City of Portland
Bureau of Development Services

**2006 Building, Trade, and Land Use Permit
Customer Satisfaction Survey**

CONTACT:

Rebecca Elmore-Yalch
225 North 9th Street, Suite 200
Boise, Idaho 83702
P. (208) 364-0171
F. (208) 364-0181
byalch@nwrg.com

SUBMITTED BY:

Executive Summary

Introduction

Objectives

Since 2002, the City of Portland Bureau of Development Services (BDS) has been working to streamline the permitting process for building and trade permits as well as the land use review process. To measure the impact of these efforts on customer satisfaction, BDS has conducted an annual telephone survey of randomly selected individuals who applied for a building or trade permit or a land use review. The purpose of the survey was to determine customer satisfaction with the permitting process, identify areas of discontent and solicit suggestions for improvement.

Methodology

A total of 671 interviews were completed between August 14 and September 7, 2006. BDS supplied customer lists from which to draw sample: Land Use, Commercial Building Permits, Residential Building Permits, and Trade Permits. All customers had applied for a permit or land use review within the previous 12 months.

Key Findings

A total of 521 customers who submitted applications for building or trade permits were surveyed. This represents 20 percent of all customers who submitted applications for permits in 2006. Quotas were set to ensure equal numbers of residential and commercial permit applicants were interviewed. In addition, quotas were established for the maximum number of over the counter (OTC) customers to include.

Building Permits

Overall Evaluations of Building / Trade Permit Process

More than three out of four (78%) building and trade permit customers rated the overall quality of the review process as good. However, more customers rated the process as simply *good* (53%) as opposed to *very good* (25%). Much of the customer satisfaction research stresses the importance of focusing strictly on the top box (in this case the percent very good) as opposed to combined good / very good analysis.

Improving the predictability of the process would be most likely to impact customers' overall rating of the building and trade permit process.

There has been a significant decrease in the extent to which building and trade permit customers rated the overall predictability of the review process as *good* or *very good* – from 79 percent in 2005 to 72 percent in 2006. The decrease has happened primarily in the percentage giving good ratings – from 52 percent to 47 percent – and a corresponding increase in neutral ratings – from 10 percent to 14 percent. This should be carefully monitored.

Adequacy of Information

In general, permit customers feel they are getting the right amount of information for all aspects of the permit process. Potential problems areas could include information on regulations, fees, and what permits or approvals are required.

There has been a significant increase in the extent to which customers feel they are getting the right amount of information about which permits or approvals are required and about regulations. On the other hand, there has been a decrease in the extent to which customers feel they are getting the right amount of information about fees.

Regulations

Three out of four (75%) respondents feel that regulations were interpreted consistently all or most of the time. However, more customers feel that regulations are interpreted consistently most of the time (51%) as opposed to all of the time (24%). While the City has maintained the improvement first noted in 2005 in the extent to which respondents feel regulations are interpreted consistently all of the time, efforts should continue to be focused in this area.

Four out of five (80%) respondents said all of the regulations they were required to meet support the livability goal, the same as in 2005 and significantly higher than in 2002.

Applications Check

The majority (83%) of building and trade permit customers rate the overall quality of the applications check process as *good* (51%) or *very good* (32%). While still significantly higher than 2002 when just 78 percent rated this phase of the process as good, it is lower than in 2005 when 88 percent rated this phase of the process as good. Specifically the percentage of building and trade permit customers rating the process as *very good* decreased significantly – from 39 percent in 2005 to 32 percent in 2006. Most of the shift is into the *good* and *neutral* categories – suggesting a "wait and see" attitude rather than real dissatisfaction. This should be monitored carefully.

After a significant increase in satisfaction ratings between 2002 and 2003, satisfaction with key aspects of the application process (fairness, knowledge, availability, and helpfulness of staff) have remained relatively stable. However, while satisfaction has remained virtually unchanged the total percent satisfied in 2006 has decreased slightly from 2005, returning to 2004 levels. While not significant, this decrease should be carefully monitored.

Improvements to fairness and, to a slightly lesser extent, knowledge of the staff checking applications will have the greatest impact on customers' overall perceptions of this phase of the building / trade permit process.

Intake and Review

Overall respondents are satisfied with the quality of services from **Development Services** staff – giving the department an overall rating of 3.83 (on a 5-point scale where "5" means "very satisfied"). They are most satisfied with knowledge and helpfulness of the staff (21 percent very satisfied). They are least satisfied with availability (14 percent very satisfied).

After seeing a significant increase in overall satisfaction between 2004 and 2005 – from 3.87 to 3.98, respectively – overall satisfaction with **Environmental Services** staff remained steady between 2005 and 2006 – mean rating in 2006 of 3.95. Customers are most satisfied with the knowledge and fairness of the Environmental Services staff. However, there has been a significant decrease in the percentage of respondents very satisfied with the fairness of Environmental Services staff between 2005 and 2006 – from 25 percent to 15 percent, respectively. Customers are least satisfied with the availability and helpfulness of Environmental Services staff. The percentage very satisfied with Environmental Services staff helpfulness in solving problems decreased significantly – from 27 percent in 2005 to 16 percent in 2006.

Overall satisfaction with **Bureau of Transportation** staff increased significantly between 2004 to 2005 – overall mean of 3.86 compared with 4.06, respectively. Overall satisfaction decreased somewhat between 2005 and 2006, returning a point midway between 2004 and 2005 ratings – overall mean of 3.96. As with the

other departments, customers are most satisfied with the knowledge and fairness of the Transportation Bureau staff. They are least satisfied with their availability and helpfulness. While the total percentage of customers indicating they are satisfied or very satisfied with staff availability increased slightly between 2005 and 2006, the percentage very satisfied decreased significantly – from 32 percent to 17 percent, respectively. In addition, the percentage of customers very satisfied with the helpfulness of Bureau of Transportation staff decreased significantly – from 31 percent in 2005 to 16 percent in 2006.

After seeing a significant increase in overall satisfaction between 2004 and 2005 – from 3.96 to 4.13, respectively – overall satisfaction with *Water Bureau* staff decreased 2005 and 2006 to its lowest overall level to date – mean rating of 3.83. While the decrease in satisfaction is significant for all ratings, it is greatest for availability and fairness. Respondents are most satisfied with the knowledge and fairness of the Water Bureau staff. They are least satisfied with their availability and helpfulness.

Inspections

The majority (87%) of building and trade permit customers rate the overall quality of the inspections process as good (46%) or very good (41%). This is significantly lower than in 2005 when 94 percent of all building and trade permit customers rated the overall quality of the inspections process as good (42%) or very good (51%). In general, trade and building permit customers continue to be satisfied with the inspections phase. However, satisfaction has decreased from 2005. Decreases in satisfaction were significant for helpfulness and fairness. Staff knowledge clearly drives customers' overall perceptions of service quality during the inspections process.

CSMPactor™

A new method for looking at customer satisfaction was introduced in 2006. CSMPactor™, Northwest Research Group's proprietary method for modeling customer satisfaction, is based on the simple premise that customer satisfaction can be increased by identifying those areas where customers experience the greatest number of problems and where these problems have a high impact on the customer experience. This analysis clearly shows that the amount of time required to complete the review process has the greatest overall impact on customer satisfaction. Two other aspects of the review process – the timeliness of learning about issues and the clarity of the steps involved to resolve issues – also have a significant impact on customer satisfaction.

This analysis also identifies key strengths and weaknesses. Primary strengths include: fairness and knowledge of the staff during the inspections process and the helpfulness, knowledge, and fairness of the Environmental Services staff during the review phase. There are five additional customer service attributes that can also be considered primary strengths. However, in these cases when problems occur, an above-average number of customers report that they are not being resolved satisfactorily. These include: fairness of the staff during the applications check process; helpfulness, fairness, and availability of Bureau of Transportation staff during the review phase; and fairness of Water Bureau staff during the review phase.

Critical weaknesses include: amount of time required to complete the review process, the timeliness with which customers learned about problems during the review process, the helpfulness of the inspections staff during the review process, and the timeliness with which customers are notified of problems during the review process and the clarity of the steps required to resolve these issues. In addition to being an area with an above-average number of problems encountered, when problems are encountered with the amount of required to complete the review process, these problems are not being resolved satisfactorily.

Land Use

A total of 150 customers who requested a land use review were surveyed. This represents 31 percent of all customers who requested a land use review in 2006.

Overall Quality

Fifty-six percent (56%) of land use review customers rated the coordination among the different staff involved in the process as *good* or *very good*. This is significantly lower than in 2005 when 69 percent rated the coordination among staff as *good* or *very good*. Most common problems were poor communication between staff / departments (25%), no coordination between staff (21%), and differences in interpretation of rules and regulations (20%).

While the majority (56%) of land use review customers continue to rate the predictability of the review process as *good* or *very good*, this is significantly less than in 2005 when 72 percent rated the process as *good* or *very good*.

After increasing significantly between 2002 and 2003 and then remaining relatively stable through 2005, the percentage of *good* or *very good* ratings for the timeliness of the land use review process decreased significantly – from 59 percent in 2005 to 46 percent in 2006.

Adequacy of Information

The majority (70 percent or more) land use review applicants feel they are getting adequate information. More than one out of four respondents (26%) does not feel they are getting adequate information about the nature of permits and approvals required and regulations. In addition, 24 percent feel they are not getting enough information or updates on the status of their applications.

Regulations

There has been an increase in the percentage of customers who feel that regulations are being interpreted consistently most or all of the time – from 64 percent in 2005 to 71 percent in 2006.

More than two-thirds (68%) of all land use applicants feel that the regulations support Portland's goal for a livable community.

Application Intake

While the majority (64%) of land use review customers continue to rate the overall quality of the application intake process as good – 19 percent very good and 45 percent good – this is significantly lower than in 2005 when 82 percent rated the process as good--- 28 percent very good and 54 percent good.

In general, respondents were satisfied with all key aspects of the staff handling the process to check applications. Customers give the highest ratings for the fairness of the staff during the applications check process – 83 percent satisfied for an overall mean of 3.95. They give the lowest ratings for knowledge of the staff – 77 percent satisfied for an overall mean of 3.81.

Knowledge and, to a lesser extent, fairness, of the staff involved when customer first talked to staff to find out what type of review was required and what they would need land use review has the greatest impact on customers' perceptions of the overall quality of the application intake process.

Pre-Application Conference

The majority (71%) of land use review applicants do not go through a pre-application conference. After increasing significantly between 2002 and 2003 – to a total of 86 percent total good ratings – and remaining stable in 2004, respondents' ratings for the overall quality of the pre-application process decreased significant in 2005. Current ratings for the overall quality of the pre-application conference are 67 good – 50 percent good and 17 percent very good.

In general, respondents were satisfied with all key aspects of the staff handling the process to check applications. Customers give the highest ratings for the fairness of the staff during the applications check process – 83 percent satisfied for an overall mean of 3.95. They give the lowest ratings for knowledge of the staff – 77 percent satisfied for an overall mean of 3.81.

Post Application

The percentage of total good ratings for the overall quality of the post-application review process increased significantly between 2002 (71%) and 2005 (84%). It decreased significantly in 2006 – to 68 percent, the lowest figure recorded.

Customers give the highest ratings for fairness and staff knowledge. Customers give the lowest ratings for availability and helpfulness. Satisfaction decreased significantly for all aspects of the post-application review process. The decrease was greatest for helpfulness.

Fairness and, to a lesser extent, knowledge, of the staff involved during the post-application process clearly drives customers' overall perceptions of service quality during the initial intake process.

CSMPactor™

A new method for looking at customer satisfaction was introduced in 2006. CSMPactor™, Northwest Research Group's proprietary method for modeling customer satisfaction, is based on the simple premise that customer satisfaction can be increased by identifying those areas where customers experience the greatest number of problems and where these problems have a high impact on the customer experience. This analysis clearly shows that get the land use decision has the greatest overall impact on customer satisfaction. Other factors that have a significant impact on customer satisfaction include: fairness of staff during the post-application process, timeliness of the City staff that reviewed proposals, clarity of steps required to resolve problems encountered in the post-application phase and during the initial intake, availability of staff during pre-application conference, helpfulness of staff during post-applications phase, the timeliness of learning about issues and the clarity of steps required to resolve problems during the pre-application conference, and the availability of staff during post-application phase.

This analysis also identifies key strengths and weaknesses. Primary strengths include: fairness of staff during initial intake phase, fairness of staff during pre-application conference, and knowledge of staff during post-application phase. There are three additional customer service attributes that can also be considered primary strengths. However, in these cases when problems occur, an above-average number of customers report that they are not being resolved satisfactorily. These include: availability of staff during post-application phase, fairness of staff during initial intake phase, and the amount of information given during the intake phase.

The most critical weaknesses include: timeliness of learning about issues or problems and the clarity of steps required to resolve issues. In both cases, customers have an above-average number of problems and these problems are not being resolved satisfactorily. Other critical weaknesses include: timeliness of the City staff that reviewed your proposal (disregarding the mandatory 21 to 30 days required for public comment), timeliness of learning about issues or problems during the initial intake phase when customer first talked to staff to find out what type of review was required and what they would need, availability of staff for the pre-application conference, and the helpfulness and fairness of the staff involved during the post-application phase.

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Study Background & Objectives

Background

As part of its continuous improvement efforts, the City of Portland Bureau of Development Services (BDS) has since 2002 conducted an annual telephone survey of randomly selected individuals who applied for a building or trade permit or a land use review. The purpose of the survey is to determine customer satisfaction with permitting, inspection, and land use review processes, identify areas of discontent and solicit suggestions for improvement.

Methodology

A total of 671 interviews were completed between August 14 and September 7, 2006. BDS supplied customer lists from which to draw sample: Land Use, Commercial Building Permits, Residential Building Permits, and Trade Permits. All customers had applied for a permit or submitted a land use application within the previous 12 months. Quotas were set to ensure adequate representation of key customer segments and to ensure a statistically reliable sample for all groups of interest. The maximum margin of error differs from one group to the next depending on the sample size. These margins of error are shown in Table 1. Note, limited sample was available for land use customers and in essence represented a near census of the population. Because more than 10 percent of the population was surveyed (overall and within each subgroup), the margin of error is actually less than what would be the case when samples are a small percentage of the population. Therefore, the finite population correction (*fpc*) is applied to correct for the overestimation of the variance.

Table 1: Final Sample Plan

	All Respondents	Land Use Review	Building and Trade Permits				
			All	Commercial	Residential	Trade	
Sample Elements	2,905	480	2,425	547	1,374	504	*A total of 671 interviews were completed – 150 with customers who completed a land use review and 521 with customers who applied for a building or trade permit.*
Number of Respondents	671	150	521	197	199	125	
Maximum Margin of Error (without finite population correction)	3.4%	6.6%	3.8%	5.5%	6.5%	7.6%	
Maximum Margin of Error (with finite population correction)	3.8%	8.0%	4.3%	6.9%	7.0%	8.8%	

Data collection was performed at Northwest Research Group's Boise facility. BDS customers were contacted by telephone and, in most cases, the survey was completed by telephone. For the first time, however, customers who refused to complete the survey or indicated they were too busy were given the option to complete the survey on-line. Eleven respondents took the survey on-line – five from land use and six from building and trade permits.

Every attempt was made to maximize response rates. Multiple call-backs (on average 11 attempts to each business with a working telephone number), messages on answering machines, and refusal conversion resulted in a response rate of 40 percent for land use and 24 percent for building and trade permits. This is well above industry norms – 25 percent for business surveys and 21 percent for surveys with specific customer groups. In addition to having higher-than-average response rates, this study yielded a higher-than-average cooperation rate, 78 percent for land use customers and 77 percent for building and trade permit customers – again well above industry norms for business surveys (34%) and surveys with specific customer groups (32%). Cooperation rates are defined as the percent of sample elements that resulted in an actual contact that agreed to complete the survey. The achieved refusal rate was 6 percent for building and trade permit customers and 9 percent for land use customers – which is significantly lower than average refusal rates for business surveys (26%) and surveys with specific customer groups (32%). [*]

Respondent Profile

Sample for this study was provided by the City of Portland. A review of the respondent profile provides some insight into how BDS customers have changed over time. Note some of this change may be an artifact of the sampling frame – i.e., changes in the structure of the lists provided by the City of Portland. Specifically, it should be noted that the distribution of the sample for the permit handling process is set as a quota. It appears that in 2002 to 2003 a greater percentage of intake customers were interviewed. In 2004 and 2005, the distribution was nearly equal between intake and OTC. Then in 2006, a greater percentage of OTC customers were interviewed. This percentage, however, is consistent with the actual OTC rate for FY 2005 – 06.

Other significant differences include:

~ In 2005 and again in 2006, a greater number of first-time applicants were surveyed.

~ The role the respondent has in a project has changed. Notably, there has been a decrease in the extent to which architects and permit processors are surveyed and a corresponding increase in the extent to which owners are surveyed.

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[*] CMOR Council for Marketing and Opinion Research (CMOR) , 2004 Respondent Cooperation & Industry Image Study

Table 2: Respondent Profile – 2002 to 2006

	2002 (n = 683) (a)	2003 (n = 697) (b)	2004 (n = 678) (c)	2005 (n = 678) (d)	2006 (n = 671) (e)	
Permit Type						*There has been a steady decrease in the percentage of building customers who are intake customers.*
Commercial Building	30%	30%	29%	30%	29%	
Residential Building	30	30	30	29	30	
Trade – electrical	7	8	9	9	9	
Trade – mechanical	5	5	4	5	6	
Trade – plumbing	5	5	5	4	4	
Land use review	23	22	22	22	22	
Permit Handling Method						
Intake	**54% (e)**	**51% (e)**	49%	49%	44%	
Over the Counter (OTC)	46	49	51	51	**56 (ab)**	
Role in Project						
Contractor	39%	35%	37%	36%	38%	
Owner	26	30	30	31	**33 (a)**	
Architect	**20 (e)**	**20 (e)**	**19 (e)**	17	15	
Permit Processor	**8 (e)**	**8 (e)**	**8 (e)**	**8 (e)**	4	
Other	7	7	6	7	10	
First-Time Applicant						
Yes	21%	22%	20%	**24% (c)**	24%	
No	79	78	**80 (d)**	76	76	
Application Frequency						
First-Time	21%	22%	20%	**25% (c)**	24%	
Weekly	13	14	13	13	16	
Monthly	**17 (de)**	**17 (de)**	13	12	11	
Several Times / Year	35	32	**37 (be)**	35	31	
Once a Year	7	7	7	5	8	
Less than Once a Year	7	9	10	10	**11 (a)**	
Own Multiple Properties (property owners only)						
Yes	55%	**65% (ad)**	58%	56%	57%	
No	**45 (b)**	35	42	**44 (b)**	43	

In 2006, a review of the specific respondent characteristics also provides some insight into customer characteristics that may explain differences in responses.

~ Nearly all (84%) trade permit customers are contractors. Land use customers are most likely to be owners (46%) or architects (24%). Two-thirds of Building Permit customers are owners (37%) or contractors (34%).

~ In addition, OTC Building Permit customers are more likely than Intake Building Permit customers to be contractors – 53 percent compared with 28 percent, respectively. On the other hand, Intake Building Permit customers are more likely to be architects (24%).

~ Building Permit and Land Use customers are more likely than Trade Permit customers to be first time applicants.

~ Land Use customers are more likely than Trade or Building Permit customers to have multiple properties. Trade Permit customers are the least likely to have multiple properties.

Table 3: Key Customer Segments Respondent Profile -- 2006

	Land Use (n=150) (a)	Trade Permit (n =125) (b)	All Building (n =396) (c)	Building OTC (n =374) (d)	Building Intake (n =147) (e)	
Permit Type						*Nearly all trade permit customers have applied for permits in the past.*
Commercial Building	-	-	50%	33%	**50% (d)**	
Residential Building	-	-	50	34	**48 (d)**	
Trade – electrical	-	48%	-	**16 (e)**	1	*An equal percentage of land use and building permit customers are first-time applicants.*
Trade – mechanical	-	30	-	10	-	
Trade – plumbing	-	22	-	7	-	
Land use review	100%	-	-	-	-	
Permit Handling Method						
Intake	**100% (bc)**	2%	**37% (b)**	-	100%	
Over the Counter (OTC)	-	**98 (c)**	63	100%	-	
Role in Project						
Contractor	12%	**84% (ac)**	**34% (a)**	**53% (e)**	28%	
Owner	**46 (b)**	5	**37 (b)**	28	31	
Architect	**24 (c)**	-	16	7	**24 (d)**	
Permit Processor	7	5	4	3	6	
Other	12	7	10	8	11	
First-Time Applicant						
Yes	**28% (b)**	2%	**29% (b)**	22%	24%	
No	72	**98 (ac)**	71	78	76	
Application Frequency						
First-Time	**28% (b)**	2%	**29% (b)**	22%	24%	
Weekly	7	**62 (ac)**	5	**24 (e)**	4	
Monthly	10	**17 (c)**	9	11	12	
Several Times / Year	**36 (b)**	17	**34 (b)**	26	**40 (d)**	
Once a Year	9	-	9	5	**12 (d)**	
Less than Once a Year	**11 (b)**	1	**13 (b)**	11	8	
Own Multiple Properties (property owners only)						
Yes	**71% (c)**	33%	52%	47%	61%	
No	29	67	**48 (a)**	**53 (e)**	39	

Report Format

This report begins with a discussion of the study's **major findings,** focusing first on building and trade permit applications and then on land use review decisions. **Study conclusions** are then presented. The report ends with supporting **appendices**, including copies of the questionnaires and samples of the banner output.

Throughout the tables in the report, significant findings are noted with bold type.

Building / Trade Permit Process

Overview

A total of 521 customers who submitted applications for building or trade permits were surveyed. This represents 20 percent of all customers who were included in the sample provided by the city and who submitted applications for permits in 2006. Quotas were set to ensure equal numbers of residential and commercial permit applicants were interviewed. In addition, quotas were established for the maximum number of over the counter (OTC) customers to include. Table 5 shows the number of respondents by permit type and process.

Table 4: Respondent Profile

	# of Sample Elements Provided	# of Interviews Completed	Intake	Over the Counter	
Total	2,663	521	147	374	*A total of 521 interviews were completed with customers who applied for a building or trade permit.*
Building Permits (net)	2,148	396	145	251	
Residential	1,551	199	71	128	
Commercial	597	197	74	123	
Trade Permits (net)	515	125	2	123	
Electrical		60	2	58	
Mechanical		37	0	37	
Plumbing		28	0	28	

The building permit process consists of three phases:

~ The applications check to determine if the permit can be issued immediately or if plans need to be submitted for review,

~ Intake and review where submitted plans are reviewed and approved by appropriate staff, and

~ The inspection phase where work is inspected for compliance with applicable regulations.

Overall Evaluations of Building / Trade Permit Process

Overview

Respondents were asked four questions that provide an overall evaluation of the building / trade permit process. These questions included:

~ **Q14:** During the course of your reviews and inspections, how would you rate the coordination among the different staff that were involved?

~ **Q18:** Overall, how would you rate the predictability of the review process you went through? By "predictable" I mean things going the way you thought they would?

~ **Q19:** Overall, how would you rate the timeliness of the review process you went through? By "timely" I mean the length of time being what you expected?

~ **Q20:** How would you rate the OVERALL quality of the development review process? Note this question was new in 2006.

Responses were recorded on a five-point scale where "5" meant "very good" and "1" meant "very bad."

Coordination among Staff

Three out of four (75%) building and trade permit customers rated the coordination among the different staff involved in the process as *good* or *very good*. A greater percentage of building and trade permit customers indicates that coordination among different staff is simply good – 48 percent – as opposed to very good– 27 percent. It is important to note that the percentage of *very good* ratings is significantly higher than in 2002 – 27 percent compared to 19 percent, respectively. However, the total percentage of *good* ratings is down significantly from 2005 – 75 percent compared to 83 percent. Current customer satisfaction research stresses the importance of focusing strictly on the top box (in this case the percent *very good*) as opposed to combined *good / very good*" analysis. As such, this downward trend in the percent of *very good* ratings should be monitored carefully and actions taken to resolve any issues.

~ Over-the-counter customers were three times as likely as intake customers to rate the coordination among staff as *very good* – 33 percent compared to 11 percent, respectively.

~ While there was no significant difference in the *very good* or *good* ratings between trade and building permit customers, when combined, trade permit customers gave higher ratings than did building permit customers – 83 percent net good ratings (*very good* and *good* combined) for trade permit customers compared with 72 percent for building permit customers.

Figure 1: Coordination among Staff – 2002 to 2006
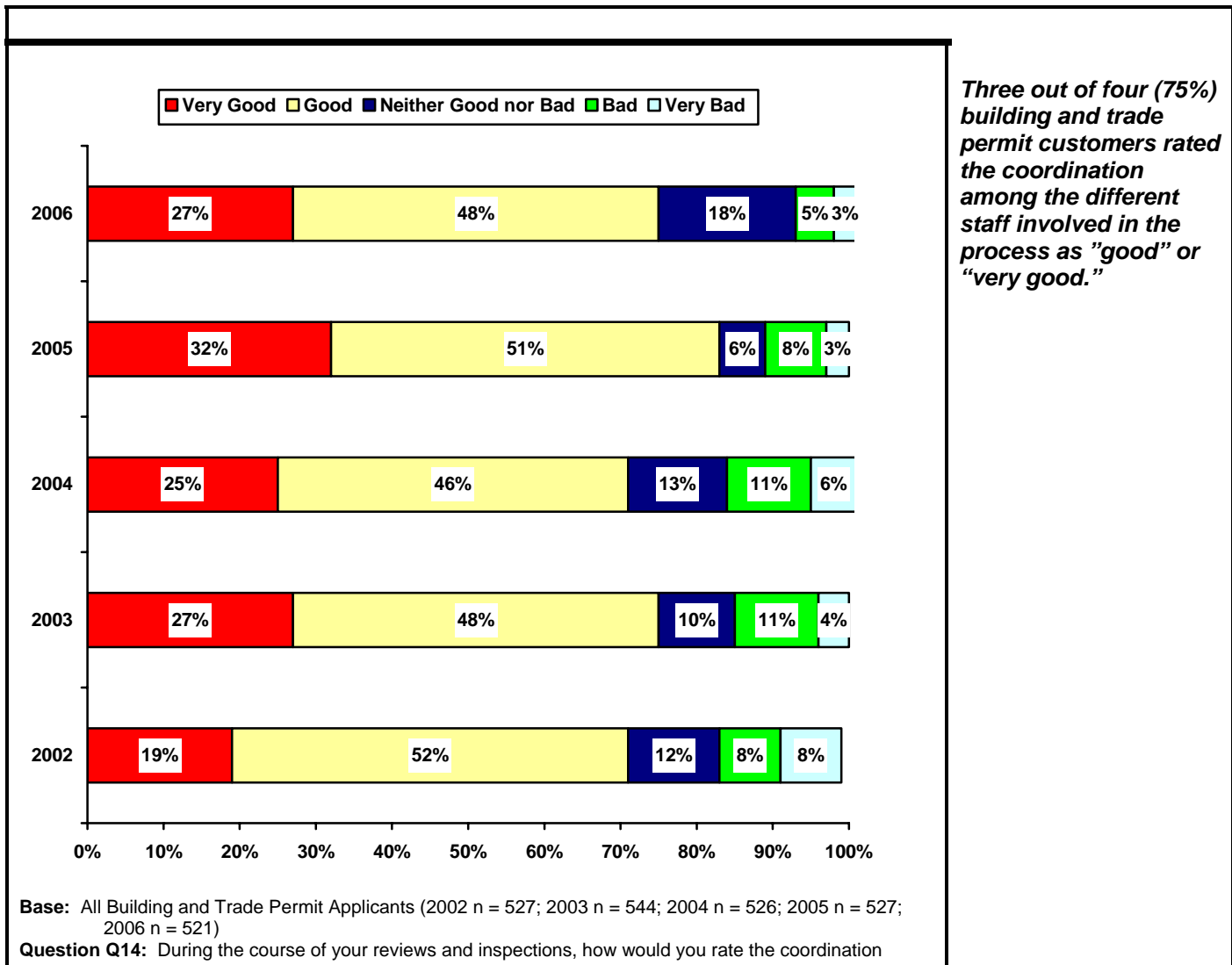
Three out of four (75%) building and trade permit customers rated the coordination among the different staff involved in the process as "good" or "very good."

Base: All Building and Trade Permit Applicants (2002 n = 527; 2003 n = 544; 2004 n = 526; 2005 n = 527; 2006 n = 521)
Question Q14: During the course of your reviews and inspections, how would you rate the coordination

among the different staff that were involved? Would you say *very good, good, bad, very bad* or *was it neither good nor bad*?

Respondents who indicated that the coordination of staff was *bad* or *very bad* were asked a follow-up, open-ended question to describe the problems they had.

Most common problems were no communication between staff and/or departments (19%) and lack of staff knowledge (19%). Specifically for the latter, respondents indicated that staff needed more training. Sampling comments include:

> ### Poor Communications between Staff and/or Departments:
>
> *One of the plans inspectors, examiners said the engineer would need more detailed plans and the engineer asked, after I drew the additional plans up, why I was giving him the additional plans.*
>
> *The problem was that every planner and every inspector told me something different. I was never sure which course of action was appropriate.*
>
> *Planning doesn't communicate with building and they do not communicate with transportation The list goes on and on.*
>
> *Often it seems like I, as the contractor, become the go-between between the various departments, even inside some departments, between people in the office and in the field, particularly in the water bureau.*
>
> *Inspector A approved the placement of rebar. My contractor then poured the concrete. Inspector B came out and disapproved the placement of rebar; inspector B was correct according to the specifications. Project had to be reengineered and then fixed at some considerable expense.*
>
> *Individually everyone had good knowledge. Coordinating between departments is where it slowed down. It would be much easier if it went to all the places to be reviewed, instead of going to one department, and get it approved and then the next one. If they did like an overview through all the department, for an initial check of where it would need to go to, so they could all be addressed together instead of one week we do this one and the next one we do the other one.*
>
> ### Lack of Staff Knowledge / Training
>
> *The main contact person for the review process was not familiar with the review process, was not familiar enough to help me with the check sheets. He may have been new and didn't know how to communicate between the departments.*
>
> *They didn't know what they were doing. It was frustrating. The inspector was great. It was the first part.*
>
> *Inaccurate information. What they need to do is get the staff out in the field. I felt that once I paid an extra fee all the problems were gone. Since I paid money that's when my problems were resolved.*

There has been a significant decrease in the percentage of customers who in response to this open-ended question said that the process was slow and/or time-consuming – from 22 percent in 2004 to 17 percent in 2005 to just 8 percent in 2006.

> *There was a problem with a fill issue and the only way I finally got it resolved was to go to the supervisor of developmental services. After the plans were submitted, they decided I needed a change to a truss. We were leaving town on vacation and the builder said he would send it directly to the reviewer of my plans and sent it to the reviewer who had reviewed it the first time. He in turn shipped it up to record keeping or some department and they filed it away until I got back two weeks later and checked on my project and found that it had to be submitted by the owner. I lost four to six weeks total. All it took to fix was to go to the office; he handed me the file and I handed it back and it was resolved. I was livid.*

In 2005, staff attitude was mentioned as a problem area – cited by 21 percent of those who had a bad experience with staff coordination. This decreased to just 5 percent (or 2 mentions) in 2006.

Finally, there has been a decrease in the percentage saying that there were too many people involved in the process – from 12 percent in 2004 to 8 percent in 2005 to 3 percent (a single mention) in 2006.

Predictability

Seventy-two percent (72%) of building and trade permit customers said the predictability of the review process was *good* or *very good*. Again, however, the percentage saying it was *very good* is significantly less than the percent saying it was simply *good*. In addition, there has been a significant decrease in the extent to which building and trade permit customers rated the overall predictability of the review process as *good* or *very good*– from 79 percent in 2005 to 72 percent in 2006. The decrease has happened primarily in the percentage giving *good* ratings – from 52 percent to 47 percent – and a corresponding increase in *neutral* ratings – from10 percent to 14 percent. This should be carefully monitored.

~ Trade permit customers gave significantly higher ratings than did building permit customers. More than one-third (34%) of all trade permit customers gave a *very good* rating compared to 22 percent of building permit customers. On the other hand, 17 percent of building permit customers gave the department a *bad* or *very bad* rating compared to just 4 percent of trade permit customers.

~ Over the counter customers had a significantly more predictable experience than did intake customers – 31 percent *very good* compared to 11 percent *very good* respectively.

~ First time applicants were more likely than repeat customers to give *bad* or *very bad* ratings – 17 percent compared to 13 percent, respectively.

Figure 2: Predictability of Review Process – 2002 to 2006

Seventy-two percent (72%) of building and trade permit customers said the predictability of the review process was "good" or "very good" – 47 percent "good" and 25 percent "very good."

Base: All Building and Trade Permit Applicants (2002 n = 527; 2003 n = 544; 2004 n = 526; 2005 n = 527; 2006 n = 521)
Question Q18: Overall, how would you rate the predictability of the review process you went through? By "predictable" I mean things going the way you thought they would. Would you say *very good, good, bad, very bad* or *was it neither good nor bad*?

Timeliness

Twenty-nine percent (29%) of building and trade permit customers rated the timeliness of the review process as *very good* – maintaining the rating from 2005 and significantly higher than 2002 when only 19 percent of customers rated the timeliness as *very good*. There has been a slight, but insignificant decrease in the total percent of *good* or *very good* ratings – from 73 percent in 2005 to 71 percent in 2006. This is reflected in a significant increase in the percentage of *neutral* ratings – from 7 percent in 2005 to 11 percent in 2006.

~ Trade permit customers were more likely than building permit customers to give *good* or *very good* ratings – 90 percent compared with 65 percent, respectively.

~ Timeliness appears to be the factor that most distinguishes over-the-counter customers from intake customers. Eighty-three percent (83%) of OTC customers rated timeliness as *good* or *very good* compared to 39 percent of intake customers – 36 percent compared to 10 percent *very good*, respectively. Nearly one out of five (18%) intake customers gave the department *very bad* ratings for timeliness.

~ First time applicants were significantly more likely than repeat customers to rate the timeliness of the review process as *very good* – 37 percent compared with 26 percent, respectively.

~ Contractors give the department significantly higher ratings than do owners and architects – percent net *good* or *very good* 78 percent compared with 65 percent and 54 percent, respectively. Architects generally give the department *neutral* (16%) or *bad / very bad* (30%) ratings.

Figure 3: Timeliness of Review Process – 2002 to 2006

Ratings for the timeliness of the review process have remained consistent over the years since 2003. In 2006, 71 percent of all building and trade permit customers rated the department "good" to "very good" for timeliness.

Base: All Building and Trade Permit Applicants (2002 n = 527; 2003 n = 544; 2004 n = 526; 2005 n = 527; 2006 n = 521)

Question Q19: Overall, how would you rate the timeliness of the review process you went through?

