

DATE: June 1, 2010
TO: Mayor and City Council
FROM: Development Services Director
SUBJECT: Update on Permit Center and Development Review Process Improvements

RECOMMENDATION

That Council accepts this updated report and comments as desired.

BACKGROUND

Under the direction of the City Manager and as approved by City Council, Structech Consulting was hired in early 2009 to analyze the operations of the Permit Center and identify ways to improve customer service. Structech staff interviewed staff in the Building Division, Planning Division, and Fire Prevention Office to collect suggestions for improvements. Mr. Pouya of Structech also spent time in the Permit Center during business hours to observe aspects of the development review process. The final report (Attachment I), which was presented to City Council during an October 6, 2009 work session (<http://www.hayward-ca.gov/citygov/meetings/cca/ws/2009/ws100609-2.pdf>), synthesized staff recommendations along with Structech's suggestions in order to, "identify changes necessary to make the plan review and permit process more efficient and customer-serving by providing professional, efficient, convenient, innovative, and seamless processing in one location to be called 'The Permit Center'." The Structech report covered the following categories:

- Organization
- Staffing / Skills
- Physical Environment
- Tools / Operational process
- Performance Measures
- Revenues and Expenditures
- Best Practices

Over the past several months, Building Division staff have implemented nearly all of the suggestions in the Structech report and identified some areas for further improvement. The ultimate focus for this work is to improve customer service. Since the Permit Center is the primary point of contact between City staff and the public related to development review, it is important that the

Center functions as efficiently and professionally as possible. While the improvements summarized in the report have improved efficiency and enhanced customer service, Hayward's development review processes and operations of the Permit Center will be continuously evaluated and adjustments will be made, based on staffing changes, new regulations, and customer input.

DISCUSSION

The following tables summarize recommendations by both Structech and staff that have been implemented during the last several months. Note that closely related recommendations from the Structech report have been combined into single 'Actions' for clarity.

Action	Category in Report	Structech Recommendations	Status of Implementation
1*	Organization	Establish a strong common commitment across all departments involved in the development review process with clear goals and boundaries to serve the Permit Center; set up an organizational procedure for proactive, high level contacts and communication for customers with large projects	In Progress: <i>Please see discussion below.</i>
2	Organization	Set up regular interdepartmental meetings with staff that are involved in the development review process.	In Progress: <i>Staff will be conducting regular meetings every other month to allow managers to identify issues and discuss ways to resolve such issues (related to Action #5).</i>
3	Staffing	Fill the vacant Building Official position as quickly as possible.	Complete
4	Staffing	Create a Permit Center Coordinator position to oversee the operations of the front counter and help projects move through the process as quickly as possible. The Permit Center Coordinator must have the technical skills to complete plan reviews at the counter.	Complete with Modifications: <i>The Senior Plan Checker is performing the duties of the recommended Permit Center Coordinator, and coordinates with staff from all departments to ensure as many permits as possible are issued on the same day as applied for and that plan check review occurs within established timelines.</i>
5*	Staffing	Establish procedures that allow the front counter staff to call on representatives from all divisions involved in the development review process to assist with over-the-counter reviews or answer customer questions; the structural engineer should be available to the counter at least half a day for smaller, over the counter plan checks	In Progress: <i>Please see discussion below. Also, the City's structural engineer is always available for the front counter, except during the lunch hour, and</i>

			<i>does over-the-counter reviews by appointment.</i>
6	Staffing	Reclassify one or two available clerical positions to Permit Technicians to join the current three Permit Technicians as a team.	In Progress: <i>One clerical position was reclassified to a permit technician position. Staff anticipates converting an additional clerk to a permit technician next fiscal year, to augment the three techs and one senior tech positions.</i>
7	Staffing	Establish procedures that involve building inspectors in the initial meetings for complex projects.	Complete: <i>Senior building inspectors now attend pre-application technical code assistance meetings, as requested by the Building Official. Additionally, senior inspectors conduct plan checking for complicated projects during the permit application review process.</i>
8*	Physical Environment	Isolate staff cubicles behind the permit counter from public view to hide clutter and contribute to a more pleasant customer experience.	Complete with Modifications: <i>Please see discussion below.</i>
9*	Physical Environment	Keep the front greeting desk staffed with a person that is knowledgeable of the full development review process and is able to quickly identify customers needs, direct them to the appropriate staff members and help them get what they need as quickly as possible.	In Progress: <i>Please see discussion below.</i>
10	Tools / Operational Process	Update the permit tracking system.	Complete: <i>Staff will continue to review such system to seek ways to improve it; new performance based reports have been created.</i>
11	Tools / Operational Process	Instead of manually taking inspections requests from customers, install an IVR (interactive voice response system) for inspection requests.	In Progress: <i>Staff recently executed a contract with a vendor and anticipates the IVR to be implemented this summer.</i>
12*	Tools / Operational Process	Establish 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.	In Progress: <i>Please see discussion below.</i>

13	Tools / Operational Process	Eliminate cumbersome application processes. Avoid having the customer fill out the same information more than once.	Complete: <i>The building permit application was redesigned to eliminate redundant data entry (see Attachment II).</i>
14*	Measurements & Performance Objectives	Shorten the plan review turn-around times to reflect best management practices and establish benchmarks and performance measures.	In Progress
15	Revenues and Expenditures	Create and maintain charts for all the major indicators as preferred by the City management and use these chart to perform quarterly, yearly, and multi-year projections.	Complete: <i>Such reports/charts have been developed.</i>
16*	Best Practices	Update and clarify all handouts.	Complete: <i>See sample attachments.</i>

OTHER IMPROVEMENTS (RECOMMENDATIONS BY STAFF NOT INCLUDED IN THE STRUCTECH REPORT)

Action	Category	Staff Recommendation	Status of Implementation
17*	Tools	Provide an additional microfilm reader machine in the Permit Center for public use, to supplement the one reader machine.	Complete: <i>The Permit Center now has a total of three microfilm reader machines: two for public use and one for staff use; please see discussion below.</i>
18*	Physical Environment	Remove old signage and clutter from the Permit Center. Create a more inviting, clean and professional environment for the customers.	Complete: <i>Please see discussion below.</i>
19*	Tools / Operational Process	Clarify and edit the fee schedule so that staff and the public can quickly determine what the costs for a project will be.	In Progress: <i>Please see discussion below.</i>
20*	Tools / Operational Process	Scan into the City's Laserfiche system the backlog of projects and develop and implement a system to scan all new projects when complete.	In Progress: <i>Please see discussion below.</i>

*see additional explanation in the following sections

Action #1: Establish a strong common commitment across all departments involved in the development review process with clear goals and boundaries to serve the Permit Center; set up an organizational procedure for proactive, high level contacts and communication for customers with large projects.

Related to establishing/promoting a common commitment within the organization, the Development Services Director met with the Public Works Director, Technology Services Director, Public Works Director, Police Chief, and Fire Chief in the fall of 2009, all of whom committed their staffs to working to enhance the development review process. Since that meeting, Development

Services Department staff have initiated meetings with various department staff (see discussion below under Action #5) and seeks to issue as many over-the-counter permits as possible, and has reduced the processing time associated with plan check review of permit applications (see discussion under Action #14 below). Staff will continue to work on promoting this commitment throughout the organization through various actions and efforts, some of which are summarized below and in the preceding table.

