



**City of Hayward  
Development Review Process Focus Group Meeting**

**December 3, 2014  
Hayward City Hall, Room 2A  
10:00 am – Noon**

**Meeting Agenda**

- I. Welcome and Introductions
  - David Rizk, Development Services Director
- II. Approval of Minutes of October 1, 2014
- III. Overview of Revisions to Development Review Processes (40 minutes)
  - Stacey Bristow, Development Services Deputy Director
- IV. Update on Utilities Master Plans
  - Alex Ameri, PW Director, Utilities and Environmental Services (30 minutes)
- V. Overview of Downtown Plan Update (15 minutes)
  - Sara Buizer, Planning Manager
  - Damon Golubics, Senior Planner
- VI. New Permitting Software for Hayward (20 minutes)
  - Michael Christensen, Assistant Planner
  - Stacey Vallejo, Building Secretary
- VII. Meeting Topics for 2015 (5 minutes)
- VIII. Next Meeting Date
  - Wednesday, February 4, 2015 – 10:00 am – Noon

## **DEVELOPMENT REVIEW PROCESS FOCUS GROUP MEETING**

Hayward City Hall – Conference Room 2A  
777 B Street, Hayward, CA 94541-5007

October 1, 2014  
10:00 a.m.

### **SUMMARY NOTES**

**WELCOME AND INTRODUCTIONS:** Meeting called to order at 10:03 a.m. by David Rizk, Development Services Director.

#### **ROLL CALL:**

##### **Members:**

- David Doyle, Doyle Construction Inc.
- Kim Huggett, Hayward Chamber of Commerce
- Bob Perry, Perry Builders
- Donald J. Ruthroff, Dahlin Group Architecture Planning
- Adan Martinez, Cassidy Turley Commercial Real Estate (Absent)
- Steven Bull, KB Home of Northern California (Absent)
- Woody Karp, Eden Housing, Inc. (Absent)
- Jacob Nguyen, BKF Engineers (Absent)
- Lee Rosenblatt, Carlson, Barbee & Gibson, Inc. (Absent)
- Anthony Varni, Varni, Fraser, Hartwell & Rodgers (Absent)
- Gary L. Wimp, California Partners, Inc. (Absent)
- Wil Wong, KTGy (Absent)

##### **Staff:**

- David Rizk, Development Services Director
- Steve Osborne, Acting Building Official
- Micah Hinkle, Economic Development Manager
- Scott Anderson, Deputy Fire Chief
- Andrew Westfield, Fire Marshal
- Katy Ramirez, Administrative Secretary (Recorder)

##### **Others:**

- Susan Gitlin, PS Business Parks, LP
- Jay Hagglund, Cassidy Turley Commercial Real Estate
- Rachael Hickenbottom, DCT Industrial
- Roger Wilson, Roger Wilson Architect
- Dena Hodges, CBRE, Hayward
- Jeff Starkovich, Cassidy Turley Commercial Real Estate
- Jon Roloff, Lafayette

The City's newly hired Economic Development Manager, Micah Hinkle, provided a brief summary of his employment background and projects.

**FOLLOW-UP TO JUNE 4 MEETING: UPDATE ON PROCESS REVISIONS RE INDUSTRIAL SECTOR:**

Development Services Director Rizk introduced himself and said that he is been with the City of Hayward since 2002 and the Development Services Director since 2009, and indicated that his background is in Planning. Mr. Rizk thanked the members of the Focus Group for their contribution and commitment over the years, and expressed that staff plans more topic-oriented and subject-oriented items on the agenda for future meetings.

Mr. Rizk distributed a document titled "Current Codes & General Information" and introduced Steve Osborne, Acting Building Official, and said that Mr. Osborne will provide an overview of the document.

Mr. Osborne summarized the Current Codes & General Information document, which contains information about adopted codes and ordinances that are enforced in Hayward, functions of over-the-counter-permits, plan check process, the inspection process, and summarized the new over-the-counter program for residential solar photovoltaic permits.

Mr. Osborne said that the City currently has an established plan check process that functions properly; however, staff is looking at fine-tuning various elements of the process based on feedback, and said that it takes time to make these adjustments. Mr. Osborne said that staff is currently looking at ways to improve communication between inspectors and contractors in an effort to eliminate unnecessary delays at the end of a project.

Development Services Director Rizk said there were a lot of comments and concerns from the development community at the last Focus Group meeting on June 4, 2014, and staff is addressing these concerns by trying to work on creating a normal and less painful process. Mr. Rizk stressed that with the downturn of the economy in the Bay Area, City staffing was cut and we haven't been fully staff since. He said that although it may not be visible from the outside, there is a lot going on behind the scenes, such as recruitments are being conducted to fill positions (e.g., Building Official and Supervising Plan Check Expeditor); and also indicated that the City hired an outside vendor to provide customer service training for staff.

