

ORGANIZATIONAL ASSESSMENT OF THE COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

CITY OF SALINAS, CA

Final Report

October 2, 2013



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EXECUTIVE SUMMARY AND STRATEGIC ACTION PLAN

This Executive Summary highlights the results of Citygate Associates, LLC's organizational assessment of the City of Salinas Community and Economic Development Department. Citygate conducted the fieldwork for this study between April 2013 and July 2013.

The goal of this assessment is to provide an analytical third party analysis of the operations of the Community and Economic Development Department and to design a forward-looking Strategic Action Plan for improvements in the Department.

During the course of this study Citygate received input from Community and Economic Development Department customers of various types, applicants, business community stakeholders, non-applicant neighborhood stakeholders, the Mayor, City Manager, Department Heads, division managers, supervisors, and frontline professional and support staff. We also had access to extensive public records and documents throughout the course of the study.

Like many cities in California, Salinas' Community and Economic Development Department is in need of resources and attention. Relative to other cities, Salinas has been hit particularly hard during the Great Recession.

Fortunately, many of the staff members that remain are dedicated, talented, honest, professional, and competent. Based on our interviews, Citygate observed that elected leaders, community stakeholders, and customers believe that the City has capable and well-intended staff, in most instances.

The Department, if given support and resources, is in a good position to commit to continuous improvement and to approach its performance and customer service problems anew. The economy is improving and it is reasonable for the City to expect an uptick in building and development activity and corresponding revenues. The Department has an opportunity to get out ahead of this demand, rather than get run over by it. The City should take full advantage of this opportunity.

ADVICE TO THE READER: HOW BEST TO HANDLE PEER REVIEW

From time to time throughout this report, we speak clearly and to the point without pulling any punches. It is not our intent to offend anyone. However, we believe that our client is best served by frankness. The characteristics of the City's Community and Economic Development Department, and more importantly, the overall development permit review process and the Department's relationships with its stakeholders, have evolved over an extended period of time as a result of many factors.

Also, it is important to be mindful of the stresses and strains the Department has had to endure since the onset of the Great Recession that hit the country and the region in 2008.

The Department's current development permit review process has both good and bad characteristics, none of which are the fault of any one person. This also applies to non-Community and Economic Development departments and programs that touch applications moving through the process, such as Public Works Engineering and Transportation divisions, and the Fire Department's Inspection Services division (Fire Marshal).

To the extent improvements need to be made, it is due to process problems, as opposed to personnel problems. The Community and Economic Development Department staff involved in the development permit review process is, more often than not, working very hard and in a conscientious manner to do what is in the best interest of the City of Salinas. Many of them labor under difficult circumstances, due to time pressures, the complex regulatory environment, and the high level of community involvement and expectations.

ORGANIZATION OF THIS REPORT

This report is organized as follows:

- Section I Introduction**
- Section II City of Salinas' Unique Situation**
- Section III What Stakeholders Say About the Community and Economic Development Department**
- Section IV Department Organizational Structure**
- Section V Ten Major Findings and Strategic Recommendations**
- Section VI Other Important Recommendations**
- Section VII Review of Literature Sources**

THE KEY TO SUCCESS: THERE'S A ROLE FOR EVERYONE

Citygate has produced a report that we hope can be “owned” by as many of the City’s employees and stakeholders as possible. Ownership of change is the key to bringing about real lasting change.

The degree to which the recommendations in our report reflect the information and good ideas suggested by the City’s employees, customers, community stakeholders, elected officials, residents, and administrative leaders will determine the extent to which lasting changes and improvements will be made.

There is an essential supporting participatory role for everyone. Included in the Introduction (Section I) of this report is a summary of the contributions and the roles that can be fulfilled by all parties that have a vested interest in seeing the recommendations in this report come to

fruition: elected officials; customers and stakeholders; City Manager; Community and Economic Development staff; City Attorney's Office; Public Works Department; Fire Department, and Finance Department.

FIVE CONTEXTUAL THEMES

In Section II of this report, Citygate presents five contextual themes that are important to read prior to diving into the study. These five contextual themes underlie and affect everything the Department does, day in and day out. They include the following:

- Theme One: The Department is, at best, in a survival mode.**
- Theme Two: The City of Salinas has a unique socioeconomic profile that requires a customized service delivery system.**
- Theme Three: Outside stakeholders are skeptical that the City can turn the Department around.**
- Theme Four: Resources for the Department have been tied to General Fund revenues, not to fees, performance, or service requirements.**
- Theme Five: Demand for development review permitting is likely to increase over the next few years, perhaps dramatically.**

TEN MAJOR FINDINGS AND STRATEGIC RECOMMENDATIONS

Included in this report are ***Ten Major Findings and Strategic Recommendations***. In our judgment these are the most important actionable items in the study. They represent situations and issues that Citygate believes are crucial to be addressed in order for Salinas to make real organizational improvements that will be visible, meaningful, and will help to eliminate efficiency and effectiveness shortcomings that exist in the Community and Economic Development Department.

Many of these action items and improvements will need to be phased in over a period of time as resources become available. The Ten Major Findings and Strategic Recommendations are as follows:

Major Finding No. 1: The Department leadership's additional duties to lead and implement all economic development initiatives reduces departmental focus on Planning, Engineering, and Building issues and functions.

STRATEGIC RECOMMENDATION No. 1: ESTABLISH LEADERSHIP STABILITY FOR THE LONG TERM; DEVELOP A SUCCESSION PLAN FOR THE DIRECTOR POSITION; CREATE AN ECONOMIC DEVELOPMENT MANAGER POSITION.

Major Finding No. 2: The Department has lost its focus on the future, due to lack of resources and support to carry out its mission.

STRATEGIC RECOMMENDATION No. 2: REINFORCE THE DEPARTMENT'S ABILITY TO ANTICIPATE AND PLAN FOR ITS FUTURE; REINFORCE BOTH A "SENSE OF URGENCY" AND A "SENSE OF POSSIBILITIES"; GET THE DEPARTMENT'S "HOUSE IN ORDER" SO IT CAN EXPECT MORE FROM INTERDEPARTMENTAL SERVICES AND FROM APPLICANTS FOR THE GOOD OF THE COMMUNITY.

Major Finding No. 3: Departmental functions are disrupted by a City-wide, politically-influenced "reactive thinking" mindset.

STRATEGIC RECOMMENDATION No. 3: EMPLOY "INVESTMENT THINKING" RATHER THAN "REACTIVE THINKING"; GET OUT AHEAD OF DEMAND; REACH OUT TO DEVELOPERS AND BUILDERS TO FINE-TUNE PERMIT ACTIVITY PROJECTIONS; DEVELOP AN "18-MONTH ROLLING REVENUE AND EXPENDITURE FORECAST."

Major Finding No. 4:

City Council and stakeholder expectations for the Department cannot be supported by current resource allocation; the Department is hindered by City budget and staffing policies that prevent implementing a plan that would more effectively allocate limited resources for enhanced performance, and especially stay ahead of demand.

STRATEGIC RECOMMENDATION No. 4: *INCREASE EXPECTATIONS AND RESOURCES SIMULTANEOUSLY; INVEST IN THE FUTURE, NOT THE PAST.*

Major Finding No. 5:

The hiring freeze is not cost-effective and is counterproductive when applied to fee-revenue-supported positions in the Department.

STRATEGIC RECOMMENDATION No. 5: *LIFT THE HIRING FREEZE FOR POSITIONS THAT CAN BE JUSTIFIED BASED ON COST SAVINGS; MAINTAIN “SCALABLE” RESOURCES TO MEET SPIKES IN DEMAND.*

Major Finding No. 6:

The City needs to improve its financial management and accounting systems to ensure full compliance with Government Code Section 66016 that requires that revenues collected for development review permitting activities be spent on development review permitting activities.

STRATEGIC RECOMMENDATION No. 6: *INCENTIVIZE THE DEPARTMENT SUCH THAT STAFF CAN “RUN IT MORE BUSINESS-LIKE”; IMMEDIATELY ESTABLISH A DEVELOPMENT SERVICES FUND; EVALUATE ALL PERMIT FEES BIENNIALLY TO ENSURE FULL COST RECOVERY.*

Major Finding No. 7: The City inadvertently reinforces a dysfunctional service request and complaint system (“end-runs”).

STRATEGIC RECOMMENDATION No. 7: *ELIMINATE SERVICE REQUESTS AND COMPLAINT END-RUNS THROUGH CITY COUNCILMEMBERS; REINFORCE A FUNCTIONAL CHAIN-OF-COMMAND INVOLVING ALL DEPARTMENTS.*

Major Finding No. 8: The Department needs to make better use of cross-training, multiple certifications, and integration of inspection-related services (Fire, Code Enforcement, and Building) in order to more efficiently utilize limited staff resources.

STRATEGIC RECOMMENDATION No. 8: *CONSIDER INTEGRATING FIRE INSPECTION, CODE ENFORCEMENT, AND BUILDING INSPECTION SERVICES INTO A COMBINED SAFETY SERVICE BUREAU DIVISION.*

Major Finding No. 9: The City’s use of written processing agreements that clearly delineate applicant and City performance, timelines, and target dates is inconsistent.

STRATEGIC RECOMMENDATION No. 9: *UTILIZE DETERMINATE PROCESSING AGREEMENTS FOR HIGH PRIORITY PROJECTS AND FOR CUSTOMERS THAT HAVE A HISTORY OF PERFORMANCE ISSUES.*

Major Finding No. 10: The Permit Center reception area is not conducive to providing respectful, comfortable, high quality customer service; its layout is 20 years behind “best practices.”

STRATEGIC RECOMMENDATION No. 10: *REDESIGN THE PERMIT CENTER COUNTER AREA AND WORK STATIONS TO ENHANCE CUSTOMER EXPERIENCE.*



OTHER IMPORTANT RECOMMENDATIONS

The remaining recommendations included in this report are important in varying degrees but arguably are not as critical as the ***Ten Major Findings and Strategic Recommendations*** previously listed. To add clarity to what is otherwise a very long list, we have organized the “Other Important Recommendations” around six (6) subject categories:

- ◆ Department-wide Changes
- ◆ Building Services – Plan Check Section
- ◆ Building Services – Inspection Section
- ◆ Permit Services
- ◆ Code Enforcement
- ◆ Permit Center Administration.

OVERVIEW OF STRATEGIC ACTION PLAN

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

1. The priority of each recommendation
2. The suggested implementation time frame
3. The anticipated benefits of each recommendation
4. The responsible parties.

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

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

The timeframes indicated in the Strategic Action Plan do not necessarily mean the anticipated completion dates for the implementation of each recommendation.

STRATEGIC ACTION PLAN

Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
STRATEGIC RECOMMENDATIONS				
Strategic Recommendation No. 1: Establish leadership stability for the long term; develop a Succession Plan for the Director position; create an Economic Development Manager position.	A	Start immediately; complete implementation by March 1, 2014	Establish a vision and direction for the Department as it rebuilds itself.	City Manager; Assistant City Manager; Department Director
Strategic Recommendation No. 2: Reinforce the Department's ability to anticipate and plan for its future; reinforce both a "sense of urgency" and a "sense of possibilities"; get the Department's "house in order" so it can expect more from interdepartmental services and from applicants for the good of the community.	A	Complete by January 1, 2014	Energize the Department and provide improved customer service. Improve coordination between departments for development-related services, such as business licenses, vendor permitting, and engineering.	Department Directors; City Manager

LEGEND

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

Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
Strategic Recommendation No. 3: Employ “investment thinking” rather than “reactive thinking”; get out ahead of demand; reach out to developers and builders to fine-tune permit activity projections; develop an “18-month Rolling Revenue and Expenditure Forecast.”	A	Complete by December 31, 2013; present at the 2013-14 Mid-year Financial Review	Stabilize the Department’s financial situation over the long term; improve financial accountability; line up incentives for good performance and high-quality customer service.	Department Director; Finance Director; Business Development Task Force
Strategic Recommendation No. 4: Increase expectations and resources simultaneously; invest in the future, not the past.	A	January 1, 2014	Stabilize the Department’s financial situation; provide a well-calibrated return to full funding as demand increases in the coming months and years.	Department Director; City Manager; City Council; Finance Director
Strategic Recommendation No. 5: Lift the hiring freeze for positions that can be justified based on cost savings; maintain “scalable” resources to meet spikes in demand.	A	January 1, 2014	Increase cost effectiveness and improved customer service.	City Council; City Manager; Department Director
Strategic Recommendation No. 6: Incentivize the Department such that staff can “run it like a business”; immediately establish a Development Services Fund; evaluate all permit fees biennially to ensure full cost recovery.	A	Complete by December 31, 2013; present at the 2013-14 Mid-year Financial Review	Stabilize the Department’s financial situation over the long term; improve financial accountability; line up incentives for good performance and high-quality customer service.	Department Director; Finance Director

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LEGEND

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



Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
Strategic Recommendation No. 7: Eliminate service requests and complaint end-runs through City Councilmembers; reinforce a functional chain-of-command involving all departments.	A	Complete in 60 days; ongoing	Increase customer service; increase organizational efficiency and effectiveness.	All staff and elected officials
Strategic Recommendation No. 8: Consider integrating Fire Inspection, Code Enforcement, and Building Inspection Services into a combined Safety Services Bureau division.	A	January 1, 2014	Increase customer service; increase organizational efficiency and effectiveness.	City Manager; Department Heads
Strategic Recommendation No. 9: Utilize Determinate Processing Agreements for high priority projects and for customers that have a history of performance issues.	A	Institute by December 1, 2013	Improve permit review cycle-times and two-way accountability between staff and applicants.	Department Director; Assistant Director; Permit Center Manager
Strategic Recommendation No. 10: Redesign the Permit Center counter area and work stations to enhance customer experience.	A	July 1, 2014	Improve customer experience.	Department Director; Assistant Director; Permit Center Manager
OTHER IMPORTANT RECOMMENDATIONS				
Recommendation No. 11: Establish a Senior Supervisor-Greeter position to lead the front counter service area.	A	April 1, 2014	Improve customer experience.	Department Director; Permit Center Manager

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LEGEND

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



Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
Recommendation No. 12: Distribute customer satisfaction cards to all customers; monitor and discuss returned cards on an ongoing basis.	A	December 1, 2013	Help staff understand the customer experience; allow for continual process improvements.	Department Director; Permit Center Manager
Recommendation No. 13: Establish a Leadership Support Team (clerical) with quick weekly meetings and an agenda.	B	December 1, 2013	Improve teamwork, consistency, and support for leadership, professional, and technical staff.	Department Director; Assistant Director
Recommendation No. 14: Retain only “can-do” employees that find solutions and commit to and deliver excellent customer service.	A	Ongoing	Improve customer experience.	Department Director; Assistant City Manager; Human Resources Manager
Recommendation No. 15: Establish a “one-bite-at-the-apple” administrative policy.	B	December 1, 2013	Improve customer experience.	Department Director
Recommendation No. 16: Involve Department Heads on the Development Review Team (DRT) on a monthly basis to ensure cooperation and resources; set goals; involve Assistant City Manager, if needed.	B	October 1, 2013	Ensure that resources and policy direction from all City departments are brought to bear in a timely fashion; provide help where and when needed.	Department Director; Department Heads
Recommendation No. 17: Conduct a training needs assessment and establish a Training Improvement Team.	A	January 1, 2014	Ensure that staff is constantly improving in terms of customer service, job enrichment and improvement of workforce morale.	Department Director; Human Resources Manager; Assistant Director; Permit Center Manager

LEGEND

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

Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
Recommendation No. 18: Contract with other cities and the County for peak workload and expertise assistance.	B	Complete discussions by February 1, 2014	Improve cost effectiveness and responsiveness.	Department Director
Recommendation No. 19: Restructure the Vendor Renewal Program. to streamline permits and improve compliance in the field.	B	January 1, 2014	Make better use of limited staff resources.	Department Director; Police Chief; Finance Director; Permit Center Manager; Health Department
Recommendation No. 20: Continue to develop in-house expertise on State regulations (storm water, CEQA, etc.).	B	Ongoing	Improve customer service and effectiveness of overall permit review process.	Department Director; Building Official
Recommendation No. 21: Institute an “Unanticipated Service” program.	A	November 1, 2013	Improve customer service; improve credibility of the Department.	Department Director; Building Official
Recommendation No. 22: Fill the vacant Plan Checker II position or create a Plan Check Engineer position.	B	January 1, 2014	Improve customer service.	Department Director; Building Official
Recommendation No. 23: Create a written Policies and Procedures handbook for the Plan Check staff.	B	June 1, 2014	Improve administrative and permit review consistency.	Building Official

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LEGEND

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



Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
Recommendation No. 24: All plan check comments/corrections should be made available to the applicant at the time they are generated by staff.	A	January 1, 2014	Improve customer service; lower costs.	Department Director; Permit Center Manager
Recommendation No. 25: Place the cell phone numbers for the Inspection staff on their business cards and on the City website.	A	December 1, 2013	Improve customer service.	Department Director
Recommendation No. 26: Establish a web-based inspection request page.	B	March 1, 2014	Improve customer experience.	Department Director; Permit Center Manager
Recommendation No. 27: Hire at least two full-time Combination Building Inspectors.	B	March 1, 2014	Improve customer service.	Department Director; Permit Center Manager; Human Resources Manager
Recommendation No. 28: Purchase shirts, jackets and hats with the City logo for the Inspection staff.	B	March 1, 2014	Improve professionalism and esprit de corps.	Department Director; Assistant Director, Permit Center Manager
Recommendation No. 29: Establish a weekly “in-house” training program for Building Inspectors.	A	November 1, 2013	Ensure that staff is constantly improving in terms of customer service, job enrichment and improvement of workforce morale.	Permit Center Manager
Recommendation No. 30: Create a written Policies and Procedures handbook for the Inspection staff.	B	June 30, 2014	Improve administrative and permit review consistency.	Permit Center Manager

LEGEND

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

Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
Recommendation No. 31: Building Inspectors should be cross-trained to perform minor plan checks in all categories such as electrical, plumbing, structural, etc.	B	Ongoing	Improve customer service.	Permit Center Manager
Recommendation No. 32: Create a once-a-month Ride-Along program with all of the elected officials and Building Inspectors.	B	Immediately	Improve policy setters' understanding of operational issues.	City Council; Department Director; Assistant Director; Permit Center Manager
Recommendation No. 33: Modify the TRAKiT permit software so that the monthly plan check and permit activity reports can be produced rapidly.	A	January 1, 2014	Improve customer service; increase efficiency and effectiveness of staff.	Assistant Director; Permit Center Manager
Recommendation No. 34: Establish a policy that requires each division (Fire, Engineering, Code Enforcement, Building) to have technical support available at the front counter at all times when the counter is open to the public and to respond to the counter for assistance within 5 minutes, when requested.	A	November 1, 2013	Improve customers' "one-stop-shop" experience.	City Manager; Department Director; Assistant Director, Permit Center Manager; City Engineer

LEGEND

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

Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
Recommendation No. 35: Establish a “make it up” policy whereby staff will expedite the second plan check if the first plan check exceeds the guaranteed time frame.	B	January 1, 2014	Improve customer service.	Permit Center Manager
Recommendation No. 36: Increase counter hours from 10 a.m. – 3 p.m. to 8 a.m. – 3 p.m.	B	March 1, 2014	Improve customer service.	Department Director; Assistant Director; Permit Center Manager; Human Resources Director; Bargaining Units
Recommendation No. 37: Keep the web page up to date with current documents and provide all the contact information for every staff member in the Permit Services program.	B	January 1, 2014	Improve customer service; avoid bottlenecks.	Department Director; Finance Director (IT/IS)
Recommendation No. 38: Establish a weekly “in-house” training program for Permit Technicians.	A	Immediately and ongoing	Ensure that staff is constantly improving in terms of customer service, job enrichment and improvement of workforce morale.	Permit Center Manager
Recommendation No. 39: Modify front counter “sign-in sheet” in order to offer express service for drop-offs and mini-questions.	A	December 1, 2013	Faster service at the counter; lessen customer frustrations.	Department Director; Permit Center Manager; Supervisor-Greeter
Recommendation No. 40: Purchase shirts, jackets and hats with the City logo for all of the Code Enforcement Officer staff.	B	July 1, 2014	Improve professionalism and esprit de corps.	Department Directors; Assistant Director; Code Enforcement Team

LEGEND

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

Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
Recommendation No. 41: Place the cell phone numbers for the Code Enforcement Officers on their business cards and on the City website.	B	July 1, 2014	Improve customer service.	Department Director; Assistant Director; Code Enforcement Team
Recommendation No. 42: Create a written Policies and Procedures handbook for the Code Enforcement Officers.	B	July 1, 2014	Improve administrative and permit review consistency.	Department Director; Assistant Director; Human Resources Manager
Recommendation No. 43: Fill the vacant Senior Code Enforcement Officer position.	A	January 1, 2014	Improve customer service.	Department Director; Human Resources Manager
Recommendation No. 44: Establish a weekly “in-house” training program for Code Enforcement Officers.	A	Immediately and ongoing	Ensure that staff is constantly improving in terms of customer service, job enrichment and improvement of workforce morale.	Department Directors; Assistant Director, Code Enforcement Team
Recommendation No. 45: Create a once-a-month Ride-Along program with elected officials and Code Enforcement Officers.	B	Immediately and ongoing	Improve Policy Setters’ understanding of operational issues.	City Council; Department Director; Assistant Director; Permit Center Manager
Recommendation No. 46: Stagger the workweek so that at least one officer is working on Saturdays.	B	January 1, 2014	Improve effectiveness of overall code enforcement throughout the City.	Department Director; Assistant Director; Permit Center Manager; Human Resources Director; Bargaining Units

LEGEND

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

Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
Recommendation No. 47: Increase the involvement of Permit Center staff in the policy decision-making process.	A	Immediately and ongoing	Improve practicality and effectiveness of programs.	Department Director
Recommendation No. 48: Create a “Guarantee of Service” document that establishes the time frames for all levels of service that the public can expect to receive.	B	January 1, 2014	Improve customer service.	Department Director; Planning Manager; Permit Center Manager; City Engineer
Recommendation No. 49: Re-evaluate/modify the job description/duties of the Permit Services Deputy Director position to emphasize “Manager” and “Building Official” functions; fill this vacant position.	A	Immediately	Effective rebuilding of the organization.	City Manager; Department Director; Human Resource Director
Recommendation No. 50: Develop a strategic Code Enforcement Program to shift from “complaint based” to “pro-active” enforcement.	B	January 1, 2014	Provide adequate resources to systematically respond to chaotic, unsafe, and blighted conditions and illegal activities.	Department Director
Recommendation No. 51: Integrate all City development-related activities into the Permit Center, including Engineering and Business Licenses.	B	July 2014	Improve customer service; reduced customer confusion on Business Licenses vs. Permit requirements; improve response on development review.	City Manager; Department Director; Public Works Director; Finance Director

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LEGEND

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



Recommendation	Priority A/B/C/D	Time Frame for Implementation	Anticipated Benefits	Responsible Party(ies)
Recommendation No. 52: Recruit/fill Associate Planner position to improve current planning service capacity.	B	July 2014	Improve retention of experienced/qualified planners to better serve customers and process complicated development proposals.	Department Director; Human Resources Director
Recommendation No. 53: Project major planning initiatives and special project needs at least three years ahead and allocate resources accordingly.	B	January 1, 2014	Meet major planning and special project goals with timely allocation of funding, staffing, and resources.	Department Director
Recommendation No. 54: Emphasize special projects and long range planning as crucial for meeting economic development goals; hire an additional planner in the Special Projects Division.	A	July 2014	Increase timeliness of staff response to carry out immediate needs of economic development initiatives.	City Manager; Department Director

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LEGEND

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



SECTION I—INTRODUCTION

Citygate Associates, LLC is pleased to present this organizational assessment of Salinas' Community and Economic Development Department. This introductory section includes the goals of the report, the work Citygate conducted, including our approach and assessment factors, and advises the reader on how best to handle this peer review. We will also discuss the reality and complexity of the community setting that is uniquely Salinas. These unique community characteristics shape the opportunities and constraints that are available to the City and the Community and Economic Development Department as a whole.

1.1 STUDY SCOPE AND OBJECTIVES

The goal of the study is to provide an independent, objective, rigorously analytical third party analysis of the policies, procedures, management and operations of the Community and Economic Development Department, as it now exists, and to design a constructive, forward-looking, and creative strategic plan for improvement, as needed, including recommended levels of permanent staffing for key roles in the Department. As part of the study Citygate reviewed and analyzed the current organizational structure and service delivery of the Community and Economic Development Department, as well as, to the extent necessary, the associated land development services provided by other departments of the City (e.g., Public Works Engineering and Transportation, Fire Department Inspection Services).

A key purpose in the design of a general performance analysis, such as this engagement, is to ensure that sufficient flexibility is provided to the consultant and the City to pursue issues that are most rewarding, while functioning within an agreed-upon contract budget. To accomplish this objective, the early analytical efforts were designed for the consultant to establish a familiarity with the Community and Economic Development Department's overall planning and development permit review processes, and the systems and procedures that support it, and to "scan" for issues that are material to the study in its early stages. This was done to make sure that the study was outcome-driven, as opposed to simply being task-driven. As a result of these early analytical efforts and our discussions with the leadership team, including the City Manager, Department Director, and Department Deputy Director, Citygate was able to focus its time and attention on the issues we identified in the Department and the actual issues identified by the City's employees, customers and stakeholders during our one-on-one interviews, focus groups, and our on-line surveys.

1.2 WORK CONDUCTED

In varying degrees, Citygate Associates examined the following:

1. Communication among staff and customers

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2. Current and future performance measures
 3. Support systems such as information technology, human resources, and accounting
 4. Management structure and effectiveness
 5. Customer satisfaction
 6. Allocation of employees and other resources
 7. Personnel management, supervision, and reporting
 8. Staffing, budgeting, and the systems by which the organization routinely reassesses its key programs and activities
 9. Workload trends
 10. Physical layout of building and workspace.

