

HAYWARD PERMIT CENTER
Assessment Report with Recommendations
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Assessment Summary: This report details preliminary observations of the permit process in Hayward. These observations and comments were generated following the initial interviews with the staff in various divisions who play a part in the operation of the Permit Center. In addition, the work style, permit tracking system, and public and internal interface of the office staff were studied. This preliminary assessment focuses on the objectives set out in this consultant's contract and the goals described by Hayward's city manager. To emphasize, these goals and objectives are:

‘To identify changes necessary to make the plan review and permit process more efficient and customer friendly by providing professional, efficient, convenient, innovative, and seamless processing in one location to be called
The Permit Center’

This assessment considers the following areas of concern:

- Organization
- Staffing / Skills
- Physical Environment
- Tools / Operational Process
- Performance Measures
- Revenues and expenditure
- Best Practices

Organization:

In general, the current Hayward Permit Center operates within the Development Services (DSD) Department with connections to Fire and Public Works. In late 2008, two key members of the former Community & Economic Development Department (CED) opted to retire. The created vacancies were the positions of the department director and the building official. The City Manager took this opportunity to reorganize a number of functions, including the Building Division functions, into the new Development Services Department. The vacancies also provided the opportunity to revise some of the old policies that were not in line with the vision of creating a customer friendly Permit Center with the ones better suited for that purpose. The

department director position was filled permanently from internal staff, and a supervisor in the building division was appointed the interim building official until a replacement is recruited. A planning manager position, which was vacated by the internal shuffle, was also filled from the existing planning staff. Additionally, the Economic Development and Redevelopment staff, previously in CED, were transferred out of the department and report directly to the City Manager's Office.

The current Permit Center operation has not changed significantly since the change in leadership positions. This is mainly because of the time required for all new positions to understand the common and specific issues facing them, and finding the best solutions that will be effective overall.

The departmental organization in Hayward is very similar to that of many other municipalities in the Bay Area. The internal relationships and culture however differs from one city to another mainly because of the management norms and practices. Although the departments involved in the Permit Center operation, namely DSD, Fire, Public Works, Water Pollution Source Control, and Solid Waste each provide professional service, there appears to be invisible lines that separate the departments by way of operational philosophy and approach to customer service. Lack of a clear teamwork plan and assigned individuals from various departments dedicated to that plan may have caused the departments, as well as the divisions within each department, to become more internalized, with less regard to the overall functionality of the Permit Center. Not having all the representatives from each department readily available at the Permit Center has not helped the permitting process. This has also lead to a general lack of desire for some key individuals to interact with public at the front counter where they are most needed. The latter has left a few permit technicians to handle the majority of customers, track the required staff, respond to phone calls, and do most of the paper work at the permit counter, which in turn can lead to a decline in good customer service.

Recommendations:

- A strong common commitment among the departments with clear goals and boundaries to serve the Permit Center is necessary. This commitment needs to be global in nature, emphasizing teamwork, safety, customer service, and economic development. The commitment should be at the department director level and be emphasized constantly at all staff levels. It is very important to assign the most knowledgeable and customer friendly staff members to the Permit Center counter. The initial impression of the customer in terms of service, professionalism, and "Can Help" attitude make a tremendous impact on the image of the city as a premier place to live, play, or set up a business. This consultant also recommends setting up an organizational procedure for proactive, high level contacts and communication for customers with large projects. Providing early information to help in the design process by assigning a competent team, from all divisions, including the Economic Development manager will make a big difference in terms of time, money, and customer service. The latter will undoubtedly improve the image of the City in

public eyes. The City Manager has initiated the process of key team members meeting early with businesses interested in locating or expanding current operations in Hayward. This has helped in several recent cases expedite the internal processes related to Building and Planning. The recently hired Economic Development Manager will also take on the role of internal advocate for businesses within the process. These two initiatives should help make the process work more smoothly for larger projects.

Staffing/Skills

Permit Center Counter- There is a need for a unified approach and a comprehensive manual of operation to bring consistency to the Permit Center. Along the same line, an extensive training schedule is required to educate and familiarize staff with the overall goals and the multiple services offered at the Center. As there is no specific training at the present time to support the new goals, the training must include basic understanding of the work of all divisions represented at the customer counter. It also must be in such a way as to empower and encourage staff to make sound decisions based on facts and common sense. This training should be done by each department with the notion that the individuals will be a permanent staff member for that particular department. Having such a strong presence at the forefront promotes early communication with the customers which is essential in order to understand their needs and become part of their design and construction team.