Overall Quality

In 2006, a new question was added to gather an overall rating for the quality of the development review process. More than three out of four (78%) building and trade permit customers rated the overall quality of the review process as *good* or *very good* – 25 percent *very good* and 53 percent *good*.

~ Consistent with the individual attribute ratings, trade permit customers were more likely than building permit customers to give the department *good* or *very good* ratings overall – 87 percent compared to 75 percent, respectively. Similarly, OTC customers gave the department significantly higher ratings than did intake customers – 83 total percent *good* or *very good* compared to 66 total percent *good* or *very good* respectively.

~ Repeat customers were significantly more likely than those applying for the first time to rate the overall quality of the review as *good* or *very good* – 80 percent compared with 71 percent, respectively. However, first time customers are more likely than repeat customers to rate the overall quality of the process as *very good* – 33 percent compared to 23 percent, respectively. Repeat customers are more likely than first-time customers to simply say it was *good* – 57 percent compared to 38 percent, respectively.

~ Architects and, to a lesser extent, contractors give the highest ratings. More than four out of five (86%) contractors and 82 percent of architects rated the overall quality as *good* or *very good* compared to 71 percent of owners. This was due primarily to a greater percentage of architects and contractors giving a *good* rating. Architects, contractors, and owners were equally likely to give the process a *very good* rating. Owners were more likely to be *neutral*.

Figure 4: Overall Quality of the Development Review Process

More than three out of four (78%) customers rated the overall quality of the review process as "good" or "very good."

Base 2005: All Building and Trade Permit Applicants (n = 521)

Question Q20: How would you rate the overall quality of the review process you went through? Would you say *very good, good, bad, very bad* or *was it neither good nor bad*?
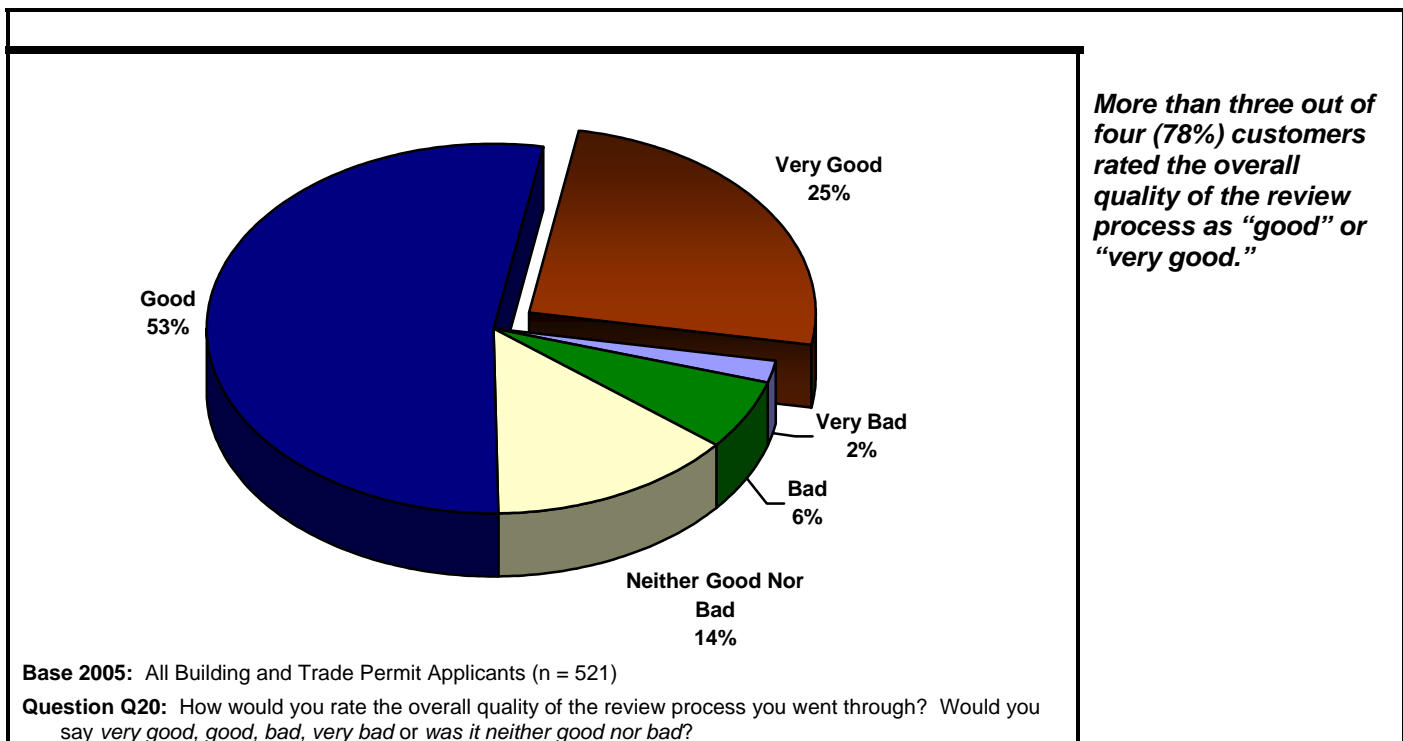
The addition of the question to measure overall quality provides the capability to determine which of the three variables – staff coordination, predictability, and timeliness – has the greatest influence on customers' perceptions of the overall quality of the review process. This was done using regression analysis with the total sample and then within the key subgroups.

Regression analysis examines the relationship between and the impact of a series of independent variables – in this case staff coordination, predictability, and timeliness – on a single dependent variable – overall quality. It is useful in customer satisfaction research to determine the extent to which improvements in a specific aspect of service would have an impact on perceptions of overall quality or customer satisfaction.

The predictability of the process has the greatest influence on customers' overall perceptions of quality followed by the coordination between staff and the timeliness of the process. This holds true for building permit customers, intake and over-the-counter customers, and first time customers.

~ The timeliness of the process has the greatest influence on trade permit customers' perceptions of the overall quality of the process. In addition, this single factor clearly outweighs all other aspects of the process that were measured.

~ Predictability clearly has the greatest influence on first-time applicants' perceptions of overall quality. For repeat customers, predictability and timeliness have nearly equal influences.

Table 5: Influence of Individual Factors on Overall Rating of Quality

	All Customers	Building Permit	Trade Permit	Intake	OTC	First Time Customer	Repeat Customer	
Staff Coordination	.176	.186	.148	.247	.134	.177	.153	*The predictability of the process has the greatest influence on customers' overall ratings for overall quality of the process.*
Predictability	**.368**	**.372**	.235	**.420**	**.352**	**.610**	.284	
Timeliness	.189	.165	**.571**	.085	.253	.078	.235	

Shown are beta coefficients which indicate the amount of effect on ratings for quality of the overall process. For example, if improvements are made to a specific aspect of the process that results in a one scale unit increase in ratings for that attribute, customer ratings for overall quality will increase by this amount.

Respondents were asked a follow-up, open-ended question in which they provided suggestions for improving the City of Portland's development review process.

Twelve percent (12%) of customers did not give any specific suggestions, saying they were satisfied with the process and/or the bureau does a good job.

> *I don't have nothing major to support. Coffee in the waiting room; I was just joking about that.*
>
> *That's a good question. I work in both Oregon and Washington, in all counties, and I'd say that they are the better of the surrounding counties, referring to the City of Portland and I have been pulling permits with the city of Portland for twenty years.*
>
> *No suggestions. It's so well documented there are no surprises. They have exceptional processes in place to ensure that things move smoothly. It was great; every time I went down there it went smoothly. Everything was so well documented that there was no problem.*
>
> *I think they're doing an excellent job. They seem to be more oriented toward helping you through the project rather than throwing up obstacles. More helpful and proactive in helping you get through the process.*
>
> *Portland is the best one in the tri-county area. It's very likely, if we have a simple addition, we will get the permit over the counter. That's the only place in the tri-county we can do that. If we have a more complex matter, it's the same as everyone else.*

Suggestions for improvement included:

Quicker Turnaround / Speed Up Design Review Process (13%)

> *The length of time should be reduced between when all approvals are obtained and when the permit is issued; that will sometimes take more than a week.*
>
> *The one thing that seems to take time is the structural department; it takes a long time to get answers from them generally. It seems to take longer than it should. The last couple of years the plan center has improved 100 percent.*
>
> *More staff to make it go faster. Things seem to take forever because the people doing the review have too much work on their desk. The people who have been there a while are more flexible and know what they're doing. There needs to be more of a meeting of the minds between the senior and junior people.*

Need Single Project Manager / Fewer Points of Contact (6%)

> *Simplify it; have less points of review. I work in many different jurisdictions and this one micromanages. The smaller jurisdictions are more productive because they have departments that do more of the reviews; they have less stopping points. Lots of ideas and opinions trying to figure out what is realistic. Simplify the routing; it's hard to explain how it works. Have more concurrent reviews; they are supposed to be concurrent right now, but many times they're not.*
>
> *I recommend one contact person, so each project has a project manager so there is just one person that you can call, so it can get done right away. They can put the heat on people to make sure things get moving instead of the owner or contractor or architect calling back every day to try to find out.*
>
> *One person in the review process to be coordinator, to be the contact person.*

More Training / Better Informed (5%)

> *More consistent training in the design and plan review. A couple of the plan examiners that I dealt with could use additional training.*

Have staff that is more knowledgeable. There have been a lot of different scenarios that have gone on the last twenty years; I can't just pick them out right now. I have gone in there with a set of plans and have had to prove that the plans as they were drawn were correct and the plans examiner was telling me that they were wrong. The examiner was wrong and I proved that he or she was wrong. It was just some code issues on the plan and I argued with them and proved my case and they agreed.

Some sort of additional staff training would be good, more training, get rid of people who don't know what they're doing. Terminate employees, I'm all about that.

More experienced personnel; some of them don't have enough knowledge or experience in the construction industry.

Find some employees that know what they are talking about. Have knowledgeable employees. It would cut everything in half and make everything simple.

More / Clearer / Consistent Communication (4%)

More communication between each inspector, between the footings and the foundation.

Clear communication for timeliness, consistency needs to be worked on.

Be consistent from person to person or inspector to inspector in your interpretation in what you need.

Communication, answering problems and getting back to me about certain issues.

Friendlier Staff / Better Service (4%)

There are individuals that are real pain in the asses to work with. I don't think they look at the process the way 95% of the people in the permit office do. They get hung up on inane details. If at all possible, if I see that they are the ones doing the plan review, I leave.

More Staff (3%)

More staff; when it's busy the place is a mess. It would be nice if they had more support staff.

There needs to be full-time telephone question answering staff. There needs to be a service to quickly answer code questions over the phone so the applicant doesn't have to come to the city every time we need questions answered. I also feel that if we as an architect have been licensed by the state to protect health, safety, and welfare of the public either should not have to be reviewed at all or should have an expedited review process. I think that the review process should be quicker. I know that it's a matter of funding and staff, but I feel that it should be quicker. Design review should be outlawed. Overall they're helpful and everything, but their hands are tied by the regulation. I wish there was more room for interpretation of the codes to expedite the process when the outcome is obvious, but everybody down there is helpful in general and I have always had good relations with everybody down there.

Adequacy of Information

Respondents were asked five questions about the information they received on different aspects of the permit review process. These questions included:

~ Information about <u>which permits</u> or approvals were required for the project

~ Information regarding <u>regulations</u> that applied to the project

~ Information regarding <u>the application process,</u> such as where and how to apply, which forms are needed, and what plans to submit

~ Information about <u>the fees</u>

~ Information about how to find out <u>the status of the applications</u>, after paperwork was submitted

Responses were recorded on a three-point scale – more information than needed, just what was needed, or not enough information.

Overall

In general, permit customers feel they are getting the right amount of information for all aspects of the permit process. Potential problem areas could include information on regulations, fees, and what permits or approvals are required.

Figure 5: Overall Adequacy of Information

In general, permit customers feel they are getting the right amount of information.

Base 2005: All Building and Trade Permit Applicants (n = 521)

Question 8: Information about which permits or approvals were required for your project?
Question 9: Information about regulations that applied to your project?
Question 11: Information about the application process, such as where and how to apply, which forms you needed, and what plans to submit
Question 12: Information about fees?
Question 13: How to find out about the status of your applications, after you submitted the paperwork?

Permits Required

There has been a significant increase in the percentage of customers reporting they are getting the right amount of information about which permits or approvals are required from 2004.

~ Trade permit customers are more likely than building permit customers to say they got the right amount of information about which permits or approvals were required. Nineteen percent (19%) of building permit customers needed more information compared to 7 percent of trade permit customers.

~ Intake customers were more likely than OTC customers to suggest they needed more information – 22 percent compared to 14 percent, respectively.

~ Architects and contractors are more likely than owners to say they got the right amount of information. One out of five (21%) owners said they needed more information compared to 12 percent of contractors and 10 percent of architects.

~ And as might be expected first time applicants were significantly more likely than those who had gone through the process before to say they needed additional information – 28 percent compared to 12 percent, respectively.

Figure 6: Permits or Approvals Required
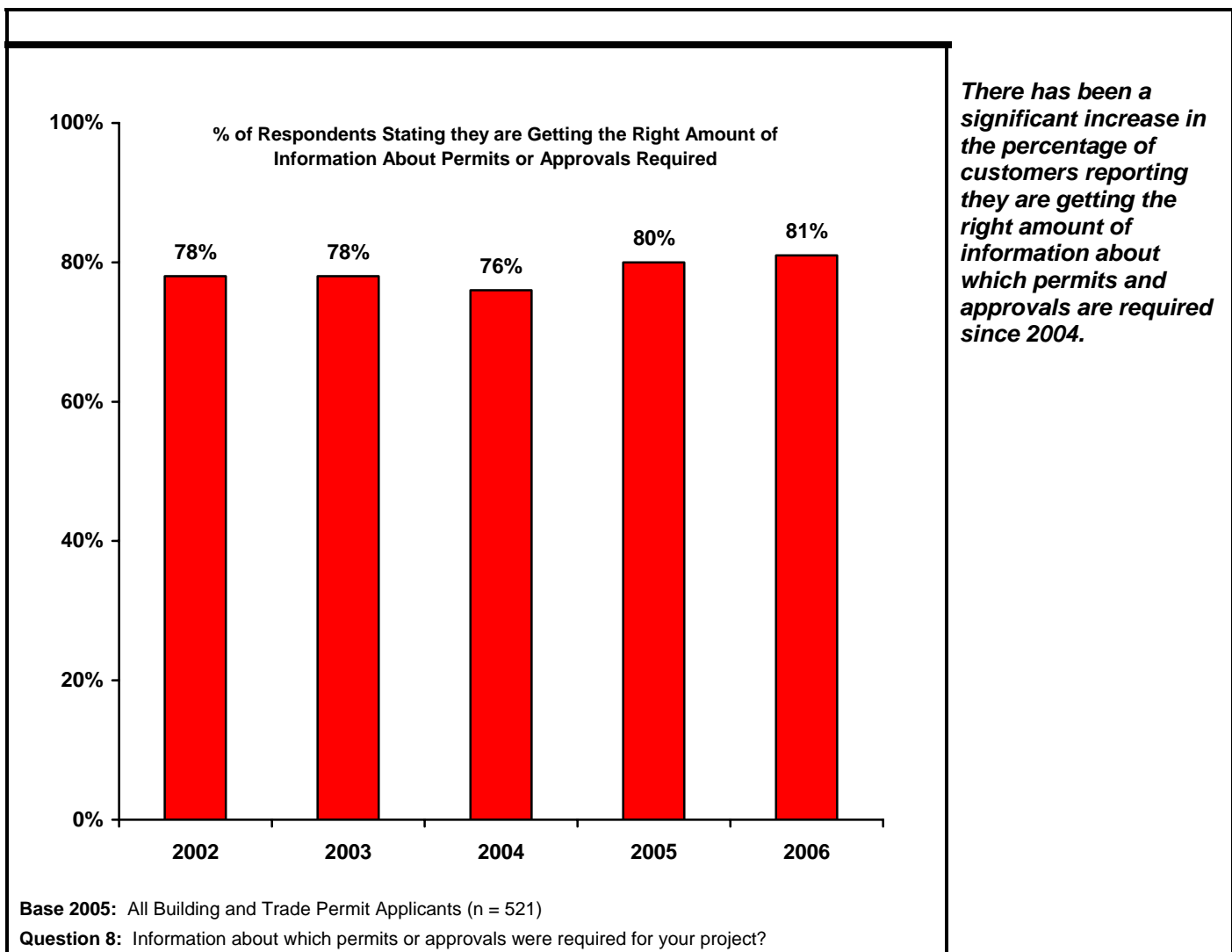
% of Respondents Stating they are Getting the Right Amount of Information About Permits or Approvals Required

Year	Percentage
2002	78%
2003	78%
2004	76%
2005	80%
2006	81%

There has been a significant increase in the percentage of customers reporting they are getting the right amount of information about which permits and approvals are required since 2004.

Base 2005: All Building and Trade Permit Applicants (n = 521)

Question 8: Information about which permits or approvals were required for your project?

Regulations

There has been a significant increase in the percentage of customers reporting they are getting the right amount of information about regulations from 2004. However, certain segments clearly need additional information.

~ Trade permit customers are more likely than building permit customers to say they got the right amount of information about regulations. One out of five (20%) building permit customers said they needed more information compared to 7 percent of trade permit customers.

~ Contractors were more likely than owners to say they got the right amount of information. Twenty-three percent (23%) of owners said they needed more information compared to 12 percent of contractors.

~ First time applicants and those that apply less frequently than one a month are more likely than regular applicants to say they needed more information.

Figure 7: Regulations

% of Respondents Stating they are Getting the Right Amount of Information about Regulations

There has been a significant increase in the percentage of customers reporting they are getting the right amount of information about regulations from 2004.

Year	Percentage
2002	73%
2003	78%
2004	74%
2005	78%
2006	79%

Base 2005: All Building and Trade Permit Applicants (n = 521)

Question 9: Information about regulations that applied to your project?

Respondents who needed more information on regulations were asked in a follow-up, open-ended question to describe what additional information they required.

Respondents were most likely to indicate they needed additional information on specific regulations on issues such as seismic, fire, and landscaping issues. There was a significant increase in the extent to which respondents indicated they needed more information on these regulations than in 2005. Some specific examples include:

> *Related to the drainage and the gutters. I eventually got it worked out, but I didn't know it was required. They covered it when they did the review; I thought they might have said something like that at the pre-review meeting.*

> *Setbacks that were because it was a special law or something. The neighborhood had had different laws than the city did as far as the setbacks.*

> *I needed more information on where and which fire and health codes were applicable to my specific project.*

> *I think that one needed more information about kitchen requirements. We had to dig a little deeper.*

Respondents also complained that the information provided was unclear and/or needed to be explained better.

> *More how to do it, how to go through the process. Everything was really vague. The city expected you to know everything.*

> *It wasn't that I didn't get enough information; it just wasn't in an easily understood format.*

> *I needed specifics on code interpretation. In addition, we needed specifics on the transition between the UBC and the IBC.*

> *Clarity. They were unwilling to give up information until I asked about a million questions. I was not given any help in figuring out which departments I needed permits from. I was not given any help. One department did not tell me what another department needed. It was very uncoordinated.*

Respondents also suggested they simply needed more information and complained that they had to do research on their own. Suggestions included:

> *Better access to the city's codes, certain zoning issues that are unique to Portland. Need better access. Maybe a website to tell you what you needed.*

> *Fundamental problem. Availability of building codes in general. You can get the NEC or code books and they're expensive. If you're expected to hold to these things they should be available; that's more for the national level, but local they provide for free. The national codes that they also hold you to are not as readily available. You have to buy a couple books and it doesn't seem right. I had to have a professional with me.*

> *They wouldn't take care of citizens. They didn't take care of anything.*

> *They handed me a sheet that had what I needed for some of codes but I could have used more; how the codes apply to any project, like electrical or plumbing. They gave a pretty good in-depth on concrete but it could have had more info on framing.*

> *We had different things that we had to do and the information wasn't very detailed and I had to figure things out on my own.*

Fees

Perhaps reflecting the changes in fee structures•, there has been a significant decrease in the extent to which customers felt they received the right about of information about fees from 2005 – 85 percent to 79 percent, respectively – reversing the upward trend noted between 2004 and 2005 – from 77 percent to 85 percent, respectively.

~ Building permit customers are more likely than trade permit customers to say they needed more information on fees – 22 percent compared with 7 percent, respectively.

~ No other single segment was identified as needing more information on fees, suggesting that this was a problem for nearly everyone.

Figure 8: Fees

% of Respondents Stating they are Getting the Right Amount of Information About Fees

There has been a significant decrease in the extent to which customers feel they are getting the right information about fees from 2005.

Base 2005: All Building and Trade Permit Applicants (n = 521)
Question 12: Information about fees?
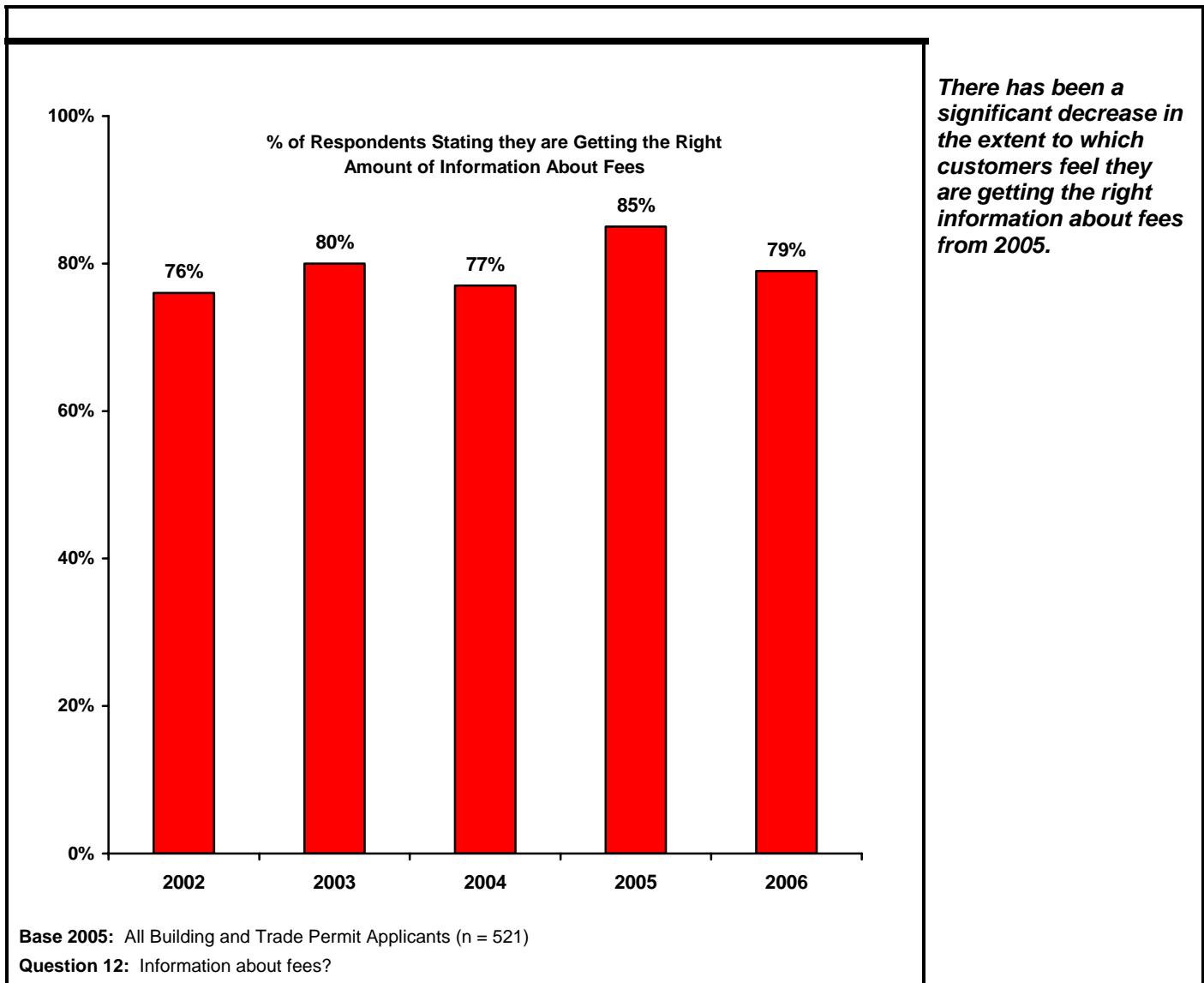
• A development services fee was instituted in 2005. This fee is charged on building permits but the revenue from it goes to the land use program. To offset the fee, building permit fees were reduced by approximately the same amount as the development services fee.

Regulations

Consistency of Interpreting Regulations

Respondents were asked whether regulations were interpreted consistently by different City staff.

The City has maintained the improvement first noted in 2005 in the extent to which respondents feel regulations are interpreted consistently all of the time. Three out of four (75%) respondents feel that regulations were interpreted consistently all or most of the time.

~ Owners were more likely than Contractors and Architects to say that regulations were interpreted consistently all the time – 32 percent versus 21 percent, respectively.

~ Over-the-counter building permit customers were more likely than intake customers to report that regulations were interpreted consistently – 27 percent compared with 14 percent, respectively. Moreover, residential OTC customers were more likely than commercial OTC customers to report that regulations were interpreted consistently – 35 percent compared with 23 percent, respectively.

Figure 9: Consistency of Interpreting Regulations – 2002 to 2006

Three out of four (75%) respondents feel that regulations were interpreted consistently all or most of the time – continuing a positive trend.
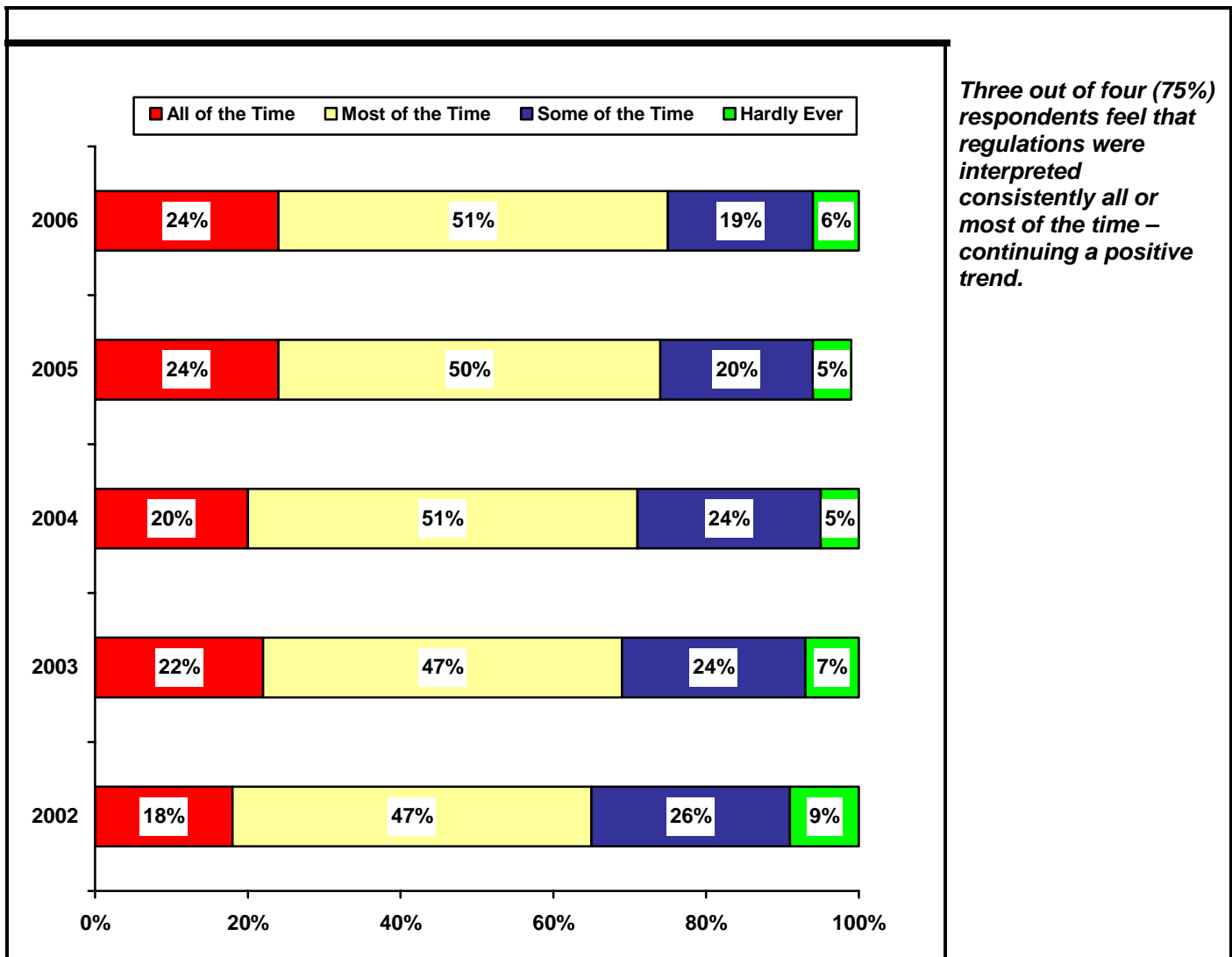
Base 2005: All Building and Trade Permit Applicants (n = 521)

Question Q16: How often did you feel the regulations were interpreted <u>consistently</u> by different City staff?
Would you say they were consistent *all of the time, most of the time, some of the time,* or *hardly ever*?

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Extent to Which Regulations Support Livable Community Goal

All respondents were told that City regulations are intended to support the goal of making Portland a livable community. Following this statement, respondents were asked if they felt any of the regulations they were required to meet to get their permits approved did not support this goal.

Four out of five (80%) respondents said all of the regulations they were required to meet support Portland's goal for a livable community, the same as in 2005 and significantly higher than in 2002.

~ Trade permit customers are significantly more likely than building permit customers to feel that the regulations support the city goal – 89 percent compared with 77 percent, respectively.

~ First time applicants and those who apply frequently are more likely than infrequent but repeat applicants to say that the regulations support the city goal. Eighty-four percent (84%) of first-time applicants and 85 percent of those who apply for permits at least once a month report the regulations support the goal. On the other hand, only 76 percent of those who apply at least once a year but less than once and month and 69 percent of those who apply once a year or less say that the regulations support the goal.

Figure 10: Extent to Which Regulations Support Livable Community Goal

Four out of five (80%) building and trade permit customers feel that the regulations required for permits support Portland's livable community goal.

Base 2005: All Building and Trade Permit Applicants (n = 521); Don't know / refusals excluded from analysis.

Question 17: City regulations are intended to support the goal of making Portland a livable community. Of the regulations you were required to meet for your permit, were there any that you feel do not support this goal?

Applications Check

The first phase of the permit application process is the applications check to determine if the permit could be issued immediately or if plans needed to be submitted for review. All building and trade permit applicants were asked a series of questions about their satisfaction with the availability, helpfulness, knowledge, and fairness of staff during this first phase. These four aspects of service are kept constant across all aspects of the permit process. In addition, respondents were asked about their satisfaction with the amount of time required to complete the applications check, the promptness with which they were informed of problems that needed to be addressed, and the clarity of the steps required to get the issues resolved. Satisfaction was recorded on a five-point scale with "1" meaning "very dissatisfied" and "5" meaning "very satisfied." Finally, respondents were asked a question to measure their overall perceptions of the quality of applications check process. Responses to this question were recorded on a five-point scale where "1" means "very bad" and "5" means "very good."

Overall Quality

The majority (83%) of building and trade permit customers rate the overall quality of the applications check process as good (51%) or very good (32%). While still significantly higher than 2002 when just 78 percent rated this phase of the process as *good* or *very good*, it is lower than in 2005. Specifically, the percentage of building and trade permit customers rating the process as *very good* decreased significantly – from 39 percent in 2005 to 32 percent in 2006. Most of the shift is into the *good* and *neutral* categories – suggesting a "wait and see" attitude rather than real dissatisfaction. This should be monitored carefully.

~ Trade permit customers rated the overall quality of the process somewhat higher than did building permit customers – total good ratings of 90 percent compared with 81 percent, respectively. Eight percent (8%) of building permit customers rated the applications check process as bad compared to only 2 percent of trade permit customers.

~ OTC customers rated the overall quality of the process higher than did intake customers – total good ratings of 85 percent compared to 76 percent, respectively. OTC customers applying for a residential building permit rated the process higher than did those applying for a commercial permit – 88 percent compared to 79 percent, respectively.

Figure 11: Overall Quality of Applications Check Process – 2002 to 2006

Legend: ■ Very Good □ Good ■ Neither Good nor Bad ■ Bad □ Very Bad

Year	Very Good	Good	Neither Good nor Bad	Bad	Very Bad
2006	32%	51%	11%	5%	2%
2005	39%	48%	5%	6%	2%
2004	31%	50%	9%	8%	2%
2003	34%	48%	8%	7%	3%
2002	25%	53%	9%	9%	4%

While the majority (83%) of building and trade permit customers continue to feel the overall quality of the applications check process is "good," the percentage giving a "very good" rating has decreased significantly – returning to 2004 levels.

Base: *Building and Trade Permit Customers [2002 n = 527; 2003 n = 544; 2004 n = 526' 2005 n = 527; 2006 n = 521]*
Question Q13BP: *Overall, how would you rate the overall quality of this first review process? Would you say very good, good, bad, very bad or was it neither good nor bad?*

Satisfaction with Applications Check Process

In general, respondents were satisfied with all key aspects of the staff handling the process to check applications. Customers give the highest ratings for the fairness of the staff during the applications check process – 90 percent satisfied for an overall mean of 4.16. They give the lowest ratings for knowledge of the staff – 87 percent satisfied for an overall mean of 4.08.

After a significant increase in satisfaction ratings between 2002 and 2003, satisfaction with key aspects of the application process has remained relatively stable. However, while satisfaction has remained stable over the years, the total percent *very* or *somewhat satisfied* in 2006 with each aspect of the applications check process has decreased slightly from 2005, returning to 2004 levels. Satisfaction has decreased the most for staff knowledge and helpfulness. While not significant, these decreases should be carefully monitored.

Trade permit customers were significantly more satisfied with the applications check process than were building permit customers – overall mean 4.29 compared with 4.06, respectively. This difference was greatest for helpfulness but is also significant for fairness and knowledge:

- ∼ Fairness – overall mean of 4.37 compared with 4.09.

- ∼ Helpfulness, -- overall mean of 4.35 compared with 4.03.

- ∼ Knowledge – overall mean of 4.25 compared with 4.03.

OTC customers were significantly more satisfied with all aspects of the applications check process than were intake customers – overall mean 4.16 compared with 3.85, respectively. This holds true for all aspects of the applications check process. This difference was greatest for fairness and knowledge.