Jay Hagglund, Cassidy Turley, asked staff if they are ready for commentary. Mr. Rizk replied yes.

Mr. Hagglund said that he has been in this business for 30 years and for whatever reason, Hayward is just not going where other cities are going. He said the process doesn't take weeks longer in Hayward, it takes months longer, and it shouldn't take that long. Mr. Hagglund said that a number of contractors are saying that they won't do work for Hayward unless they are small jobs with no permits. He said that Hayward is a great location, ground zero; however, nobody wants to deal with the more challenging projects in Hayward. Mr. Hagglund said there

has to be an understanding about last moment changes with the Inspectors, and that everyone needs to get on board and work together and not against each other.

Jeff Starkovich, Cassidy Turley, said that the contractors want to know up front what they have to deal with at the beginning stages of a project. He said that it seems like it's a constant battle with Hayward, especially the Tenant Improvement projects that cause delays with moving tenants in, which cost time and money. He said unexpected and anticipated problems, decision-making and processes at the end of a project, and with the attitude at the Inspector level (it's my way or the highway), is poor customer service. Mr. Starkovich said it seems to be the same with every project, where the problem is not at the permit process level, but at the final inspection level.

There was additional discussion, concerns, and comments from meeting attendees about disabled access features, streamlining rack installation, process for Temporary Certificate of Occupancies (TCO's), and the need for the City to implement a process that is consistent and fair for everyone.

Economic Development Manager Hinkle suggested that staff follow-up on the policy for TCO's and indicated that he really appreciates this type of feedback, and it will help to change the process. He said that it helps to have an economic development component and business element so we know how to work with our partners. Mr. Hinkle said that he is excited for this process of putting the pieces back together and said that it's all fixable.

Director Rizk stressed that staff will be focusing on ways to improve communication between City Inspectors and contractors and businesses, and will look for ways to accommodate the owners when moving between facilities and unexpected delays by looking to internally improve the TCO process.

#### **DISCUSSION/SHARING OF IDEAS**

None.

**ADJOURNMENT:** 11:34 a.m.

**DEVELOPMENTAL SERVICES DEPARTMENT**

**EXECUTIVE SUMMARY**

Permit Center - November 18, 2014

**TIMELINE**

**COMPLETED TO DATE**

**6 MONTHS**

IMPROVED COMMUNICATION/ENGAGEMENT WITH DEVELOPMENT COMMUNITY AND APPLICANTS		
<b>Early Interaction with City Council and Planning Commission</b>	<ul style="list-style-type: none"> <li>Establish process to allow early review of conceptually developed plans for larger, more significant projects by City Council and Planning Commission. Process established; 2 projects reviewed in Fall of 2014.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<b>Providing Clear and Early Communication w/Development Teams</b>	<ul style="list-style-type: none"> <li>See item above; also, more formalized structure and interaction with new Economic Development staff</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<b>Development Review Focus Group Meetings</b>	<ul style="list-style-type: none"> <li>Moving toward a topic-oriented format, with invitations extended to those associated with such topics: e.g., last two meetings focused on industrial sector.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Recruit new members from the community with relevant experience in progressive trends and development (Initiate recruitment).</li> </ul>	<ul style="list-style-type: none"> <li>Complete Recruitment</li> </ul>
PROCESS/SYSTEMS IMPROVEMENTS		
<b>Improving Internal Policies and Procedures</b>	<p><b>I.</b> Developed three cross-departmental Development Action Review Teams (DART) Comprehensive assessments, including actions that will provide clear, consistent, efficient, effective tools that enhance service delivery:</p> <p><b>DART 1:</b> Review, revise and developed Policies, Procedures &amp; Processes related to all permit applications (32 developed and/or in process to date), including, but not limited to; Temporary Certificate of Occupancy; over the counter solar; single family check list; courtesy inspections; evening inspections; pre-application flier; accessibility checklist and pre-courtesy inspections and staff workstations.</p> <ul style="list-style-type: none"> <li>- Developed plan check matrix for Building, Planning, Fire &amp; Public Works for large applications.</li> <li>- Jurisdictional analysis of benchmark cities on Permit Center processes, procedures and timelines.</li> <li>- Begun analysis of plan check review within application types. TI's (tenant improvements) &amp; solar thus far</li> </ul> <p>Assess and implement appropriate changes for timeline reductions and process improvements associated with building permit application plan check reviews. 12/14 - draft matrix developed.</p>	<ul style="list-style-type: none"> <li>Complete vetting and educate staff on all 32 P&amp;P</li> <li>Implement and publish, internally and externally as appropriate</li> <li>Initiate varies P&amp;P's as necessary (estimated 25+) Implementation of appropriate changes for potential timeline reductions and process improvements. Examples include but are not limited to: courtesy inspections, accelerated building plan check review (5 days), over the counter residential solar permits/review.</li> <li>Complete plan check matrix for all departments in all four application groups, then assess for efficiencies.</li> <li>3 mo - Matrix finalized - initial measures/changes implemented ("lower hanging fruit").</li> <li>6 mo - Additional measures/changes identified are implemented.</li> <li>12 mo - Final measures/changes identified are implemented.</li> <li></li> </ul>