There are number of obvious deficiencies in this area. Such deficiencies often translate into uncertainty and lack of confidence in dealing with public. Although there may be adequate number of well meaning staff to attend to various functions, the staff combination and equitable work distribution required to operate the permit counter smoothly and efficiently is not present. This is particularly evident when the permit technicians are forced to jump from one function to another in an unorganized manner to meet the demands put on them. Tasks such as answering the phones, responding to inquiries from internal and external customers, going through burdensome and repetitive permit issuance paperwork and computer activities, application entries and plan distribution are done as the available staff can get to them based on their individual prioritization. This type of individual prioritization often causes staff to do the tasks that they are most comfortable with, and let others pick up the difficult ones. Instances of this disarray often occur under the watchful eyes of customers who have to wait for conducting simple business or obtaining a simple answer. In general, it appears that most permit counter staff work diligently to perform their assumed tasks. However, there is a need for better organization and sense of priority. This can only happen by having a well-experienced coordinator with management capabilities to oversee the operation.

Plan Review Staff (Building)-Since the departure of the previous building official and retirement of one plan checker in 2008, other plan review staff seem to have managed

any additional plan review workload. With the decline in US economy, it is safe to assume that the workload will not increase significantly any time soon until the economic outlook improves. Some changes will be necessary in the way that this group operates. However, the current combination of three plan checkers and one structural plan checker seems adequate for the near future.

Field Inspectors-The number of available field inspectors (8) seems to be adequate at this time due to the number of active projects. The consultant understands that the inspectors do not perform comprehensive plan review or participate in that process significantly at this time.

Plan Review Staff (Planning)-With all the recent changes in this division, better management and good organization has left this group in a better position to accommodate improvements to the Permit Center. There seems to be an adequate number of experienced and skilled staff with good internal management. The staff however has expressed concerns over unequal work distribution among the planners. Additionally, based on the statements and information obtained from the staff, the planning has been more reactive than proactive in meeting their plan review timeline obligations. Some planners are said to only react when they are notified that a project review is overdue.

Plan Review Staff (Fire)-This group, although somewhat internalized, seems to respond to customers and staff in a professional manner. More coordination and commitment to the Permit Center may be needed for staff to feel that they are a part of a bigger and responsive city team. Providing additional plan review tools such as computer software may help this group perform better overall.

Recommendations:

- Fill the vacant position of building official as soon as possible. A fully committed manager at this level who will be responsible for the operation of the Permit Center as well as the building division is essential. Traditionally, a combination of education and experience has been used to qualify a person for this important managerial position. In addition to several years of municipal service experience, many jurisdictions nowadays require a degree in architecture, civil engineering or a related field. It is important to mention however that the most significant attribute for a candidate applying for this position is the managerial skills that are in tune with the overall goals of the organization.
- Assign a management or supervisory level staff with high technical knowledge (Permit Center Coordinator) that is familiar with all aspects of the permitting process to be the coordinator between various departments and the customers. This person will report to the building official but will be a liaison to all departments. This individual should be available to the permit counter at all times, have the authority to make appropriate decisions at the counter, and interact with the customers with large or small projects to ensure the quality

service is delivered. He or she should also be authorized to demand that service levels and city commitments are adhered to by all departments or individuals.