- ∼ Fairness – overall mean of 4.24 compared with 3.94.

- ∼ Availability – overall mean of 4.20 compared with 3.95.

- ∼ Helpfulness, -- overall mean of 4.17 compared with 3.92.

- ∼ Knowledge – overall mean of 4.17 compared with 3.87.

Figure 12: Satisfaction with Applications Check Process – 2002 to 2006

Availability

Legend: Very Satisfied, Satisfied, Dissatisfied

Year	Very Satisfied	Satisfied	Dissatisfied
2006	35%	54%	7%
2005	38%	53%	8%
2004	34%	52%	9%
2003	37%	50%	10%
2002	26%	60%	11%

Knowledge

Legend: Very Satisfied, Satisfied, Dissatisfied

Year	Very Satisfied	Satisfied	Dissatisfied
2006	32%	55%	8%
2005	39%	52%	8%
2004	35%	52%	10%
2003	38%	52%	8%
2002	24%	60%	13%

Helpfulness

Legend: Very Satisfied, Satisfied, Dissatisfied

Year	Very Satisfied	Satisfied	Dissatisfied
2006	36%	50%	10%
2005	41%	48%	10%
2004	38%	47%	10%
2003	43%	45%	9%
2002	26%	54%	15%

Fairness

Legend: Very Satisfied, Satisfied, Dissatisfied

Year	Very Satisfied	Satisfied	Dissatisfied
2006	32%	58%	6%
2005	37%	56%	6%
2004	35%	55%	6%
2003	37%	53%	7%
2002	24%	62%	12%

After a significant increase in satisfaction ratings between 2002 and 2003, satisfaction with key aspects of the application process has remained relatively stable.

There has been some decrease in satisfaction for knowledge and helpfulness.

Base: *All Building and Trade Permit Customers [2002 n = 527; 2003 n = 544; 2004 n = 526' 2005 n = 527; 2006 n = 521]*

Respondents were asked if they were told that there could be changes or additional information to address. Those who responded yes were asked about their satisfaction with the timeliness of notification of these issues and the clarity of the steps required to resolve these issues.

Fifty-four percent of all customers were told that there could be changes or additional information required to complete their permitting process. This is significantly less than in 2005 when 62 percent of all customers needed to do more.

~ Building permit customers were more than three times as likely as trade permit customers to need to make changes or provide additional information – 66 percent compared with 18 percent, respectively.

~ Intake customers were more likely than OTC customers to be asked to make changes or provide additional information – 75 percent compared with 46 percent, respectively.

While the majority (79%) of customers are *satisfied* or *very satisfied* with how early they learned of these issues, more (55%) are simply *satisfied* as opposed to *very satisfied* (24%). Similarly, 79 percent of customers are *satisfied* or *very satisfied* with the clarity of steps required to resolve any issues or problems. Again, however, more (52%) are *satisfied* as opposed to *very satisfied* (27%).

~ In addition to being less likely to be required to make changes or provide additional information, OTC customers required to do so are more satisfied with the timeliness with which they were notified of changes than were intake customers – 83 percent *satisfied* or *very satisfied* compared with 71 percent, respectively.

~ OTC customers were also more likely to be *very satisfied* with the clarity of the steps required to resolve the problems than intake customers – 32 percent compared with 18 percent, respectively.

Figure 13: Satisfaction with Process to Make Changes or Provide Additional Information during Applications Check Process
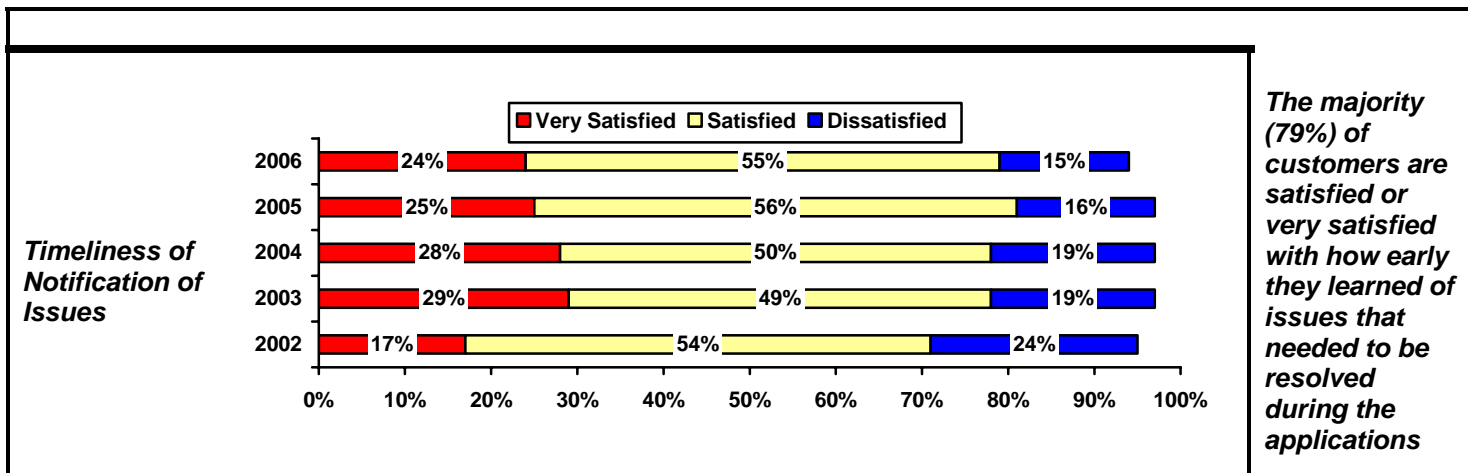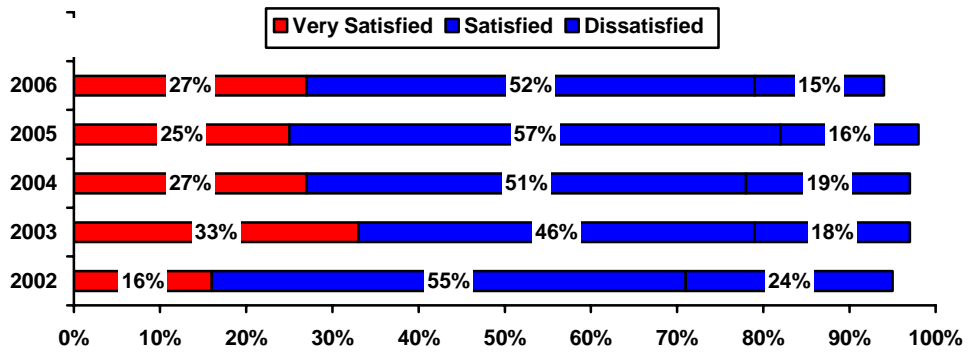
The majority (79%) of customers are satisfied or very satisfied with how early they learned of issues that needed to be resolved during the applications

Clarity of Steps Required to Resolve Issues

| Legend: ■ Very Satisfied ■ Satisfied ■ Dissatisfied |

Year	Very Satisfied	Satisfied	Dissatisfied
2006	27%	52%	15%
2005	25%	57%	16%
2004	27%	51%	19%
2003	33%	46%	18%
2002	16%	55%	24%

(Axis: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%)

Similarly, 79 percent of customers are satisfied or very satisfied with the clarity of steps required to resolve any issues or problems.

Base: *Building and Trade Permit Customers Required to Make Changes / Provide Additional Information [2002 n = 292; 2003 n = 280; 2004 n = 29 2005 n = 296; 2006 n = 260]. Neutral responses excluded from figures.*

Factors Influencing Perceptions of Overall Quality of the Application Process

Regression analysis clearly demonstrates that the fairness and, to a slightly lesser extent, knowledge of the staff reviewing the applications clearly drives customers' overall perceptions of service quality during the application process.[*] There are, however, some critical differences between key customer groups.

~ For building permit customers knowledge is somewhat more important than other factors. On the other hand, for trade permit customers fairness is clearly the most critical factor.

~ Intake customers' overall perceptions of quality of the application process are clearly dominated by the knowledge of the personnel taking the applications. On the other hand, for over-the counter customers, it is fairness.

~ For first-time customers, fairness is the most critical factor. For repeat customers, knowledge, and to a lesser extent, fairness are the most important factors.

Table 6: Influence of Individual Factors on Overall Rating of Quality of Applications Process

	All Customers	Building Permit	Trade Permit	Intake	OTC	First Time Customer	Repeat Customer	
Availability	.157	.167	.083	.148	.171	.147	.164	*Fairness and, to a slightly lesser extent, knowledge of the staff reviewing the applications clearly drives customers' overall perceptions of service quality during the application process*
Knowledge	**.265**	**.302**	.005	**.408**	.170	.229	**.284**	
Helpfulness	.180	.205	.066	.165	.190	.205	.164	
Fairness	**.273**	.220	**.639**	.121	**.363**	**.391**	**.236**	

Shown are beta coefficients which indicate the amount of effect on ratings for quality of the overall process. For example, if improvements are made to a specific aspect of the process that results in a one scale unit increase in ratings for that attribute, customer ratings for overall quality will increase by this amount.

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[*] Regression analysis examines the relationship between and the impact of a series of independent variables – in this case staff availability, knowledge, helpfulness, and fairness – on a single dependent variable – overall quality. It is useful in customer satisfaction research to determine the extent to which improvements in a specific aspect of service would have an impact on perceptions of overall quality or customer satisfaction.

Intake and Review

Building and trade permit customers who had their permit taken in for review (n = 147) were asked questions about their second phase of the process – where the plans were taken in and reviewed by City staff before customers got their permit, to make sure the project was allowed under applicable building codes and City regulations. Respondents were first asked to rate their satisfaction with staff from four departments -- Development Services, Environmental Services, Transportation, and Water. These questions were first added in 2004.

As with the Applications Check, four key aspects of service were measured for each department – staff availability, knowledge, helpfulness in resolving problems, and fairness.

Development Services

Overall, respondents are satisfied with the quality of services received from the Development Services staff – giving the department an overall rating of 3.83 (on a 5-point scale where "5" means "very satisfied").

- ~ After increasing slightly between 2004 and 2005 – overall mean of 3.86 and 3.94, respectively – overall satisfaction has decreased from 2005 to 2006. While this difference is not statistically significant, this decrease should be monitored carefully.

Respondents rated Development Services staff somewhat higher on their fairness and knowledge than they did on their helpfulness and availability.

- ~ Perhaps explaining the decrease in overall satisfaction with Development Services, there was a significant decrease in the percentage of respondents who were *very satisfied* with the availability of staff between 2005 and 2006 – from 23 percent to 14 percent, respectively – and a corresponding increase in the percent *satisfied* – from 61 percent to 67 percent, respectively – and percent *neutral* – from 1 percent to 5 percent, respectively.

Figure 14: Satisfaction with Development Services Staff – Intake and Review
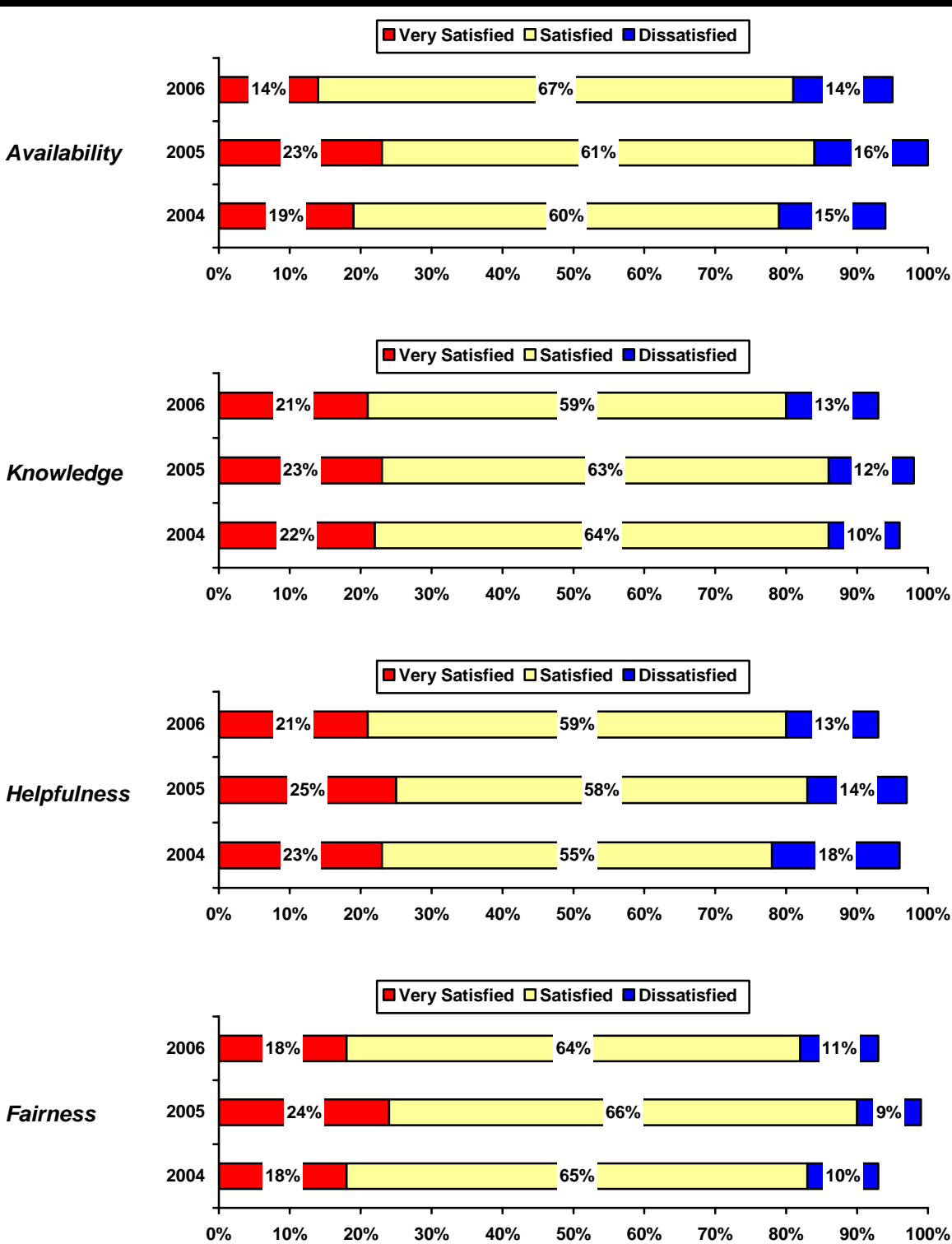
Overall respondents are satisfied with the quality of services from Development Services staff. Respondents rated Development Services staff somewhat higher on their fairness and knowledge than they did on their helpfulness and availability.

Availability

| Legend: Very Satisfied | Satisfied | Dissatisfied |

- 2006: 14% | 67% | 14%
- 2005: 23% | 61% | 16%
- 2004: 19% | 60% | 15%

Knowledge

| Legend: Very Satisfied | Satisfied | Dissatisfied |

- 2006: 21% | 59% | 13%
- 2005: 23% | 63% | 12%
- 2004: 22% | 64% | 10%

Helpfulness

| Legend: Very Satisfied | Satisfied | Dissatisfied |

- 2006: 21% | 59% | 13%
- 2005: 25% | 58% | 14%
- 2004: 23% | 55% | 18%

Fairness

| Legend: Very Satisfied | Satisfied | Dissatisfied |

- 2006: 18% | 64% | 11%
- 2005: 24% | 66% | 9%
- 2004: 18% | 65% | 10%

Base: Intake building and trade permit customers whose applications were reviewed by Development Services (2004 n = 172; 2005 n = 173; 2006 n = 139). Neutral responses excluded from figures.

Environmental Services

After seeing a significant increase in overall satisfaction between 2004 and 2005 – from 3.87 to 3.98, respectively – overall satisfaction with the Environmental Services staff remained steady between 2005 and 2006. There were, however, some significant changes in specific categories of satisfaction:

~ The percentage *very satisfied* with the Environmental Services staff's helpfulness in solving problems decreased significantly – from 27 percent in 2005 to 16 percent in 2006. The percentage *satisfied* increased significantly – from 57 percent in 2005 to 69 percent in 2006. Therefore, while the total percentage *satisfied* and *very satisfied* is the same in both 2005 and 2006 – 84% *satisfied* and *very satisfied* – there is some cause for concern.

~ There has been a significant decrease in the percentage of respondents *dissatisfied* with the fairness of the Environmental Services staff between 2004 (10%) and 2006 (4%). At the same time, the total percent *satisfied* and *very satisfied* has increased each year – from 82% in 2004, to 91% in 2005, to 94% in 2006. However, there has been a significant decrease in the percentage of respondents *very satisfied* with the fairness of the Environmental Services staff between 2005 and 2006 – from 25 percent to 15 percent, respectively. Again, this should be cause for concern and should be monitored carefully.

Respondents are most satisfied with the knowledge and fairness of the Environmental Services staff. They are least satisfied with their availability and helpfulness.

Those applying for commercial permits were somewhat more satisfied with the Environmental Services staff than were those applying for residential permits – overall satisfaction ratings of 4.02 compared with 3.88, respectively.

~ This difference can be attributed to the higher level of satisfaction with their fairness – 98 percent of those applying for commercial permits were *satisfied* and *very satisfied* compared with 89 percent of those applying for residential permits.

Figure 15: Satisfaction with Environmental Services Staff – Intake and Review
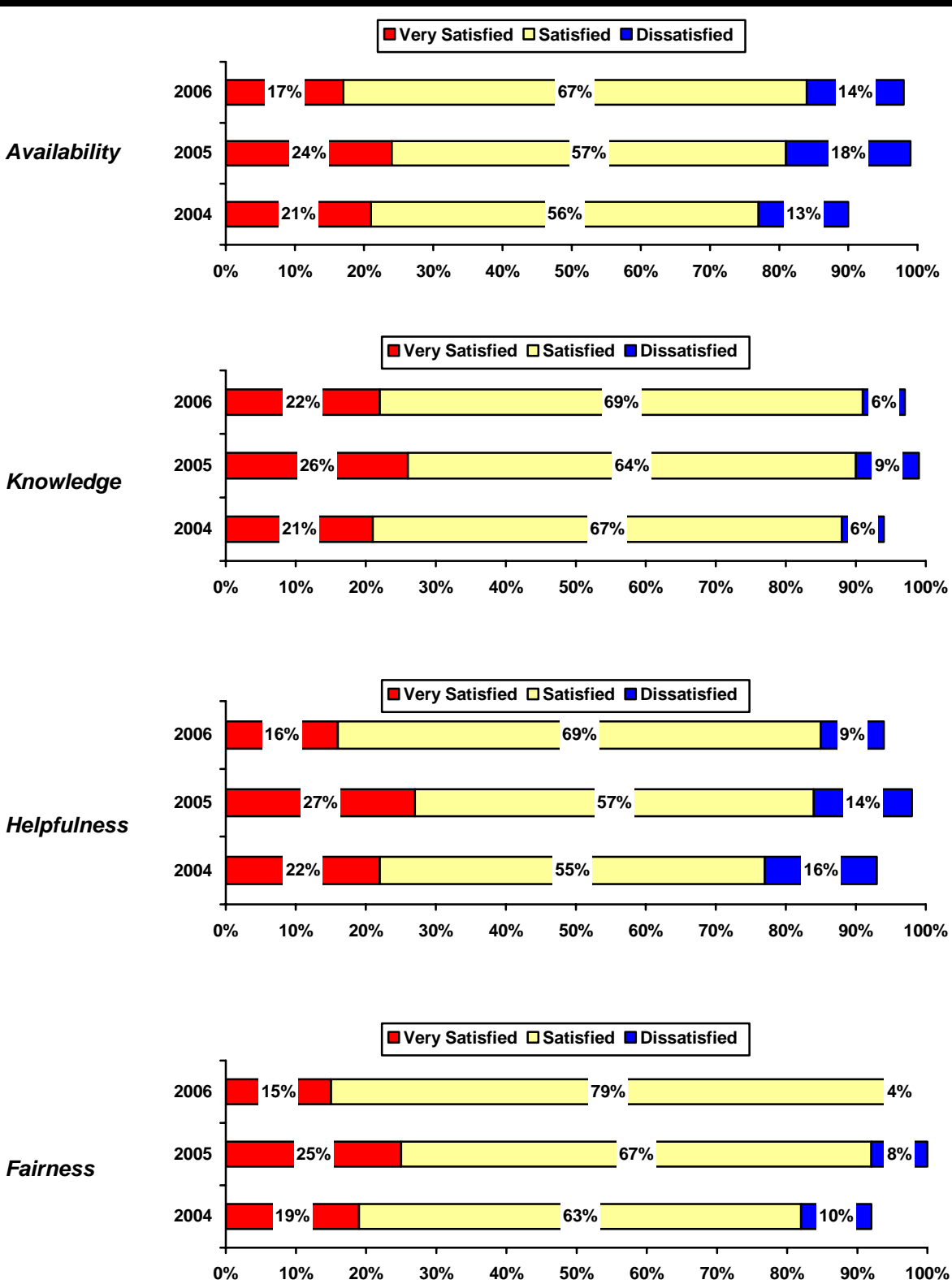
After seeing a significant increase in overall satisfaction between 2004 and 2005, overall satisfaction with the Environmental Services staff remained steady between 2005 and 2006.

Customers are most satisfied with the knowledge and fairness of the Environmental Services staff. They are least satisfied with their availability and helpfulness.

Base: Intake building and trade permit customers whose applications were reviewed by Environmental Services (2004 n = 146; 2005 n = 152; 2006 n = 133). Neutral responses excluded from figures.

Bureau of Transportation

Overall satisfaction with the Bureau of Transportation staff increased significantly between 2004 to 2005 – overall mean of 3.86 compared with 4.06, respectively. Overall satisfaction decreased somewhat between 2005 and 2006, returning a point midway between 2004 and 2005 ratings – overall mean of 3.96.

~ The total percentage of customers who are *very satisfied* or *satisfied* continued to increase slightly between 2005 and 2006 for staff availability – 87 percent and 90 percent, respectively—and for fairness – 88 percent and 90 percent, respectively. However, the percentage *very satisfied* decreased in both cases. The percentage *very satisfied* with staff availability decreased from 32 percent to 17 percent; the percentage *very satisfied* with fairness decreased from 30 percent to 17 percent.

~ The total percentage of customers who are *very satisfied* or *satisfied* stayed the same for the helpfulness of the Transportation Bureau staff (86%) and decreased slightly for their knowledge – 90% *very satisfied* or *satisfied* in 2005 and 88% *very satisfied* or *satisfied* in 2006. In both cases, however, the percentage *very satisfied* decreased significantly. Percentage *very satisfied* with staff knowledge decreased from 31 percent to 16 percent; the percentage *very satisfied* with helpfulness also decreased from 31 percent to 16 percent.

Respondents are most satisfied with the knowledge and fairness of the Transportation Bureau staff. They are least satisfied with their availability and helpfulness.

Figure 16: Satisfaction with Bureau of Transportation Staff – Intake and Review
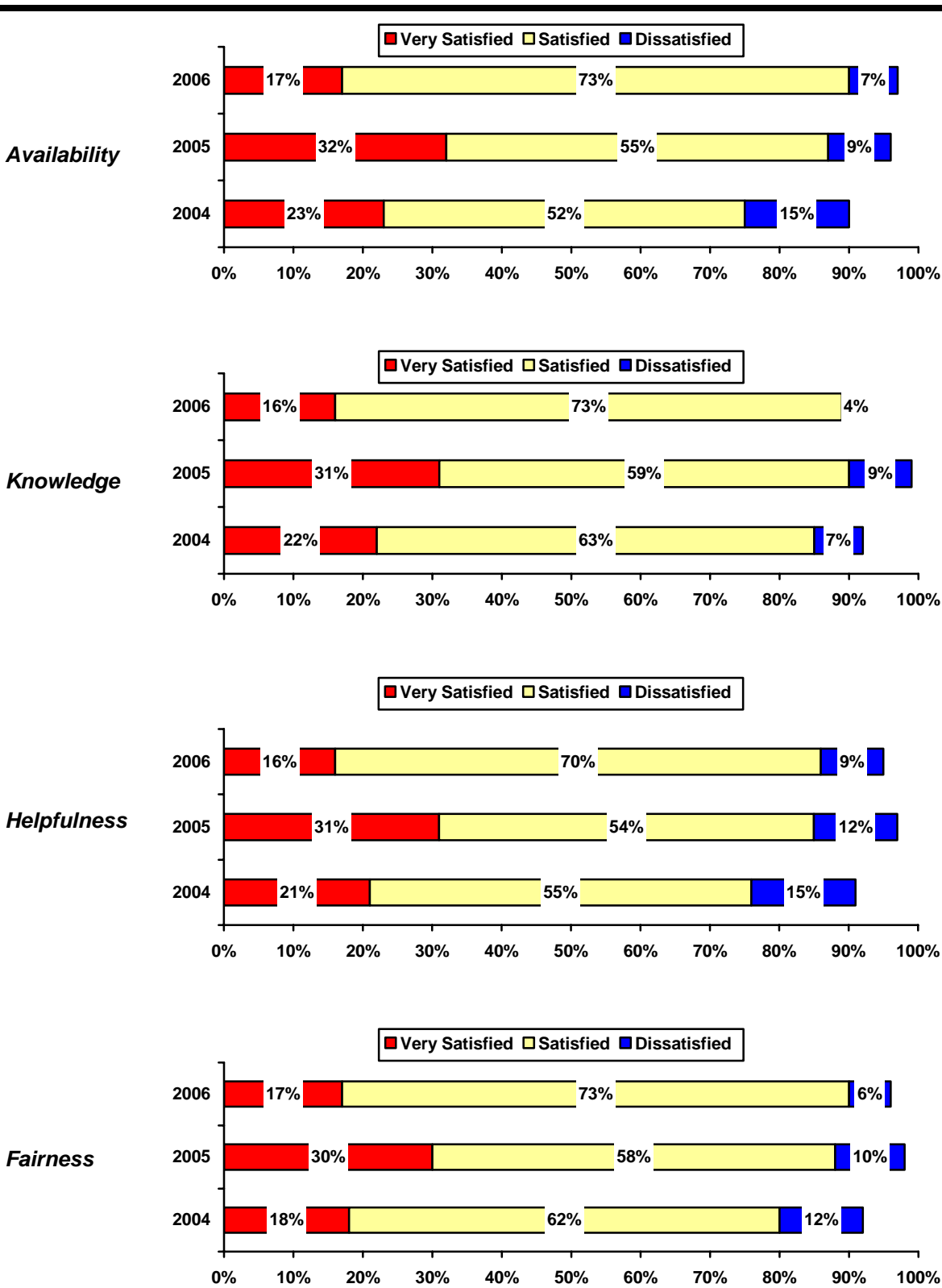
Overall satisfaction with the Bureau of Transportation staff increased significantly between 2004 to 2005 but then decreased somewhat between 2005 and 2006, returning a point midway between 2004 and 2005 ratings.

Customers are most satisfied with the knowledge and fairness of the Transportation Bureau staff. They are least satisfied with their availability and helpfulness.

Base: Intake building and trade permit customers whose applications were reviewed by Bureau of Transportation (2004 n = 126; 2005 n = 127; 2006 n = 124). Neutral responses excluded from figures.

Water Bureau

After seeing a significant increase in overall satisfaction between 2004 and 2005 – from 3.96 to 4.13, respectively – overall satisfaction with the Water Bureau staff decreased between 2005 and 2006 to its lowest overall level to date – mean rating of 3.83.

While the decrease in satisfaction is significant for all ratings, it is greatest for:

~ Availability – mean rating in 2005 of 4.16 decreasing to 3.79 in 2006. The total percentage *very satisfied* or *satisfied* with availability decreased from 93 percent in 2005 to 82 percent in 2006.

~ Fairness – mean rating in 2005 of 4.17 decreasing to 3.85 in 2006. The total percentage *very satisfied* or *satisfied* with fairness decreased from 94 percent in 2005 to 85 percent in 2006.

Respondents are most satisfied with the knowledge and fairness of the Water Bureau staff. They are least satisfied with their availability and helpfulness.

Those applying for commercial permits were somewhat more satisfied with the Water Bureau staff than were those applying for residential permits – overall satisfaction ratings 3.90 compared with 3.77, respectively.

~ This difference can be attributed to the higher level of satisfaction with their availability – 93 percent of those applying for commercial permits were *very satisfied* or *satisfied* compared with 70 percent of those applying for residential permits. Fifteen percent (15%) of those applying for residential permits were neutral and 15 percent were *dissatisfied*.

Figure 17: Satisfaction with Water Bureau Staff – Intake and Review
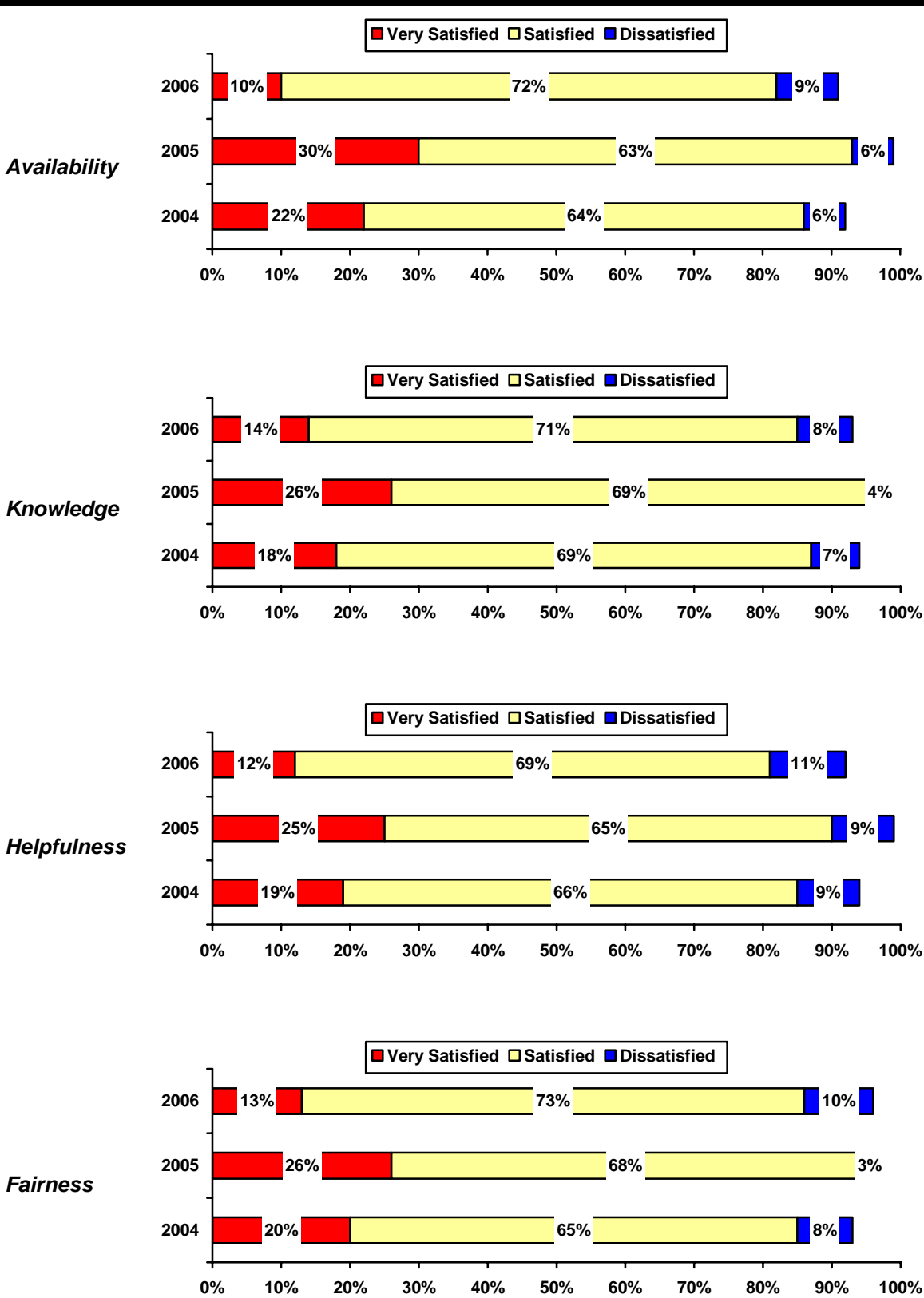
After seeing a significant increase in overall satisfaction between 2004 and 2005 – from 3.96 to 4.13, respectively – overall satisfaction with the Water Bureau staff decreased 2005 and 2006 to its lowest overall level to date – mean rating of 3.83.

While the decrease in satisfaction is significant for all ratings, it is greatest for availability and fairness of the Water Bureau staff.

Base: Intake building and trade permit customers whose applications were reviewed by Water Bureau (2004 n = 119; 2005 n = 118; 2006 n = 143). Neutral responses excluded from figures.

Ratings by Department – 2006

The Transportation Bureau and, to a slightly lesser extent, Environmental Services get the highest overall ratings – overall mean of 3.96 and 3.95, respectively. Development Services and Water Bureau both received an overall rating of 3.83.

~ The Transportation Bureau does better than Environmental Services on staff availability. Environmental Services does slightly better than Transportation on knowledge.

~ Relative to other departments the Water Department does worst in terms of availability. On the other hand, Development Services does worst in terms of staff knowledge.

Figure 18: Satisfaction with Intake and Review Process by Department

The Transportation Bureau and, to a slightly lesser extent, Environmental Services get the highest overall ratings.