Regarding conducting initial high-level meetings with representatives of large projects, such meetings occur and involve at least the Development Services Director, Economic Development Manager, and the City Manager. A recent example relates to meetings associated with the redevelopment of the Mervyn's headquarters site along Foothill Boulevard.

Action #5: Establish procedures that allow the front counter staff to call on representatives from all divisions involved in the development review process to assist with over-the-counter reviews or to answer customer questions.

The goal of these actions is to ensure that when a customer visits the Permit Center they are able to have a conversation with a staff person from any department involved in reviewing their current or potential project. Key departments such as Solid Waste and Utilities are located the fourth floor. Ideally, all staff involved in the development review would have offices adjacent to the Permit Center and be able to quickly come to the counter as needed (such as Planning, Fire and Building). Since this is not possible at all times due to staffing levels, some additional coordination between the Building Division and Public Works is needed to find ways to achieve an optimal level of customer service at the counter. This coordination is underway through newly implemented inter-departmental meetings. Building staff has met with staff from the Public Works' Utilities section, and plans to meet with staff from the Fire Department and Public Works Engineering section during the next few months. Efforts to streamline the review process and develop ways to coordinate reviews will be key goals of such discussions.

Action #8: Create a physical barrier between the public and the staff area behind the counter to hide clutter and contribute to a more pleasant customer experience.

The idea behind the physical barrier mentioned in the Structech Report was to create a more comfortable experience for the customer by reducing the amount of clutter that is visible from where they sit. Staff agrees with this goal; however, based on staff's experience in the Permit Center, it is better to maintain full visual access to the customers, which is only possible with the current configuration.

As an alternative, staff has removed significant amounts of clutter from behind the counter, including the shelving along the back wall of the Permit Center visible to the customers that over the years had become an informal storage area for outdated reports and various expired drawings. The overall appearance and feel of the Permit Center has improved significantly in the past few months. With the addition of new signage (see Action #18), staff believes that the intent of this recommendation has been accomplished.

Action #9: Keep the front greeting desk staffed with a person that is knowledgeable of the full development review process and is able to identify customers needs, direct them to the appropriate staff members and help them get what they need as quickly as possible.

The greeting desk is a key position in the Permit Center because this is where every customer starts his or her experience with the City. Over the years, this position has been subject to a high turnover rate. As a result, very few people have been at the job long enough to perform it at the level outlined in the Structech report. As part of this renewed effort to improve customer service, the Building Division permit technicians and the Senior Plan Checker are working closely with the receptionist to offer suggestions for improvement and provide support as needed. The receptionist is now asking customers to fill out applications immediately after checking in at the front desk. This head start on the paperwork portion of the process ensures that by the time the Building, Planning, or Fire reviewer meet with the customer at the counter, they can quickly move to the next step. It is envisioned that during next fiscal year, a new Permit Tech would replace the Administrative Clerk that now serves as the Permit Center Receptionist.

Action #12: Establish 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.

Staff has established a Development Review Process “Focus Group” consisting of staff and local developers, architects, brokers, etc. The Focus Group meets every other month and has had three meetings. The group was instrumental in revising the handouts for the Planning Division and will discuss ways during the next few months to enhance the building permit application review process and inspections process.

Action #14: Shorten the plan review turn-around times to reflect best management practices and establish benchmarks and performance measures.

Processing times for new construction are reduced from 25 to 20 days; and from 15 to 10 days for tenant improvements and additions. Staff has also reviewed performance measure models from Sunnyvale, a recognized leader in utilizing progressive development review practices and standards, and has established reports that track various items, including 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, and number of rechecks done within the promised time frame. The established review times and goal of issuing at least 90 percent of permits as over-the-counter permits will be evaluated annually and if appropriate, adjusted to reflect staffing levels, activity levels, and best management goals.

Following is a table that compares Hayward’s permit processing performance measures with those of Sunnyvale. Because data associated with processing review timelines has only recently been tracked, staff will provide a summary of how staff has met those performance measures at the next update, and plans to post those results on the City’s website this fall. Also, for this fiscal year, staff has processed approximately 85% of all permits as over-the-counter permits, up from an average of 79.5% for the last five previous fiscal years.

	Percent of permits to be processed as "over-the-counter" (same day)	Days to review initial submittals for larger projects	Days to review initial submittals for medium-sized projects (e.g., residential additions, racks, and medium sized commercial tenant improvements)	Days to conduct reviews of resubmittals
Hayward	90%	20 business days (100% of time)	10 business days (100% of time)	10 business days (100% of time)
Sunnyvale	87%	21 calendar days (90% of time for building review; 75% for other departments)	(no distinction between such projects and larger projects)	14 calendar days (90% of time for building review; 75% for other departments)

*Hayward: projects involving no or little plan check review (e.g. Hayward: small residential remodels, small commercial tenant improvements, etc.; Sunnyvale: remodels, single story additions, standard tenant improvements, etc.)

Staff is also tracking customer survey responses at the Permit Center, which shows that 96 percent of the 737 customers that have visited the Permit Center this fiscal year through May 10 and completed a survey card rate their overall experience at the Permit Center as good or excellent.

Action #16: Update and clarify all handouts.

The development review process involves several aspects, including those associated with fees, approval timelines, ordinances/regulations, and specific submittal requirements. Key aspects of the process are compartmentalized in four divisions: Building, Public Works, Planning, and Fire. In addition, there are two departments involved in the review process that are not even part of our organization: the Alameda County Health Department and the Hayward Unified School District (for the collection of school fees). As a result of this complexity, when a customer first comes to the Permit Center, it is almost impossible to give them the total costs and the exact requirements for an entire project.

The best way for the customer to navigate this process is through handouts that are available both in the permit center and on the City website. Up to now, Building, Fire, and Planning handouts focused on specific requirements related to submittal packages and relevant ordinances. Taking a broader view, staff now includes ways for the customer to estimate the fees and scope of submittal requirements by listing all the potential reviewers, their contact numbers, and a brief overview of what each department will be checking. Handouts for common projects such as window replacements and patio covers now include drawings to clarify frequently misunderstood code requirements. The new handout format for larger projects equips the customer with a step-by-step roadmap in the form of a checklist. Handouts have an obvious advantage over verbal communication since they can be taken back to the customer's home or office for further review and for future reference. Providing this resource reduces chances for miscommunication and surprises - the most common source of complaints received by staff.

Attachment II shows the revised and condensed building permit application form, and Attachments III and IV show revised handouts for sample projects (patio covers and window replacements).

Attachment V shows the new Tenant Improvement Submittal Checklist (an example of a complete step-by-step checklist mentioned above). Attachment VI shows the revised, condensed handout for planning development applications, and Attachments VII through IX show revised handouts with flowcharts for sample application types (Site Plan Review, Conditional Use Permit, and General Plan Amendment).