- Allow this coordinator to determine whether permit can be processed over the counter right away, can be done within a few hours with a little effort by all involved (can call the customer when ready), or needs to be taken in for regular plan review and distribution. This supervisor will also perform plan checks or can get help from a back up person (another plan checker) if necessary. Experience has shown that with the right combination of staff and related skills, close to 90% of all permits can be issued over the counter. This will eliminate unnecessary paper trail and record keeping, while giving staff time to attend to more meaningful and challenging duties that include emphasis on customer service, education, and public relations.
- Reclassify one or two available clerical positions to Permit Technicians to join the current three Permit Technicians as a team. Assign a team leader from this group. Much training is necessary for this group, as they will have to broaden their overall knowledge of the permit process for all departments, be able to answer customer's simple questions in many areas, and be able to perform simple residential plan review. As time and budget allows, this training should include basic building and municipal code knowledge, plan review and permit processing for all divisions and general housekeeping and filing. Additionally, cross-training this group will allow them to be able to cover one another in cases of vacations, leaves, or absences. This team will be responsible for all the processing and customer contacts at the permit counter and will work under supervision of the Permit Center coordinator.
- Ensure that there is a weekly list of all individuals assigned to the customer counter is available to the Permit Center coordinator. All assigned staff and their back ups should carry a pager or cell phone for that department for quick contact if they are not at their desk or within immediate reach.
- Assign ultimate responsibility for the operation of the Permit Center to the Building Official. As a key manager, he or she should be able to interact with other fellow managers to ensure the operation and assignment of highly trained individuals to service the counter occurs seamlessly.
- Setup weekly division managers meetings to discuss the current issues, coordination efforts for seamless service, as well as other improvement possibilities. The meetings should consist of managers (and not substitutes as much as possible), and should include the Building Official, Permit Center Coordinator (new position), Planning Manager, Public Works representative, Economic Development Manager, and the Fire Marshall. Managers for other permitting related entities such as Haz Mat and Water Pollution should also attend as they may be needed.

- For large or complicated projects, the building inspector who is assigned to perform the inspections should also review the plans as a team effort with the plan checkers. This can occur by allocating an hour or more of inspector's daily time before going out to the field or after he returns from the field. The latter has several clear benefits. First, the inspectors will be familiar with the plans and do not have to re-study them to a great extent after the permit is issued. Second, what is possibly missed on plans may be picked up by a second set of eyes before construction begins. Third, the process will minimize the differences of opinion and differing code interpretation when the project has gone into construction phase. Finally, the process will be a good exercise in code training for all involved. Public often interprets field changes required by inspectors as bureaucratic red tape, leading to an undesirable image of the City who wants to partner with the public. The inspector's lack of initial involvement in plan checking may also create heavy reliance on the plan checkers work, and concentration of attention to only what is specified on the plans after the permit issuance. The situation can take away from the flexibility needed to deal effectively with the field issues, which can be very different. It also does not encourage the inspector to present various code complying options available for the customer without time-consuming consultations with the office staff.
- The structural engineer should be available to the counter at least half a day for smaller, over the counter plan checks such as patio covers, storage sheds, small tenant improvements, or one story residential additions.

Physical Environment

A good permit counter area requires features that will support a sense of customer service and comfort. The area has to be a quiet place, isolated from the clutter of work areas and noises produced by phones or staff conversations. Comfortable chairs for both the customers and the staff will relax and convince the customers that the staff has time for them, and are prepared to sit down and listen to their needs, and exchange information.

In Hayward, in terms of construction and space, the customer counter at the Permit Center rivals or is superior to the best in other cities in the Bay Area. There is ample room for the public at this "sit-down" counter as well as the staff who work there. This is the area where a combination of physical comfort and customer service play a big role in the City's desired image. Unfortunately, paper and plan piles, the equipment placement, and the fact that the low partitions allow customers to see the clutter in combination with some of the staff's own disarray is detrimental in gaining customer confidence and respect.

The City Hall area housing the DSD is modern and ample. The back area of offices and cubicles are set up generously with the necessary equipment for the employees.

However, there are indications in building inspection area that some of the general filing systems have failed due to lack of attention. It is also important to say that this is not due to recent activities. This observation was made at the time when the previous building official was in charge. A sophisticated document scanning/imaging and digital filing system purchased in 2006/2007 has been sitting idle without solid planning as how to utilize it, or who will be operating it. There are also areas where active or non-active plans have been piled up to an alarming level, more likely because of unbalanced work distribution, lack of clear direction, and employees self work prioritization.

Recommendations:

- Isolate staff cubicles behind the permit counter from public view. This will take away the bureaucratic impression of the organization and give the customers a sense of calmness and confidence.
- Based on the new staff configuration at the permit counter, re-arrange the area behind the counter to accommodate the staff, files, and equipment.
- Ensure that the greeting desk used as a main point of contact and staffed with a knowledgeable person who can handle the case or direct traffic. Provide this desk with all the necessary tools, equipment, and handouts for quick response to the customer, without the need to sit at the customer counter as often as possible.

