule	Sign Handouts - 4 Design Guidelines - 9
Best Practice: Electronic completion of application; requirement and checklist in one						



		Planning				
Peer	Fee Calculators	Applications / Forms	Application Submittal Requirements	Checklists	Application Fees	Number of Handouts
Riverside	None	General Application Form and Checklist (Y) Beverage Container Application (Y) Administrative Sign Review (Y) Water Efficient Landscaping and Irrigation (N) Variance Justification Form (N) Variance Signature Page (N) Beverage Container Application (N) Demolition Permit (N) Environmental Information Form (N) General Application Form (N) Grading Exceptions Justification Form (N) Hope Occupations Form (N) Large family Day Care Permit (N) Minor Condition Use Permit (N) Modification Justification Form (N) Hazardous Site Plan (N) HazMat Disclosure Statement (N) Temporary Use Permit Application (Y) Zoning Administrator Forms Admin Certificate of Compliance (N) Admin Environmental Review of Grading (N) Admin Sign Plan Review (N) Admin Variance Request (N) Alcohol Sales/Entertainment (N) Appeal Information (N) Application Forms and Checklist (N) Daycare Permit Application (N) Lot Line Adjustment or Consolidation (N) Military Notification for Projects within 1,000' of MARB/MIP (N) Minor Conditional Use Permit (N) Temporary Use Permit (TUP) (N) Variance Submittal Policy for the RC Zone (N) Verification of Nonconforming Status (N) Zoning Administrator Tentative Schedule (N)	Biological Survey Requirements Cultural Resource Report, Survey and Study Requirements Drive-Thru Business Environmental Review of Grading Street Name Change	General Application Form and Checklist (Y) Variance Information Sheet Annexations Certificate of Compliance Conditional Use Permit Condominium Conversion Permit Development Agreements General Plan Amendment Lot Line Adjustment and Consolidation Specific Plan Amendment Street-Alley-Walkways Vacations Traffic Pattern Modifications Verification of Nonconforming Rights Wireless Communications Zoning Map and Ccde Amendment (Rezone)	Planning Services Fee Schedule	Drawings – 4 Handouts - 29
Best Practice: Electronic completion of application; general app and checklist in one						



Planning						
Peer	Fee Calculators	Applications / Forms	Application Submittal Requirements	Checklists	Application Fees	Number of Handouts
Sacramento Best Practice: Fee Worksheets	* NOT Calculators Design Review Fee Worksheet Planning Commission Worksheet Planning Director Fee Worksheet Preservation Fee Worksheet Zoning Administrator Fee Worksheet	Application (Universal) (N) Appeal Form - Design Commission or Director (N) Appeal Form - Planning Commission (N) Appeal Form - Planning Director (N) Appeal Form - Preservation Commission or Director (N) Appeal Form - Zoning Administrator (N) Application for Ministerial Review of Convenience Recycling Facilities (N) Application for Ministerial Review of Second Residential Units (N) Building Move Application (N) Design Review Reconsideration Form (N) Home Occupation Permit Application (N) Preservation Reconsideration Form (N) Reasonable Accommodation Application (N) Request to Demolish a Building, 50 years of Age or Older (N)	Home Occupation Permit Requirements Historic Preservation Submittal Matrix Planning Submittal Matrix	Design Review Additions and Exterior Modifications Check List Design Review Submittal Matrix Single and Two Family Dwelling Design Review New Construction Checklist	Fee List – Alphabetical or by Agency (19 Planning fee types)	None Lengthy FAQ