Category	Development Svcs. (n=143)	Environmental Svcs. (n=133)	Transportation (n=124)	Water Bureau (n=143)
Knowledge	3.85	4.05	3.98	3.90
Fairness	3.85	4.02	3.99	3.85
Helpfulness w/solving problems	3.86	3.88	3.90	3.80
Availability	3.76	3.84	3.97	3.79

Base: *Intake Building and Trade Permit Customers*
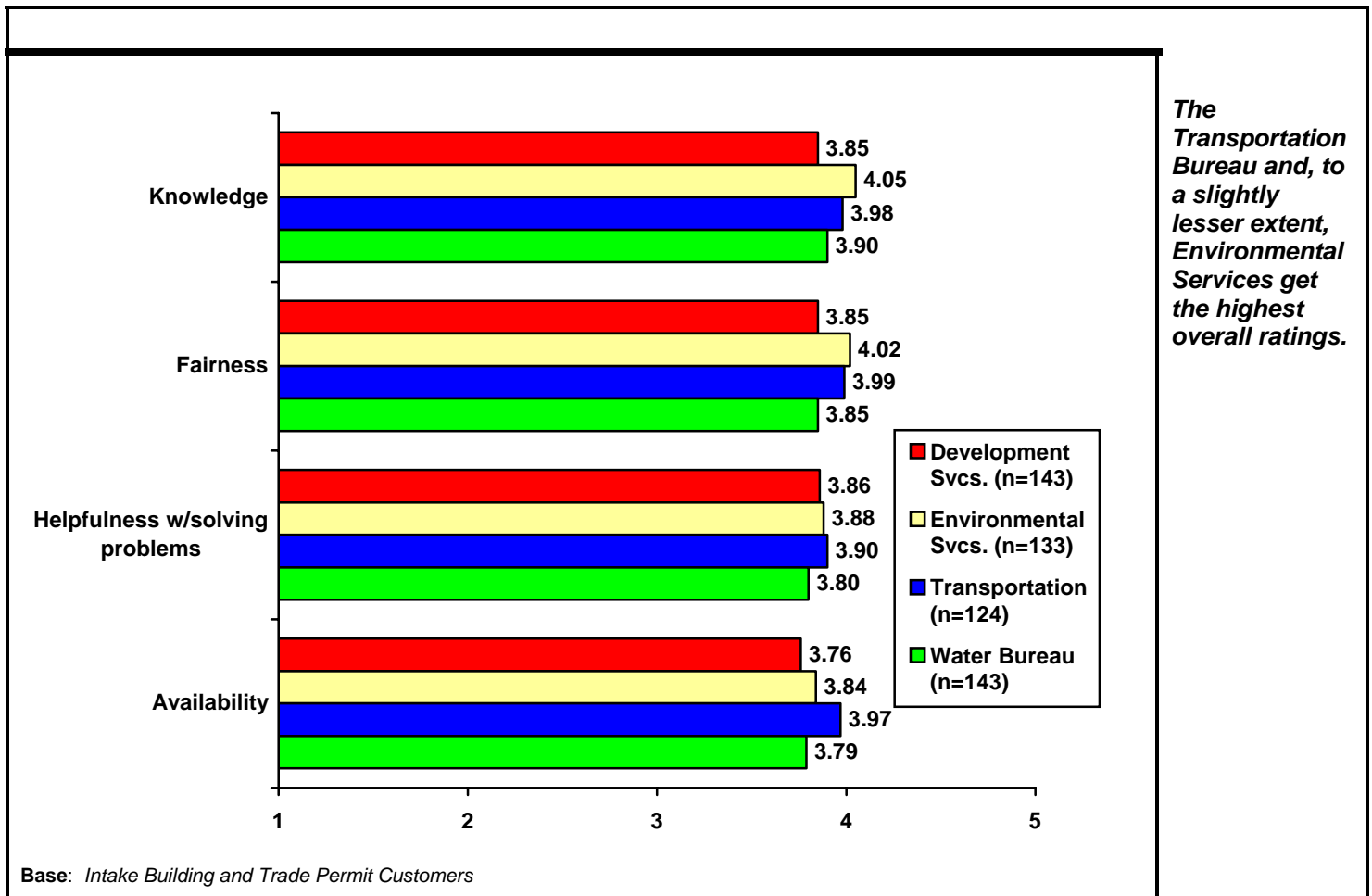
Overall Quality of Intake and Review Process

Satisfaction with the overall quality of the intake and review process decreased significantly between 2005 and 2006 – from 71 percent *good* and *very good* in 2005 to 59 percent in 2006, returning to 2004 and earlier levels. At the same time, however, the percentage of bad ratings remains significantly below those noted in 2002 and 2003 – 19 percent in 2006 compared to 30 percent in these earlier years. Neutral ratings are significantly higher in 2006 than in 2005 (22 percent compared to 10 percent, respectively), possibly suggesting a "wait and see" attitude.

Figure 19: Overall Quality of Intake and Review – 2002 to 2006

After increasing significantly between 2004 and 2005, the total percentage of good ratings for the intake and review process decreased in 2006.

Legend: ■ Very Good □ Good ■ Neither Good nor Bad ■ Bad □ Very Bad

Year	Very Good	Good	Neither Good nor Bad	Bad	Very Bad
2006	12%	47%	22%	15%	4%
2005	17%	55%	10%	13%	5%
2004	14%	44%	19%	17%	6%
2003	16%	42%	12%	22%	8%
2002	10%	46%	15%	20%	10%

Base: *Building and Trade Permit Customers who went through intake process [2002 n = 210; 2003 n = 144; 2004 n = 181' 2005 n = 181; 2006 n = 187]*
Question Q26BP: *Overall, how would you rate the overall quality of your plan review process? Would you say very good, good, bad, very bad or was it neither good nor bad?*

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Finally, intake customers were asked if they were told that there could be changes or additional information to address. Those who responded yes were asked about their satisfaction with the timeliness of notification of these issues and the clarity of the steps required to resolve these issues.

Nearly four out of five (79%) intake customers were told that there could be changes or additional information required to complete the intake and review process. This is the same as in previous years and is significantly more than the number told there could be changes or additional information required during the applications check and inspection phases.

The percentage of intake customers *satisfied* or *very satisfied* with the timeliness with which they learned of issues or problems decreased significantly between 2005 and 2006 – from 80 percent to 64 percent, respectively. At the same time the percentage *dissatisfied* increased significantly from 19 percent to 31 percent. However, the percentage dissatisfied remains below the highest levels noted in 2002 (41%).

Similarly, the percentage of intake customers *satisfied* or *very satisfied* with the clarity of steps required to resolve these issue decreased significantly – from 82 percent in 2005 to 67 percent in 2006. The percentage dissatisfied returned to levels noted in 2003 and 2004 – 27 percent dissatisfied.

Figure 20: Satisfaction with Process to Make Changes or Provide Additional Information during Intake and Review Process

The percentage of intake customers satisfied or very satisfied with the timeliness with which they learned of issues or problems decreased significantly between 2005 and 2006.

Similarly, the percentage of intake customers satisfied or very satisfied with the clarity of steps required to resolve these issue decreased significantly.

Base: *Building and Trade Permit Intake Customers Required to Make Changes / Provide Additional Information [2002 n = 159; 2003 n = 113; 2004 n = 140; 2005 n = 213196; 2006 n = 113]. Neutral responses excluded from figures.*

Inspections Phase

Finally, building and trade permit customers who were familiar with the inspections phase (i.e., were personally involved with this phase or knew who was involved with this phase [n = 521]) were asked to rate their satisfaction this third and final phase of the process. As with the other stages of the process, staff was evaluated on their availability, helpfulness, knowledge, and fairness. In addition, respondents were asked about their satisfaction with the amount of time required to get the inspection, the promptness with which they were informed of problems that needed to be addressed, and the clarity of the steps required to get the issues resolved. Satisfaction was recorded on a five-point scale with "1" meaning "very dissatisfied" and "5" meaning "very satisfied."

Finally, they were asked a question to measure their overall perceptions of the quality of this phase. Responses to this question were recorded on a five-point scale where "1" means "very bad" and '5' means "very good."

Overall Quality

The majority (87%) of building and trade permit customers rate the overall quality of the inspections process as *good* (46%) or *very good* (41%). This is significantly lower than in 2005 when 94 percent of all building and trade permit customers rated the overall quality of the inspections process as *good* (42%) or *very good* (51%). This downward trend should be carefully monitored.

~   There were no differences in ratings for overall quality between trade or building permit customers. Nor were their differences between Intake and OTC customers.

Figure 21: Overall Quality of Inspections Phase

Legend: ■ Very Good ☐ Good ■ Neither Good nor Bad ☐ Bad / Very Bad

Year	Very Good	Good	Neither Good nor Bad	Bad / Very Bad
2006	41%	46%	10%	4%
2005	51%	42%	3%	4%
2004	44%	43%	9%	4%
2003	43%	47%	5%	5%
2002	38%	44%	10%	8%

While the majority (87%) of building and trade permit customers continues to feel the overall quality of the inspections process is "good" or "very good," the percentage giving a "very good" rating has decreased significantly.

Base 2005: All Building and Trade Permit Applicants Involved with the Inspections Process (2002 n = 324; 2003 n = 334; 2004 n = 322; 2005 n = 297; 2006 n = 321)

Question Q39BP: Overall, how would you rate the overall quality of your inspections? Would you say *very good, good, bad, very bad* or *was it neither good nor bad*?

Satisfaction with Staff Inspections Phase

In general, trade and building permit customers continue to be satisfied with staff during the inspections phase. However, satisfaction has decreased from 2005. Overall satisfaction with staff during the inspections phase was at its highest level in 2005 with an overall mean of 4.34. This decreased to 4.18 in 2006. It remains higher than the lowest levels first noted in 2002 of 4.06. Decreases in satisfaction were significant for:

~ **Helpfulness**: Total percent *very satisfied* or *satisfied* decreased from 90 percent in 2005 to 84 percent in 2006. Percent *very satisfied* decreased from 48 percent in 2005 to 40 percent in 2006. The percentage *dissatisfied* increased from 8 percent in 2005 to 12 percent in 2006.

~ **Fairness**: Total percent *very satisfied* or *satisfied* decreased from 94 percent in 2005 to 88 percent in 2006. Percent *very satisfied* decreased significantly from 47 percent in 2005 to 39 percent in 2006. At the same time, the percentage *dissatisfied* doubled, increasing from 4 percent in 2005 to 9 percent in 2006.

No differences were noted with the different customer segments.

Figure 22: Satisfaction with Inspections Phase
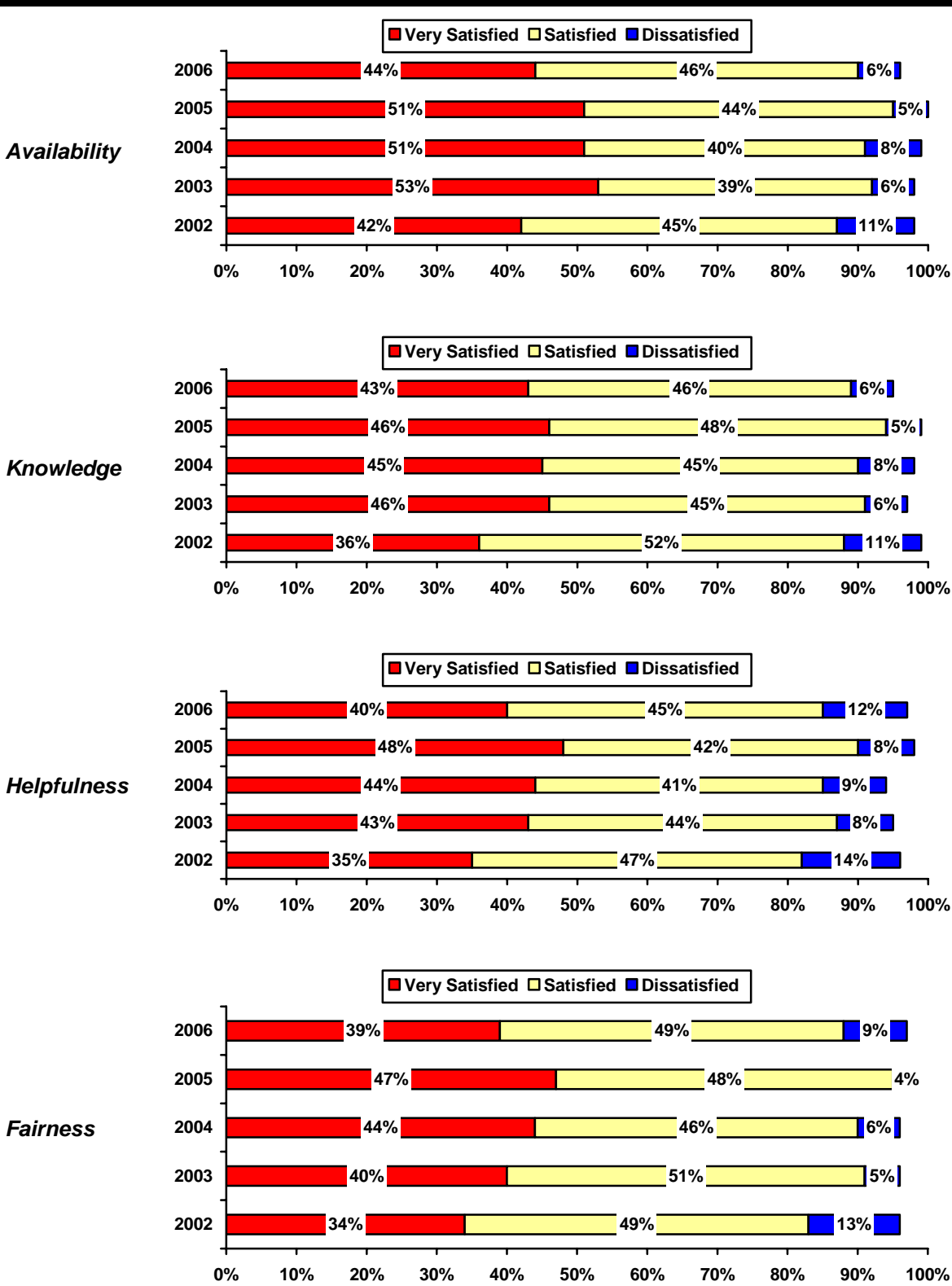
In general trade and building permit customers continue to be satisfied with the inspections phase. However, satisfaction has decreased from 2005. Decreases in satisfaction were significant for helpfulness and fairness of staff.

Base: Intake building and trade permit customers Were Involved With the Inspections Process (2002 n = 324; 2003 n = 334; 2004 n = 322; 2005 n = 297; 2006 n = 321)

Satisfaction with Amount of Time Required to Get Inspections

Customers are generally satisfied with the amount of time required to get inspections – 50 percent satisfied and 43 percent very satisfied. While the total percentage *satisfied* or *very satisfied* decreased somewhat between 2005 and 2006 (97 percent and 93 percent, respectively), it remains significantly higher than in 2002 when this was first measured.

Figure 23: Satisfaction with Amount of Time Required Getting Inspections

Customers are generally satisfied with the amount of time required to get inspections – 50 percent satisfied and 43 percent very satisfied.

Base 2005: All Building and Trade Permit Applicants Involved with the Inspections Process (2002 n = 324; 2003 n = 334; 2004 n = 322; 2005 n = 297; 2006 n = 321)
Question Q35BP: How satisfied were you with the amount of time it took to get your inspections?
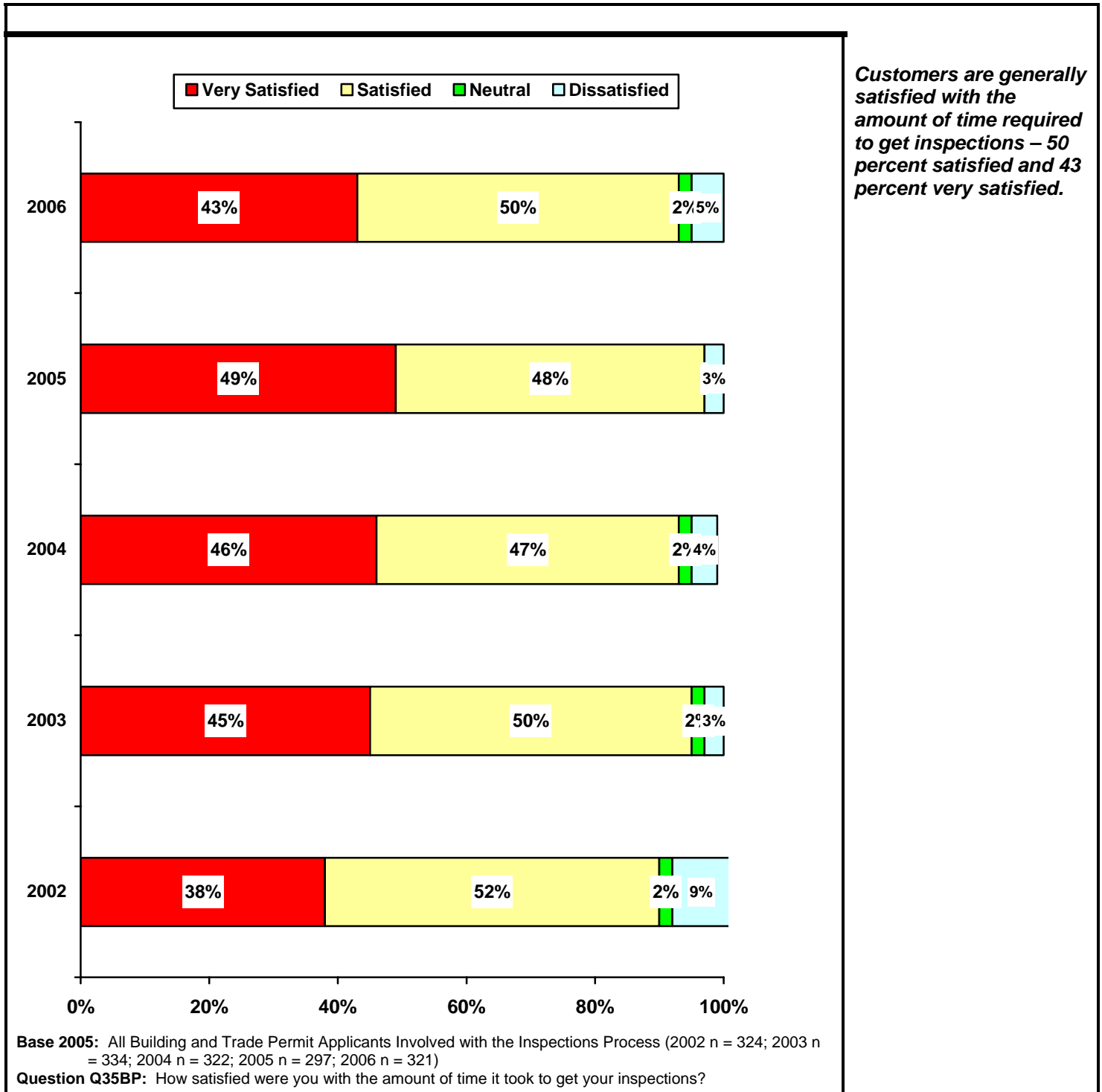
Satisfaction with Process to Make Changes or Provide Additional Information

Finally, building and permit customers were asked if they were told that there could be changes or additional information to address during the inspections phase. Those who responded yes were asked about their satisfaction with the timeliness of notification of these issues and the clarity of the steps required to resolve these issues.

Over half (55%) of all customers were told that there could be changes or additional information required to complete their inspection process. There has been a steady decrease in the percentage of customers who have had problems to address during inspections since 2004 – from 71 percent in 2004 to 62 percent in 2005 to 55 percent in 2006.

After increasing between 2002 and 2004 (28 percent and 38 percent very satisfied, respectively), the percent of customers *very satisfied* with the timeliness with which they received notification of problems has been decreasing (36 percent in 2005 and 30 percent in 2006). While this decrease is not statistically significant, this trend should be carefully monitored.

Satisfaction with the clarity of steps required to get the issues resolved remains high – 85 percent *satisfied* or *very satisfied*. However, the percent *satisfied* is significantly higher than the percent *very satisfied* – 56 percent and 29 percent, respectively. In addition, while not statistically significant, the percent very satisfied has decreased from 2005 to 2006 – 37 percent to 29 percent, respectively. This trend also should be carefully monitored.

Figure 24: Satisfaction with Process to Make Changes or Provide Additional Information during Inspections Process
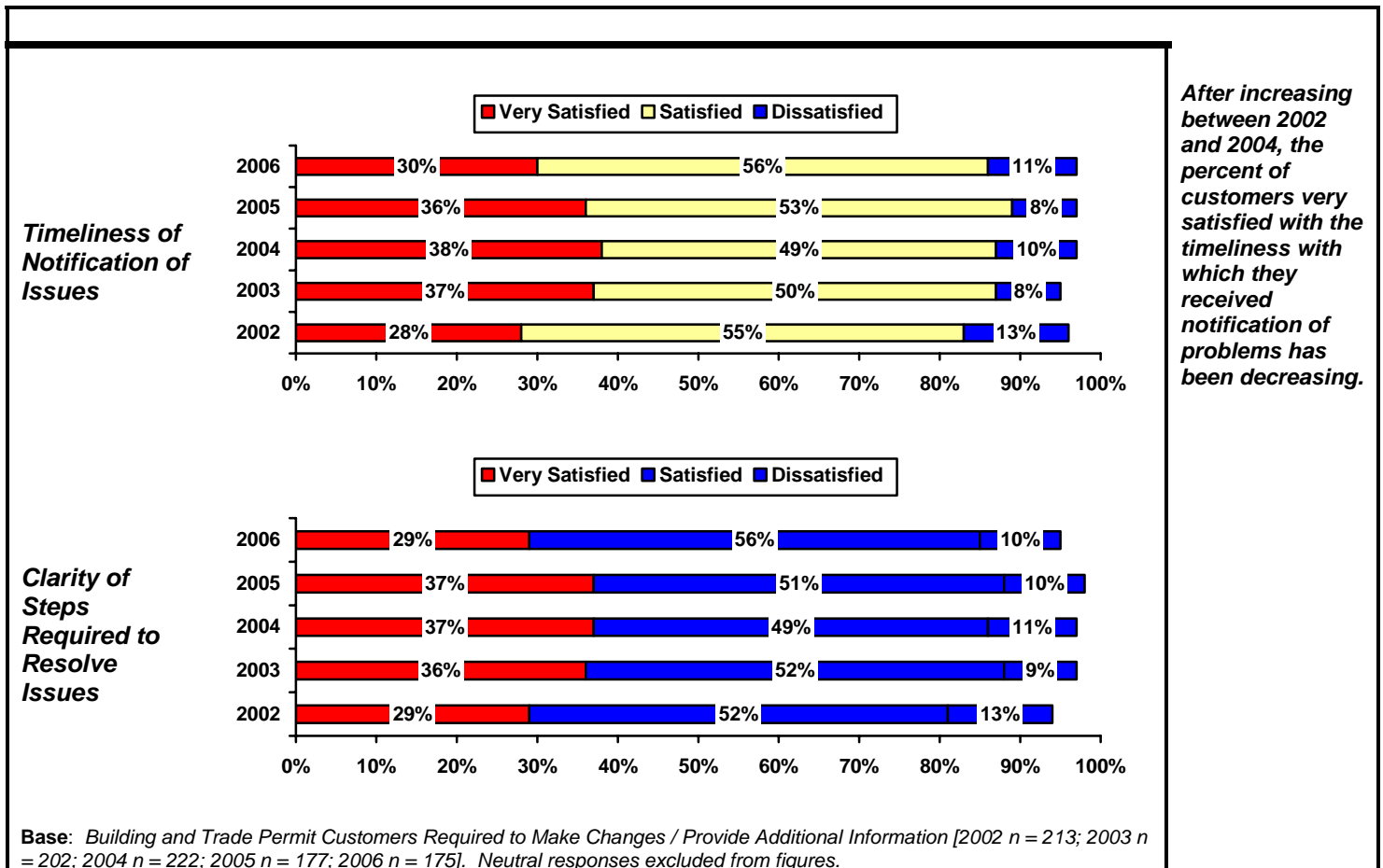
Base: *Building and Trade Permit Customers Required to Make Changes / Provide Additional Information [2002 n = 213; 2003 n = 202; 2004 n = 222; 2005 n = 177; 2006 n = 175]. Neutral responses excluded from figures.*

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Factors Influencing Perceptions of Overall Quality of the Inspections Phase

Regression analysis clearly demonstrates that staff knowledge drives customers' overall perceptions of service quality during the inspections process. There are, however, some critical differences between key customer groups.

~ For building permit customers, knowledge and fairness are somewhat more important than other factors. On the other hand, for trade permit customers helpfulness is clearly the most critical factor. Note among trade permits there is a fair amount of multi-collinearity[*], suggesting a high degree of correlation between the scores. Therefore the impact of helpfulness may be somewhat overstated and/or the impact of other variables understated.

~ Intake customers' overall perceptions of the quality of the inspection process are clearly dominated by the knowledge and helpfulness of the inspectors. On the other hand, for over-the-counter customers, it is fairness and, to a lesser extent, knowledge.

~ For first-time customers, helpfulness and knowledge are the most critical factors. For repeat customers, knowledge, and to a lesser extent, fairness are the most important factors. Again, it should be noted that there is a fair amount of multi-collinearity, suggesting a high degree of correlation between the scores. Therefore, the impact of these factors may be somewhat overstated and/or the impact of other variables understated.

Table 7: Influence of Individual Factors on Overall Rating of Quality of Inspections Phase

	All Customers	Building Permit	Trade Permit	Intake	OTC	First Time Customer	Repeat Customer	
Availability	.042	.035	.056	-.026	.071	-.043	.070	*Fairness and, to a slightly lesser extent, knowledge of the inspectors clearly drives customers' overall perceptions of service quality during the inspection process.*
Knowledge	**.266**	**.262**	.140	**.310**	**.227**	**.255**	**.268**	
Helpfulness	.214	.181	**.363**	**.311**	.190	**.279**	.205	
Fairness	.216	**.252**	.155	.075	**.274**	.046	**.250**	

Shown are beta coefficients which indicate the amount of effect on ratings for quality of the overall process. For example, if improvements are made to a specific aspect of the process that results in a one scale unit increase in ratings for that attribute, customer ratings for overall quality will increase by this amount.

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[*] Multi-collinearity exists when intercorrelations among the predictors are very high. If multi-collinearity exists it becomes difficult to assess the relative importance of the independent variables in explaining the variation in the dependent variables.

Problem Analysis

Overview

A new method for looking at customer satisfaction was introduced in 2006. CSMPactor™, Northwest Research Group's proprietary method for modeling customer satisfaction, is based on the simple premise that customer satisfaction can be increased by identifying those areas where customers experience the greatest number of problems and where these problems have a high impact on the customer experience. Two follow-up questions were added to each major satisfaction rating:

1. Did you have a problem with [attribute]?

2. [If customer had a problem] Was your problem resolved to your satisfaction?

The subsequent analysis determines the relative impact of attributes on overall performance by measuring customers' relative decreases in performance ratings when a recent problem with an attribute is reported. The analysis is a three-step process:

1. Step One determines which attributes have the greatest impact on overall performance. For each attribute, mean performance ratings are calculated for two groups: (1) those that have had a recent problem with service; and (2) those that have not had a problem with service. The difference between the two means is referred to as the "Gap Score."

2. In Step Two, the Rate of Problem Occurrence is calculated. It is important to consider the rate of problem occurrence. A particular attribute may have a large gap score and therefore have a significant impact on overall performance ratings. However, the percentage of customers reporting a problem with the attribute is relatively small. In this case, it is probably not worth an agency's time and expense to further lower the problem occurrence rate. On the other hand, if an attribute's gap score is moderately low, but the rate at which customers experience a problem is high, the effect of the attribute on overall performance ratings is magnified and will require attention.

3. In Step Three, a composite index is calculated by multiplying the Gap Score by the Rate of Problem Occurrence. This composite index is called the "Impact Score." Those elements of service with the highest impact scores are the factors that drive customer perceptions of performance and long-term loyalty. Over time, the goal would be to reduce the Impact Score, by decreasing The Rate of Problem Occurrence and/or by reducing the Gap Score.

This approach makes sense because within the delivery of quality service framework, there are two ways agencies can improve customers' overall perceptions of the quality of service: reduce the impact of problematic experiences or reduce the rate of problem occurrences in the first place.

CSMPactor™ Scores

It is clear that the amount of time required to complete the review process has the greatest overall impact on customer satisfaction. Two other aspects of the review process – the timeliness of learning about issues and the clarity of the steps involved to resolve issues – also have a significant impact on customer satisfaction.

Other factors that have an above average impact on customer satisfaction include:

~ Clarity of steps required to resolve issues and, to a somewhat lesser extent, the timeliness of learning about issues during the applications check process.

~ Availability, knowledge, fairness, and helpfulness of Development Services staff during the review process.

~ Timeliness of learning about issues during the inspections process.

~ Availability of Environmental Services staff during the review process.

Table 8: CSMPactor™ Scores – Building and Trade Permits

Attribute	Mean Satisfaction No Problem	Problem	Gap Score	% w/ Problems	CSMPactor™ Score
Review -- Amount of Time Required	3.91	1.81	2.10	56%	1.176
Review -- Timeliness of learning about Issues	4.01	2.00	2.01	33%	0.663
Review - Clarity of Steps Required to Resolve Issues	3.85	2.22	1.63	24%	0.391
Applications Check -- Clarity of Steps Required to Resolve Issues	4.21	2.63	1.58	22%	0.348
Development Services -- Availability	4.09	2.57	1.52	22%	0.334
Development Services -- Knowledge	4.17	2.33	1.84	17%	0.313
Development Services -- Fairness	4.15	1.89	2.26	13%	0.294
Applications Check -- Timeliness of learning about Issues	4.14	2.42	1.72	17%	0.292
Development Services-- Helpfulness	4.17	2.58	1.59	18%	0.286
Inspections -- Timeliness of learning about Issues	4.27	2.35	1.92	14%	0.269
Environmental Services -- Availability	4.11	2.48	1.63	16%	0.261
Inspections-- Helpfulness	4.32	2.18	2.14	11%	0.235
Inspections -- Clarity of Steps Required to Resolve Issues	4.24	2.30	1.94	12%	0.233
Inspections -- Fairness	4.35	2.03	2.32	9%	0.209
Applications Check -- Helpfulness	4.31	2.51	1.80	11%	0.198
Environmental Services-- Helpfulness	4.09	1.64	2.45	8%	0.196
Applications Check -- Knowledge	4.29	2.73	1.56	12%	0.187
Inspections -- Knowledge	4.41	2.36	2.05	9%	0.185
Bureau of Transportation-- Helpfulness	4.10	1.78	2.32	7%	0.162
Water Bureau -- Knowledge	4.07	2.27	1.80	9%	0.162
Environmental Services -- Knowledge	4.21	1.63	2.58	6%	0.155
Water Bureau -- Availability	3.95	2.67	1.28	12%	0.154
Water Bureau -- Fairness	4.00	1.57	2.43	6%	0.146
Bureau of Transportation -- Knowledge	4.12	2.25	1.87	7%	0.131
Bureau of Transportation -- Availability	4.09	1.67	2.42	5%	0.121
Bureau of Transportation -- Fairness	4.13	2.13	2.00	6%	0.120
Applications Check -- Fairness	4.28	2.29	1.99	6%	0.119
Environmental Services -- Fairness	4.13	1.20	2.93	4%	0.117
Inspections -- Availability	4.37	3.17	1.20	9%	0.108
Applications Check -- Availability	4.24	3.07	1.17	8%	0.094
Inspections -- Amount of Time Required	4.40	2.53	1.87	5%	0.094
Water Bureau—Helpfulness	3.80	3.92	-0.12	13%	-0.016
Average (median)			1.87	11%	0.18

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Target Improvement Opportunities

Overview

To identify potential opportunities for quality improvement, service elements can be into four quadrants based on the gap score, the incidence of problem occurrences and whether the service element is a primary driver of customer perceptions of service quality (i.e., has a high gap score). The median is used as the dividing point between quadrants. As illustrated below, these quadrants provide indicators of potential problems and opportunities. They can be used to set priorities for areas that may require attention.

**CSMPactor™
Priority Map**
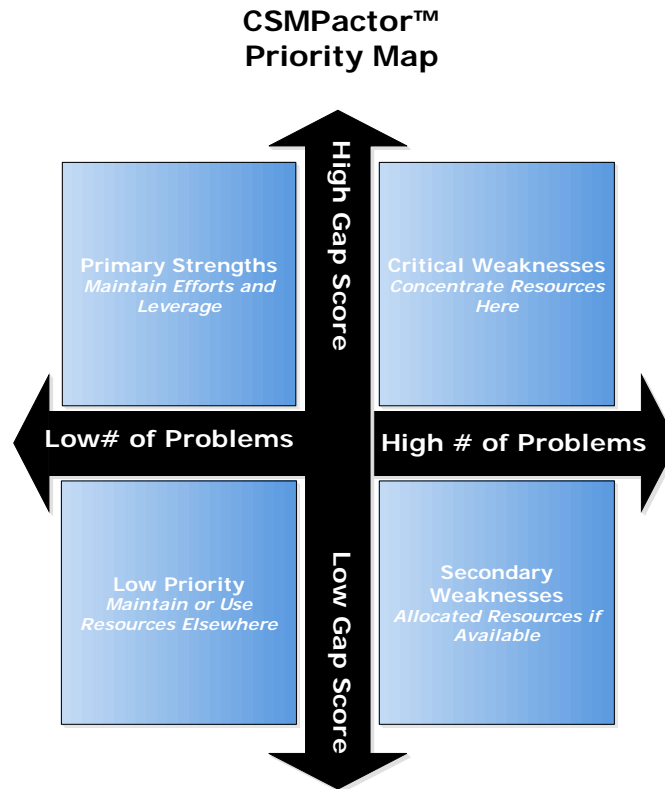
Results – Building and Trade Permit Customers

Primary Strengths: This quadrant includes those customer service attributes that have a high gap score (that is, the difference in satisfaction ratings between those having a problem and those that did not have a problem is high) but there is a below-average incidence of problems (that is 10 percent or fewer customers experienced a problem with this attribute). They include:

~ Fairness and knowledge of the staff during the inspections process.

~ Helpfulness, knowledge, and fairness of the Environmental Services staff during the review phase.

There are five additional customer service attributes that can also be considered primary strengths. However, in these cases when problems occur, an above-average number of customers report that they are not being resolved satisfactorily. Therefore while strengths, attention should be paid to how problems are being resolved. These attributes are colored "yellow" to denote caution. They include:

~ Fairness of the staff during the applications check process.

~ Helpfulness, fairness, and availability of the Bureau of Transportation staff during the review phase.

~ Fairness of Water Bureau staff during the review phase.

Critical Weaknesses: This quadrant includes those customer service attributes that have a high gap score (that is, the difference in satisfaction ratings between those having a problem and those that did not have a problem is high) and there is an above-average incidence of problems (that is, more than 10 percent of customers had a problem with these attributes). They include:

~ Amount of time required to complete the review process. Note an above average number of customers also noted that when they encountered a problem, it was not resolved satisfactorily. This attribute then should be considered the department's highest priority.

~ The timeliness with which customers learned about problems during the review process.

~ The fairness of the Development Services staff during the review process.

~ The helpfulness of the inspections staff during the inspections process.

~ The timeliness with which customers are notified of problems during the inspections phase and the clarity of the steps required to resolve these issues.

Secondary Weaknesses: This quadrant includes those customer service attributes that have a below-average gap score (that is, the difference in satisfaction ratings between those having a problem and those that did not have a problem is low) but there is an above-average incidence of problems (that is, more than 10 percent of customers had a problem with these attributes). In some instances, when problems occur, an above-average number of customers report that they are not being resolved satisfactorily. These should be considered the highest priority for improvement in this area and are colored in red. They include:

~ Helpfulness and knowledge of the Development Services staff during the review phase.

~ Helpfulness of the Water Bureau staff during the review phase.