The scope of Citygate's engagement included neither a financial audit nor a compliance audit.

Citygate also set a goal of providing realistic recommendations that can be implemented to help improve the Community and Economic Development Department as well as the overall effectiveness of the development permit review process, while meeting the needs of the Salinas City Council and the citizens they serve.

In executing this study, Citygate engaged in the following processes:

1. Conducted interviews with the Mayor, City Manager, Finance Director, Community and Economic Development Director, Community and Economic Development Assistant Director, Assistant City Attorney, Public Works Director, and Fire Chief
2. Conducted focus groups with external customers such as development applicants and non-applicant organizations and community groups
3. Conducted a web-based survey of external customers of the Community and Economic Development Department
4. Conducted a web-based survey of Community and Economic Development Department employees, and employees from the Public Works and Fire departments that participate in the development permit review process
5. Conducted interviews with all levels of the Community and Economic Development Department staff

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6. Reviewed available documents and records relating to the management, operation, and budgeting of the Community and Economic Development Department
 7. Considered best practices in comparable agencies for applicability in Salinas.

Throughout this process, it was our policy to review findings of the study with multiple sources in order to validate findings used in the report. The data also was presented and discussed with the Community and Economic Development Director and his executive to allow an opportunity to provide evidence concerning aspects of the report that they felt were unclear or needed further input.

Based on our understanding of the City's environment, Citygate Associates developed its own mission-oriented goals to guide our efforts in conducting the engagement, as follows:

1. *Citygate Associates will deploy the City's investment in this assessment to enhance the City's development permit review process, when measured by the criteria of efficiency, effectiveness, responsiveness, timeliness, balance, and transparency towards all stakeholders.*
2. *Citygate Associates will make recommendations to improve the Community and Economic Development Department by maximizing its organizational performance, to the extent possible, within a finite resource base.*
3. *Citygate Associates will ensure that Salinas receives an independent, objective, and rigorous organizational assessment, while respecting unique local conditions and needs and encouraging constructive, positive results.*

1.3 CITYGATE'S APPROACH AND ASSESSMENT FACTORS

Citygate analyzed the goals of the City's Community and Economic Development Department and overall philosophy. We examined the profile of processes to evaluate organizational structure and management systems, organizational relationships, allocation of employees and other resources, performance variables, budgeting and training, workload trends, communications systems, information technology, facilities and equipment, relationships with citizens, comparability to other jurisdictions and related aspects to determine if these were in alignment with the Department's mission and policies as they relate to planning, engineering, building and safety, and code enforcement.

In conducting our study, we used the following assessment factors:

Citygate's Profile of Assessment Factors



1.4 THE KEY TO SUCCESS: THERE'S A ROLE FOR EVERYONE

In preparing our findings and recommendations, Citygate attempted to produce a report that can be “owned” by as many of the City’s employees as possible. Ownership of change is the key to bringing about real lasting change. We believe that most people are not averse to change, they just do not like being changed, and they do not want to be told what to do and how to do it. If it is not their idea there may be resistance to it, lack of effort to implement it, or sometimes even a forceful opposition to the suggested improvement.

The degree to which the recommendations in our report reflect the information and ideas suggested by the City’s employees, customers, stakeholders, elected officials, residents, and administrative leaders will determine the extent to which lasting changes and improvements will be made. Great things can happen for the City if everyone takes an active role in owning and implementing the recommended solutions. There is an essential supporting participatory role for everyone.

1.4.1 Elected Officials

Appointed staff and community stakeholders will be looking to the Mayor and City Council to provide the policy leadership and stability necessary to sustain an ongoing, multi-year improvement effort for the Community and Economic Development Department. The Department and its staff, due mainly to economic forces beyond its control, have endured significant negative changes and losses over the past several years. It has been impossible to

provide the level of customer service that everybody, including staff, wants to see delivered. Now that the worst is over, arguably, expectations for the Department going forward need to be in sync with the resources that are allocated to the Department. Success will require a “crawl, walk, run” approach. Success will also require a great deal of back-and-forth, two-way communication between the Director, the City Manager, and the City Council as the City embraces and implements the 3-Year Strategic Action Plan set forth in this report. Staff need to know that their elected and appointed leaders will be supportive, both in deed and in action, as they go through the rebuilding process. Be quick to give staff the benefit of the doubt, and be slow to criticize. Should you have a need to criticize, express concern, or express disappointment, bring the issue forward privately and behind closed doors. No exceptions.

Make a commitment to fund the Department’s development permit review process and customer service efforts at a level that will, over time (not more than 3 years!), establish Salinas’ community and economic development program as the best-run department in the region. Fully endorse the recommendations within this report and direct your staff to work on implementation of the 3-Year Strategic Action Plan. Support your leadership team. Think and act strategically.

1.4.2 Customers and Stakeholders

Expect great things from the City. Expect the City to treat you like a valued customer and to treat you with the highest respect at all times. In turn, recognize that City staff often labor under difficult circumstances due to the controversial nature of their work and its legal framework, which is often outside of local control. Give them your respect and, when appropriate, your support. Be accurate, complete, and forthcoming with the details of your application submittals. Be quick to resolve issues through the Community and Economic Development Department chain-of-command so that successful processing can become an organizational habit. Do not start with an “end-run.” Give staff an opportunity to perform, and then if you are not satisfied, quickly move your problem up the chain-of-command. Activist stakeholders and applicants alike are encouraged to avoid end-runs. Such behavior is demoralizing and reinforces dysfunctional behavior in the development permit review process. Staff, on the other hand, should never use delay of an application as a tactic to force exactions from a private party applicant. Staff should face issues head-on and communicate constantly. Staff should be calling their customers BEFORE their customers call THEM; exceed customer expectations.

1.4.3 City Manager’s Office

You have taken key steps in the right direction by recognizing the need for peer review as an ongoing practice throughout the City organization. You are of the belief that having a fast and reliable development permit review process is the best economic development tool you can have in your toolbox for Salinas. Boldly implement the recommendations in this report. Support out-of-the-box thinking as the Department evolves and rebuilds its leadership team. Give power and authority to the most talented people in the Department. Be supportive, give them resources, take

risks, and then hold them accountable for success. Do not settle and do not let bureaucratic thinkers, inside or outside the Department, run the permitting show.

1.4.4 Community and Economic Development Staff

Take pride in your ability to master high-quality customer service in a community that has diverse clientele and diverse needs. Be flexible. Expect and insist on working in one of the best community and economic development agencies in California. Embrace and support the 3-Year Strategic Action Plan included in this report and support your department leaders as they make improvements in the City's development permit review process and the manner in which the Department interacts with its stakeholder customers. You may or may not see your individual recommendations in this report, and it may not contain everything you wanted, but it will go a long way towards making the Salinas Community and Economic Development Department the best and most progressive in the County and the region. Be patient, yet diligent.

Put your customers first in all that you do. Identify their expectations, and then exceed their expectations regardless of their economic circumstances. Create advocates for the Department in the community by providing caring, respectful service, and then requesting customers to tell others about the experience they had with the Department.

1.4.5 Key Staff in Other City Program Areas: City Attorney, Public Works, Fire, and Finance

You have the opportunity to support positive changes for the City. It cannot happen without you. Embrace and support the 3-Year Strategic Action Plan in this report. Be flexible and supportive. The Community and Economic Development Department in many instances is YOUR direct customer: put your customers first in all that you do, identify their expectations, and then exceed their expectations.

SECTION II—CITY OF SALINAS’ UNIQUE SITUATION

2.1 THE STORY AND THE GOOD NEWS

Like many cities in California, Salinas’ Community and Economic Development Department is in need of resources and attention. Relative to other cities, Salinas has been hit particularly hard during the Great Recession.

Fortunately, many of the staff members that remain are dedicated, talented, honest, professional, and competent. Based on our interviews, Citygate observed that elected leaders, community stakeholders, and customers believe that the City has capable and well-intended staff, in most instances.

The Department, if given support and resources, is in a position to commit to continuous improvement; service guarantees with respect to processing times; faster, reliable, and responsive service; consistent interpretations; seamless operations; problem solving; pro-development attitudes; reliable customer service; and fees that are appropriate and justified.

The Department is in a good position to begin to approach its performance and customer service problems anew. The economy is improving and, over the coming months and years as the Future Growth Area Plans come to fruition, it is reasonable for the City to expect a significant increase in building and development activity and corresponding revenues.

The Department has an opportunity to get out ahead of this demand, rather than get run over by it. The City should take full advantage of this opportunity.

2.2 FIVE IMPORTANT CONTEXTUAL THEMES

In order to best understand the Community and Economic Development Department’s current challenges and opportunities, it is important for the reader to be made aware of several important contextual themes about Salinas. These five contextual themes underlie and affect everything the Department does, day in and day out. These themes include the following:

2.2.1 Theme One: The Department is, at best, in a survival mode.

The City’s Community and Economic Development Department, as an organization, has been devastated over the past five years as a result of the Great Recession. There is just no other way to put it. The level of staffing (adjusted for departmental reorganizations) in FY 2007-08 was 55 FTEs, and is down to 31 FTEs at present, including several vacancies that are frozen. More specifically, this City of 150,000, that by all accounts is poised to “rocket” out of the recessionary downturn, has a planning and permit staffing level seen in cities a third its size. As examples, the Department only has one full-time building inspector, no plan checker, only one planner to handle complex development projects, and only one manager-level planner (with no staff) to oversee all major planning initiatives. In short, the economic “rocket” that promises

significant growth and investment (and revenue) for the future of the City, has no fuel for take-off. As a result of budget cuts each year, key positions have not been filled, the entire workforce has been cut back to a 36-hour work week, and the Department has gone through several major reorganizations in order to deal with the high level of turnover and attrition. Hiring freezes, consultant contracts, and temporary hiring have been the order of the day throughout this very difficult period. As a result, the Department has employees serving in positions they were not trained to perform, employees doing “double duty,” and retired employees and consultants filling positions on a so-called “temporary” basis.

Delivering high quality customer service is always challenging, particularly in the public sector where you do not have the advantages of profit incentives nor competition. You also do not have the accountability that is imposed by the market through “creative destruction.” Consistently delivering high quality customer service when the Department is fundamentally in a survival mode is all the more challenging, notwithstanding the good efforts of staff and the City Council.

People in the Department are uncertain of the Department’s future, if not their own future. This is understandable, given what they have been through.

2.2.2 Theme Two: The City of Salinas has a unique socioeconomic profile that requires a customized service delivery system.

Salinas has a rich history and a unique socioeconomic profile that stems from its agriculture-based economy. Many of the City’s residents are, and have historically been, low income. Many of the City’s residents either do not speak English or are just learning the language and many only have limited access to computers and other modern technologies. Therefore, they are at risk of having a frustrating or non-productive experience when they try to comply with the City’s Building Codes or other development permit review processes. Consistently providing high quality customer service in Salinas’ unique socioeconomic environment is difficult and requires extra effort, extra respect, and extra community outreach.

At the same time, the Department also has to serve customers who have significant financial resources and are sophisticated in terms of their knowledge of the law and the overall development permit review process. These customers have expectations that require the Department to possess a whole additional set of skills and expertise.

All of this requires the Department to have a customized and innovative service delivery system.

2.2.3 Theme Three: Outside stakeholders are skeptical that the City can turn the Department around.

During the course of Citygate’s interviews and focus group meetings we observed repeatedly that stakeholders and customers were skeptical the City would ever change. There is a well-imbedded perception that the City had tried to improve development permit review process in the Department many times before, and many times it has failed. However, on the bright side, we did

not observe this skepticism amongst the Department staff. No doubt it exists to one degree or another, but we did not see it. That is a good sign.

2.2.4 Theme Four: Resources for the Department have been tied to General Fund revenues, not to fees, performance, or service requirements.

Over the past five years, the City's General Fund budget has shrunk significantly, and policies to address the budget crisis have been applied across all departments, regardless of that department's ability to generate income for the City, as is the case with the Permit Center. These policies have resulted in crucial positions going unfilled and/or eliminated, resulting in a much diminished capacity for the Department to meet its obligations to the City as a whole and the development community in particular. Income generated by the Department comes directly through fees but, more importantly, it represents future economic development activity that increases income tax, sales tax, jobs, etc. that represent future income for the City. The City budgeting policies need to recognize that nearly every position in the Department either directly or indirectly represents economic activity in the private sector—and also future income for the City. By focusing on a strategy for departmental funding that largely relies on its own cost recovery through fees, rather than the General Fund, the Department would be on stronger financial footing, have great ability to respond to customer needs, and to be more financially independent and accountable.

2.2.5 Theme Five: Demand for development review permitting is likely to increase over the next few years, perhaps dramatically.

During the course of Citygate's interviews and focus groups it was brought to our attention that developers, landowners, and their representatives are positioning themselves to take advantage of the growing momentum in the housing sector. Neighboring cities in the region, such as Hollister, are already experiencing high demand for new housing. Housing prices in markets along Highway 101 and throughout the Bay Area are on the rise. Demand is continuing to grow and the construction and development industries are retooling and coming back to life.

Now is the time for the City of Salinas to position itself to take full advantage of the demand and opportunities that are likely to occur in the coming year. Now is the time to invest resources in the Department and to get ahead of the demand, rather than to get run over by it. This requires leadership.

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SECTION III—WHAT STAKEHOLDERS SAY ABOUT THE COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

During the course of conducting Citygate's one-on-one interviews, focus group meetings, and two on-line surveys we were able to get a strong sense of how various stakeholders viewed the Community and Economic Development Department, its leadership, and staff as a whole. The Community and Economic Development staff enjoys a healthy measure of respect and support among its customer base. If nothing else, there exists a great deal of sympathy for the difficult circumstances in which the staff has had to work, in recent years, as a result of diminished resources. Challenges and areas for growth and improvement do exist. However, we are of the opinion that the attitudes, skills, and desire to improve the Department's performance for the community are very strong. This, if combined with strong support from the City's elected leadership group, will make for a more promising future for the Department.

3.1 CUSTOMER FOCUS GROUPS AND ONE-ON-ONE STAKEHOLDER INTERVIEWS

During the course of our study in Salinas, Citygate held two focus group meetings with groups of individuals who had processed development permits within the last two years and/or individuals who had historically been active and visible community stakeholders with a track record of providing input with regard to the development permit review process. We also conducted direct one-on-one interviews with individuals from development and economic development business and civic groups. We asked the focus group participants three simple questions:

1. What positive thoughts and comments do you have regarding the Department?
2. How is the Community and Economic Development Department doing overall?
3. How can the Community and Economic Development Department improve its efficiency and effectiveness?

The focus group and one-on-one interview participants put forth the following thoughts and comments:

- ◆ Staff is knowledgeable and capable
- ◆ Staff is very effective and committed to reaching out to the community
- ◆ Staff is very open to new ideas and new ways to get things done
- ◆ Staff provides timely responses to questions
- ◆ Look at the land use designations around the new Taylor Office Building; increase downtown residential

- ◆ Explore inclusionary “retail” zoning for downtown as part of the affordable housing obligations for the Future Growth Area
- ◆ Establish performance goals for staff to be available to the public and identify appropriate consequences for not meeting the goals (e.g., not returning phone calls, not responding to e-mail messages, not meeting face-to-face to problem solve, voice message mail boxes are full)
- ◆ Develop an organization plan that is bought into by all staff and stakeholders
- ◆ Track cycle times; establish consequences for delays
- ◆ Capture success stories from applicants and use the stories for economic development marketing
- ◆ Include staff contacts and phone numbers on the Department website
- ◆ Place a priority on revenue-creating permits
- ◆ Develop in-house expertise on State regulations (storm water, Caltrans, County regulations, etc.)
- ◆ Retain “can-do” employees that find solutions
- ◆ Hire a Director with rapid growth experience
- ◆ Stabilize the organization
- ◆ Chase the customer aggressively (private sector model)
- ◆ Adjust hours: 8:00 a.m. to 3 p.m. until such time that additional staff can meet the obligations of a full business day
- ◆ Provide more bi-lingual services
- ◆ Keep experienced Planners out of small projects; make better use of their time and expertise
- ◆ Increase Over-the-Counter authority of counter technicians (trust and delegate)
- ◆ Employ a “one bite at the apple” standard for Planning, Engineering, and Building
- ◆ Reinforce a “sense of urgency”
- ◆ Increase formal use of written processing agreements and be accountable to commitments
- ◆ Measure cycle time performance
- ◆ Increase creative, “can do” solutions from the City Attorney’s Office

- ◆ Upgrade use of technology on all fronts
- ◆ Stop requiring 80 percent drawings due to “Low Impact Development” storm water retention requirements
- ◆ Strengthen coordination with other non-City agencies (e.g., include County Health Department approval by e-mail)
- ◆ Provide better support at Permit Center front counter.

3.2 CUSTOMER SURVEY

Citygate conducted an Internet-based Customer Survey for customers of the City of Salinas Community and Economic Development Department. The survey was “open” to accept input between May 13, 2013 and June 6, 2013. The availability of the survey was advertised via hard copy invitation letters to applicants who have had an application processed within the past three years. Invitation letters were also available at the Department’s front counter. Over 3,200 hard copy invitation letters and over 400 email invitations were sent. In total, there were 92 completed surveys, which is a credible return rate for a survey of this type and size.¹

The survey consisted of a number of closed-ended and yes/no questions with one concluding open-ended question. Respondents were asked to rate their satisfaction with 30 specific aspects of the Department. The rating scale for each aspect was “Far Exceeds Expectations” (5) to “Unacceptable” (1). Respondents were also asked a few additional “yes” or “no” and rating scale questions with one concluding open-ended question about the Community and Economic Development Department overall.

A brief summary of the results is provided below, showing the five highest ranking aspects (in descending order) and the five lowest ranking aspects (in ascending order) from the closed-ended questions, as well as a summary of the open-ended question responses. For a more detailed explanation of the results, please see **Appendix A** provided at the end of this report.

¹ While the number of responses is not statistically significant, these results, when used in tandem with the stakeholder interviews, provide a very good indicator of the perceptions of customers.

3.2.1 5 Highest Ratings

(Presented in *descending* order. 5 is the highest score)

Subject	Mean	Median	Mode	Std Dev
Courtesy	3.71	4	4	1.07
Positive attitude	3.59	4	4	1.15
Helpfulness of front counter assistance	3.58	4	4	1.22
Knowledge of development permit review process in Salinas	3.53	4	4	1.07
Thoroughness of inspections	3.44	3	3	1.19

3.2.2 5 Lowest Ratings

(Presented in *ascending* order. 1 is the *lowest* score)

Subject	Mean	Median	Mode	Std Dev
Cost of facility/capital/infrastructure fees	2.74	3	3	1.21
Coordinated review between divisions and departments of the City	2.77	3	2	1.36
Processing / turnaround times of construction plan review	2.79	3	2	1.36
Cost of building permit fees	2.83	3	3	1.26
Timeliness/number of re-checks	2.85	3	3	1.33

3.2.3 Open-Ended Question

Below, a summary of the responses to the open-ended Customer Survey question is presented. The results are summarized by common themes identified in each response and are organized by count (frequency) of each response. Only the themes with more than one “count” are shown.

Please add any specific comments or suggestions you may have for improving services in the City’s Community and Economic Development Department.

Count	Customer OVERALL Responses (Summarized)
5	Permit counter / office manager / front staff very helpful and pleasant.
3	Online permits / scheduling would help greatly.
2	Return phone calls / answer phones in timely manner.
2	Simplify permit process and reduce permit costs.
2	Focus needs to be on customer service instead of ignoring the customer.
2	Provide solutions to problems and help customers instead of making them feel as if they are a burden and waste of time. Find ways to say "yes" versus finding reasons and excuses to say "no."

3.3 EMPLOYEE INTERVIEWS

The morale among employees is, as a group, good, especially when you consider the bad times they have had to endure in recent years. As mentioned earlier in this report, most employees are proud and pleased to be working for the City of Salinas' Community and Economic Development Department. They are open to change and optimistic about their future and what they can do to improve operations. There is a sense that the Department has reached the bottom of the Great Recession and there is now nowhere to go but up.

During the course of this study, Citygate interviewed an array of employees in the Department in order to get their input with regard to improving operations, customer service, and the Department working environment. We asked employees "If you had a magic wand, what three things would you change in order to improve the efficiency and effectiveness of the Department. Anything goes." The following are some of the ideas, concerns, and thoughts we heard:

- ◆ Being closed on Fridays is bad for our customers
- ◆ We are not able to meet customer expectations with such limited staff resources
- ◆ Having a hiring freeze in a Department that generate revenues does not make sense
- ◆ The Department needs a Greeter for the counter area
- ◆ The website is not maintained
- ◆ The Department should guarantee its plan review turnaround times
- ◆ The Avery Study was good start, but the work is not finished
- ◆ Traffic and Transportation plan review is not included in the City's "one-stop shop" program
- ◆ The Department is not at full cost recovery, but it should be.
- ◆ The Planners need more administrative support
- ◆ End-runs to the City Council undermine staff efforts
- ◆ Customers would benefit from more integration and cross-training of Fire Marshal, Code Enforcement, and Building Inspection Services
- ◆ The employee bargaining units should be supportive of an incentive compensation program that includes extra pay for extra cross-train certifications
- ◆ The Department has lost its confidence
- ◆ The City must provide stable Department leadership for the future

- ◆ Staff and the City Council need to discuss, and come to an understanding on, what is meant by “business friendly”
- ◆ Planning staff needs more time away from the front counter so they can get their work done
- ◆ More conference rooms are needed
- ◆ The Department should consider offering discounts for e-submittals
- ◆ It would be helpful if the City Council visited the Department office to see how things work and do not work.

3.4 EMPLOYEE SURVEY

Citygate conducted an Internet-based Employee Survey between June 25, 2013 and July 10, 2013 for the employees of Salinas’ Community and Economic Development Department and development permit review process. A total of 43 employees were invited to participate in this survey. The availability of the survey was announced via direct email invitations to staff. In total, there were 23 completed surveys.

Apart from several employee classification questions, the survey consisted of closed-ended “degree-of-agreement” statements organized into ten different sections. For each “degree-of-agreement” statement, respondents were asked to rate their agreement with 66 statements from “Strongly Agree” (5) to “Strongly Disagree” (1) with the statement. Additionally, 4 open-ended questions were asked to provide employees with an opportunity to fully express their opinions, concerns and suggestions. Each of the sections addressed different topics including:

- I. Mission, Goals, and Objectives
- II. Organization, Workload, and Staffing
- III. Morale and Positive Work Environment
- IV. Customers and Service
- V. Organizational Effectiveness
- VI. Pay and Fairness
- VII. Decision-making and Communication
- VIII. Resources and Technology
- IX. Leadership and Supervision
- X. Quality and Timeliness.

A summary of the Employee Survey results is provided below, showing the number of completed surveys by program area, the ten highest ranking statements (in descending order) and

the ten lowest ranking statements (in ascending order)², the mean score for each section of the survey, and a summary of the open-ended question responses. For a more detailed explanation of the results, please see **Appendix B** provided at the end of this report.

3.4.1 Breakdown of Responses by Program Area

Program Area	# of Responses	Percentage
Executive Leadership	2	9%
Administrative Support	2	9%
Planning Division	3	13%
Engineering Services	1	4%
Fire Prevention	2	9%
CDBG/Housing	2	9%
Building Services	2	9%
Code Enforcement	4	17%
Transportation/Traffic	2	9%
Permit Clerks	3	13%
Storm Water	0	0%
Total	23	100%

² Note: If a tie in the mean score exists for the 10th highest or lowest ranking statement, the statements with the same mean score are also shown. Thus, in some cases, more than 10 aspects will be shown.

3.4.2 10 Highest Ranking Statements

(Presented in *descending* order. 5 is the highest score)

Statement	Mean	Median	Mode	Std Dev
X-1. Comments generated by my DEPARTMENT for plan check are usually complete and accurate.	4.67	5	5	0.77
IX-3. I receive clear and specific direction from my supervisor(s) regarding my work assignments.	4.65	5	5	0.93
IX-6. My supervisor encourages teamwork in my DIVISION.	4.65	5	5	0.93
IV-1. Service to the public is strongly emphasized in my DIVISION.	4.64	5	5	0.95
IX-9. My manager/supervisor values my time as much as his/her own.	4.61	5	5	0.89
IX-10. My manager/supervisor keeps commitments he/she makes to me.	4.55	5	5	0.86
II-8. I have the necessary skills to perform the tasks associated with my position.	4.52	5	5	1.08
IV-2. Service to the public is strongly emphasized in my DEPARTMENT.	4.52	5	5	0.95
IV-5. Customer inquiries are responded to in a reasonable amount of time.	4.43	5	5	0.99
IX-1. The management of my DIVISION contributes to the productivity of my DIVISION.	4.32	5	5	1.21
IX-8. The management of my DIVISION listens to employees.	4.32	5	5	1.17

3.4.3 10 Lowest Ranking Statements

(Presented in *ascending* order. 1 is the lowest score)

Statement	Mean	Median	Mode	Std Dev
VI-2. The current compensation and promotion process rewards me for higher than average levels of performance.	1.87	2	1	1.01
II-7. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	2.35	2	2	1.27
II-6. Written policies and procedures are available and consistently followed in day-to-day operations.	2.61	2	2	1.12
II-9. The DIVISION has been able to adequately fill work gaps with part-time or contract employees, vs. permanent, full-time hires.	2.61	2	1	1.70
II-2. I believe the workload within my DEPARTMENT is equally divided among my co-workers.	2.65	2	2	1.31
II-5. Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.	2.70	3	3	1.15
VI-1. The performance evaluations I have received have been completed in a timely manner and according to schedule.	2.83	3	3	1.19
IV-4. I believe that DEVELOPMENT PERMIT REVIEW PROCESS customers perceive that my DEPARTMENT is consistently doing a good job.	2.95	3	2	1.12
II-1. I believe the workload within my DIVISION is equally divided among my co-workers.	3.17	3	5	1.72
II-4. There is an effective flow of information between management and staff within my DEPARTMENT.	3.17	3	5	1.47
V-8. I believe that Salinas's codes, policies, and procedures are up-to-date and provide for effective and efficient delivery of services.	3.17	3	2	1.34

3.4.4 Breakdown by Survey Section / Topic (10 Sections Overall)

The following table shows the mean score for all of the statements in each section of the Employee Survey. This allows for a comparison to be made between the various topics addressed in the survey.