Tools / Operational Process

Tools- For unknown reasons, the previous building official did not favor the permit tracking system purchased for the City a few years ago. This was very evident in conversations with her before she retired in late 2008. She had advocated other permit tracking systems for most of her tenure with the City. As a result, specific adjustments and improvements necessary to adapt the tracking system for permitting process in Hayward did not take place. In conversations with Information Technology, it became apparent that the current system is well in par with most of the tracking system on the market today. The software company has been willing to improve and enhance the tracking system to fit the City's needs. It seems that the previous building official did not allow the latter to occur simply because she preferred different permit tracking software. At this time, it is extremely difficult to extract data from the system. Such data is necessary to set benchmarks and start performance measurements in a meaningful way.

Another important issue that deserves discussion in this section is the lack of an interactive voice response system (IVR) for receiving and scheduling field inspections

automatically. Lacking such system, the manual operation will take several hours a day to complete by an administrative clerk or a permit technician. The efficiency of such system is well worth the investment. It is believed that the City may be installing an IVR system within a few months.

The Permit Center has one dot matrix permit printer that is set up to print all building permits. This outdated equipment is used intensely on a daily basis. At times, with multiple demands, the slow response from this printer causes a bottleneck. Any repair or maintenance also causes the permit issuing task to stop completely.

Operational Process-The Permit Center operational procedures have been set up with the intention of providing good customer service as well as promoting internal accountability. However, over the years, because of lack of strong central control it has become somewhat segmented. Each entity that is involved in the permit processing has taken a different approach in responding to customer needs. An overall lack of coordination has resulted in some protectionism and self-preservation for individuals and entities. Multiple hand signatures, stamping, and computer entries have become common practice, resulting in a bureaucratic tangle and confusion for the staff as well as the customers. Followings are some examples:

- The permit application forms are set up in a way that the customers have to manually enter their information up to four times. The applicant has to enter this information for the building permit in two places (if the owner is the applicant) and then on the sub permit application. They often have to fill out an "owner-builder" form as well.
- Some information that has been entered in the permit tracking system is manually entered back on the permit application.
- Revenue/Finance department information system is not connected to the permit tracking system, causing double entries of building contractor information. All contractors who take out a building permit also are required to have a business license. At this time, customers must pay their fees at the revenue office, which is not within the Permit Center.
- Application process and obtaining a permit for a Sign is complicated. There are two sets of applications, one for Planning, and one for Building. Additional application is added if an electrical sub permit is required.
- The permit tracking system is not set up for quick, over the counter permit issuance. There are unnecessary steps that have

to be taken such as deleting routing lines on the permit screens that waste time.

- Staff produces two receipts for the customer when a plan is submitted. One is for the plan review deposit and the other specifies a response date by the City.
- Although some City entities accept credit cards for payments, the Permit Center has not been set up for the same. Other than faxed-in permits, customers have to pay at the Revenue office.
- Since the introduction of the new fee schedule in 2008, the fee calculation has become more difficult. These calculations are not yet fully automated and do not cover all possible cases. As a result, some fees have to be calculated and entered manually.

Project plan distribution is also set up to provide an orderly plan review process with specific time lines for each project. Over time, most of this process has been handed down to the permit technicians to perform. The technicians receive plans, log them in the permit tracking system, distribute the plans and documents among the various groups, and are charged to keep track of the deadlines for responses. This is all in addition to their other duties at the permit counter. There are no specific procedures in place to separate these plans based on their complexity or in regards to whether they can be reviewed over the counter with some extra effort. Lack of a knowledgeable supervisor to make such decisions at the Permit Center contributes to inefficiency and customer frustration. Piles of new plans at the counter area and at the technician's cubicles are an indication that the three technicians are far stretched with their assigned work.

Recommendations:

- The permitting procedures, forms, and equipment need to be evaluated in detail and revised entirely. This consultant suggests that a focus group consisting of various Permit Center customers and key staff from all departments be set up to evaluate and find ways to streamline the operation by studying and tailoring the successful models from other Bay Area cities. More likely, this will be one of the most difficult tasks facing Hayward as changes will require patience, staff training, computer software modifications, and close cooperation among departments.

Measurements /Performance objectives

There are limited Performance Objectives set for the Permit Center such as turnaround times for plan review. The measurements reporting system however is not clearly defined and this consultant did not locate a comprehensive and universal performance measurement system that was related to the Permit Center activities, shared in all divisions or departments. The Permit tracking system currently is not set up to provide quick access to numbers or trends that can be examined on demand for management purposes. Clear and consistent data is difficult to extract.