<b>Improving Internal Policies and Procedures, cont...</b>	<p><b>DART 2:</b> Review and modify all applications, handouts, checklists, code/pre-application meetings.</p> <ul style="list-style-type: none"> <li>- Permit Center and post-construction surveys development and implemented.</li> <li>- Compiled 150+ applications, check lists &amp; handouts. Review and updating process 5% completed.</li> </ul>	<ul style="list-style-type: none"> <li>• Review and modify approx. 60% of all applications, handouts, check lists and pre-meeting check lists with 100% completed by 1/2016.</li> </ul>
	<p><b>DART 3:</b> Improve/Update Technology (filed/software) &amp; Webpages. Pending Munis launch 11/14 for field, scheduling and online application technology.</p> <ul style="list-style-type: none"> <li>- Assessment of field technology.</li> <li>- On-line permitting assessment.</li> <li>- Webpages review and discussion.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess and update web pages 100% completion.</li> <li>• Utilizing technology for communications and hosting various trainings for community.</li> <li>• Evaluate MUNIS technology for on-line permitting application (potentially evaluate/purchase software to support on-line permit applications).</li> <li>• Implement on-line permitting applications, goal 50% completion.</li> <li>• Implement on-line permitting applications, goal 75% completion.</li> </ul>
	<p><b>II.</b> Restructure and refocus of divisional and departmental meetings within each work unit.</p>	<ul style="list-style-type: none"> <li>• By-weekly and/or monthly meetings now occurring within each of the six work groups .</li> </ul>
	<p><b>III.</b> Departmental archived files scanning project in process.</p>	<ul style="list-style-type: none"> <li>• Building Division completed by 12/2015.</li> <li>• Planning Division in RFP progress - Estimated completed by fall 2016.</li> </ul>
	<p><b>IV.</b> DS Departmental reorganization to streamline direct reports - Direct reports to Planning Manager was 14:1, will now be 7:1; Building Official was 17:1, with mid-year FY15 adjustments, will be 4:1. 'New Org Chart completed in 10&amp;11/14.</p>	<ul style="list-style-type: none"> <li>• Implementation by 1/2016.</li> </ul>
	<p><b>V.</b> Develop customer satisfaction surveys for planning application review process.</p> <ul style="list-style-type: none"> <li>• Building permit application plan check review process.</li> <li>• Developed Customer Service Satisfaction Survey for Permit Center &amp; post construction.</li> <li>• Master Fee Study to be done to simplify City's fee schedule and ensure cost recovery.</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys completed, utilized, measured.</li> <li>• Ongoing (weekly assessments).</li> <li>• Ongoing (bi-weekly assessments).</li> <li>• Fee Study anticipated to be completed FY16.</li> </ul>
	<p><b>VI.</b> Implement Flat rate billing structure for Planning application.</p>	<ul style="list-style-type: none"> <li>• Pending MUNIS launch anticipated 1/2015.</li> </ul>
	<p><b>VII.</b> Developed a "what's late report"</p>	<ul style="list-style-type: none"> <li>• Weekly review and corrections as necessary.</li> </ul>
<b>Regulatory Revisions</b>	<ul style="list-style-type: none"> <li>• Update Zoning Ordinance and its Critical Components: Developing draft scope for phasing in developing a unified development code (to include new provisions for zoning ordinance, off-street parking, park obligations, tree preservation, etc.), with emphasis initially on industrial area regulations. Draft Initial Scope completed 11/14.</li> </ul>	<ul style="list-style-type: none"> <li>• 12 Months</li> <li>• Initial phase related to industrial area</li> </ul>
<b>STAFFING, TRAINING, AND MORALE</b>		
<b>Staffing Changes</b>	<ul style="list-style-type: none"> <li>• Hired new Deputy Director for DS Dept.</li> </ul>	<ul style="list-style-type: none"> <li>• Anticipated hire date 12/31/14.</li> <li>• Anticipated hire date 12/31/14.</li> <li>• Anticipated hire date 12/31/14.</li> <li>• Anticipated mid-year.</li> </ul>
	<ul style="list-style-type: none"> <li>• Hired new Supervising Plan Checker/Expediter</li> </ul>	
	<ul style="list-style-type: none"> <li>• Recruiting for vacant Building Official position.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Recruiting for vacant Senior Planner position.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Filled vacant Development Review Engineer position.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Filled vacant Transportation Manager position in Public Works.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Recruiting for vacant Development Review Specialist position.</li> </ul>	