Section	Mean	Median	Mode	Std Dev
I. Mission, Goals, and Objectives	3.55	3	5	1.55
II. Organization, Workload, and Staffing	3.00	3	2	1.53
III. Morale and Positive Work Environment	3.62	3	5	1.48
IV. Customers and Service	3.82	5	5	1.52
V. Organizational Effectiveness	3.48	3	5	1.59
VI. Pay and Fairness	2.72	2	2	1.47
VII. Decision-making and Communication	3.62	5	5	1.56
VIII. Resources and Technology	3.92	5	5	1.43
IX. Leadership and Supervision	4.14	5	5	1.38
X. Quality and Timeliness	2.86	3	5	1.99



3.4.5 Open-Ended Questions

Below, a summary of the responses to the four open-ended Employee Survey questions is presented. The results are summarized by common themes identified in each response and are organized by count (frequency) of each response. Only the themes with more than one “count” are shown below.

1. *What do you believe are the primary reasons for customer complaints?*

Count	Employee OVERALL Responses (Summarized)
5	Inadequate office hours. Open to public at 10am; Too few hours open to the public, particularly furlough Fridays.
5	The employees need to be customer-service oriented and not be rude to the outside customers; Poor customer service experience with a front-line employee; The clerks at the front counter (not all) are rude, unprofessional, and not helpful. They play favorites, when they should be treating everyone fairly and respectfully. The internal customer gets the same bad treatment; Poor customer service at the counter for both internal and external customers. Poor attitudes and the lack of desire to do the work; Incorrect information, late responses, lack of friendly customer service.
4	Insufficient staffing. No full-time Fire Plan Checker or Fire Marshal. Contracting out denies succession and creates dissension; not enough staffing available...example inspection, fire & building plan check.
4	An overall lack of understanding/education of adopted codes that we enforce; Customers don't understand what is expected of them in their submittals. They are not shown examples of good submittals. They don't like the regulations and fees. They feel that they are contributing to the economy and can't understand why they aren't given "lax" standards in these economic times. They have learned that if they complain at the top, then the regulations are massaged to accommodate their needs. It is successful, therefore it becomes the de facto procedure; Uneducated applicants who are not familiar with codes and ordinances; Previous customers who have not been through the permit process recently.
3	Miscommunication; Miscommunications on business license issuance vs. planning/building approvals; Architect/engineer/designer miscommunicating City performance with the owner.
2	Unrealistic time frames to complete plan checks. Creating low quality, rushed plan reviews; Review time. Given the workload and other items of responsibility, the expectation that applicants have for a "quick turnaround" is sometimes unreasonable. Managing expectations is of equal importance as managing priorities. If an applicant's project is "prioritized" then support for staff must be provided for the other customers whose projects are consequently lower priority.
2	The majority of the customers who complain do not want to follow the rules and regulations of state law, contractor law, worker's comp law and/or building code. Typically they feel they are above the rules and go to elected officials to try and avoid following regulations. Then we receive pressure from upper management to allow illegal activity; Applicants seeking special favor from political contacts to bypass the code requirements for their own financial benefit or expedite poorly managed projects (by applicants).

2. *How would you redesign the Permit Center public counter area and lobby to maximize customer satisfaction?*

Count	Employee OVERALL Responses (Summarized)
7	Need "greeter" or front counter receptionist knowledgeable of all City services who can direct them to the proper person or division, and a skilled PR person to make customer feel attended to; this will assist to have a more efficient customer intake; maximize customer satisfaction by first providing complete attention to the customer, find out exactly what they need; provide them with application packages/ web site addresses (updated) with the information they need to file applications for permits such as roofing, water heater, encroachments, etc.; greater positive response directly upon arrival.
7	Enlarge the waiting area and make it more comfortable for the customer; add more counter space with privacy for project discussion; if more room is needed, partition the small conference room into cubicles/small offices with small tables for small groups, not staff meetings and take the back room off of the kitchen and make that a staff conference room.
5	Remove permit clerks/administrative staff from the public counter so public cannot hear their phone conversations/internal employee conversations.
3	Create individual meeting areas/6-8 side walls for applicants. See Sunnyvale and Santa Clara for examples; provide clear dividers approximately 2 seats or an E size plan set wide at the counter to help divide conversations when multiple customers are being helped.
2	Provide more self-help opportunities, like computers and updated handouts, including codes available to the public.
2	Nothing is wrong with the design of the front counter; redesigning the front counter is the least of the issues.

3. *What additional services should your Department provide to maximize customer satisfaction?*

Count	Employee OVERALL Responses (Summarized)
6	Need more qualified staff. Workloads are overwhelming. We have not been able to reduce work to adjust to 4 day work week; more people and more money; more customer service employees; more inspection staff (building and code enforcement); Additional staffing and support from elected officials to do our job according to rules and regulation; adequate staffing to accommodate the influx of customers and appease the customers to their satisfaction.
3	High-level customer service training; hold staff accountable in following the customer service policy; Stop the end-running of the procedures so all customers will feel that they are treated equally. It's not a "who you know" shop.
2	Someone from every department housed in the permit center should be available for counter service; we need to have someone available from each department at all times. Example: permit clerks are to be available at all times. However, if permit clerks are available but customer needs someone from code enforcement and no one is there, what good comes from having permit clerks available? That is not customer friendly.
2	Accept payment on business licenses; Issue business licenses since finance now issues them and does not know what types of business licenses require additional permits and customers also now have to travel to City Hall because a business license is required for all contractors, etc.
2	More hours open to the public; open front doors at 8am or 9am, opening the door at 10am is a waste of time unless some type of employee team building takes place.
2	Have a dedicated computer terminal with proper firewall for use by customers for simple permits and ability to pay by credit card. Information would also be available through a search engine for programs such as storm water, Model Water ordinance compliance, FEMA, archived building permit info, etc. Have the ability to print permits/receipts/schedule inspections. Have staff available to train repeat customers and hold public seminars for the construction and design community periodically and when updates/new modules are available; Update the Permit Center website to mimic the suggested computer terminal so that simple permits can be applied for online and in very simple cases issued online. Would take the form of ordering from a business online with required fields/limited options, e-mail/telephone contact information.

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

Count	If you were responsible for the DEVELOPMENT PERMIT REVIEW PROCESS (i.e., the staff reviews) tomorrow morning, what step(s) would you take to improve operations?
4	Add Additional staff and Certified permit technicians; More full-time professional staff, especially planners, inspectors and code enforcement officers; Provide adequate staffing to screen either Building or Planning permit submittals because a majority of submittals are highly inaccurate.
2	Job classification reviews of all positions; try and figure out what each individual's role is.
2	Train front staff with internal and external customer service; bad attitudes at the counter or with co-workers should be left at the desk and not publicly displayed in front of customers; Cross-train clerks.

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SECTION IV—DEPARTMENT ORGANIZATIONAL STRUCTURE

The Community and Economic Development Department has experienced multiple reorganizations since the onset of the Great Recession five years ago. The Department's organizational structure as it exists today is built around functions as well as individual employees with specific expertise and abilities. The Department currently employs 31 full-time employees. At its peak, prior to the recession, the Department employed 55 employees.

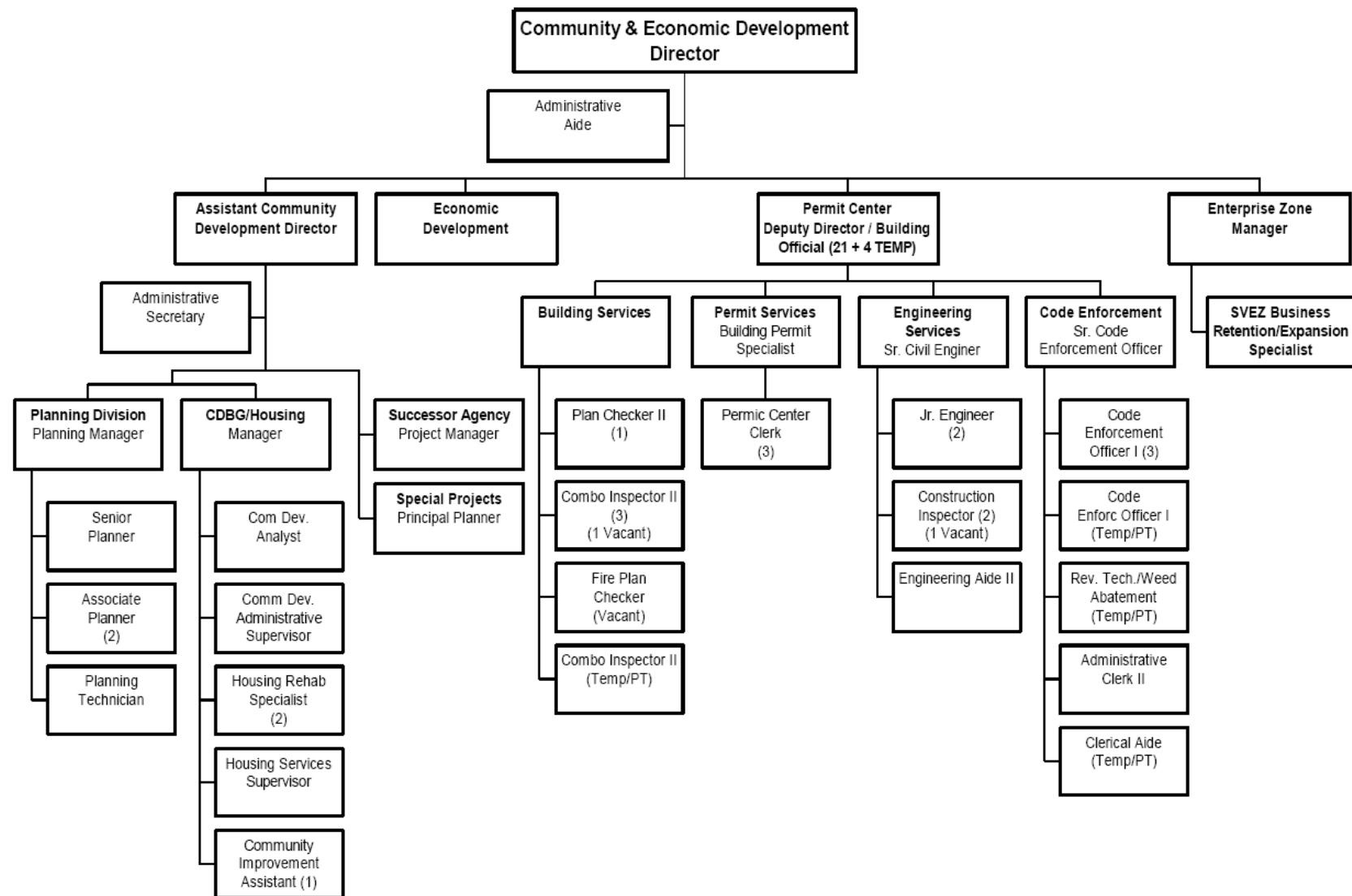
The Director, for example, has experience in economic development and, as a result, oversees the Department's activities in that program area in addition to providing overall leadership for the Department.

The Assistant Community Development Director provides assistance to the Director in the day-to-day administration of the Department, but he also has direct line responsibility for Planning, CDBG/Housing, Redevelopment Successor Agency, Code Enforcement (on an interim basis), and Special Projects, including Long Range Planning efforts.

The Deputy Director/Chief Building Official provides leadership for the Permit Center, which includes Plan Checking for compliance with both the Building Code and the Subdivision Map Act. In addition, the Permit Center division includes Code Enforcement, which is an important and very active program in Salinas.

The following chart illustrates the Community and Economic Development Department's current organizational structure:

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT
Organization Chart



SECTION V—TEN MAJOR FINDINGS AND STRATEGIC RECOMMENDATIONS

The following **Ten Major Findings and Strategic Recommendations** are, in our judgment, the most important actionable items in this study. They represent situations and issues that Citygate believes are crucial to be addressed in order for Salinas to make real organizational improvements that will be visible, meaningful, and will help to eliminate efficiency and effectiveness shortcomings that exist in the Community and Economic Development Department.

Put another way, if the Department makes all the “Other Recommendations” set forth in this study but does not address the Ten Major Findings and Strategic Recommendations, the overall improvement program is likely to end in failure. The list of ten is not intended to reflect an order of priority, nor should there be expectations for immediate implementation on all recommendations. Many of these action items and improvements will need to be phased in over a period of time as resources become available. The Ten Major Findings and Strategic Recommendations are as follows:

MAJOR FINDING No. 1: THE DEPARTMENT LEADERSHIP'S ADDITIONAL DUTIES TO LEAD AND IMPLEMENT ALL ECONOMIC DEVELOPMENT INITIATIVES REDUCES DEPARTMENTAL FOCUS ON PLANNING, ENGINEERING, AND BUILDING ISSUES AND FUNCTIONS.

STRATEGIC RECOMMENDATION No. 1: ESTABLISH LEADERSHIP STABILITY FOR THE LONG TERM; DEVELOP A SUCCESSION PLAN FOR THE DIRECTOR POSITION; CREATE AN ECONOMIC DEVELOPMENT MANAGER POSITION.

Department staff, along with the Department’s customer stakeholders, would benefit if the City developed a leadership plan that is in sync with where the Department needs to go as it recovers from the Great Recession. It is our understanding that the incumbent Director will be retiring in 2014. A constructive, best practice first step in providing leadership stability would be to formulate a Succession Plan for the Director position. The Plan need not be complicated or detailed in every way. What is more important is that the Plan lays out an open and transparent process and a set of values for selecting the next Department leader.

For example, tasks that could be included in a formal Succession Plan would be:

1. Set a target date for arrival of new leader for the Department
2. Provide a 30-day overlap between incumbent and new Director
3. Hire a professional Executive Recruiter
4. Solicit input from stakeholders regarding desirable values, experience, skills, competencies, leadership style, and vision they would like to see in a new Director:
 - a. Frontline staff
 - b. Middle managers
 - c. Fellow Department heads
 - d. Community groups
 - e. Mayor and City Council
5. Establish interview panel with representatives from staff, community members, and directors from other cities
6. City Manager hires new Director.

The Department should also create an Economic Development Manager position. Over the past several years, with the hiring of an Economic Development Director, the City made significant efforts to introduce economic development initiatives and bring a business-sensitive approach to Permit Center activities. With consolidation of the Economic Development and Community Development Departments, the Economic Development Director position was eliminated and was not replaced with a management position of similar duties. As economic development programs have grown, the burden of leading the larger department as well as managing economic development efforts has reduced focus on some of the Department's core functions. An Economic Development Manager, whether directly under the Community and Economic Development Director or under the City Manager, is now even more essential to move economic development efforts forward.

MAJOR FINDING No. 2: THE DEPARTMENT HAS LOST ITS FOCUS ON THE FUTURE, DUE TO LACK OF RESOURCES AND SUPPORT TO CARRY OUT ITS MISSION.

STRATEGIC RECOMMENDATION No. 2: REINFORCE THE DEPARTMENT'S ABILITY TO ANTICIPATE AND PLAN FOR ITS FUTURE; REINFORCE BOTH A "SENSE OF URGENCY" AND A "SENSE OF POSSIBILITIES"; GET THE DEPARTMENT'S "HOUSE IN ORDER" SO IT CAN EXPECT MORE FROM INTERDEPARTMENTAL SERVICES AND FROM APPLICANTS FOR THE GOOD OF THE COMMUNITY.

The Department as a whole, and each individual in the Department, must have confidence that they are participating in, and are an important part of, the City's commitment to rebuild the Community and Economic Development Department. As the City reinvests in the Department, both in terms of attention and resources, confidence will be earned and will grow. Moreover, the housing economy is turning around quickly throughout the State and Monterey County. The staff, the City Manager, and the City Council should encourage a "sense of urgency" and a "sense of possibilities." The new leadership must impart these values throughout the organization. As the Department gets its "house in order" and the market continues to improve, the Department will be in a better position to expect higher quality development, timelier infrastructure construction, and other development-related impact exactions that are supportable and good for the community.

MAJOR FINDING No. 3: DEPARTMENTAL FUNCTIONS ARE DISRUPTED BY A CITY-WIDE, POLITICALLY-INFLUENCED "REACTIVE THINKING" MINDSET.

STRATEGIC RECOMMENDATION No. 3: EMPLOY "INVESTMENT THINKING" RATHER THAN "REACTIVE THINKING"; GET OUT AHEAD OF DEMAND; REACH OUT TO DEVELOPERS AND BUILDERS TO FINE-TUNE PERMIT ACTIVITY PROJECTIONS; DEVELOP AN "18-MONTH ROLLING REVENUE AND EXPENDITURE FORECAST."

The Department must get out ahead of demand if the City is to expect its development permit review process to improve and excel. This will represent a paradigm shift on the part of the Department, supporting departments, and the City Council. The way it works now is politically-connected customers expect to get what they want (either for themselves or their client), regardless of City requirements; they run to the City Council first and accuse staff of being unfair

and/or unreasonable; the Council is upset because constituents are upset (with the assumption that staff is at fault); staff then must go to elaborate lengths to justify City regulations (i.e., Council policies) and cater to unrealistic demands, which creates greater burden on limited resources and squeezes service for all customers. Staff are thus put in a defensive, reactive mode that ultimately requires more resources and reduces effectiveness; and creates a negative image of permit services with the community and City Council. Nobody wins. This is *reactive thinking* by all the parties involved in the process.

In the alternative, the Department should employ *investment thinking* as opposed to reactive thinking. This is the responsibility of Department leadership, not the City Council. For starters, the best way to move the organization towards investment thinking is to institute a robust and detailed **18-month Rolling Revenue Forecast**. The forecast should identify on a quarterly basis all revenues generated from all activities of the Department, including Inter Fund Transfers from the General Fund and all other sources, which accrue to the Development Services Fund (DSF). The forecast need not be more than one to two pages in length. It should be reviewed, discussed, and fine-tuned at all weekly staff meetings in order to heighten awareness of the new investment-thinking paradigm: “follow the money!” As each quarter comes to pass, a new 90-day quarter of projections should be added to the forecast. It is important for the entire Department to know and believe the business axiom “If you’re not thinking 18 months out, you’re not thinking.”

Similarly, the Department should be looking several years ahead to ensure it has budget resources to anticipate major, long-term planning initiatives, such as General Plan amendments, ordinance reviews and additions, annexations, specific plans, storm water permits, etc.

Right now the City cannot afford to do much in the way of increasing the Department’s resources with large increases in staffing and other expenses. But it can plan for the better days ahead. Increasing resources needs to be done in a thoughtful, deliberate, and pro-active manner over the next several years. The Department, if it is going to change its business paradigm, must be in a position to provide excellent service AHEAD OF DEMAND, not afterwards. This goes hand-in-hand with the DSF recommendation outlined above.

The Strategic Action Plan in this report recommends numerous positive steps that do not increase costs but can nonetheless be instituted over the next several months. The Plan foregoes recommendations that have cost impacts until after January 2014. Having said this, now is the time to plan ahead for the new resources that will soon be in the pipeline as a result of the improving economy.

MAJOR FINDING No. 4: CITY COUNCIL AND STAKEHOLDER EXPECTATIONS FOR THE DEPARTMENT CANNOT BE SUPPORTED BY CURRENT RESOURCE ALLOCATION; THE DEPARTMENT IS HINDERED BY CITY BUDGET AND STAFFING POLICIES THAT PREVENT IMPLEMENTING A PLAN THAT WOULD MORE EFFECTIVELY ALLOCATE LIMITED RESOURCES FOR ENHANCED PERFORMANCE, AND ESPECIALLY STAY AHEAD OF DEMAND.

STRATEGIC RECOMMENDATION No. 4: INCREASE EXPECTATIONS AND RESOURCES SIMULTANEOUSLY; INVEST IN THE FUTURE, NOT THE PAST.

The Council and the community should have modest expectations for excellent service until such time that resources become available; to do otherwise would be unrealistic and, to a large degree, unfair.

The Department is entering a rebuilding mode and should put “first things first”:

- ◆ Develop a solid Strategic Action Plan, as presented in this report
- ◆ Immediately implement recommendations that do not cost money
- ◆ Address leadership succession, as set forth elsewhere in this report
- ◆ Collaborate on a vision for the Department going forward
- ◆ Study the development permit review process demand profile
- ◆ Make projections regarding demand development permitting review for the next 18 months
- ◆ Invest in staffing, outside consultants, training, and technology to exceed customer expectations, given demand projections
- ◆ Monitor progress; report-out on progress
- ◆ Make adjustments
- ◆ Celebrate successes
- ◆ Raise expectations higher!

Staff, the City’s elected leadership, and the community are encouraged to invest in the future and to let go of the past. To do otherwise would be counter-productive and no doubt lead to poor urban planning weakened economic development for Salinas, dissatisfied customers, and other undesirable outcomes.

MAJOR FINDING No. 5: *THE HIRING FREEZE IS NOT COST-EFFECTIVE AND IS COUNTERPRODUCTIVE WHEN APPLIED TO FEE-REVENUE-SUPPORTED POSITIONS IN THE DEPARTMENT.*

STRATEGIC RECOMMENDATION No. 5: *LIFT THE HIRING FREEZE FOR POSITIONS THAT CAN BE JUSTIFIED BASED ON COST SAVINGS; MAINTAIN “SCALABLE” RESOURCES TO MEET SPIKES IN DEMAND.*

Based on our observations and discussions with staff, the City is spending significantly more money on contract services for certain core programs than it would otherwise spend if it were to hire regular employees to perform the work. Having said this, it is important that the City only make commitments to full-time positions if it can identify funding for 3 years or more. Unlike other program areas in the City, the Community and Economic Development Department generates fee revenues. The economy and the housing market are continuing to improve. In order to stay ahead of customer demands for permit processing services, and to avoid being “penny-wise and pound-foolish,” the Department needs to now begin the recruitment process for key building and subdivision engineering positions that are currently being filled by consultants. Remember, the recruitment process can easily take 4 to 6 months to get highly qualified candidates chosen, hired, and relocated. The City should lift the freeze for the Department’s positions that are revenue-supported. By January the City needs to be in a position to hire, if need be, in order to be responsive to customer expectations. To do otherwise will place the Department in the position of having to play catch-up, which is not acceptable.

MAJOR FINDING No. 6: *THE CITY NEEDS TO IMPROVE ITS FINANCIAL MANAGEMENT AND ACCOUNTING SYSTEMS TO ENSURE FULL COMPLIANCE WITH GOVERNMENT CODE SECTION 66016 THAT REQUIRES THAT REVENUES COLLECTED FOR DEVELOPMENT REVIEW PERMITTING ACTIVITIES BE SPENT ON DEVELOPMENT REVIEW PERMITTING ACTIVITIES.*

STRATEGIC RECOMMENDATION No. 6: *INCENTIVIZE THE DEPARTMENT SUCH THAT STAFF CAN “RUN IT MORE BUSINESS-LIKE”; IMMEDIATELY ESTABLISH A DEVELOPMENT SERVICES FUND; EVALUATE ALL PERMIT FEES BIENNIALLY TO ENSURE FULL COST RECOVERY.*



Often one hears the complaint, “If I ran my business like the City runs its business, I’d go broke.” This may be true, but what if the City shifted the paradigm and chose to run the Community and Economic Development Department like a business? What if the Department “put the customer first”? What if the Department let go of non-productive employees? What if the Department, in order to “stay in business,” had to make sure that the money it took in exceeded its costs of conducting business?

In fact, that is exactly what best practice planning and community development agencies in California are doing. California cities have been operating their permitting programs separate from their General Fund and at 100 percent cost recovery for years.

Moreover, State Law (Government Code Section 66016) requires cities to document that their fees for development permit review processing not exceed, in aggregate, the costs for providing such services:

...No local agency shall levy a new fee or service charge or increase an existing fee or service charge to an amount which exceeds the estimated amount required to provide the service for which the fee or service charge is levied. If, however, the fees or service charges create revenues in excess of actual cost, those revenues shall be used to reduce the fee or service charge creating the excess.

Complying with this requirement and “running the Department like a business” go hand in hand. The first step is to establish a Development Services Fund (DSF) in which all revenues and expenditures are held and accounted for separately from the City’s General Fund. The DSF, like all the City’s special revenue funds, will from year to year have a Beginning Balance, carry-forward resources, designated reserves, and an Ending Balance. It will be incumbent upon the Director, with the guidance and assistance of the Finance Director, to manage these resources by making accurate revenue and expenditure forecasts over multi-year periods, just like the City manages the General Fund. This will require a constant dialogue with builders, developers, and real estate investors in order to ensure the accuracy and solvency of the DSF; all of which is good for customer service.

Staff needs to see the relationship between their good efforts and the financial strength of the Department. In other words, in order to sustain employee morale and high levels of motivation, staff should be assured that the fees for services that they generate will not just go to support another program in the City. That makes common sense; it is a reasonable, human expectation. On the other hand, staff can and will wholeheartedly buy into a program wherein they can see the relationship between their hard work and having a healthy budget. A healthy budget that will continually and reliably provide them the resources they need to do an excellent job. Staff can and will buy into a program that provides ongoing training and a continual reinvestment in tools and technology, again, so that they can do a better job. Staff can and will buy into a program that provides long-term stability for themselves and their co-workers.