Action #17: *Provide an additional microfilm reader for public use.*

Since the beginning of the foreclosure crises in 2008, large numbers of customers have been buying bank-owned homes in Hayward. The only place that a potential buyer can verify the permit history of a building is by visiting City Hall and viewing records on a microfilm reader. Staff managed to find an unused microfilm reader in the Public Works storage room to help accommodate this increased demand. It is currently installed next to the previously existing machine and is in use in the Permit Center.

Action #18: *Remove old signage from the Permit Center. Create a more inviting, clean and professional environment for the customers.*

In recent years, the appearance of the Permit Center was less than professional. After ten years of operation, the displays and signage lacked visual cohesion and were not as informative as they could be. The quality of this signage was poor, with much of it consisting of printed signs on letter-sized paper. To remove this clutter and present a higher level of professionalism, old signage was replaced and upgraded in the past several weeks. All stations received new signage that is uniform and designed to work with other displays that exist in the Center. Additionally, new signage for resources and equipment was made and new photographs were printed and displayed to enhance the Permit Center's appearance. The results are a significant improvement that helps guide visitors to appropriate staff and information.

Action #19: *Clarify and Edit the Fee Schedule.*

The single biggest impediment to efficient customer service has been the introduction of a new fee schedule, based on a comprehensive fee study designed by *Maximus Financial Services, Inc. (Maximus)* in 2009. The previous schedule calculated fees based on project valuation, not necessarily on actual costs incurred for staff to review permit applications and submittals and conduct inspections. Based on the new fee structure, fees can only be calculated quickly for new structures or additions that are built from the ground up. The majority of permits issued, however, are for commercial tenant improvements (work completed within existing construction) and residential remodels. Small tenant improvements and simple residential remodels are the two types of projects for which staff seeks to issue permits over-the-counter, if possible. Implementation of the new fee structure significantly increased the time it took to issue these types of permits. There is also a potential for inconsistent application of charges since the new calculation method is open to a wide range of interpretation.

Since initial implementation, staff has simplified the new fee schedule to make it easier to use. There were many small variations in costs for similar types of work that have been consolidated for clarity and ease of use. Staff will continue to refine the fee schedule that is in place and work out options for the many variables that are consistently encountered. Regardless of the improvements made to the current fee schedule, it will never be as fast or consistent as the valuation-based fee

system, though it is established to more accurately reflect the true cost of processing permit applications.

Action #20: Scan into the City's Laserfiche system the backlog of projects and develop and implement a system to scan all new projects when complete.

Staff is working with a vendor to scan the backlogged plans and permits, which is a substantial amount. As resources allow, staff will get the backlogged information into the Laserfiche system. Staff has recently requested, and Council approved, an increase in the Building Division's technology fee from 2% to 3% of project valuation, which will assist with this effort, as well as efforts to have project files scanned as they are completed. Currently, staff scans permits and documents into the Laserfiche system as projects are completed, but is not doing so for the large plan sheets. One staff member can typically scan 80 to 100 large plan sheets in a day, and the number of sheets for a typical project is approximately 15. To maintain the established plan review timeframes by the plan checkers and provide responsive customer service at the Permit Center by the permit technicians, the current staffing levels at this time make it difficult to scan such plan sheets in-house, though staff is doing so on an inconsistent basis as can be accommodated. For example, when the rental housing inspection program was suspended for several months this year related to a court order, rental housing staff was able to scan plan sheets for several projects.

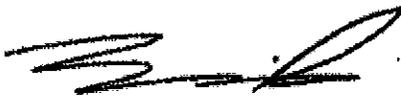
NEXT STEPS

Staff will continue to implement improvements to the development review process and Permit Center operations and will periodically update the Council on the status of such implementation efforts. Staff plans to provide an update in approximately six months.

Prepared by: Steve Osborne, Senior Plan Checker, and Glen Martinez, Building Official

Recommended by: David Rizk, AICP, Development Services Director

Approved by:



Fran David, City Manager

Attachments:

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| Attachment I | Hayward Permit Center Assessment Report with Recommendations by Hamid Pouya of Structech Consulting, dated June of 2009 |
| Attachment II | Building – Revised Permit Application Form |
| Attachment III | Building - Patio Covers Handout |
| Attachment IV | Building - Window Replacement Handout |
| Attachment V | Building - Commercial Tenant Improvement Submittal Checklist |
| Attachment VI | Planning - Development Application Instructions and Checklist Handout |
| Attachment VII | Planning - Site Plan Review Application Handout |

Attachment VIII Planning - Conditional Use Permit Application Handout
Attachment IX Planning - General Plan Amendment Application Handout

HAYWARD PERMIT CENTER
Assessment Report with Recommendations
Hamid Pouya
STRUCTECH CONSULTING
June 2009

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.

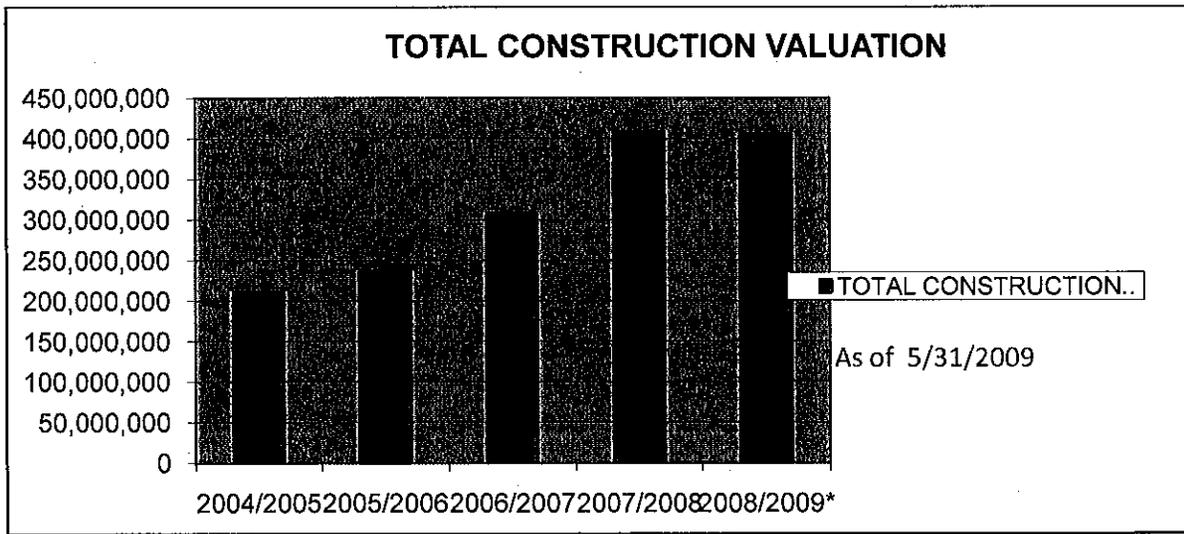
- The yearly management report for each department and division should include the computer reported performance information as well as its activity levels compared to the base year benchmarks.
- Establish an appropriate incentive for staff for adhering to review timelines. In cases where the timelines 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)