Other secondary weaknesses include:

~ Clarity of the steps required to resolve issues during both the applications check and review phases.

~ Timeliness of learning about issues / problems during the applications check process.

~ Availability of Development and Environmental Services staff during the review stage.

~ Knowledge and helpfulness of staff during the applications check process.

~ Availability of the Water Bureau staff during the review process.

Low Priority: This quadrant includes those customer service attributes that have a below-average gap score (that is, the difference in satisfaction ratings between those having a problem and those that did not have a problem is low) and there is a below-average incidence of problems. In some instances, when problems occur, an above-average number of customers report that they are not being resolved satisfactorily. These should be considered the highest priority for improvement in this area and is colored in yellow.

~ Knowledge of the Bureau of Transportation staff during the review phase.

The remaining attributes represent areas that may be over-resourced. They include:

~ Amount of time required to complete the inspections process.

~ Knowledge of the Water Bureau staff during the review phase.

~ Availability of staff during the applications check.

~ Availability of staff during the inspections phase.

Figure 25: CSMPactor™ Priority Map – Building and Trade Permits
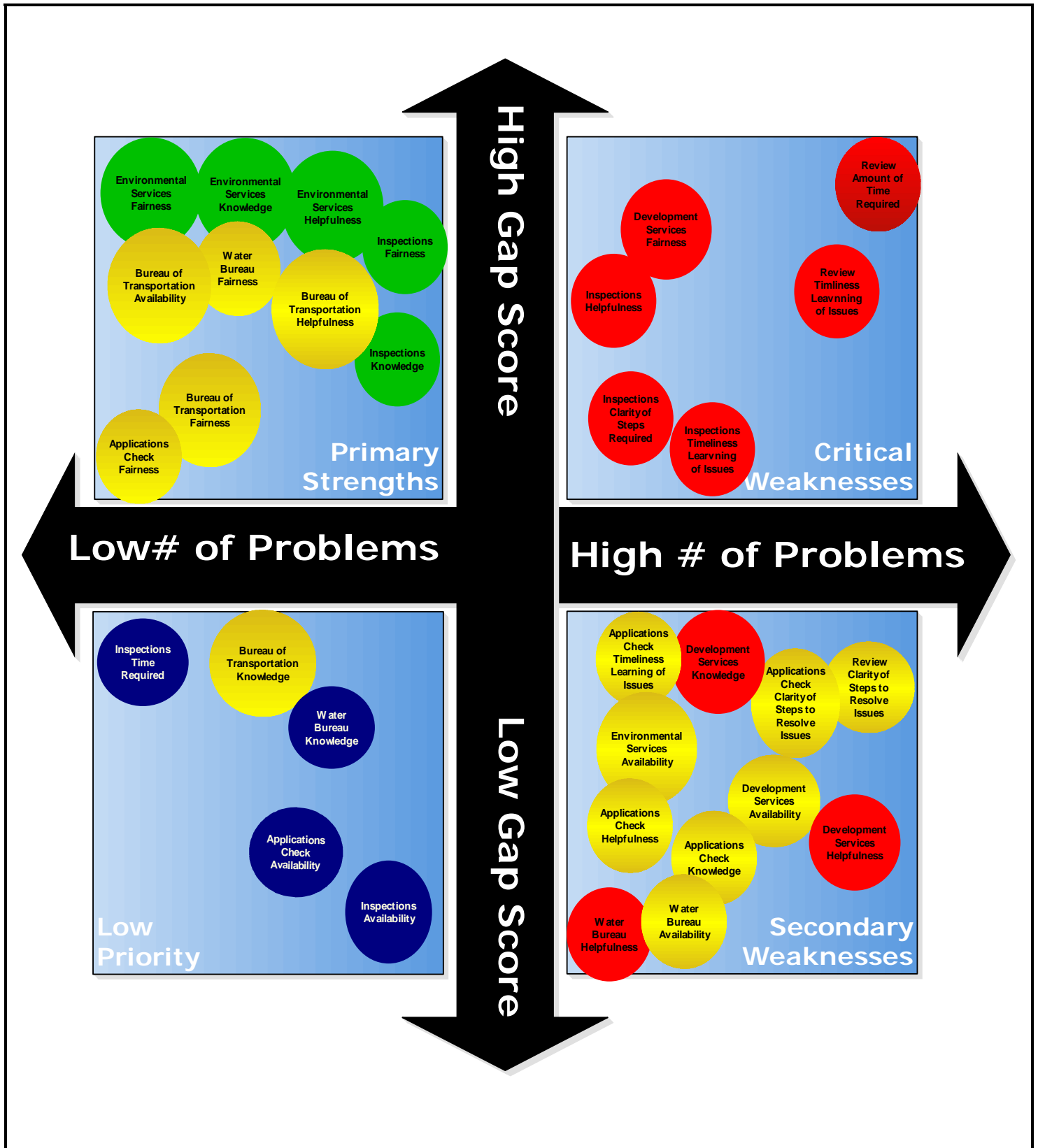
Land Use

Overview

A total of 150 customers who requested a land use review were surveyed. This represents 31 percent of all customers all customers who were included in the sample provided by the city and who requested a land use review in 2006. The review process consists of three phases:

~ The applications check to discuss the type of review required and needed materials

~ A pre-application conference with staff from all involved City Bureaus (optional)

~ Application review and decision

Overall Evaluations of Land Use Review Process

Overview

Respondents were asked three questions that provide an overall evaluation of the land use review process. These questions included:

~ **Q14:** During the course of your reviews and inspections, how would you rate the coordination among the different staff that were involved?

~ **Q18:** Overall, how would you rate the predictability of the review process you went through? By "predictable" I mean things going the way you thought they would?

~ **Q19:** Overall, how would you rate the timeliness of the review process you went through? By "timely" I mean the length of time being what you expected?

Responses were recorded on a five-point scale where "5" meant "very good" and "1" meant "very bad."

Coordination among Staff

Fifty-six percent (56%) of land use review customers rated the coordination among the different staff involved in the process as *good* or *very good*. Note a greater percentage feel that coordination among different staff is simply *good* – 39 percent – as opposed to *very good*– 17 percent. This is significantly lower than in 2005 when 69 percent rated the coordination among staff as *good* – 19 percent *very good* and 50 percent *good*.

There has been a significant increase in the percentage rating the coordination among staff as *neither good* nor *bad* – from 9 percent in 2005 to 23 percent in 2006.

Figure 26: Coordination among Staff – 2002 to 2006

Legend: ■ Very Good ☐ Good ■ Neither Good nor Bad ■ Bad ☐ Very Bad

Year	Very Good	Good	Neither Good nor Bad	Bad	Very Bad
2006	17%	39%	23%	14%	8%
2005	19%	50%	9%	15%	7%
2004	17%	42%	18%	20%	4%
2003	27%	39%	23%	7%	5%
2002	9%	45%	17%	17%	11%

Fifty-six percent (56%) of all land use review customers rated the coordination among staff as good – 39 percent good and 17 percent very good. This is significantly lower than 2005 when 69 percent rated coordination among staff as good or very good.

Base: All Land Use Review Applicants (2002 n = 156; 2003 n = 153; 2004 n = 152; 2005 n = 151; 2006 n = 150)

Question Q14: During the course of your reviews and inspections, how would you rate the coordination among the different staff that were involved? Would you say *very good, good, bad, very bad* or *was it neither good nor bad*?

Respondents who indicated that the coordination of staff was *bad* or *very bad* were asked a follow-up, open-ended question to describe the problems they had.

The most common problems were poor communication between staff / departments (25%), no coordination between staff (21%), and differences in interpretation of rules and regulations (20%).

Sampling comments include:

> ### Poor Communications Between Staff and/or Departments:
>
> *When it went through the different jurisdictions it just lagged so it didn't seem like there was good communication.*
>
> *There was no communication between any departments, it was left up to us to figure it out.*
>
> *The lack of the communication between the groups was there, it's inadequate.*
>
> ### No Coordination Between Staff:
>
> *I didn't think there was not efficient coordination that the folks that where doing the land use review and the folks doing the structural review.*
>
> ### Different Interpretations of Rules / Regulations:
>
> *Well I was told different requirements from different staff members.*
>
> *Some of the department requirements are contradictory to other departments.*
>
> *I was told by some of the bureaus that were involved that I could do things a certain way but that wasn't true. Apparently that wasn't the normal way to do it so there were problems.*

Predictability

While the majority (56%) of land use review customers continue to rate the predictability of the review process as *good* or *very good*, this is significantly less than in 2005 when 72 percent rated the predictability of the process as *good* or *very good*. Moreover, there has been a significant increase in the percentage rating the predictability as *very bad* – from 4 percent to 13 percent. This should be of grave concern.

Figure 27: Predictability of Review Process – 2002 to 2006

While the majority (56%) of land use review customers continue to rate the predictability of the review process as good or very good, this is significantly less than in 2005 when 72 percent rated the process as good or very good. Moreover, there has been a significant increase in the percentage rating the process as very bad.

Base: All Land Use Review Applicants (2002 n = 156; 2003 n = 153; 2004 n = 152; 2005 n = 151; 2006 n = 150)
Question Q18: Overall, how would you rate the predictability of the review process you went through? By "predictable" I mean things going the way you thought they would. Would you say *very good, good, bad, very bad* or *was it neither good nor bad*?

Timeliness

After increasing significantly between 2002 and 2003 and then remaining relatively stable through 2005, the percentage of *good* or *very good* ratings for the timeliness of the land use review process decreased significantly – from 59 percent in 2005 to 46 percent in 2006. Both the percentages of *good* and *very good* ratings decreased.

At the same time, there was a significant increase in the percentage of *very bad* ratings – from 9 percent in 2005 to 15 percent in 2006 – returning to 2002 levels. In addition, there was a significant increase in the percentage of *neutral* ratings – from 11 percent in 2005 to 19 percent in 2006.

Figure 28: Timeliness of Review Process – 2002 to 2006

Legend: ■ Very Good □ Good ■ Neither Good nor Bad ■ Bad □ Very Bad

Year	Very Good	Good	Neither Good nor Bad	Bad	Very Bad
2006	8%	38%	19%	19%	15%
2005	16%	43%	11%	21%	9%
2004	16%	42%	14%	18%	10%
2003	18%	45%	10%	19%	7%
2002	7%	39%	15%	24%	15%

After increasing significantly between 2002 and 2003 and then remaining relatively stable through 2005, the percentage of good ratings for the timeliness of the land use review process decreased significantly.

Base: All Land Use Review Applicants (2002 n = 156; 2003 n = 153; 2004 n = 152; 2005 n = 151; 2006 n = 150)

Question Q19: Overall, how would you rate the timeliness of the review process you went through? By timely, I mean the length of time being what you expected. Would you say *very good, good, bad, very bad* or *was it neither good nor bad*?

Adequacy of Information

Respondents were asked five questions about the information they received on different aspects of the land use review process. These questions included:

~ Information about which permits or approvals were required for the project

~ Information regarding regulations that applied to the project

~ Information regarding the application process, such as where and how to apply, which forms were needed, and what plans to submit

~ Information about the fees

~ Information about how to find out the status of the applications, after paperwork was submitted

Responses were recorded on a three-point scale – more information than needed, just what was needed, or not enough information.

Overall

The majority (70% or more) of land use review applicants feel they are getting adequate information. More than one out of four respondents (26%) do not feel they are getting adequate information about the nature of permits and approvals required and regulations. In addition, 24 percent feel they are not getting enough information or updates on the status of their applications.

Figure 29: Overall Adequacy of Information

While the majority of land use review applicants feel they are getting the right amount of information, a significant number feel they need more information on what permits or approvals are required, the regulations, and the status of their application.

Base: All Land Use Review Applicants (n = 150)

Question 8: Information about which permits or approvals were required for your project?
Question 9: Information about regulations that applied to your project?
Question 11: Information about the application process, such as where and how to apply, which forms you needed, and what plans to submit

Question 12: Information about fees?	
Question 13: How to find out about the status of your applications, after you submitted the paperwork?	

Permits Required

There has been no statistical change in the extent to which land use review applicants feel they are getting the right amount of information regarding permits or approvals that may be required, suggesting that this has been an ongoing problem. The decrease between 2004 and 2005 / 2006 is not statistically significant but should be noted.

Figure 30: Permits or Approvals Required

% of Respondents Stating they are Getting the Right Amount of Information About Permits or Approvals Required

There has be no statistical change in the extent to which land use review applicants feel they are getting the right amount of information regarding permits or approvals that may be required.

Base: All Land Use Review Applicants (2002 n = 156; 2003 n = 153; 2004 n = 152; 2005 n = 151; 2006 n = 150)

Question 8: Information about which permits or approvals were required for your project?

Regulations

Between 2002 and 2004, there was a significant increase in the extent to which land use applicants felt they were getting the information they needed about regulations. This figure peaked at 76 percent in 2004. Since then, there has been a steady decrease in the extent to which land use applicants feel they are getting the right amount of information, to 66 percent in 2006. While this decrease is not statistically significant given the relatively small sample size, this should be an area of concern. Potential issues include:

∼ Most (30%) stated that they had to get the information and/or do research on their own.

> *Need a little more information on specifications of each project, needed more information (updates) on changing rules.*

> *I needed more specifics about the time and cost that it would involve.*

∼ Others (21%) indicated that the information they received was unclear.

> *We needed more information about understanding what the information meant. We were reading through it and not able to understand it.*

> *I needed a better code interpretation.*

Figure 31: Regulations

% of Respondents Stating they are Getting the Right Amount of Information about Regulations

- 2002: 62%
- 2003: 71%
- 2004: 76%
- 2005: 69%
- 2006: 66%

After peaking in 2004, there has been a steady decrease in the extent to which land use applicants feel they are getting the right amount of information regarding regulations.

Base: All Land Use Review Applicants (2002 n = 156; 2003 n = 153; 2004 n = 152; 2005 n = 151; 2006 n = 150)

Question 9: Information about regulations that applied to your project?

Status of Applications

The extent to which land use applicants felt they were getting the right amount of information about the status of their applications increased significantly between 2002 and 2003 – from 76 percent to 89 percent, respectively.

It decreased slightly between 2003 and 2004 / 2005 and dropped again between 2005 and 2006. The current figure (74%) is the lowest ever.

Figure 32: Status of Applications
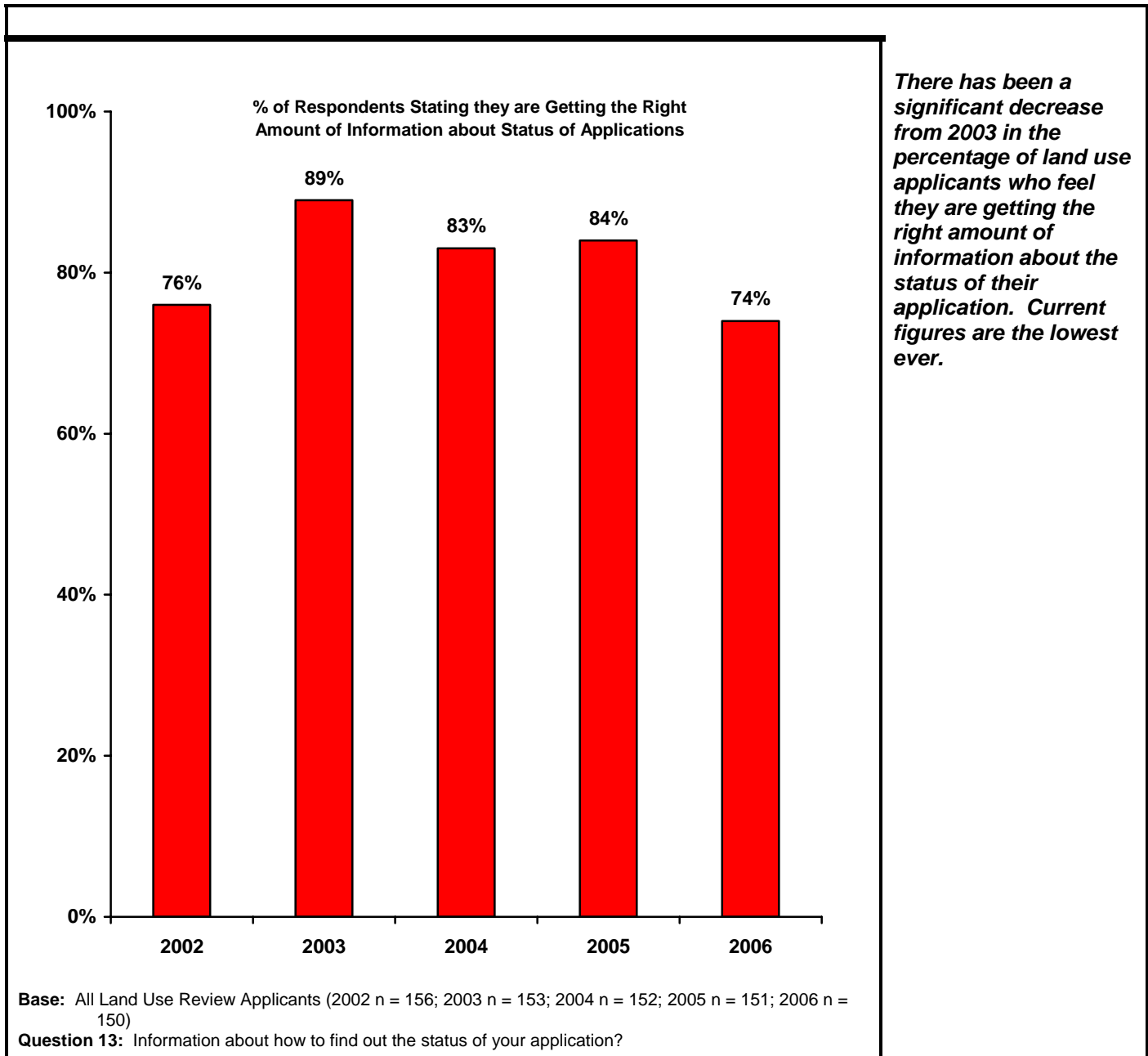
There has been a significant decrease from 2003 in the percentage of land use applicants who feel they are getting the right amount of information about the status of their application. Current figures are the lowest ever.

% of Respondents Stating they are Getting the Right Amount of Information about Status of Applications

Base: All Land Use Review Applicants (2002 n = 156; 2003 n = 153; 2004 n = 152; 2005 n = 151; 2006 n = 150)

Question 13: Information about how to find out the status of your application?

Regulations

Consistency of Interpreting Regulations

Respondents were asked whether regulations were interpreted consistently by different City staff.

There has been an increase in the percentage of customers who feel that regulations are being interpreted consistently most or all of the time – from 64 percent in 2005 to 71 percent in 2006. Notably, there has been a **significant** increase in the percentage of land use applicants who feel that regulations are being interpreted consistently all of the time – from 17 percent in 2005 to 28 percent in 2006.

Figure 33: Consistency of Interpreting Regulations – 2002 to 2006

There has been an increase in the percentage of customers who feel that regulations are being interpreted consistently most or all of the time.

Legend: ■ All of the Time □ Most of the Time ■ Some of the Time ■ Hardly Ever

Year	All of the Time	Most of the Time	Some of the Time	Hardly Ever
2006	28%	43%	19%	9%
2005	17%	47%	32%	5%
2004	20%	45%	26%	9%
2003	20%	47%	24%	9%
2002	19%	35%	33%	13%

Base: All Land Use Review Applicants (2002 n = 156; 2003 n = 153; 2004 n = 152; 2005 n = 151; 2006 n = 150)

Question Q16: How often did you feel the regulations were interpreted <u>consistently</u> by different City staff? Would you say they were consistent *all of the time, most of the time, some of the time,* or *hardly ever*?

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Extent to Which Regulations Support Livable Community Goal

More than two-thirds (68%) of all land use applicants feel that the regulations they were required to meet support Portland's goal for a livable community.

~ This figure has fluctuated over time – increasing significantly between 2002 and 2003 but then falling back in 2004. The figure has been increasing steadily again since 2004 and is again significantly higher than the lowest figure noted in 2002.

Figure 34: Extent to Which Regulations Support Livable Community Goal

% of Respondents Stating that Regulations Support Livable Community Goal

2002: 56%
2003: 67%
2004: 59%
2005: 63%
2006: 68%

More than two-thirds (68%) of all land use applicants feel that the regulations support Portland's goal for a livable community. This is significantly more than in 2002.

Base: All Land Use Review Applicants (2002 n = 156; 2003 n = 153; 2004 n = 152; 2005 n = 151; 2006 n = 150)
Question 17: City regulations are intended to support the goal of making Portland a livable community. Of the regulations you were required to meet for your permit, were there any that you feel do not support this goal?

Application Intake

The first phase of the application process is the Application Intake phase – described as when the applicant first talked with City staff to find out what type of review was required and what materials would be needed.

All land use review applicants were asked a series of questions about their satisfaction with the availability, helpfulness, knowledge, and fairness of staff during this first phase. These four aspects of service are kept constant across all aspects of the land use processes. In addition, respondents were asked about their satisfaction with the amount of time required, the promptness with which they were informed of problems that needed to be addressed, and the clarity of the steps required to get the issues resolved. Satisfaction was recorded on a five-point scale with "1" meaning "very dissatisfied" and "5" meaning "very satisfied." In addition, respondents were asked a question to measure their overall perceptions of the quality of the application intake process. Responses to this question were recorded on a five-point scale where "1" means "very bad" and '5" means "very good."

Overall Quality

While the majority (64%) of land use review customers continue to rate the overall quality of the application intake process as good – 19 percent very good and 45 percent good – this is significantly lower than in 2005 when 82 percent rated the process as good--- 28 percent very good and 54 percent good.

The total percentage good (64%) is the lowest noted since the study was initiated in 2002 when 72 percent rated this process as good.

At the same time, there has been little change in the percentage rating the process as bad. Instead, most of the shift in responses between 2005 and 2006 was a result of larger percentage of customers giving a neutral rating – 19 percent in 2006 compared to just 5 percent in 2005. This would suggest a "wait and see" attitude rather than real dissatisfaction. This should be monitored carefully.

Figure 35: Overall Quality of Application Intake – 2002 to 2006

Legend: ■ Very Good ☐ Good ■ Neither Good nor Bad ■ Bad ☐ Very Bad

Year	Very Good	Good	Neither Good nor Bad	Bad	Very Bad
2006	19%	45%	19%	11%	6%
2005	28%	54%	5%	9%	3%
2004	23%	51%	11%	11%	3%
2003	32%	37%	20%	8%	3%
2002	17%	55%	9%	12%	7%

While the majority (64%) of all land use applicants rate the overall quality of the application intake process as good or very good, this percentage is significantly lower than in 2005 and in fact is the lowest total good rating since this study began.

Base: All Land Use Review Applicants (2002 n = 156; 2003 n = 153; 2004 n = 152; 2005 n = 151; 2006 n = 150)

Question Q13LU: *Overall, how would you rate the overall quality of this first review process? Would you say very good, good, bad, very bad or was it neither good nor bad?*

Satisfaction with Application Intake Process

In general, respondents were satisfied with all key aspects of the staff handling the process to check applications. Customers give the highest ratings for the fairness of the staff during the application intake process – 83 percent *satisfied* or *very satisfied* for an overall mean of 3.95. They give the lowest ratings for knowledge of the staff – 77 percent *satisfied* or *very satisfied* for an overall mean of 3.81.

After a significant increase in satisfaction ratings between 2002 and 2003 – overall mean of 3.63 and 3.98, respectively - satisfaction with key aspects of the application intake process remained relative stable. Overall satisfaction decreased significantly between 2005 and 2006 – overall mean of 3.96 and 3.80, respectively. While the mean ratings decreased for all aspects of the application intake process, this decrease was significant for staff knowledge – overall mean decreasing from 4.09 in 2005 to 3.81 in 2006.

Figure 36: Satisfaction with Land Use Application Intake Process – 2002 to 2006
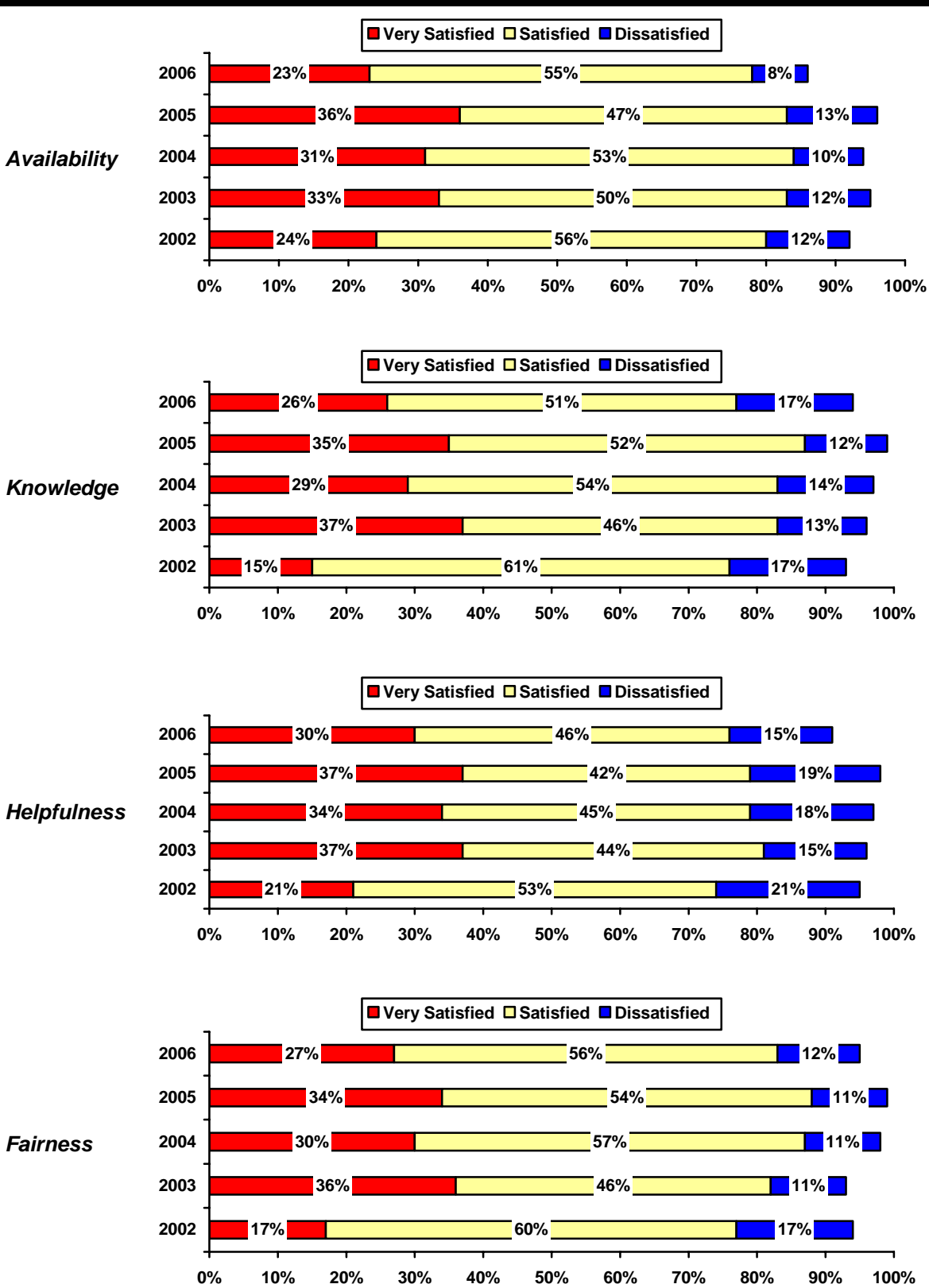
After a significant increase in satisfaction ratings between 2002 and 2003, satisfaction with key aspects of the application process has remained relatively stable. However, there has been a decrease in overall satisfaction in the past year.

Availability

	Very Satisfied	Satisfied	Dissatisfied
2006	23%	55%	8%
2005	36%	47%	13%
2004	31%	53%	10%
2003	33%	50%	12%
2002	24%	56%	12%

Knowledge

	Very Satisfied	Satisfied	Dissatisfied
2006	26%	51%	17%
2005	35%	52%	12%
2004	29%	54%	14%
2003	37%	46%	13%
2002	15%	61%	17%

Helpfulness

	Very Satisfied	Satisfied	Dissatisfied
2006	30%	46%	15%
2005	37%	42%	19%
2004	34%	45%	18%
2003	37%	44%	15%
2002	21%	53%	21%

Fairness

	Very Satisfied	Satisfied	Dissatisfied
2006	27%	56%	12%
2005	34%	54%	11%
2004	30%	57%	11%
2003	36%	46%	11%
2002	17%	60%	17%

Base: All Land Use Review Applicants (2002 n = 156; 2003 n = 153; 2004 n = 152; 2005 n = 151; 2006 n = 150)

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Factors Influencing Perceptions of Overall Quality of the Intake Phase

Regression analysis demonstrates that the knowledge and, to a lesser extent, the fairness of the staff involved when customers first talked to staff to find out what type of review was required and what they would need for the land use review clearly drives customers' overall perceptions of service quality during the initial intake process.

~   Because of the small sample size, only aggregate results are shown.

Table 9: Influence of Individual Factors on Overall Rating of Quality of Intake Process

	Availability	Knowledge	Helpfulness	Fairness
All Land Use Customers	.091	**.418**	.190	**.339**

Shown are beta coefficients which indicate the amount of effect on ratings for quality of the overall process. For example, if improvements are made to a specific aspect of the process that results in a one scale unit increase in ratings for that attribute, customer ratings for overall quality will increase by this amount.

Pre-Application Conference

The second phase of the land use review process is the Pre-Application Conference – described as when some applicants meet with representatives from all the bureaus involved in approving their application.

The majority (71%) of land use review applicants do not go through a pre-application conference. Land use review applicants that went through this process (n = 42) were asked questions about their satisfaction with the four aspects of service during the pre-application conference.

In addition, respondents were asked about their satisfaction with the promptness with which they were informed of problems that needed to be addressed, and the clarity of the steps required to get the issues resolved. Satisfaction was recorded on a five-point scale with "1" meaning "very dissatisfied" and "5" meaning "very satisfied."

Finally, respondents were asked a question to measure their overall perceptions of the quality of the pre-application process. Responses to this question were recorded on a five-point scale where "1" means "very bad" and "5" means "very good."
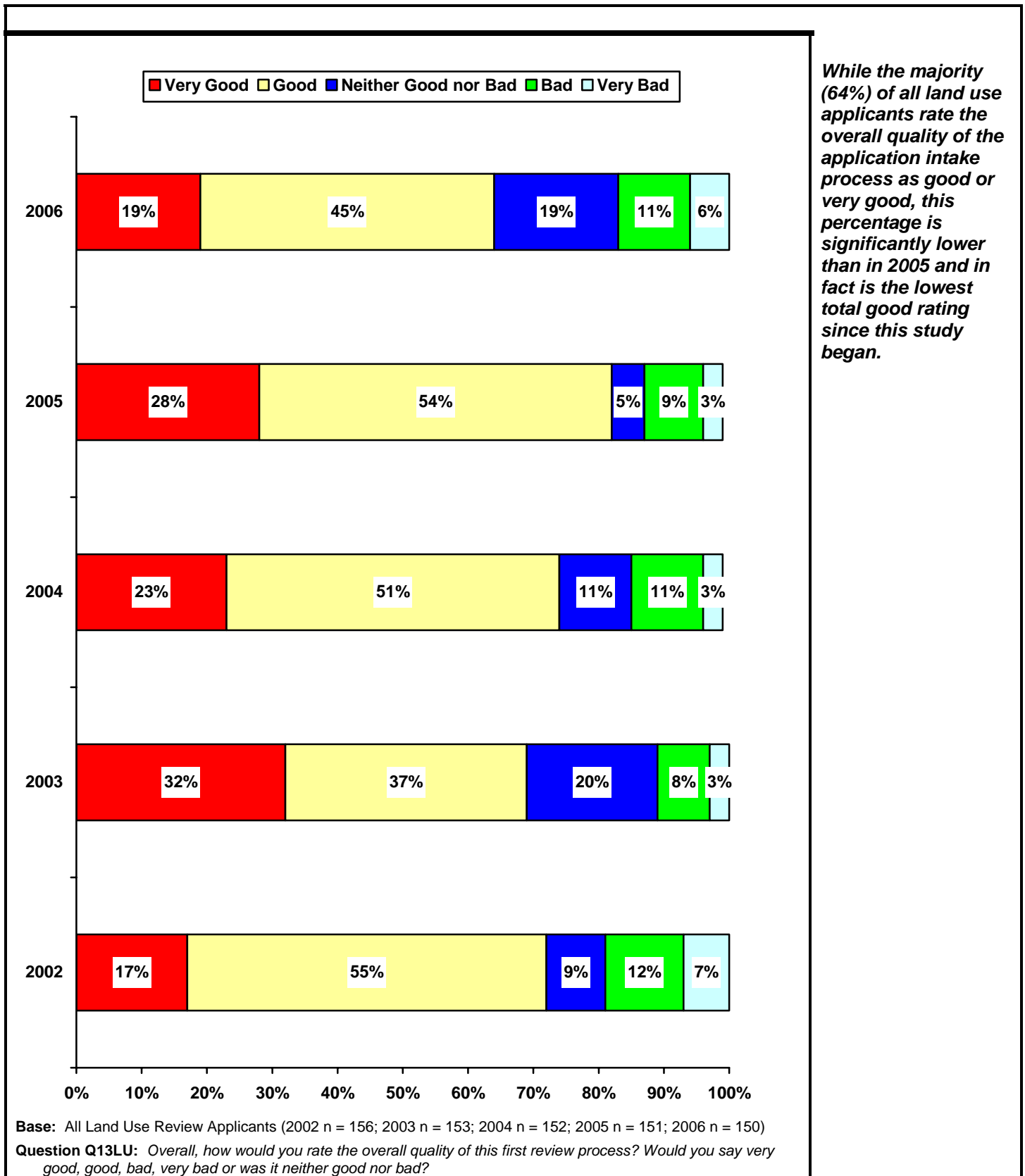
Overall Quality

After increasing significantly between 2002 and 2003 – to 86 percent total *good* or *very good* ratings – and remaining stable in 2004, respondents' ratings for the overall quality of the pre-application process decreased significantly in 2005. Current ratings for the overall quality of the pre-application conference are 67 percent total good – 50 percent *good* and 17 percent *very good*.

Figure 37: Overall Quality of Pre-Application Conference – 2002 to 2006

Legend: ■ Very Good □ Good ■ Neither Good nor Bad ■ Bad □ Very Bad

Year	Very Good	Good	Neither Good nor Bad	Bad	Very Bad
2006	17%	50%	24%	5%	5%
2005	28%	38%	18%	10%	8%
2004	28%	55%	6%	8%	4%
2003	30%	56%	11%	4%	
2002	22%	49%	13%	13%	2%

After increasing significantly between 2002 and 2003, respondents' ratings for the overall quality of the pre-application conference decreased significantly in 2005 and remained at the same levels in 2006.