MAJOR FINDING No. 7: THE CITY INADVERTENTLY REINFORCES A DYSFUNCTIONAL SERVICE REQUEST AND COMPLAINT SYSTEM (“END-RUNS”).

STRATEGIC RECOMMENDATION No. 7: ELIMINATE SERVICE REQUESTS AND COMPLAINT END-RUNS THROUGH CITY COUNCILMEMBERS; REINFORCE A FUNCTIONAL CHAIN-OF-COMMAND INVOLVING ALL DEPARTMENTS.

Well-intended elected officials can sometimes inadvertently reinforce the very development permit review process they complain about. How does this happen?

Ideally, the city council sets policy and the appointed staff administers the policies. It is our understanding that the City of Salinas, under its Council-Manager form of government, has ordinances and policies that reflect this delineation of responsibilities along traditional policy setting and administrative lines of authority. Nonetheless, as reported to us by both staff and customer stakeholders, elected officials are often the first stop that a customer makes during the development permit review process. This in and of itself is not dysfunctional. Certainly part of being a responsive elected official is to be available to one’s constituency. However, if this service to constituencies is not handled carefully it can easily turn into a bad habit wherein the elected official ends up performing what we believe would ordinarily be administrative functions. The word gets out quickly that the only way you can get a development or building permit is to run first to your city council member. If this is the case, the system that is in place will always be fundamentally dysfunctional and never be able to deliver high quality customer service on a routine basis. End-runs put staff in a very awkward and inefficient position.

This is not a problem that is unique to the City of Salinas government. In fact, it is commonplace in most local governments to one degree or another.

The City Council might experience or observe instances wherein an applicant believes he or she can only receive good customer service and problem resolution from the City through direct administrative intervention by the elected officials. This point of view no doubt varies in intensity depending on the customer or response of the individual Councilmember, but it is fair to say that this concern can often exist, particularly in a city that has council districts.

Once this type of dysfunctional situation takes root, it is difficult to reverse.

This is because several self-perpetuating dynamics are at play. First, an applicant becomes frustrated with the development permit review process for one reason or another, typically over time delays, added design or development features and costs they did not anticipate, or not being able to ascertain the status of their application. Applicants report that they try to resolve issues or get answers to their questions by contacting the Planning or Building staff member they believe

is responsible for their application. Because the application process is complex and staff must rely upon many individuals not within his or her division, much less under his or her supervision, clear and reliable answers are often difficult to ascertain. Or, it is often the case that the project representative (i.e., designer or architect) does not adequately communicate City responses and information to the customer. This situation frustrates both the planner and the customer. In frustration, the applicant (or more often, their representative) may direct their inquiry up to a supervisor or to an individual in the Division or Department with whom they have worked previously. This oftentimes yields inconsistent responses and/or creates confusion in the Department. Staff in the Department refer to this as an applicant “shopping” for the answer they want to hear. Eventually, the applicant does not get an adequate response and concludes, rightly or wrongly, that the only available alternative is to seek assistance from a Councilmember.

The second self-perpetuating dynamic comes into play when the Councilmember, wanting to help a customer in need, reacts to the applicant’s inquiry by jumping into the details of the application, with an initial reaction that staff is at fault based on the characterization of the customer. Most often, the Councilmember is concerned about whether staff is faithfully administering Council policy. From staff’s point of view, more often than not, the Councilmember interceding is viewed as an intrusion upon their administrative duties based on “politics,” and promotes a negative perception that such intervention is necessary due to poor customer service.

The self-perpetuating cycle is then reinforced. Staff becomes intimidated and reacts by becoming more bureaucratic and risk-averse, the applicant continues to believe that only a Councilmember can resolve problems, and the Councilmember continues to be frustrated with non-responsive staff and, therefore, feels compelled to continue intervention. These reactions then lead to lower employee morale and fear, which paralyzes the development permit review process and only worsens the customer experience.

This self-perpetuating and dysfunctional cycle will continue until the participants—applicants, staff and elected officials—develop and reinforce a functional chain-of-command that is more responsive to the Department’s customers.

Citygate advises that a “deal” be struck between staff and the City Council along the following lines:

- ◆ Staff and the Director will commit to do everything within their power to resolve issues and to never let a customer’s problem get beyond the Director’s desk.
- ◆ Councilmembers, in turn, will commit to faithfully listen to their constituency customers and then say, *“let’s give our staff an opportunity to solve your problem.”* Next, the Councilmember will hand out the Director’s business card and let the customer know that if he or she is not satisfied the Councilmember would be happy to meet with them again.

Keeping this “deal” will serve to reinforce a functional, rather than dysfunctional, organizational structure. It is based on mutual respect, trust, and confidence. Great things can and will happen based on this division of labor and responsibility.

MAJOR FINDING No. 8: THE DEPARTMENT NEEDS TO MAKE BETTER USE OF CROSS-TRAINING, MULTIPLE CERTIFICATION, AND INTEGRATION OF INSPECTION-RELATED SERVICES (FIRE, CODE ENFORCEMENT, AND BUILDING) IN ORDER TO MORE EFFICIENTLY UTILIZE LIMITED STAFF RESOURCES.

STRATEGIC RECOMMENDATION No. 8: CONSIDER INTEGRATING FIRE INSPECTION, CODE ENFORCEMENT, AND BUILDING INSPECTION SERVICES INTO A COMBINED SAFETY SERVICES BUREAU DIVISION.

The City Council places a high priority on clean neighborhoods and safe housing. The City faces legacy problems that are complex and unique to Salinas due to its agricultural economy and the large seasonal influx of labor into the community. This unique situation requires a unique governmental response.

As it exists today, the City’s Code Enforcement, Building Inspection, and Fire Marshal programs are organized along conventional lines. Each functional area is responsible for its own budget, staffing, training, and performance. Staff does what they reasonably can to coordinate their efforts across divisional lines, but often they encounter resource problems and “silo” problems that frustrate their efforts. Moreover, Code Enforcement and Building Inspection staffs have been reduced dramatically due to budget cuts, leading to frozen and eliminated positions.

Citygate recommends that the City consider establishing a Safety Services Bureau that would be unique to Salinas. The Bureau would establish all three program services—Fire Marshal, Building Inspection, and Code Enforcement—into one high-performance team.

A key to the Bureau’s success will be its ability to provide redundant staffing, cross-discipline skills, and effective backup, support, and follow-up in all program areas. An integrated approach would provide greater flexibility for the team, and opportunities to base compensation upon each team member’s acquisition of new skills and competencies. It is recommended that the City examine and, where appropriate, redesign job descriptions such that employees in the Bureau might, over time, possess multiple discipline skills: Building Inspectors could learn how to conduct limited fire inspections and limited code enforcement; Code Enforcement Officers could learn how to conduct minor building and fire inspections; the Fire Marshal could learn how to conduct limited building and code enforcement inspections. All employees should learn how to

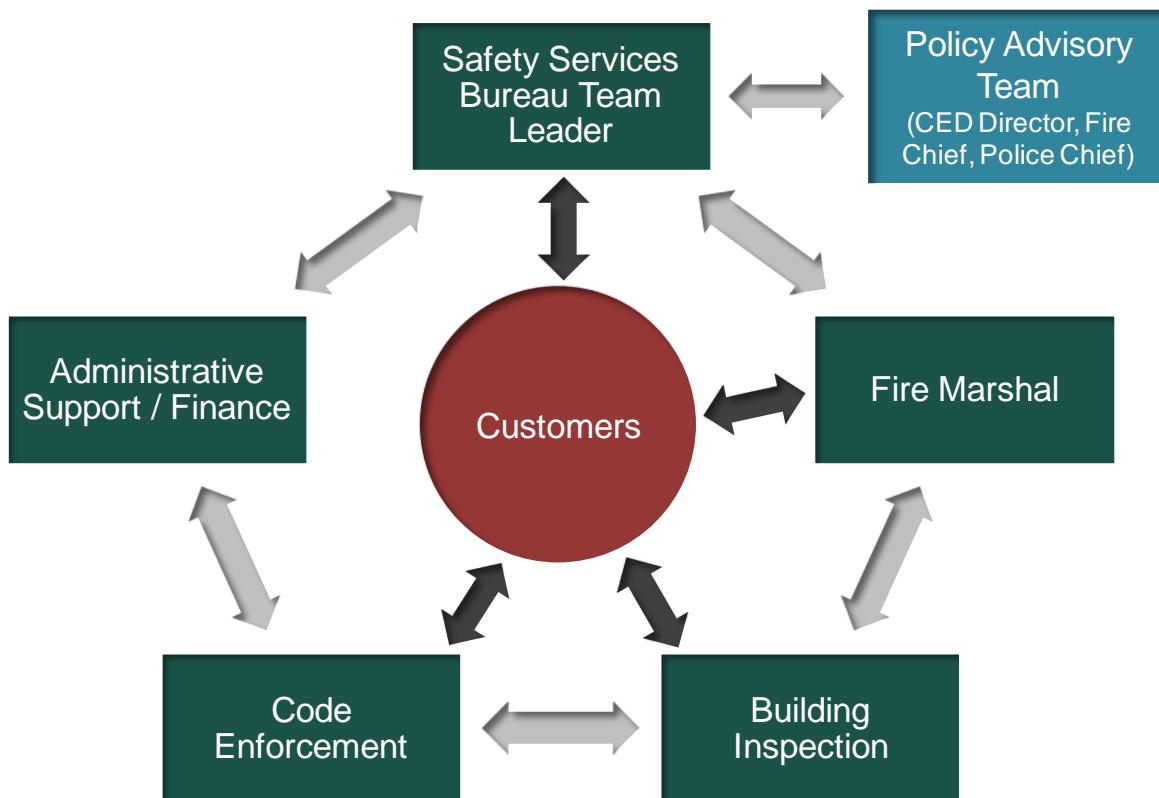
work with the Police Department when its services and backup are called into an enforcement situation.

Success will not happen overnight. But, through trial and error and hard work, this multi-disciplinary approach to solving Salinas' unique neighborhood and housing issues will yield positive, "best practice" results.

Citygate recommends that the Bureau be physically housed in one place but that the Community and Economic Development Director and the Fire Chief share its chain-of-command and performance accountability jointly.

The proposed organizational structure would look something like this:

Proposed Safety Services Bureau Organizational Structure



MAJOR FINDING No. 9: THE CITY'S USE OF WRITTEN PROCESSING AGREEMENTS THAT CLEARLY DELINEATE APPLICANT AND CITY PERFORMANCE, TIMELINES, AND TARGET DATES IS INCONSISTENT.

STRATEGIC RECOMMENDATION No. 9: UTILIZE DETERMINATE PROCESSING AGREEMENTS FOR HIGH PRIORITY PROJECTS AND FOR CUSTOMERS THAT HAVE A HISTORY OF PERFORMANCE ISSUES.

Successful development review permitting programs are able to provide entitlements and permits in a way that is consistent and predictable. A highly evolved Development Review Team (DRT) approach to development review permitting can help Salinas achieve this objective. This approach may also address recurring performance issues with certain customers or customer representatives.

The Department should, in addition, establish a “Determinate Processing” program for discretionary permits. Using a Determinate Processing program will help reduce the steps in the development permit review process into a simple, non-binding, outcome-oriented “Schedule of Performance” agreement between the City and the applicant.

Citygate recommends that Salinas use Determinate Processing Agreements only for high priority projects. These agreements, which should be used selectively to further the City’s economic development objectives, are simple and highly effective. The agreements are non-binding and typically are limited to two pages in length. The City could choose, for example only, to offer Determinate Processing Agreements for:

- ◆ Commercial and residential projects in downtown Salinas
- ◆ Business park and industrial projects that generate or retain over 20 head-of-household jobs
- ◆ Commercial projects that generate over \$10,000 per year in new sales tax revenue
- ◆ Development projects in the City’s Future Growth Area
- ◆ Affordable housing projects of 10 units or more.

The DRT participants and the City’s leadership team should discuss and decide which type of projects should be afforded Determinate Processing Agreements and the exact content of the document. Determinate Processing Agreements should include basic project information and a back-and-forth schedule. It is best to keep it simple, as provided in the following example:

CITY OF SALINAS
DETERMINATE PROCESSING AGREEMENT

Date:

Project Name:

Priority Category:

Proponent Contact:

Location:

Case Planner:

SCHEDULE OF PERFORMANCE

<u>ACTION (RESPONSIBLE PARTIES)</u>	<u>COMPLETE DATE</u>
1. Pre-application Conference (All Hands)	January 5, 2014
2. Submission of Complete Application (Applicant)	January 19, 2014
3. Deemed Incomplete Letter (Case Planner)	February 12, 2014
4. Project Meeting (All Hands)	February 14, 2014
5. Second Submission (Applicant)	February 21, 2014
6. Deemed Complete Letter (Case Planner)	March 1, 2014
7. Call for Conditions of Approval (Case Planner)	March 3, 2014
8. Review Conditions at DRT (All Staff)	March 24, 2014
9. Discussion with Applicant regarding conditions (Case Planner/Applicant)	March 26, 2014
10. Project Refinements Due (Applicant)	April 1, 2014
11. Staff Report Prepared (Case Planner)	April 15, 2014
12. Staff Report to Director for Review (Case Planner/Director)	April 15, 2014
13. Final Service Check with Applicant (Case Planner/Applicant)	April 16, 2014
14. Post Hearing Notice	April 17, 2014
15. Advisory Body Hearing	May 1, 2014

Signatures indicating concurrence:

Community and Economic Development Director

Applicant

Economic Development Manager

Assistant City Manager

NOTE: This Determinate Processing Agreement is intended to increase effective communication between the City of Salinas and the Project Proponent. It is a "good-faith" commitment to cooperate and to advance the subject project in a manner consistent with the public interest.

MAJOR FINDING No. 10: THE PERMIT CENTER RECEPTION AREA IS NOT CONDUCIVE TO PROVIDING RESPECTFUL, COMFORTABLE, HIGH QUALITY CUSTOMER SERVICE; ITS LAYOUT IS 20 YEARS BEHIND “BEST PRACTICES.”

STRATEGIC RECOMMENDATION No. 10: REDESIGN PERMIT CENTER COUNTER AREA AND WORK STATIONS TO ENHANCE CUSTOMER EXPERIENCE.

The design of the Permit Center reinforces the stereotype that government workers are unprofessional and discourteous. That is not to say that the City’s employees fit the stereotype; they do not. But the layout and presentation of the Permit Center, as a whole, does not help them send a positive message to the customer.

If the City wants its customers to have a quality experience during the development permit review process, then it must provide a quality, customer-centric permit center environment. The following is a partial list of items that could be addressed to improve the Permit Center customer experience:

- ◆ Replace the up-against-the-wall setting with lounge seating.
- ◆ Provide soft, relaxing music.
- ◆ Provide private cubicles for all client/customer discussions.
- ◆ Screen-off the back room so that employees “on break” are not visible.
- ◆ All visible employees must be in a position to provide immediate “How may I help you?” service. No exceptions.
- ◆ Offer refreshments to all customers.
- ◆ Place Greeter in a position to thank and query (“Is there anything else we can do for you today?”) all customers as they leave; hand all customers a survey request document.
- ◆ Ask each customer for their mailing address and/or e-mail address for follow-up information and news (build your clientele network).
- ◆ Mimic Wal-Mart’s greeter model.
- ◆ Mimic Nordstrom’s unanticipated service model.

SECTION VI—OTHER IMPORTANT RECOMMENDATIONS

The remaining recommendations included in this report are important in varying degrees but arguably are not as critical as the *Ten Major Findings and Strategic Recommendations* previously listed. To add clarity to what is otherwise a very long list, we have organized the “Other Important Recommendations” around six (6) subject categories:

- ◆ Department-wide Changes
- ◆ Building Services – Plan Check Section
- ◆ Building Services – Inspection Section
- ◆ Permit Services
- ◆ Code Enforcement
- ◆ Permit Center Administration.

6.1 DEPARTMENT-WIDE CHANGES

Recommendation No. 11: Establish a Senior Supervisor-Greeter position to lead the front counter service area.

Salinas’ customers need to know from the moment they walk in the door and throughout their visit to the Permit Center that they are valued and respected regardless of their economic circumstances or the command they have of the English language. Oftentimes customers are left to sit in perimeter chairs for lengthy periods of time without receiving any assurance as to when and how they will be served. The current system does not do a good job of distinguishing between a customer that has a simple question, a customer who might need more complex attention, and a customer who would be better served by making an appointment.

All the clerical staff, permit technicians, and professional staff should be acting, at all times, in support of the Senior Supervisor-Greeter. In turn, the Senior Supervisor-Greeter will be responsible, and held accountable for, the overall customer experience at the Permit Center. This position needs to be filled by someone who can lead, handle authority, and possesses exceptionally strong people skills.

Recommendation No. 12: Distribute customer satisfaction cards to all customers; monitor and discuss returned cards on an ongoing basis.

Delivering high quality customer service requires that the organization constantly solicit and study feedback from their customers. Self-addressed stamped envelopes with a simple bi-lingual customer satisfaction survey inside should be given to all customers leaving the Permit Center. The Senior Supervisor-Greeter should let each customer know that the Department appreciates their business and would welcome their feedback on the question: “How are we doing?”

Recommendation No. 13: Establish a Leadership Support Team (clerical) with quick weekly meetings and an agenda.

Citygate observed that the Departments’ clerical support team is a bit disjointed. We suspect much of this has to do with the physical separation between the two floors, as well as all the turnover and workforce reductions the Department has endured over the past five years.

To remedy this problem, we recommend that a Leadership Support Team be established and functioning effectively prior to the arrival of the new Director. The Team’s primary function will be:

1. Keeping the clerical support group informed as to where the Department is heading and why
2. Establishing consistency and fairness in the allocation of work assignments
3. Raising the bar on performance and providing help and training when needed
4. Providing clerical support and backup across divisional lines
5. Managing Department workflow.

Recommendation No. 14: Retain only “can-do” employees that find solutions and commit to and deliver excellent customer service.

Citygate observed that most employees in the Department are talented, dedicated, professional, and hard working. They take pride in providing high quality customer service. Nonetheless, it bears repeating that the Department can only afford to retain employees that have the desire and ability to work as part of a highly customer-centric team. In the future, if an employee does not fit this “can-do” profile and, after having been given the tools, training, and time to rise to at least a B+ level, then they must be let go. Given the difficulties of the past, the Department cannot afford anything less.



Recommendation No. 15: Establish a “one-bite-at-the-apple” administrative policy.

The Department should create a policy that would require all Planning, Engineering, Plan Check, and Inspection staff to perform an initial thorough review and initial thorough inspection without adding additional requirements during subsequent plan reviews and inspections. The only exception to this policy would occur when staff missed “life-safety” requirements during the initial plan review or inspection or the submitted plans have substantially changed.

Recommendation No. 16: Involve Department Heads on the Development Review Team (DRT) on a monthly basis to ensure cooperation and resources; set goals; involve Assistant City Manager, if needed.

Citygate was pleased to observe that the Department already has an effective Development Review Team (DRT). Having an evolved and robust DRT, such as Salinas’, is a “best practice” that we rarely see in the agencies we assist.

We suggest that the DRT could be improved if the Department Heads from Public Works, Fire, City Attorney, and Finance participated on the DRT on a monthly basis. Forty-five minutes, once a month for such an important program is a reasonable request given how important the Development Permit Review Process is to the City’s overall economic development and wealth-accumulation efforts.

The primary task for the Department Heads is a simple one: use your experience, power, and authority to make sure the DRT is getting the support and resources it needs to deliver consistent high quality customer service. Think outside the box. Remove bureaucratic obstacles.

Recommendation No. 17: Conduct a training needs assessment and establish a Training Improvement Team.

The Department, with the assistance of the Human Resources Office, should conduct a training needs assessment for all employees in the Department. The Department’s current level of professional training is not adequate to meet the rising expectations of the community and the City Council. Salinas is located outside of a major metro area and professionally isolated. Moreover, training has been de-emphasized because of workload pressures and budget reductions. This is somewhat like “cutting off the nose to spite the face.” Continually investing in the Department’s workforce has a direct link to high quality customer service. The principle for success looks like this: “fewer people, better trained and better tooled.”

Training comes in several forms: in-house training on various processes and technology, training by experts related to specific aspects of their job, and training provided by professional organizations.

Two goals of such training are: (1) consistency, so that everyone interprets the development code and building code in a similar fashion; and (2) to make plan review staff comfortable enough that they know where they have flexibility to deviate to accommodate nuances and when to seek management or policy-maker direction when circumstances so dictate.

The professional community development seminars, particularly those located in the San Francisco and Sacramento regions, are important, not only for the sessions presented, but also for the interaction with other professionals to share experiences, observations, and frustrations. It is important that the staff be given the opportunity to attend sessions provided by such professional organizations.

The new Director should be encouraged to participate in leadership roles within his or her profession and should attend both regional and national level conferences on an annual basis.

Recommendation No. 18: Contract with other cities and the County for peak workload and expertise assistance.

Nowadays, given budget limitations and the highly technical nature of environmental requirements, it is difficult if not impossible for cities and counties to maintain a full complement of in-house staff expertise. At the same time, local government agencies are becoming more entrepreneurial and more willing to “sell” their services and expertise to their neighbor cities and counties. Salinas should explore the resources that are available in the region. Particular attention should be given to storm water management, engineering plan check, and building plan check.

Recommendation No. 19: Restructure the Vendor Renewal Program to streamline permits and improve compliance in the field.

The City’s Vendor Renewal Program fell into the Community and Economic Development Department a few years ago due to workforce reductions and reorganizations. Vendor permits have a unique set of requirements involving Engineering for site location and those of the Monterey County Health Department. Additionally, compliance is currently under the Police Department and is a low priority compared with more urgent public safety needs. A restructuring is needed to integrate permitting with enforcement, along with fees to support staffing requirements for both permitting and enforcement.

Recommendation No. 20: Continue to develop in-house expertise on State regulations (storm water, CEQA, etc.).

“Best practice” cities take it upon themselves to become advocates for their customers that have to deal with outside agencies in order to secure their development permits. It is not enough to simply say “you’ll have to go to the County to get that approved” or “you’ll have to get approval from Caltrans first,” and then bid the Salinas customer farewell.

It is incumbent upon the City to build long-term working relationships with outside agencies so that the City can be helpful and productive when comes to solving permitting problems that arise outside the City’s direct jurisdiction. Attending coordination meetings and establishing Interagency Agreements is all part of providing high quality customer service for Salinas’ customers.

The Director should take a leadership role to ensure that good relations with outside agencies are fostered, nurtured, efficient, and effective. Management should also emphasize opportunities for staff training to develop the in-house expertise. Successes should be reported out publicly to the City Council.

Recommendation No. 21: Institute an “Unanticipated Service” program.

This is a system for consistently exceeding customer expectations in the development permit review process. It is based on principles and practices used by Nordstrom stores and best practice public agencies.

Instituting an “Unanticipated Service” program in the Community and Economic Development Department is likely to increase customer satisfaction and reduce complaints from applicants.

Community and Economic Development Department customers are often frustrated by their inability to obtain reliable and timely information about the status of their applications. This frustration, Citygate believes, only adds fuel to customers’ concerns about other aspects of the development permit review process. In our experience, when applicants are kept informed, they are less likely to assume the worst. Conversely, when applicants are not kept informed, they assume the worst with regard to what is happening to their applications and their project(s). It is axiomatic that in the absence of information, people “fill in the blank” with negative perceptions or fear of worst-case scenarios. This negative perception can take hold and be very difficult to reverse, irrespective of a public agency’s efforts to improve systems and procedures.

The principle of “Unanticipated Service” is a simple one:

**“Customer satisfaction increases most dramatically
when a customer receives a service they did not expect.”**

Examples of how this principle could be used in the Community and Economic Development Department include the following:

1. The Community and Economic Development Director sends a personal letter to the Department's most active applicants, consultants, or environmental advocacy groups describing to them improvements and changes that are underway in the Department.
2. The staff member assigned as Project Planner calls applicants and stakeholders on larger projects at least every week to let them know the status of the application and to identify and discuss how issues can best be resolved in a mutually satisfactory manner. The applicant and stakeholders, when interested, are also asked if they have any concerns regarding the application's status.
3. Make Friday morning "call your clients day" for all planners.
4. The developer and stakeholders, when interested, receive a letter from the Director AND the Project Planner at the conclusion of the hearing wherein they are asked how the Department might improve their efficiency, effectiveness, and transparency.

Holding employees accountable for delivering "Unanticipated Service" is an essential element of a successful development permit review process customer service program.

Citygate believes that once the "Unanticipated Service" program is developed, adopted, and publicized, Salinas' Community and Economic Development Department employees will embrace it enthusiastically and meet the new expectations, particularly if the time spent providing the service is recognized as a legitimate and tracked project cost.

The Senior Supervisor-Greeter mentioned earlier in this report should play a leadership role in making sure the "Unanticipated Service" program is well run, reliable, and effective.

6.1.1 Building Services – Plan Check Section

Recommendation No. 22: Fill the vacant Plan Checker II position or create a Plan Check Engineer position.

Currently, the Acting Building Official is spending a significant amount of time performing plan check duties and responding to plan check questions from the public. As a result, the Acting Building Official is unable to perform many of the required administrative duties. This also has had a serious negative effect on the overall culture of the Department.

Recommendation No. 23: Create a written Policies and Procedures handbook for the Plan Check staff.

This would improve consistency and increase efficiency for the Plan Check staff and the consultants.

Recommendation No. 24: All plan check comments/corrections should be made available to the public at the time they are generated by staff.

Currently members of the public have to physically drive to City Hall and wait in line for staff to search for plan check comments and provide a copy of them. Making these comments available to the public at the time they are generated would eliminate hundreds of phone calls each year from members of the public who are inquiring as to the status of their plan check. This would also eliminate excessive visits to the front counter that translates into longer waiting times for the public. This could be accomplished by providing a link from the Building Division web page to the permit software.