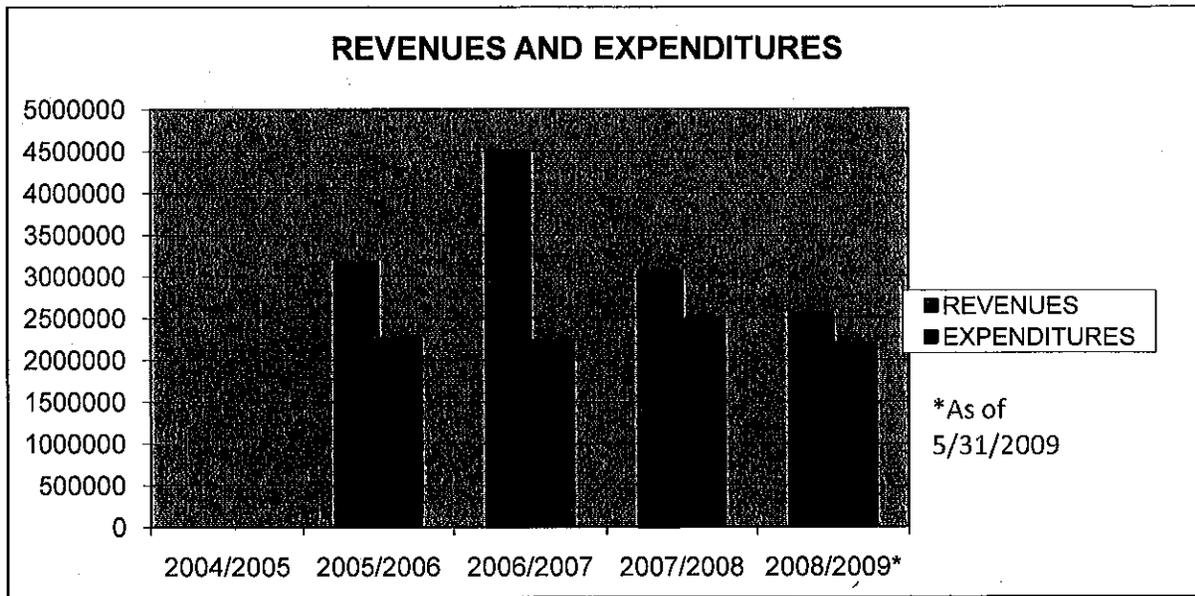
Revenues and Expenditure

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.



PERMIT APPLICATION

City of Hayward

Development Services Department

777 B St. Hayward, CA 94541-5007 (510)-583-4140

THIS SECTION TO BE COMPLETED BY CITY STAFF

SITE ADDRESS:

DETAILED DESCRIPTION OF WORK: (Please Print Clearly)

VALUATION (Total market rate materials and labor cost for the project)

\$

OWNER NAME (REQUIRED)	PHONE #
	FAX #
MAILING ADDRESS	E-MAIL ADDRESS
CITY, STATE, ZIP	
CONTRACTOR NAME (Use Company Name) (OPTIONAL IF OWNER IS APPLICANT)	PHONE #
	FAX #
MAILING ADDRESS	E-MAIL ADDRESS
CITY, STATE, ZIP	
LICENSE NUMBER + CLASS	CITY BUSINESS TAX #

I hereby affirm that I am licensed under the provisions of chapter 9 (commanding with Section 7000) of Division 3 of the Business and Professions Code, and my license is in full force and effect.

CONTRACTOR'S SIGNATURE: _____

APPLICANT INFORMATION

NOTE: If contact info is the same as above, write "SAME AS OWNER" or "SAME AS CONTRACTOR" across boxes below and sign signature line at bottom.

APPLICANT NAME

PHONE #	FAX #
MAILING ADDRESS	E-MAIL ADDRESS
CITY, STATE, ZIP	

I certify that I have read this application and state that the above information is correct. I agree to comply with all City, County and State laws relating to building construction. I hereby authorize representatives of the city to enter upon the property for inspection purposes.

APPLICANT'S SIGNATURE: _____

PERMIT NUMBER:

MASTER PERMIT NUMBER:

DATE:	RECEIVED BY:
--------------	---------------------

TAKE-IN CHECKLIST

GREEN POINTS RATED PROJECT (NEW S.F.R. OR M.F.R.) N/A

LIGHTING WATTAGE RESTRICTION Applies to T.I. or new Bldg. N/A
> 1,000 sq. ft. with new indoor lighting
 (15% < T-24 for lighting or 5% < overall budget for Performance Method)

INDOOR WATER USE EFFICIENCY ORDINANCE N/A

LEED PROJECT (Exempts all Hayward green building ordinances) N/A

STRUCTURAL CALCS. (FOR EQUIPMENT OVER 400# or per design) N/A

T-24 DOCUMENTS N/A

T-17 REQUIRED N/A

HEALTH DEPT. RECEIPT N/A

PROJECT DATA ON COVER SHEET (SQ. FT. OCCUPANCY + CONST. TYPE)

MIN. DRAWING SIZE: 18" X 24" (11" X 17" Patio Covers + Enclosures)

DRAWINGS INDICATED ON COVER SHEET ARE IN SET

PROJECT TYPE

BUILDING PERMIT

SUB-PERMIT ONLY

SQUARE FOOTAGE BASED (T.I. or NEW Const.)

MISCELLANEOUS (Building fees + sub-permit fees)

ADDITIONAL FEES	PAYMENT TYPE
<input type="checkbox"/> PARK DEDICATION <input type="checkbox"/> N/A	<input type="checkbox"/> CHECK CHECK # _____
<input type="checkbox"/> SCHOOL DISTRICT <input type="checkbox"/> N/A	<input type="checkbox"/> CREDIT CARD
<input type="checkbox"/> SUPPLEMENTAL TAX <input type="checkbox"/> N/A	

OCCUPANCY	AREA	CONSTRUCTION TYPE

ROUTING FOR REVIEW

ARCHITECTURAL	PLANNING
T-24 ENERGY	FIRE
STRUCTURAL	SOLID WASTE
ELECTRICAL	WATER
MECH. / PLUMB	WPSC

PLANNING STAMP	FIRE STAMP

**SEE REVERSE FOR SUB-PERMIT APPLICATION.
ONLY USE FOR PROJECTS WITHOUT NEW SQUARE FOOTAGE**

SUB-PERMIT APPLICATION (ONLY FOR PROJECTS WITHOUT NEW SQUARE FOOTAGE)

PLUMBING

FIXTURES	QUANTITY
Bathtub	
Drinking Fountain	
Shower	
Sinks: kitchen, bath, service, bar	
Urinal	
Water Closet	
EQUIPMENT	QUANTITY
Dishwasher	
1st Water Heater w/ gas vent	
Additional WH	
TPR Valve only	
Gas Vent Only	
Garbage Disposal	
Gas Range	
Washing Machine	
Gas Clothes Dryer	
Grease Interceptor	
Grease Trap	
Sewer Ejector	
Medical Gas	
Medical Pump	
Solar Water system	
Boiler to 399k BTUs	
Boiler over 399k BTUs	
Ind. Waste Pre-Treatment (Sand + Grease or Clarifier)	
Graywater System	
GAS PIPING	QUANTITY
Meter reset / Test	
0-50 feet	
51-100	
101-150	
151-200	
Over 200	
WATER PIPING	QUANTITY
Water piping inside	
Water Service	
Irrigation system	
WASTE PIPING	QUANTITY
Drain, waste and vent	
Roof Drain (rainwater)	
Sewer lat. on site	
Back-flow preventer	
IND. PROCESS PIPING	QUANTITY
Up to 250 ft	
250-500 ft	
501 and over	

