

PROCESS, ROLE & PROJECT TYPE

One of the challenges to gauging customer satisfaction that is somewhat unique to the Development Services Program is that, for any given project, the Partners often interact with not one, but multiple customers who play different roles on a project (e.g., homeowner, architect and contractor). Moreover, customers vary in their level of involvement in a project. Whereas some customers are involved in each of the key stages of a project, others may be personally involved in just one stage, such as building inspection. The types of projects also vary substantially.

INVOLVEMENT IN PROCESS To understand the extent of customer involvement in each of the key stages in a project, as well as have the ability to tailor the interview to a customer’s individual experience with the Partners, the first substantive question of the survey asked a respondent to identify which stages they were *personally* involved in during their most recent project. For ministerial customers, the three stages were described as permit application and issuance, plan check, and inspection. For discretionary customers, the stages were described as permit application, plan review, and public hearing.

Question SC3: Ministerial & Discretionary *For your most recent (discretionary) project, were you personally involved in the: _____ stage of the project?*

FIGURE 1 INVOLVEMENT IN STAGES OF PROJECT: MINISTERIAL

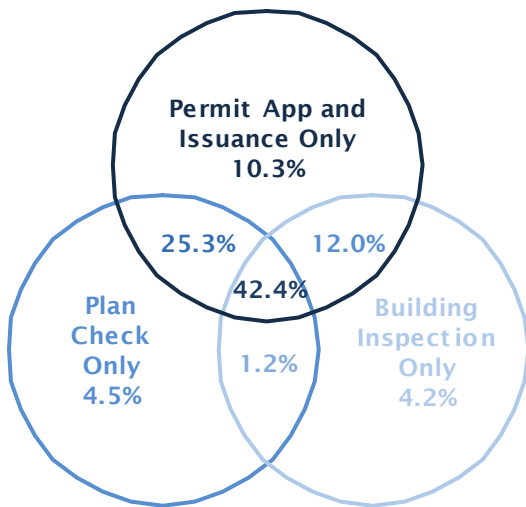


Figure 1 is a Venn diagram that displays the distribution of customers by project stage among those surveyed regarding their most recent ministerial project. Overall, 42% of ministerial customers surveyed were personally involved in all three stages of the project, and an additional 39% of customers were involved in two of the three stages. A minority of customers (19%) were personally involved in just one of the key stages for their most recent project.

For the interested reader, Table 2 shows how involvement by stage varied according to the number of projects a customer was associated with in the year prior to the interview.

TABLE 2 INVOLVEMENT IN STAGES OF PROJECT BY NUMBER OF PROJECTS IN PAST 12 MONTHS: MINISTERIAL

	Overall	Number of Projects in Past 12 Months				
		1	2 to 3	4 to 5	6 to 10	11 or more
Permit app & issuance only	10%	15%	7%	11%	5%	4%
Plan check only	4%	3%	5%	5%	3%	7%
Building inspection only	4%	3%	5%	5%	8%	3%
Permit app & issuance + Plan check	25%	24%	26%	17%	28%	39%
Permit app & issuance + Bldg inspection	12%	10%	14%	9%	7%	19%
Plan check + Bldg inspection	1%	1%	2%	0%	2%	3%
All three stages	42%	44%	41%	52%	46%	26%

FIGURE 2 INVOLVEMENT IN STAGES OF PROJECT: DISCRETIONARY

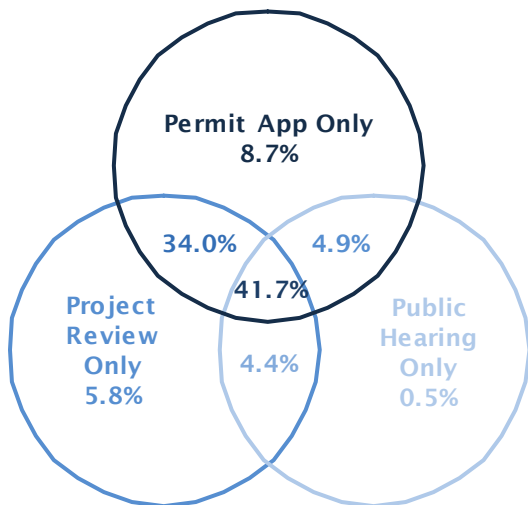


Figure 2 provides a similar Venn diagram for discretionary customers. Overall, 42% of discretionary customers surveyed were personally involved in all three stages of their most recent project, and an additional 43% of customers were involved in two of the three stages. Just 15% of discretionary customers were personally involved in only one of the key stages on their most recent project.

Table 3 displays the distribution of involvement by stage among discretionary customers according to the number of projects they were associated with in the year prior to the interview.

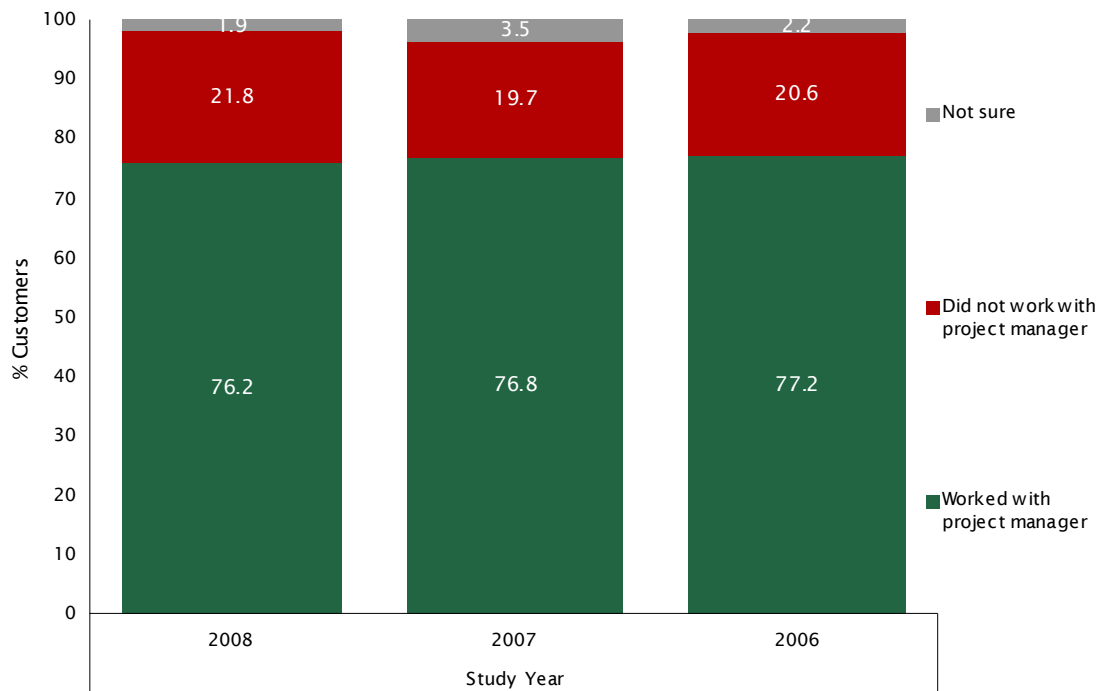
TABLE 3 INVOLVEMENT IN STAGES OF PROJECT BY NUMBER OF PROJECTS IN PAST 12 MONTHS: DISCRETIONARY

	Overall	Number of Projects in Past 12 Months			
		1	2 to 3	4 to 5	6 or more
Permit app only	9%	16%	5%	0%	6%
Plan review only	6%	5%	3%	0%	18%
Public hearing only	0%	1%	0%	0%	0%
Permit app + Project review	34%	28%	40%	31%	26%
Permit app + Public hearing	5%	4%	6%	6%	3%
Project review + Public hearing	4%	5%	5%	0%	3%
All three stages	42%	40%	40%	63%	44%

WORK WITH PROJECT MANAGER? Discretionary projects are often assigned a Project Manager to serve as a single point-of-contact for the customer. As shown in Figure 3 on the next page, 76% of discretionary customers in 2008 reported they personally worked with a Project Manager assigned by the City on their most recent project. This finding is nearly identical to that recorded in the 2007 and 2006 studies, which are also shown in Figure 3 for comparison purposes.

Question SC4: Discretionary *Did you personally work with a Project Manager assigned by the City to the project?*

FIGURE 3 WORKED WITH PROJECT MANAGER BY STUDY YEAR



CUSTOMER ROLE Ministerial customers were next presented with the list of roles in Figure 4 and asked to indicate which best describes their role on their most recent project with the City of San José. The results for 2006 and 2007 are shown alongside those from the 2008 study for comparison. Among ministerial customers in 2008, 47% selected contractor, 24% mentioned owner, 23% chose agent or representative, 18% mentioned architect, and another 18% described their role as permit runner, which was a significant increase from 2007. An additional 11% were an engineer, and 4% indicated that their role was something ‘other’ than the options previously mentioned.

The patterns were somewhat different among discretionary customers (see Figure 5). The most commonly selected role in 2008 was owner (33%), followed by architect (27%), and contractor (26%). Twenty-four percent (24%) described their role as an agent or representative, 14% as planner, 14% as an engineer, 14% served as a permit runner, and 5% indicated that their role was something other than the previously mentioned options. Although responses varied from 2007, the differences were not statistically significant.

Question 1: Ministerial & Discretionary Which of the following best describes your role on this project?

FIGURE 4 ROLE WITH PROJECT BY STUDY YEAR: MINISTERIAL

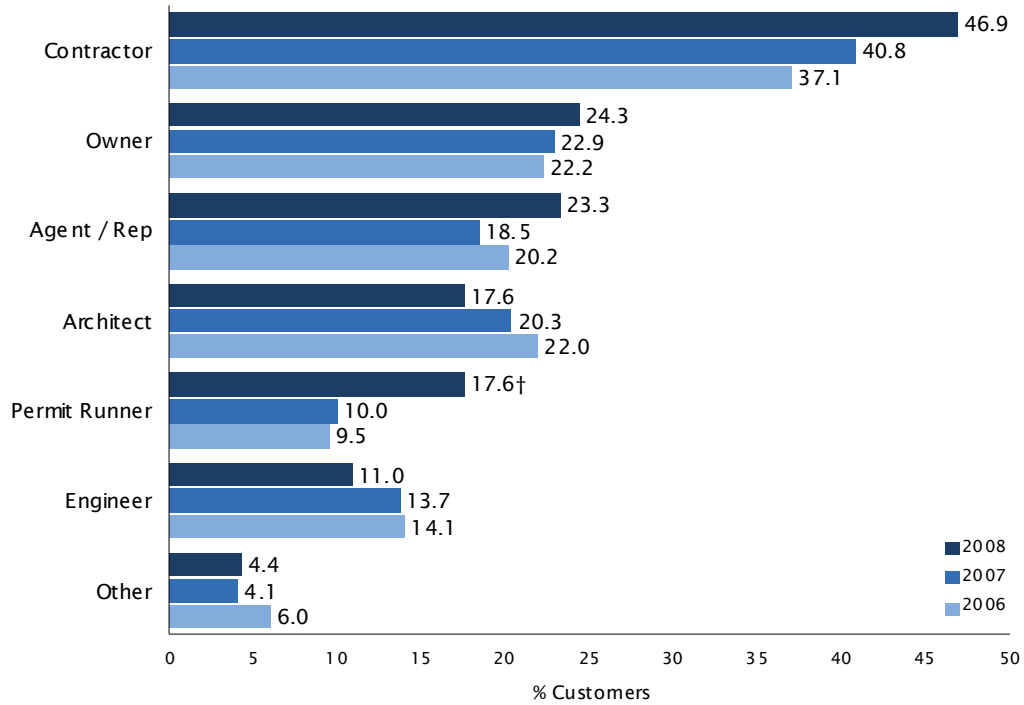
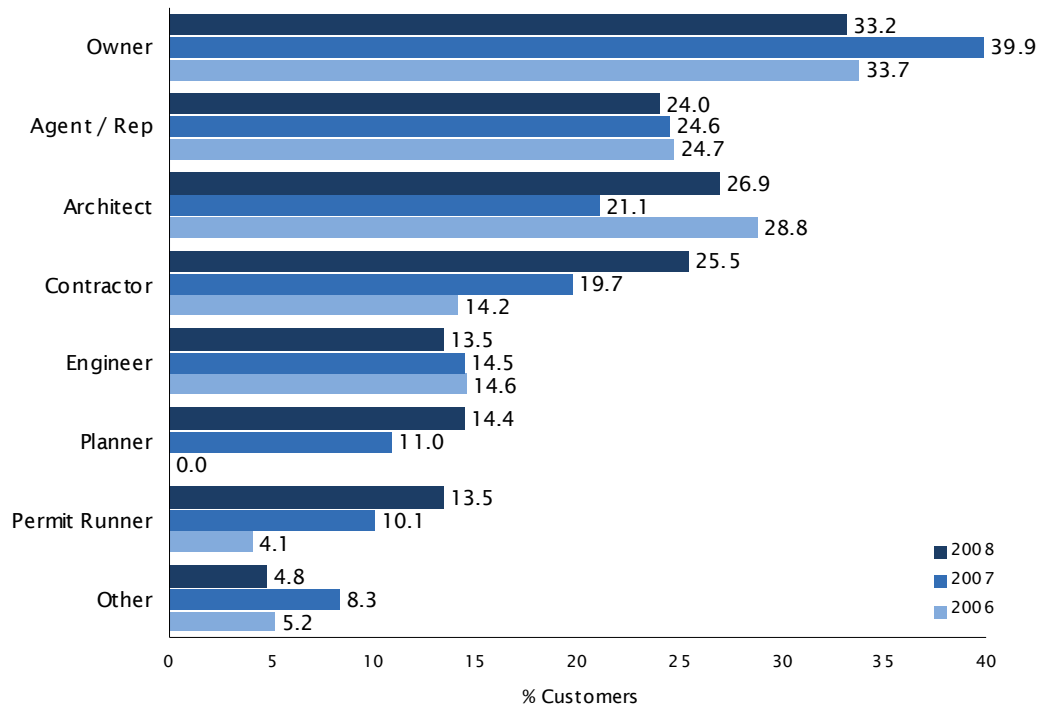


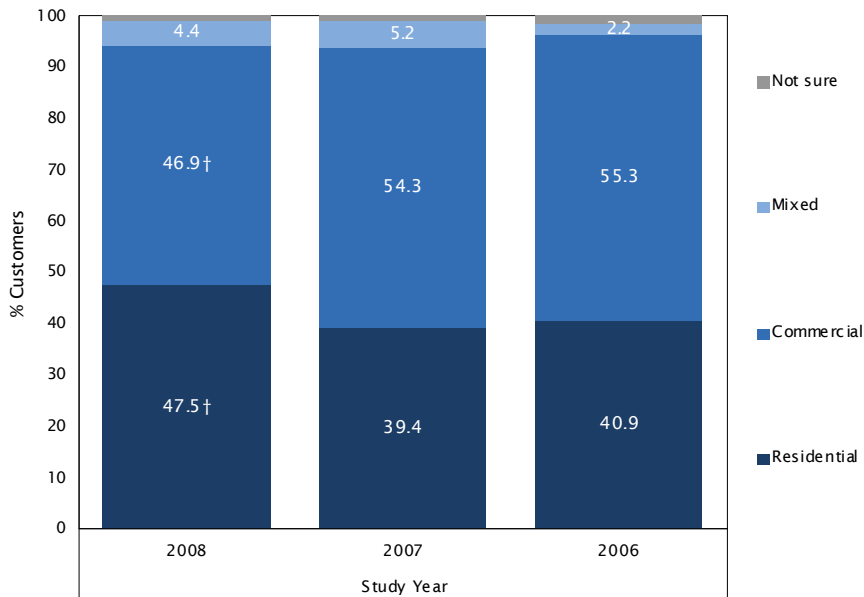
FIGURE 5 ROLE WITH PROJECT BY STUDY YEAR: DISCRETIONARY



PROJECT TYPE Having measured a customer’s involvement in the permitting process on their most recent project, as well as their role, the final questions in this series addressed the type of project they worked on most recently with the City. Among ministerial customers in 2008, 48% described their most recent project as residential and 47% described it as commercial, representing a statistically significant increase in the percentage of residential projects and a significant decrease in the percentage of commercial projects from the findings of the 2007 study (Figure 6). Figure 7 displays how the nature of their most recent project varied by customer role and stages of involvement. When compared to their respective ministerial counterparts, owners and those involved with building inspections were the most likely to describe their most recent project as residential in nature.

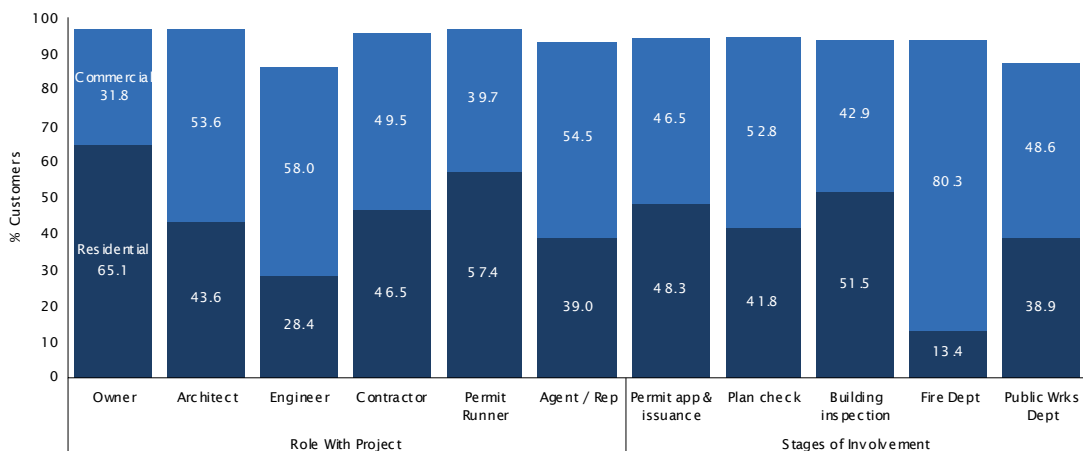
Question 2: Ministerial & Discretionary *Was your most recent project for a residential property, a commercial property, or a mixed use property?*

FIGURE 6 PROPERTY TYPE BY STUDY YEAR: MINISTERIAL



† Statistically significant change ($p < 0.05$) between the 2007 and 2008 studies.

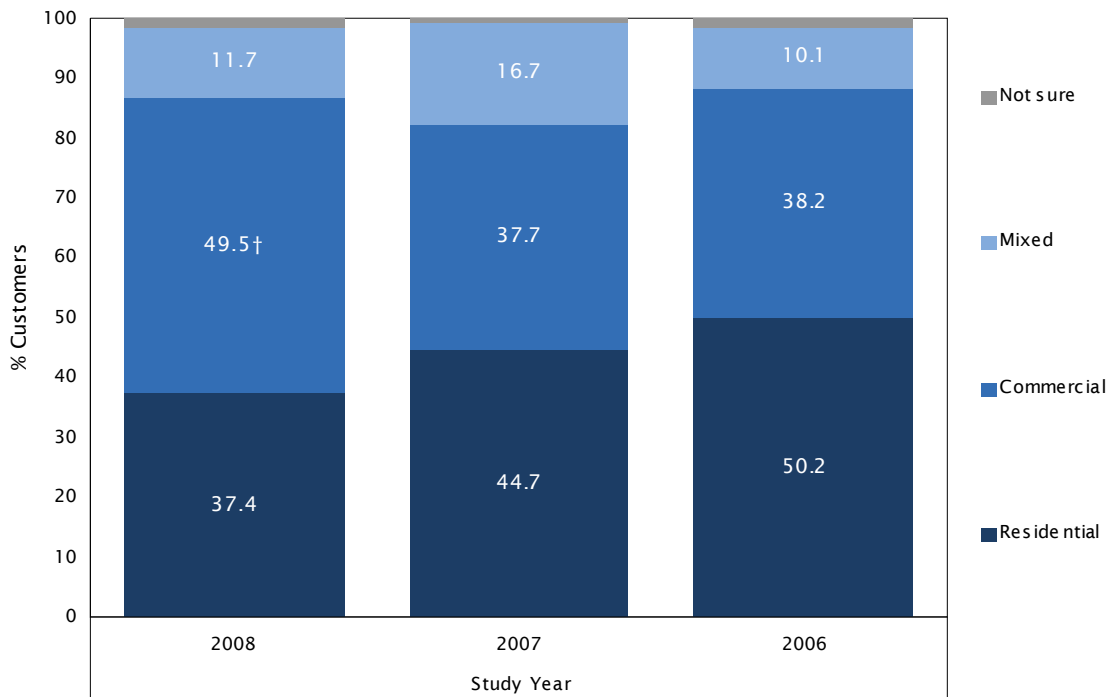
FIGURE 7 PROPERTY TYPE BY ROLE WITH PROJECT & NUMBER OF PROJECTS IN PAST 12 MONTHS: MINISTERIAL



Approximately half (50%) of discretionary customers described their most recent project as commercial, which is significantly higher than the findings of the 2007 study. Approximately 37% described their project as residential, 12% indicated that it was a mixed-use project, and 1% were not sure (Figure 8).

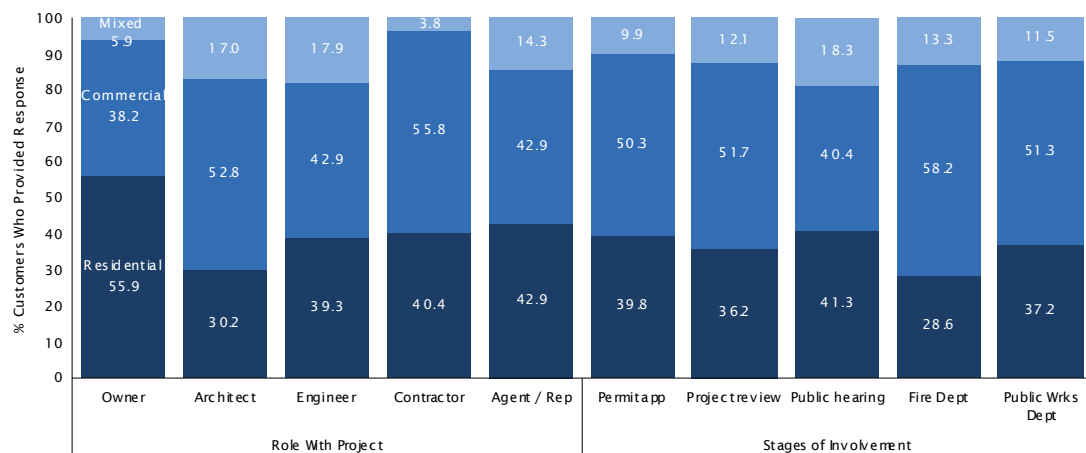
When compared with their respective discretionary counterparts, owners and those who participated in the public hearing in 2008 were the most likely to describe their most recent project with the City as residential in nature (see Figure 9).

FIGURE 8 PROPERTY TYPE BY STUDY YEAR: DISCRETIONARY



† Statistically significant change ($p < 0.05$) between the 2007 and 2008 studies.