6.1.2 Building Services – Inspection Section

Recommendation No. 25: Place the cell phone numbers for the Inspection staff on their business cards and on the City website.

Currently in order for members of the public to dialogue with the Inspection staff, they have to call the clerical staff or leave a voicemail message. The Inspectors generally do not return phone calls until the end of the day, which creates project delays. Providing easy access to Inspector cell phone numbers would allow the public to make direct contact with the field staff that spends the majority of their time out of the office. This would also enhance communication and eliminate some of the workload for the clerical staff.

Recommendation No. 26: Establish a web-based inspection request page.

The Department should create a web-based inspection request page that would allow the public to schedule inspections 24 hours a day, 7 days per week. The web page should be designed to restrict the inspection request submittal until all required fields of information are provided. This would significantly reduce the number of phone calls received by the clerical staff and would reduce erroneous information that is entered by staff.

Recommendation No. 27: Hire at least two full-time Combination Building Inspectors.

The Department is on the verge of an overload of work due to the number of pending projects that are at or near the “permit ready” stage. This would allow the Inspection staff adequate time in order to perform thorough and quality inspections. A Building Inspector should not perform more than 200 inspections per week. Building Inspectors are currently performing approximately 288 inspections per week.

Recommendation No. 28: Purchase shirts, jackets and hats with the City logo for the Inspection staff.

The appearance of the field staff does not reflect the professional potential of this organization. Currently members of the field staff are wearing a mixture of personal clothing and clothing provided by the City. This appearance does not promote the authority that the Inspection staff and the Code Enforcement staff possess. This would improve the professional working relationship between the Inspection staff and the public. This would also improve the effectiveness of the Building Inspectors when dealing with Building Code enforcement cases.

Recommendation No. 29: Establish a weekly “in-house” training program for Building Inspectors.

This department currently does not have an established in-house training program. Training is provided intermittently as work schedules allow and topics become “critical mass.” Each staff member should contribute to this training by sharing his or her areas of expertise. This would improve uniformity with respect to code interpretations, policies and procedures and customer service. It would also improve morale within the Division.

Recommendation No. 30: Create a written Policies and Procedures handbook for the Inspection staff.

This department is operating without an updated or concise set of policies and procedures. This results in a variety of versions describing how to accomplish tasks. The lack of policies and procedures also creates a drain on the supervisory staff’s time, in order to explain them verbally to other staff members. Creating a written Policies and Procedures handbook would improve consistency and increase efficiency for the Inspection staff.

Recommendation No. 31: Building Inspectors should be cross-trained to perform minor plan checks in all categories such as electrical, plumbing, structural, etc.

Currently in the Building Division, only the Acting Building Official is trained to perform plan checks in all categories, which include electrical, plumbing, structural, mechanical, disabled access and energy. The Building Inspection staff possesses an extreme amount of knowledge in one or more of these categories and therefore should be used to assist in the plan check function. Cross-training Building Inspectors to perform minor plan checks in all categories would increase their knowledge and presence of mind relative to performing their inspections. They should also be cross-trained to issue permits.

Recommendation No. 32: Create a once-a-month Ride-Along program with all of the elected officials and Building Inspectors.

Several staff members have expressed a concern that the elected officials are not aware of the workload levels and challenges of their duties. It would be beneficial to involve the elected officials in the staff's routine workload by arranging half-day ride-alongs that conclude with a luncheon debriefing. The Acting Building Official should attend the follow-up luncheon in order to participate in this process. This would allow the elected officials to participate in the building inspection efforts, which would educate them on the challenges that the Building Inspectors face daily.

6.1.3 Permit Services

Recommendation No. 33: Modify the TRAKiT permit software so that the monthly plan check and permit activity reports can be produced rapidly.

All permit software programs should be able to produce activity reports rapidly. Normally this is accomplished with the use of programs such as Chrystal Reports. Since the current staffing levels are at a minimum, the use of technology should always be considered in order to reduce the workload of the staff. This would allow staff to spend less time (currently 2 to 3 days) preparing activity reports and other related statistical documents.

Recommendation No. 34: Establish a policy that requires each division (Fire, Engineering, Code Enforcement, Building) to have technical support available at the front counter at all times when the counter is open to the public and to respond to the counter for assistance within 5 minutes, when requested.

This would eliminate the current problem where the public is sent away or has to wait for long periods of time to obtain technical assistance at the public counter. Permit Technicians are often stymied and are not able to issue permits due to the unavailability of technical professional staff or because the administrative support staff is not responding in a timely fashion when asked to assist at the front counter. Additional delays in processing permits are occurring due to the limited availability of the Planning staff that only provides assistance at the front counter from noon to 5 p.m. (5 hours).

Recommendation No. 35: Establish a “make it up” policy whereby staff will expedite the second plan check if the first plan check exceeds the guaranteed time frame.

In any professional organization there should be guarantees of excellent customer service. Occasionally due to unusual circumstances, these guarantees are not met. In order to strengthen the reputation of this organization, a back-up plan should be implemented that would ensure that the second plan check will be expedited automatically if the first plan check exceeds the standard time. This policy would ensure that all projects are processed through the Permit Center within the guaranteed plan check time frames so that the public can adhere to their construction schedules. This policy should be advertised on the City website and at the public counter.

Recommendation No. 36: Increase counter hours from 10 a.m. – 3 p.m. to 8 a.m. – 3 p.m.

This would enhance customer service since the City Hall is closed on Fridays. Contractors typically start work early each morning and prefer to obtain permits or technical information as early as possible in the day so that they can continue to work in the field the rest of the day. Currently a contractor or citizen only has a window of 6 hours per day (closed for lunch) to obtain information and process projects through the Permit Center. Since the development industry works 40 to 50 hours per week, they only have 24 hours per week to interface with the Permit Center. The counter should not be closed for lunch.

Recommendation No. 37: Keep the web page up to date with current documents and provide contact information for every staff member in the Permit Services program.

The Permit Services web page needs to be kept up to date with the latest information, notices, and permitting requirements, including fee schedules, to improve transparency and provide customer support. It is currently difficult to contact City staff directly, especially the field staff. A “contact us” web page should be created for each division in the City which would allow the public to contact every staff member by dialing their desk phone, cell phone or e-mail address without the need for assistance from the clerical staff. This would greatly improve communication, which would translate to improved customer service.

Recommendation No. 38: Establish a weekly “in-house” training program for Permit Technicians.

This Division currently does not have an established in-house training program. Training is provided intermittently as work schedules allow and topics become “critical mass.” Each staff member should contribute to this training by sharing his or her areas of expertise. This would improve uniformity with respect to code interpretations, policies and procedures and customer service. It would also improve morale within the Division.

Recommendation No. 39: Modify front counter “sign-in sheet” in order to offer express service for drop-offs and mini-questions.

Currently customers have to wait long periods of time in order to acquire minimal information or assistance because they have arrived after someone who requires an extensive amount of information. The front counter sign-in sheet should be modified in order to allow customers to check a box when their need for assistance is minimal. The counter staff would then move these customers to the front of the line in order to provide assistance from staff that takes less than a couple of minutes. Examples: pick up a construction standard, drop off a document, or ask a quick question. It is not reasonable to expect the public to wait behind customers who require a lot of staff time in order to receive limited assistance.

6.1.4 Code Enforcement

Recommendation No. 40: Purchase shirts, jackets and hats with the City logo for all of the Code Enforcement Officer staff.

The appearance of the field staff does not reflect the professional potential of this organization. Currently members of the field staff are wearing a mixture of personal clothing and clothing provided by the City. This appearance does not promote the authority that the Inspection staff and the Code Enforcement staff possess. This would improve the professional working relationship between the staff and the public.

Recommendation No. 41: Place the cell phone numbers for the Code Enforcement Officers on their business cards and on the City website.

Currently in order for the public to dialogue with the Code Enforcement staff, they have to call the clerical staff or leave a voicemail message. The Code Enforcement Officers generally do not return phone calls until the end of the day, which creates project delays. This would allow the public to make direct contact with the field staff that spends the majority of their time out of the office. This would also enhance communication and eliminate some of the workload for the clerical staff.

Recommendation No. 42: Create a written Policies and Procedures handbook for the Code Enforcement Officers.

This Division is operating without an updated or concise set of policies and procedures. This results in a variety of versions describing how to accomplish tasks. The lack of policies and procedures also creates a drain on the supervisory staff's time, in order to explain them verbally to other staff members. Creating a written Policies and Procedures handbook would improve consistency and increase efficiency for the Inspection staff.

Recommendation No. 43: Fill the vacant Senior Code Enforcement Officer position.

The Code Enforcement Officers' workload is excessive. In order to ensure that the community is maintained at a high standard, more code enforcement efforts are necessary. It has been reported by several Code Enforcement Officers that the condition of even new subdivisions are poor and are in the process of deteriorating due to the lack of attention from the Code Enforcement Officer staff.



It is our understanding that the frozen Code Enforcement Officer position is funded from non-General Fund sources. Given this fact, it is in the best interest of residents and the community as a whole that this position be filled. Preserving the vacancies for employees that may or may not be laid off at some point in the future places the interests of employees ahead of the community, which is a mistake.

Recommendation No. 44: Establish a weekly “in-house” training program for Code Enforcement Officers.

This Division currently does not have an established in-house training program. Training is provided intermittently as work schedules allow and topics become “critical mass.” Each staff member should contribute to this training by sharing his or her areas of expertise. This would improve uniformity with respect to code interpretations, policies and procedures and customer service. It would also improve morale within the Division.

Recommendation No. 45: Create a once-a-month Ride-Along program with elected officials and Code Enforcement Officers.

Several staff members have expressed a concern that the elected officials are not aware of the workload levels and challenges of their duties. It would be beneficial to involve the elected officials in the staff’s routine workload by arranging half-day ride-alongs that concludes with a luncheon debriefing. The Code Enforcement supervisors should attend the follow-up luncheon in order to participate in this process. This would allow the elected officials to participate in the enforcement efforts, which would educate them on the challenges that the Code Enforcement Officers face daily.

Recommendation No. 46: Stagger the workweek so that at least one officer is working on Saturdays.

It is commonly known by the public that Code Enforcement Officer staff do not work weekends which promulgates violations such as special events, signage, etc. The number of violations would be significantly reduced with a staggered workweek.

6.1.5 Permit Center Administration

Recommendation No. 47: Increase the involvement of Permit Center staff in the policy decision-making process.

Permit Center staff has expressed their desire to become more involved in the policy decision-making process. There is a perception that their expertise is not always considered while policies are being created. This would result in the creation of better policies that would be better received by staff since they were involved in the process. This would also increase the morale in all of the divisions.

Recommendation No. 48: Create a “Guarantee of Service” document that establishes the time frames for all levels of service that the public can expect to receive.

A “Guarantee of Service” document should be created and placed on the City website that establishes time frames for all levels of service. This includes plan check turnaround times; over-the-counter plan checks, inspection response times, response times for Code Enforcement, etc. All staff members should be included in the creation of this document and it should be approved by the City Manager. This Guarantee should be a living document that is constantly updated and referred to during annual performance reviews of City staff. This would foster excellent customer service and make staff accountable for their performance. On occasion when these performance standards are not met, then a “make it up” process should be instituted.

Recommendation No. 49: Re-evaluate/modify the job description/duties of the Permit Services Deputy Director position to emphasize “Manager” and “Building Official” functions; fill this vacant position.

Currently this position is filled with an “Acting/Interim” Deputy Director/Building Official. Filling this position permanently and modifying the job description would eliminate a large amount of uncertainty within the Department and would set the course for the future direction of the Department. This uncertainty has had a negative effect on the morale of the Department. Filling this position as soon as possible would solidify the resolve of the Director and reduce some of the adversarial reactions of subordinates that the Deputy Director has had to deal with.

Recommendation No. 50: Develop a strategic Code Enforcement Program to shift from “complaint-based” to “pro-active” enforcement.

An effective code enforcement program establishes a community “norm” for attractiveness, orderliness, and safety in neighborhoods and commercial areas, based on standards set forth in the City Code, especially Zoning, Building and Fire Codes. Currently, due to cutbacks in staff, the Code Enforcement Division responds only to public complaints (often through Councilmembers) that provides for uneven enforcement and starts creating illegal practices that are more and more accepted by the community over time, because they are seen everywhere and become the new “norm.” Some examples in commercial areas are illegal signs, such as sandwich boards, “flag” banners, and temporary fabric banners placed on buildings. In residential areas, it is often illegal home occupations, inoperable or illegally-parked vehicles, garage conversions, or yard sales.

As more and more of these illegal activities proliferate without “pro-active” enforcement, they become more accepted by the community and the practices encourage others to seek what may be perceived as an economic opportunity, whether they knowingly or unknowingly violate the Code. The cycle eventually gets to the point where enforcement becomes almost impossible because there are so many stakeholders benefitting personally from these violations that it becomes politically unpopular to address them, much to the detriment of the surrounding community. Salinas is at that point right now and needs to establish a sufficient capacity to start reversing this trend and then keep it at a high compliance status quo, so that violations become the exception rather than the rule.

Recommendation No. 51: Integrate all City development-related activities into the Permit Center, including Engineering and Business Licenses.

All development-related permitting, even the issuance of new business licenses, benefits from customers coming to one location to pay fees, receive information, and have appropriate staff available. This is best achieved through one department and one location.

Recommendation No. 52: Recruit/fill Associate Planner position to improve current planning services capacity.

The Current Planning Division does not currently have a mid-level, “journey” position that would be expected to take on the more complicated development permitting and CEQA review. This leaves just the Senior Planner to take on these tasks (for a City of 150,000), while the two

Assistant Planners generally serve the public counter, code enforcement issues, and less-extensive development reviews. There are insufficient resources currently to perform all planning functions, and the Senior Planner must currently be scheduled to have limited customer service counter hours while also taking on the complicated projects. Filling the Associate Planner position would improve resources for the public counter, and improve processing for important projects, which are fully expected to increase in volume in a rebounding economy.

Recommendation No. 53: Project major planning initiatives and special project needs at least three years ahead and allocate resources accordingly.

A highly-functioning organization is going to be able to anticipate major planning and special project needs several years into the future, especially when mandated by state laws and the City Code. For examples, the Housing Element to the General Plan is required to be updated on a specified cycle, and the General Plan itself starts to become outdated after approximately 10 years. The organization has struggled to manage these major planning initiatives due to chronic budget limitations and limited staffing. The General Plan is now in its 12th year, the Housing Element will need to be updated within two years, and a five-year review of the Inclusionary Housing Ordinance is two years overdue. These major programs often take more than a year to complete and can require supplemental funding of five and even six figures. In addition, annexations, specific plans, and interagency coordination are constant pressures that must be addressed as initiated by private developers. A multi-year strategy to address these needs should be incorporated into each budget cycle and into capital budgeting, and updated constantly as new information is available.

Recommendation No. 54: Emphasize special projects and long-range planning as crucial for meeting economic development goals; hire an additional planner in the Special Projects Division.

The City's ability to accommodate growth and development is at a crossroads—either major planning initiatives move forward quickly to allow additional economic growth for the City, or that growth (in jobs, housing, retail, etc.) will go elsewhere in the region and Salinas' economy and prospects to address its problems will diminish. Regardless of whether the City hires contract planners or consultants to assist with initiatives such as the Future Growth Area Plans, Alisal Marketplace, the Economic Development Element, and other initiatives, there must still be sufficient, permanent staff to coordinate and provide direction for these initiatives if they are to go through their lengthy planning, environmental review, and approval processes without delays. Currently, there is one manager-level planner (and no permanent staff) to take on the entire,

complex needs of a growing City of 150,000—which, with the Future Growth Area alone, could grow to 180,000 over the coming decades. Additional investment in Special Projects staff is crucially needed to ensure that the City is able to anticipate and respond quickly and effectively to these initiatives on behalf of the City’s future.

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SECTION VII—REVIEW OF LITERATURE SOURCES

The purpose of this section is to augment the City's knowledge on current development review practices through Citygate's survey and literature search efforts. A variety of published sources are listed below that provide national data on various benchmarks and operational norms, as well as case studies on the results of experimental and state-of-the-art community development practices and other relevant issues. The results of our experience with comparable agencies, relevant literature in the profession, and our collective knowledge of best practices have been integrated into our study to maximize opportunities for defining the most contemporary and useful recommendations possible.

7.1 ARTICLES

McClendon, Bruce W. "Putting a Bias for Action into Planning Agency Management: A Practitioner's Perspective." Public Administration Review, Vol. 46, No. 4. July - Aug. 1986: 352-355

Carson, Richard H. "Changing the Culture of 'No' (Planning Practice) and Keys to a Successful Performance Audit." Planning Magazine. Dec. 2004: 16-19

Carson, Richard H. "Connected at Last in CoolTown." Planning Magazine. July 2003

Knack, Ruth Eckdish. "Inspiring the Troops." Planning Magazine. Jan. 1998

7.2 BOOKS

Goodman, William I., and Eric C. Freund. Principles and Practice of Urban Planning. Institute for Training in Municipal Administration, 1968

Hoch, Charles. The Practice of Local Government Planning (The "Green Book"). International City Management Association, latest ed.

Slater, David C. Management of Local Planning. International City Management Association, 1984

McClendon, Bruce W., Mac Birch and Ray Quay. Customer Service.Gov: Technology Tools and Customer Service Principles for Innovative and Entrepreneurial Government. Citygate Press, 2013

McClendon, Bruce W., and Anthony James Catanese. Planners on Planning: Leading Planners Offer Real-life Lessons on What Works, What Doesn't, and Why. Jossey-Bass, 1996

McClendon, Bruce W., and Ray Quay. Mastering Change: Winning Strategies for Effective City Planning. Planners Press/American Planning Association, 1988

McClelland, Bruce W. Customer Service in Local Government: Challenges for Planners and Managers. APA Planners Press, 1992

Begg, Iain. Urban Competitiveness: Policies for Dynamic Cities. The Policy Press, 2002 (written from perspective of British agencies)

Duncan, James, and Arthur Nelson. Growth Management Principles and Practices. APA Planners Press, 1995

Zucker, Paul. ABZs of Planning Management. West Coast Publishing, 1983

Branch, Melville. Urban Planning Theory. Dowden, Hutchinson & Ross, 1975

Chapin, Stuart, and Edward Kaiser. Urban Land Use Planning. University of Illinois Press, 1979

Blair, Fredrick. Planning Cities. APA Planners Press, 1970

7.2.1 General Public Agency Management

Radin, Beryl. Challenging the Performance Movement: Accountability, Complexity, and Democratic Values (Public Management and Change). Georgetown University Press, 2006

Managing Government Services: A Practical Guide, 3rd ed. International City/County Management Association

Agranoff, Robert, and Michael McGuire. Collaborative Public Management. Georgetown University Press, 2003

Bryson, John M. Strategic Planning for Public and Nonprofit Organizations. Jossey-Bass, 1995

7.2.2 Management

A few **interesting books** for the manager:

Gardner, Howard, Mihaly Csikszentmihalyi, and William Damon. Good Work: When Excellence and Ethics Meet. Basic Books, 2002

Csikszentmihalyi, Mihaly. Good Business: Leadership, Flow, and the Making of Meaning. Viking, 2003

Susskind, Lawrence, and Patrick Field. Dealing with an Angry Public: The Mutual Gains Approach to Resolving Disputes. The Free Press, 1996

7.2.3 Fiction

Fiction has innumerable lessons for the manager. A couple of metaphorical guides to managing human assets that are also enjoyable reads:

Asprin, Robert Lynn. Phule's Company. The Berkley Publishing Group, 1990

Asprin, Robert Lynn. Another Fine Myth. The Berkley Publishing Group, 1978

APPENDIX A

CITY OF SALINAS

CUSTOMER SURVEY ANALYSIS

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SECTION I—CUSTOMER SURVEY ANALYSIS: OVERVIEW AND METHODOLOGY

Citygate conducted an Internet-based Customer Survey for customers of the City of Salinas Community and Economic Development Department. The survey was “open” to accept input between May 13, 2013 and June 6, 2013. The availability of the survey was advertised via hard copy invitation letters to applicants who have had an application processed within the past three years. Invitation letters were also available at the Department’s front counter. Over 3,200 hard copy invitation letters and over 400 email invitations were sent. In total, there were 92 completed surveys.¹

Details of the deployment are shown below.

Customer Survey	
Launch Date	05/13/2013
Close Date	06/06/2013
Partials²	26
Completes³	92

The survey consisted of a number of closed-ended and yes/no questions with one concluding open-ended question. Respondents were asked to rate their satisfaction with 30 specific aspects of the Department. The rating scale for each aspect was “Far Exceeds Expectations” (5) to “Unacceptable” (1). Respondents were also asked a few additional “yes” or “no” and rating scale questions with one concluding open-ended question about the Community and Economic Development Department overall.

It should be noted in reviewing the results that customers were not required to answer any question. Additionally, they were permitted to respond “Not Applicable” to the rating statements, and these responses are not included in the mean response calculations.

ORGANIZATION OF ANALYSIS

This survey appendix is organized in the following order:

Classification Statements

- ◆ The types of customers who responded to the survey are presented.

¹ While the number of responses is not statistically significant, these results, when used in tandem with the stakeholder interviews, provide a very good indicator of the perceptions of customers.

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

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

Detailed Results for the Department

Detailed survey results for the Department are presented in the following format:

- ◆ **Summary of Findings** – The 5 statements receiving the *overall* highest and lowest mean score.
- ◆ **Statistical Analysis for Each Statement** – All the survey statements are presented with the calculation of the mean, median, mode and standard deviation along with the percentage of each type of response. These are sorted from highest to lowest mean score.

General and Yes/No Questions

- ◆ The responses to 4 yes/no questions, 3 general closed-ended questions, and 1 general open-ended question are presented.

DEFINITION OF TERMS

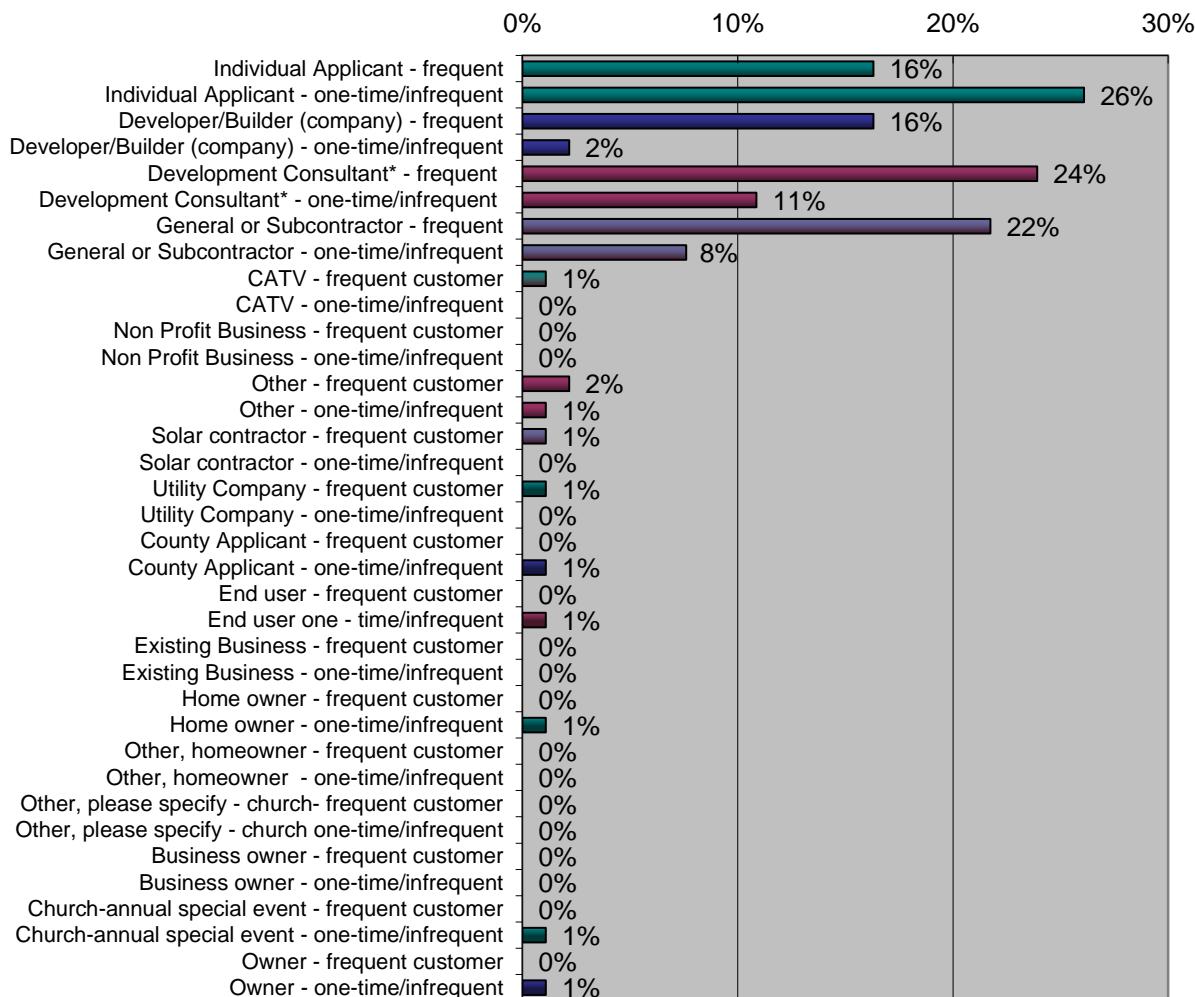
The terms defined below are encountered in the information that follows:

- ◆ **Mean**: An arithmetic mean that is the sum of the responses for each statement divided by the number of responses for each statement.
- ◆ **Median**: “Middle value” of a list. That is, half the numbers in the list are greater than the median response and half are less.
- ◆ **Mode**: The most frequently occurring number in a list. In the case of the Customer Survey, it was the response (from “Far Exceeds Expectations” to “Unacceptable”) that was the most often chosen for any one statement.
- ◆ **Standard Deviation**: Standard deviation tells how spread out the responses are from the arithmetic mean. A standard deviation close to zero indicates that most responses are close to the mean response and that a greater degree of agreement exists among survey takers with regard to the statement. A greater standard deviation indicates that there was a wider spread of variation in the responses and that a greater degree of disagreement exists among customers with regard to the statement.