MECHANICAL

HEATING SYSTEMS	QUANTITY
Furnace	
Wall Furnace	
Duct System	
Boiler to 399K BTU	
Boiler over 399K BTU	
Heat Pump	
Chimney	
Solar Heating system	
Gas Log	
Appliance vent only	
Hydronic Heating	
Fire / Smoke damper	
COOLING SYSTEMS	QUANTITY
Evaporative Cooler	
AC up to 100k BTU	
AC over 100k BTU	
Heat Pump	
Registers / Diffusers	
Fire / Smoke damper	
Refrigeration system	
Walk-in Ref. Coil	
Condensate drain	
Chiller	
EXHAUST / VENT. SYSTEMS	QUANTITY
AHU to 10K CFM	
AHU over 10K CFM	
Exhaust Hood (Res.)	
Bathroom Vent	
Moisture Exhaust (clothes dryer)	
Type 1 Hood	
Type 2 Hood	
Make-up Air System	
Incinerator	
Duct work only	
Ind. Fume hoods	
Thermal Oxidizers / Air Treatment sys.	
Electrostatic Filters	
GAS PIPING for MECHANICAL WORK	QUANTITY
0-50 feet	
51-100	
101-150	
151-200	
Over 200	

ELECTRICAL

CIRCUITS	QUANTITY
(Includes everything added to circuit)	
1-20 Amp Circuit	
30 Amp Circuit	
40 Amp Circuit	
50 Amp Circuit	
70 Amp Circuit	
100 Amp Circuit	
101-200 Amp Circuit	
201-300 Amp Circuit	
301-400 Amp Circuit	
Additional 100 Amps over 400	
SERVICES / PANELS	QUANTITY
Service < 600 volts	
First 100 amps	
Service < 600 volts	
Each Add'l 100 Amps	
Service > 600 volts	
First 200 kVA	
Service > 600 volts	
Over 200 kVA	
Service > 600 volts	
Each Add'l Meter	
Reset Meter	
Temporary Service	
Temporary Power Pole	
Grounding Electrode	
ADDITIONS TO EXISTING CIRCUITS	QUANTITY
Light Fixtures	
Outlets	
Switches	
Multi-outlet Strips (Per Linear foot)	
MOTORS + EQUIPMENT	QUANTITY
Install or replace motor <10 HP	
Install or replace Motor >10 HP	
Generator	
Transformer 0-20 kVA	
Transformer >20 kVA	
Lighting Standard	

MISC. PERMITS

Change of Contractor	
One-Time Inspection	



Patio Covers

City of Hayward Development Services Department

2010 Update

PERMIT REQUIREMENTS

A building permit is required for the installation of a patio cover or a patio enclosure. A patio cover does not have walls and is usually built with standard lumber. Patio enclosures have walls, but are still considered as outdoor space.

FEES

Patio Cover Permit: \$234

Patio enclosure permit: \$490

NOTE: Additional administrative fees apply to all permits.

PERMIT REQUIREMENTS

A building permit is required for patio cover installation. A patio cover does not have walls and is usually built with standard lumber.

PLANNING REVIEW

Before a patio cover or enclosure project can be approved, the City of Hayward Planning Division must review the size and location of the proposed structure for compliance with setback and size limitations. This can be verified by bringing a sketch of the proposed structure to the permit center that clearly shows the size and location of the structure relative to the property lines.

DRAWINGS

Once the planning department has given an approval for the placement of the structure, the following drawings are required in order to obtain a building permit:

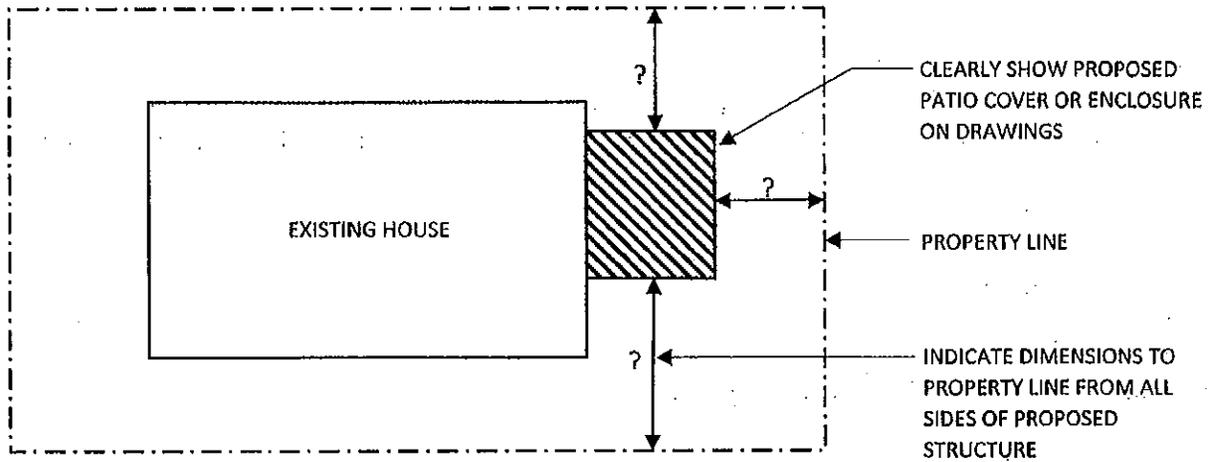
- A site plan, drawn to scale, that shows the existing property lines, existing house, location and size of proposed patio cover and dimensions.
- A section showing the attachment details, slope of roof and foundation. Flashing, roofing materials, connection hardware and lumber grades must be indicated.
- A framing plan indicating the size and spacing of lumber.