FIGURE 9 PROPERTY TYPE BY ROLE WITH PROJECT & STAGES OF INVOLVEMENT: DISCRETIONARY



NATURE OF MINISTERIAL PROJECT Ministerial customers were subsequently asked to describe the nature of their project using the categories shown in Table 4 for residential projects or Table 5 for commercial projects. The dominant category among residential projects in 2008 was remodel or addition (51%), followed by new construction (13%), which was cited significantly less frequently than in 2007 (Figure 4). Responses of ‘other’ also increased significantly in 2008 to 15%. For the interested reader, Table 5 displays responses to Question 3 by the customers’ involvement in the project.

Question 3: Ministerial *Which of the following best describes the nature of your project?*

TABLE 4 NATURE OF RESIDENTIAL PROJECT BY STUDY YEAR

	Study Year		
	2008	2007	2006
Remodel or addition	50.7	55.3	57.7
New construction	13.1†	20.7	24.0
Demolition / Rebuild	7.1	7.6	4.0
Re-roof	6.3	2.3	3.0
Pool-related	2.6	2.0	1.0
Re-pipe	2.4	0.3	1.0
Hot water heater	2.4	1.6	1.0
Other response	15.2†	10.2	8.3

† Statistically significant change ($p < 0.05$) between the 2007 and 2008 studies.

TABLE 5 NATURE OF RESIDENTIAL PROJECT BY STAGES OF INVOLVEMENT

	Stages of Involvement				
	Permit app & issuance	Plan check	Building inspection	Fire Dept	Public Wrks Dept
Remodel or addition	50.1	58.1	51.0	41.0	41.1
New construction	12.3	17.1	12.1	43.6	35.7
Demolition / Rebuild	6.9	7.3	7.7	10.3	3.6
Re-roof	6.3	2.4	7.7	0.0	1.8
Pool-related	2.9	3.7	2.8	0.0	5.4
Re-pipe	2.3	0.4	3.2	0.0	0.0
Hot water heater	2.6	1.6	3.2	0.0	1.8
Other response	16.3	8.9	11.7	5.1	10.7

For commercial projects, half of ministerial customers described the project as a tenant improvement (50%) in 2008, whereas 16% selected new construction (Table 6). The 2008 findings are statistically similar to those recorded in 2007. As shown in Table 7, when compared to their respective counterparts, ministerial customers with commercial or mixed-use projects who interacted with the Public Works Department were the most likely to describe their project as new construction (see Table 7).

Question 4: Ministerial *Which of the following best describes the nature of your project?*

TABLE 6 NATURE OF COMMERCIAL OR MIXED-USE PROJECT BY STUDY YEAR

	Study Year		
	2008	2007	2006
Tenant improvement	49.9	50.1	51.5
New construction	15.8	18.1	15.7
Sign permit	6.6	5.0	5.7
Demolition / Rebuild	4.9	6.1	6.4
Hazardous Materials Systems	4.6	2.8	4.8
AC / HVAC	2.9	2.4	4.3
Fire Protection Systems	2.4	2.2	0.7
Permit for occupancy	1.7	0.0	0.0
Re-roof	1.2	0.0	0.0
Other response	10.0	13.3	10.9

TABLE 7 NATURE OF COMMERCIAL OR MIXED-USE PROJECT BY STAGES OF INVOLVEMENT

	Stages of Involvement				
	Permit app & issuance	Plan check	Building inspection	Fire Dept	Public Wrks Dept
Tenant improvement	51.0	50.4	52.8	56.3	30.6
New construction	13.4	16.2	13.5	18.2	40.0
Sign permit	7.4	7.1	4.8	0.0	2.4
Demolition / Rebuild	4.7	4.7	6.1	4.5	5.9
Hazardous Materials Systems	4.7	4.7	5.2	6.5	0.0
AC / HVAC	3.0	3.2	3.1	2.0	2.4
Fire Protection Systems	2.5	2.7	3.1	3.6	2.4
Permit for occupancy	1.9	1.8	1.7	1.2	2.4
Re-roof	1.4	0.9	2.2	0.4	1.2
Other response	10.1	8.3	7.4	7.3	12.9

OVERALL SATISFACTION

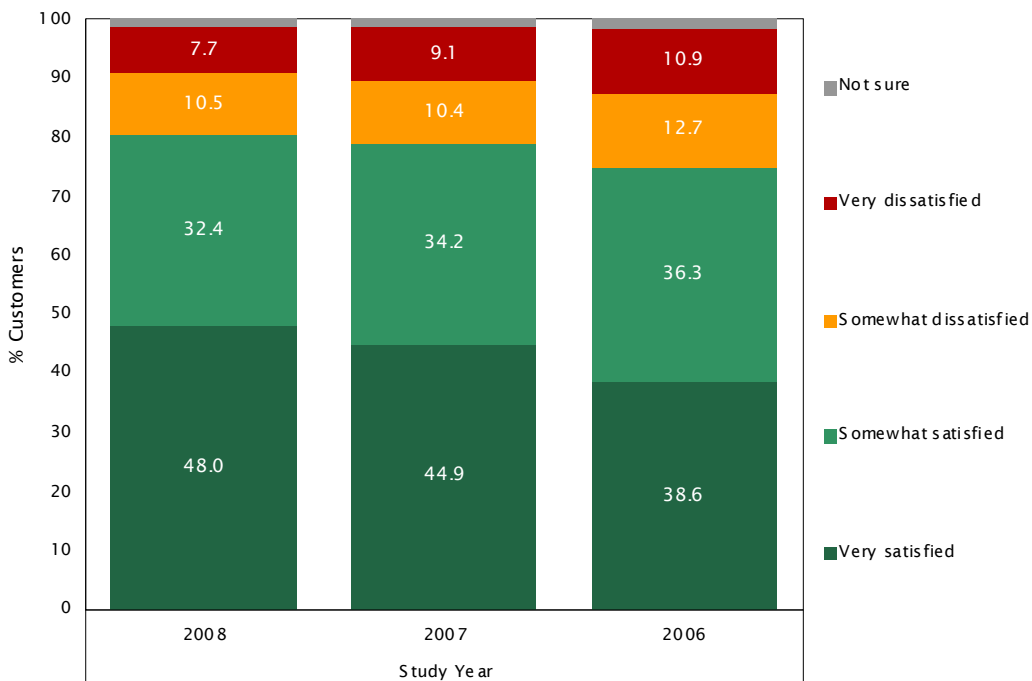
Having profiled a respondent's involvement in his or her most recent project with the City, the survey next instructed the customer to focus on this same project when answering the remaining questions in the survey. This approach was used to ensure that the survey results reflect customers' most recent—rather than most memorable—experiences with the City, thereby providing timely feedback about the Partners' *current* performance.⁴

All respondents were then asked to indicate if, overall, they were satisfied or dissatisfied with the service they received from the City of San José on their most recent project. Because this question does not reference a specific aspect of the project and requested that the respondent consider the City's performance in general, the findings of this question may be regarded as an *overall performance rating* for the Development Services Program.

MINISTERIAL Figure 10 presents the Partners' overall performance rating among ministerial customers in 2008, 2007, and 2006. Overall, approximately four out of five customers (80%) in 2008 indicated that they were either very (48%) or somewhat (32%) satisfied with the service they received from the City in 2008. Eighteen percent (18%) of respondents indicated dissatisfaction with the Partners' performance, and 1% were unsure. When compared to 2007, the findings suggest a trend of improvement, although the differences between the two studies is not statistically significant.

Question 5: Ministerial *Overall, were you satisfied or dissatisfied with the service that you received from the City of San José on this project?*

FIGURE 10 OVERALL SATISFACTION BY STUDY YEAR: MINISTERIAL



4. Without this instruction, some customers would likely comment on their most memorable experiences with the City, which could be on projects that occurred several years ago.

The next two figures display how overall satisfaction with the Partners' performance varied among ministerial customers in 2008 by the form of interview, their role in the project, property type, the number of projects they were involved with in the City of San José in 2008, their involvement in various stages of their most recent project, and whether they had visited the Development Services website in the 12 months preceding the interview. Although there were certainly some differences across customer subgroups, the most striking pattern in both figures is the relative consistency of opinion.⁵

FIGURE 11 OVERALL SATISFACTION BY FORM OF INTERVIEW, ROLE WITH PROJECT & PROPERTY TYPE: MINISTERIAL

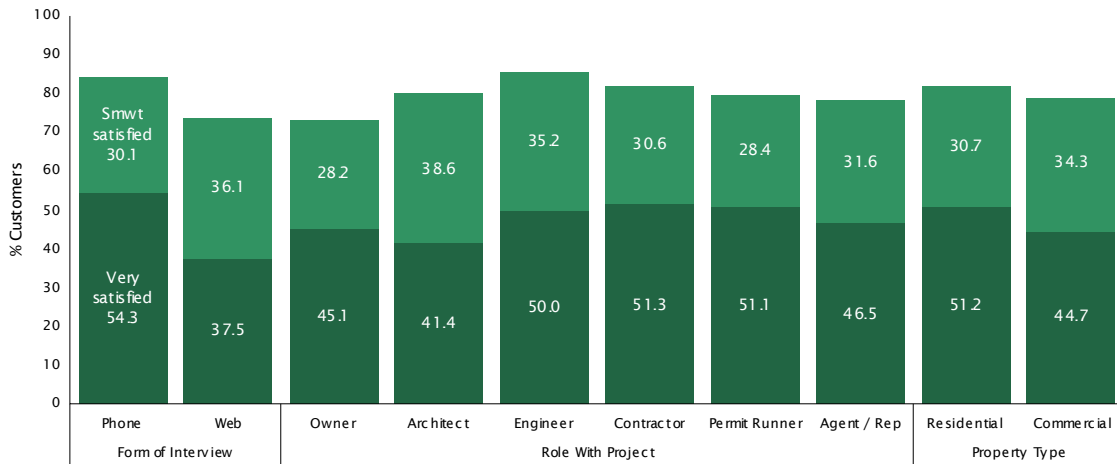
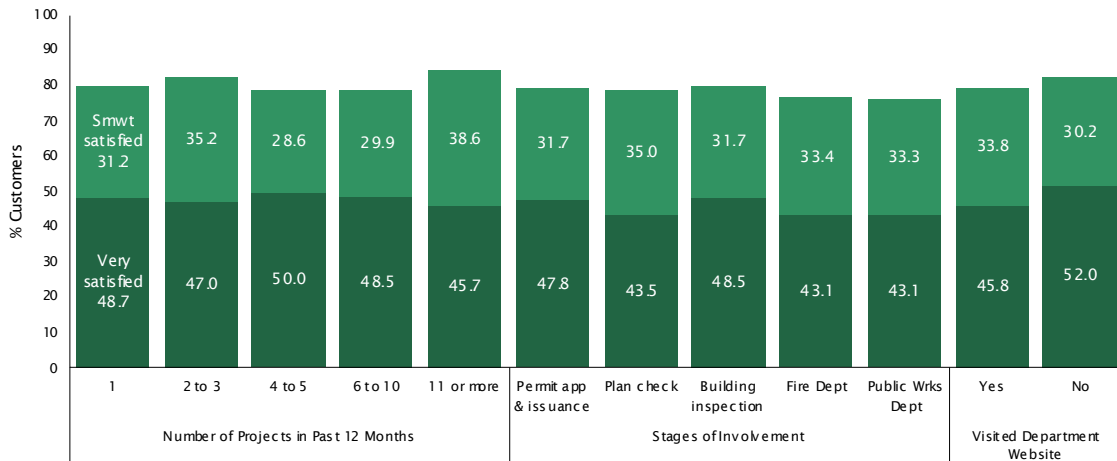


FIGURE 12 OVERALL SATISFACTION BY NUMBER OF PROJECTS IN PAST 12 MONTHS, STAGES OF INVOLVEMENT & VISITED DEPARTMENT WEBSITE: MINISTERIAL

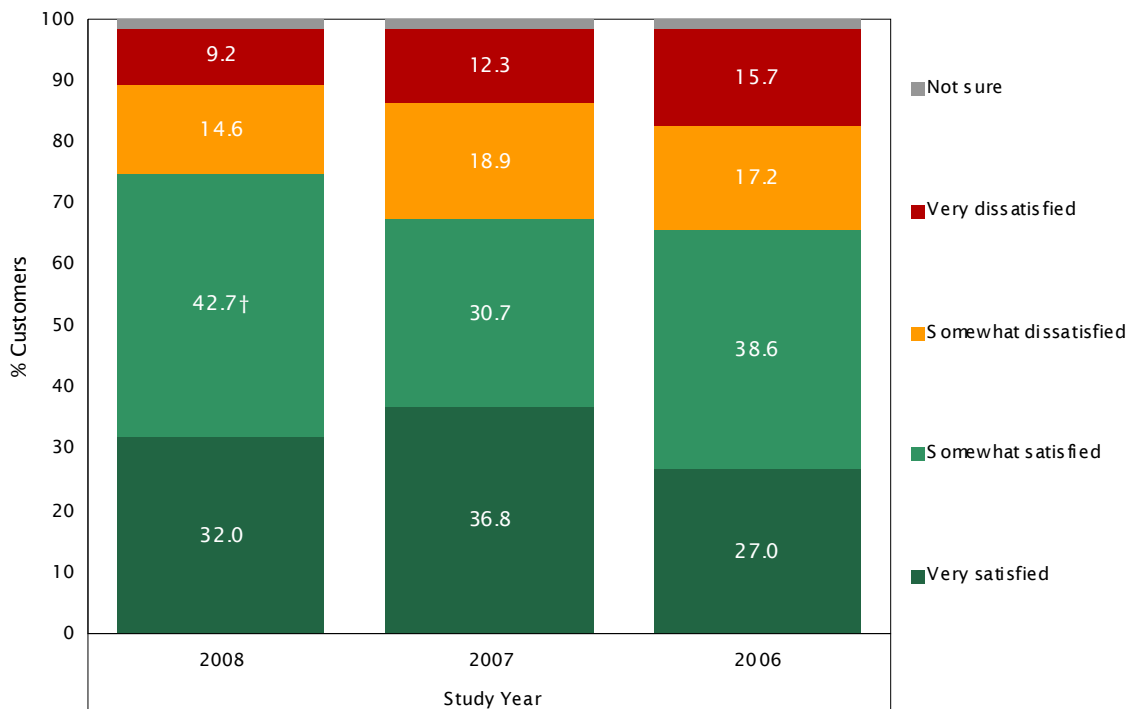


5. The lower levels of satisfaction among those who completed online is a proxy for timing. The website survey was made available prior to the telephone interview, and those customers who are displeased with the Department's performance tend to respond more quickly to the invitation to provide feedback about the Department.

DISCRETIONARY Figure 13 presents the Partners’ overall performance rating among discretionary customers in 2008, 2007, and 2006. Approximately three-quarters (75%) of respondents indicated they were either very (32%) or somewhat (43%) satisfied with the service they received on their most recent project in 2008. The percentage of those *somewhat* satisfied represents a significant increase from the prior year (from 31% to 43%). Less than one-quarter (24%) of respondents indicated they were dissatisfied with the Partners’ performance, and approximately 1% were unsure.

Question 3: Discretionary Overall, were you satisfied or dissatisfied with the service that you received from the City of San José on this project?

FIGURE 13 OVERALL SATISFACTION BY STUDY YEAR: DISCRETIONARY



† Statistically significant change (p < 0.05) between the 2007 and 2008 studies.

Whereas overall satisfaction levels were generally similar across subgroups of ministerial customers (see figures 11 and 12), opinions varied more among some subgroups of discretionary customers (see figures 14 and 15). When compared to their respective counterparts, those who participated in the survey via telephone, contractors, those who had not visited the Development Services website in the 12 months preceding the interview, and those who did not work with a Project Manager on their most recent project were the most likely to report being satisfied.

FIGURE 14 OVERALL SATISFACTION BY FORM OF INTERVIEW, ROLE WITH PROJECT, PROPERTY TYPE & VISITED DEPARTMENT WEBSITE: DISCRETIONARY

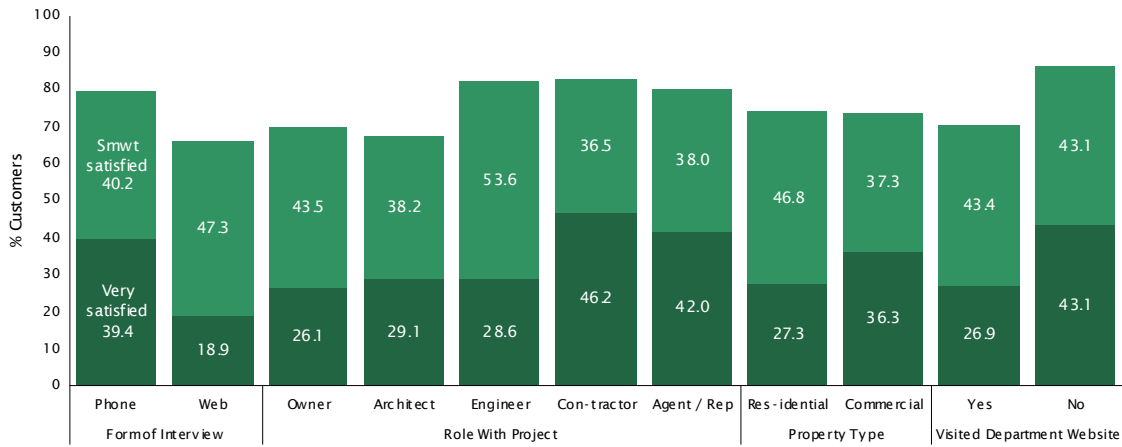
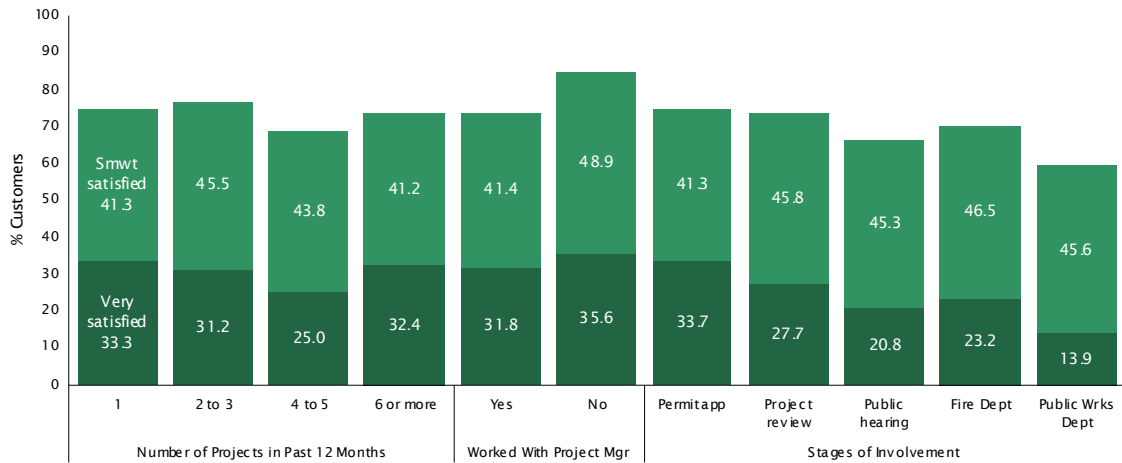


FIGURE 15 OVERALL SATISFACTION BY NUMBER OF PROJECTS IN PAST 12 MONTHS, WORKED WITH PROJECT MGR & STAGES OF INVOLVEMENT: DISCRETIONARY



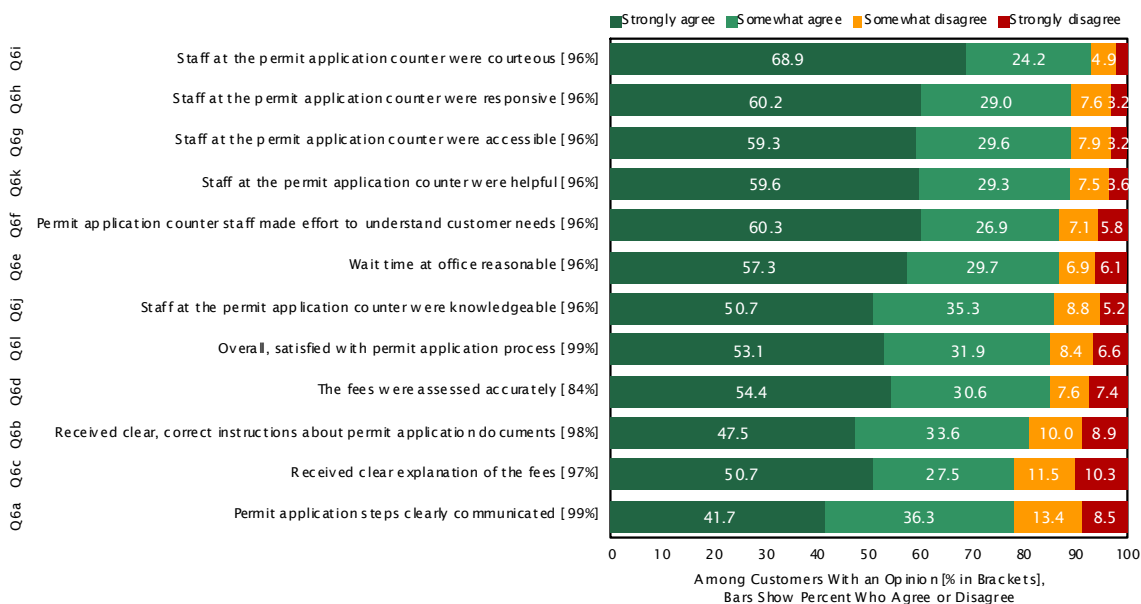
PERMIT APPLICATION & ISSUANCE

Whereas the previous section addressed the Partners' overall performance, at this point the survey narrowed to focus on specific aspects of the Partners' performance, such as responsiveness, clarity of communication, and accuracy. Because customers varied in their level of involvement on their most recent project, and the Partners' performance can fluctuate across stages of a project, the questions were divided into the three key stages discussed previously for ministerial and discretionary projects, respectively. Only customers who indicated they were personally involved in a stage were administered questions related to the stage. Questions relating to the permit application and issuance stage are presented in this section of the report. Questions relating to plan check/review, inspections, and public hearings are discussed in later sections.

MINISTERIAL Overall, 90% of ministerial customers indicated that they were personally involved in the permit application and issuance stage on their most recent project. Question 6 was designed to measure the Partners' performance in meeting these customers' needs during said stage. For each of the 12 statements shown to the left of Figure 16 that comment on a specific aspect of the Partners' performance, respondents were simply asked to indicate their level of agreement with the statement. The higher the level of agreement, the more favorable a customer's opinion of the Partners' performance.