<ul style="list-style-type: none"> <li>• Assess need for additional staffing.</li> </ul>		
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<b>Training for Staff</b>	<ul style="list-style-type: none"> <li>• Director, Planning Manager and Building Official have been receiving executive coaching/leadership (Phase I in process).</li> <li>• Improve on board/training process for new managers, expectations one-on-ones with all new employees to include structured training schedule, regular meetings with management, written policies and procedures (see below), etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion by early 2015.</li> <li>• Ongoing (bi-weekly).</li> </ul>
	<ul style="list-style-type: none"> <li>• Ergo evaluations and corrections completed.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Divisional Team Building (Phase I) Training "Who/How We Serve" with SWAT analysis.</li> <li>• Permit Center hospitality/customer service training (Phase I).</li> </ul>	<ul style="list-style-type: none"> <li>• Phase II Customer Service Training (recognizing communication styles, difficult customers, professional consistent messaging). Phase III Leadership communications training (2).</li> </ul>
	<ul style="list-style-type: none"> <li>• Maintain all certifications as law mandates: Bldg Division staff attended annual state CALBO conference.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous.</li> </ul>
	<ul style="list-style-type: none"> <li>Some Planning Division staff attended CEQA and Subdivision Map Act Classes.</li> </ul>	
	<ul style="list-style-type: none"> <li>Some Planning Division staff will attend State Planning Conference in Oakland next fall.</li> </ul>	
<b>Improving Staff Morale</b>	<ul style="list-style-type: none"> <li>• Initiated cross-departmental educational training program for 75 city employees for improved customer service, and team building within the organization.</li> <li>• Various items indicated above.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed by April 2015, assessment and enhancement implemented May 2015.</li> </ul>
<b>Improved Hiring Process</b>	<ul style="list-style-type: none"> <li>• Implemented a more rigorous and focuses recruitment process "hiring the right candidate", with greater focus on management skill set, as well as communication and leadership skills, with multiple interview rounds.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>
<b>ACHIEVING EFFICIENCIES THROUGH TECHNOLOGY</b>		
	<ul style="list-style-type: none"> <li>• Complete MUNIS permitting component system setup and initial training.</li> </ul>	<ul style="list-style-type: none"> <li>• By 11/14.</li> <li>• 12 Months - Maintenance of system and initial system corrections.</li> </ul>
	<ul style="list-style-type: none"> <li>• Scan all archived files in Planning and Building into new MUNIS system.</li> </ul>	<ul style="list-style-type: none"> <li>• Building to be completed by 12/14.</li> <li>• Planning to be completed by 6/15 (RFP to be distributed in 1/15).</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide tablets or iPads for Building Inspectors to allow for inspection result entries in the field.</li> </ul>	<ul style="list-style-type: none"> <li>• 10/14 initial assessment.</li> <li>• To be implemented once MUNIS is fully functional.</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide input on new website development related to enhanced information related to development review.</li> </ul>	<ul style="list-style-type: none"> <li>• 9/14 - initial input.</li> <li>• Additional input and review of first update of website.</li> <li>• Final review of final update for website.</li> </ul>
	<ul style="list-style-type: none"> <li>• Electronic plan submittal and plan check review - initial testing.</li> </ul>	<ul style="list-style-type: none"> <li>• Summer of 2014 - initial assessment.</li> <li>• Develop implementation program once MUNIS permitting component installation is complete.</li> <li>• 12 Months</li> <li>• Implementation final phase of program (software installation, staff training, testing, and rollout).</li> </ul>

# CITY OF HAYWARD DEVELOPMENT REVIEW FOCUS GROUP

## MEETING TOPICS FOR 2015

Lead Members for Presentation/Discussion	Date	Topics
	February 4	
	April 1	
	June 3	
	August 5	
	October 7	
	December 2	

Suggested potential meeting topics:

January/April Meetings: Early Consultation/Feedback Options; Building Code Revisions; Inspections Process Improvements;

June/August Meetings: Overview of the “Business Concierge Program”; Update on new City website

October/December Meetings: Downtown Plan Update; Zoning Ordinance Revisions



## Development Review Process Focus Group

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