SECTION II—CLASSIFICATION STATEMENTS

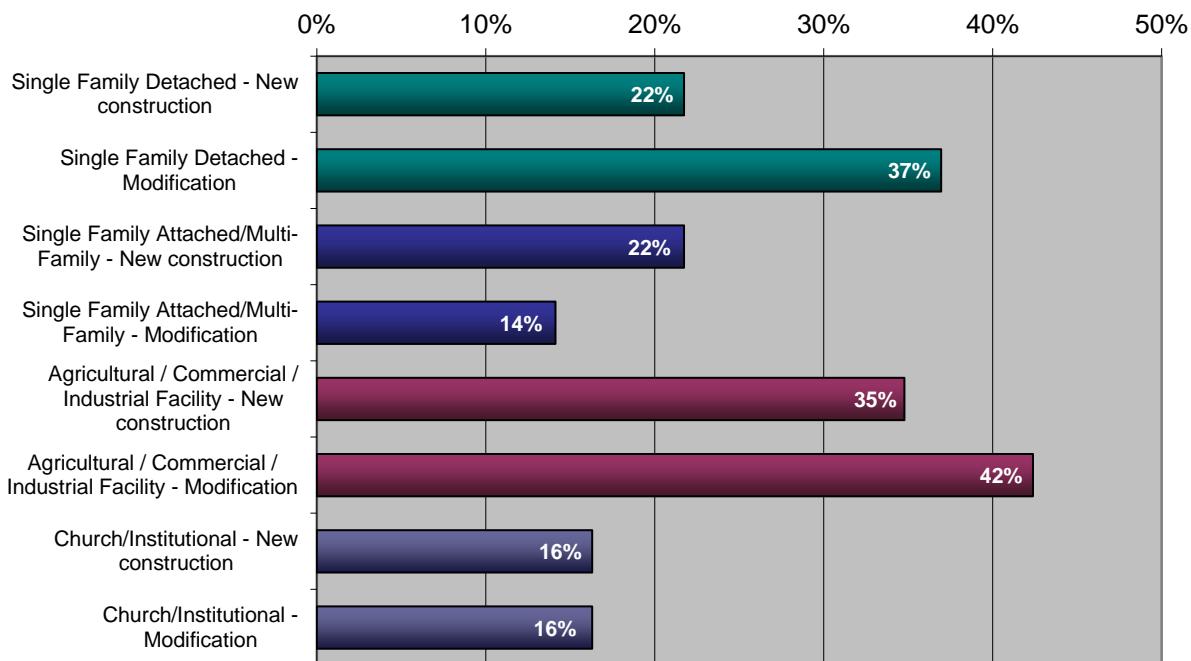
The survey began with the following classification statements. They are included here to demonstrate the type of customers who responded to the survey.

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



*e.g., Engineer, Architect, landscape architect, lawyer, planner, etc.

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



SECTION III—COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT RESULTS

SUMMARY OF FINDINGS

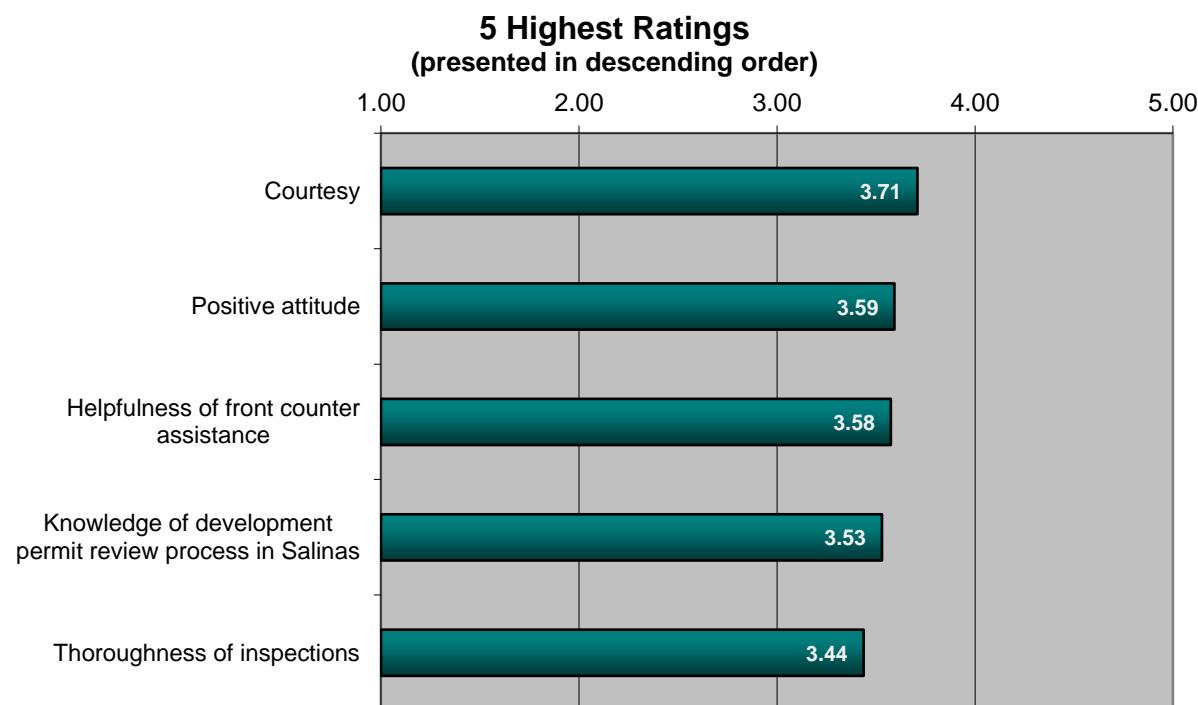
The results for the main section of the Customer Survey are summarized below. A total of 92 customers responded to questions about the Department. As part of the survey, customers were asked to rate 30 specific aspects of the Department on a scale from “Far Exceeds Expectations” (5) to “Unacceptable” (1). This summary includes the 5 highest ranking aspects and the 5 lowest ranking aspects. The **highest ranking** aspects include ‘Courtesy’ (3.71) and ‘Positive attitude’ (3.59). The **lowest ranking** aspects include ‘Cost of facility/capital/infrastructure fees’ (2.74) and ‘Coordinated review between divisions and departments of the City’ (2.77).

5 Highest Ratings

(Presented in *descending* order. 5 is the highest score)

Subject	Mean	Median	Mode	Std Dev
Courtesy	3.71	4	4	1.07
Positive attitude	3.59	4	4	1.15
Helpfulness of front counter assistance	3.58	4	4	1.22
Knowledge of development permit review process in Salinas	3.53	4	4	1.07
Thoroughness of inspections	3.44	3	3	1.19

The mean of each response is presented graphically below.



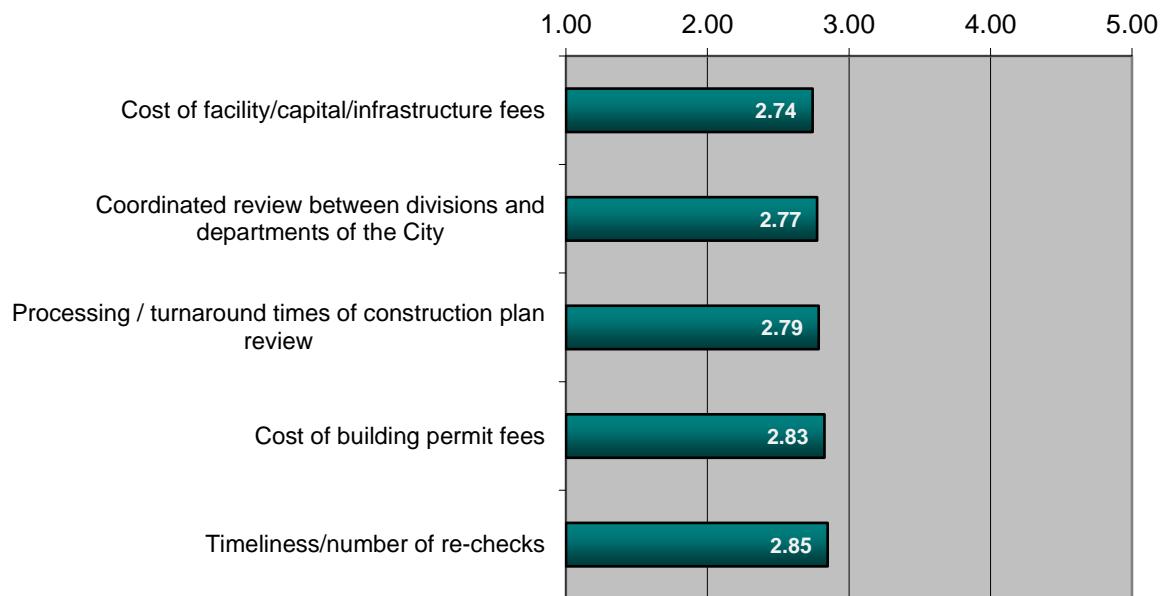
5 Lowest Ratings

(Presented in *ascending* order. 1 is the *lowest* score)

Subject	Mean	Median	Mode	Std Dev
Cost of facility/capital/infrastructure fees	2.74	3	3	1.21
Coordinated review between divisions and departments of the City	2.77	3	2	1.36
Processing / turnaround times of construction plan review	2.79	3	2	1.36
Cost of building permit fees	2.83	3	3	1.26
Timeliness/number of re-checks	2.85	3	3	1.33

The mean of each response is presented graphically below.

5 Lowest Ratings
(presented in ascending order)



STATISTICAL ANALYSIS FOR EACH STATEMENT (SORTED HIGHEST TO LOWEST)

Below, each of the 30 aspects are presented with the calculation of the mean, median, mode and standard deviation along with the percentage of each type of response, including “Not Applicable” and those left blank. They are presented from highest to lowest.

Statistical Analysis for Each Statement

	Mean	Median	Mode	Std Dev	% Far Exceeds Expctn.	% Above Expctn.	% Met Expctn.	% Below Expctn.	% Unaccept-able	% Not Applicable	% Left Blank	Total
Courtesy	3.71	4	4	1.07	24%	35%	22%	10%	3%	1%	5%	100%
Positive attitude	3.59	4	4	1.15	24%	29%	23%	13%	4%	1%	5%	100%
Helpfulness of front counter assistance	3.58	4	4	1.22	23%	28%	18%	11%	7%	8%	5%	100%
Knowledge of development permit review process in Salinas	3.53	4	4	1.07	18%	29%	27%	12%	3%	4%	5%	100%
Thoroughness of inspections	3.44	3	3	1.19	16%	16%	24%	8%	5%	21%	10%	100%
Timeliness of inspections	3.38	3	3	1.20	14%	18%	23%	8%	7%	22%	9%	100%
Providing complete process information at public counter	3.29	3	3	1.24	18%	15%	26%	15%	7%	13%	5%	100%
Providing consistent and dependable process information at public counter	3.28	3	3	1.20	15%	18%	28%	11%	8%	13%	7%	100%
Fulfilling commitments	3.26	3	4	1.24	17%	24%	24%	17%	9%	2%	7%	100%
Customer service when compared with cities within Monterey County	3.19	3	5	1.42	20%	13%	15%	16%	11%	17%	8%	100%
Responsiveness to / consideration of customer concerns	3.17	3	3	1.31	20%	16%	25%	18%	11%	3%	7%	100%
Returning phone calls in a timely manner	3.16	3	3	1.29	16%	21%	21%	20%	10%	8%	5%	100%
Helpfulness of informative handouts on processes	3.13	3	3	1.16	11%	16%	29%	13%	8%	14%	9%	100%
Overall process	3.11	3	3	1.30	16%	22%	22%	21%	12%	0%	8%	100%
Process of "minor" changes to plans	3.04	3	3	1.29	13%	12%	29%	9%	13%	17%	7%	100%

Statistical Analysis for Each Statement

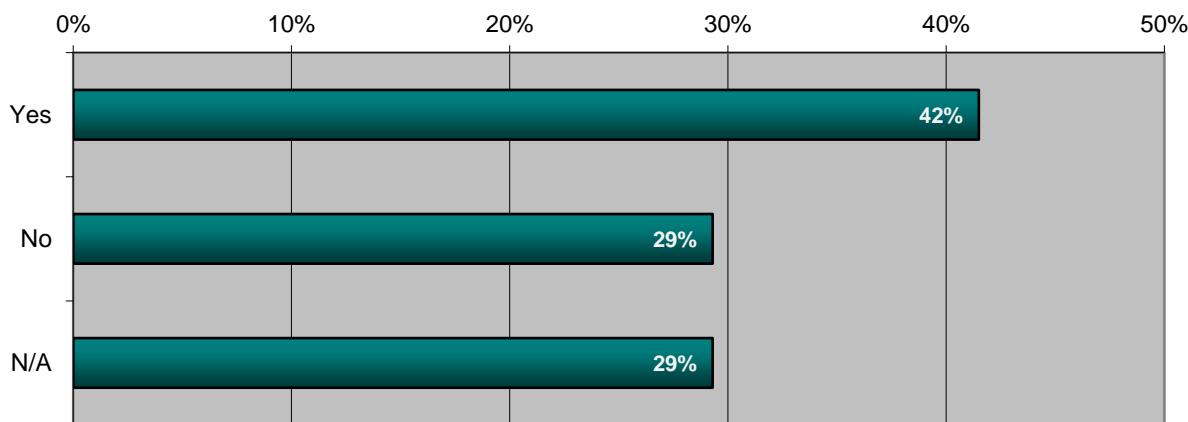
	Mean	Median	Mode	Std Dev	% Far Exceeds	% Above	% Met	% Below	Unaccept-	% Not	% Left	
					Expctn.	Expctn.	Expctn.	Expctn.	able	Applicable	Blank	Total
Communication on project status	3.04	3	3	1.33	15%	18%	25%	15%	15%	4%	7%	100%
Use of technology (web site, plan check, document submittal)	3.03	3	3	1.28	13%	15%	28%	13%	13%	10%	8%	100%
Process for tentative/parcel map approval	2.97	3	3	1.22	7%	4%	20%	5%	7%	50%	8%	100%
Ability to solve problems as opposed to create problems	2.95	3	1	1.46	18%	15%	21%	13%	22%	5%	5%	100%
Ease of accessing staff to discuss project	2.95	3	2	1.37	14%	18%	18%	18%	16%	7%	8%	100%
Process for final/parcel map approval	2.95	3	3	1.23	7%	3%	20%	5%	7%	50%	9%	100%
Clarity of codes and policies	2.94	3	3	1.22	10%	18%	30%	15%	14%	3%	9%	100%
Processing/ turnaround times for discretionary permits (e.g., Conditional Use Permits, Site Plan Review, Parcel Maps)	2.93	3	3	1.38	12%	10%	18%	12%	13%	27%	8%	100%
Understanding of private business	2.88	3	1	1.44	14%	15%	16%	14%	20%	13%	8%	100%
Accuracy / consistency of code interpretations	2.88	3	3	1.19	11%	12%	33%	21%	12%	4%	8%	100%
Timeliness/number of re-checks	2.85	3	3	1.33	12%	11%	27%	12%	17%	13%	8%	100%
Cost of building permit fees	2.83	3	3	1.26	10%	11%	34%	10%	17%	10%	9%	100%
Processing / turnaround times of construction plan review	2.79	3	2	1.36	12%	11%	18%	18%	16%	17%	7%	100%
Coordinated review between divisions and departments of the City	2.77	3	2	1.36	11%	14%	16%	18%	17%	16%	7%	100%
Cost of facility/capital/infrastructure fees	2.74	3	3	1.21	7%	11%	33%	9%	17%	14%	10%	100%

SECTION IV—GENERAL AND YES/NO QUESTIONS

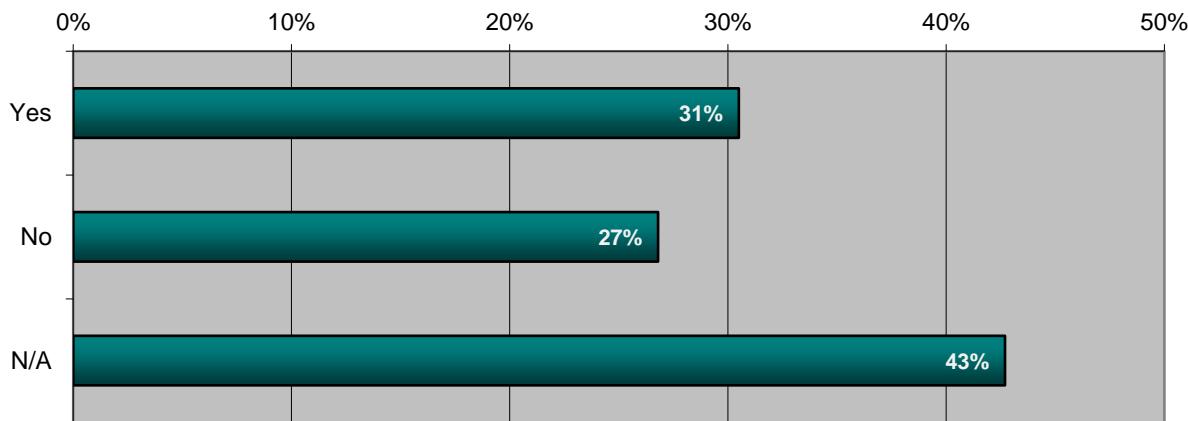
YES/NO QUESTIONS

Customers were asked to respond Yes/No to the following 4 questions.

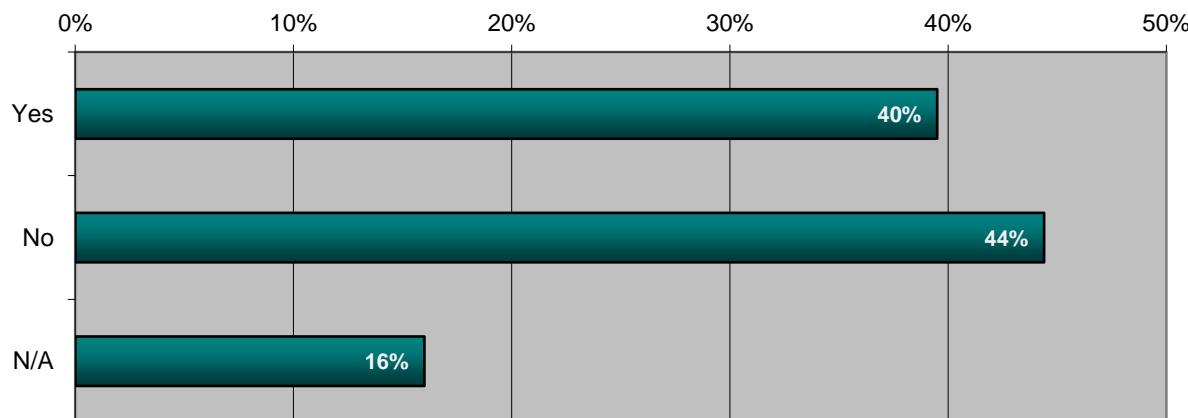
- Initial information given to me by the various divisions in Community and Economic Development was accurate and complete.*



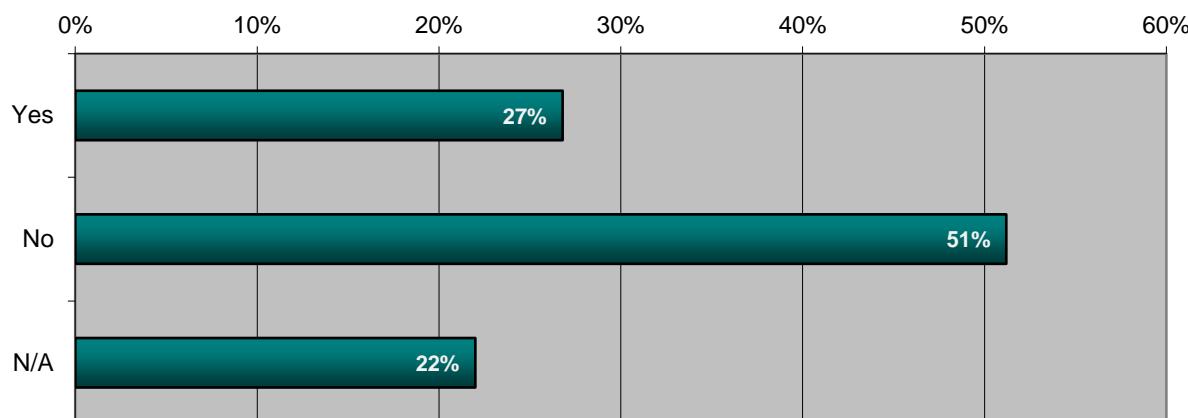
- Additional substantial changes to my project that should have been brought up in the first review were not required or revealed to me until subsequent reviews.*



3. *I would consider the option to pay extra for "express" processing.*



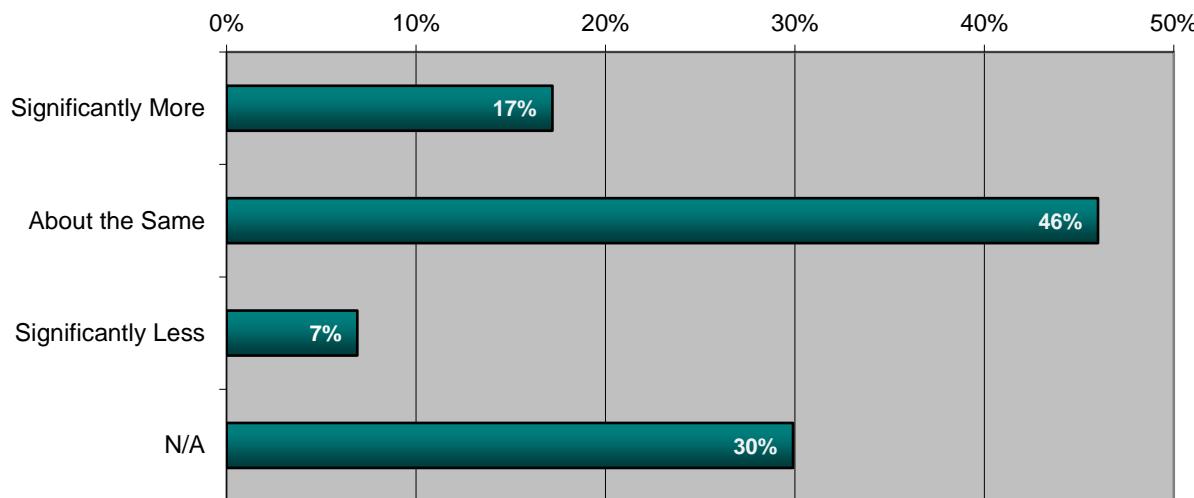
4. *I would consider the option to pay increased fees if it would increase timeliness and quality of work.*



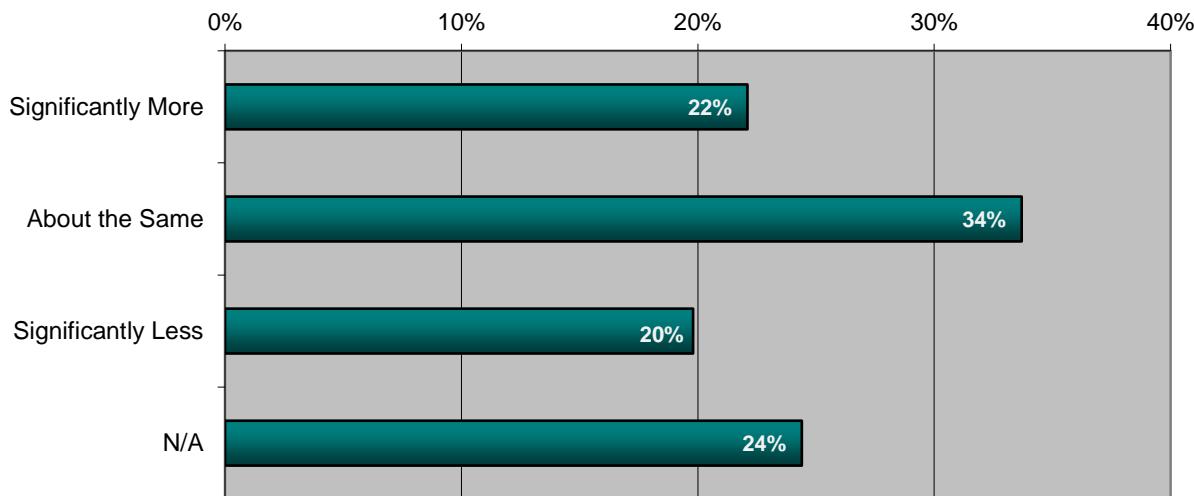
GENERAL QUESTIONS

Customers were also asked to respond to the following 3 general questions.