Question 6: Ministerial *Next, I'm going to read several statements about the Building permit application and issuance stage of the process. I'd like you to tell me whether or not you agree or disagree with the statement based on your own experience.*

FIGURE 16 AGREEMENT WITH PERMIT APPLICATION & ISSUANCE STATEMENTS: MINISTERIAL⁶



6. The percentage who held an opinion for each statement is shown to the right of the statement in brackets. The percentages shown in the bars are among those with an opinion, which allows for a more direct and meaningful comparison of responses across the statements tested. Additionally, because of size constraints of the charts, a number is not shown within bars that represent less than 3% of respondents. These conventions are used throughout this report for all figures that show levels of agreement in percentage form.

Overall, more than 85% of ministerial customers agreed that staff at the permit counter were courteous (93%), responsive (89%), accessible (89%), helpful (89%), and knowledgeable (86%), and made an effort to understand their needs as a customer (87%). The vast majority of ministerial customers also agreed that they received a clear explanation of the fees, taxes and deposits (78%), that the fees and taxes were assessed accurately (85%), and that the wait time at the permit counter before being assisted by staff was reasonable (87%). Ministerial customers were also generally satisfied with staff's efforts to communicate the process and steps needed to obtain a permit (78%), and provide clear, correct instructions about the documents needed to apply for a permit (81%). Overall, 85% of ministerial customers in 2008 indicated that they were satisfied with the service they received during the permit application stage on their most recent project.

Table 8 shows the percentage of ministerial customers who agreed with each performance statement tested during the 2008, 2007, and 2006 surveys along with the percentage change in agreement between 2007 and 2008. There were no statistically significant changes in opinion in 2008.

TABLE 8 AGREEMENT WITH PERMIT APPLICATION & ISSUANCE STATEMENTS BY STUDY YEAR: MINISTERIAL

	Study Year			Difference in Agreement 07 to 08
	2008	2007	2006	
The fees were assessed accurately	85.0	83.5	86.2	+1.5
Overall, satisfied with permit application process	85.0	84.9	78.8	+0.1
Received clear explanation of the fees	78.2	78.5	79.9	-0.3
Staff at the permit application counter were knowledgeable	86.0	86.6	80.4	-0.7
Staff at the permit application counter were responsive	89.2	89.9	85.1	-0.7
Wait time at office reasonable	87.0	88.2	83.3	-1.2
Received clear, correct instructions about permit application documents	81.1	82.5	77.4	-1.4
Permit application steps clearly communicated	78.0	79.6	74.0	-1.6
Staff at the permit application counter were courteous	93.1	94.8	92.7	-1.7
Permit application counter staff made effort to understand needs	87.1	89.0	83.9	-1.9
Staff at the permit application counter were accessible	88.9	91.0	86.1	-2.1
Staff at the permit application counter were helpful	88.9	91.0	85.5	-2.1

RATINGS BY MINISTERIAL SUBGROUP For the interested reader, Table 9 displays how the level of agreement with each performance-related statement tested in Question 6 for the permit application stage varied according to customers' overall performance ratings for the Partners (Question 5 for ministerial). The table divides those who were satisfied with the Partners' overall performance into one group, and the minority of customers who were dissatisfied into a second group. It also displays the difference between the two groups in the percentage of customers who agreed with each statement tested in Question 6 (far right column). For most of the performance-related statements tested, there was a sizeable difference—thus indicating that customers who were disappointed with the Partners' overall performance were much more likely to also be less pleased (as a group) with specific performance criteria at the permit application stage.

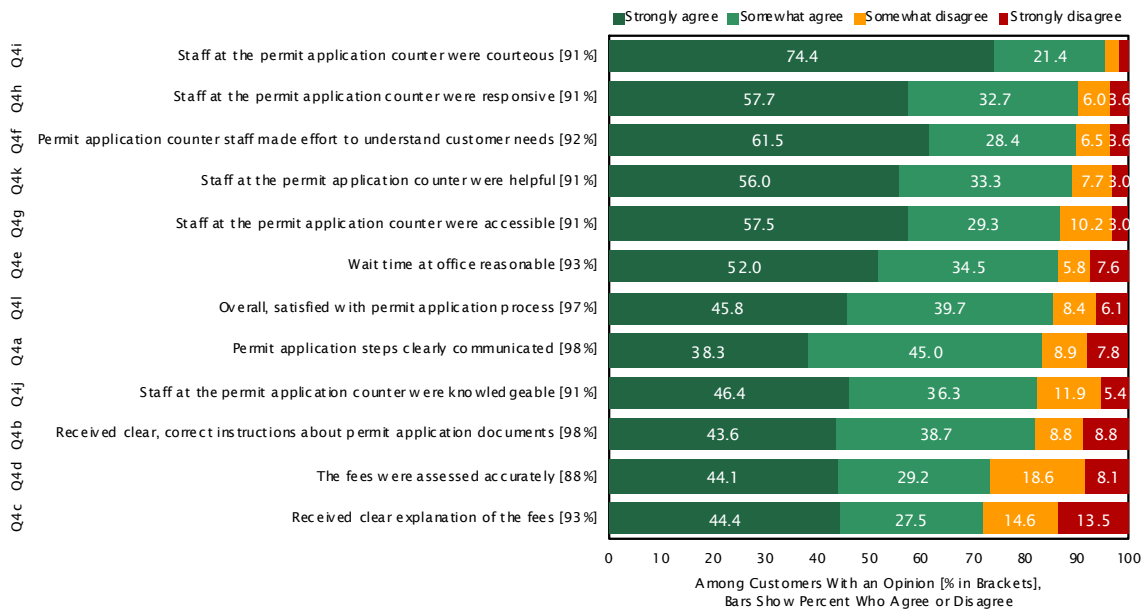
TABLE 9 AGREEMENT WITH PERMIT APPLICATION & ISSUANCE STATEMENTS BY OVERALL SATISFACTION: MINISTERIAL

		Overall Satisfaction (Q5)		Difference Between Groups
		Very or somewhat satisfied	Very or somewhat dissatisfied	
% Permit Application and Issuance Customers That Agreed With Statement	Overall, satisfied with permit application process	94.8	38.8	55.9
	Permit application steps clearly communicated	85.4	42.4	42.9
	Staff at the permit application counter were knowledgeable	90.6	48.9	41.7
	Received clear, correct instructions about permit application documents	87.3	47.5	39.8
	Received clear explanation of the fees	83.6	43.9	39.7
	Permit application counter staff made effort to understand customer needs	91.1	54.0	37.2
	Staff at the permit application counter were responsive	93.0	56.8	36.2
	Staff at the permit application counter were helpful	91.8	59.7	32.1
	The fees were assessed accurately	77.5	46.8	30.8
	Staff at the permit application counter were accessible	91.3	61.9	29.4
	Staff at the permit application counter were courteous	94.1	71.9	22.1
	Wait time at office reasonable	88.2	66.2	22.0

DISCRETIONARY Overall, 89% of discretionary customers indicated that they were personally involved in the permit application stage on their most recent project. In the same manner described previously for ministerial projects, customers with discretionary projects were asked whether they agreed or disagreed with a series of statements regarding various aspects of the Partners’ performance on their most recent project during the permit application stage. The statements tested, as well as the results for each statement, are shown in Figure 17.

Question 4: Discretionary *Next, I'm going to read several statements about submitting a Planning permit application during the entitlement stage of the process. I'd like you to tell me whether or not you agree or disagree with the statement based on your own experience. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 17 AGREEMENT WITH PERMIT APPLICATION STATEMENTS: DISCRETIONARY



Overall, at least 80% of discretionary customers agreed that staff at the permit counter were courteous (96%), responsive (90%), helpful (89%), accessible (87%), knowledgeable (83%), and made an effort to understand their needs as a customer (90%). More than eight-in-ten also agreed that the wait time at the permit counter before being assisted by staff was reasonable (87%), the process and steps needed to submit a permit application were clearly communicated (83%), and that he or she received clear and correct instructions about the documents needed to apply for a permit (82%). Discretionary customers were relatively less in agreement that fees were assessed accurately (73%) and that they received a clear explanation of the fees (72%). Overall, 86% of discretionary customers indicated that they were satisfied with the service they received during the permit application stage on their most recent project.

When compared with 2007 findings, there was a statistically significant increase (improvement) in the percentage of discretionary customers who agreed that they received clear and correct instructions about the documents needed to apply for a permit, and a statistically significant decrease in those who agreed that the fees were assessed accurately (see Table 10).

TABLE 10 AGREEMENT WITH PERMIT APPLICATION STATEMENTS BY STUDY YEAR: DISCRETIONARY

	Study Year			Difference in Agreement 07 to 08
	2008	2007	2006	
Received clear, correct instructions about permit app docs	82.3	73.3	73.2	+9.0†
Permit application steps clearly communicated	83.3	75.8	76.9	+7.6
Overall, satisfied with permit application process	85.5	78.1	81.3	+7.3
Staff at the permit application counter were knowledgeable	82.7	78.0	82.6	+4.7
Staff at the permit application counter were responsive	90.5	86.3	87.1	+4.2
Staff at the permit application counter were helpful	89.3	85.3	86.7	+4.0
Permit application counter staff made effort to understand needs	89.9	86.8	87.9	+3.1
Staff at the permit application counter were courteous	95.8	92.9	95.8	+2.9
Wait time at office reasonable	86.5	86.3	85.3	+0.2
Staff at the permit application counter were accessible	86.8	88.9	90.0	-2.1
Received clear explanation of the fees	71.9	75.9	71.3	-4.0
The fees were assessed accurately	73.3	81.8	82.1	-8.5†

† Statistically significant change ($p < 0.05$) between the 2007 and 2008 studies.

RATINGS BY DISCRETIONARY SUBGROUP In a manner identical to Table 9 on page 30, Table 11 displays how the level of agreement with each performance-related statement tested in Question 4 for the permit application stage varied according to customers' overall performance ratings for the Partners (Question 3 for discretionary customers). Once again, the results indicate that customers who were dissatisfied with the Partners' overall performance were more likely than their counterparts to be disappointed with the Partners' performance on each of the dimensions tested for the permit application process.

TABLE 11 AGREEMENT WITH PERMIT APPLICATION STATEMENTS BY OVERALL SATISFACTION: DISCRETIONARY

		Overall Satisfaction (Q3)		Difference Between Groups
		Very or somewhat satisfied	Very or somewhat dissatisfied	
% Permit Application Customers That Agreed With Statement	Overall, satisfied with permit application process	94.9	46.5	48.4
	Received clear, correct instructions about permit application documents	88.4	55.8	32.6
	Permit application steps clearly communicated	89.1	58.1	31.0
	Received clear explanation of the fees	73.2	46.5	26.7
	Wait time at office reasonable	86.2	60.5	25.8
	Permit application counter staff made effort to understand customer needs	88.4	62.8	25.6
	Staff at the permit application counter were responsive	87.0	67.4	19.5
	Staff at the permit application counter were helpful	85.5	67.4	18.1
	Staff at the permit application counter were accessible	82.6	65.1	17.5
	Staff at the permit application counter were knowledgeable	79.7	62.8	16.9
	The fees were assessed accurately	68.1	53.5	14.6
	Staff at the permit application counter were courteous	89.9	81.4	8.5

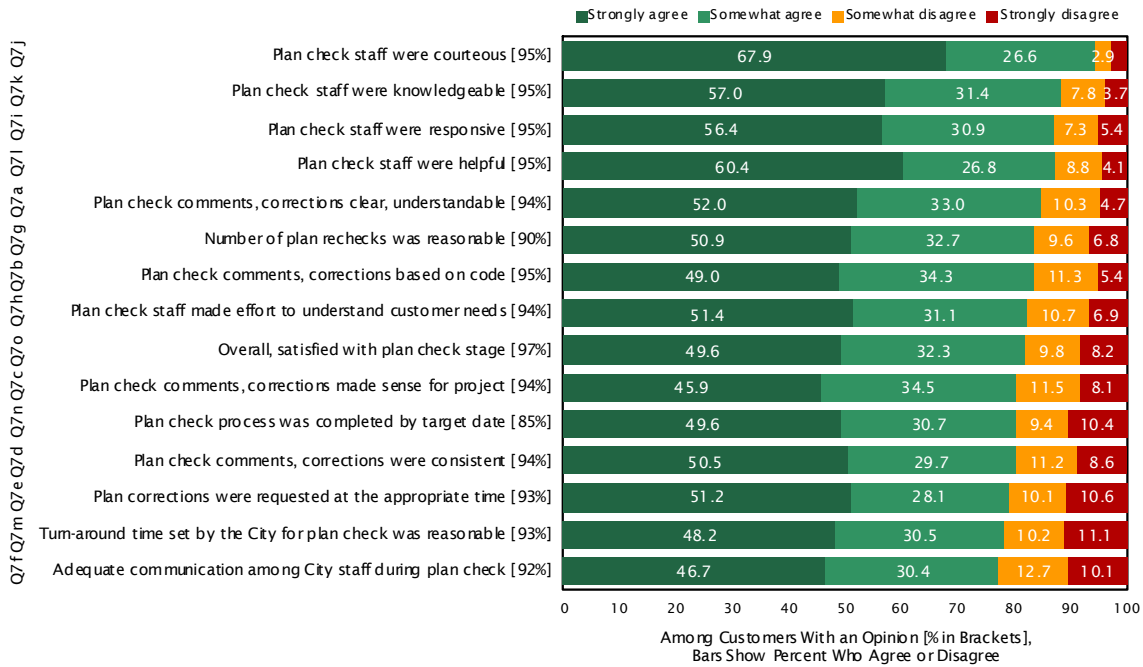
PLAN CHECK & PLAN REVIEW

Once customers have successfully completed the permit application stage, a project enters the plan check (ministerial) or plan review (discretionary) stage. At this stage, plans submitted in connection with the permit application are reviewed by plan check staff for compliance with State- and City-adopted codes and regulations. Any necessary changes are noted in a plan check correction list and must be corrected by the customer prior to permit issuance. Overall, 73% of ministerial customers and 86% of discretionary customers reported they were *personally* involved in the plan check or plan review stage.

MINISTERIAL Ministerial customers' satisfaction with the Partners' performance during the plan check stage was measured in the same manner described previously for the permit application stage. For each of the performance-related statements paraphrased in Figure 18, respondents were simply asked to indicate whether they agreed or disagreed with the statement based on their most recent experience with the City.

Question 7: Ministerial *Next, I'm going to read several statements about the Building plan check process. I'd like you to tell me whether you agree or disagree with the statement based on your own experience. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 18 AGREEMENT WITH PLAN CHECK STATEMENTS: MINISTERIAL



Overall, more than 80% of ministerial customers agreed that plan check staff were courteous (95%), knowledgeable (90%), responsive (87%), helpful (87%) and made an effort to understand their needs as a customer (83%). A similarly high percentage of ministerial customers also agreed that plan check comments were clear and understandable (85%), were based on the code (83%), were consistent (80%), made sense for the project (80%), and the number of plan rechecks was reasonable (84%). When compared to the other performance dimensions tested, ministerial customers expressed relatively lower levels of satisfaction with the timing of plan correction requests (79%), the reasonableness of the turn-around time set by the City for plan check (79%), and the adequacy of communication between city staff about the project during plan check (77%). Overall, 82% of ministerial customers indicated that they were satisfied with the service they received during the plan check stage. There were no statistically significant changes between 2007 and 2008 (Table 12).

TABLE 12 AGREEMENT WITH PLAN CHECK STATEMENTS BY STUDY YEAR: MINISTERIAL

	Study Year			Difference in Agreement 07 to 08
	2008	2007	2006	
Plan check process was completed by target date	80.3	75.4	70.2	+4.9
Turn-around time set by the City for plan check was reasonable	78.6	74.9	72.0	+3.7
Overall, satisfied with plan check stage	81.9	79.5	76.5	+2.4
Plan check staff were responsive	87.3	85.2	78.2	+2.0
Plan check staff made effort to understand customer needs	82.5	81.8	76.8	+0.7
Number of plan rechecks was reasonable	83.6	82.9	78.0	+0.6
Plan check staff were courteous	94.5	94.0	90.7	+0.5
Plan check comments, corrections made sense for project	80.4	80.5	79.4	-0.1
Plan corrections were requested at the appropriate time	79.3	79.7	73.5	-0.5
Plan check comments, corrections based on code	83.3	84.4	80.6	-1.1
Plan check staff were knowledgeable	88.4	89.7	85.5	-1.3
Adequate communication among City staff during plan check	77.1	78.5	70.5	-1.3
Plan check staff were helpful	87.1	88.5	84.1	-1.4
Plan check comments, corrections clear, understandable	85.0	86.5	86.1	-1.5
Plan check comments, corrections were consistent	80.2	82.4	80.1	-2.2

RATINGS BY MINISTERIAL SUBGROUP Table 13 displays how the level of agreement with each performance-related statement tested in Question 7 for the plan check stage varied according to ministerial customers' overall performance ratings for the Partners (Question 5). Once again, the results indicate that the minority of customers who were dissatisfied with the Partners' overall performance were also less likely than their counterparts to be satisfied with the Partners' performance on each of the dimensions tested for the plan check stage.

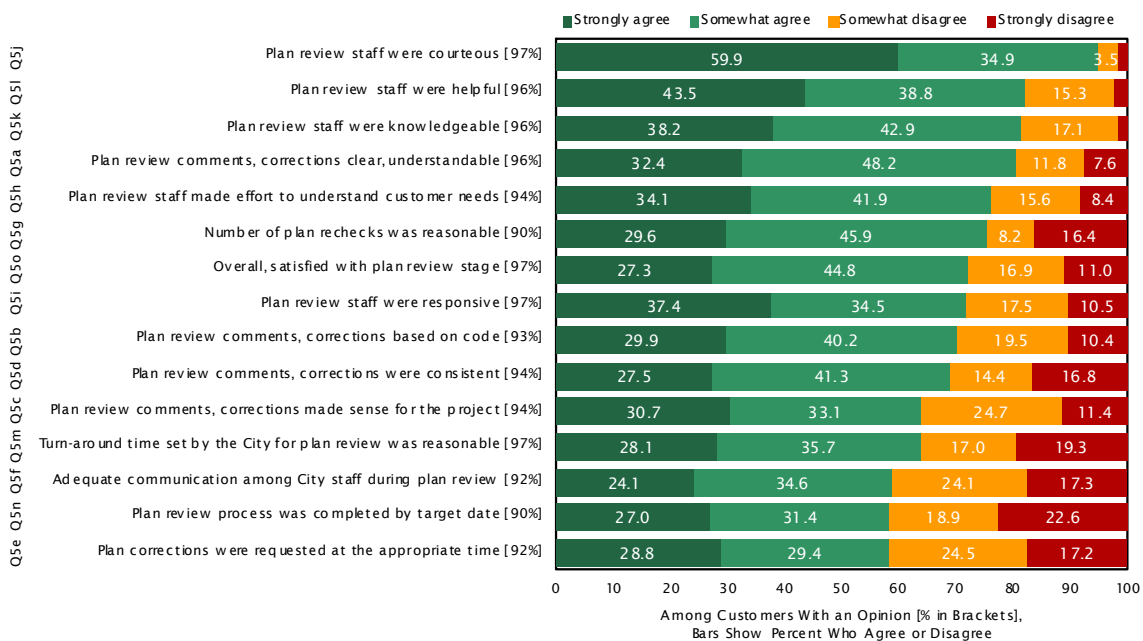
TABLE 13 AGREEMENT WITH PLAN CHECK STATEMENTS BY OVERALL SATISFACTION: MINISTERIAL

		Overall Satisfaction (Q5)		Difference Between Groups
		Very or somewhat satisfied	Very or somewhat dissatisfied	
% Plan Check Customers That Agreed With Statement	Overall, satisfied with plan check stage	92.9	28.1	64.8
	Adequate communication among City staff during plan check	82.3	29.8	52.5
	Plan check staff made effort to understand customer needs	87.0	42.1	44.9
	Plan check staff were helpful	92.4	48.8	43.7
	Plan check comments, corrections made sense for project	84.8	43.8	41.0
	Turn-around time set by the City for plan check was reasonable	81.4	42.1	39.2
	Plan check process was completed by target date	76.4	38.0	38.4
	Plan check staff were knowledgeable	92.4	54.5	37.9
	Plan check staff were responsive	91.1	53.7	37.4
	Plan check comments, corrections clear, understandable	87.4	50.4	37.0
	Plan corrections were requested at the appropriate time	81.0	45.5	35.5
	Plan check comments, corrections were consistent	82.9	48.8	34.1
	Plan check comments, corrections based on code	86.1	52.1	34.1
	Number of plan rechecks was reasonable	82.3	49.6	32.7
Plan check staff were courteous	94.8	73.6	21.3	

DISCRETIONARY Discretionary customers were provided with a nearly identical set of statements regarding the Partners’ performance during the plan review stage of their most recent project. The statements tested, as well as the results for each statement, are shown in Figure 19.

Question 5: Discretionary *Next, I'm going to read several statements about the City's process of reviewing the plans you submitted for a Planning permit. I'd like you to tell me whether or not you agree or disagree with the statement based on your own experience. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 19 AGREEMENT WITH PLAN REVIEW STATEMENTS: DISCRETIONARY



When compared to ministerial customers, discretionary customers were less pleased with the Partners’ performance during the plan review stage on each of the dimensions tested. Overall, more than seven-out-of-ten discretionary customers agreed that plan check staff were courteous (95%), helpful (82%), knowledgeable (81%), responsive (72%), and made an effort to understand their needs as a customer (76%). Although at least two-thirds of discretionary customers also felt that plan review comments were clear and understandable (81%), were based on the code (70%), and the number of plan rechecks was reasonable (76%), fewer perceived that the comments and corrections made sense for the project (64%), and that the comments and corrections were consistent (69%).

Like their ministerial counterparts, discretionary customers expressed the lowest levels of satisfaction with the timing of plan correction requests (58%), the reasonableness of the turn-around time set by the City for plan review (64%), the City’s performance in meeting the target date set for completing plan review (58%), and the adequacy of communication between city staff about the project during plan review (59%). Overall, 72% of discretionary customers indicated that they were satisfied with the service they received during the plan review stage.

When compared to 2007, there were statistically significant increases (improvements) in 2008 in two of the performance dimensions tested with respect to the plan review stage among discretionary customers, and no statistically significant decreases (Table 14).

TABLE 14 AGREEMENT WITH PLAN REVIEW STATEMENTS BY STUDY YEAR: DISCRETIONARY

	Study Year			Difference in Agreement 07 to 08
	2008	2007	2006	
Plan review comments, corrections were consistent	68.9	55.7	59.9	+13.1 †
Plan review staff were helpful	82.4	73.7	74.2	+8.6 †
Plan review comments, corrections clear, understandable	80.6	72.3	75.3	+8.3
Plan review staff were knowledgeable	81.2	73.2	78.0	+7.9
Plan review process was completed by target date	58.5	51.6	48.8	+6.9
Overall, satisfied with plan review stage	72.1	65.7	62.3	+6.4
Plan review staff were courteous	94.8	89.3	90.7	+5.4
Plan corrections were requested at the appropriate time	58.3	53.3	50.7	+4.9
Turn-around time set by the City for plan review was reasonable	63.7	59.9	54.7	+3.8
Number of plan rechecks was reasonable	75.5	71.7	65.6	+3.7
Plan review staff made effort to understand customer needs	76.0	72.8	69.6	+3.2
Plan review comments, corrections based on code	70.1	69.8	70.9	+0.3
Plan review staff were responsive	71.9	73.1	68.6	-1.2
Adequate communication among City staff during plan review	58.6	60.3	53.6	-1.7
Plan review comments, corrections made sense for the project	63.9	65.6	63.0	-1.8

† Statistically significant change (p < 0.05) between the 2007 and 2008 studies.