See Reverse for sample drawings and basic code requirements

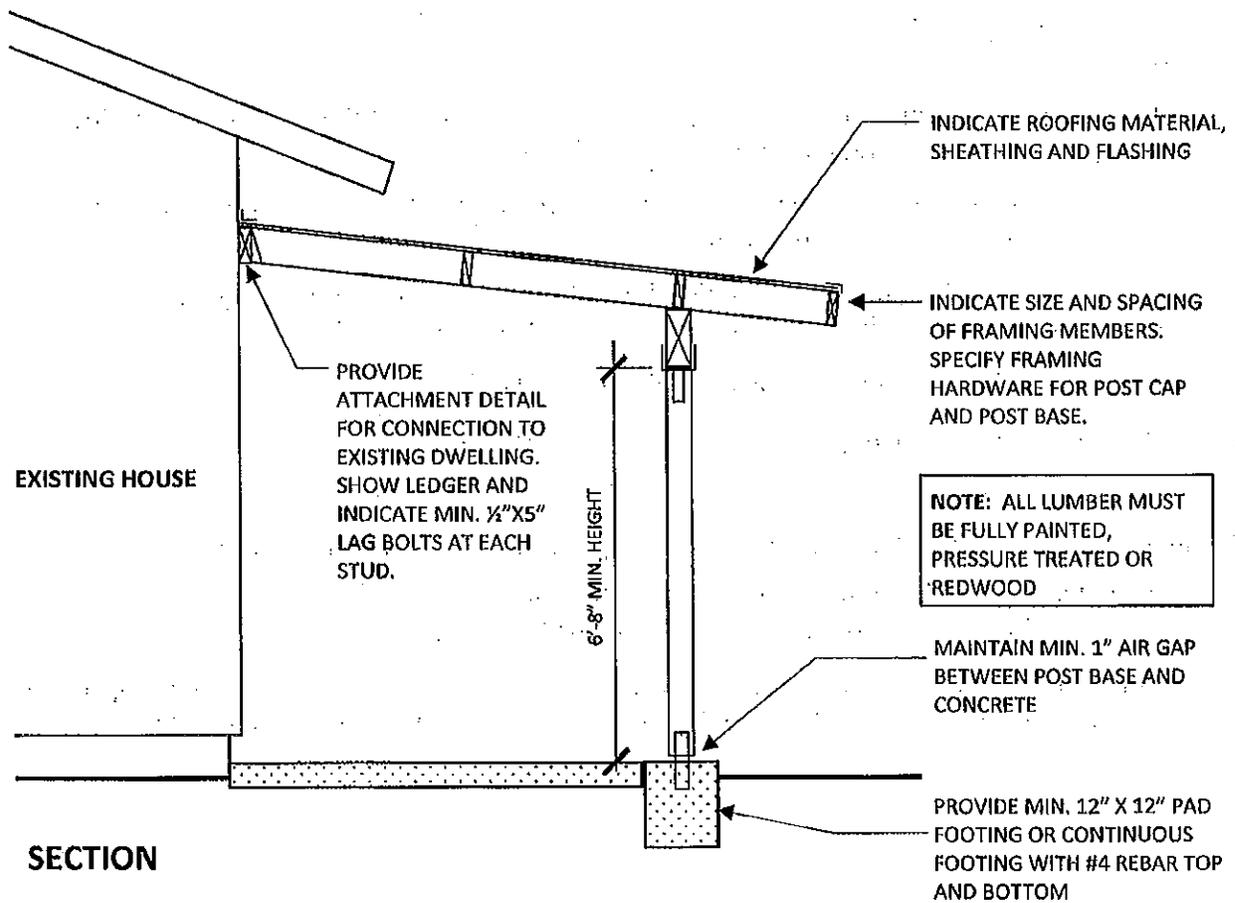
PATIO ENCLOSURE CHECKLIST (additional code requirements for patio enclosures only)

- Patio enclosure must be no more than 12' tall and a single story
- The patio enclosure must not be put in front of a bedroom egress window
- The longest wall and one additional wall of the patio enclosure must be at least 65% open in the area 6'-8" above the ground. The openings can be screens, acrylic panels not more than 1/8" thick, or glass.

- Glass will need to meet safety glazing requirements as indicated in Ch. 24 of the 2007 CBC.



SITE PLAN



SECTION



Window Replacement

City of Hayward Development Services Department

2010 Update

PERMIT REQUIREMENTS

Replacing or adding new windows, sliding glass doors or skylights requires a building permit. Broken window glass can be repaired in any of these without a permit if the existing sash and frame stay in place.

FEES

First window on property (also applies to sliding glass doors and skylights): **\$106**

Each Additional window on site: **\$25**

Note: *Additional administrative fees apply for all permits*

RETROFIT WINDOWS

A retrofit window replaces the glazing and the sash but leaves the existing frame in place. **Retrofit windows do not need to meet the exact dimensional requirements for egress, but they will need to meet the minimum energy code requirements.** Retrofit windows must stay in the same format as the original. For example, if the existing window was slider, the retrofit window will need to be a slider also.

ENERGY CODE REQUIREMENTS

Both new and retrofit windows need to meet the minimum efficiency requirements set by the California Energy Code. **New windows, sliding glass doors and skylights need to have a Maximum U-Factor of .40** (a low u-factor means the window has a higher insulation value).

SAFETY GLAZING REQUIREMENTS

Windows installed within 2' of doors, within 18" of walking surfaces, and within stairways are required to be tempered. Windows within tub or shower enclosures that are positioned less than 5' above drain must also be tempered.

WINDOW SECURITY BARS

Window bars cannot be installed over bedroom egress windows unless they can be opened from the inside without effort or special knowledge. Installing security bars on a bedroom egress window triggers the requirement to install smoke detectors in all bedrooms and hallways leading to bedrooms if they are not already there. See 2007 California Building Code 1026.4

ADDING NEW SLIDING GLASS DOORS

When adding a sliding glass door in a location where there was not one before, a landing may need to be installed to complete the project. All doors must have a landing that is as wide as the door opening and at least 3 feet deep in the direction of travel. The step from the inside of the house down to the landing and all other steps shall not be more than 7.75" high. Any steps down from the landing shall have a run of at least 10".

LIGHT AND VENTILATION REQUIREMENTS

Windows are required to provide light and natural ventilation to habitable rooms of a dwelling. The amount of window ventilation shall be 4% of the floor area for the specific room. The minimum glazed area shall not be less than 8% of the floor area for natural lighting.

EGRESS WINDOW REQUIREMENTS

The California Building Code requires that bedrooms have a means of escape and rescue. This can be accomplished with a door from the bedroom to the outside or through a window. If a bedroom does not have a door directly to the outside then at least one window in the room must meet specific dimensional requirements for egress.

AT LEAST ONE WINDOW IN EACH BEDROOM MUST MEET THE FOLLOWING REQUIREMENTS:

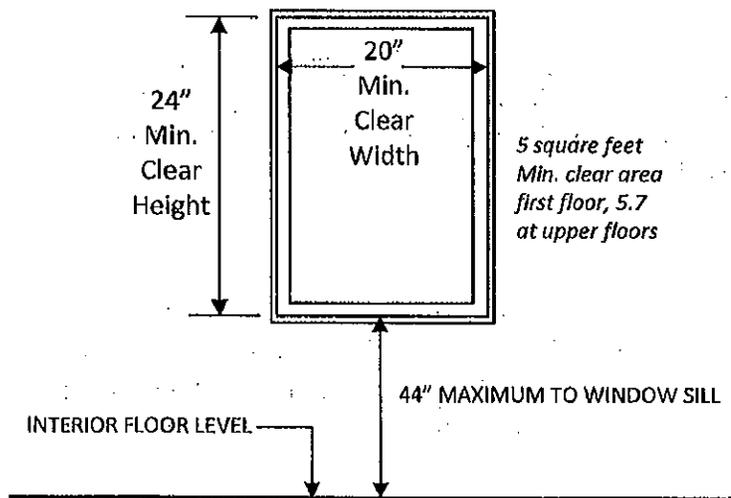
- MINIMUM WIDTH OF OPENING: 20"
- MINIMUM HEIGHT OF OPENING: 24"
- MAXIMUM HEIGHT TO SILL: 44"
- MINIMUM CLEAR OPENABLE SIZE ON THE FIRST FLOOR: 5 square feet
- MINIMUM CLEAR OPENABLE SIZE ON FLOORS ABOVE THE FIRST FLOOR: 5.7 square feet

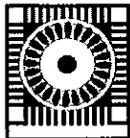
Example:

A 20" wide casement window that is 24" tall has a net open area of 3.3 square feet. This will not work for a first or second floor egress window. Although it meets the size requirements for width and height, it does not meet the open area requirement.