Base: All Land Use Review Applicants (2002 n = 47; 2003 n = 57; 2004 n = 54; 2005 n = 41; 2006 n = 42)

Question Q22LU: *Overall, how would you rate the overall quality of pre-application conference? Would you say very good, good, bad, very bad or was it neither good nor bad?*

Satisfaction with Pre-Application Conference

In general, respondents were satisfied with all key aspects of the staff handling the Pre-Application Conference. Customers give the highest ratings for the knowledge of the staff during the pre-application conference – 83 percent *satisfied* or *very satisfied* for an overall mean of 3.95. They give the lowest ratings for the availability of the staff – 77 percent *satisfied* or *very satisfied* for an overall mean of 3.81.

After a significant increase in satisfaction ratings between 2002 and 2003 – overall mean of 3.77 and 4.23, respectively – satisfaction with key aspects of the pre-application process has been decreasing steadily – to 4.01 in 2004, 3.85 in 2005, and 3.81 in 2006. While the mean ratings decreased for all aspects of the applications check process, this decrease was greatest for availability. Decreases in satisfaction were significant for:

~ *Availability*: Total percent *satisfied* or *very satisfied* decreased from 95 percent in 2003 to 74 percent in 2006.

~ *Knowledge*: Total percent *satisfied* or *very satisfied* decreased from 95 percent in 2003 to 83 percent in 2006.

~ *Helpfulness*: Total percent *satisfied* or *very satisfied* decreased from 91 percent in 2003 to 78 percent in 2006.

Figure 38: Satisfaction with Pre-Application Conference – 2002 to 2006
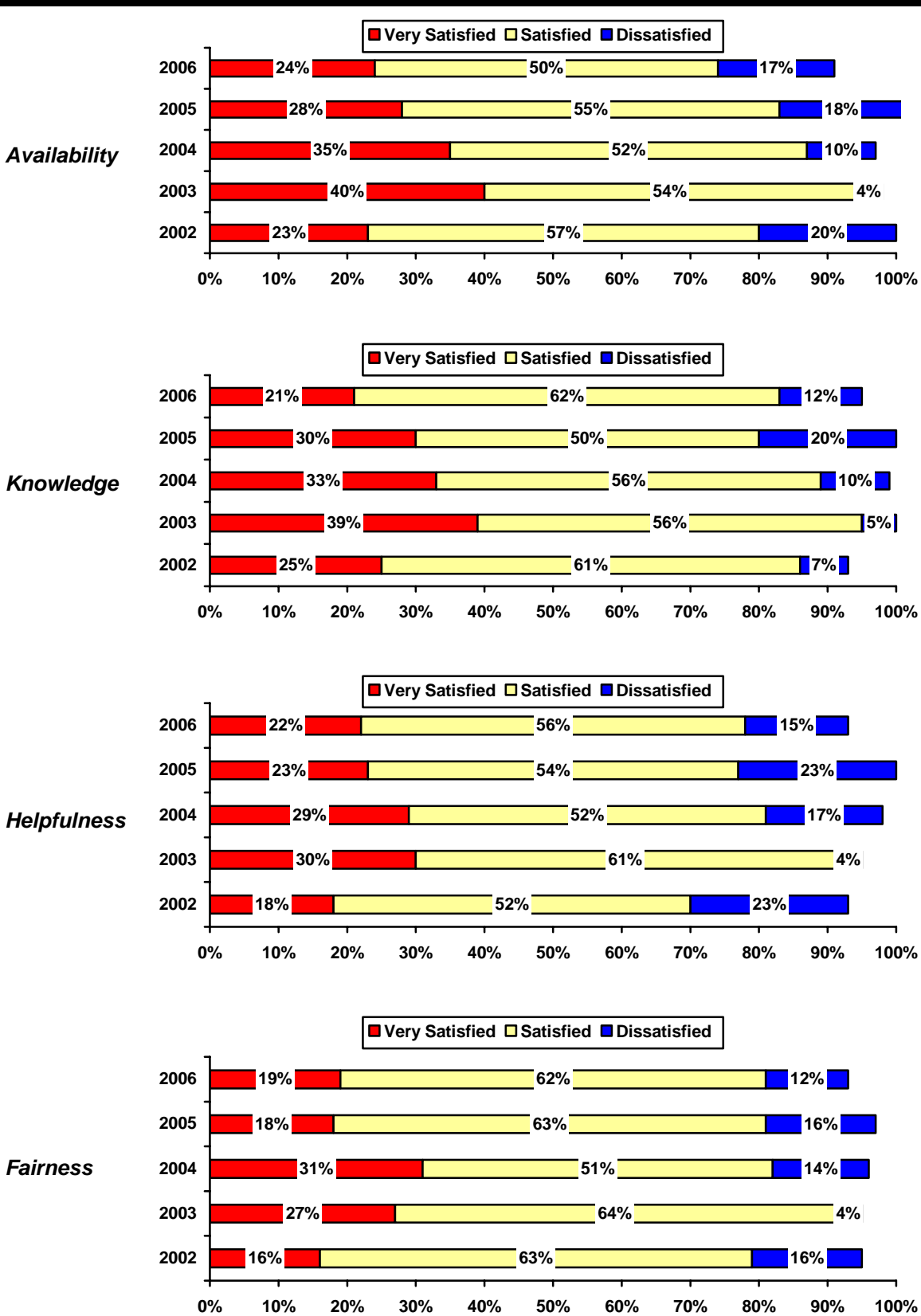
After a significant increase in satisfaction ratings between 2002 and 2003 satisfaction with key aspects of the pre-application process has been decreasing steadily. This decrease was greatest for availability.

Base: All Land Use Review Applicants (2002 n = 47; 2003 n = 57; 2004 n = 54; 2005 n = 41; 2006 n = 42)

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Post-Application

The third phase in the land use review process was described as the time period <u>after</u> a customer submitted an application and when they may have had interactions with City staff leading up to the decision on their project.

Overall Quality

The percentage of total *good* or *very good* ratings for the post-application review process increased significantly between 2002 (71%) and 2005 (84%). It decreased significantly in 2006 – to 68 percent, the lowest figure recorded. Both *very good* and *good* ratings decreased – from 27 percent *very good* in 2005 to 15 percent *very good* in 2006 and 57 percent good in 2005 to 53 percent good in 2006. There was a corresponding increase in *neutral* ratings – from 6 percent in 2005 to 17 percent in 2006. Moreover, while not statistically significant, there was an increase in *bad* ratings – from 10 percent in 2005 to 15 percent in 2006 – returning to near 2002 levels when the total *bad* ratings was 15 percent.

Figure 39: Overall Quality of Post-Application Process – 2002 to 2006

After increasing between 2002 and 2005, the percentage of total good or very good ratings decreased significantly in 2006.

Base: All Land Use Review Applicants (2002 n = 156; 2003 n = 153; 2004 n = 152; 2005 n = 151; 2006 n = 150)

Satisfaction with Post-Application Review Process

Customers give the highest ratings for fairness and staff knowledge.

~ Knowledge: Total percent *satisfied* or *very satisfied* 80 percent (59% *satisfied* and 21% *very satisfied*) for a mean of 3.85

~ Fairness: Total percent *satisfied* or *very satisfied* 82 percent (56% *satisfied* and 25% *very satisfied*) for a mean of 3.84.

Customers give the lowest ratings for availability and helpfulness.

~ Availability: Total percent *satisfied* or *very satisfied* 76 percent (55% *satisfied* and 21% *very satisfied*) for a mean of 3.70.

~ Helpfulness Total percent *satisfied* or *very satisfied* 75 percent (49% satisfied and 26% very satisfied) for a mean of 3.72.

Satisfaction with the post-application process has been decreasing steadily from its peak in 2003. This is notable in the decrease in the percent *very satisfied*.

~ ***Knowledge***: The percent *very satisfied* with staff knowledge decreased 20 percentage points – from 41 percent in 2003 to 21 percent in 2006.

~ ***Availability***: The percent *very satisfied* with the availability of staff also decreased 20 percentage points – from 41 percent in 2003 to 21 percent in 2006.

~ ***Helpfulness***: The percent *very satisfied* with the helpfulness of staff decreased 16 percentage points – from 42 percent in 2003 to 26 percent in 2006.

~ ***Fairness***: The percent *very satisfied* with the fairness of staff decreased 16 percentage points – from 41 percent in 2003 to 25 percent in 2006.

Figure 40: Satisfaction with Post-Application Process – 2002 to 2006
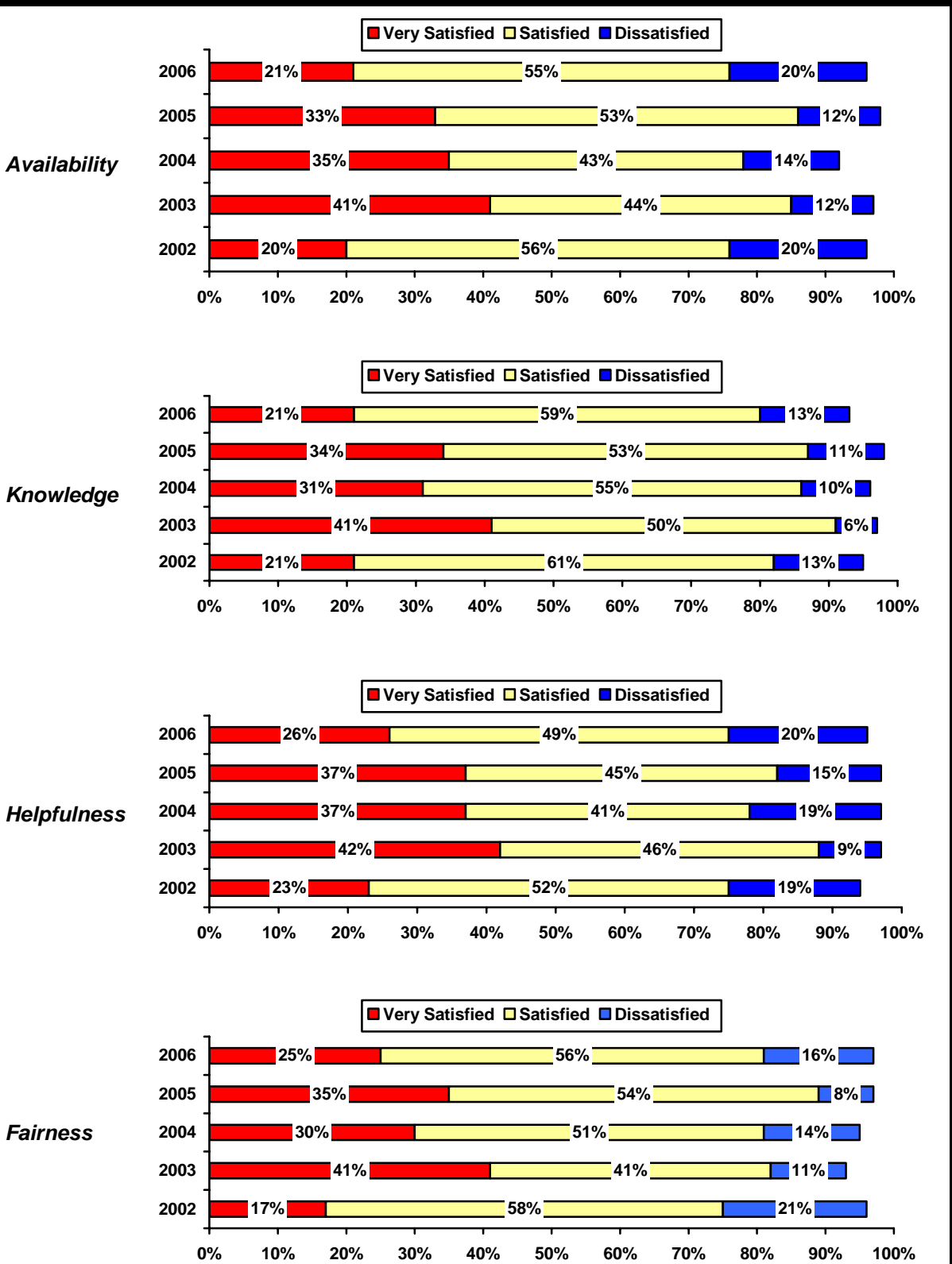
Base: All Land Use Review Applicants (2002 n = 156; 2003 n = 153; 2004 n = 152; 2005 n = 151; 2006 n = 150)

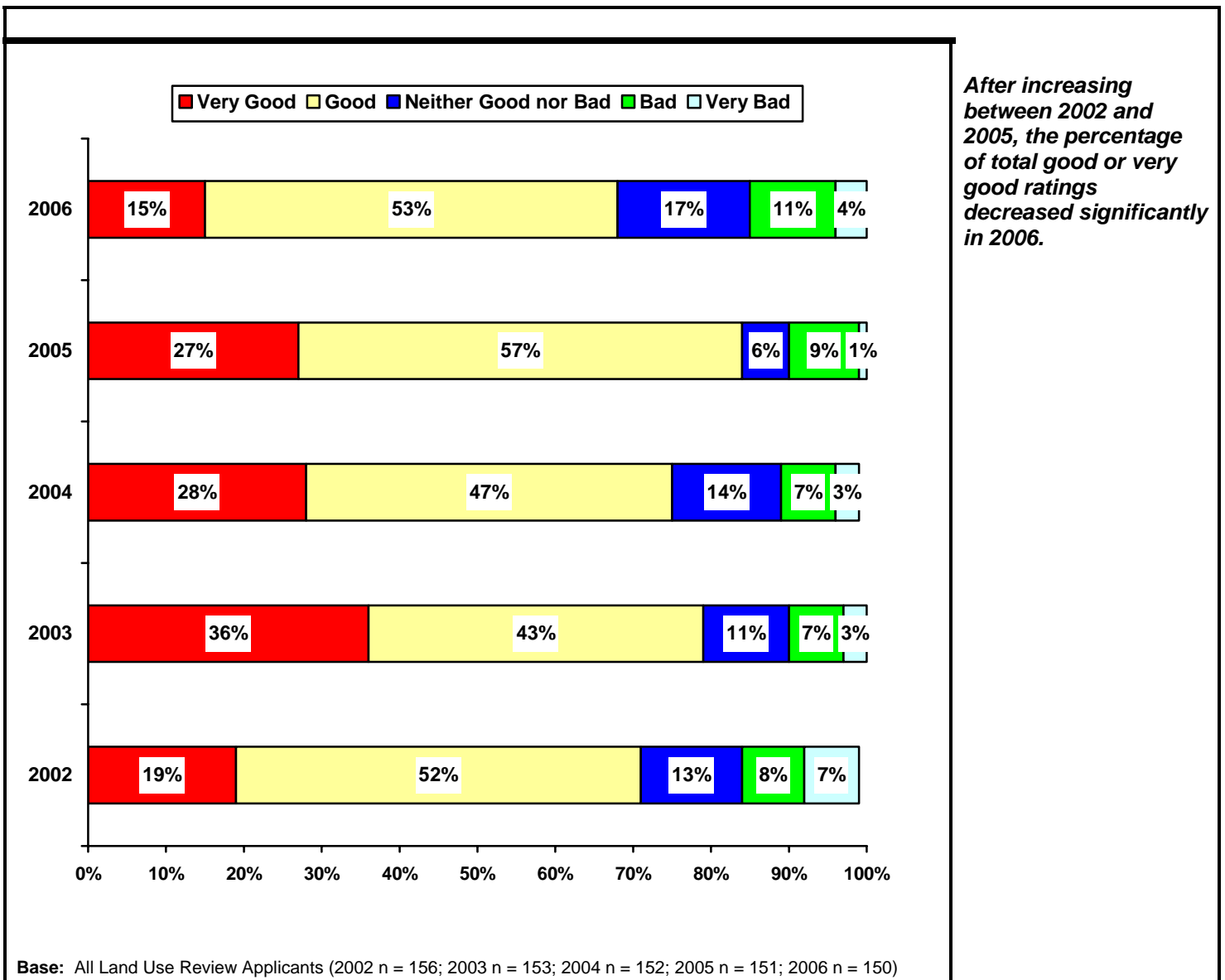*[Blank page inserted for pagination purposes.]*

Factors Influencing Perceptions of Overall Quality of the Post-Application Process

Regression analysis demonstrates that the knowledge and, to a lesser extent, the fairness of the staff involved during the post-application process clearly drives customers' overall perceptions of service quality during the post-application process.

~ Note there is a fair amount of multi-collinearity, suggesting a high degree of correlation between the scores. The impact of knowledge may be somewhat overstated and/or the impact of other variables understated.

Table 10: Influence of Individual Factors on Overall Rating of Quality of Post-Application Process

	Availability	Knowledge	Helpfulness	Fairness	
All Land Use Customers	.077	**.309**	.169	**.284**	*Knowledge and, to a lesser extent, fairness, of the staff involved during the post-application process clearly drives customers' overall perceptions of service quality during the initial intake process.*

Shown are beta coefficients which indicate the amount of effect on ratings for quality of the overall process. For example, if improvements are made to a specific aspect of the process that results in a one scale unit increase in ratings for that attribute, customer ratings for overall quality will increase by this amount.

Problem Analysis

Overview

A new method for looking at customer satisfaction was introduced in 2006. CSMPactor™, a proprietary method for modeling customer satisfaction, is based on the simple premise that customer satisfaction can be increased by identifying those areas where customers experience the greatest number of problems and where these problems have a high impact on the customer experience. Two follow-up questions were added to each major satisfaction rating:

1. Did you have a problem with [attribute]?
2. [If customer had a problem] Was your problem resolved to your satisfaction?

The subsequent analysis determines the relative impact of attributes on overall performance by measuring customers' relative decreases in performance ratings when a recent problem with an attribute is reported. The analysis is a three-step process:

1. Step One determines which attributes have the greatest impact on overall performance. For each attribute, mean performance ratings are calculated for two groups: (1) those that have had a recent problem with service; and (2) those that have not had a problem with service. The difference between the two means is referred to as the "Gap Score."

2. In Step Two, the Rate of Problem Occurrence is calculated. It is important to consider the rate of problem occurrence. A particular attribute may have a large gap score and therefore have a significant impact on overall performance ratings. However, the percentage of customers reporting a problem with the attribute is relatively small. In this case, it is probably not worth an agency's time and expense to further lower the problem occurrence rate. On the other hand, if an attribute's gap score is moderately low, but the rate at which customers experience a problem is high, the effect of the attribute on overall performance ratings is magnified and will require attention.

3. In Step Three, a composite index is calculated by multiplying the Gap Score by the Rate of Problem Occurrence. This composite index is called the "Impact Score." Those elements of service with the highest impact scores are the factors that drive customer perceptions of performance and long-term loyalty. Over time, the goal would be to reduce the Impact Score, by decreasing The Rate of Problem Occurrence and/or by reducing the Gap Score.

This approach makes sense because within the delivery of quality service framework, there are two ways agencies can improve customers' overall perceptions of the quality of service: reduce the impact of problematic experiences or reduce the rate of problem occurrences in the first place.

CSMPactor™ Scores

It is clear that the amount of time required to get the land use decision has the greatest overall impact on customer satisfaction. Other factors that have an above average impact on customer satisfaction include:

~ Fairness of staff during the post-application process.

~ Timeliness of the City staff that reviewed proposals.

~ Clarity of steps required to resolve problems encountered in the post-application phase and during the initial intake.

~ Availability of staff during pre-application conference.

~ Helpfulness of staff during post-applications phase.

~ Timeliness of learning about issues and the clarity of steps required to resolve problems during the pre-application conference.

~ Availability of staff during post-application phase.

Table 11: CSMPactor™ Scores – Land Use Review

Attribute	Mean Satisfaction		Gap Score	% w/ Problems	CSMPactor™ Score
	No Problem	Problem			
Amount of Time to Get Land Use Decision	3.80	2.05	1.75	52%	0.910
Timeliness of City Staff that Reviewed	4.00	2.15	1.85	33%	0.611
Post-Application -- Clarity of Steps Required to Resolve Issues	4.00	2.12	1.88	28%	0.526
Pre-Application Conference -- Availability	4.22	2.10	2.12	24%	0.509
Post-Application -- Helpfulness	4.22	2.06	2.16	23%	0.497
Intake -- Clarity of Steps Required to Resolve Issues	3.99	2.23	1.76	28%	0.493
Pre-Application Conference -- Timeliness of learning about Issues	3.92	2.20	1.72	28%	0.482
Pre-Application Conference -- Clarity of Steps Required to Resolve Issues	4.08	2.40	1.68	28%	0.470
Post-Application -- Timeliness of learning about Issues	4.04	2.00	2.04	23%	0.469
Intake -- Timeliness of learning about Issues	4.03	2.32	1.71	27%	0.462
Post-Application -- Availability	4.15	1.97	2.18	21%	0.458
Post-Application -- Fairness	4.25	1.75	2.50	17%	0.425
Intake -- Knowledge	4.21	2.34	1.87	21%	0.393
Pre-Application Conference-- Helpfulness	4.19	2.44	1.75	21%	0.368
Intake -- Amount of information Given	4.15	2.38	1.77	20%	0.354
Post-Application -- Knowledge	4.20	2.37	1.83	19%	0.348
Intake -- Helpfulness	4.19	2.75	1.44	20%	0.288
Intake -- Fairness	4.22	2.45	1.77	16%	0.283
Pre-Application Conference -- Knowledge	4.14	2.71	1.43	17%	0.243
Pre-Application Conference-- Fairness	4.05	2.20	1.85	12%	0.222
Intake – Availability	4.03	3.13	0.90	16%	0.144
Average (as measured by median)			1.77	21%	.458

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Target Improvement Opportunities

Overview

To identify potential opportunities for quality improvement, service elements can be grouped into four quadrants based on the gap score, the incidence of problem occurrences and whether the service element is a primary driver of customer perceptions of service quality (i.e., has a high gap score). The median is used as the dividing point between quadrants. As illustrated below, these quadrants provide indicators of potential problems and opportunities. They can be used to set priorities for areas that may require attention.

**CSMPactor™
Priority Map**
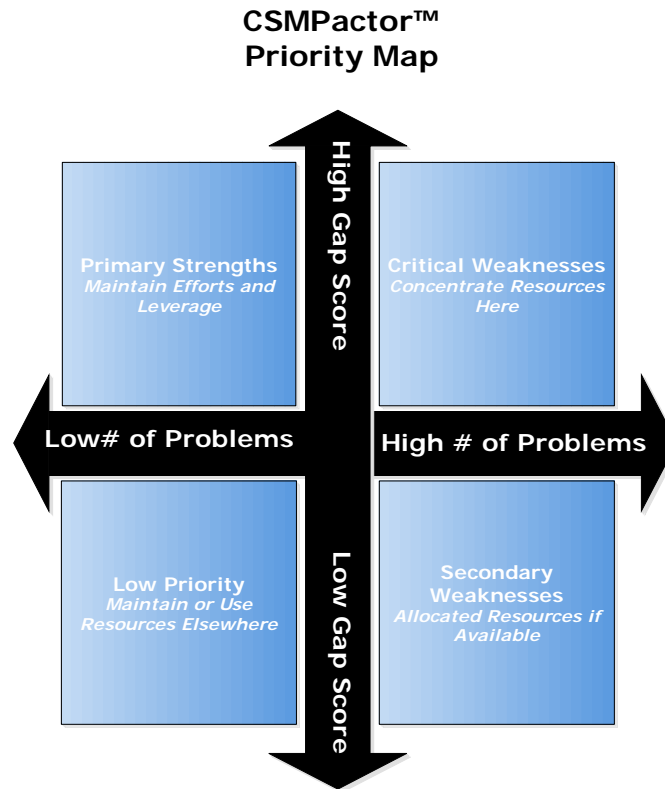
Results – Land Use Customers

Primary Strengths: This quadrant includes those customer service attributes that have a high gap score (that is, the difference in satisfaction ratings between those having a problem and those that did not have a problem is high) but there is a below-average incidence of problems. They include:

~ Fairness of staff during the application intake phase when customer first talked to staff to find out what type of review was required and what they would need.

~ Fairness of staff during pre-application conference.

~ Knowledge of staff during post-application phase.

There are four additional customer service attributes that can also be considered primary strengths. However, in these cases when problems occur, an above-average number of customers report that they are not being resolved satisfactorily. Therefore while strengths, attention should be paid to how problems are being resolved. These attributes are colored "yellow" to denote caution. They include:

~ Availability and fairness of staff during post-application phase.

~ Fairness of staff during the application intake phase when customer first talked to staff to find out what type of review was required and what they would need.

~ The amount of information given during the intake phase.

Critical Weaknesses: This quadrant includes those customer service attributes that have a high gap score (that is, the difference in satisfaction ratings between those having a problem and those that did not have a problem is high) and there is an above-average incidence of problems. Two attributes in this quadrant require particular attention as there is an above-average number of problems and when a problem is encountered, an above-average number of customers report that problem is not resolved to their satisfaction. Both occur in the post-application phase and include:

~ Timeliness of learning about issues or problems.

~ Clarity of steps required to resolve issues.

Other critical weaknesses include:

~ Timeliness of the City staff that reviewed your proposal (disregarding the mandatory 21 to 30 days required for public comment.

~ Timeliness of learning about issues or problems during the application intake phase when customer first talked to staff to find out what type of review was required and what they would need.

~ Availability of staff for the pre-application conference.

~ The helpfulness of the staff involved during the post-application phase.

Secondary Weaknesses: This quadrant includes those customer service attributes that have a below-average gap score (that is, the difference in satisfaction ratings between those having a problem and those that did not have a problem is low) but there is an above-average incidence of problems. In all instances, when problems occur, an above-average number of customers report that they are not being resolved satisfactorily. As such, while they are secondary weaknesses they should be considered priorities and are colored in red. They include:

~ Amount of time required to get a land use decision.

~ Clarity of steps required to resolve problems during the application intake phase when customer first talked to staff to find out what type of review was required and what they would need.

~ Timeliness of learning about issues / problems and the clarity of steps required to resolve these problems during the pre-application conference.

Low Priority: This quadrant includes those customer service attributes that have a below-average gap score (that is, the difference in satisfaction ratings between those having a problem and those that did not have a problem is low) and there is a below-average incidence of problems.

~ Knowledge and helpfulness of staff during the pre-application conference.

~ Helpfulness and availability of staff during the application intake phase when customer first talked to staff to find out what type of review was required and what they would need.

Figure 41: CSMPactor™ Priority Map – Land Use Review

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Appendix
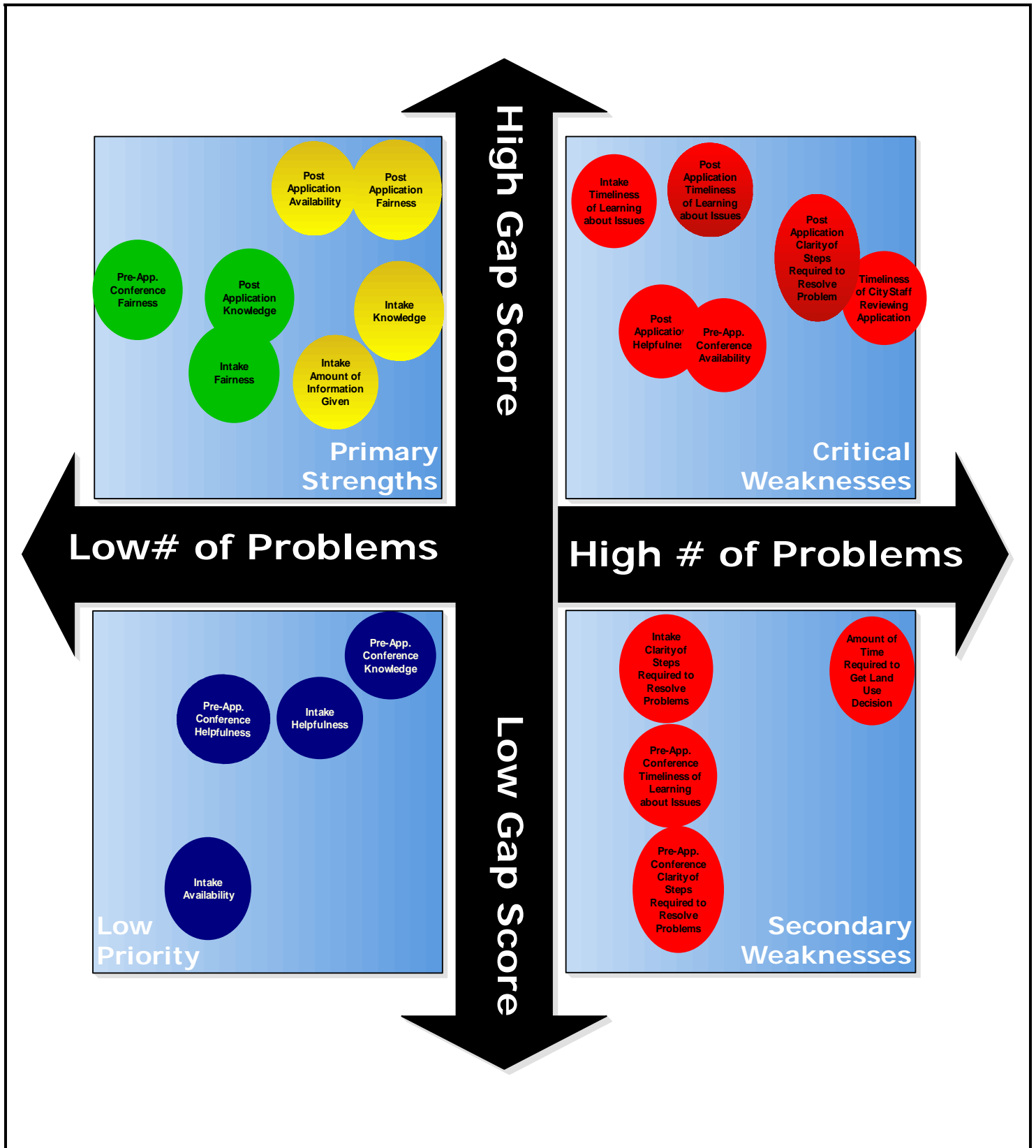
Building Permit Customer Questionnaire

INTRODUCTION

INTRO Hello, my name is ___ from Northwest Research Group calling on behalf of the City of Portland.

IF THERE IS A PERSON'S NAME IN CONTINUE: May I please speak with_____?

IF NO NAME/NO LONGER WITH COMPANY, SAY: May I please speak with the person who would know the most about a Permit for (pull from sample – FWORK)?

ONCE ON THE PHONE, REINTRODUCE IF NEEDED: According to our records, you received a <A BUILDING PERMIT / TRADE PERMIT> within this last year. We'd like your help in evaluating the system that processed your request. Your opinions will be kept strictly confidential and cannot be connected to you personally. It may take about 10 minutes. Is now a good time?

IF REFUSE TO COMPLETE BY TELEPHONE OFFER ON-LINE OPTION: Would you prefer to take the survey on-line?

1	YES [CONTINUE PHONE SURVEY] **[SKIP TO INTO3]**
2	NO **[SCHEDULE A CALLBACK]**
3	RESPONDENT PREFERS ON-LINE OPTION **[SKIP TO ONINT]**

ONINT I have an additional question to ask now, and then, I will ask for your e-mail address in order to send you a link to complete the remainder of the survey.

INT03 First, let me verify that you received a <A BUILDING PERMIT / TRADE PERMIT> for the property at <ADDR> on <DATE>. **[IF NO ASK:** Was it within this last year?**]**

91	YES / YES IN THE LAST YEAR
92	NEED MORE INFO ABOUT CLIENT TO REMEMBER
60	DID NOT RECEIVE IN LAST YEAR **[THANK AND TERMINATE]**
61	DON'T KNOW / REFUSED **[THANK AND TERMINATE]**

QA **[IF INT03 = 92]** I'm sorry, we do not have that information. However, we would still like to include your opinions. For the purpose of this study, could you just think about the most recent property that you received a <BUILDING/TRADE PERMIT> for?

[NOTE TO RO: SKIP TO Q2 IF NOT TYPE2 IS NOT A BUILDING PERMIT] Not sure on this

1	YES
2	NO
3	DON'T KNOW / NOT SURE
4	REFUSED

EMAIL   Can I please get your e-mail address so I can send you a link to the survey?

ENTER EMAIL ADDRESS _____ **[VERIFY ADDRESS]**
[SKIP TO THANK2]

Q2   I would like you to think about your experience with the City when you applied for the <PERMIT> for that property. If you have comments about other experiences there will be time later in the survey for you to share them. Which ONE of the following best describes your role in this project?
Were you the...? **[READ LIST] [NOTE TO INTERVIEWER: IF MULTIPLE:** Please pick the one you played the strongest role in.**]**

1   Owner
2   Contractor / sub-contractor **[SKIP TO Q4]**
3   Architect **[SKIP TO Q4]**
4   Engineer **[SKIP TO Q4]**
5   Permit processor **[SKIP TO Q4]**
6   Interior designer
7   Representative
8   Project manager
9   Consultant
10   Friend/relative
97   Or someone else? **[SPECIFY] [SKIP TO Q4]**
99   REFUSED **[SKIP TO Q4]**

Q3   **[IF Q2 = 1]** Do you own multiple properties?

1   YES
2   NO
3   DON'T KNOW / NOT SURE
4   REFUSED

Q4   Is this the first time you or your company has requested a permit or land use approval from the City of Portland?

1   YES
2   NO
3   DON'T KNOW / NOT SURE
4   REFUSED

Q5   **[IF Q4 = 2]** Please think about any previous requests for building or trade permits. On average, would you say you submit requests…?

1   Weekly,
2   Monthly,
3   Several times a year,
4   Once a year,
5   Or less often than once a year?
6   DON'T KNOW / NOT SURE
7   REFUSED

INTRODUCTORY DESCRIPTION OF PARTS OF PROCESS

QB   Thinking specifically about that project, we want to ask you about <**3 / [2, IF OVER-THE-COUNTER]**> separate parts of the development review process. The first part was when your application was checked to see if your permit could be issued right away or if your plans needed to be submitted for review.

[SKIP IF OVER-THE COUNTER The main part where your plans were taken in and reviewed by City staff before you got your permit to make sure your project was allowed under City regulations.**]**

And the final part was the "Inspections" phase, where an inspector visited the actual site to check on the work.

For these next few questions, please think only of the first step, where your application was checked to see if everything was complete.