RATINGS BY DISCRETIONARY SUBGROUP Table 15 on the next page displays how the level of agreement with each performance-related statement tested in Question 5 for the plan review stage varied according to discretionary customers’ overall performance ratings for the Partners (Question 3).

TABLE 15 AGREEMENT WITH PLAN REVIEW STATEMENTS BY OVERALL SATISFACTION: DISCRETIONARY

		Overall Satisfaction (Q3)		Difference Between Groups
		Very or somewhat satisfied	Very or somewhat dissatisfied	
% Plan Review Customers That Agreed With Statement	Overall, satisfied with plan review stage	87.7	20.5	67.2
	Adequate communication among City staff during plan review	70.8	6.8	64.0
	Plan review staff were responsive	83.1	29.5	53.5
	Turn-around time set by the City for plan review was reasonable	76.2	22.7	53.4
	Plan review comments, corrections based on code	77.7	29.5	48.1
	Plan review comments, corrections made sense for the project	72.3	25.0	47.3
	Plan review process was completed by target date	65.4	18.2	47.2
	Plan review staff made effort to understand customer needs	83.8	38.6	45.2
	Plan review comments, corrections were consistent	76.9	31.8	45.1
	Number of plan rechecks was reasonable	80.0	36.4	43.6
	Plan review staff were helpful	89.2	50.0	39.2
	Plan review comments, corrections clear, understandable	86.9	50.0	36.9
	Plan corrections were requested at the appropriate time	63.8	27.3	36.6
	Plan review staff were knowledgeable	86.9	52.3	34.7
	Plan review staff were courteous	95.4	84.1	11.3

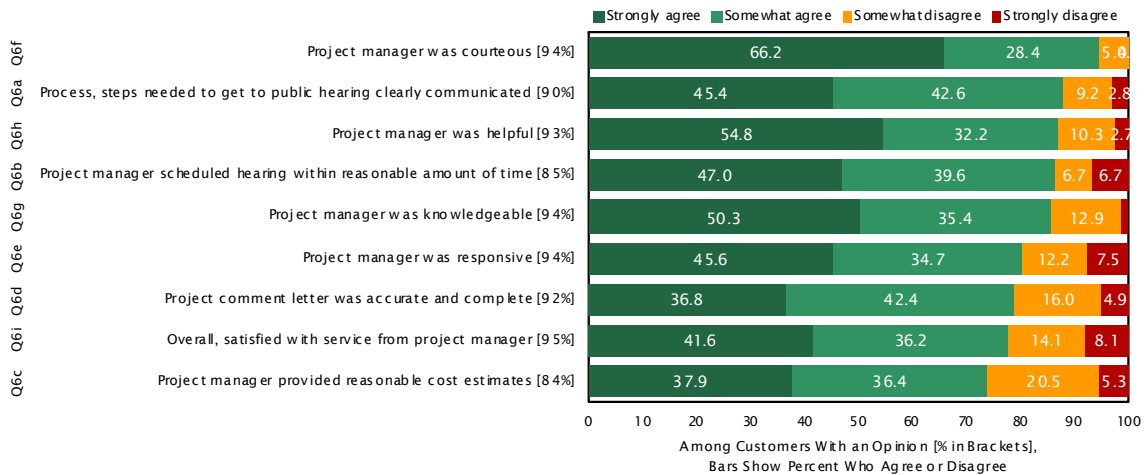
PROJECT MANAGER

Most discretionary projects are assigned a Project Manager to serve as a single point-of-contact for the customer. The purpose of a Project Manager is to ensure that plan reviews are conducted in a timely and predictable manner, that code issues are resolved, and that the project is brought to an appropriate decision point, such as a public hearing, redesign, or construction permit issuance. Overall, 76% of discretionary customers indicated they personally worked with a Project Manager assigned by the City on their most recent project.

Question 6 in the discretionary survey was designed to measure customers' satisfaction with the performance of their Project Manager on their most recent project. As in previous sections, respondents were provided with a series of performance-related statements about the Project Manager and asked whether they agreed or disagreed with the statement. The statements tested and the results for each statement are shown in Figure 20 below.

Question 6: Discretionary *Next, I'm going to read several statements about the project manager assigned to the project by the City. I'd like you to tell me whether you agree or disagree with the statement based on your own experience. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 20 AGREEMENT WITH PROJECT MANAGER STATEMENTS: DISCRETIONARY



Overall, at least 80% of discretionary customers agreed that the Project Manager was courteous (95%), helpful (87%), knowledgeable (86%), and responsive (80%). More than two-thirds of discretionary customers also agreed that the Project Manager communicated clearly regarding the process and steps needed to get to a public hearing (88%), that once all of the documents were ready, the Project Manager scheduled the hearing within a reasonable amount of time (87%), the Project Manager provided reasonable estimates of the processing costs throughout the project (74%), and that the project comment letter was accurate and complete (79%). Overall, 78% of customers indicated that they were satisfied with the service they received from the Project Manager on their most recent discretionary project.

When compared to 2007, there were three statistically significant increases in the percentage of discretionary customers who agreed with the performance-related statements that pertained to the Project Manager, and no significant decreases (Table 16).

TABLE 16 AGREEMENT WITH PROJECT MANAGER STATEMENTS BY STUDY YEAR: DISCRETIONARY

	Study Year			Difference in Agreement 07 to 08
	2008	2007	2006	
Process, steps to get to public hearing clearly communicated	87.9	72.2	76.7	+15.8†
Project comment letter was accurate and complete	79.2	68.6	71.4	+10.6†
Project manager scheduled hearing within reasonable time	86.6	76.4	77.1	+10.2†
Project manager was knowledgeable	85.7	77.0	81.6	+8.7
Project manager was responsive	80.3	74.3	73.0	+6.0
Overall, satisfied with service from project manager	77.9	71.9	70.9	+6.0
Project manager was helpful	87.0	81.2	75.9	+5.8
Project manager provided reasonable cost estimates	74.2	70.5	75.0	+3.7
Project manager was courteous	94.6	92.1	92.0	+2.5

† Statistically significant change ($p < 0.05$) between the 2007 and 2008 studies.

RATINGS BY DISCRETIONARY SUBGROUP Table 17 below displays how the level of agreement with each performance-related statement tested in Question 6 for the Project Manager varied according to discretionary customers' overall performance ratings for the Partners (Question 3).

TABLE 17 AGREEMENT WITH PROJECT MANAGER STATEMENTS BY OVERALL SATISFACTION: DISCRETIONARY

		Overall Satisfaction (Q3)		Difference Between Groups
		Very or somewhat satisfied	Very or somewhat dissatisfied	
% Customers Interacted With Project Manager That Agreed With Statement	Overall, satisfied with service from project manager	87.0	35.9	51.1
	Project manager was responsive	85.2	46.2	39.1
	Project manager was knowledgeable	89.6	53.8	35.7
	Project manager was helpful	89.6	56.4	33.2
	Project manager provided reasonable cost estimates	71.3	38.5	32.8
	Project comment letter was accurate and complete	80.0	53.8	26.2
	Project manager scheduled hearing within reasonable amount of time	77.4	66.7	10.7
	Project manager was courteous	91.3	84.6	6.7
	Process, steps needed to get to public hearing clearly communicated	80.9	74.4	6.5

PUBLIC HEARING

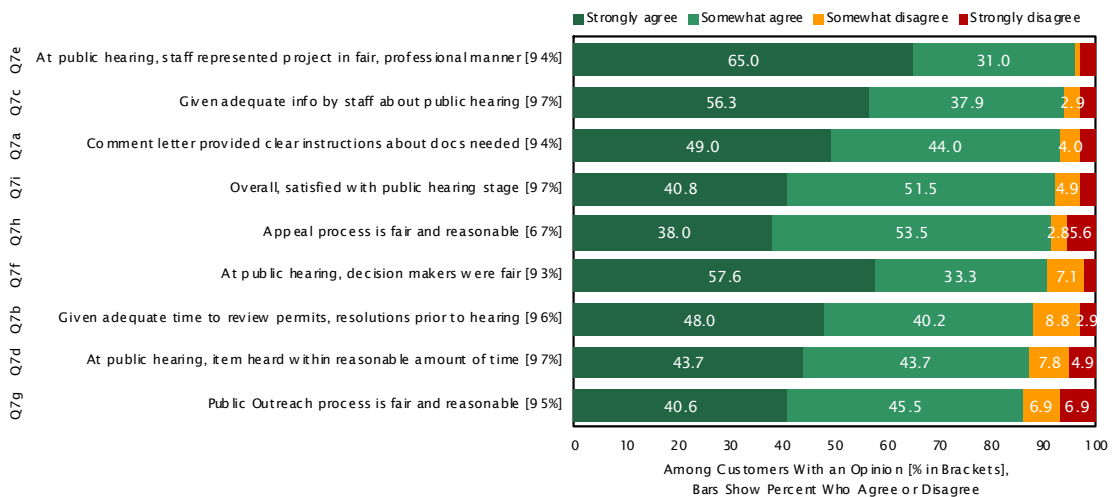
The approval of ministerial projects is based solely on whether a project complies with regulations of the Municipal Code and, where applicable, any prior approved discretionary decision. If a project complies, the City must, by law, issue a permit.

Discretionary projects, on the other hand, are labeled as such because some level of discretion is given to the assigned decision makers when deciding whether to approve or deny a project. This decision usually takes place at a noticed public hearing once the plans are submitted and Development Services staff has reviewed them against codes for discretionary permits. Community groups also play a role in this process by reviewing plans and making recommendations to the City Council, Planning Commission and other decision makers.

Overall, 51% of discretionary customers indicated they were personally involved in the public hearing stage on their most recent project. Question 7 in the discretionary survey was designed to measure customers' satisfaction with the public hearing process. As in previous sections, respondents were provided with a series of statements about the public hearing process and asked whether they agreed or disagreed with the statement. The statements tested and the results for each statement are shown in Figure 21.

Question 7: Discretionary *Next, I'm going to read several statements about the public hearing process. I'd like you to tell me whether you agree or disagree with the statement based on your own experience. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 21 AGREEMENT WITH PUBLIC HEARING STATEMENTS: DISCRETIONARY



Opinions about the public hearing process were reasonably consistent and positive regardless of what aspect of the process was referenced. More than 90% of discretionary customers agreed that staff represented their project in a fair, professional manner (96%), that they were given adequate information by staff about how the public hearing process would go (94%), that the comment letter provided clear and correct instructions about the documents needed before a public hearing could be scheduled (93%), that the appeal process is fair and reasonable (92%), and that the decision-makers were fair in how they made their decisions (91%). Overall, 92% of discretionary customers said they were satisfied with the service they received during the public hearing stage.

When compared to 2007, there were two statistically significant increases in the percentage of discretionary customers who agreed with the performance-related statements that pertained to the public hearing stage, and no significant decreases (Table 18).

TABLE 18 AGREEMENT WITH PUBLIC HEARING STATEMENTS BY STUDY YEAR: DISCRETIONARY

	Study Year			Difference in Agreement 07 to 08
	2008	2007	2006	
Comment letter provided clear instructions about docs needed	93.0	78.2	78.2	+14.8†
Overall, satisfied with public hearing stage	92.2	82.2	84.6	+10.1†
Appeal process is fair and reasonable	91.5	82.1	80.8	+9.4
At public hearing, staff represented project fairly, professionally	96.0	88.8	85.4	+7.2
Given adequate info by staff about public hearing	94.2	89.1	83.9	+5.0
At public hearing, decision makers were fair	90.9	86.2	84.9	+4.7
At public hearing, item heard within reasonable amount of time	87.4	83.5	81.0	+3.9
Given adequate time to review permits, resolutions prior to hearing	88.2	84.4	77.3	+3.8
Public Outreach process is fair and reasonable	86.1	83.1	75.9	+3.1

† Statistically significant change ($p < 0.05$) between the 2007 and 2008 studies.

RATINGS BY DISCRETIONARY SUBGROUP Table 19 below displays how the level of agreement with each performance-related statement tested in Question 7 for the public hearing stage varied according to discretionary customers' overall performance ratings for the Partners (Question 3). Interestingly, responses were fairly consistent between the two groups.

TABLE 19 AGREEMENT WITH PUBLIC HEARING STATEMENTS BY OVERALL SATISFACTION: DISCRETIONARY

		Overall Satisfaction (Q3)		Difference Between Groups
		Very or somewhat satisfied	Very or somewhat dissatisfied	
% Customers Interacted in Public Hearing That Agreed With Statement	Public Outreach process is fair and reasonable	88.6	68.6	20.0
	Appeal process is fair and reasonable	64.3	57.1	7.1
	Comment letter provided clear, correct instructions about documents needed	90.0	82.9	7.1
	At public hearing, staff represented project in fair, professional manner	92.9	85.7	7.1
	At public hearing, item heard within reasonable amount of time	87.1	80.0	7.1
	Overall, satisfied with public hearing stage	91.4	85.7	5.7
	At public hearing, decision makers were fair	85.7	82.9	2.9
	Given adequate info by staff about public hearing	91.4	91.4	0.0
	Given adequate time to review permits, resolutions prior to hearing	82.9	88.6	-5.7

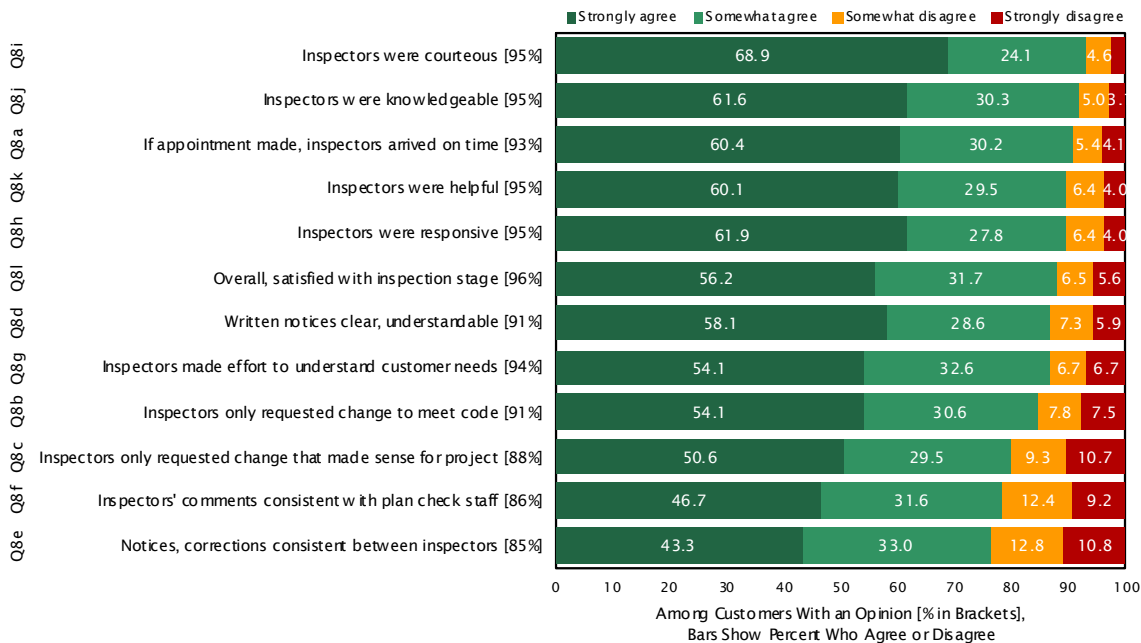
BUILDING INSPECTIONS

The final stage in the process is the inspection stage, which involves the on-site examination of a project completed pursuant to an issued permit. Inspections are conducted to ensure that projects are completed according to plan and are in compliance with all model codes and City ordinances. On-site inspections are conducted by a staff of trained inspectors who specialize in each of the project and permit types. Overall, 60% of ministerial customers indicated they were personally involved in the inspection stage on their most recent project.⁷

As in previous sections, customers' satisfaction with the Partners' performance during the inspection stage was measured by providing them with a series of performance-related statements about the inspection stage and asking whether they agreed or disagreed with the statements. The statements tested and the results for each statement are shown in Figure 22.

Question 8: Ministerial *Next, I'm going to read several statements about the building inspection process. I'd like you to tell me whether you agree or disagree with the statement based on your own experience. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 22 AGREEMENT WITH BUILDING INSPECTION STATEMENTS: MINISTERIAL



Overall, the vast majority of customers agreed that inspectors arrived on-time for scheduled appointments (91%) and were courteous (93%), knowledgeable (92%), helpful (90%), responsive (90%) and made an effort to understand their needs as a customer (87%). Although more than eight out of ten customers agreed that written notices and corrections were clear and understandable (87%) and that inspectors only requested a change if it was required to meet code (85%), the levels of agreement were somewhat lower with respect to the perceived consistency of

7. Because of the length of the discretionary survey, only ministerial customers were asked questions relating to the inspection stage.

notices and corrections issued by different inspectors on the project (76%), the consistency of inspectors' comments with those of plan check staff (78%), and that changes were requested only if they made sense for the project (80%). Overall, 88% of ministerial customers agreed that they were satisfied with the service they received during the inspection stage of the process.

When compared to 2007, there were no statistically significant changes in opinion in 2008 (Table 20).

TABLE 20 AGREEMENT WITH BUILDING INSPECTION STATEMENTS BY STUDY YEAR: MINISTERIAL

	Study Year			Difference in Agreement 07 to 08
	2008	2007	2006	
Overall, satisfied with inspection stage	87.9	84.8	83.0	+3.1
Inspectors made effort to understand customer needs	86.7	83.9	74.9	+2.8
Inspectors only requested change to meet code	84.7	82.2	79.9	+2.5
Notices, corrections consistent between inspectors	76.4	73.9	67.4	+2.4
If appointment made, inspectors arrived on time	90.5	88.4	90.3	+2.1
Inspectors only requested change that made sense for project	80.0	78.4	73.2	+1.7
Inspectors were responsive	89.6	88.8	86.2	+0.8
Inspectors' comments consistent with plan check staff	78.3	77.9	72.0	+0.5
Inspectors were knowledgeable	91.9	91.8	84.8	+0.1
Inspectors were helpful	89.6	90.0	82.8	-0.3
Inspectors were courteous	93.0	94.3	90.5	-1.3
Written notices clear, understandable	86.7	89.2	82.7	-2.5

† Statistically significant change (p < 0.05) between the 2007 and 2008 studies.

RATINGS BY MINISTERIAL SUBGROUP Table 21 below displays how the level of agreement with each performance-related statement tested in Question 8 for the inspection stage varied according to ministerial customers' overall performance ratings for the Partners (Question 5).

TABLE 21 AGREEMENT WITH BUILDING INSPECTION STATEMENTS BY OVERALL SATISFACTION: MINISTERIAL

		Overall Satisfaction (Q5)		Difference Between Groups
		Very or somewhat satisfied	Very or somewhat dissatisfied	
% Building Inspection Customers That Agreed With Statement	Overall, satisfied with inspection stage	91.7	52.8	38.9
	Inspectors' comments consistent with plan check staff	74.5	36.0	38.6
	Inspectors made effort to understand customer needs	87.3	55.1	32.2
	Inspectors were responsive	90.4	60.7	29.7
	Inspectors were knowledgeable	93.2	64.0	29.2
	Inspectors were helpful	90.4	61.8	28.6
	Notices, corrections consistent between inspectors	69.9	41.6	28.3
	Inspectors only requested change that made sense for project	75.1	47.2	27.9
	Inspectors only requested change to meet code	82.1	57.3	24.8
	Written notices clear, understandable	82.9	61.8	21.1
	Inspectors were courteous	91.9	74.2	17.8
	If appointment made, inspectors arrived on time	87.3	69.7	17.6

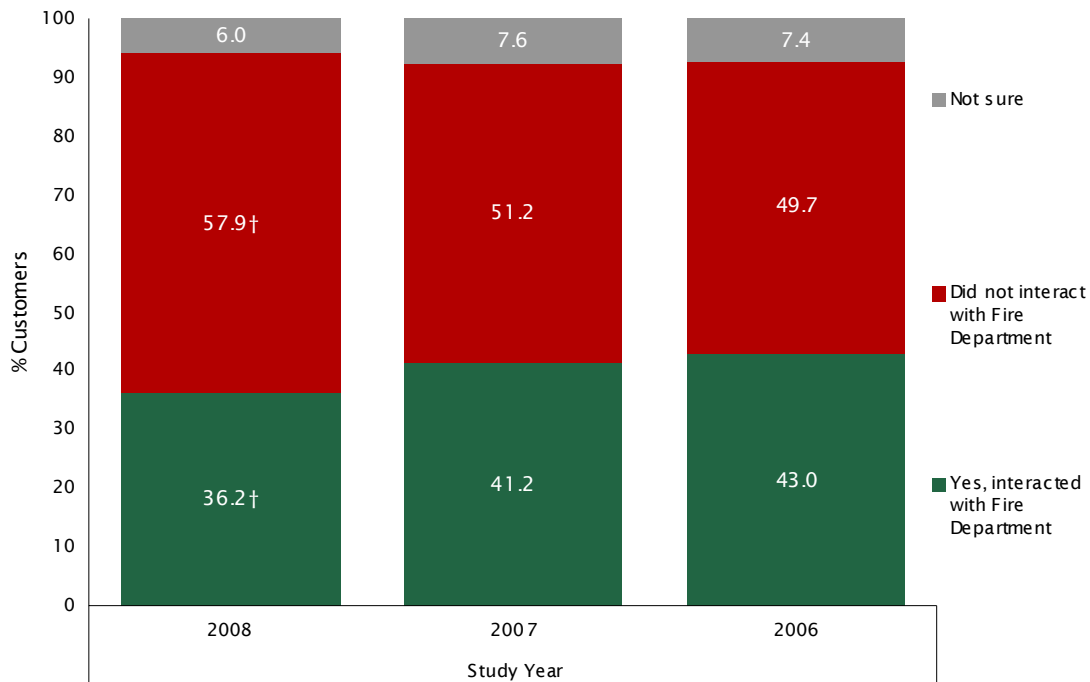
FIRE DEPARTMENT

Development Services projects that present fire-related issues—such as a need for fire sprinkler systems and/or fire alarm systems—require special permits, project review and inspection by San José’s Bureau of Fire Prevention. This section of the report presents the findings of several questions that were designed to profile customers’ experiences when interacting specifically with the Fire Department.