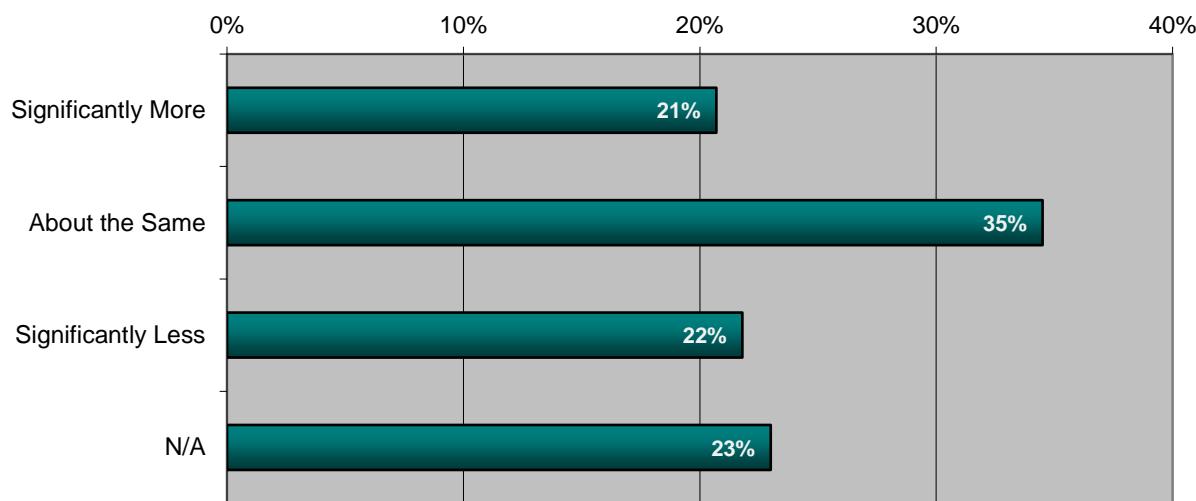
- 1. *In my experience, the cost of processing any permit or application with the City of Salinas when compared to the same type of permit/application in other jurisdictions in the Monterey County area is:***



- 2. *In my experience, the time to process any permit/application with the City of Salinas when compared to the same type of permit/application in other jurisdictions in the Monterey County area is:***



3. *In my experience, the overall quality of processing any permit or application (knowledge of project management, problem solving, and communication) with the City of Salinas when compared to the same type of permit/application in other jurisdictions in the Monterey County area is:*



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APPENDIX B

CITY OF SALINAS EMPLOYEE SURVEY ANALYSIS

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SECTION I—EMPLOYEE SURVEY ANALYSIS: OVERVIEW AND METHODOLOGY

Citygate conducted an Internet-based Employee Survey between June 25, 2013 and July 10, 2013 for the employees of Salinas’ Community and Economic Development Department and development permit review process. A total of 43 employees were invited to participate in this survey. The availability of the survey was announced via direct email invitations to staff. In total, there were 23 completed surveys.

Details of the deployment are shown below.

Survey Summary	
Launch Date	06/25/2013
Close Date	07/10/2013
Partials¹	8
Completes²	23

Apart from several employee classification questions, the survey consisted of closed-ended “degree-of-agreement” statements organized into 10 different sections. For each “degree-of-agreement” statement, respondents were asked to rate their agreement with 66 statements from “Strongly Agree” (5) to “Strongly Disagree” (1) with the statement. Additionally, 4 open-ended questions were asked to provide employees with an opportunity to fully express their opinions, concerns and suggestions. Each of the sections addressed different topics including:

¹ “Partial” – the number of surveys that were begun but not completed. These surveys *cannot* be added to the database.

² “Completes” – the number of surveys that were *completed* and *successfully* added to the database.

-
- I. Mission, Goals, and Objectives
 - II. Organization, Workload, and Staffing
 - III. Morale and Positive Work Environment
 - IV. Customers and Service
 - V. Organizational Effectiveness
 - VI. Pay and Fairness
 - VII. Decision-making and Communication
 - VIII. Resources and Technology
 - IX. Leadership and Supervision
 - X. Quality and Timeliness.

It should be noted in reviewing the results that the employees were not required to answer any question. Additionally, they were permitted to respond “Don’t Know or N/A” to the degree-of-agreement statements, and these responses were excluded from the mean response calculations. Therefore, the response totals do not always add to the total of 23 completed surveys.

ORGANIZATION OF ANALYSIS

The results for the survey are organized in the following order:

Employee Classification Questions

- ◆ The raw data for all employee classification questions included on the survey.

Summary of Findings (10 Highest/Lowest Overall Statements)

- ◆ The 10 statements receiving the *overall* highest and lowest mean score. A graphical display of this information is also presented.

Statistical Analysis for Each Statement

- ◆ All the survey statements are presented with the calculation of the mean, median, mode and standard deviation along with the percentage of each type of response.

Breakdown by Survey Section / Topic

- ◆ The mean section score for all of the statements in each section of the survey.

Open-Ended Responses

- ◆ Summary of all open-ended responses.

DEFINITION OF TERMS

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

- ◆ **Mean**: An arithmetic mean that is the sum of the responses for each statement divided by the number of responses for each statement.
- ◆ **Median**: “Middle value” of a list. That is, half the numbers in the list are greater than the median response and half are less.
- ◆ **Mode**: The most frequently occurring number in a list. In the case of the Employee Survey, it was the response (from “Strongly Disagree” to “Strongly Agree”) that was the most often chosen for any one statement.
- ◆ **Standard Deviation**: Standard deviation tells how spread out the responses are from the arithmetic mean. A standard deviation close to zero indicates that most responses are close to the mean response and that a greater degree of agreement exists among employees with regard to the statement. A greater standard deviation indicates that there was a wider spread of variation in the responses and that a greater degree of disagreement exists among employees with regard to the statement.

SECTION II—EMPLOYEE SURVEY RESULTS

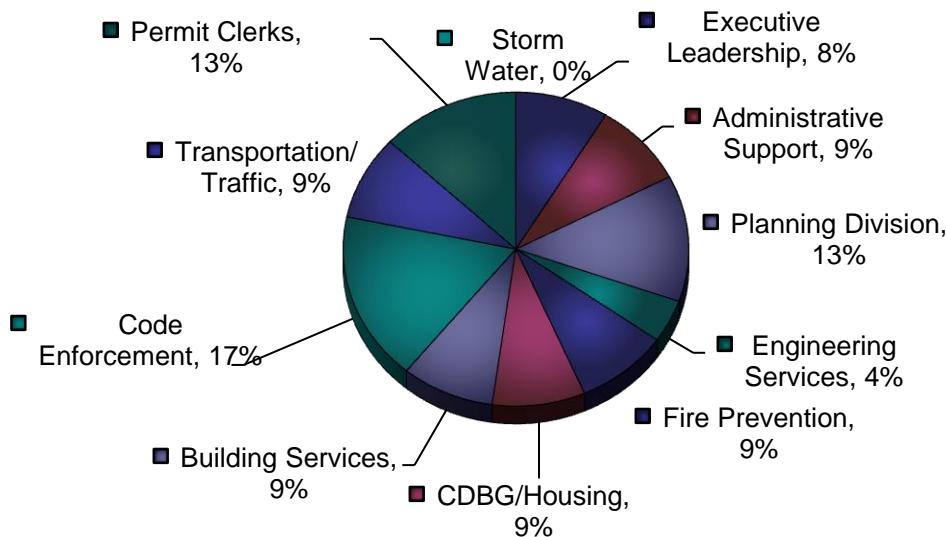
EMPLOYEE CLASSIFICATION QUESTIONS

From the list below, please select the program area in which you work.

Program Area	# of Responses	Percentage
Executive Leadership	2	9%
Administrative Support	2	9%
Planning Division	3	13%
Engineering Services	1	4%
Fire Prevention	2	9%
CDBG/Housing	2	9%
Building Services	2	9%
Code Enforcement	4	17%
Transportation/Traffic	2	9%
Permit Clerks	3	13%
Storm Water	0	0%
Total	23	100%

This information is represented graphically below:

From the list below, please select the program area in which you work.

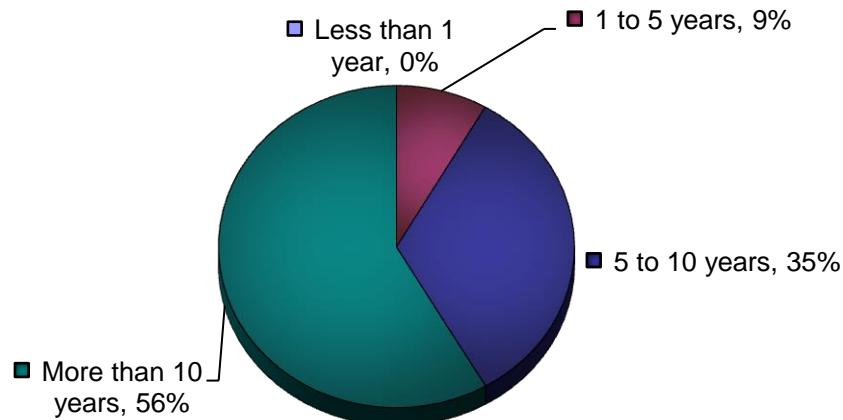


How long have you worked for the City of Salinas?

Timeframe	# of Responses	Response Ratio
Less than 1 year	0	0%
1 to 5 years	2	9%
5 to 10 years	8	35%
More than 10 years	13	56%
Total	23	100%

This information is represented graphically below:

How long have you worked for Salinas?

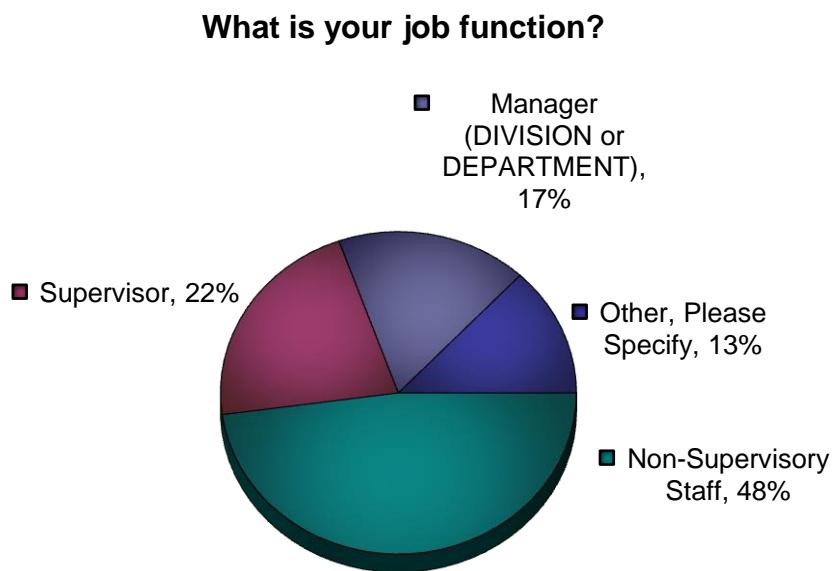


What is your job function?

Job Function	# of Responses	Percentage
Non-Supervisory Staff	11	48%
Supervisor	5	22%
Manager (DIVISION or DEPARTMENT)	4	17%
Other, Please Specify:*	3	13%
Total	23	100%

*(1) Fire Plan Check/Inspection; (2) Lead Administrative Secretary;
(3) Acting Senior.

This information is represented graphically below:



SUMMARY OF FINDINGS

The results for the Salinas Community and Economic Development Department Employee Survey are summarized below. This summary includes the 10 highest ranking statements (presented below) and the 10 lowest ranking statements.³ The highest ranking statements include: ‘Comments generated by my DEPARTMENT for plan check are usually complete and accurate,’ (4.67); ‘I receive clear and specific direction from my supervisor(s) regarding my work assignments’ and ‘My supervisor encourages teamwork in my DIVISION,’ (4.65); ‘My supervisor encourages teamwork in my DIVISION,’ (4.65). The lowest ranking statements include: ‘The current compensation and promotion process rewards me for higher than average levels of performance,’ (1.87); ‘Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable,’ (2.35); ‘Written policies and procedures are available and consistently followed in day-to-day operations,’ and ‘The DIVISION has been able to adequately fill work gaps with part-time or contract employees, vs. permanent, full-time hires,’ (2.61).

10 Highest Ranking Statements

(Presented in *descending* order. 5 is the highest score)

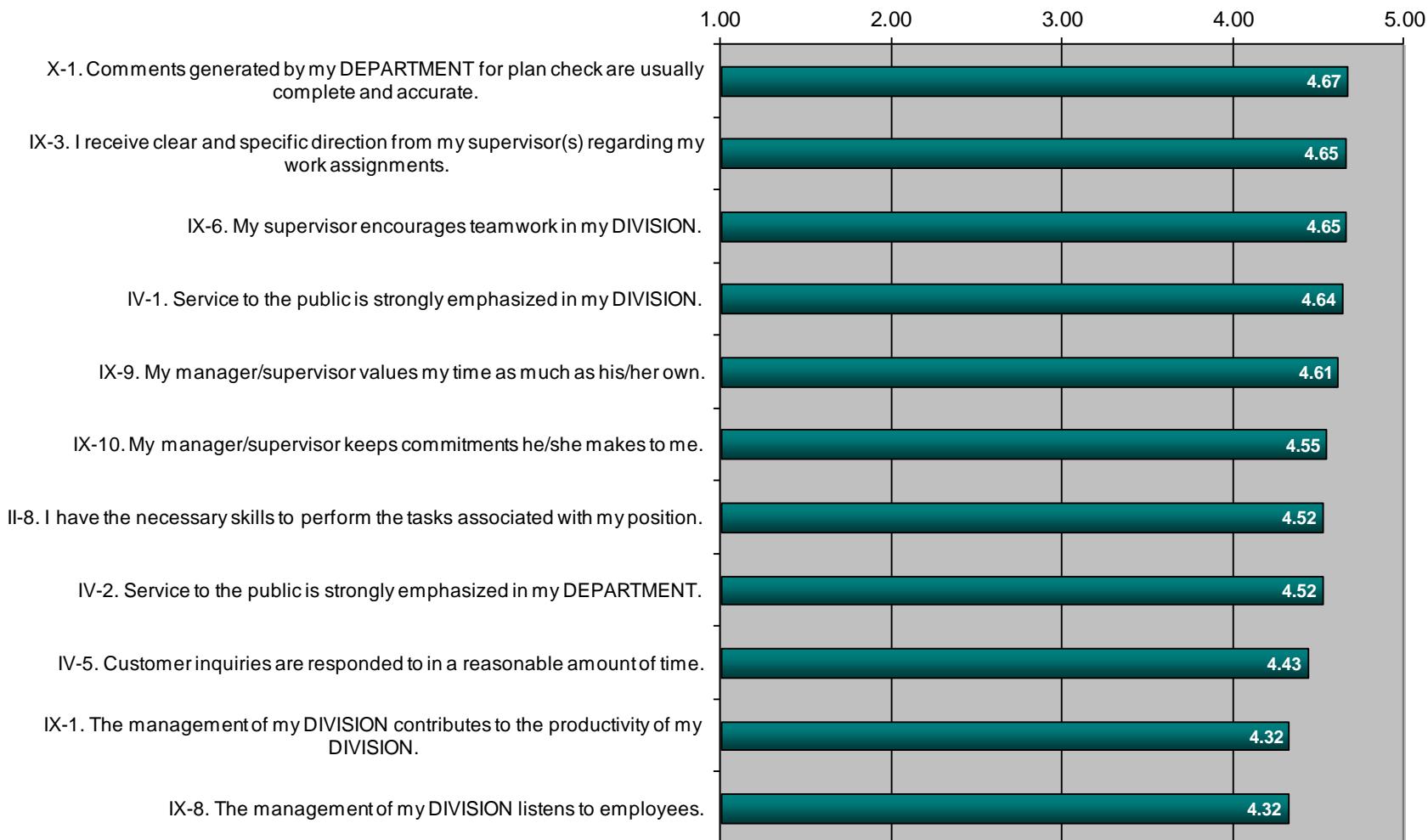
Statement	Mean	Median	Mode	Std Dev
X-1. Comments generated by my DEPARTMENT for plan check are usually complete and accurate.	4.67	5	5	0.77
IX-3. I receive clear and specific direction from my supervisor(s) regarding my work assignments.	4.65	5	5	0.93
IX-6. My supervisor encourages teamwork in my DIVISION.	4.65	5	5	0.93
IV-1. Service to the public is strongly emphasized in my DIVISION.	4.64	5	5	0.95
IX-9. My manager/supervisor values my time as much as his/her own.	4.61	5	5	0.89
IX-10. My manager/supervisor keeps commitments he/she makes to me.	4.55	5	5	0.86
II-8. I have the necessary skills to perform the tasks associated with my position.	4.52	5	5	1.08

³ Note: If a tie in the mean score exists for the 10th highest or lowest ranking statement, the statements with the same mean score are also shown. Thus, in some cases, more than 10 aspects will be shown.

Statement	Mean	Median	Mode	Std Dev
IV-2. Service to the public is strongly emphasized in my DEPARTMENT.	4.52	5	5	0.95
IV-5. Customer inquiries are responded to in a reasonable amount of time.	4.43	5	5	0.99
IX-1. The management of my DIVISION contributes to the productivity of my DIVISION.	4.32	5	5	1.21
IX-8. The management of my DIVISION listens to employees.	4.32	5	5	1.17

The mean of each statement is presented graphically on the next page.

10 Highest Ranking Statements (in descending order)



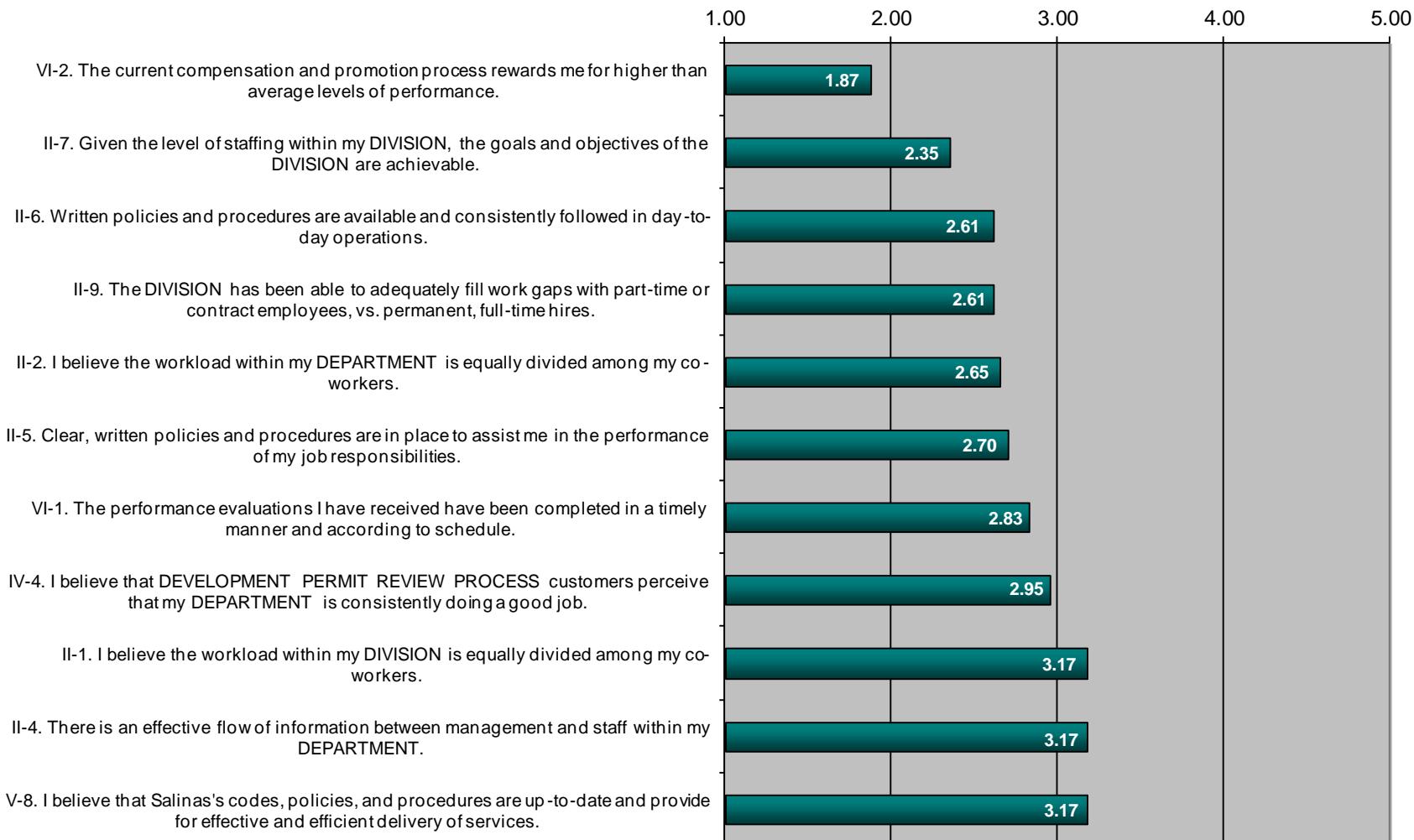
10 Lowest Ranking Statements

(Presented in *ascending* order. 1 is the lowest score)

Statement	Mean	Median	Mode	Std Dev
VI-2. The current compensation and promotion process rewards me for higher than average levels of performance.	1.87	2	1	1.01
II-7. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	2.35	2	2	1.27
II-6. Written policies and procedures are available and consistently followed in day-to-day operations.	2.61	2	2	1.12
II-9. The DIVISION has been able to adequately fill work gaps with part-time or contract employees, vs. permanent, full-time hires.	2.61	2	1	1.70
II-2. I believe the workload within my DEPARTMENT is equally divided among my co-workers.	2.65	2	2	1.31
II-5. Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.	2.70	3	3	1.15
VI-1. The performance evaluations I have received have been completed in a timely manner and according to schedule.	2.83	3	3	1.19
IV-4. I believe that DEVELOPMENT PERMIT REVIEW PROCESS customers perceive that my DEPARTMENT is consistently doing a good job.	2.95	3	2	1.12
II-1. I believe the workload within my DIVISION is equally divided among my co-workers.	3.17	3	5	1.72
II-4. There is an effective flow of information between management and staff within my DEPARTMENT.	3.17	3	5	1.47
V-8. I believe that Salinas's codes, policies, and procedures are up-to-date and provide for effective and efficient delivery of services.	3.17	3	2	1.34

The mean of each statement is presented graphically on the next page.

10 Lowest Ranking Statements (in ascending order)



STATISTICAL ANALYSIS FOR EACH STATEMENT

Below, all the Employee Survey statements are presented with the calculation of the mean, median, mode and standard deviation along with the percentage of each type of response, including “Don’t Know or N/A” and those left blank.