For example, the Permit Center has established internal timelines for Building plan review. However, these timelines are not published to the Department's website, or used as performance measurement guidelines on a regular basis.

The project team analyzed a sample of Eden plan review records for fiscal year 2008-09 year to date. The following table presents Best Practices target review timelines, with a comparison of Hayward's established target timelines, as well as performance against timelines. Sufficient data was obtained from these records to show:

- The Permit Center's established review timeline targets are longer than Best Management Practices around the country.
- The Permit Center is, on average, not meeting their own established timelines, nor the timelines of Best Management Practices.
- The Permit Center is performing according to Best Management Practices with regards to the number of submittals required to achieve approval. On average, not more than 2 submittal reviews are required.

Type of Submittal	Hayward Established Target Timeline	Best Practices Target Timeline	Building Division Performance Against Best Practice
Basic non-structural Res. Alteration and Improvements, Single Trade (MPE) only permits	Over the Counter for small exterior residential improvements and bathroom and kitchen remodels.	Over the Counter for all departments Plan review completed in under 2 hours	Insufficient data existed in the permit sample to evaluate timelines for over-the-counter permits Residential Accessory and Remodel Projects: 12 days – 1 st Submittal 9 Days – 2 nd Submittal Average number of submittals: 1
Residential Alterations and Additions	10 days	5 days, including all reviewing departments	14.5 days – 1 st Submittal 9 days 2nd Submittal Average number of submittals: 1
Commercial Tenant Improvements	15 Days – Major 10 Days - Minor	7 days for all reviewing departments	Depending on scope of project: 13.5 – 17 Days – 1 st submittal 5 – 10 days – 2 nd Submittal Average number of submittals: 1.5
Residential New	25 Days	15 days including all reviewing departments	30 Days – 1 st submittal 17.5 Days – 2 nd Submittal 9 Days – 3 rd Submittal Average number of submittals: 1.5
Commercial / Industrial New	25 Days	15 days including all reviewing departments	15.5 Days – 1 st submittal 16.5 Days – 2 nd Submittal Average number of submittals: 2

The Division does not meet Best Practices target review timelines for initial plan review submittals, except for in the case of new commercial and industrial occupancies. The project team noted a number of issues with review timelines tracked for individual departments in the review process:

- A project may sit in the intake “bin” for between 1 and 7 days depending on the type of project submitted. In addition, a project sits between 1 and 3 days on the back-end of a first submittal when the punch list is developed for the applicant.
- On average, the Building, Planning, and Engineering Departments require longer review times than necessary for most projects. The following Table shows first submittal review timelines these departments by project type:

Type of Submittal	Best Practices Target Timeline	Building	Planning	Engineering
Basic non-structural Res. Alteration and Improvements, Single Trade (MPE) only permits	Over the Counter for all departments Plan review completed in under 2 hours	Insufficient data existed in the permit sample to evaluate timelines for over-the-counter permits Residential Accessory and Remodel Projects: 7 days	Insufficient data existed in the permit sample to evaluate timelines for over-the-counter permits Residential Accessory and Remodel Projects: 5.5 days	Insufficient data existed in the permit sample to evaluate timelines for over-the-counter permits Residential Accessory and Remodel Projects: 6 days
Residential Alterations and Additions	5 days, including all reviewing departments	4.5 days	5 days	13 days
Commercial Tenant Improvements	7 days for all reviewing departments	Depending on project scope: 6-8 days	Depending on project scope: 6-20 days	Depending on project scope: 11-21 days
Residential New	15 days including all reviewing departments	20 Days	27 Days	21 Days
Commercial / Industrial New	15 days including all reviewing departments	14 Days	11 Days	11 Days

In all cases except for New Commercial and Industrial projects, and Residential Remodel and Accessory Improvements, Building performs closest to Best Management Practices targets. Planning and Engineering, however, appear to function as a bottleneck in the process for Commercial Tenant Improvements, Residential

Alterations and Additions.

The Permit Center operational goals, as well as the departmental goals should be well defined and measured. Having useful information to manage the Permit Center requires enhanced tracking software. Such software should be able to produce immediate and periodic reports that are directly fed to the performance management system. With a streamlined permitting process in place, more refined flow charts and performance measures can be set up for each department or division, giving the directors and managers a better picture of their own activities. At the same time, the objectives, measurements, and timelines must be universal, so that the process, and ultimately the customer will not be adversely affected.