RECENT EXPERIENCE WITH FIRE BUREAU The first question in this series was used as a screening question to identify customers who, in the past six months, received permit, plan review, or inspection services from San José’s Fire Department on at least one project. Overall, 36% of ministerial customers said they had received such services from the Fire Department during the period of interest, which is significantly lower than the 41% found in 2007 (see Figure 23). The corresponding figure among discretionary customers was 48%, which was also a statistically significant decrease from 56% in 2007 (see Figure 25). Among both customer groups, those working on commercial projects, architects, and engineers were the most likely to report having a project that required interaction with the Fire Department (see Figures 24 & 26).

Question 9: Ministerial/Question 8: Discretionary *In the past six months, did one or more of your projects require a permit, project review, or inspection from San José’s Fire Department?*

FIGURE 23 ONE OR MORE PROJECTS IN PAST SIX MONTHS REQUIRED INVOLVEMENT WITH FIRE DEPARTMENT BY STUDY YEAR: MINISTERIAL



† Statistically significant change ($p < 0.05$) between the 2007 and 2008 studies.

FIGURE 24 ONE OR MORE PROJECTS IN PAST SIX MONTHS REQUIRED INVOLVEMENT WITH FIRE DEPARTMENT BY PROPERTY TYPE & ROLE WITH PROJECT: MINISTERIAL

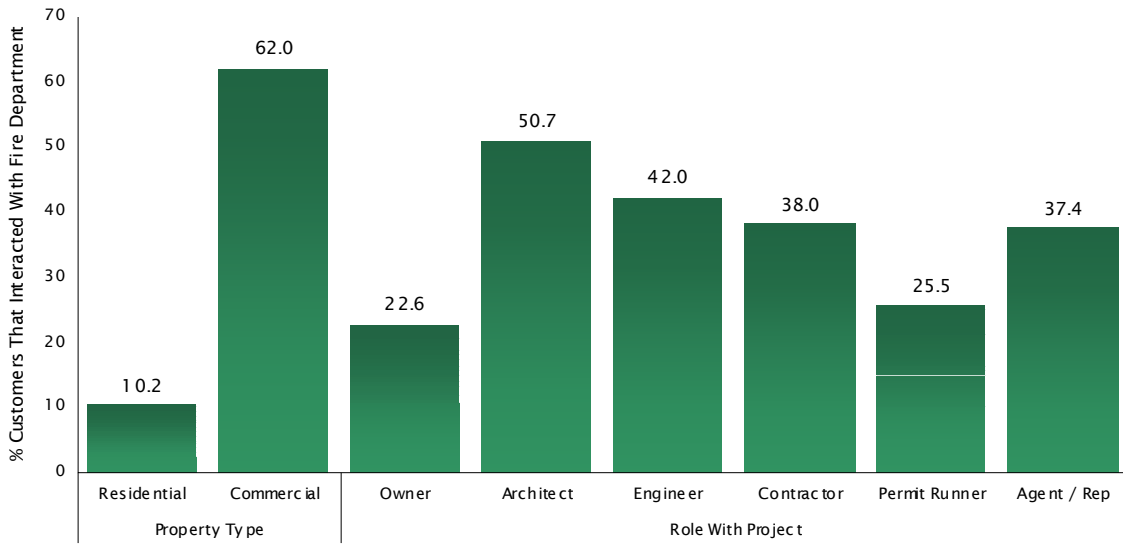
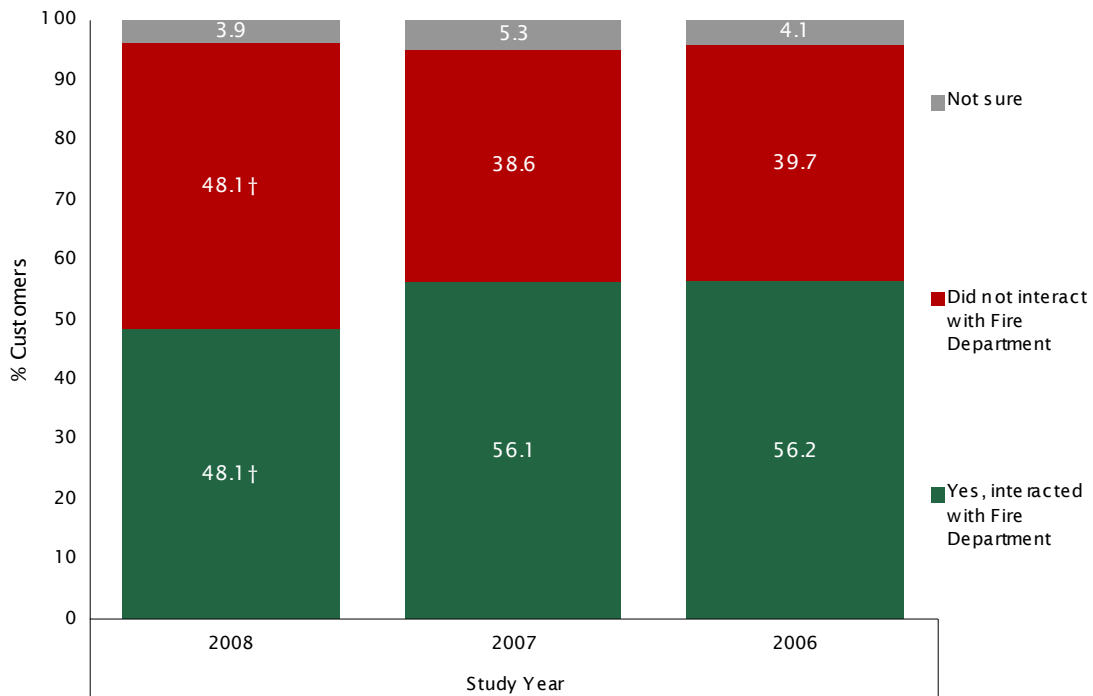
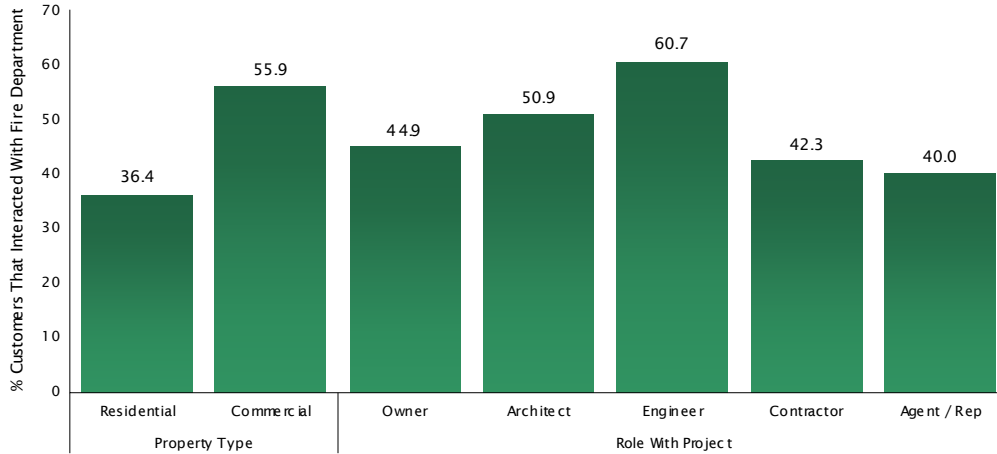


FIGURE 25 ONE OR MORE PROJECTS IN PAST SIX MONTHS REQUIRED INVOLVEMENT WITH FIRE DEPARTMENT BY STUDY YEAR: DISCRETIONARY



† Statistically significant change ($p < 0.05$) between the 2007 and 2008 studies.

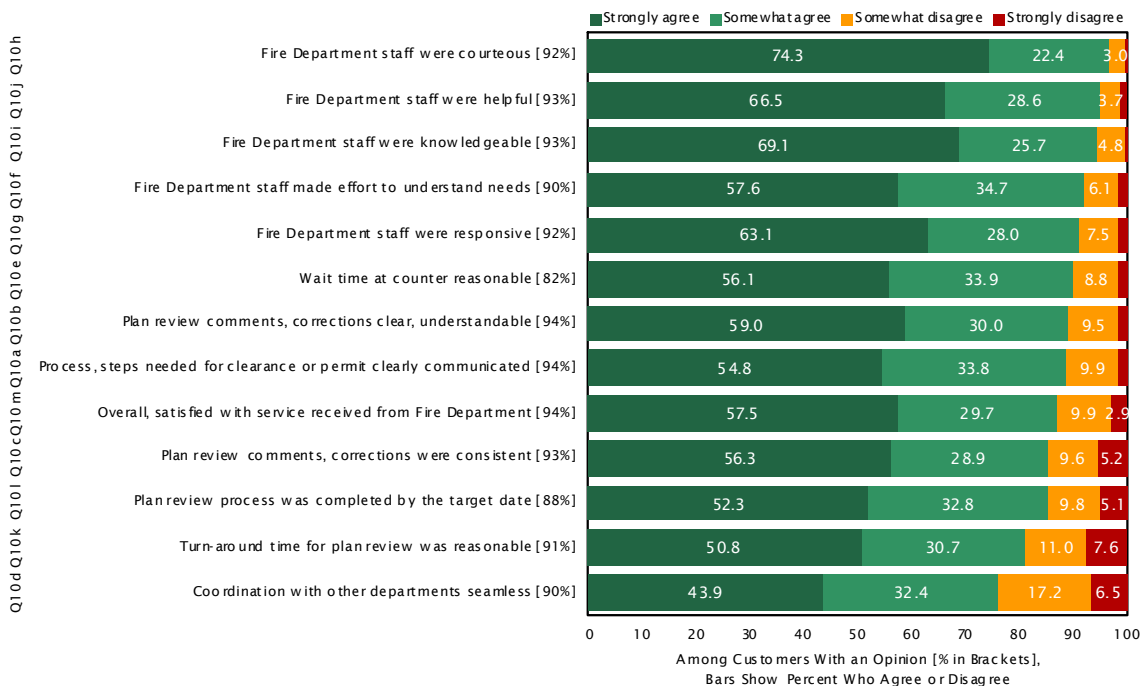
FIGURE 26 ONE OR MORE PROJECTS IN PAST SIX MONTHS REQUIRED INVOLVEMENT WITH FIRE DEPARTMENT BY PROPERTY TYPE & ROLE WITH PROJECT: DISCRETIONARY



MINISTERIAL Ministerial customers’ satisfaction with the Fire Bureau’s performance on past projects was measured in the same manner described previously throughout this report. For each of the performance-related statements paraphrased in Figure 27, customers were simply asked to indicate whether they agreed or disagreed with the statement based on their recent experience with the Fire Department.

Question 10: Ministerial *Next, I'm going to read several statements about the service you received from San José's Fire Department on these projects. For each statement, please tell me whether you agree or disagree with the statement based on your own experience with the Fire Department. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 27 AGREEMENT WITH FIRE DEPARTMENT STATEMENTS: MINISTERIAL



Overall, at least 90% of ministerial customers agreed that Fire Department staff were courteous (97%), knowledgeable (95%), helpful (95%), responsive (91%), and made an effort to understand their needs as a customer (92%), and that wait time at the permit counter was reasonable (90%). At least 85% of ministerial customers also agreed that plan review comments and corrections were clear and understandable (89%), that process and steps needed to obtain a clearance or permit were clearly communicated by Fire Department staff (89%), that plan review comments and corrections were consistent (85%), and that the plan review process was completed by the target date (85%). When compared to the other dimensions tested, customers expressed slightly lower levels of satisfaction with respect to communication/coordination between Departments during plan review (76%) and the reasonableness of the turn-around time set for plan review (81%). Overall, 87% of ministerial customers indicated that they were satisfied with the service they received from the Fire Department.

When compared to 2007, there were no statistically significant changes in opinion in 2008 (Table 22).

TABLE 22 AGREEMENT WITH FIRE DEPARTMENT STATEMENTS BY STUDY YEAR: MINISTERIAL

	Study Year			Difference in Agreement 07 to 08
	2008	2007	2006	
Process, steps needed for clearance or permit clearly communicated	88.6	84.4	80.6	+4.2
Plan review comments, corrections clear, understandable	89.0	87.8	87.6	+1.2
Plan review process was completed by the target date	85.2	84.1	75.7	+1.0
Fire Department staff were helpful	95.2	94.7	N/A	+0.4
Fire Department staff were courteous	96.6	96.9	95.1	-0.2
Fire Department staff were responsive	91.0	91.7	86.2	-0.7
Fire Department staff were knowledgeable	94.8	95.5	93.0	-0.7
Turn-around time for plan review was reasonable	81.4	82.3	76.5	-0.9
Coordination with other departments seamless	76.3	78.0	72.8	-1.7
Plan review comments, corrections were consistent	85.2	87.0	85.4	-1.8
Fire Department staff made effort to understand needs	92.4	94.3	85.2	-2.0
Overall, satisfied with service received from Fire Department	87.2	89.7	80.1	-2.5
Wait time at counter reasonable	90.0	93.3	86.6	-3.3

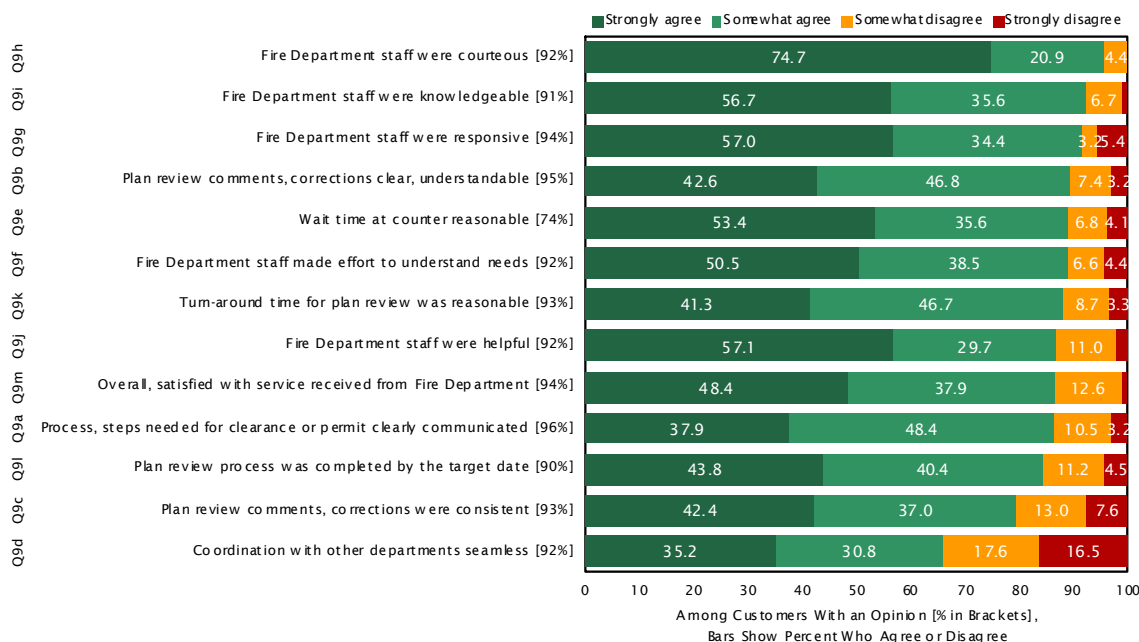
DISCRETIONARY Discretionary customers were provided with an identical set of statements regarding the Fire Department’s performance on recent projects. The statements tested, as well as the results for each statement, are shown in Figure 28 on the next page.

When compared to ministerial customers, discretionary customers were less pleased with the Fire Department’s performance on each of the dimensions tested. Overall, at least 85% of discretionary customers agreed that Fire Department staff were courteous (96%), knowledgeable (92%), responsive (91%), helpful (87%), and made an effort to understand their needs as a customer (89%). Although nearly nine out of ten discretionary customers also agreed that the wait time at the permit counter before being assisted by Fire Department staff was reasonable (89%) and that plan review comments and corrections were clear and understandable (89%), a smaller percentage agreed that plan review comments and corrections were consistent (79%), or that the plan review process was completed by the target date set by the Fire Department (84%). When compared to the other dimensions tested, discretionary customers were least satisfied with the communication/coordination between Departments during plan review (66%). Overall, 86% of

discretionary customers indicated that they were satisfied with the service they received from the Fire Department.

Question 9: Discretionary *Next, I'm going to read several statements about the service you received from San José's Fire Department on these projects. For each statement, please tell me whether you agree or disagree with the statement based on your own experience with the Fire Department. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 28 AGREEMENT WITH FIRE DEPARTMENT STATEMENTS: DISCRETIONARY



The 2008 results suggest a general trend of improvement from 2007, with a statistically significant increase in the percentage of discretionary customers who felt the turn-around time set by the Fire Department for the plan review was reasonable (see Table 23).

TABLE 23 AGREEMENT WITH FIRE DEPARTMENT STATEMENTS BY STUDY YEAR: DISCRETIONARY

	Study Year			Difference in Agreement 07 to 08
	2008	2007	2006	
Turn-around time for plan review was reasonable	88.0	77.9	67.7	+10.2†
Fire Department staff were responsive	91.4	83.9	76.5	+7.5
Process, steps needed for clearance or permit clearly communicated	86.3	79.1	66.9	+7.2
Plan review comments, corrections clear, understandable	89.4	83.3	73.7	+6.0
Plan review process was completed by the target date	84.3	79.0	69.4	+5.2
Overall, satisfied with service received from Fire Department	86.3	81.2	71.0	+5.1
Fire Department staff were knowledgeable	92.2	89.0	88.7	+3.2
Fire Department staff made effort to understand needs	89.0	85.8	78.0	+3.2
Plan review comments, corrections were consistent	79.3	76.3	67.2	+3.0
Fire Department staff were courteous	95.6	93.5	92.2	+2.1
Wait time at counter reasonable	89.0	90.9	86.7	-1.9
Coordination with other departments seamless	65.9	68.7	53.0	-2.8
Fire Department staff were helpful	86.8	89.8	N/A	-3.0

† Statistically significant change (p < 0.05) between the 2007 and 2008 studies.

PUBLIC WORKS DEPARTMENT

Development Services projects that present public works-related issues—such as projects that impact public facilities (e.g., traffic, streets, sewers, utilities and median landscaping) and/or are located in a flood hazard zone or geological hazard zone—require special permits, project review and clearances by San José’s Public Works Department. This section of the report presents the findings of several questions that were designed to profile customers’ experiences when interacting specifically with the Public Works Department.

RECENT EXPERIENCE WITH PUBLIC WORKS The first question in this series was used as a screening question to identify customers who, in the past six months, received permit, project review and/or inspection services from San José’s Public Works Department on at least one project. Overall, 18% of ministerial customers surveyed indicated that they had received such services from the Public Works Department during the period of interest (Figure 29). The corresponding figure among discretionary customers was 38%, which represents a statistically significant decrease since 2007 (see Figure 30).

Question 11: Ministerial/Question 10: Discretionary *In the past six months, did one or more of your projects require a permit, project review, or inspection from San José’s Public Works Department?*

FIGURE 29 PROJECT IN PAST SIX MONTHS WITH PUBLIC WORKS DEPARTMENT BY STUDY YEAR: MINISTERIAL

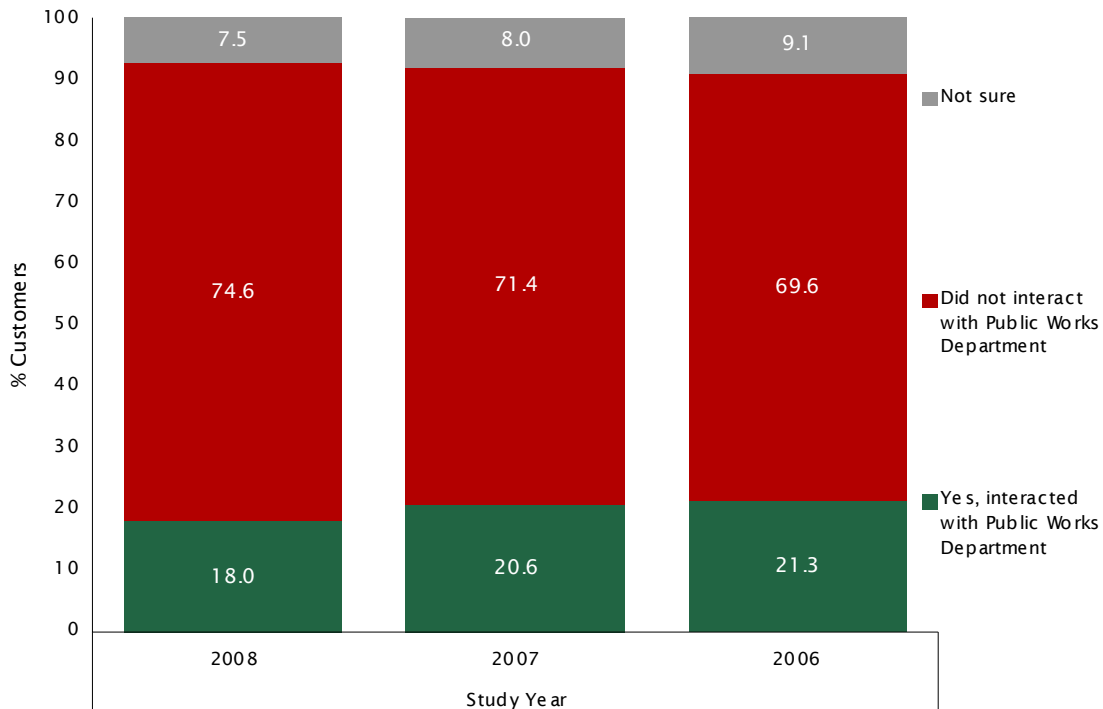
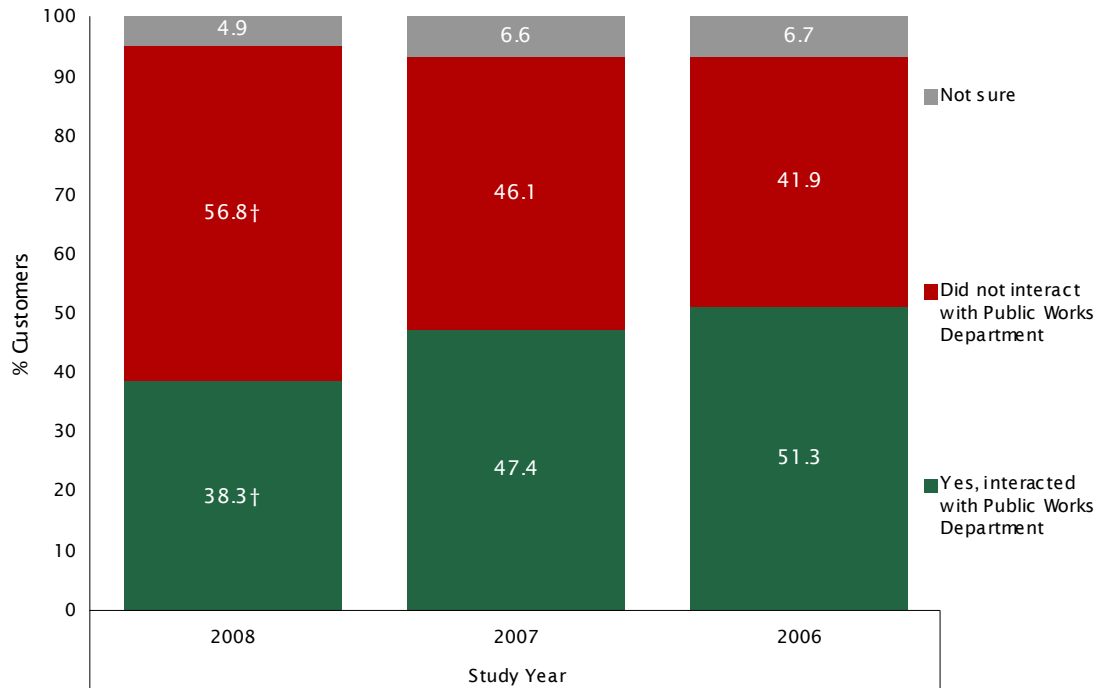