Table 2. Building Website Documentation Comparison

Peer	Fee Calculators	Building Applications / Forms	Submittal Requirements	Submittal Checklists	Application Fees	Number of Handouts
Stockton Best Practice: Electronic completion of application	Public Facilities Fees Worksheet	Application for Permit (Y) Construction and Demolition Recycling Plan (N) Deferral Program PDF (Y) Demolition Permit Release Form (Y) National Flood Insurance Program; Elevation Certificate (N) Office Of Emergency Services Hazardous Materials Disclosure Survey (N) Outside Plan Check Request (N) Owner-Builder Form (N) San Joaquin Valley Unified Air Pollution Control District Compliance Questionnaire (N) Special Inspection and Testing Agreement (N) Unreasonable Hardship Request (N) Request for Refund (Y) Information / Copies / Research Request Form (Y)	None	None	Query web application	Brochures – 9 Drawings – 10 Energy Code Requirements – 5 Green Building Standard Codes - 6
Roseville Best Practice: Electronic completion of application	None Residential Fee Booklet (Worksheet) Commercial and Industrial Fee Booklet (Worksheet)	Building Division Permit Form (Y) Single Family Residential Development Impact Fee Deferral Program (Y) PRE ROOF INSPECTION INFORMATION FORM (N) Worksheet for Accessibility Requirements (Y) MODEL HOME COMPLEX APPLICATION (Y) TEMPORARY SALES TRAILER APPLICATION (Y) Residential Submittal Comment Form (N) Temporary Sales Trailer Application (N) Model Home Complex Application (N)	Temporary Power Pole Requirements Tenant Improvement Design Requirements Electric Service Entrance Requirements Re-Roofing Requirements TANKLESS WATER HEATER INSTALLATION REQUIREMENTS Codes Requirement on Expansion Tank for Water Heaters ELECTRIC PEDESTAL PERMIT / INSPECTION REQUIREMENTS REQUIREMENTS FOR TERMITE / DRY ROT REPAIR COMMERCIAL PLAN CHECK SUBMITTAL REQUIREMENTS FOR NEW CONSTRUCTION Carports & Detached Sheds Re-Roofing and the 2008 California Residential Energy Compliance Requirements for Cool Roofs Non Electric Solar Panel Permit Requirements For Single Family Dwelling Pool and Water Heating Residential Master plan Fire Sprinkler Submittal Requirements Patio Cover Permit Requirements NEW MASTER PLAN SUBMITTAL REQUIREMENTS Raised Decks Requirements Retaining Wall Permit Requirements Single Family Dwelling Submittal Requirements Smoke & Carbon Monoxide Alarm Requirements Deck Guardrail Requirements HVAC Requirements New Master Plan Submittal Requirements Residential Addition Submittal Requirements Residential Care Facilities (R3.1) Requirements	New Commercial Plan Check Submittal Interior Remodeling Checklist Non-Residential HVAC Replacement Submittal Checklist Non-Residential Construction Plan Check Non Residential Early Civil Plan Check INTERIOR REMODEL GUIDELINES FOR BUILDING PERMITS ICC Patio Cove- Permit Checklist Residential Care Facilities, R3.1, Checklist	Building Permit / Plan Check Fee Table and Strong Motion Tax Residential Fee Booklet Commercial and Industrial Fee Booklet COMMERCIAL FEE SCHEDULE	~50



Peer	Fee Calculators	Building				Number of Handouts
		Applications / Forms	Submittal Requirements	Submittal Checklists	Application Fees	
			Residential Fire Sprinkler Submittal Requirements Re-Roof Cool Roof Requirements Certificate of Occupancy Requirements Tenant Improvement Information Required Worksheet for Accessibility Requirements			
Elk Grove	None	Application for Building Permit (N) Application for a Certificate of Occupancy (N) Application for Permit of Construction Commenced Without Permits and/or Inspections B-04-08 (N) Application/Permit Extension Request (N) Addressing Application Commercial and Non-Subdivision (N) Waste Management Plan Application (N) Special Investigation Form (N) Non-Occupied Utility Request (N) WATER HEATER CHANGE OUT (N) UNREASONABLE HARDSHIP DETERMINATION FOR COMMERCIAL ALTERATION PROJECTS (N)	** handout establishes a procedure for complete plan review submittals (seem like requirements and checklist in one) Commercial Coaches, Temporary Sales Trailer Manufactured Homes Garage Conversion Kitchen Remodels New Commercial Buildings New Residential Buildings Patio Covers and Similar Accessory Buildings Production Homes Residential Building Additions & Remodels Residential Master Plans Signs (building, freestanding, pole) Spec Office Tenant Improvements Swimming Pools, Hot Tubs and Spas Tenant Improvements Water Heater Installations		Development Related Fees	24
Modesto Best Practice: Electronic completion of application; Excel Worksheets	New Commercial Development Fee Worksheet* New Residential Development Fee Worksheet*	Permit Application (Y) Affidavit and Request for Copy of Plans on Microfilm Applicant's Information Transmittal Sheet Building Permit Extension Form Disabled Access Declaration Worksheet Disclosures & Forms for Owner-Builders Applying for Construction Permits El Procedimiento del Pedido de Inspeccion Hazardous Materials Storage/Use Questionnaire Master Plan Review Owner Builder Considerations Owner Builder Notice Phone Permit System Plan Check Submittal Form for Commercial or Multifamily Projects Request for Refund of Permit Fees Residential Electrical Load Worksheet Residential Plan Check List for Interior/Exterior Remodels Residential Plan Check List for New Construction Subcontractor List Vacant Properties Registration Form Banner - Outdoor Permit Application Cold Air Inflatable Devices Permit Application	Emergency Escape And Rescue Windows Requirements Kitchen Counter Top Receptacle Requirements Parking Lot Review Requirements Residential Bathroom Requirements Residential Plan Review Requirements Residential Stairway And Handrail Requirements	Residential Plan Check List for Interior/Exterior Remodels Residential Plan Check List for New Construction	Fiscal Year 2011-12 Development Fee Schedule	53