Recommendations:

- Obtain performance measurement models such as those used in cities of Concord and Sunnyvale. Adjust or modify these measurements based on the goals set by City management. Some examples are as follows:
 - Number of building permits issued
 - Percentage of over the counter permits issued relative to the total number of permits
 - Number of plan reviews done within the promised time frame
 - Number of rechecks done within the promised time frame
 - Revenue goals and projections accuracy.
 - The response time in performing an inspection.
 - The total number of inspections performed in a specific time period
 - Customer satisfaction survey results for both plan review and inspection services.
 - Number of inquiries (in person, by phone, or through internet) responded by each staff
- Establish a base year. For this hypothetical base year, extract the best possible activity information of three significant, but not necessarily consecutive past years. Activity averages for these three years should provide the initial benchmark numbers for the Permit Center and for each department.
- Add to or adjust performance measures each year based on new permit activity information.
- Adjust the base year benchmarks numbers in the future by including the activity averages for the next three years.
- Publish the Permit Center's established review timelines for plan check on the City's website.

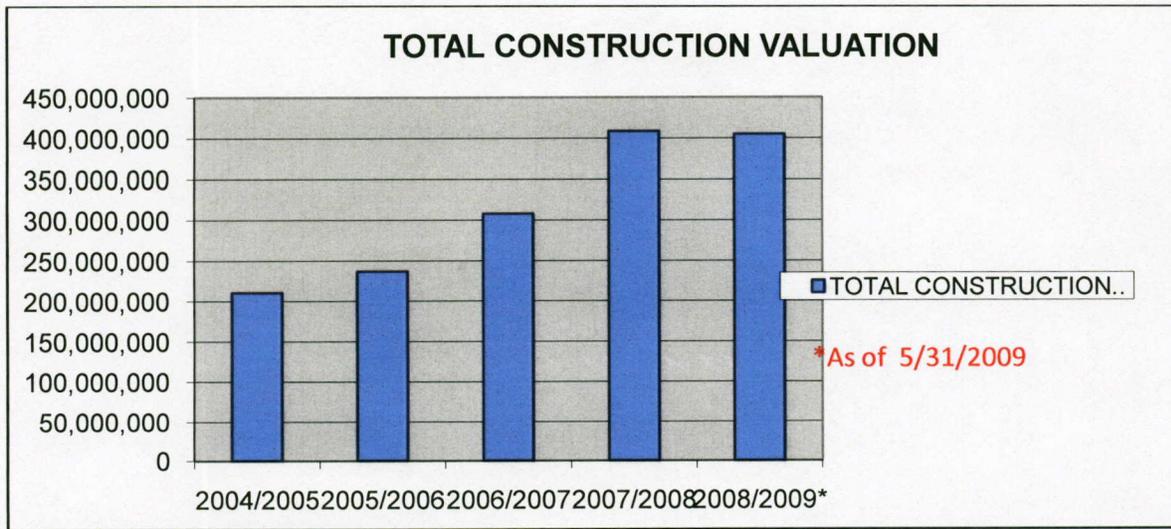
- The yearly management report for each department and division should include the computer reported performance information as well as its activity levels compared to the base year benchmarks.
- Establish an appropriate incentive for staff for adhering to review timelines. In cases where the timelines are missed, City may want to compensate the customers by innovative means such as:
 - Refunding full or partial plan review fees
 - Providing a priority re-check on their project
 - Performing one or more priority inspections(same day as requested)