FIGURE 30 PROJECT IN PAST SIX MONTHS WITH PUBLIC WORKS DEPARTMENT BY STUDY YEAR: DISCRETIONARY

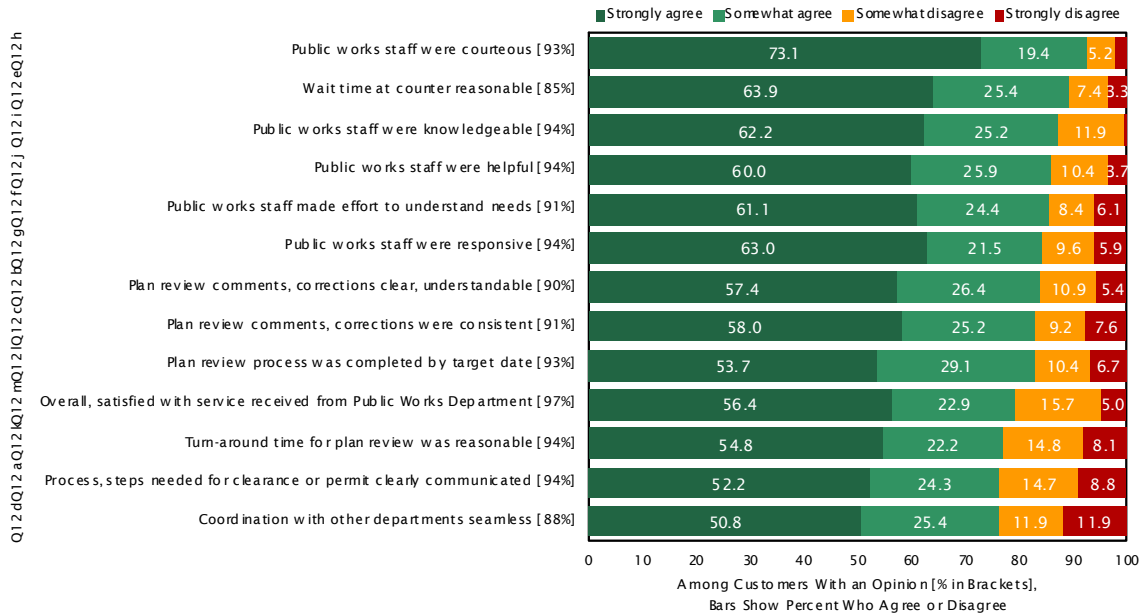
† Statistically significant change ($p < 0.05$) between the 2007 and 2008 studies.

MINISTERIAL Ministerial customers' satisfaction with the Public Works Department's performance on past projects was measured in the same manner described previously for the Fire Department. For each of the performance-related statements paraphrased in Figure 31, customers were simply asked to indicate whether they agreed or disagreed with the statement based on their recent experience with the Public Works Department.

Overall, at least 85% of ministerial customers agreed that Public Works staff were courteous (93%), knowledgeable (87%), helpful (86%), responsive (85%), and made an effort to understand their needs as a customer (86%). At least three-quarters of ministerial customers also agreed that the wait time at the permit counter before being assisted by Public Works staff was reasonable (89%), that plan review comments and corrections were clear and understandable (83%), that plan review comments and corrections were consistent (83%), that the process and steps needed to obtain a clearance or permit were clearly communicated (77%), that the turn-around time set by the Public Works Department for plan review was reasonable (77%), that the plan review process was completed by the target date set by the Public Works Department (83%), and that there was adequate communication/coordination between Departments during plan review (76%). Overall, 79% of ministerial customers indicated that they were satisfied with the service they received from the Public Works Department on recent projects.

Question 12: Ministerial *Next, I'm going to read several statements about the service you received from San José's Public Works Department on these projects. For each statement, please tell me whether you agree or disagree with the statement based on your own experience with the Public Works Department. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 31 AGREEMENT WITH PUBLIC WORKS DEPARTMENT STATEMENTS: MINISTERIAL



There were no statistically significant changes in opinion between the 2007 and 2008 studies (Table 24).

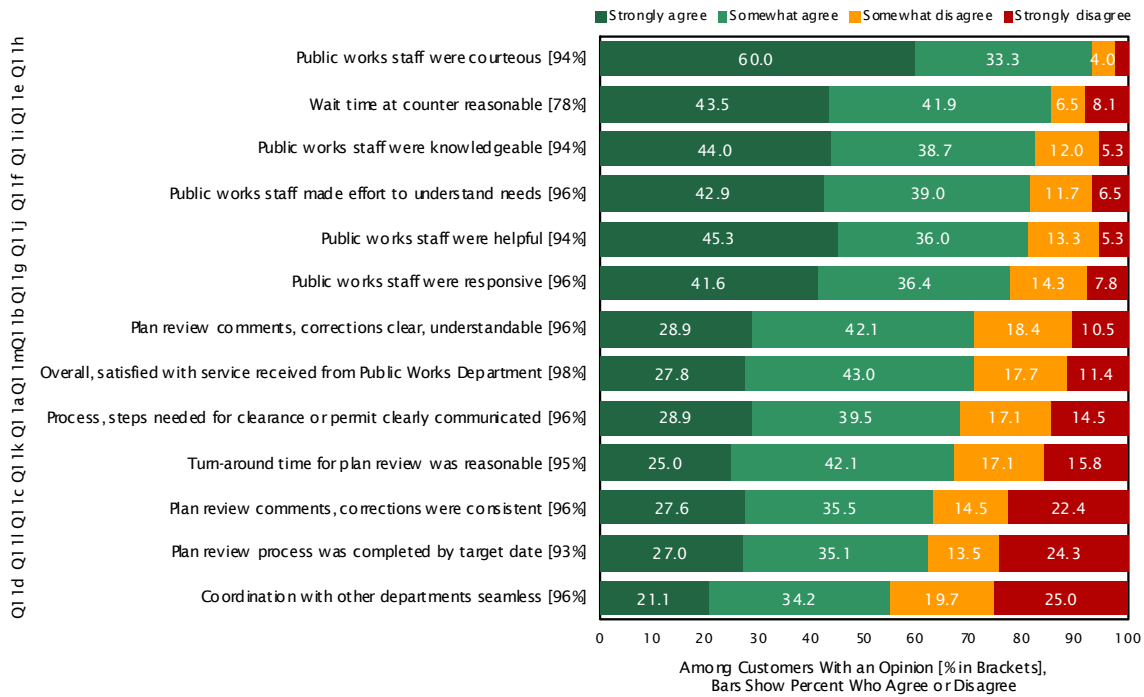
TABLE 24 AGREEMENT WITH PUBLIC WORKS DEPARTMENT STATEMENTS BY STUDY YEAR: MINISTERIAL

	Study Year			Difference in Agreement 07 to 08
	2008	2007	2006	
Plan review comments, corrections were consistent	83.2	75.9	77.9	+7.3
Coordination with other departments seamless	76.2	72.5	65.7	+3.7
Plan review process was completed by target date	82.8	79.9	75.4	+3.0
Public works staff were helpful	85.9	84.1	N/A	+1.8
Plan review comments, corrections clear, understandable	83.7	82.6	77.5	+1.1
Public works staff made effort to understand needs	85.5	84.5	79.0	+1.0
Public works staff were responsive	84.4	84.2	81.9	+0.2
Public works staff were courteous	92.5	93.1	89.5	-0.6
Public works staff were knowledgeable	87.4	88.9	84.7	-1.5
Overall, satisfied with service received from Public Works Department	79.3	81.9	76.0	-2.6
Wait time at counter reasonable	89.3	92.4	84.6	-3.0
Process, steps needed for clearance or permit clearly communicated	76.5	80.0	76.4	-3.5
Turn-around time for plan review was reasonable	77.0	81.0	72.9	-3.9

DISCRETIONARY Discretionary customers were provided with an identical set of statements regarding the Public Works Department’s performance on recent projects. The statements tested, as well as the results for each statement, are shown in Figure 32 below.

Question 11: Discretionary *Next, I'm going to read several statements about the service you received from San José's Public Works Department on these projects. For each statement, please tell me whether you agree or disagree with the statement based on your own experience with the Public Works Department. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 32 AGREEMENT WITH PUBLIC WORKS DEPARTMENT STATEMENTS: DISCRETIONARY



Overall, at least three-quarters of discretionary customers agreed that Public Works staff were courteous (93%), knowledgeable (83%), helpful (81%), responsive (78%), and made an effort to understand their needs as a customer (82%). Most discretionary customers also agreed that the wait time at the permit counter before being assisted by Public Works staff was reasonable (85%), that plan review comments and corrections were clear and understandable (71%), and that the process and steps needed to obtain a clearance or permit were clearly communicated (68%). When compared to the other dimensions tested, discretionary customers expressed somewhat lower levels of satisfaction with respect to the Public Works Department’s completion of the plan review process by the target date (62%), the communication/coordination between Departments during plan review (55%), the consistency of plan review comments and corrections (63%), and the reasonableness of the turn-around time set by the Department for plan review (67%). Overall, 71% of discretionary customers indicated that they were satisfied with the service they received from the Public Works Department on recent projects.

When compared to 2007, there were no statistically significant changes in 2008 (Table 25).

TABLE 25 AGREEMENT WITH PUBLIC WORKS DEPARTMENT STATEMENTS BY STUDY YEAR: DISCRETIONARY

	Study Year			Difference in Agreement 07 to 08
	2008	2007	2006	
Turn-around time for plan review was reasonable	67.1	57.9	71.2	+9.2
Public works staff made effort to understand needs	81.8	76.0	86.1	+5.8
Plan review process was completed by target date	62.2	56.8	68.4	+5.3
Plan review comments, corrections were consistent	63.2	59.2	71.9	+4.0
Plan review comments, corrections clear, understandable	71.1	67.3	77.2	+3.7
Coordination with other departments seamless	55.3	52.5	60.2	+2.7
Public works staff were courteous	93.3	91.0	96.8	+2.3
Public works staff were responsive	77.9	76.8	80.0	+1.2
Public works staff were knowledgeable	82.7	81.8	87.0	+0.8
Public works staff were helpful	81.3	81.0	N/A	+0.3
Overall, satisfied with service received from Public Works Department	70.9	71.6	78.6	-0.7
Process, steps needed for clearance or permit clearly communicated	68.4	69.6	73.2	-1.2
Wait time at counter reasonable	85.5	89.2	92.3	-3.7

INFORMATION ACCESS

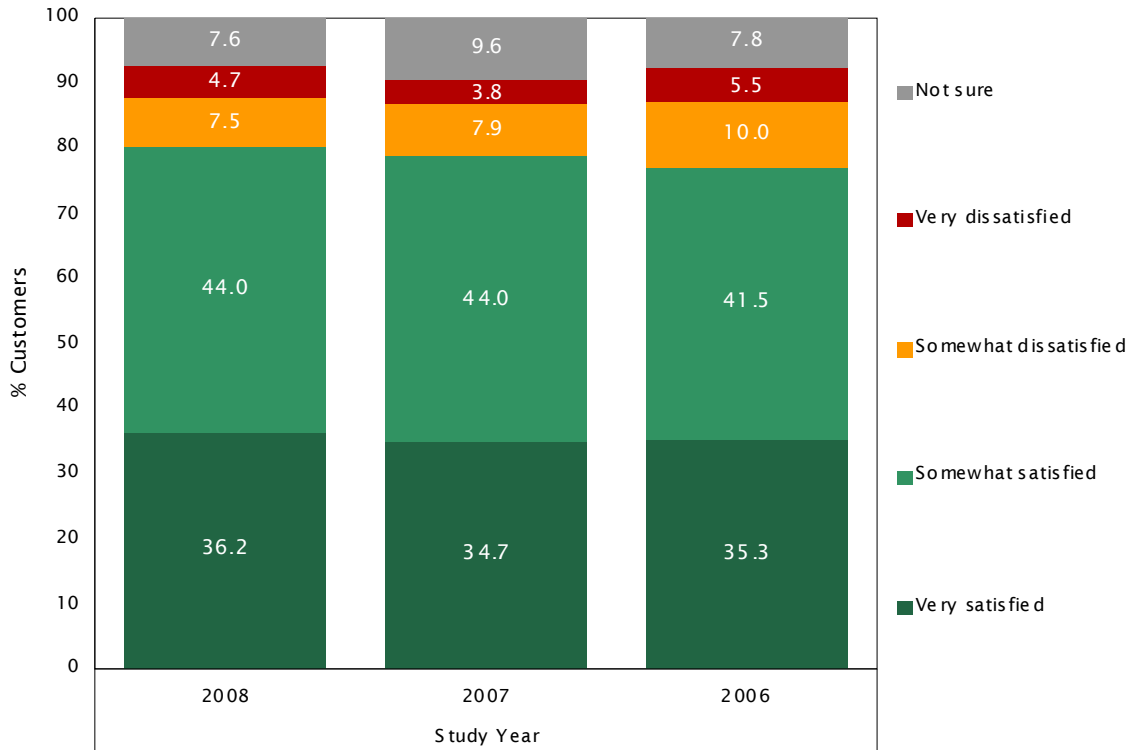
Customers must be well-informed about the types of permits and approvals that their project will need, as well as the steps and documents required for permit approval, if they are to successfully navigate the development process in an efficient and timely manner. To assist them in this respect, San José’s Development Services Partners provide detailed information and step-by-step guides through their website, brochures, and through workshops and meetings.

One of the goals of this study was to measure customers’ use of, and satisfaction with, key information sources provided by the Partners. The first question in this series simply asked whether they were satisfied or dissatisfied with the City’s efforts to make development services information available online, in brochures, and through meetings.

MINISTERIAL As shown in Figure 33, eight-in-ten ministerial customers indicated that they were either very (36%) or somewhat satisfied (44%) with the Partners’ efforts to make information available to them in 2008. These findings are statistically similar to those recorded in 2007.

Question 13: Ministerial *For the remaining questions, please answer for the City of San José as a whole. Overall, are you satisfied or dissatisfied with the City's efforts to make development services information available through their web site, brochures and meetings?*

FIGURE 33 SATISFACTION WITH INFORMATION ACCESS BY STUDY YEAR: MINISTERIAL



Figures 34 and 35 show how overall satisfaction with the Partners' efforts to make information available to customers varied in 2008 by the form of interview, their role in the project, property type, the number of projects they were involved with in the City of San José in 2008, their involvement in various stages of their most recent project, and whether they had visited the Development Services website in the 12 months preceding the interview.

FIGURE 34 SATISFACTION WITH INFORMATION ACCESS BY FORM OF INTERVIEW, ROLE WITH PROJECT & PROPERTY TYPE: MINISTERIAL

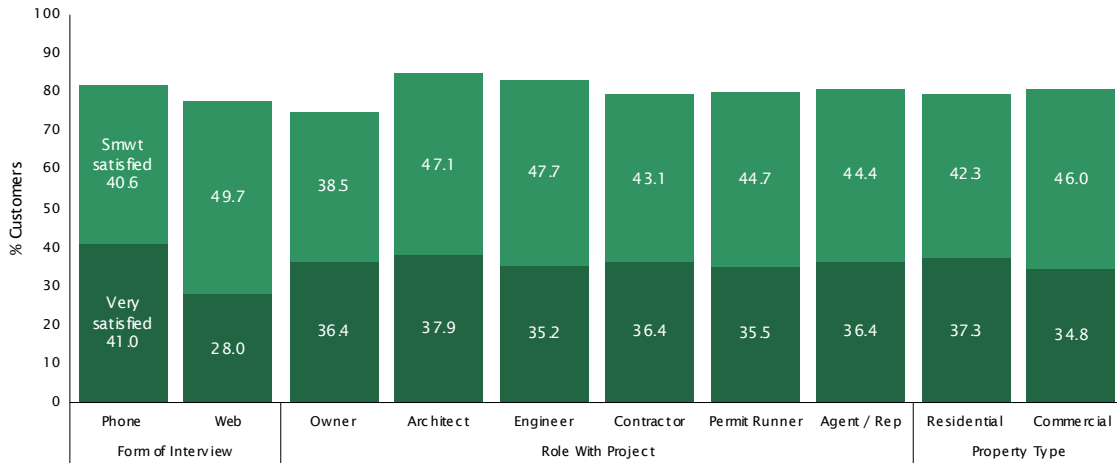
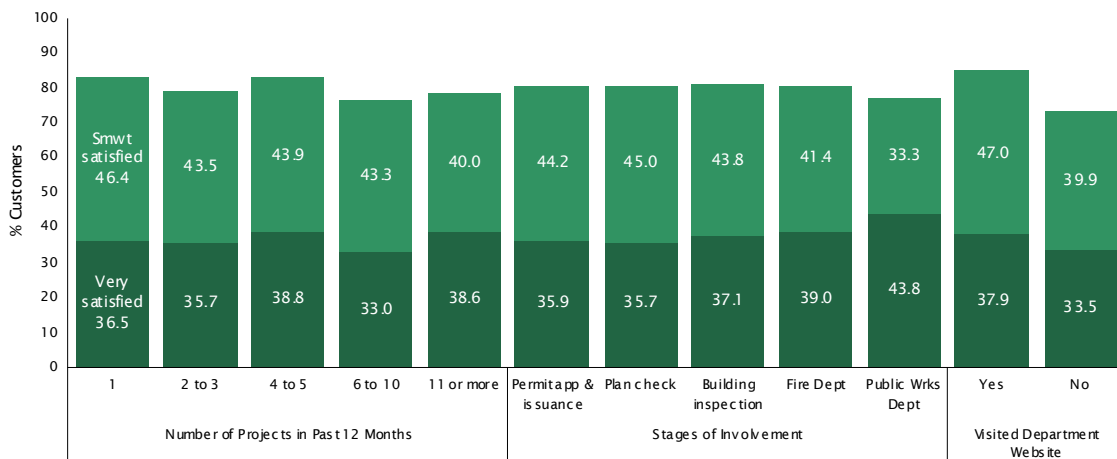


FIGURE 35 SATISFACTION WITH INFORMATION ACCESS BY NUMBER OF PROJECTS IN PAST 12 MONTHS, STAGES OF INVOLVEMENT & VISITED DEPARTMENT WEBSITE: MINISTERIAL



Approximately 64% of ministerial customers reported that they had visited the Development Services' website in the 12 months prior to the interview (see Figure 36), which is similar to the 2007 findings. When compared to their respective ministerial counterparts, visitation to the Development Services' website was most frequently reported by architects and customers who were associated with at least four projects in 2008 (see Figure 37).

Question 14: Ministerial *In the past 12 months, have you visited the City's Development Services web site?*

FIGURE 36 WEBSITE VISIT IN PAST 12 MONTHS BY STUDY YEAR: MINISTERIAL

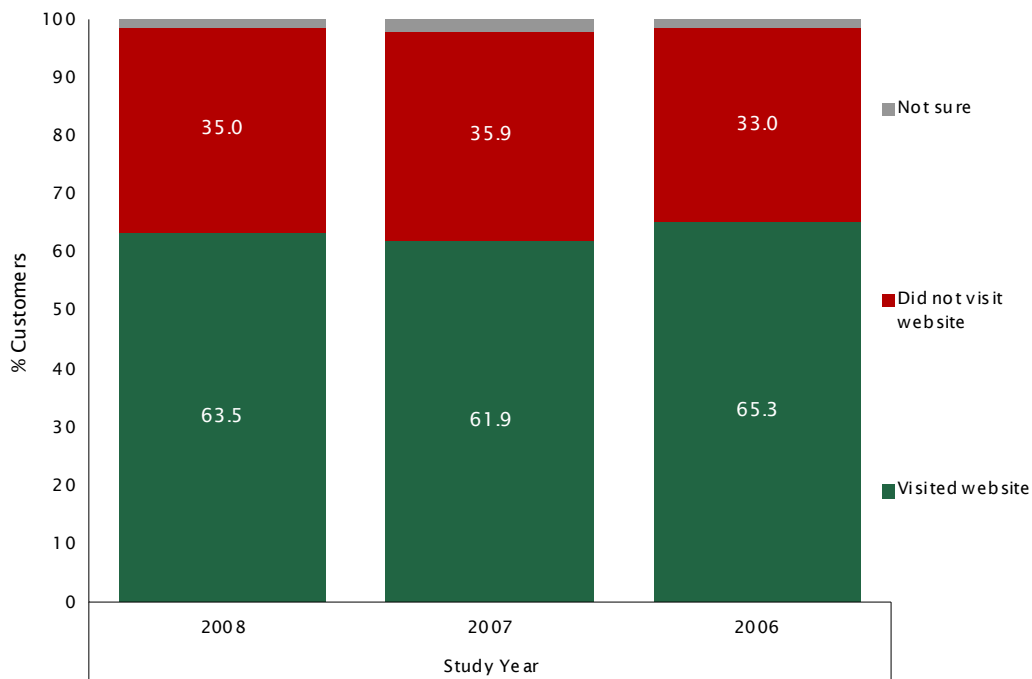
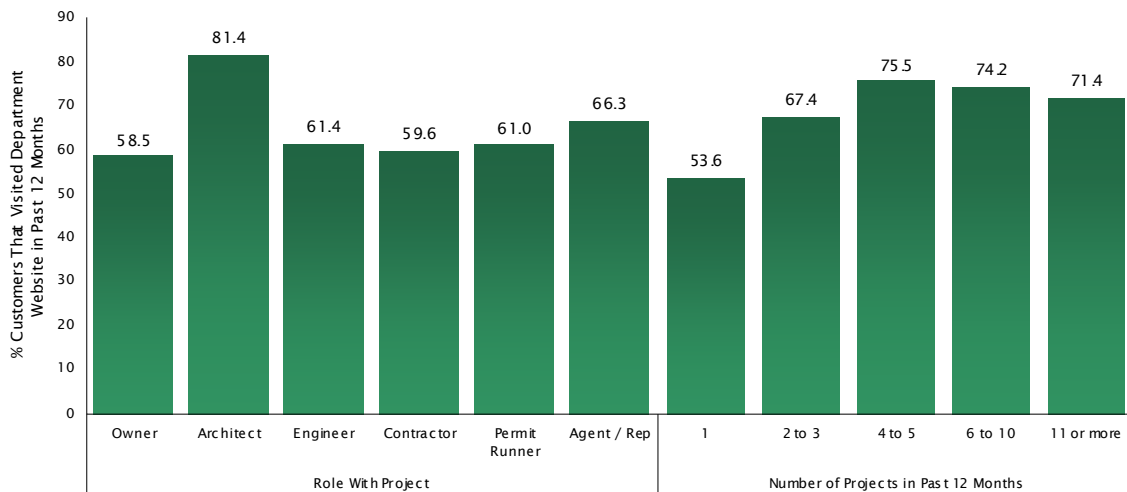


FIGURE 37 WEBSITE VISIT IN PAST 12 MONTHS BY ROLE WITH PROJECT & NUMBER OF PROJECTS IN PAST 12 MONTHS: MINISTERIAL



The final question in this series, which was asked only of customers who had visited the Development Services website in the 12 months prior to the interview, inquired as to whether the customer was satisfied or dissatisfied with the content of the website. Overall, 85% of ministerial customers indicated that they were satisfied with the content of the site in 2008, which is similar to the 2007 findings. For the interested reader, figures 39 and 40 display how satisfaction with the content of the Development Services website varied by subgroups of ministerial customers.