Q6B   How satisfied were you with the staff who first checked your project on . . . Their availability? Were you…?
       1   Very satisfied,
       2   Satisfied,
       4   Dissatisfied,
       5   Very dissatisfied,
       3   Or were you neither satisfied nor dissatisfied?
       6   NOT APPLICABLE
       7   DON'T KNOW / NOT SURE
       8   REFUSED

Q6B1   Did you have a problem with their availability?
       1   YES
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q6B2   **[IF Q6B1 = 1]** Was your problem resolved to your satisfaction?
       1   YES
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q7B   How satisfied were you with the staff who first checked your project on . . . Their knowledge? Were you…?
       1   Very satisfied,
       2   Satisfied,
       4   Dissatisfied,
       5   Very dissatisfied,
       3   Or were you neither satisfied nor dissatisfied?
       6   NOT APPLICABLE
       7   DON'T KNOW / NOT SURE
       8   REFUSED

Q7B1   Did you have a problem with their knowledge?
       1   YES
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q7B2   **[IF Q7B1 = 1]** Was your problem resolved to your satisfaction?
       1   YES
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q8B   How satisfied were you with the staff who first checked your project on Their helpfulness in solving problems? Were you…?
       1   Very satisfied,
       2   Satisfied,
       4   Dissatisfied,
       5   Very dissatisfied,
       3   Or were you neither satisfied nor dissatisfied?
       6   NOT APPLICABLE
       7   DON'T KNOW / NOT SURE
       8   REFUSED

Q8B1   Did you have a problem with their helpfulness in solving problems?
       1   YES
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q8B2 **[IF Q8B1 = 1]** Was your problem resolved to your satisfaction?

        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q9B   How satisfied were you with the staff who first checked your project on Their fairness? Were you…?

        1   Very satisfied,
        2   Satisfied,
        4   Dissatisfied,
        5   Very dissatisfied,
        3   Or were you neither satisfied nor dissatisfied?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q9B1   Did you have a problem with their fairness?

        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q9B2 **[IF Q9B1 = 1]** Was your problem resolved to your satisfaction?

        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q10B Were you told by the staff who checked your application that there could be changes or additional information that you needed to address?

        1   YES
        2   NO **[SKIP TO Q13B]**
        3   DON'T KNOW / NOT SURE **[SKIP TO Q13B]**
        4   REFUSED **[SKIP TO Q13B]**

Q11B **[IF Q10B=1]** How satisfied were you with…how early you learned of these issues? Were you…?

        1   Very satisfied,
        2   Satisfied,
        4   Dissatisfied,
        5   Very dissatisfied,
        3   Or were you neither satisfied nor dissatisfied?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q11B1 Did you have a problem with how early you learned of these issues?

        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q11B2 **[IF Q11B1 = 1]** Was your problem resolved?

        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q12B **[IF Q10B=1]** How satisfied were you with…how clear the steps were to get the issues resolved? Were you…?

    1   Very satisfied,
    2   Satisfied,
    4   Dissatisfied,
    5   Very dissatisfied,
    3   Or were you neither satisfied nor dissatisfied?
    6   NOT APPLICABLE
    7   DON'T KNOW / NOT SURE
    8   REFUSED

Q12B1 Did you have a problem with how clear the steps were to get the issues resolved?

    1   YES
    2   NO
    3   DON'T KNOW / NOT SURE
    4   REFUSED

Q12B2 **[IF Q12B1 = 1]** Was your problem resolved?

    1   YES
    2   NO
    3   DON'T KNOW / NOT SURE
    4   REFUSED

Q13B How would you rate the OVERALL quality of this first review phase? Would you say it was…?

    1   Very good,
    2   Good,
    4   Bad,
    5   Very bad,
    3   Or was it neither good nor bad?
    6   NOT APPLICABLE
    7   DON'T KNOW / NOT SURE
    9   REFUSED

PLANS REVIEWED BY CITY STAFF
[SKIP SECTION IF PERMIT WAS OVER-THE COUNTER]

Q17X1 Now we want to ask similar questions about the **second** part of the process, where your plans were taken in and reviewed by City staff before you got your permit, to make sure your project was allowed under City regulations. During the review process your plans may have been looked at by staff from up to six different bureaus, among them are Development Services, Environmental Services, Transportation, and Water.

Q17B1 First I have a few questions about your satisfaction with the review staff from the Bureau of Development Services. How satisfied were you with their availability of the review staff? Would you say…?

    1   Very satisfied,
    2   Satisfied,
    4   Dissatisfied,
    5   Very dissatisfied,
    3   Or were you neither satisfied nor dissatisfied?
    6   NOT APPLICABLE
    7   DON'T KNOW / NOT SURE
    8   REFUSED

Q17B1A Did you have a problem with their availability?

    1   YES
    2   NO
    3   DON'T KNOW / NOT SURE
    4   REFUSED

Q17B1B **[IF Q17B1A = 1]** Was your problem resolved to your satisfaction?

    1   YES

2   NO
3   DON'T KNOW / NOT SURE
4   REFUSED

Q17B2 How satisfied were you with the review staff from Development Services on their knowledge? Would you say…?

      1   Very satisfied,
      2   Satisfied,
      4   Dissatisfied,
      5   Very dissatisfied,
      3   Or were you neither satisfied nor dissatisfied?
      6   NOT APPLICABLE
      7   DON'T KNOW / NOT SURE
      8   REFUSED

Q17B2A Did you have a problem with their knowledge?

      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q17B2B **[IF Q17B2A = 1]** Was your problem resolved to your satisfaction?

      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q17B3 How satisfied were you with the review staff from Development Services on their helpfulness in solving problems? Would you say…?

      1   Very satisfied,
      2   Satisfied,
      4   Dissatisfied,
      5   Very dissatisfied,
      3   Or were you neither satisfied nor dissatisfied?
      6   NOT APPLICABLE
      7   DON'T KNOW / NOT SURE
      8   REFUSED

Q17B3A Did you have a problem with their helpfulness in solving problems?

      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q17B3B **[IF Q17B3A = 1]** Was your problem resolved to your satisfaction?

      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q17B4 How satisfied were you with the review staff from Development Services on their fairness? Would you say…?

      1   Very satisfied,
      2   Satisfied,
      4   Dissatisfied,
      5   Very dissatisfied,
      3   Or were you neither satisfied nor dissatisfied?
      6   NOT APPLICABLE
      7   DON'T KNOW / NOT SURE
      8   REFUSED

Q17B4A Did you have a problem with their fairness?

      1   YES

2   NO
3   DON'T KNOW / NOT SURE
4   REFUSED

Q17B4B **[IF Q17B4A = 1]** Was your problem resolved to your satisfaction?

      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q17B5 Next I have a few questions about your satisfaction with the review staff from the Bureau of Environmental Services. How satisfied were you with the review staff from Environmental Services on their availability?

      1   Very satisfied,
      2   Satisfied,
      4   Dissatisfied,
      5   Very dissatisfied,
      3   Or were you neither satisfied nor dissatisfied?
      6   NOT APPLICABLE
      7   DON'T KNOW / NOT SURE
      8   REFUSED

Q17B5A Did you have a problem with their availability?

      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q17B5B **[IF Q17B5A = 1]** Was your problem resolved to your satisfaction?

      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q17B6 How satisfied were you with the review staff from Environmental Services on their knowledge?

      1   Very satisfied,
      2   Satisfied,
      4   Dissatisfied,
      5   Very dissatisfied,
      3   Or were you neither satisfied nor dissatisfied?
      6   NOT APPLICABLE
      7   DON'T KNOW / NOT SURE
      8   REFUSED

Q17B6A Did you have a problem with their knowledge?

      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q17B6B **[IF Q17B6A = 1]** Was your problem resolved to your satisfaction?

      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q17B7 How satisfied were you with the review staff from Environmental Services on their helpfulness in solving problems?

      1   Very satisfied,
      2   Satisfied,
      4   Dissatisfied,
      5   Very dissatisfied,

3   Or were you neither satisfied nor dissatisfied?
         6   NOT APPLICABLE
         7   DON'T KNOW / NOT SURE
         8   REFUSED

Q17B7A Did you have a problem with their helpfulness in solving problems?
         1   YES
         2   NO
         3   DON'T KNOW / NOT SURE
         4   REFUSED

Q17B7B **[IF Q17B7A = 1]** Was your problem resolved to your satisfaction?
         1   YES
         2   NO
         3   DON'T KNOW / NOT SURE
         4   REFUSED

Q17B8 How satisfied were you with the review staff from Environmental Services on their fairness?
         1   Very satisfied,
         2   Satisfied,
         4   Dissatisfied,
         5   Very dissatisfied,
         3   Or were you neither satisfied nor dissatisfied?
         6   NOT APPLICABLE
         7   DON'T KNOW / NOT SURE
         8   REFUSED

Q17B8A Did you have a problem with their fairness?
         1   YES
         2   NO
         3   DON'T KNOW / NOT SURE
         4   REFUSED

Q17B8B **[IF Q17B8A = 1]** Was your problem resolved to your satisfaction?
         1   YES
         2   NO
         3   DON'T KNOW / NOT SURE
         4   REFUSED

Q17B9 Next I have a few questions about your satisfaction with the review staff from the Bureau of Transportation. How satisfied were you with the review staff from Transportation on their availability? Would you say…?
         1   Very satisfied,
         2   Satisfied,
         4   Dissatisfied,
         5   Very dissatisfied,
         3   Or were you neither satisfied nor dissatisfied?
         6   NOT APPLICABLE
         7   DON'T KNOW / NOT SURE
         8   REFUSED

Q17B9A Did you have a problem with their availability?
         1   YES
         2   NO
         3   DON'T KNOW / NOT SURE
         4   REFUSED

Q17B9B **[IF Q17B9A = 1]** Was your problem resolved to your satisfaction?
         1   YES
         2   NO
         3   DON'T KNOW / NOT SURE
         4   REFUSED

Q17B10 How satisfied were you with the review staff from the Bureau of Transportation on their knowledge? Would you say…?

        1   Very satisfied,
        2   Satisfied,
        4   Dissatisfied,
        5   Very dissatisfied,
        3   Or were you neither satisfied nor dissatisfied?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q17B10A Did you have a problem with their knowledge?

        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q17B10B **[IF Q17B10A = 1]** Was your problem resolved to your satisfaction?

        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q17B11 How satisfied were you with the review staff from the Bureau of Transportation on their helpfulness in solving problems? Would you say…?

        1   Very satisfied,
        2   Satisfied,
        4   Dissatisfied,
        5   Very dissatisfied,
        3   Or were you neither satisfied nor dissatisfied?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q17B11A Did you have a problem with their helpfulness in solving problems?

        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q17B11B **[IF Q17B11A = 1]** Was your problem resolved to your satisfaction?

        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q17B12 How satisfied were you with the review staff from the Bureau of Transportation on their fairness? Would you say…?

        1   Very satisfied,
        2   Satisfied,
        4   Dissatisfied,
        5   Very dissatisfied,
        3   Or were you neither satisfied nor dissatisfied?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q17B12A Did you have a problem with their fairness?

        1   YES
        2   NO

3 DON'T KNOW / NOT SURE
    4 REFUSED

Q17B12B **[IF Q17B12A = 1]** Was your problem resolved to your satisfaction?

    1 YES
    2 NO
    3 DON'T KNOW / NOT SURE
    4 REFUSED

Q17B13 Next I have a few questions about your satisfaction with the review staff from the Water Bureau. How satisfied were you with the review staff from the Water Bureau on their availability? Would you say…?

    1 Very satisfied,
    2 Satisfied,
    4 Dissatisfied,
    5 Very dissatisfied,
    3 Or were you neither satisfied nor dissatisfied?
    6 NOT APPLICABLE
    7 DON'T KNOW / NOT SURE
    8 REFUSED

Q17B13A Did you have a problem with their availability?

    1 YES
    2 NO
    3 DON'T KNOW / NOT SURE
    4 REFUSED

Q17B13B **[IF Q17B13A = 1]** Was your problem resolved to your satisfaction?

    1 YES
    2 NO
    3 DON'T KNOW / NOT SURE
    4 REFUSED

Q17B14 How satisfied were you with the review staff from the Water Bureau on their knowledge? Would you say…?

    1 Very satisfied,
    2 Satisfied,
    4 Dissatisfied,
    5 Very dissatisfied,
    3 Or were you neither satisfied nor dissatisfied?
    6 NOT APPLICABLE
    7 DON'T KNOW / NOT SURE
    8 REFUSED

Q17B14A Did you have a problem with their knowledge?

    1 YES
    2 NO
    3 DON'T KNOW / NOT SURE
    4 REFUSED

Q17B14B **[IF Q17B14A = 1]** Was your problem resolved to your satisfaction?

    1 YES
    2 NO
    3 DON'T KNOW / NOT SURE
    4 REFUSED

Q17B15 How satisfied were you with the review staff from the Water Bureau on their helpfulness in solving problems? Would you say…?

    1 Very satisfied,
    2 Satisfied,
    4 Dissatisfied,
    5 Very dissatisfied,
    3 Or were you neither satisfied nor dissatisfied?
    6 NOT APPLICABLE

| | 7 | DON'T KNOW / NOT SURE |
| | 8 | REFUSED |

Q17B15A Did you have a problem with their helpfulness in solving problems?
	1	YES
	2	NO
	3	DON'T KNOW / NOT SURE
	4	REFUSED

Q17B15B **[IF Q17B15A = 1]** Was your problem resolved to your satisfaction?
	1	YES
	2	NO
	3	DON'T KNOW / NOT SURE
	4	REFUSED

Q17B16 How satisfied were you with the review staff from the Water Bureau on their fairness? Would you say…?
	1	Very satisfied,
	2	Satisfied,
	4	Dissatisfied,
	5	Very dissatisfied,
	3	Or were you neither satisfied nor dissatisfied?
	6	NOT APPLICABLE
	7	DON'T KNOW / NOT SURE
	8	REFUSED

Q17B16A Did you have a problem with their fairness?
	1	YES
	2	NO
	3	DON'T KNOW / NOT SURE
	4	REFUSED

Q17B16B **[IF Q17B16A = 1]** Was your problem resolved to your satisfaction?
	1	YES
	2	NO
	3	DON'T KNOW / NOT SURE
	4	REFUSED

Q18B   Were you told by Plan Review staff that there could be issues that you needed to address to get your permit?
	1	YES
	2	NO **[SKIP TO Q21B]**
	3	DON'T KNOW / NOT SURE **[SKIP TO Q21B]**
	4	REFUSED **[SKIP TO Q21B]**

Q19B   **[IF Q18B = 1]** How satisfied were you with…how early you learned of these issues? Were you…?
	1	Very satisfied,
	2	Satisfied,
	4	Dissatisfied,
	5	Very dissatisfied,
	3	Or were you neither satisfied nor dissatisfied?
	6	NOT APPLICABLE
	7	DON'T KNOW / NOT SURE
	8	REFUSED

Q19B1 Did you have a problem with how early you learned of these issues?
	1	YES
	2	NO
	3	DON'T KNOW / NOT SURE
	4	REFUSED

Q19B2 **[IF Q19B1 = 1]** Was your problem resolved to your satisfaction?
	1	YES
	2	NO
	3	DON'T KNOW / NOT SURE

4   REFUSED

Q20B **[IF Q18B = 1]** How satisfied were you with…how clear the steps were to get the issues resolved? Were you…?

- 1 Very satisfied,
- 2 Satisfied,
- 4 Dissatisfied,
- 5 Very dissatisfied,
- 3 Or were you neither satisfied nor dissatisfied?
- 6 NOT APPLICABLE
- 7 DON'T KNOW / NOT SURE
- 8 REFUSED

Q20B1 Did you have a problem with how clear the steps were to get the issues resolved?

- 1 YES
- 2 NO
- 3 DON'T KNOW / NOT SURE
- 4 REFUSED

Q20B2 **[IF Q20B1 = 1]** Was your problem resolved to your satisfaction?

- 1 YES
- 2 NO
- 3 DON'T KNOW / NOT SURE
- 4 REFUSED

Q21B Did City staff give you any "checksheets" describing whether you needed to provide more information for your permit?

- 1 YES
- 2 NO **[SKIP TO Q23B]**
- 3 DON'T KNOW / NOT SURE **[SKIP TO Q23B]**
- 4 REFUSED **[SKIP TO Q23B]**

Q22B **[IF Q21B = 1]** How would you rate the adequacy of the information in the checksheets? Would you say it was…?

- 1 Very good,
- 2 Good,
- 4 Bad,
- 5 Very bad,
- 3 Or was it neither good nor bad?
- 6 NOT APPLICABLE
- 7 DON'T KNOW / NOT SURE
- 8 REFUSED

Q23B Were you given an estimate of the time it would take for the review of this project we've been discussing?
[A]: Were you given an estimate of the time it would take for the review of this project you've been referring to?

- 1 YES
- 2 NO **[SKIP TO Q25B]**
- 3 DON'T KNOW / NOT SURE **[SKIP TO Q25B]**
- 4 REFUSED **[SKIP TO Q25B]**

Q24B **[IF Q23B = 1]** Was the time estimate accurate?

- 1 YES
- 2 NO
- 3 DON'T KNOW / NOT SURE
- 4 REFUSED

Q25B How satisfied were you with the amount of time it took to complete the Plan Review? Were you…?

- 1 Very satisfied,
- 2 Satisfied,
- 4 Dissatisfied,
- 5 Very dissatisfied,
- 3 Or were you neither satisfied nor dissatisfied?
- 6 NOT APPLICABLE
- 7 DON'T KNOW / NOT SURE
- 8 REFUSED

Q25B1 Did you have a problem with the amount of time it took to complete the Plan Review?

       1   YES
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q25B2 **[IF Q25B1 = 1]** Was your problem resolved to your satisfaction?

       1   YES
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q26B   How would you rate the OVERALL quality of your Plan Review phase?

       1   Very good,
       2   Good,
       4   Bad,
       5   Very bad,
       3   Or was it neither good nor bad?
       6   NOT APPLICABLE
       7   DON'T KNOW / NOT SURE
       8   REFUSED

INSPECTIONS PHASE

Q27B   The final part is the "Inspections" phase, where an inspector visited the actual site. Were you involved with this phase?

       1   YES [SKIP TO Q29B]
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q28B   **[IF Q27B > 1]** Can you tell me who was involved with the inspection?
       [A]: Can you recall who was involved with the inspection?

       1   YES
      98   NO / DON'T KNOW / NOT SURE **[SKIP TO Q7]**
      99   REFUSED **[SKIP TO Q7]**

Q29B   How satisfied were you with the inspectors on…their availability? Were you…?

       1   Very satisfied,
       2   Satisfied,
       4   Dissatisfied,
       5   Very dissatisfied,
       3   Or were you neither satisfied nor dissatisfied?
       6   NOT APPLICABLE
       7   DON'T KNOW / NOT SURE
       8   REFUSED

Q29B1 Did you have a problem with their availability?

       1   YES
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q29B2 **[IF Q29B1 = 1]** Was your problem resolved to your satisfaction?

       1   YES
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q30B   How satisfied were you with the inspectors on…their knowledge? Were you…?

        1   Very satisfied,
        2   Satisfied,
        4   Dissatisfied,
        5   Very dissatisfied,
        3   Or were you neither satisfied nor dissatisfied?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q30B1 Did you have a problem with their knowledge?

        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q30B2 **[IF Q30B1 = 1]** Was your problem resolved to your satisfaction?

        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q31B   How satisfied were you with the inspectors on…their helpfulness in solving problems? Were you…?

        1   Very satisfied,
        2   Satisfied,
        4   Dissatisfied,
        5   Very dissatisfied,
        3   Or were you neither satisfied nor dissatisfied?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q31B1 Did you have a problem with their helpfulness in solving problems?

        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q31B2 **[IF Q31B1 = 1]** Was your problem resolved to your satisfaction?

        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q32B   How satisfied were you with the inspectors on…their fairness? Were you…?

        1   Very satisfied,
        2   Satisfied,
        4   Dissatisfied,
        5   Very dissatisfied,
        3   Or were you neither satisfied nor dissatisfied?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q32B1 Did you have a problem with their fairness?

        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q32B2 **[IF Q32B1 = 1]** Was your problem resolved to your satisfaction?

    1   YES
    2   NO
    3   DON'T KNOW / NOT SURE
    4   REFUSED

Q33B   Were you given an estimate of the time it would take to get an inspection after it was requested?

    1   YES
    2   NO **[SKIP TO Q35B]**
    3   DON'T KNOW / NOT SURE **[SKIP TO Q35B]**
    4   REFUSED **[SKIP TO Q35B]**

Q34B **[IF Q33B = 1]** Was the time estimate accurate?

    1   YES
    2   NO
    3   DON'T KNOW / NOT SURE
    4   REFUSED

Q35B   How satisfied were you with the amount of time it took to get your inspections? Were you…?

    1   Very satisfied,
    2   Satisfied,
    4   Dissatisfied,
    5   Very dissatisfied,
    3   Or were you neither satisfied nor dissatisfied?
    6   NOT APPLICABLE
    7   DON'T KNOW / NOT SURE
    8   REFUSED

Q35B1 Did you have a problem with the amount of time it took to get your inspections?

    1   YES
    2   NO
    3   DON'T KNOW / NOT SURE
    4   REFUSED

Q35B2 **[IF Q35B1 = 1]** Was your problem resolved to your satisfaction?

    1   YES
    2   NO
    3   DON'T KNOW / NOT SURE
    4   REFUSED

Q36B   Were you told by inspectors that there could be issues that you needed to address?

    1   YES
    2   NO **[SKIP TO Q39B]**
    3   DON'T KNOW / NOT SURE **[SKIP TO Q39B]**
    4   REFUSED **[SKIP TO Q39B]**

Q37B   How satisfied were you with the following: How early you learned of these issues? Would you say you were…?

    1   Very satisfied,
    2   Satisfied,
    4   Dissatisfied,
    5   Very dissatisfied,
    3   Or were you neither satisfied nor dissatisfied?
    6   NOT APPLICABLE
    7   DON'T KNOW / NOT SURE
    8   REFUSED

Q37B1 Did you have a problem with how early you learned of these issues?

    1   YES
    2   NO
    3   DON'T KNOW / NOT SURE
    4   REFUSED

Q37B2 **[IF Q37B1 = 1]** Was your problem resolved to your satisfaction?
        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q38B   (How satisfied were you with the following:) How clear the steps were to get the issues resolved? Would you say you were…?
        1   Very satisfied,
        2   Satisfied,
        4   Dissatisfied,
        5   Very dissatisfied,
        3   Or were you neither satisfied nor dissatisfied?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q38B1 Did you have a problem with how clear the steps were to get the issues resolved?
        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q38B2 **[IF Q38B1 = 1]** Was your problem resolved to your satisfaction?
        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q39B   How would you rate the OVERALL quality of your inspections? Would you say it was…?
        1   Very good,
        2   Good,
        4   Bad,
        5   Very bad,
        3   Or was it neither good nor bad?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

OVERALL PROCESS
[ALL RESPONDENTS]

Q7   For these next questions, please think about the process as a whole, that is, <u>all the steps together</u>. I would like you to rate the information you received from the City about different topics. For each, please tell me if you received MORE INFORMATION THAN YOU NEEDED, JUST WHAT YOU NEEDED, or if YOU NEEDED MORE INFORMATION about the topic. The first is…

Q8   (Thinking about the project we've been discussing…). Information about <u>which permits</u> or approvals you were required for your project? Did you get…?
        1   More information than you needed,
        2   Just what you needed,
        3   Or you needed more information>
        4   DON'T KNOW / NOT SURE
        5   REFUSED

Q9   (Thinking about the project we've been discussing…). Information about <u>regulations</u> that applied to your project? Did you get…?

     1   More information than you needed, **[SKIP TO Q11]**
     2   Just what you needed, **[SKIP TO Q11]**
     3   Or you needed more information?
     4   DON'T KNOW / NOT SURE **[SKIP TO Q11]**
     5   REFUSED **[SKIP TO Q11]**

Q10   **[IF Q9=3]** What more did you need? **[OPEN-ENDED]**

     0   Didn't receive anything
     1   Other
     2   Need more information (General and other mentions) / Had to do research on my own
     3   Information unclear/explain it better
     4   Information on all permits required before job starts/not after
     5   Give all the rules at once / Don't keep adding to them
     6   Need correct information/misinformed
     7   Zoning information needed
     8   Step to step procedures from beginning to end
     9   Speed up the process/spend too much time waiting
     10   Confusing process/too complicated
     11   Need to know what regulations apply to our job
     12   More information on costs/ fees
     13   Need one contact person to help us throughout the whole process
     14   Flag for permits earlier on/alert us right away
     15   Environmental regulations information needed
     16   Better internal communication / not give conflicting info
     17   Specific regulations (seismic, fire, landscaping, etc.)
     97   Other
     98   Don't know/Not sure
     99   Refused

Q11   (Thinking about the project we've been discussing…). Information about <u>the application process,</u> such as where and how to apply, which forms you needed, and what plans to submit? Did you get…? …?

     1   More information than you needed,
     2   Just what you needed,
     3   Or you needed more information>
     4   DON'T KNOW / NOT SURE
     5   REFUSED

Q12   (Thinking about the project we've been discussing…). Information about <u>the fees</u>? Did you get…?

     1   More information than you needed,
     2   Just what you needed,
     3   Or you needed more information>
     4   DON'T KNOW / NOT SURE
     5   REFUSED

Q13   (Thinking about the project we've been discussing…). Information about how to find out <u>the status of your applications</u>, after you submitted the paper work? Did you get…?

     1   More information than you needed,
     2   Just what you needed,
     3   Or you needed more information>
     4   DON'T KNOW / NOT SURE
     5   REFUSED

Q14 During the course of your reviews and inspections, how would you rate the coordination among the different staff that were involved? Was it…?

      1   Very good, **[SKIP TO Q16]**
      2   Good, **[SKIP TO Q16]**
      4   Bad,
      5   Very bad,
      3   Or was it neither good nor bad? **[SKIP TO Q16]**
      6   NOT APPLICABLE **[SKIP TO Q16]**
      7   DON'T KNOW / NOT SURE **[SKIP TO Q16]**
      8   REFUSED **[SKIP TO Q16]**

Q15 **[IF Q14 = 4 OR 5]** Please describe the problem. **[OPEN-ENDED]**

      1   RECORD COMMENTS
      2   No communication between staff / Departments
      3   Staff needs to be assigned quicker/less waiting time
      4   Hard to understand/need better explanations
      5   Don't lose our drawings/plans
      6   Non professional/ Do not trust the staff
      7   Need someone to fill in when the key person is on vacation
      8   Poor attitudes of personnel / they don't care how long it takes to get our permits
      9   Different people / City staff interpret rules and regulations
      10   Incorrect information given/have to redo what we thought was correct
      11   Exam officers/Inspectors need to all be on the same page
      12   No coordination between the staff/failure to pass on information from one person to another
      13   Stop changing the requirements/need to have set rules
      14   Slow process / time consuming
      15   Not knowledgeable / need more training/need to be more informed
      16   Too many people involved in the process/hard to reach contact person
      17   Conflict between inspectors regarding the rules and regulations required
      18   Whole process is a nightmare / very frustrating (General)
      19   Poor communication/doesn't return calls/poor response time
      97   Other
      98   Don't know / Not sure
      99   Refused

Q16 How often did you feel the regulations were interpreted <u>consistently</u> by different City staff? Would you say they were consistent…?

      1   All of the time,
      2   Most of the time,
      3   Some of the time,
      4   Or hardly ever?
      5   DON'T KNOW / NOT SURE
      6   REFUSED

Q17 City regulations are intended to support the goal of making Portland a livable community. Of the regulations you were required to meet for your permit, were they any that you feel do <u>not</u> support this goal?

      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q18 Overall, how would you rate the predictability of the review process you went through? By "predictable" I mean things going the way you thought they would. Would you say…?

      1   Very good,
      2   Good,
      4   Bad,
      5   Very bad,
      3   Or was it neither good nor bad?
      6   NOT APPLICABLE
      7   DON'T KNOW / NOT SURE
      8   REFUSED

Q19   Overall, how would you rate the timeliness of the review process you went through? By "timely" I mean the length of time being what you expected. Would you say…?

    1   Very good,
    2   Good,
    4   Bad,
    5   Very bad,
    3   Or was it neither good nor bad?
    6   NOT APPLICABLE
    7   DON'T KNOW / NOT SURE
    8   REFUSED

Q20   How would you rate the OVERALL quality of the development review process? Would you say it was…?

    1   Very good,
    2   Good,
    4   Bad,
    5   Very bad,
    3   Or were you neither good nor bad?
    6   NOT APPLICABLE
    7   DON'T KNOW / NOT SURE
    8   REFUSED

Q20   And what suggestions do you have for improving the City of Portland's development review process?
    [OPEN-ENDED]

    0   Nothing / Can't think of anything
    1   Other
    2   Quicker turnaround /too slow issuing permits
    3   More communication among city staff
    4   Back up plans for people who are going on vacation so process continues
    5   Less information required / too much needed
    6   Mail my corrections-live in Seattle
    7   Need one project manager to track process from beginning to end
    8   Streamline routing of project / make sure it is signed off quickly
    9   Screening needed to eliminate unnecessary reviews
    10   More staff coordination between different departments for reviews
    11   Need accurate information
    12   Lack of consistency from people behind the counter
    13   Less costly projects / keep requirements low
    14   Department of Transportation is too rigid on what you can and can't do
    15   Less paperwork / streamline permit process
    16   Allow simple permits over the counter
    17   Give overall projections of building codes at once
    18   Lower fees / costs (General)
    19   Better coordination / consistency from one department to another
    20   Get rid of staff / too bureaucratic
    21   Improve response time on returning phone calls
    22   Speed up review design process
    23   Better input between the planners / reviewers
    24   Need quicker notification of any problems that could cause failure to pass inspection
    25   Codes need to be standardized
    26   Improve timeliness of inspectors arriving on the site
    27   Clarify codes better/confusing
    28   Consistency of inspectors in terms of dealing with the same issues
    29   Hire more people / need more staff
    30   Consistency between one plan examiner to the next
    31   More information needed for home owners (lectures, discussions, etc.)
    32   Need someone responsible to make decisions / don't pass things on
    33   Flexibility needed with each project because they differ
    34   Distrust process / more up front on procedures
    35   Less regulations / rules
    36   Not knowledgeable/Need more training / Need to be more informed

37	*Want on-line accessibility / web site*
38	*Better customer service / Friendlier staff*
39	*Be on the same page with code interpretations*
40	*Privatize*
41	*Zone improvements / zoning requirements needed (mentions of different zoning projects)*
42	*Parking improvements / more / less expensive*
43	*Current administration is anti-business / get rid of Mayor*
44	*Limit / Management neighborhood input*
45	*Do a good job / Satisfied*
46	*Need a comprehensive info sheet outlining details of processes / fees*
96	*More information (General)*
97	*Other*
98	*Don't know / Not sure*
99	*Refused*

THE END
[ALL RESPONDENTS]

Q21   Did your project require other permits or approvals?

       1   YES
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q22   [IF Q21 = 1] What were they? [**DO NOT READ LIST**]

       1   LAND USE REVIEW (IF NEEDED: SUCH AS DESIGN, ADJUSTMENT, LAND DIVISION OR LAND USE REVIEW)
       2   A BUILDING PERMIT
       3   DRIVEWAY OR SIDEWALK IMPROVEMENT PERMITS
       4   MECHANICAL, ELECTRICAL, OR PLUMBING PERMITS
       5   SIGN PERMIT
       6   SEWER CONNECTION PERMIT
       7   SEWER / STREET / WATER CONSTRUCTION PERMIT
       8   SPRINKLER / ALARM PERMIT
       9   STREET USE PERMIT
     10   ZONING / Z PERMIT
     11   REFRIGERATION PERMIT
     12   PARKING LOT PERMIT
     13   ELEVATOR PERMIT
     14   FIRE PERMIT
     15   COMMERCIAL PERMIT
     16   TRANSPORTATION PERMIT
     17   ADJUSTMENT PERMIT
     18   CONSTRUCTION PERMIT
     19   REVISION PERMIT
     20   DRAINAGE PERMIT
     21   STRUCTURAL PERMIT
     24   HVAC
     25   ENVIRONMENTAL REVIEW
     26   STATE HEALTH DIVISION
     27   DEMOLITION PERMIT
     28   STATE HISTORIC PRESERVATION
     29   APPEALS
     97   OTHER **[SPECIFY]**
     99   REFUSED

THANK That concludes my questions. Thank you very much for your time and cooperation**. [DISPOS=40]**

THANK2 You will receive a link to the survey from mkirk@nwrg.com within the next 24 hours. If you have a SPAM filter, you will need to allow this email address through in order to receive the link. After we send the link, we will call to verify that you received it. Thank you very much for your time and cooperation. **[DISPOS=41]**

Disp#	Disposition	Display Type	Property	Incidence
		P/S/I/H	A/B/C/N/R/F	D/B/I
1	No Answer	P	A	D
2	Busy	P	B	D
3	Answering Machine	P	A	D
4	Verified Non-Working	P	F	D
5	Initial Refusal	S	R	D
6	Final Refusal	S	F	D
7	Never Call - SUPERVISOR	S	N	D
8	Screener Refusal	H	F	D
9	Communication Barrier	S	F	D
10	Language Barrier (Unknown)	S	F	D
11	Callback Introduction	S	C	D
12	Privacy Manager	P	R	D
13	Possible Disconnect	P	C	D
14	Business / Residential	P	F	D
15	Targeted Respondent Not Available	S	F	D
16	(Specific Language Barrier / Other)	S	F	D
20	Interview In Progress	I	C	I
21	Mid-Terminate – SUPERVISOR	I	F	I
22	No Head of Household / No One Over 18	H	F	B
23	Out Of Area	H	F	B
24	No Call List Mention	S	F	D
25	Message Left	H	A	B
26	NQ – Did not receive in last year	H	F	B
27	OQ – 200 Residential Building permit customers	H	F	B
28	OQ – 200 Commercial Building permit customers	H	F	B
29	OQ – 125 Trade permit customers	H	F	B
40	Complete	H	F	I
41	Send online survey	H	F	I

Display Type:
P = Pre-Screener – First Screen With Contact Info (Prior To Contact With Respondent)
S = Screener – After First Screen, Before QAL (After Contact With Respondent)
I = Interview – Between QAL and CPL
H = Hidden – Not Available To Interviewer

Property:
A = Answering Machine / No Answer
B = Busy
C = Callback
N = Never Call
R = Refusal
F = Final

Incidence:
D = Don't include
B = Base only
I = Include

Land Use Customer Questionnaire

INTRODUCTION

INTRO   Hello, my name is ___ from Northwest Research Group calling on behalf of the City of Portland.

IF THERE IS A PERSON'S NAME IN CONTINUE: May I please speak with_____?

IF NO NAME/NO LONGER WITH COMPANY, SAY: May I please speak with the person who would know the most about a Review for (pull from sample – FWORK)?

ONCE ON THE PHONE, REINTRODUCE IF NEEDED: According to our records, you received a land use review within this last year. We'd like your help in evaluating the system that processed your request. Your opinions will be kept strictly confidential and can not be connected to you personally. It may take about 10 minutes. Is now a good time?