A 20" wide casement window located on the first floor would need to be at least 36" inches tall to meet the open area requirement: $20" \times 36" = 720$ square inches. To convert square inches to square feet, divide by 144: $720/144 = 5$. The window is o.k.

Make sure to check the openable part of the window for the minimum areas: If a window has fixed panels they can't be counted in the calculation.





Tenant Improvements

SUBMITTAL CHECKLIST

City of Hayward Development Services Department

2010 Update

PRELIMINARY REVIEW

Before preparing plans for a tenant improvement, it is necessary to discuss the project with a City of Hayward planner to ensure the proposed changes to the building will comply with the Zoning Ordinance, parking requirements and landscape design guidelines. Preliminary meetings are free of charge and can be done at the permit center counter without an appointment.

PERMIT APPLICATIONS

Tenant improvement projects require a set of plans that fully document both the condition of the existing space and the proposed changes.

Tenant improvement drawings must be prepared by a licensed architect or engineer if the proposed work alters the structural system or the means of egress.

24" x 36" MINIMUM DRAWING SIZE

All drawings in the set must be the same size. All drawings must be to scale and include dimensions.

TITLE SHEET

Include complete description of work, sheet index, applicable codes, designer's contact information and project location map. Include the square footage of the existing building, the square footage of the tenant improvement area, the occupancy classifications and occupant load.

SITE PLAN

Indicate the location of building on property. Show dimensions to adjacent buildings and property lines. Show wheelchair accessible parking stalls and accessible route to entrance of tenant space. Indicate location of trash enclosures or waste storage areas on the plans.

EXISTING + PROPOSED FLOOR PLANS

Clearly indicate on the drawings what is existing and what is new. Label all new and existing items on the plans. Add roof plans, reflected ceiling plans and sections as needed to accurately describe the full scope of work.

PLUMBING / MECHANICAL / ELECTRICAL DRAWINGS

Provide electrical panel schedule and single line diagrams. Include gas, waste and vent piping diagrams to verify compliance with sizing requirements. Indicate location of HVAC units on the roof plan. Show the location of new and existing registers. Show all new, existing and relocated lighting

T-24 ENERGY REPORT

A T-24 Energy Report is required for projects that involve new lighting, new mechanical systems or newly conditioned space (spaces that are heated or cooled for the first time). The T-24 report shall be incorporated in the set in addition to being submitted separately on at least two 8.5" x 11" booklets. **Hayward is located in climate zone 3.**

- CONSTRUCTION DETAILS**
Provide details for all construction elements that will be added or altered: waterproofing, wall assemblies and foundations. Provide accessibility details for restroom dimensions, parking stalls, ramps and door clearances.
- STRUCTURAL CALCULATIONS**
Structural calculations prepared by an engineer licensed in California are required for the installation of all equipment weighing 400 pounds or more. Beams, changes to the lateral resistance of a building, retaining walls, fences 6 feet tall or more and storage racks will also require calculations. Three sets of signed and stamped calculations are required at the time of submittal. *See the end of this handout for local design criteria.*
- TRASH ENCLOSURE + DEBRIS RECYCLING STATMENT**
The City of Hayward will review all projects with a valuation over \$75,000 for compliance with trash enclosure requirements and construction waste diversions requirements. Indicate all existing or proposed trash enclosures on the plans.
- 5 SETS OF PLANS (Verify exact number of sets with Permit Technician)**
Some large tenant improvement projects will require up to 9 sets of plans for review while some small projects may require only 3 sets. Verify the exact number of plans required based on the scope of work, contact a City of Hayward Permit Technician prior to submittal.
- FULL SCOPE OF WORK SUBMITTED AT ONCE (DEFERRED SUBMITTALS ARE NOT ALLOWED)**
The set of drawings must be complete at the time of submittal. Deferred submittals are not allowed for P/M/E drawings. Only sprinklers systems, which are under separate permits issued by the Fire Prevention office, may be deferred.

DISABLED ACCESS REQUIREMENTS

- Any tenant improvement that requires a building permit (with the exception of reroofing, mechanical, plumbing or electrical repairs) triggers the requirement in the California Building Code for partial or complete accessibility upgrades depending on the cost of work. Projects with a valuation of more **\$128,410** (for 2010) will require complete accessibility compliance. Projects with a valuation lower than the threshold amount will need to spend at least 20% of the project cost on accessibility upgrades if the restrooms, path of travel, parking or entrance do not already fully comply.
- Carefully review the requirements in **2007 CBC Ch. 11B** for compliance.

LOCAL REQUIREMENTS and ORDINANCES

The following are special ordinances that are specific to Hayward related to building construction:

NO PLASTIC PIPING

The City of Hayward Prohibits the use of plastic piping for gas, water supply, waste and

HAYWARD GREEN BUILDING + WATER EFFICIENCY ORDINANCE

ENERGY	
<ul style="list-style-type: none"> • Tenant improvements that are 1,000 square feet or more and include new lighting are subject to wattage restrictions. The lighting power density values shall be 15% lower than the allowed wattage set by the Energy Commission (T-24) for Area Category Method. • As an alternative, the energy budget for the building shall be 5% below the limit set by the performance method. 	
INDOOR WATER USE EFFICIENCY	
Any newly installed or replaced plumbing fixtures must meet the following specifications:	
Toilets	1.28 gallons per flush or less
Urinals	0.5 gallons per flush or less
Bathroom Faucets	0.5 gallons per minute or less
Kitchen Faucets	2.2 gallons per minute or less

BAY AREA AIR QUALITY MANAGEMENT DISTRICT

The demolition of load-supporting exterior walls requires the permit applicant to obtain a “J Number” from the Bay Area Air Quality Management District (BAAQMD). To determine if your project will require a “J Number”, contact the BAAQMD at: **(415)-749-4762**.

Demolition permits will not be issued by the City of Hayward without a “J Number” or letter indicating that the project is exempt.

- Bring a **J Number** or notice of exemption for the proposed demolition at time of submittal.

FOOD RELATED PROJECTS

Tenant improvements that include public food service as a component of the project (banquet facilities, restaurants, cafés and food processing facilities) must be in for review by the Alameda County Health Department before the City of Hayward will review the plans. For more information, contact the **Alameda County Department of Environmental Health: 510-567-6700**

- Bring a receipt from the Health Department (showing that drawings were submitted for health dept. review) to the City of Hayward when submitting plans. Plans will not be accepted without the receipt.

PERMIT FEES and TAXES

BUILDING PERMIT FEES

(Plan Check fee due at submittal, Inspection fee due at permit issuance)

All tenant improvement projects are subject to both plan check fees and inspection fees. To get an estimate of the total **building permit fees**, contact a City of Hayward Permit Technician: **510-583-4140**. Make sure you have a complete description of the scope of work and square footages in order to get an accurate estimate.