Question 15: Ministerial Overall, are you satisfied or dissatisfied with the content of the web site?

FIGURE 38 SATISFACTION WITH WEBSITE BY STUDY YEAR: MINISTERIAL

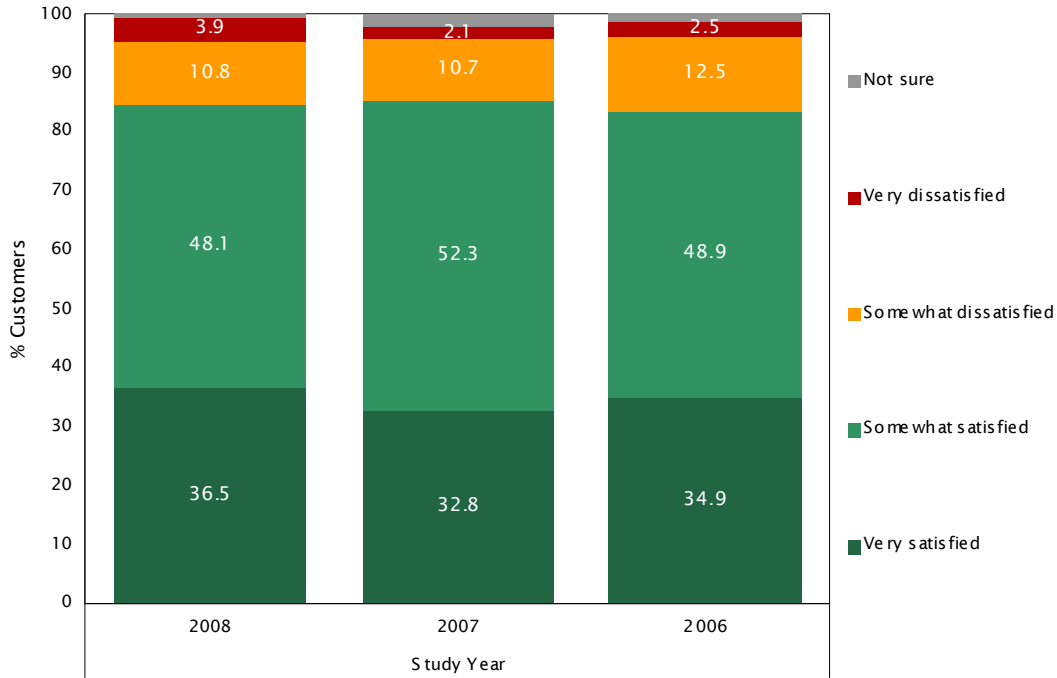


FIGURE 39 SATISFACTION WITH WEBSITE BY FORM OF INTERVIEW, ROLE WITH PROJECT & PROPERTY TYPE: MINISTERIAL

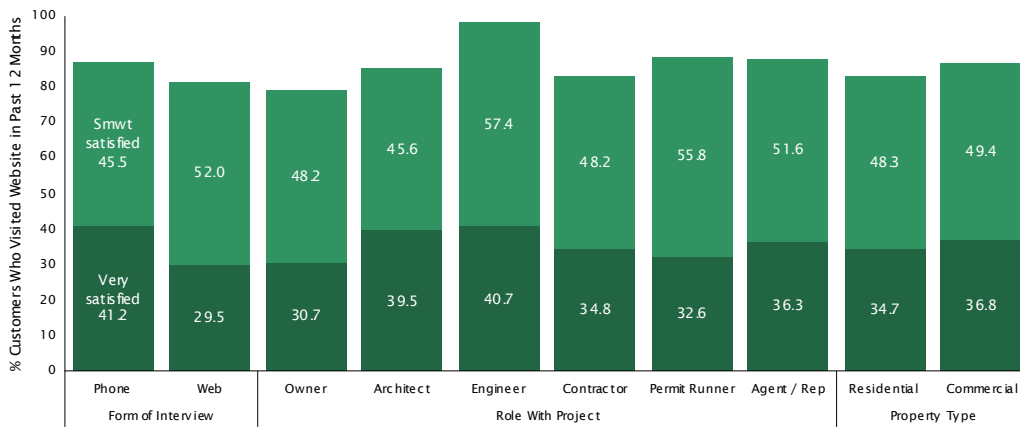
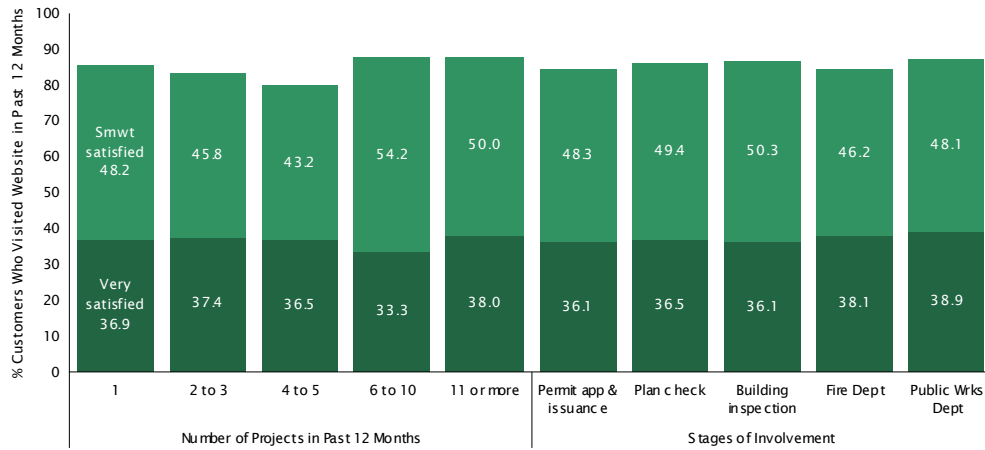


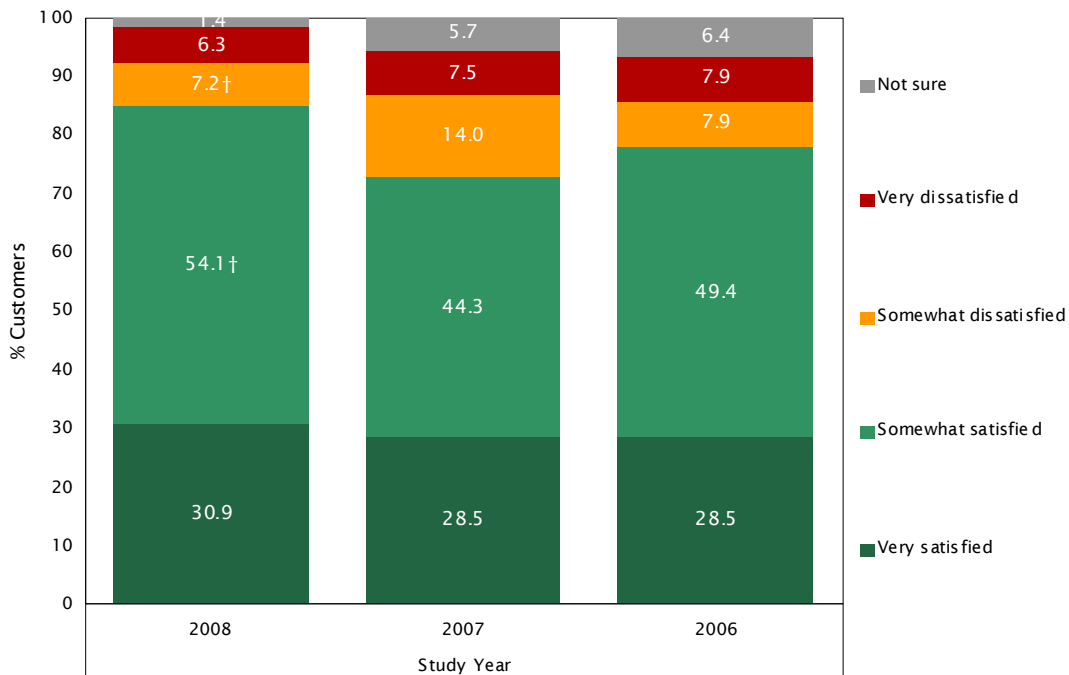
FIGURE 40 SATISFACTION WITH WEBSITE BY NUMBER OF PROJECTS IN PAST 12 MONTHS & STAGES OF INVOLVEMENT: MINISTERIAL



DISCRETIONARY As shown in Figure 41 below, 85% of discretionary customers indicated that they were either very satisfied (31%) or somewhat satisfied (54%) with the Partners’ efforts to make information available to them in 2008, which represents a statistically significant increase from the 2007 study. Figures 42 and 43 on the next page display the findings of Question 12 by several discretionary customer demographics.

Question 12: Discretionary For the remaining questions, please answer for the City of San José as a whole. Overall, are you satisfied or dissatisfied with the City's efforts to make development services information available through their web site, brochures and meetings?

FIGURE 41 SATISFACTION WITH INFORMATION ACCESS BY STUDY YEAR: DISCRETIONARY



† Statistically significant change (p < 0.05) between the 2007 and 2008 studies.

FIGURE 42 SATISFACTION WITH INFORMATION ACCESS BY FORM OF INTERVIEW, ROLE WITH PROJECT & PROPERTY TYPE: DISCRETIONARY

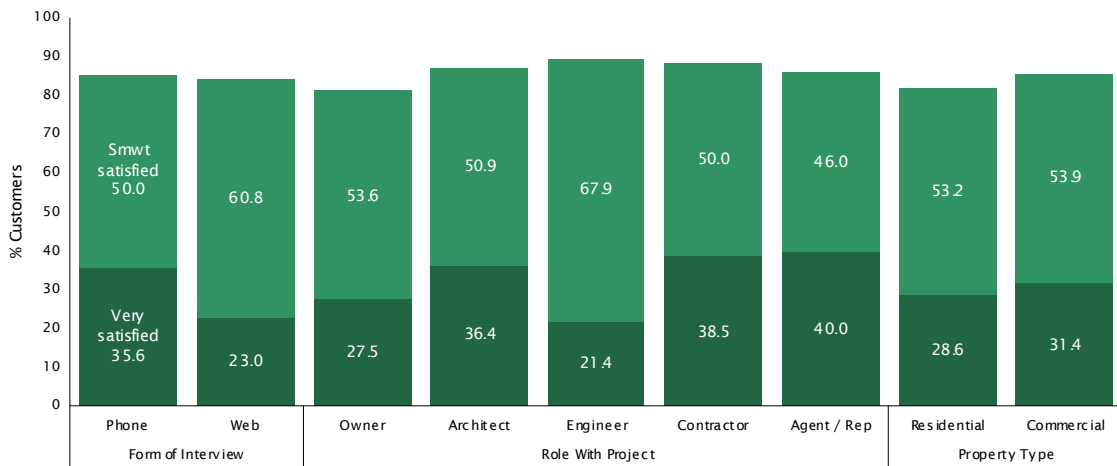
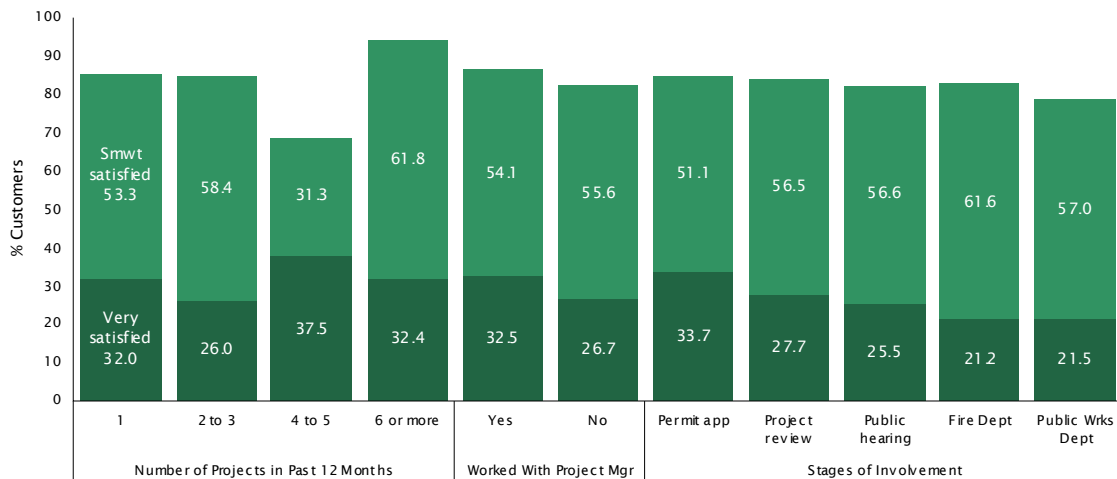


FIGURE 43 SATISFACTION WITH INFORMATION ACCESS BY NUMBER OF PROJECTS IN PAST 12 MONTHS, WORKED WITH PROJECT MANAGER & STAGES OF INVOLVEMENT: DISCRETIONARY



When compared to ministerial customers, the rate of visitation to the Development Services' website was somewhat higher among discretionary customers. Overall, 70% of discretionary customers reported that they had visited the website in the 12 months prior to the interview (see Figure 44), which is lower but statistically similar to the findings from 2007. Among discretionary customers, website visitation was most frequently reported by those working with a residential property and those who were associated with six or more projects in 2008 (see Figure 45).

Question 13: Discretionary *In the past 12 months, have you visited the City's Development Services web site?*

FIGURE 44 WEBSITE VISIT IN PAST 12 MONTHS BY STUDY YEAR: DISCRETIONARY

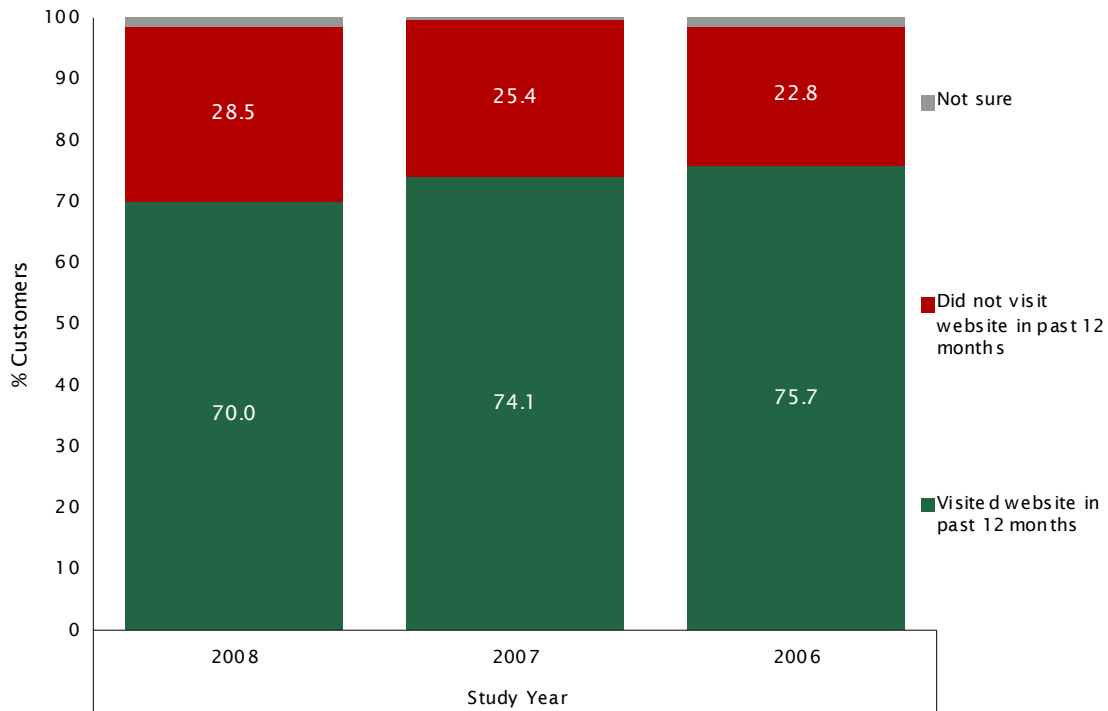
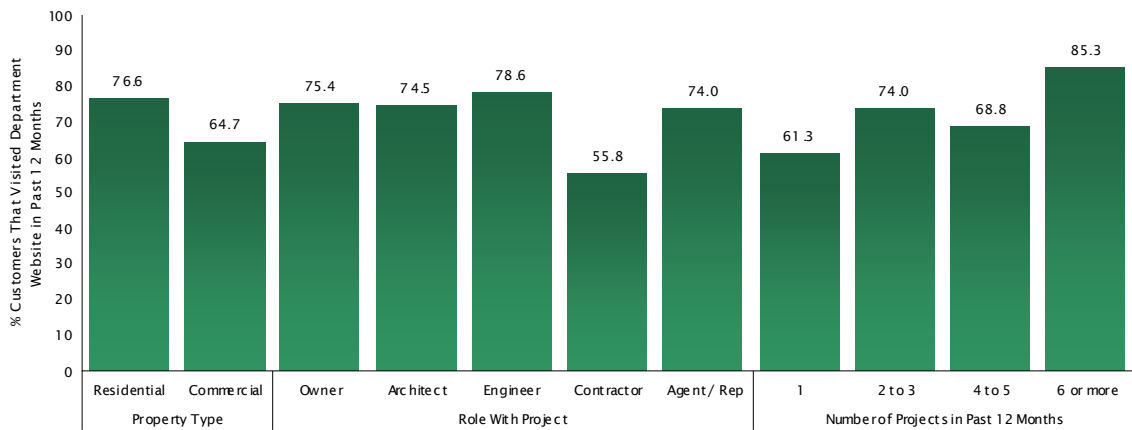


FIGURE 45 WEBSITE VISIT IN PAST 12 MONTHS BY PROPERTY TYPE, ROLE WITH PROJECT & NUMBER OF PROJECTS IN PAST 12 MONTHS



When compared to their ministerial counterparts, discretionary customers who had visited the Development Services' website were similarly pleased with the content of the site (see Figure 46). Overall, 86% reported satisfaction with the content of the site, with 32% stating they were very satisfied. Approximately 10% said they were dissatisfied with the site, and 4% were unsure. For the interested reader, figures 47 and 48 examine satisfaction with the website by several discretionary customer variables.

Question 14: Discretionary Overall, are you satisfied or dissatisfied with the content of the web site?

FIGURE 46 SATISFACTION WITH WEBSITE BY STUDY YEAR: DISCRETIONARY

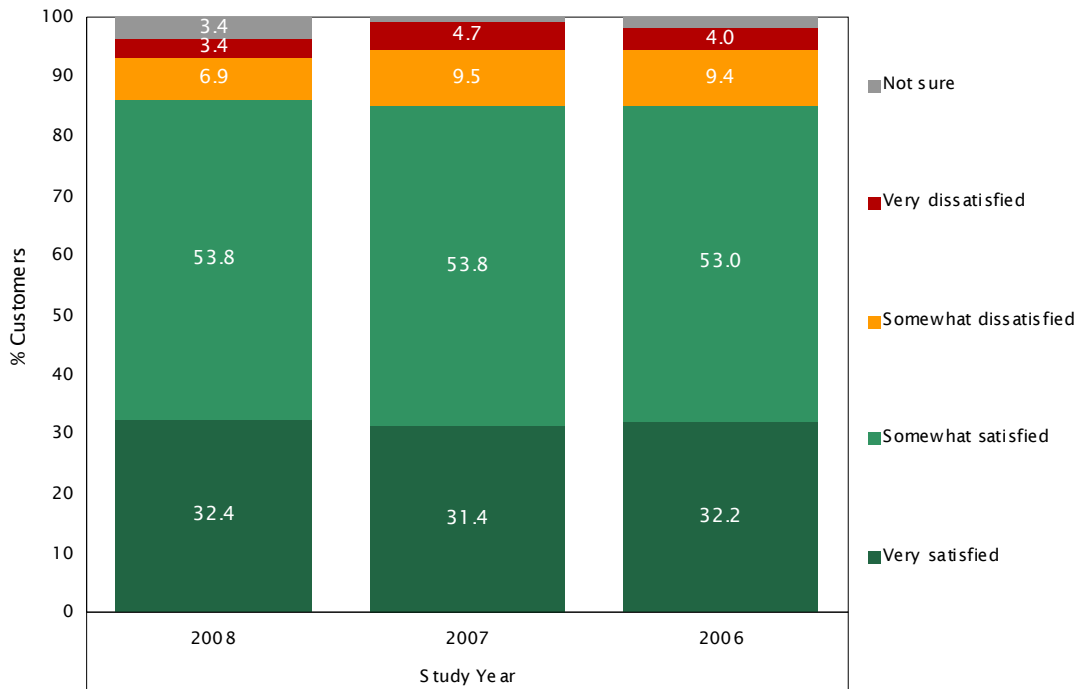


FIGURE 47 SATISFACTION WITH WEBSITE BY FORM OF INTERVIEW, ROLE WITH PROJECT & PROPERTY TYPE: DISCRETIONARY

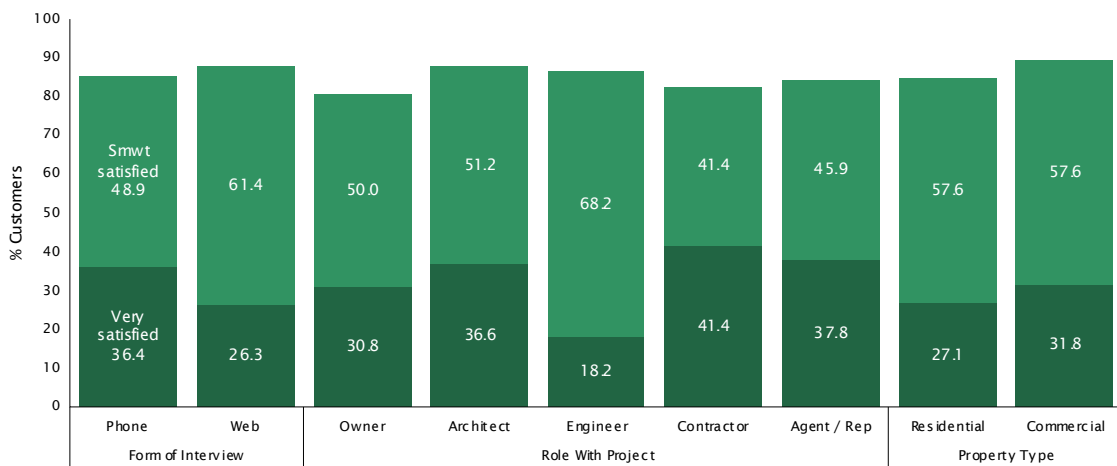
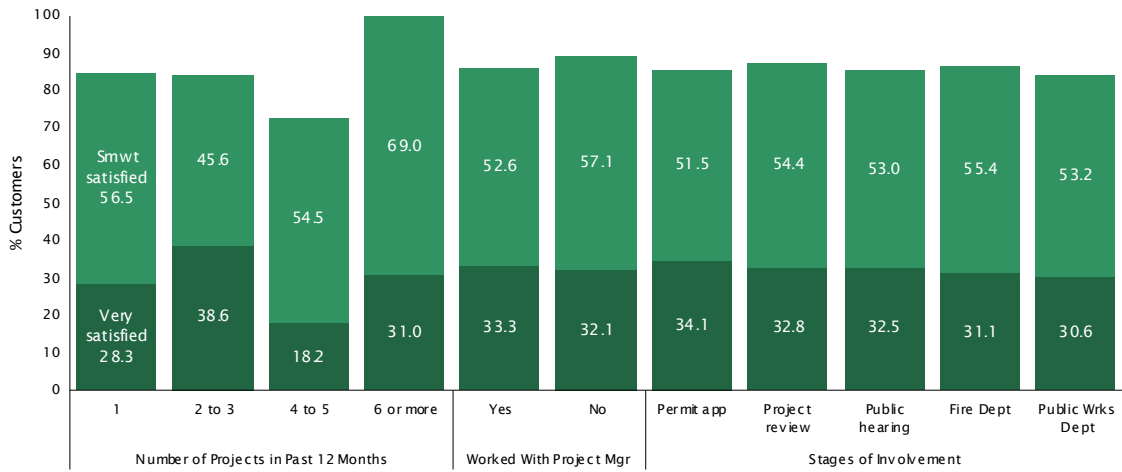