IF REFUSE TO COMPLETE BY TELEPHONE OFFER ON-LINE OPTION: Would you prefer to take the survey on-line?

       1   YES [CONTINUE PHONE SURVEY] **[SKIP TO INTO3]**
      2   NO **[SCHEDULE A CALLBACK]**
      3   RESPONDENT PREFERS ON-LINE OPTION **[SKIP TO ONINT]**

INT03   First, let me verify that you received a <LAND USE REVIEW> for the property at <ADDR> on <DATE>.

[IF NO ASK: Was it within this last year?**]**
      91   YES / YES IN THE LAST YEAR
      92   NEED MORE INFO ABOUT CLIENT TO REMEMBER
      60   DID NOT RECEIVE IN LAST YEAR **[THANK AND TERMINATE]**
      61   DON'T KNOW / REFUSED **[THANK AND TERMINATE]**

QA   **[IF INT03 = 92]** I'm sorry, we do not have that information. However, we would still like to include your opinions. For the purpose of this study, could you just think about the most recent property that you received a <LAND USE REVIEW> for?
      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q2   I would like you to think about your experience with the City when you applied for the <LAND USE REVIEW> for that property.   If you have comments about other experiences there will be time later in the survey for you to share them. Which ONE of the following best describes your role in this project? Were you the...? [**READ LIST]**

[**NOTE TO INTERVIEWER: IF MULTIPLE:** Please pick the one you played the strongest role in.**]**

        1   Owner
        2   Contractor / sub-contractor **[SKIP TO Q4]**
        3   Architect **[SKIP TO Q4]**
        4   Engineer **[SKIP TO Q4]**
        5   Permit processor **[SKIP TO Q4]**
        6   Interior designer
        7   Representative
        8   Project manager
        9   Consultant
        10   Friend/relative
        97   Or someone else? **[SPECIFY] [SKIP TO Q4]**
        99   REFUSED **[SKIP TO Q4]**

Q3   **[IF Q2 = 1]** Do you own multiple properties?
        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q4   Is this the first time you or your company has requested a permit or land use approval from the City of Portland?
        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q5   **[IF Q4 = 2]** Please think about any previous requests for land use reviews. On average, would you say you submit requests…?
        1   Weekly,
        2   Monthly,
        3   Several times a year,
        4   Once a year,
        5   Or less often than once a year?
        6   DON'T KNOW / NOT SURE
        7   REFUSED

INTRODUCTORY DESCRIPTION OF PARTS OF PROCESS

Q6L   I want to ask about each of the parts of the process leading up to the final decision on this project. The beginning phase was when you first talked with City staff to find out what type of review was required and what materials you would need. How satisfied were you with the staff who first checked your project on . . . Their availability? Were you…?
        1   Very satisfied,
        2   Satisfied,
        4   Dissatisfied,
        5   Very dissatisfied,
        3   Or were you neither satisfied nor dissatisfied?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q6L1   Did you have a problem with their availability?
        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE

4   REFUSED

Q6L2   **[IF Q6L1 = 1]** Was your problem resolved to your satisfaction?
      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q7L   How satisfied were you with the staff who first checked your project on . . . Their knowledge? Were you…?
      1   Very satisfied,
      2   Satisfied,
      4   Dissatisfied,
      5   Very dissatisfied,
      3   Or were you neither satisfied nor dissatisfied?
      6   NOT APPLICABLE
      7   DON'T KNOW / NOT SURE
      8   REFUSED

Q7L1   Did you have a problem with their knowledge?
      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q7L2   **[IF Q7L1 = 1]** Was your problem resolved to your satisfaction?
      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q8L   How satisfied were you with the staff who first checked your project on . . . Their helpfulness in solving problems? Were you…?
      1   Very satisfied,
      2   Satisfied,
      4   Dissatisfied,
      5   Very dissatisfied,
      3   Or were you neither satisfied nor dissatisfied?
      6   NOT APPLICABLE
      7   DON'T KNOW / NOT SURE
      8   REFUSED

Q8L1   Did you have a problem with their helpfulness in solving problems?
      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q8L2   **[IF Q8L1 = 1]** Was your problem resolved to your satisfaction?
      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q9L   How satisfied were you with the staff who first checked your project on . . . Their fairness? Were you…?
      1   Very satisfied,
      2   Satisfied,
      4   Dissatisfied,
      5   Very dissatisfied,
      3   Or were you neither satisfied nor dissatisfied?
      6   NOT APPLICABLE

Q9L1   Did you have a problem with their fairness?

      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q9L2   **[IF Q9L1 = 1]** Was your problem resolved to your satisfaction?

      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q10L   Were you told by the staff who checked your application that there could be changes or additional information that you needed to address?

      1   YES
      2   NO **[SKIP TO Q13B]**
      3   DON'T KNOW / NOT SURE **[SKIP TO Q13B]**
      4   REFUSED **[SKIP TO Q13B]**

Q11L   **[IF Q10L = 1]** How satisfied were you with…how early you learned of these issues? Were you…?

      1   Very satisfied,
      2   Satisfied,
      4   Dissatisfied,
      5   Very dissatisfied,
      3   Or were you neither satisfied nor dissatisfied?
      6   NOT APPLICABLE
      7   DON'T KNOW / NOT SURE
      8   REFUSED

Q8L1   Did you have a problem with how early you learned of these issues?

      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q11L2   **[IF Q11L1 = 1]** Was your problem resolved to your satisfaction?

      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q12L   **[IF Q10L=1]** How satisfied were you with…how clear the steps were to get the issues resolved? Were you…?

      1   Very satisfied,
      2   Satisfied,
      4   Dissatisfied,
      5   Very dissatisfied,
      3   Or were you neither satisfied nor dissatisfied?
      6   NOT APPLICABLE
      7   DON'T KNOW / NOT SURE
      8   REFUSED

Q12L1   Did you have a problem with how clear the steps were to get the issues resolved?

      1   YES
      2   NO
      3   DON'T KNOW / NOT SURE
      4   REFUSED

Q12L2   **[IF Q12L1 = 1]** Was your problem resolved to your satisfaction?

      1   YES

2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q22LA Given the project description you provided in this initial conversation, how satisfied are you that the City staff gave you as much information as they could at the time? Were you…?

        1   Very satisfied,
        2   Satisfied,
        4   Dissatisfied,
        5   Very dissatisfied,
        3   Or were you neither satisfied nor dissatisfied?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q22LA1 Did you have a problem with how much information the City staff gave you?

        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q22LA2 **[IF Q22LA1 = 1]** Was your problem resolved to your satisfaction?

        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q13L   How would you rate the OVERALL quality of this first review phase? Would you say it was…?

        1   Very good
        2   Good
        4   Bad
        5   Very bad
        3   Or was it neither good nor bad?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        9   REFUSED

PRE-APPLICATION CONFERENCE

Q14L   A pre-application conference is required for a Type 3 land use review and is where some applicants meet with representatives from all the bureaus involved in approving your application. Did you have a pre-application conference?

        1   YES
        2   NO **[SKIP TO Q23L]**
        3   DON'T KNOW / NOT SURE **[SKIP TO Q23L]**
        4   REFUSED **[SKIP TO Q23L]**

Q15L   For the next few questions, I'm going to ask you how satisfied you were with the staff involved at your pre-application conference. Please think only of this phase when answering. How satisfied were you with the pre-application staff on their availability? Were you…?

        1   Very satisfied,
        2   Satisfied,
        4   Dissatisfied,
        5   Very dissatisfied,
        3   Or were you neither satisfied nor dissatisfied?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q15L1 Did you have a problem with their availability?

        1   YES

2 NO
3 DON'T KNOW / NOT SURE
4 REFUSED

Q15L2 **[IF Q15L1 = 1]** Was your problem resolved to your satisfaction?

  1 YES
  2 NO
  3 DON'T KNOW / NOT SURE
  4 REFUSED

Q16L How satisfied were you with the pre-application staff on their knowledge? Would you say…?

  1 Very satisfied,
  2 Satisfied,
  4 Dissatisfied,
  5 Very dissatisfied,
  3 Or were you neither satisfied nor dissatisfied?
  6 NOT APPLICABLE
  7 DON'T KNOW / NOT SURE
  8 REFUSED

Q16L1 Did you have a problem with their knowledge?

  1 YES
  2 NO
  3 DON'T KNOW / NOT SURE
  4 REFUSED

Q16L2 **[IF Q16L1 = 1]** Was your problem resolved to your satisfaction?

  1 YES
  2 NO
  3 DON'T KNOW / NOT SURE
  4 REFUSED

Q17L How satisfied were you with the pre-application staff on their helpfulness in solving problems? Would you say…?

  1 Very satisfied,
  2 Satisfied,
  4 Dissatisfied,
  5 Very dissatisfied,
  3 Or were you neither satisfied nor dissatisfied?
  6 NOT APPLICABLE
  7 DON'T KNOW / NOT SURE
  8 REFUSED

Q17L1 Did you have a problem with their helpfulness in solving problems?

  1 YES
  2 NO
  3 DON'T KNOW / NOT SURE
  4 REFUSED

Q17L2 **[IF Q17L1 = 1]** Was your problem resolved to your satisfaction?

  1 YES
  2 NO
  3 DON'T KNOW / NOT SURE
  4 REFUSED

Q18L How satisfied were you with the pre-application staff on their fairness? Would you say…?

  1 Very satisfied,
  2 Satisfied,
  4 Dissatisfied,
  5 Very dissatisfied,
  3 Or were you neither satisfied nor dissatisfied?
  6 NOT APPLICABLE
  7 DON'T KNOW / NOT SURE
  8 REFUSED

Q18L1 Did you have a problem with their fairness?

       1   YES
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q18L2 **[IF Q18L1 = 1]** Was your problem resolved to your satisfaction?

       1   YES
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q19L Were you told by the staff at the conference that there could be issues that you needed to address?

       1   YES
       2   NO **[SKIP TO Q22LA]**
       3   DON'T KNOW / NOT SURE **[SKIP TO Q22LA]**
       4   REFUSED **[SKIP TO Q22LA]**

Q20L **[IF Q19L = 1]** How satisfied were you with…how early you learned of these issues? Were you…?

       1   Very satisfied,
       2   Satisfied,
       4   Dissatisfied,
       5   Very dissatisfied,
       3   Or were you neither satisfied nor dissatisfied?
       6   NOT APPLICABLE
       7   DON'T KNOW / NOT SURE
       8   REFUSED

Q20L1 Did you have a problem with how early you learned of these issues?

       1   YES
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q20L2 **[IF Q20L1 = 1]** Was your problem resolved to your satisfaction?

       1   YES
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q21L **[IF Q19L = 1]** How satisfied were you with…how clear the steps were to get issues resolved? Were you…?

       1   Very satisfied,
       2   Satisfied,
       4   Dissatisfied,
       5   Very dissatisfied,
       3   Or were you neither satisfied nor dissatisfied?
       6   NOT APPLICABLE
       7   DON'T KNOW / NOT SURE
       8   REFUSED

Q21L1 Did you have a problem with how clear the steps were to get issues resolved?

       1   YES
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q21L2 **[IF Q21L1 = 1]** Was your problem resolved to your satisfaction?

       1   YES
       2   NO
       3   DON'T KNOW / NOT SURE
       4   REFUSED

Q22L   How would you rate the OVERALL quality of the pre-application conference? Would you say it was…?
        1   Very good,
        2   Good,
        4   Bad,
        5   Very bad,
        3   Or were you neither good nor bad?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q23L   Now think about the time period <u>after</u> you submitted your application, when you may have had interactions with City staff leading up to the decision on your project. How satisfied were you with the Land Use review staff on their availability? Were you…?
        1   Very satisfied,
        2   Satisfied,
        4   Dissatisfied,
        5   Very dissatisfied,
        3   Or were you neither satisfied nor dissatisfied?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q23L1   Did you have a problem with their availability after you submitted your application?
        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q23L2   **[IF Q23L1 = 1]** Was your problem resolved to your satisfaction?
        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q24L   How satisfied were you with the Land Use review staff on their knowledge? Were you…?
        1   Very satisfied,
        2   Satisfied,
        4   Dissatisfied,
        5   Very dissatisfied,
        3   Or were you neither satisfied nor dissatisfied?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q24L1   Did you have a problem with their knowledge?
        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q24L2   **[IF Q24L1 = 1]** Was your problem resolved to your satisfaction?
        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q25L How satisfied were you with the Land Use review staff on their helpfulness in solving problems? Were you…?

 1 Very satisfied,
 2 Satisfied,
 4 Dissatisfied,
 5 Very dissatisfied,
 3 Or were you neither satisfied nor dissatisfied?
 6 NOT APPLICABLE
 7 DON'T KNOW / NOT SURE
 8 REFUSED

Q25L1 Did you have a problem with their helpfulness in solving problems?

 1 YES
 2 NO
 3 DON'T KNOW / NOT SURE
 4 REFUSED

Q25L2 **[IF Q25L1 = 1]** Was your problem resolved to your satisfaction?

 1 YES
 2 NO
 3 DON'T KNOW / NOT SURE
 4 REFUSED

Q26L How satisfied were you with the Land Use review staff on their fairness? Were you…?

 1 Very satisfied,
 2 Satisfied,
 4 Dissatisfied,
 5 Very dissatisfied,
 3 Or were you neither satisfied nor dissatisfied?
 6 NOT APPLICABLE
 7 DON'T KNOW / NOT SURE
 8 REFUSED

Q26L1 Did you have a problem with their fairness?

 1 YES
 2 NO
 3 DON'T KNOW / NOT SURE
 4 REFUSED

Q26L2 **[IF Q26L1 = 1]** Was your problem resolved to your satisfaction?

 1 YES
 2 NO
 3 DON'T KNOW / NOT SURE
 4 REFUSED

Q27L Were you told by Land Use Review staff that there could be issues that you needed to address on your proposed project?

 1 YES
 2 NO **[SKIP TO Q30L]**
 3 DON'T KNOW / NOT SURE **[SKIP TO Q30L]**
 4 REFUSED **[SKIP TO Q30L]**

Q28L **[IF Q27L = 1]** How satisfied were you with…how early you learned of these issues? Were you…?

 1 Very satisfied,
 2 Satisfied,
 4 Dissatisfied,
 5 Very dissatisfied,
 3 Or were you neither satisfied nor dissatisfied?
 6 NOT APPLICABLE
 7 DON'T KNOW / NOT SURE
 8 REFUSED

Q28L1 Did you have a problem with how early you learned of these issues?
        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q28L2 **[IF Q28L1 = 1]** Was your problem resolved to your satisfaction?
        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q29L   **[IF Q27L = 1]** How satisfied were you with…how clear the steps were to get the issues resolved? Were you…?
        1   Very satisfied,
        2   Satisfied,
        4   Dissatisfied,
        5   Very dissatisfied,
        3   Or were you neither satisfied nor dissatisfied?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q29L1 Did you have a problem with how clear the steps were to get the issues resolved?
        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q29L2 **[IF Q29L1 = 1]** Was your problem resolved to your satisfaction?
        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q30L After your application was complete, you were sent a notice from the City that described your land use case and the regulations that applied to it. How would you rate the adequacy of the information in the notice?
        1   Very good,
        2   Good,
        4   Bad,
        5   Very bad,
        3   Or neither good nor bad?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q31L   Were you given an estimate of the time it would take from when you submitted your application to the time you got a decision on this project?
        1   YES
        2   NO **[SKIP TO Q33L]**
        3   DON'T KNOW / NOT SURE **[SKIP TO Q33L]**
        4   REFUSED **[SKIP TO Q33L]**

Q32L   **[IF Q31L = 1]** Was the time estimate accurate?
        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q33L   How satisfied were you with the amount of time it took to get your land use decision? Were you..?
1   Very satisfied,
2   Satisfied,
4   Dissatisfied,
5   Very dissatisfied,
3   Or were you neither satisfied nor dissatisfied?
6   NOT APPLICABLE
7   DON'T KNOW / NOT SURE
8   REFUSED

Q33L1 Did you have a problem with the amount of time it took to get your land use decision?
1   YES
2   NO
3   DON'T KNOW / NOT SURE
4   REFUSED

Q33L2 **[IF Q33L1 = 1]** Was your problem resolved to your satisfaction?
1   YES
2   NO
3   DON'T KNOW / NOT SURE
4   REFUSED

Q34L   Ignoring the mandatory 21 to 30 days for public comment, how satisfied are you with the timeliness of the City staff that reviewed your proposal? Were you…?
1   Very satisfied,
2   Satisfied,
4   Dissatisfied,
5   Very dissatisfied,
3   Or were you neither satisfied nor dissatisfied?
6   NOT APPLICABLE
7   DON'T KNOW / NOT SURE
8   REFUSED

Q34L1 Did you have a problem with the timeliness of the City staff that reviewed your proposal?
1   YES
2   NO
3   DON'T KNOW / NOT SURE
4   REFUSED

Q34L2 **[IF Q34L1 = 1]** Was your problem resolved to your satisfaction?
1   YES
2   NO
3   DON'T KNOW / NOT SURE
4   REFUSED

Q34L   How would you rate the OVERALL quality of the review of your application? Would you say it was…?
1   Very good,
2   Good,
4   Bad,
5   Very bad,
3   Or were you neither good nor bad?
6   NOT APPLICABLE
7   DON'T KNOW / NOT SURE
8   REFUSED

Q7   For these next questions please think about the process as a whole, that is, all the steps together. I would like you to rate the information you received from the City about different topics. For each, please tell me if you received MORE INFORMATION THAN YOU NEEDED, JUST WHAT YOU NEEDED, or if YOU NEEDED MORE INFORMATION about the topic. The first is…

Q8   (Thinking about the project we've been discussing…). Information about which permits or approvals were required for your project? Did you get…?

      1   More information than you needed,
      2   Just what you needed,
      3   Or you needed more information>
      4   DON'T KNOW / NOT SURE
      5   REFUSED

Q9   (Thinking about the project we've been discussing…). Information about regulations that applied to your project? Did you get…?

      1   More information than you needed, **[SKIP TO Q11]**
      2   Just what you needed, **[SKIP TO Q11]**
      3   Or you needed more information?
      4   DON'T KNOW / NOT SURE **[SKIP TO Q11]**
      5   REFUSED **[SKIP TO Q11]**

Q10   **[IF Q9=3]** What more did you need? **[OPEN-ENDED]**

      0   Didn't receive anything
      1   Other
      2   Need more information (General and other mentions) / Had to do research on my own
      3   Information unclear/explain it better
      4   Information on all permits required before job starts/not after
      5   Give all the rules at once / Don't keep adding to them
      6   Need correct information/misinformed
      7   Zoning information needed
      8   Step to step procedures from beginning to end
      9   Speed up the process/spend too much time waiting
      10   Confusing process/too complicated
      11   Need to know what regulations apply to our job
      12   More information on costs/ fees
      13   Need one contact person to help us throughout the whole process
      14   Flag for permits earlier on/alert us right away
      15   Environmental regulations information needed
      16   Better internal communication / not give conflicting info
      17   Specific regulations (seismic, fire, landscaping, etc.)
      97   Other
      98   Don't know/Not sure
      99   Refused

Q11   (Thinking about the project we've been discussing…). Information about the application process, such as where and how to apply, which forms you needed, and what plans to submit? Did you get…?

      1   More information than you needed,
      2   Just what you needed,
      3   Or you needed more information>
      4   DON'T KNOW / NOT SURE
      5   REFUSED

Q12   (Thinking about the project we've been discussing…). Information about the fees? Did you get…?

      1   More information than you needed,
      2   Just what you needed,
      3   Or you needed more information>
      4   DON'T KNOW / NOT SURE

5   REFUSED

Q13   (Thinking about the project we've been discussing…). Information about <u>the status of your applications</u>, after you submitted the paper work? Did you get…?
        1   More information than you needed,
        2   Just what you needed,
        3   Or you needed more information>
        4   DON'T KNOW / NOT SURE
        5   REFUSED

Q14   During the course of your reviews and inspections, how would you rate the coordination among the different staff that were involved? Was it…?
        1   Very good, **[SKIP TO Q16]**
        2   Good, [**SKIP TO Q16**]
        4   Bad,
        5   Very bad,
        3   Or was it neither good nor bad? **[SKIP TO Q16]**
        6   NOT APPLICABLE **[SKIP TO Q16]**
        7   DON'T KNOW / NOT SURE **[SKIP TO Q16]**
        8   REFUSED [SKIP TO Q16]

Q15   **[IF Q14 = 4 OR 5]** Please describe the problem. **[OPEN-ENDED]**
        1   RECORD COMMENTS
        2   No communication between staff / Departments
        3   Staff needs to be assigned quicker/less waiting time
        4   Hard to understand/need better explanations
        5   Don't lose our drawings/plans
        6   Non professional/ Do not trust the staff
        7   Need someone to fill in when the key person is on vacation
        8   Poor attitudes of personnel / they don't care how long it takes to get our permits
        9   Different people / City staff interpret rules and regulations
        10   Incorrect information given/have to redo what we thought was correct
        11   Exam officers/Inspectors need to all be on the same page
        12   No coordination between the staff/failure to pass on information from one person to another
        13   Stop changing the requirements/need to have set rules
        14   Slow process / time consuming
        15   Not knowledgeable / need more training/need to be more informed
        16   Too many people involved in the process/hard to reach contact person
        17   Conflict between inspectors regarding the rules and regulations required
        18   Whole process is a nightmare / very frustrating (General)
        19   Poor communication/doesn't return calls/poor response time
        97   Other
        98   Don't know / Not sure
        99   Refused

Q16   How often did you feel the regulations were interpreted <u>consistently</u> by different City staff? Would you say they were consistent…?
        1   All of the time,
        2   Most of the time,
        3   Some of the time,
        4   Or hardly ever?
        5   DON'T KNOW / NOT SURE
        6   REFUSED

Q17   City regulations are intended to support the goal of making Portland a livable community. Of the regulations you were required to meet for your permit, were there any that you feel do <u>not </u>support this goal?
        1   YES
        2   NO
        3   DON'T KNOW / NOT SURE
        4   REFUSED

Q18   Overall, how would you rate the predictability of the review process you went through? By "predictable" I mean things going the way you thought they would. Would you say…?

        1   Very good,
        2   Good,
        4   Bad,
        5   Very bad,
        3   Or was it neither good nor bad?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q19   Overall, how would you rate the timeliness of the review process you went through? By "timely" I mean the length of time being what you expected. Would you say…?

        1   Very good,
        2   Good,
        4   Bad,
        5   Very bad,
        3   Or was it neither good nor bad?
        6   NOT APPLICABLE
        7   DON'T KNOW / NOT SURE
        8   REFUSED

Q20   And what suggestions do you have for improving the City of Portland's development review process? **[OPEN-ENDED]**

    0   Nothing / Can't think of anything
    1   Other
    2   Quicker turnaround /too slow issuing permits
    3   More communication among city staff
    4   Back up plans for people who are going on vacation so process continues
    5   Less information required / too much needed
    6   Mail my corrections-live in Seattle
    7   Need one project manager to track process from beginning to end
    8   Streamline routing of project / make sure it is signed off quickly
    9   Screening needed to eliminate unnecessary reviews
    10   More staff coordination between different departments for reviews
    11   Need accurate information
    12   Lack of consistency from people behind the counter
    13   Less costly projects / keep requirements low
    14   Department of Transportation is too rigid on what you can and can't do
    15   Less paperwork / streamline permit process
    16   Allow simple permits over the counter
    17   Give overall projections of building codes at once
    18   Lower fees / costs (General)
    19   Better coordination / consistency from one department to another
    20   Get rid of staff / too bureaucratic
    21   Improve response time on returning phone calls
    22   Speed up review design process
    23   Better input between the planners / reviewers
    24   Need quicker notification of any problems that could cause failure to pass inspection
    25   Codes need to be standardized
    26   Improve timeliness of inspectors arriving on the site
    27   Clarify codes better/confusing
    28   Consistency of inspectors in terms of dealing with the same issues
    29   Hire more people / need more staff
    30   Consistency between one plan examiner to the next
    31   More information needed for home owners (lectures, discussions, etc.)
    32   Need someone responsible to make decisions / don't pass things on
    33   Flexibility needed with each project because they differ
    34   Distrust process / more up front on procedures
    35   Less regulations / rules

THE END [ALL RESPONDENTS]

Q21   Did your project require other permits or approvals?
- 1   YES
- 2   NO
- 3   DON'T KNOW / NOT SURE
- 4   REFUSED

Q22   [IF Q21 = 1] What were they? **DO NOT READ LIST**
- 1   Land use review (IF NEEDED: such as design, adjustment, land division or land use review)
- 2   A building permit
- 3   Driveway or sidewalk improvement permits
- 4   Mechanical, electrical, or plumbing permits
- 5   Sign Permit
- 6   Sewer connection permit
- 7   Sewer / street / water construction permit
- 8   Sprinkler / alarm permit
- 9   Street use permit
- 10   Zoning / Z permit
- 11   Refrigeration permit
- 12   Parking lot permit
- 13   Elevator permit
- 14   Fire permit
- 15   Commercial permit
- 16   TRANSPORTATION PERMIT
- 17   ADJUSTMENT PERMIT
- 18   CONSTRUCTION PERMIT
- 19   REVISION PERMIT
- 20   DRAINAGE PERMIT
- 21   STRUCTURAL PERMIT
- 24   HVAC
- 25   ENVIRONMENTAL REVIEW
- 26   STATE HEALTH DIVISION
- 27   DEMOLITION PERMIT
- 28   STATE HISTORIC PRESERVATION
- 29   APPEALS
- 97   OTHER **[SPECIFY]**
- 99   REFUSED

THANK That concludes my questions. Thank you very much for your time and cooperation. **[DISPOS=40]**

THANK2 You will receive a link to the survey from mkirk@nwrg.com within the next 24 hours. If you have a SPAM filter, you will need to allow this email address through in order to receive the link. After we send the link, we will call to verify that you received it. Thank you very much for your time and cooperation. **[DISPOS=41]**

Disp#	Disposition	Display Type	Property	Incidence
		P/S/I/H	A/B/C/N/R/F	D/B/I
1	No Answer	P	A	D
2	Busy	P	B	D
3	Answering Machine	P	A	D
4	Verified Non-Working	P	F	D
5	Initial Refusal	S	R	D
6	Final Refusal	S	F	D
7	Never Call – SUPERVISOR	S	N	D
8	Screener Refusal	H	F	D
9	Communication Barrier	S	F	D
10	Language Barrier (Unknown)	S	F	D
11	Callback Introduction	S	C	D
12	Privacy Manager	P	R	D
13	Possible Disconnect	P	C	D
14	Business / Residential	P	F	D
15	Targeted Respondent Not Available	S	F	D
16	(Specific Language Barrier / Other)	S	F	D
20	Interview In Progress	I	C	I
21	Mid-Terminate – SUPERVISOR	I	F	I
22	No Head of Household / No One Over 18	H	F	B
23	Out Of Area	H	F	B
24	No Call List Mention	S	F	D
25	Message Left	H	A	B
30	OQ – 150 Land Use customers	H	F	B
40	Complete	H	F	I

Display Type:
P = Pre-Screener – First Screen With Contact Info (Prior To Contact With Respondent)
S = Screener – After First Screen, Before QAL (After Contact With Respondent)
I = Interview – Between QAL and CPL
H = Hidden – Not Available To Interviewer

Property:
A = Answering Machine / No Answer
B = Busy
C = Callback
N = Never Call
R = Refusal
F = Final

Incidence:
D = Don't include
B = Base only
I = Include

Sample Banner Pages

Building Permit Customer Banners

OTC - Over-the-Counter Customer

BASE = ALL RESPONDENTS

	Total	Yearly Comparisons					Survey Mode (2006 Only)	
		2002	2003	2004	2005	2006	Phone	Online
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
TOTAL	2645	527	544	526	527	521	515	6
TOTAL RESPONDING	2645	527	544	526	527	521	515	6
	100%	100%	100%	100%	100%	100%	100%	100%
Yes	1717	311	344	344	344	374	371	3
	65%	59%	63%	65%	65%	72%	72%	50%
				B	B	BCDE		
No	928	216	200	182	183	147	144	3
	35%	41%	37%	35%	35%	28%	28%	50%
		DEF	F	F	F			

OTC - Over-the-Counter Customer

BASE = ALL RESPONDENTS

	Permit Type			Building Permits						Overall Ratings: Building & Trade						Overall Ratings: Land Use Review					
				OTC			Intake			Check App		P. Review		Inspect.		Intl.Cont.		PAProcess		App Rev.	
	2006 Total	LU	Trade	Bldg	All	Comm	Res	All	Comm	Res	Good	Bad	Good	Bad	Good	Bad	Good	Bad	Good	Bad	Good	Bad
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)
TOTAL	521	–	125	396	374	123	128	147	74	71	426	34	87	28	313	12	–	–	–	–	–	–
TOTAL RESPONDING	521	–	125	396	374	123	128	147	74	71	426	34	87	28	313	12	–	–	–	–	–	–
	100%		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%						
Yes	374	–	123	251	374	123	128	–	–	–	315	23	–	–	241	10	–	–	–	–	–	–
	72%		98%	63%	100%	100%	100%				74%	68%			77%	83%						
			D																			
No	147	–	2	145	–	–	–	147	74	71	111	11	87	28	72	2	–	–	–	–	–	–
	28%		2%	37%				100%	100%	100%	26%	32%	100%	100%	23%	17%						
				C																		

Comparison Groups: BCD/EH/FG/IJ/KL/MN/OP/QR/ST/UV
Independent T-Test for Means, Independent Z-Test for Percentages
Upper case letters indicate significance at the 95% level.
Prepared by Northwest Research Group, Inc. September 2006

OTC - Over-the-Counter Customer

BASE = ALL RESPONDENTS

		Project Role					First Application		Application Frequency				Other Permits Required		Staff Coordination		Consistent Regulation Interpretation	
	Total	Owner	Contr actor	Arch- itect	Permit procssr	Other	Yes	No	1st time	At least 1/mo.	Less than 1/mo.	1/yr or less	Yes	No	Good	Bad	Usually	Some- times
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)
TOTAL	521	152	239	63	20	47	118	402	118	153	155	90	138	368	380	38	380	128
TOTAL RESPONDING	521	152	239	63	20	47	118	402	118	153	155	90	138	368	380	38	380	128
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Yes	374	106	198	28	11	31	83	291	83	130	97	60	88	275	291	20	278	83
	72%	70%	83%	44%	55%	66%	70%	72%	70%	85%	63%	67%	64%	75%	77%	53%	73%	65%
			D	BDEF		D				IKL				M	P			
No	147	46	41	35	9	16	35	111	35	23	58	30	50	93	89	18	102	45
	28%	30%	17%	56%	45%	34%	30%	28%	30%	15%	37%	33%	36%	25%	23%	47%	27%	35%
			C	BCF	C	C				J		J	J	N				O

Land Use Customer Banners

Q4 - Is this the first time you or your company has requested a permit or land use approval from the City of Portland?

BASE = ALL RESPONDENTS

	Total	Yearly Comparisons					Survey Mode (2006 Only)	
		2002	2003	2004	2005	2006	Phone	Online
	-------	-------	-------	-------	-------	-------	-------	-------
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
TOTAL	762	156	153	152	151	150	145	5
TOTAL RESPONDING	759	155	152	152	151	149	144	5
	100%	100%	100%	100%	100%	100%	100%	100%
Yes	219	37	46	42	53	41	40	1
	29%	24%	30%	28%	35%	28%	28%	20%
					B			
No	540	118	106	110	98	108	104	4
	71%	76%	70%	72%	65%	72%	72%	80%
		E						
Don't know	2	1	1	-	-	-	-	-
Refused	1	-	-	-	-	1	1	-

Comparison Groups: BCDEF/GH
Independent T-Test for Means, Independent Z-Test for Percentages
Upper case letters indicate significance at the 95% level.
Prepared by Northwest Research Group, Inc. September 2006

Q4 - Is this the first time you or your company has requested a permit or land use approval from the City of Portland?

BASE = ALL RESPONDENTS

	2006 Total	Permit Type			Building Permits						Overall Ratings: Building & Trade						Overall Ratings: Land Use Review					
					OTC			Intake			Check App		P. Review		Inspect.		Intl.Cont.		PAProcess		App Rev.	
		LU	Trade	Bldg	All	Comm	Res	All	Comm	Res	Good	Bad	Good	Bad	Good	Bad	Good	Bad	Good	Bad	Good	Bad
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)
TOTAL	150	150	-	-	-	-	-	150	-	-	-	-	-	-	-	-	96	26	28	4	102	22
TOTAL RESPONDING	149	149	-	-	-	-	-	149	-	-	-	-	-	-	-	-	96	26	27	4	101	22
	100%	100%						100%									100%	100%	100%	100%	100%	100%
Yes	41	41	-	-	-	-	-	41	-	-	-	-	-	-	-	-	20	13	4	1	27	7
	28%	28%						28%									21%	50% Q	15%	25%	27%	32%
No	108	108	-	-	-	-	-	108	-	-	-	-	-	-	-	-	76	13	23	3	74	15
	72%	72%						72%									79% R	50%	85%	75%	73%	68%
Refused	1	1	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	1	-	1	-

Comparison Groups: BCD/EH/FG/IJ/KL/MN/OP/QR/ST/UV
Independent T-Test for Means, Independent Z-Test for Percentages
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Prepared by Northwest Research Group, Inc. September 2006

Q4 - Is this the first time you or your company has requested a permit or land use approval from the City of Portland?

BASE = ALL RESPONDENTS

| | Total | Project Role | | | | | First Application | | Application Frequency | | | | Other Permits Required | | Staff Coordination | | Consistent Regulation Interpretation | |
		Owner	Contr actor	Arch- itect	Permit procssr	Other	Yes	No	1st time	At least 1/mo.	Less than 1/mo.	1/yr or less	Yes	No	Good	Bad	Usually	Some- times
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)
TOTAL	150	69	18	36	10	17	41	108	41	25	53	30	97	47	81	31	76	30
TOTAL RESPONDING	149	69	18	35	10	17	41	108	41	25	53	30	96	47	80	31	76	29
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Yes	41	35	2	3	-	1	41	-	41	-	-	-	26	12	21	6	20	6
	28%	51% CDF	11%	9%		6%	100%		100%				27%	26%	26%	19%	26%	21%
No	108	34	16	32	10	16	-	108	-	25	53	30	70	35	59	25	56	23
	72%	49%	89% B	91% B	100% B	94% B		100%		100%	100%	100%	73%	74%	74%	81%	74%	79%
Refused	1	-	-	1	-	-	-	-	-	-	-	-	1	-	1	-	-	1

Comparison Groups: BCDEF/GH/IJKL/MN/OP/QR
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Upper case letters indicate significance at the 95% level.
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