Peer	Fee Calculators	Building Applications / Forms	Submittal Requirements	Submittal Checklists	Application Fees	Number of Handouts
Fremont	None	Building Permit Application (N) Temporary Sign Permit - Banner (N) Temporary Window Sign Permit Application (N) Alternate Materials and Methods of Construction Request Authorization of Agent Hazmat Disclosure Letter of Agreement for Structural Observation Letter of Plan Review and Agreement Owner Builder Verification Smoke & Carbon Monoxide Affidavit Request to view building permit records Special Inspection Testing Agreement / Recognized Testing Agencies Tenant Improvements	None	Solar PV Residential Permit Submittal Checklist Solar PV Inspection Checklist	Building Permit Fee Schedule Electrical Code Review and Permit Fee Schedule Fire Code / Alarm / AFES Application and Permit Fee Schedule Mechanical Code Review and Permit Fee Schedule Plumbing Code Review and Permit Fee Schedule	
Riverside	None	* Can't find general app on website After Hours Service Request Form Authorized Agent Form (Owner) Authorized Agent Form (Contractor) California Green Compliance Form - Lumber Moisture California Green Compliance Form - Green Label Carpet Contractor Information Residential HVAC Replacements Contractor Statement Of Responsibility (CPVC Pipe) Contractor Statement Of Responsibility (Special Inspections) Demolition Disclosure Form Homeowner Information for HVAC Replacements "New Tenants" Permit Application Property Owner's Package Requesting Copies of City Approved Plans Smoke Alarm Retrofit Verification-Multifamily Dwellings Smoke and Carbon Monoxide Alarm Verification Form Swimming Pools - Pool & Spa Barriers (Door Protective Verification Form) - Swimming Pool Demolition Tract Data Sheet Tract Inspection Request Form Special Inspector's - Certificate of Compliance - Correction Notice - Progress Report	Building Code Requirements for Child Day Care California Green Code Requirements - Non-residential California Green Code Requirements - Residential	None	Building Permit & Plan Check Fees	Drawings - 27 About Permits - 8 Permits via Mail - 3 Handouts - 21



Peer	Fee Calculators	Building	Submittal Requirements	Submittal Checklists	Application Fees	Number of Handouts
Sacramento Best Practice: Electronic completion of application	NOT Calculators Building Preliminary Fee Worksheet Design Review Fee Worksheet Preservation Fee Worksheet	Universal Application (Y) Address Request Form Authorization to Sign for Contractor Authorization to Sign for Owner Builder Building Code Violation Complaint Form Certificate of Occupancy Request Form County Regional Sanitation Impact Fee Form Deferred/Revision Submittal Form CALGreen Building Forms Owner Builder Verification Smoke/Carbon Monoxide Detector Owner Certification of Compliance Wrecking Permit Sign Permit Application Special Inspection Form Heating (HVAC) Questionnaire Form Over the Counter Roofing Approval Form Over the Counter Siding Approval Form Over the Counter Window and Door Approval Form Site Drainage and Encroachment Questionnaire Application for Plumbers Certification of Competency Accessibility Upgrade	Criteria for Over-the-Counter Plan Review Pool Requirements Residential Building Code Requirements	PG&E Safety Inspection Checklist SMUD Safety Inspection Checklist Alteration and Tenant Improvement Submittal Checklist Sign Permit Submittal Checklist Submittal Checklist for New Commercial and Additions	Fee List – Alphabetical or by Agency (17 Building fee types)	16

Table 3. Universal Application Summary - Electronic Completion¹

Peer	Planning	Building
Stockton	Yes	Yes
Roseville	No	Yes
Elk Grove	No	No
Modesto	No	Yes
Fremont	Yes	No
Riverside	Yes	Not available
Sacramento	No	Yes

¹All applications listed above can be downloaded, saved, and printed. A 'yes' in this table indicates that the permit may also be filled out electronically.