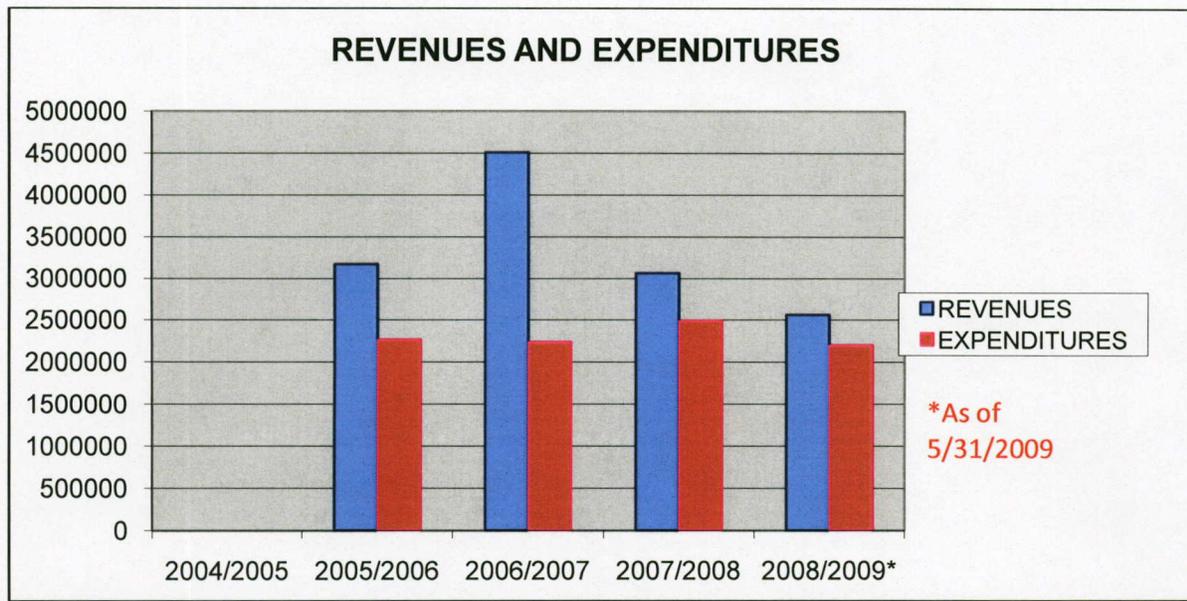
Revenues and Expenditure

It is very important and necessary that building construction activity and trends be tracked. Experience has shown that monitoring construction activity, revenues, and expenditures will provide a valuable basis for future projections as well revealing the effects of variation such as new fees structure or operational costs.

Recommendations:

- Create and maintain charts such as shown below for all the major indicators as preferred by the City management.
- Use these chart to perform quarterly, yearly, and multi-year projections.





Best Practices

Over the years, many municipalities and private organization have established various best practices models for their specific requirements. Most of such practices are based on achieving specific goals and results desired by the organization. Potential tax dollars, jobs, and prosperity are some of the reasons for extreme competition among the Bay Area cities for attracting and retaining successful businesses. The key to be ahead of this competition is to provide the necessary services and the environment desired by all, and in particular business customers. Following are some basic steps that a city can take to improve its odds and its image greatly as a customer friendly organization.

- **Time-** Reduction in the regulatory review and processing time benefits everyone greatly. In business, time is money. Customers, external or internal, should be able to get the best possible service in the least amount of time. "Time to market" is of great importance for many Bay Area companies. For example, delays in introduction of a product to market may mean losing market share to other competitors. Losing such opportunities may mean disaster for some companies. For homeowners, time has a big impact as many are not prepared to absorb the costs associated with permitting and construction delays for their projects. Small businesses such as roofing companies who operate on thin margins would rather spend the time doing the actual work than waiting for unnecessary paperwork. On the other hand, processing the majority of permits over the counter will reduce paper trail and staff time spent on tracking.
- **Seamlessness-** Being seamless in providing services means the customer should be able to get all his various questions answered within his contact with the Permit Center.

- **Partnership-** Collaborating with homeowners and businesses in order to achieve the best results for their projects. This means staff becoming a helpful part of the design and construction team in their capacity as planners, plan checkers, and inspectors.
- **Promptness-** Providing a definite timeline to the customers for City reviews on all projects, large or small in accordance to the size and complexity.
- **Communication-** Communicating the City requirements as early as possible.
- **Accurate Information-** Having available staff with a high knowledge base for quick decisions at the customer counter.
- **Streamlining-** Taking away the unnecessary steps that make permitting process complicated or cumbersome.
- **Consistency-** Being consistent and fair in interpretation and application of codes.
- **Internal Coordination-** Improving coordination among divisions involved in the Permit Center operations.
- **Problem Management-** Having a process for preventive and specific problem management along with teaching and empowering staff to use creative problem solving.
- **Useful Handouts-** Providing simplified and easy to understand information packages for the customers.
- **Feedback-** Setting up a mechanism for customer feed back by handing out survey forms and conducting face to face interviews while the customer is doing business at the Permit Center. It is notable that so far in 2009, two scheduled and intensely advertised customer feedback forums have produced little or no participation from the public.