Statistical Analysis for Each Statement

		Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
I. Mission, Goals, and Objectives													
I-1.	The goals and objectives of my DIVISION manager are reasonable.	4.23	5	5	1.19	65%	0%	17%	13%	0%	4%	0%	100%
I-2.	The goals and objectives for my DEPARTMENT are reasonable.	3.68	3	5	1.29	43%	0%	30%	22%	0%	4%	0%	100%
I-3.	The established goals and objectives of my DIVISION have been clearly communicated to me.	3.52	3	5	1.40	39%	0%	26%	22%	4%	9%	0%	100%
I-4.	The established goals and objectives of my DEPARTMENT have been clearly communicated to me.	3.59	3	5	1.40	43%	0%	26%	22%	4%	4%	0%	100%
II. Organization, Workload, and Staffing													
II-1.	I believe the workload within my DIVISION is equally divided among my co-workers.	3.17	3.17	3	5	1.72	43%	0%	9%	26%	22%	0%	0%
II-2.	I believe the workload within my DEPARTMENT is equally divided among my co-workers.	2.41	2.65	2	2	1.31	17%	0%	13%	48%	9%	9%	4%

Statistical Analysis for Each Statement

		Mean	Median	Mode	Std Dev	%	%	%	%	%	%	%	%	Total
						Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Left Blank		
II-3.	There is an effective flow of information between management and staff within my DIVISION.	3.50	3.68	3	5	1.34	39%	0%	22%	22%	0%	4%	13%	
II-4.	There is an effective flow of information between management and staff within my DEPARTMENT.	3.17	3.17	3	5	1.47	35%	0%	22%	35%	9%	0%	0%	
II-5.	Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.	2.70	2.70	3	3	1.15	13%	0%	43%	30%	13%	0%	0%	
II-6.	Written policies and procedures are available and consistently followed in day-to-day operations.	2.61	2.61	2	2	1.12	13%	0%	30%	48%	9%	0%	0%	
II-7.	Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	2.35	2.35	2	2	1.27	13%	0%	22%	39%	26%	0%	0%	
II-8.	I have the necessary skills to perform the tasks associated with my position.	4.52	4.52	5	5	1.08	83%	0%	4%	13%	0%	0%	0%	
II-9.	The DIVISION has been able to adequately fill work gaps with part-time or contract employees, vs. permanent, full-time hires.	2.61	2.61	2	1	1.70	30%	0%	4%	30%	35%	0%	0%	

Statistical Analysis for Each Statement

		Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
III. Morale and Positive Work Environment													
III-1.	I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.	3.87	5	5	1.52	61%	0%	13%	17%	9%	0%	0%	100%
III-2.	I feel that I have sufficient authority to uphold recommendations and policies when challenged.	3.64	5	5	1.65	52%	0%	17%	9%	17%	4%	0%	100%
III-3.	I believe my DIVISION does not operate under a crisis management approach.	3.22	3	5	1.48	35%	0%	30%	22%	13%	0%	0%	100%
III-4.	I believe opportunities for employee involvement are adequate.	3.78	5	5	1.38	52%	0%	26%	17%	4%	0%	0%	100%
III-5.	I believe there is good teamwork in my DEPARTMENT.	3.82	5	5	1.53	57%	0%	13%	17%	9%	0%	4%	100%
III-6.	The work environment in the DEPARTMENT is supportive and positive.	3.59	3	5	1.26	39%	0%	35%	22%	0%	0%	4%	100%
III-7.	The work environment in the DIVISION is supportive and positive.	4.00	5	5	1.27	57%	0%	22%	17%	0%	4%	0%	100%
III-8.	The DEPARTMENT is an inspiring place to work.	3.39	3	5	1.44	39%	0%	30%	22%	9%	0%	0%	100%

Statistical Analysis for Each Statement

		Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
IV. Customers and Service													
IV-1.	Service to the public is strongly emphasized in my DIVISION.	4.64	5	5	0.95	83%	0%	4%	9%	0%	4%	0%	100%
IV-2.	Service to the public is strongly emphasized in my DEPARTMENT.	4.52	5	5	0.95	78%	0%	17%	4%	0%	0%	0%	100%
IV-3.	The City has an effective process for listening to citizen or customer concerns.	3.61	3	5	1.47	48%	0%	26%	17%	9%	0%	0%	100%
IV-4.	I believe that DEVELOPMENT PERMIT REVIEW PROCESS customers perceive that my DEPARTMENT is consistently doing a good job.	2.95	3	2	1.12	17%	0%	35%	39%	0%	9%	0%	100%
IV-5.	Customer inquiries are responded to in a reasonable amount of time.	4.43	5	5	0.99	74%	0%	22%	4%	0%	0%	0%	100%
IV-6.	Customers wait a reasonable amount of time for comments from the DEVELOPMENT PERMIT REVIEW PROCESS on whether plans have been approved or to find out about needed changes.	3.89	5	5	1.24	43%	0%	26%	13%	0%	17%	0%	100%

Statistical Analysis for Each Statement

		Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
V. Organizational Effectiveness													
V-1.	I believe my DIVISION is an efficient, well-run organization.	3.39	3.55	3	5	1.50	43%	0%	30%	9%	13%	4%	0%
V-2.	I believe the DEVELOPMENT PERMIT REVIEW PROCESS is an efficient, well-run process.	2.78	3.37	3	3	1.30	26%	0%	43%	4%	9%	17%	0%
V-3.	I receive sufficient training for the effective completion of my job responsibilities.	3.61	3.61	3	5	1.44	48%	0%	22%	26%	4%	0%	0%
V-4.	Overall, I believe my DEPARTMENT'S performance is above average.	3.70	3.70	3	5	1.36	48%	0%	30%	17%	4%	0%	0%
V-5.	I believe my DEPARTMENT has a solution-oriented philosophy.	3.70	3.70	5	5	1.46	52%	0%	17%	26%	4%	0%	0%
V-6.	In general, I am pleased with the overall DEVELOPMENT PERMIT REVIEW PROCESS.	3.22	3.89	5	5	1.24	43%	0%	26%	13%	0%	17%	0%
V-7.	There is good cooperation among members of my DIVISION.	4.13	4.13	5	5	1.36	70%	0%	4%	26%	0%	0%	0%
V-8.	I believe that Salinas's codes, policies, and procedures are up-to-date and provide for effective and efficient delivery of services.	3.17	3.17	3	2	1.34	30%	0%	30%	35%	4%	0%	0%
V-9.	It is clear to me what my role is in the process of the larger task that is to be performed.	3.96	4.14	5	5	1.08	57%	0%	35%	4%	0%	4%	0%

Statistical Analysis for Each Statement

		Mean	Median	Mode	Std Dev	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	Total
						Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Left Blank										
V-10.	There is good coordination of projects and functions between my DIVISION and other DIVISIONS involved in the DEVELOPMENT PERMIT REVIEW PROCESS.	3.52	3.86	5	5	1.42	52%	0%	17%	17%	4%	9%	0%									
V-11.	There is good coordination of projects and functions between my DEPARTMENT and other City departments.	3.52	3.68	3	5	1.29	43%	0%	30%	22%	0%	4%	0%									
V-12.	Ordinances and/or policies I am responsible for administering are reasonable and enforceable (if applicable).	3.96	4.14	5	5	1.25	61%	0%	26%	4%	4%	4%	0%									
V-13.	The DEPARTMENT has been able to adequately meet its goals and objectives with the current 4-day work week.	2.65	3.21	3	5	1.55	30%	0%	22%	17%	13%	17%	0%									

Statistical Analysis for Each Statement

	Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
VI. Pay and Fairness												
VI-1. The performance evaluations I have received have been completed in a timely manner and according to schedule.	2.83	3	3	1.19	17%	0%	39%	35%	9%	0%	0%	100%
VI-2. The current compensation and promotion process rewards me for higher than average levels of performance.	1.87	2	1	1.01	4%	0%	17%	35%	43%	0%	0%	100%
VI-3. Compared to similar organizations in the Salinas area, I am satisfied with the salary and benefit package I receive.	3.48	5	5	1.70	52%	0%	9%	22%	17%	0%	0%	100%
VII. Decision-making and Communication												
VII-1. Overall, I believe the decision-making in my DIVISION is consistent.	3.64	5	5	1.59	52%	0%	9%	26%	9%	4%	0%	100%
VII-2. Overall, I believe the decision-making in my DEPARTMENT is consistent.	3.18	3	5	1.50	35%	0%	17%	35%	9%	0%	4%	100%
VII-3. I generally find that I have adequate decision-making authority in processing an application, administering a permit, or assisting a customer in another way.	4.17	5	5	1.30	70%	0%	9%	22%	0%	0%	0%	100%

Statistical Analysis for Each Statement

	Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
VIII. Resources and Technology												
VIII-1. I have sufficient resources to complete my work, such as office space, computers, etc.	4.17	5	5	1.19	65%	0%	22%	13%	0%	0%	0%	100%
VIII-2. Resources and equipment needed for the performance of my job tasks are properly maintained.	4.00	5	5	1.31	61%	0%	17%	22%	0%	0%	0%	100%
VIII-3. Overall, my DEPARTMENT'S computer tracking systems address our project tracking needs.	4.05	5	5	1.39	57%	0%	13%	13%	4%	9%	4%	100%
VIII-4. The equipment and technology used in the DEPARTMENT are up-to-date.	3.83	5	5	1.30	52%	0%	26%	22%	0%	0%	0%	100%

Statistical Analysis for Each Statement

		Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
VIII-5.	Anticipated improvements in mobile technology will allow me to perform my work more efficiently and effectively.	3.91	5	5	1.59	61%	0%	26%	4%	0%	9%	0%	100%
IX. Leadership and Supervision													
IX-1.	The management of my DIVISION contributes to the productivity of my DIVISION.	4.32	5	5	1.21	70%	0%	17%	4%	4%	4%	0%	100%
IX-2.	The management of my DEPARTMENT contributes to the productivity of my DIVISION.	4.26	5	5	1.21	70%	0%	22%	4%	4%	0%	0%	100%
IX-3.	I receive clear and specific direction from my supervisor(s) regarding my work assignments.	4.65	5	5	0.93	87%	0%	4%	9%	0%	0%	0%	100%
IX-4.	I receive adequate recognition by management for my accomplishments and efforts.	3.43	3	5	1.50	43%	0%	22%	26%	9%	0%	0%	100%
IX-5.	I understand my supervisor's expectations of the job I perform.	4.18	5	5	1.14	61%	0%	26%	9%	0%	4%	0%	100%
IX-6.	My supervisor encourages teamwork in my DIVISION.	4.65	5	5	0.93	87%	0%	4%	9%	0%	0%	0%	100%
IX-7.	I believe that my DIVISION'S approach to employee discipline is fair and evenly administered.	4.19	5	5	1.21	61%	0%	17%	13%	0%	9%	0%	100%
IX-8.	The management of my DIVISION listens to employees.	4.32	5	5	1.17	70%	0%	13%	13%	0%	4%	0%	100%

Statistical Analysis for Each Statement

		Mean	Median	Mode	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA	% Left Blank	Total
IX-9.	My manager/supervisor values my time as much as his/her own.	4.61	5	5	0.89	83%	0%	13%	4%	0%	0%	0%	100%
IX-10.	My manager/supervisor keeps commitments he/she makes to me.	4.55	5	5	0.86	74%	0%	22%	0%	0%	4%	0%	100%
IX-11.	DEPARTMENT leaders handle human errors on the part of staff in a constructive and respectful manner.	4.18	5	5	1.33	65%	0%	22%	0%	9%	4%	0%	100%
IX-12.	Leadership realizes that "perfection" is unachievable and has realistic expectations for measuring employee performance.	3.77	5	5	1.45	52%	0%	17%	22%	4%	4%	0%	100%
X. Quality and Timeliness													
X-1.	Comments generated by my DEPARTMENT for plan check are usually complete and accurate.	4.67	5	5	0.77	65%	0%	13%	0%	0%	22%	0%	100%
X-2.	Staff does not identify problems later that should have been caught prior to final approval.	3.30	3	3	1.26	26%	0%	39%	17%	4%	13%	0%	100%
X-3.	Inspectors rarely find errors in the field that should have been caught during the plan checking process.	3.36	3	3	1.39	22%	0%	22%	13%	4%	39%	0%	100%

BREAKDOWN BY SURVEY SECTION / TOPIC (10 SECTIONS OVERALL)

The following table shows the mean score for all of the statements in each section of the Employee Survey. This allows for a comparison to be made between the various topics addressed in the survey.

Presented in Order According to the Survey

Section	Mean	Median	Mode	Std Dev
I. Mission, Goals, and Objectives	3.76	5	5	1.33
II. Organization, Workload, and Staffing	3.05	3	2	1.49
III. Morale and Positive Work Environment	3.66	4	5	1.44
IV. Customers and Service	4.02	5	5	1.26
V. Organizational Effectiveness	3.71	3	5	1.37
VI. Pay and Fairness	2.72	2	2	1.47
VII. Decision-making and Communication	3.67	5	5	1.50
VIII. Resources and Technology	4.06	5	5	1.24
IX. Leadership and Supervision	4.26	5	5	1.20
X. Quality and Timeliness	3.79	4	5	1.30

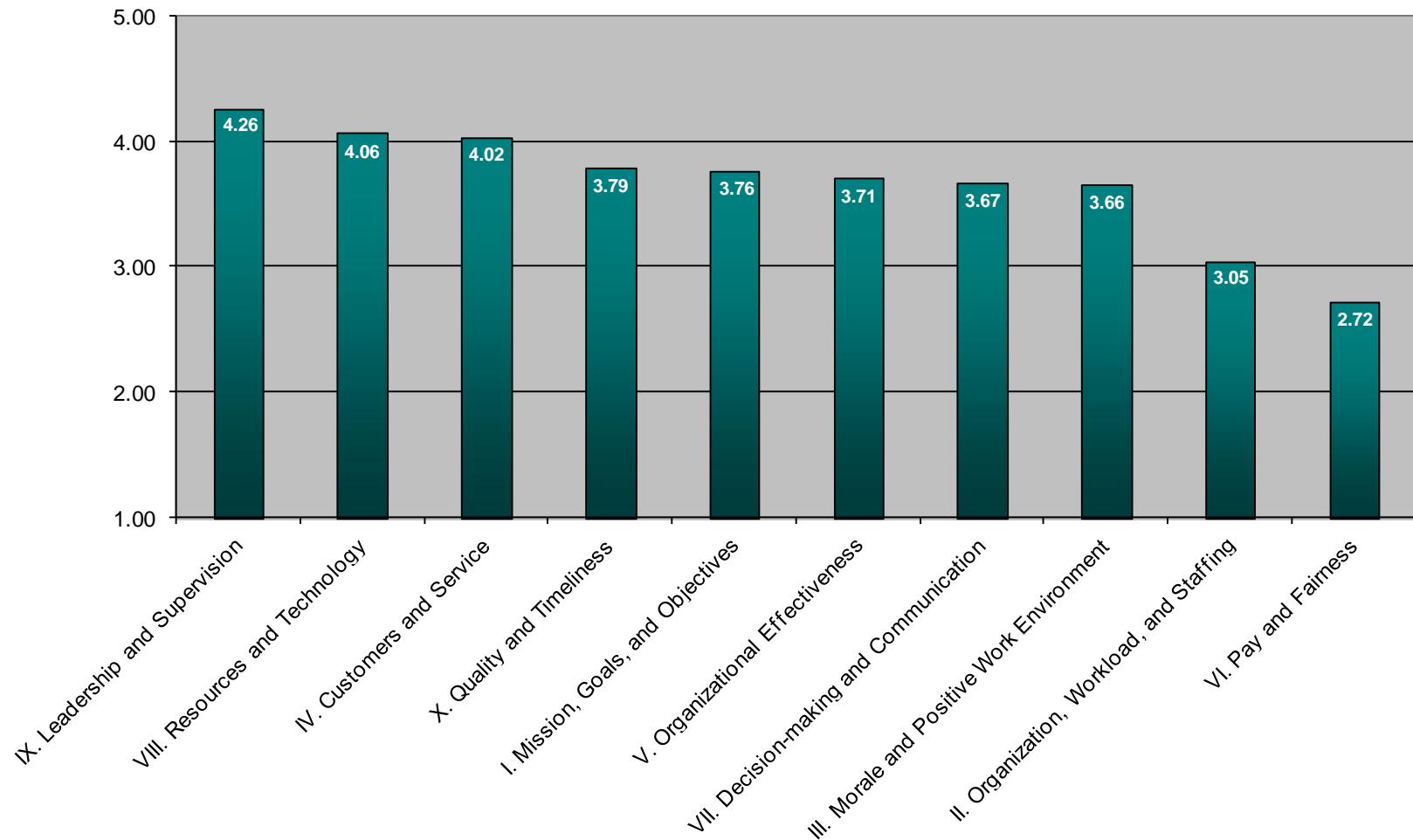
The same information is now presented sorted from highest mean score (per section) to lowest mean score. The highest scores were received by ‘Leadership and Supervision’ (4.26) and ‘Resources and Technology’ (4.06). Conversely, the lowest mean scores were received by ‘Pay and Fairness’ (2.72) and ‘Organization, Workload, and Staffing’ (3.05).

Presented from Highest to Lowest

Section	Mean	Median	Mode	Std Dev
IX. Leadership and Supervision	4.26	5	5	1.20
VIII. Resources and Technology	4.06	5	5	1.24
IV. Customers and Service	4.02	5	5	1.26
X. Quality and Timeliness	3.79	4	5	1.30
I. Mission, Goals, and Objectives	3.76	5	5	1.33
V. Organizational Effectiveness	3.71	3	5	1.37
VII. Decision-making and Communication	3.67	5	5	1.50
III. Morale and Positive Work Environment	3.66	4	5	1.44
II. Organization, Workload, and Staffing	3.05	3	2	1.49
VI. Pay and Fairness	2.72	2	2	1.47

This information is presented graphically on the next page.

Mean Score by Survey Section



OPEN-ENDED QUESTIONS

Below, a summary of the responses to the four open-ended Employee Survey questions is presented. The results are summarized by common themes identified in each response and are organized by count (frequency) of each response.

1. What do you believe are the primary reasons for customer complaints?

Count	Employee OVERALL Responses (Summarized)
5	Inadequate office hours. Open to public at 10am; Too few hours open to the public, particularly furlough Fridays.
5	The employees need to be customer-service oriented and not be rude to the outside customers; Poor customer service experience with a front-line employee; The clerks at the front counter (not all) are rude, unprofessional, and not helpful. They play favorites, when they should be treating everyone fairly and respectfully. The internal customer gets the same bad treatment; Poor customer service at the counter for both internal and external customers. Poor attitudes and the lack of desire to do the work; Incorrect information, late responses, lack of friendly customer service.
4	Insufficient staffing. No full time Fire Plan Checker or Fire Marshal. Contracting out denies succession and creates dissension; not enough staffing available...example inspection, fire & building plan check.
4	An overall lack of understanding/education of adopted codes that we enforce; Customers don't understand what is expected of them in their submittals. They are not shown examples of good submittals. They don't like the regulations and fees. They feel that they are contributing to the economy and can't understand why they aren't given "lax" standards in these economic times. They have learned that if they complain at the top, then the regulations are massaged to accommodate their needs. It is successful, therefore it becomes the defacto procedure; Uneducated applicants who are not familiar with codes and ordinances; Previous customers who have not been through the permit process recently.
3	Miscommunication; Miscommunications on business license issuance vs. planning/building approvals; Architect/engineer/designer miscommunicating City performance with the owner.
2	Unrealistic time frames to complete plan checks. Creating low quality, rushed plan reviews; Review time. Given the workload and other items of responsibility, the expectation that applicants have for a "quick turnaround" is sometimes unreasonable. Managing expectations is of equal importance as managing priorities. If an applicant's project is "prioritized" then support for staff must be provided for the other customers whose projects are consequently lower priority.
2	The majority of the customers who complain do not want to follow the rules and regulations of state law, contractor law, worker's comp law and/or building code. Typically they feel they are above the rules and go to elected officials to try and avoid following regulations. Then we receive pressure from upper management to allow illegal activity; Applicants seeking special favor from political contacts to bypass the code requirements for their own financial benefit or expedite poorly managed projects (by applicants).
1	High expectations for a quick process and permit delivery. Although our tracking records indicate we are complying with established turnaround times over 90% of the time, new rules/regulations continue to be added on new development. Under the current economy, developers are also dissatisfied with development mitigation fees that fund capacity-increasing improvements to accommodate those developments.

Count	Employee OVERALL Responses (Summarized)
1	Inconsistency in management calls; clerks say one thing and management overturns, then clerks looks bad.
1	Customers do not agree with certain aspects of the City of Salinas' Municipal Code.
1	Inadequate training and professionalism of front counter staff. They should be qualified ICC Permit Technician.
1	Inspectors/Officers not available; plans have not been approved. Senior Building Inspector can be difficult to reach because he does not want emails or updates, unless a building permit has been issued.
1	Divisions/Departments not communicating with each other.
1	Applicant's designers who do not respond to review comments and then complain to their applicants that the City is being obstructive causing subsequent reviews in excess of the number the designer planned for and hence the reason the designer needs more money to complete the application and obtain a permit (BIG PROBLEM).
1	Politicians running for office who are unfamiliar with the Permit Center process or just don't care and use the Permit Center as the whipping boy that needs total reorganization and fixing so they can gain public office (happens every 2 years).

2. ***How would you redesign the Permit Center public counter area and lobby to maximize customer satisfaction?***

Count	Employee OVERALL Responses (Summarized)
7	Need "greeter" or front counter receptionist knowledgeable of all City services who can direct them to the proper person or division, and a skilled PR person to make customer feel attended to; this will assist to have a more efficient customer intake; maximize customer satisfaction by first providing complete attention to the customer, find out exactly what they need; provide them with application packages/ web site addresses (updated) with the information they need to file applications for permits such as roofing, water heater, encroachments, etc.; greater positive response directly upon arrival.
7	Enlarge the waiting area and make it more comfortable for the customer; add more counter space with privacy for project discussion; if more room is needed, partition the small conference room into cubicles/small offices with small tables for small groups, not staff meetings and take the back room off of the kitchen and make that a staff conference room.
5	Remove permit clerks/administrative staff from the public counter so public cannot hear their phone conversations/internal employee conversations.
3	Create individual meeting areas/6-8 side walls for applicants. See Sunnyvale and Santa Clara for examples; provide clear dividers approximately 2 seats or an E size plan set wide at the counter to help divide conversations when multiple customers are being helped.
2	Provide more self-help opportunities, like computers and updated handouts, including codes available to the public.
2	Nothing is wrong with the design of the front counter; redesigning the front counter is the least of the issues.
1	Have the front counter staff trained and qualified as ICC Permit Technicians.

Count	Employee OVERALL Responses (Summarized)
1	Recommend visiting the San Jose Permit Center. They have a staffed triage/kiosk point, where the customer takes a number based on type of permit simple to complex.
1	Need a way to streamline the process. Don't think the planner of the day is the most effective method.
1	Shrink the building inspectors area since it is underutilized; move fire inspection up to the planning next to fire administration and move planning and CEDD administration to the first floor to improve coordination
1	Strong efforts have already been achieved in redesign by putting more computers and other resources at the counters.
1	Have a lobby type atmosphere where customers cannot go around the process. Avoiding the normal process is what creates havoc in the permitting system.

3. *What additional services should your Department provide to maximize customer satisfaction?*

Count	Employee OVERALL Responses (Summarized)
6	Need more qualified staff. Workloads are overwhelming. We have not been able to reduce work to adjust to 4 day work week; more people and more money; more customer service employees; more inspection staff (building and code enforcement); Additional staffing and support from elected officials to do our job according to rules and regulation; adequate staffing to accommodate the influx of customers and appease the customers to their satisfaction.
3	High-level customer service training; hold staff accountable in following the customer service policy; Stop the end-running of the procedures so all customers will feel that they are treated equally. It's not a "who you know" shop.
2	Someone from every department housed in the permit center should be available for counter service; we need to have someone available from each department at all times. Example: permit clerks are to be available at all times. However, if permit clerks are available but customer needs someone from code enforcement and no one is there, what good comes from having permit clerks available? That is not customer friendly.
2	Accept payment on business licenses; Issue business licenses since finance now issues them and does not know what types of business licenses require additional permits and customers also now have to travel to City Hall because a business license is required for all contractors, etc.
2	More hours open to the public; open front doors at 8am or 9am, opening the door at 10am is a waste of time unless some type of employee team building takes place.
2	Have a dedicated computer terminal with proper firewall for use by customers for simple permits and ability to pay by credit card. Information would also be available through a search engine for programs such as storm water, Model Water ordinance compliance, FEMA, archived building permit info, etc. Have the ability to print permits/receipts/schedule inspections. Have staff available to train repeat customers and hold public seminars for the construction and design community periodically and when updates/new modules are available; Update the Permit Center website to mimic the suggested computer terminal so that simple permits can be applied for online and in very simple cases issued online. Would take the form of ordering from a business online with required fields/limited options, e-mail/telephone contact information.
1	Medical transport.

Count	Employee OVERALL Responses (Summarized)
1	The applicant meetings after the Wednesday DRC meeting have been great opportunities to hold face-to-face discussions with applicants to iron out problems and development issues.
1	We need "boots on the ground," not more services. The public wants quick service and people who know what they're doing. We need to care about the customer and not look at the customer as an interruption.
1	Customer education, examples of what staff hopes they'll submit.
1	Public phone with a listing for ALL city departments and a brief description of the function (i.e. Finance - Business license, PD - Abandoned vehicles, Public Works - Trees). The descriptions should be kept in simple, common terms used by the average person, not officials. Phone would not allow calls outside.
1	Clear, concise, and complete information on the City's website.
1	Public Wi-Fi.
1	Online "drop boxes" for large files.
1	Have regular meeting similar to the Development Review Committee (DRC). This Development Permit Review Committee would meet to review status of permit applications and permits recently issued. Have agenda and minutes. DRC has agenda but no minutes.
1	Improve turn-around for planning and building reviews.
1	One-stop shopping for all permits: Garage Sale Permits Business Licensing so more efficiency with Planning and Code Enforcement.

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

Count	If you were responsible for the DEVELOPMENT PERMIT REVIEW PROCESS (i.e., the staff reviews) tomorrow morning, what step(s) would you take to improve operations?
4	Add Additional staff and Certified permit technicians; More full time professional staff, especially planners, inspectors and code enforcement officers; Provide adequate staffing to screen either Building or Planning permit submittals because a majority of submittals are highly inaccurate.
2	Job classification reviews of all positions; try and figure out what each individual's role is.
2	Train front staff with internal and external customer service; bad attitudes at the counter or with co-workers should be left at the desk and not publicly displayed in front of customers; Cross-train clerks.
1	Staff need to submit their requirements in a timely manner; some departments need to be reminded over and over again to submit their comments.
1	The Development Review Process works beautifully when appropriate full sets of plans are submitted with an adequate design professional. The problems arise when someone tries to submit in sections to avoid process and obtain partial permits. Then there is a design problem in the middle of construction and we are left to blame.
1	Impose more fees for continued inaccurate resubmittals that do not address department comments. Repeat offenders of submitting highly inaccurate plans should be considered to not be allowed to submit at all.

Count	If you were responsible for the DEVELOPMENT PERMIT REVIEW PROCESS (i.e., the staff reviews) tomorrow morning, what step(s) would you take to improve operations?
1	Require the plan reviewer to provide code sections from the applicable codes that they are reviewing to, and only allow each individual department to address their specific codes.
1	Meet regularly (monthly) with all division staff separately and supervisors separately. Also, have a meeting with all permit center staff and supervisors together. Make this an agendized meeting. (Include breakfast) Currently, scheduled supervisor meetings on Thursday rarely meet.
1	Start task groups to recognize and draft needed SOPs/SOGs. Begin with Permit Clerks and Fire Prevention, which have no succession plan, e.g., Code Enforcement Officer 1, 2, & Senior. Building Inspector 1, 2, Combo, and Senior.
1	Improved database access, so that all zoning, building permit, GIS, etc. information is available through one program.
1	Mobile apps with full access to all databases for all planning/building/inspector/field staffs.
1	Greater interdepartmental coordination/response on all permits.
1	Communicate with the staff members in the trenches and ask what they need to be successful. We have been a band-aid City for a very long time. We need to find a way to become more proactive, instead of reactive. It seems we teach the public, if they pitch a fit, they get their way.
1	Have standard permit packages available printed and electronically to provide people.
1	Have a dedicated fire plan checker part of the Permit Center and not fire so review completion/priorities can be controlled by the Permit Center.
1	Be able to scale staff hours up to and beyond 40 hours if funding is available and if a comparison of loaded employee rates (loaded=pay plus benefits and overhead) are less than contract employees or contract consultants. Having City employees instruct contract employees how to perform duties is inefficient and in most cases, except highly specialized (i.e., structural engineering, storm water compliance calculation review) fields, review are achieved faster and more complete due to the depth of in-house staff training and knowledge of City codes and ordinances.
1	Issue RFPs for contract-on-call lists of consultants for building inspection, building plan reviews including structural, engineering reviews and inspection including storm water, fire plan check, etc. for scaling available resources once staff resources have been exhausted.
1	Make the Permit Center a standalone profit center with budget tracking ability to confirm nexus studies and be its own continuing nexus study into the appropriateness of fees being charged.