FIGURE 48 SATISFACTION WITH WEBSITE BY NUMBER OF PROJECTS IN PAST 12 MONTHS, WORKED WITH PROJECT MANAGER & STAGES OF INVOLVEMENT: DISCRETIONARY



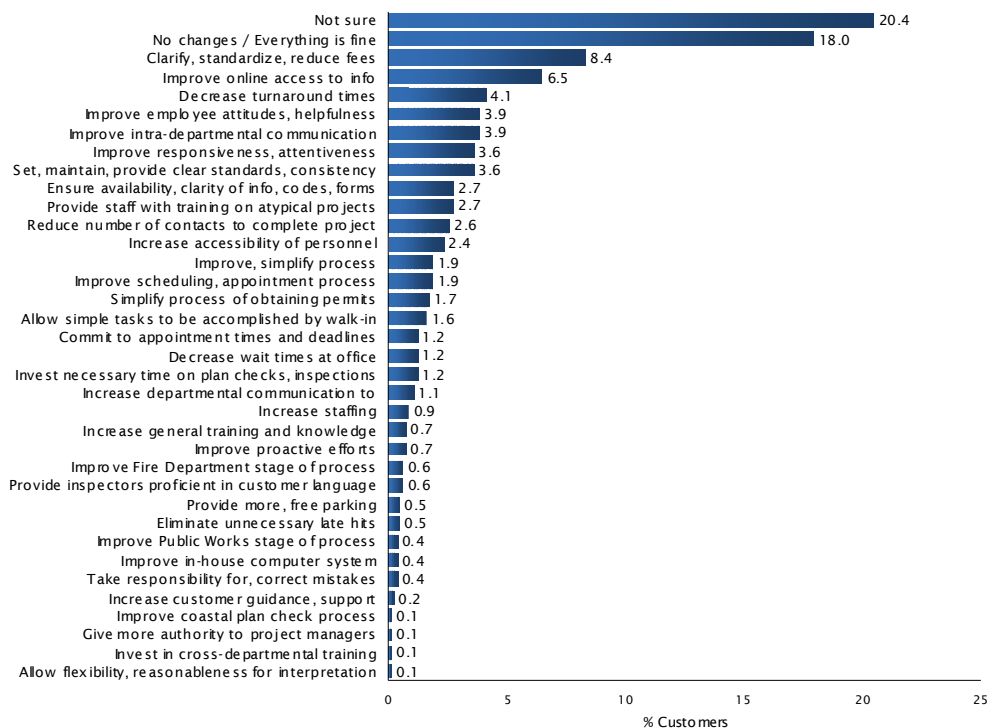
SUGGESTIONS FOR IMPROVEMENT

In addition to measuring customers' satisfaction with the Partners' *current* performance, a key goal of the study was to identify and prioritize ways that the Development Services Partners' can improve their performance in the future. Toward this end, the survey provided customers with an opportunity to express their ideas regarding how the City can improve the service that it provides in the area of development services. This question was asked in an open-ended manner, which allowed respondents to mention any improvement that came to mind without be prompted by, or restricted to, a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 49 for ministerial customers and Figure 50 for discretionary customers. Because respondents could mention up to two improvements, the percentages shown in the figures reflect the percentage of respondents who mentioned each improvement and thus sum to more than 100%.

MINISTERIAL The most common response to this question among ministerial customers in 2008 was 'not sure' (21%), followed by no changes/everything is fine (18%). Among the specific improvements suggested, clarifying/standardizing/reducing fees (8%)⁸, improving online access to information (7%), and decreasing turnaround times (4%) were the top suggestions.

Question 16 Ministerial *We'd like your ideas on how the City can improve the service that it provides in the area of development services. What one or two changes or improvements would you most like the City to make?*

FIGURE 49 SUGGESTIONS FOR IMPROVEMENT: MINISTERIAL



8. The *clarify, standardize and reduce fees* category was comprised of 15% desiring clarification of fees, 15% requesting standardization of fees, and 70% stating that the fees should be reduced. It is worth noting that many of the requests for reduced fees were also coupled with references to lower fees in other cities.

Table 26 displays the top 10 most frequently mentioned answers to Question 16 separately for ministerial customers who were generally satisfied with the Partners’ overall performance (left column) and those who were generally dissatisfied (right column). Not surprisingly, those who were generally satisfied were most likely to indicate that no changes were needed or that no changes came to mind. The top specific improvements suggested by this group were improving online access to information, clarifying/standardizing/reducing fees, and improving responsiveness and attentiveness of department staff (such as returning phone calls or emails).

Ministerial customers who were generally dissatisfied with the Partners’ performance focused on clarifying/standardizing/reducing fees, improving employee attitudes and helpfulness, and providing inspectors and staff with sufficient training on atypical projects.

TABLE 26 TOP TEN SUGGESTIONS FOR IMPROVEMENT BY OVERALL SATISFACTION: MINISTERIAL

Overall Satisfaction (Q5)	
Very or somewhat satisfied	Very or somewhat dissatisfied
Not sure	Clarify, standardize, reduce fees
No changes / Everything is fine	Not sure
Improve online access to info	Improve employee attitudes, helpfulness
Clarify, standardize, reduce fees	Provide staff with training on atypical projects
Improve responsiveness, attentiveness	Decrease turnaround times
Set, maintain, provide clear standards, consistency	Improve intra-departmental communication
Improve intra-departmental communication	Set, maintain, provide clear standards, consistency
Decrease turnaround times	Improve responsiveness, attentiveness
Increase accessibility of personnel	Improve, simplify process
Ensure availability, clarity of info, codes, forms	Reduce number of contacts to complete project

For the interested reader, Table 27 on the next page shows the top 10 suggested improvements among ministerial customers in 2006, 2007, and 2008.

TABLE 27 TOP TEN SUGGESTIONS FOR IMPROVEMENT BY STUDY YEAR: MINISTERIAL

Study Year		
2008	2007	2006
Not sure	Not sure	Not sure
No changes / Everything is fine	No changes / Everything is fine	No changes / Everything is fine
Clarify, standardize, reduce fees	Decrease turnaround times	Set, maintain, provide clear standards, consistency
Improve online access to info	Improve online access to info	Improve, simplify process
Decrease turnaround times	Clarify, standardize, reduce fees	Improve intra-departmental communication
Improve intra-departmental communication	Improve employee attitudes, helpfulness	Clarify, standardize, reduce fees
Improve employee attitudes, helpfulness	Set, maintain, provide clear standards, consistency	Improve online access to info
Set, maintain, provide clear standards, consistency	Improve intra-departmental communication	Ensure availability, clarity of info, codes, forms
Improve responsiveness, attentiveness	Improve responsiveness, attentiveness	Decrease turnaround times
Ensure availability, clarity of info, codes, forms	Increase departmental communication to customers	Improve employee attitudes, helpfulness

DISCRETIONARY The most common response to this question among discretionary customers in 2008 was ‘not sure’ (15%), and no changes/everything is fine was the third most common response (10%). Among the specific improvements suggested, clarifying/standardizing/reducing fees (13%), improving intra-departmental communication (7%), and improving the responsiveness and attentiveness of department staff (7%) were the top suggestions.

Discretionary customers who were generally satisfied with the Partners’ overall performance were most likely to indicate that no changes were needed or that no changes came to mind (see Table 28). The top specific improvements suggested by this group were clarifying/standardizing/reducing fees; setting, maintaining, providing clear standards, processes/consistency; and improving intra-departmental communication. In contrast, discretionary customers who were generally dissatisfied with the Partners’ performance focused on improving online access to information, improving responsiveness and attentiveness, and clarifying/standardizing/reducing fees.⁹

For the interested reader, Table 29 shows the top 10 suggested improvements among discretionary customers in 2006, 2007, and 2008.

9. The *clarify, standardize and reduce fees* category was comprised of 25% desiring clarification of fees, 25% requesting standardization of fees, and 50% stating that the fees should be reduced.

Question 15: Discretionary *We'd like your ideas on how the City can improve the service that it provides in the area of development services. What one or two changes or improvements would you most like the City to make?*

FIGURE 50 SUGGESTIONS FOR IMPROVEMENT: DISCRETIONARY

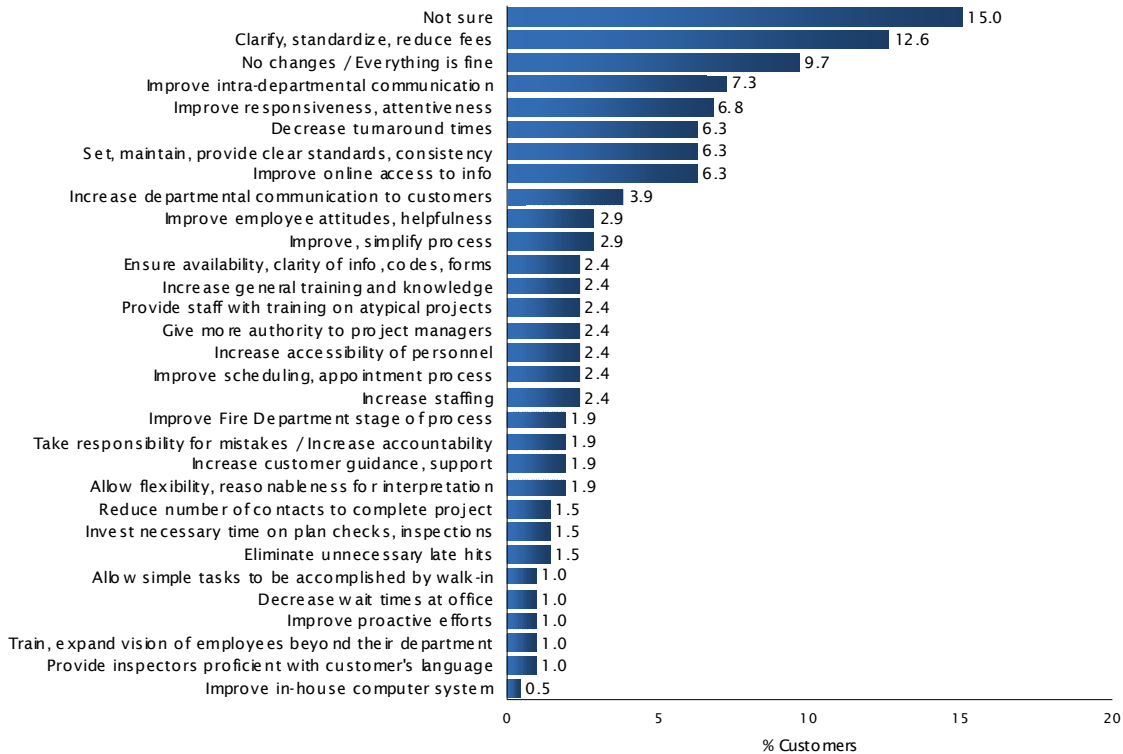


TABLE 28 TOP TEN SUGGESTIONS FOR IMPROVEMENT BY OVERALL SATISFACTION: DISCRETIONARY

Overall Satisfaction (Q3)	
Very or somewhat satisfied	Very or somewhat dissatisfied
Not sure	Improve online access to info
Clarify, standardize, reduce fees	Improve responsiveness, attentiveness
No changes / Everything is fine	Clarify, standardize, reduce fees
Set, maintain, provide clear standards, consistency	Not sure
Improve intra-departmental communication	Improve intra-departmental communication
Decrease turnaround times	Decrease turnaround times
Improve responsiveness, attentiveness	Give more authority to project managers
Improve online access to info	Set, maintain, provide clear standards, consistency
Increase departmental communication to customers	Improve, simplify process
Increase accessibility of personnel	Increase staffing

TABLE 29 TOP TEN SUGGESTIONS FOR IMPROVEMENT BY STUDY YEAR: DISCRETIONARY

Study Year		
2008	2007	2006
Not sure	Not sure	Not sure
Clarify, standardize, reduce fees	No changes / Everything is fine	No changes / Everything is fine
No changes / Everything is fine	Improve, simplify process	Set, maintain, provide clear standards, consistency
Improve intra-departmental communication	Improve intra-departmental communication	Improve intra-departmental communication
Improve responsiveness, attentiveness	Clarify, standardize, reduce fees	Improve online access to info
Improve online access to info	Decrease turnaround times	Decrease turnaround times
Set, maintain, provide clear standards, consistency	Improve online access to info	Improve responsiveness, attentiveness
Decrease turnaround times	Improve employee attitudes, helpfulness	Improve employee attitudes, helpfulness
Increase departmental communication to customers	Take responsibility for, correct mistakes	Ensure availability, clarity of info, codes, forms
Improve employee attitudes, helpfulness	Increase general training and knowledge	Provide staff with training on atypical projects

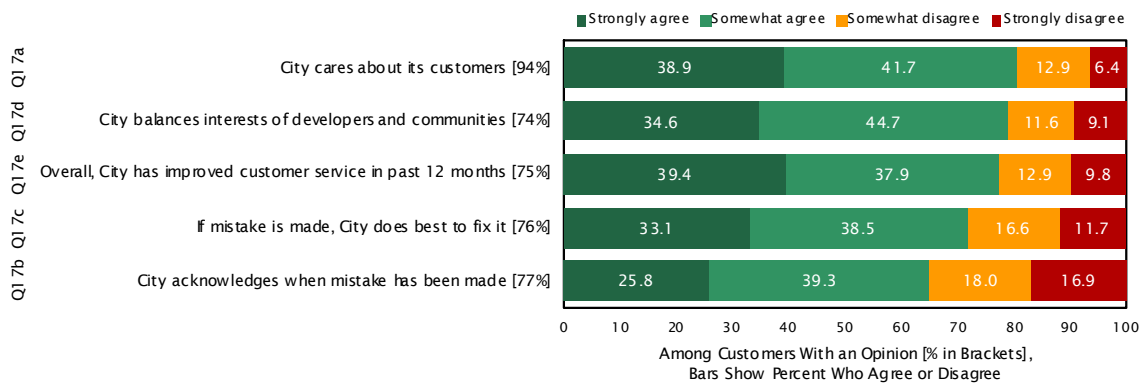
PERCEPTIONS OF CITY

The final substantive section of the survey focused on customers' perceptions of the City of San José's Development Services Partners as an "agency". In a manner identical to that used in prior sections, customers were provided with five statements about the City and asked whether they agreed or disagreed with each statement as it applied to Development Services.

MINISTERIAL At least three-quarters of ministerial customers generally agreed that the City of San José's Development Services Partners' care about their customers (81%), do an adequate job balancing the interests of developers with the interests of the communities that will be affected by a project (79%), and have improved customer service in the past 12 months (77%). Approximately two-thirds of ministerial customers perceived that the Partners' acknowledge a mistake when it has been made (72%), and do their best to fix a mistake when one occurs (65%).

Question 17: Ministerial *Next, I'm going to read several statements about the City of San José I'd like you to tell me whether you agree or disagree with each statement as they apply to development services. Here is the (first/next) one: ----- Do you agree or disagree with this statement?*

FIGURE 51 AGREEMENT WITH CITY OF SAN JOSÉ STATEMENTS: MINISTERIAL



When compared to 2007, there were no statistically significant changes in 2008 in responses to the performance-related statements tested in Question 17 among ministerial customers (Table 30).

TABLE 30 AGREEMENT WITH CITY OF SAN JOSÉ STATEMENTS BY STUDY YEAR: MINISTERIAL

	Study Year			Difference in Agreement 07 to 08
	2008	2007	2006	
City balances interests of developers and communities	79.3	75.0	74.8	+4.3
If mistake is made, City does best to fix it	71.6	71.3	71.2	+0.4
City acknowledges when mistake has been made	65.1	66.1	65.7	-1.0
Overall, City has improved customer service in past 12 months	77.3	78.6	78.1	-1.3
City cares about its customers	80.7	84.8	81.8	-4.2

Consistent with the pattern found throughout this study, ministerial customers who were generally satisfied with the Partners' overall performance were much more likely to hold positive opin-

ions of the Partners' performance on each of the dimensions tested in Question 17 when compared to their counterparts (Table 31).

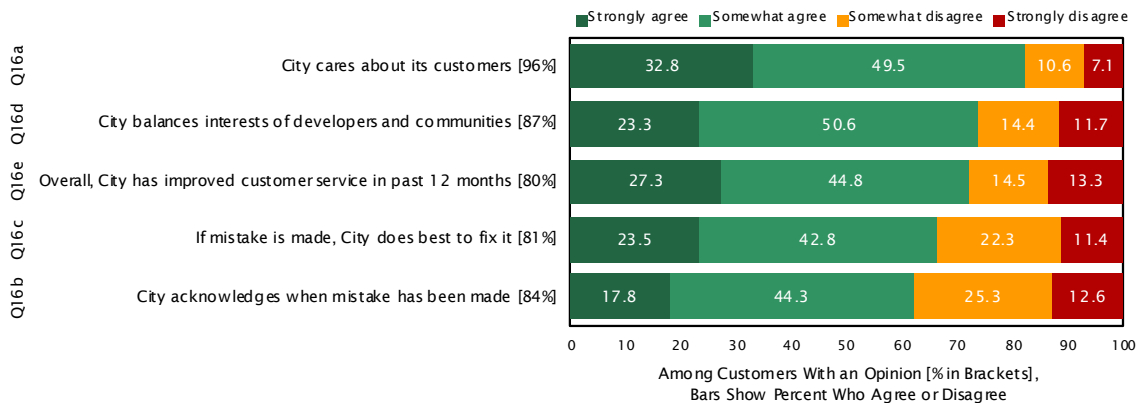
TABLE 31 AGREEMENT WITH CITY OF SAN JOSÉ STATEMENTS BY OVERALL SATISFACTION: MINISTERIAL

		Overall Satisfaction (Q5)		Difference Between Groups
		Very or somewhat satisfied	Very or somewhat dissatisfied	
% Customers That Agreed With Statement	City cares about its customers	85.1	35.6	49.5
	Overall, City has improved customer service in past 12 months	67.3	17.8	49.5
	If mistake is made, City does best to fix it	62.3	22.6	39.7
	City acknowledges when mistake has been made	57.8	18.5	39.3
	City balances interests of developers and communities	66.2	27.4	38.8

DISCRETIONARY As seen in Figure 52, 82% of discretionary customers generally agreed that the City of San José's Development Services Partners' care about their customers. Approximately three-quarters agreed that the Partners do an adequate job balancing the interests of developers with the interests of the communities that will be affected by a project (74%), and have improved customer service in the past 12 months (72%). However, the proportion who felt that the Partners' acknowledge a mistake when it has been made (62%) and do their best to fix a mistake when one occurs (66%) was somewhat lower.

Question 16: Discretionary *Next, I'm going to read several statements about the City of San José I'd like you to tell me whether you agree or disagree with each statement as they apply to development services. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 52 AGREEMENT WITH CITY OF SAN JOSÉ STATEMENTS: DISCRETIONARY



When compared to 2007, there were no statistically significant changes in 2008 in responses to the performance-related statements tested in Question 16 among discretionary customers (Table 32).

TABLE 32 AGREEMENT WITH CITY OF SAN JOSÉ STATEMENTS BY STUDY YEAR: DISCRETIONARY

	Study Year			Difference in Agreement 07 to 08
	2008	2007	2006	
City cares about its customers	82.3	75.3	77.3	+7.0
City balances interests of developers and communities	73.9	68.9	69.0	+5.0
City acknowledges when mistake has been made	62.1	57.8	52.3	+4.3
Overall, City has improved customer service in past 12 months	72.1	68.3	63.3	+3.8
If mistake is made, City does best to fix it	66.3	64.9	60.2	+1.3

Like their ministerial counterparts, discretionary customers' opinions of the Partners' overall performance were strongly related to their stated opinions in response to Question 16. Those who held positive views of the Partners' overall performance were much more likely to also positively assess the Partners' performance on each of the dimensions tested in Question 16 (Table 33).

TABLE 33 AGREEMENT WITH CITY OF SAN JOSÉ STATEMENTS BY OVERALL SATISFACTION: DISCRETIONARY

		Overall Satisfaction (Q3)		Difference Between Groups
		Very or somewhat satisfied	Very or somewhat dissatisfied	
% Customers That Agreed With Statement	Overall, City has improved customer service in past 12 months	68.2	22.4	45.7
	City cares about its customers	90.3	46.9	43.3
	City balances interests of developers and communities	72.7	38.8	34.0
	City acknowledges when mistake has been made	60.4	28.6	31.8
	If mistake is made, City does best to fix it	59.7	32.7	27.1