FIRE DEPARTMENT / HAZ. MAT. INSPECTION FEES: *(Due at permit issuance)*

Most tenant improvements will require a review by the Fire Prevention Office to check for sprinkler requirements or changes to existing systems. Some tenant improvements that involve hazardous materials will have more significant reviews. To determine if a Fire Department plan check applies to your project or to get an estimate on the fees for this review, contact the **Hayward Fire Prevention Office** at: **510-583-4920**

UTILITY CONNECTION FEES (Water and Sewer): *(Due prior to final inspection)*

If a tenant improvement project involves the addition of a new sewer line, increased water demand or increased waste discharge, utility fees may apply. To verify if the project will be subject to utilities fees, contact the **Public Works Department: 510-583-4727**

SUPPLEMENTAL BUILDING CONSTRUCTION IMPROVEMENT TAX

(Due prior to final inspection)

Tenant improvement projects built within existing shell buildings may be subject to the supplemental tax based on a change of use. For example, if a portion of a warehouse is changed to office, then the new office space will be subject to a one-time tax of \$1.56 per square foot. If an existing office is being completely removed and replaced by a new office configuration, no supplemental tax is due since there is no change of use.

SCHOOL DISTRICT FEES *(Due at permit issuance)*

The Hayward Unified School District collects a one-time tax on new square footage of habitable space. Many tenant improvements are not subject to this tax because the construction usually remains within the existing building limits. If a tenant improvement involves adding new square footage to the building, school district fees may apply. To verify if your project will owe school fees, contact the **Hayward Unified School District: 510-784-2600**

PROJECT APPROVAL TIMELINE

- **FIRST SUBMITTAL:** The review period for the first submittal is **10 business days**.
 - **RE-SUBMITTAL:** The re-submittal review period is **10 business days**.
- NOTE:** *Large or extremely complex tenant improvement projects may be put into a 25 day initial review period with a 10 day turn-around time for re-submittals based on the determination of the building official.*

CODE ASSISTANCE MEETINGS

It is recommended that complex projects such as manufacturing facilities, 'H' occupancies, or large assembly spaces undergo a Code Assistance Meeting prior to submittal. Code Assistance meetings are coordinated by the Fire Prevention Office. For more information on how to schedule a code assistance meeting or to determine if it is recommended for your project, please call: **510-583-4900**

TECHINCAL DESIGN CRITERIA

Seismic: The City of Hayward is located in Seismic Design Categories "D", "E", or "F" depending on the Occupancy Category.

Wind: Nominal Design 3-second gust 85 mph. Exposure, at the discretion of the design engineer: "B" (mostly) and "C" (immediate shoreline).

Rain: Rainfall is 1.5 inch per hour and 26.3 inch yearly.

Building Codes: When preparing drawings and calculations, please refer to the latest editions of the California Building, Mechanical, Plumbing, Electrical codes, and Part 2 and 6 of the Title 24 California Code of regulations (California Energy Code).

Climate Zone: 3

CURRENT CODES: 2007 California Building, Mechanical, Electrical and Plumbing Codes.

2008 California Energy Code

Accessibility Valuation Threshold for 2010: \$128,410



Development Application Instructions and Checklist

City of Hayward, Planning Division
777 B Street, First Floor, Hayward, CA 94541
(510) 583-4200 Telephone (510) 583-3649 Fax

Submittal Requirements

All applicants should consult with a Planner to determine which of these submittal requirements will be applicable for the specific project you are submitting, as some of the requirements may not be necessary.

- Application Form**, must be signed by both applicant and property owner
- Application Fee**
- Application Checklist** (this form)
- Required Findings**
 - An explanation of how each of the required findings for your particular application can be made. See handout for required findings based on application type
- Plans** (Prepared by a qualified design professional)
 - Site Plan** (should be to scale)
 - Show the entire property involved, including all property lines
 - Show the location of all existing and proposed structures, including those to be removed
 - Show the distances between existing and proposed buildings and property lines
 - Show any existing and proposed easements
 - Show the existing and proposed parking areas
 - Show existing and proposed landscape areas
 - Show the location of existing and proposed trees and other natural features, including creeks, earthquake fault traces, landslide areas, etc.
 - Show location of existing and proposed fences and/or retaining walls
 - Show the location and dimensions of the trash and recycling enclosure(s), if applicable
 - Show the location of any signage such as a monument sign, if applicable
 - Show the location and dimension of all group and private open space areas (multi-family residential projects only)

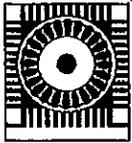
- **Floor Plans** (should be dimensioned and to scale)
 - Show all interior improvements
 - Indicate on the floor plan the use of each room
 - Include dimensions of each space, including all parking areas

- **Elevation Drawings** (should be dimensioned and to scale)
 - Show all exterior building elevations, i.e. all sides of each structure, including building heights
 - Show all fences and/or walls
 - Show all trash and recycling enclosures, if applicable
 - Show location and type of all exterior lighting
 - Indicate building materials and colors (colored elevations are encouraged)
 - Show any exterior building wall signage, if applicable

- **Landscape and Irrigation Plans** (generally required to be prepared by a licensed Landscape Architect) *Refer to the Article 12 of the Hayward Municipal Code related to the Bay-Friendly Water-Efficient Landscape Ordinance and the Hayward Environmentally-Friendly Landscape Guidelines*
 - Show locations of proposed plants, trees and ground covers
 - Provide a plant legend that indicates plants' botanical and common names
 - Indicate the quantity, size and spacing of all plant materials
 - Show and label all existing trees to be removed or retained
 - Show the layout of the irrigation system including the water meter, main and lateral lines, sprinklers, bubblers, drip emitters, etc.
 - Provide a summary data table on the plans that includes (1) the total landscape area in square feet; (2) the project type, i.e. new, rehabilitated, public, private, homeowner-installed, etc.; and (3) water supply type, i.e. potable, recycled, well.
 - Water Efficient Landscape Worksheet including the hydrozone information table and water budget calculations

- **Grading, Utility and Drainage Plans**
 - Show existing and proposed grades; contours for steep slopes are to be drawn at a minimum of 2-foot intervals
 - Show the direction of storm drainage runoff and the existing facility that will receive the runoff
 - Show all proposed utilities, including water connections, sanitary sewer, storm lines, street and parking lot lighting, etc.

- **Other items, as applicable**
See Planner to determine what other items may be applicable for your project
 - May include Business Plan, Geotechnical Study, Traffic Study, Photosimulations, Arborist Report, Soil Management Report, Lighting Plan, or other information to allow an environmental impact analysis.



CITY OF HAYWARD - PLANNING DIVISION

SITE PLAN REVIEW

Administrative – Staff Level Decision

WHEN IS A SITE PLAN REVIEW REQUIRED?

Site Plan Review is required for all new development unless the Planning Director determines that the development would not negatively alter the appearance and character of the property or area, or may be incompatible with the City policies, standards, and guidelines.

WHAT FINDINGS MUST BE MADE TO APPROVE A SITE PLAN REVIEW APPLICATION?

A Site Plan Review application may be approved, or conditionally approved, when ALL of the following findings are made:

- a. The development is compatible with on-site and surrounding structures and uses and is an attractive addition to the City;
- b. The development takes into consideration physical and environmental constraints;
- c. The development complies with the intent of City development policies and regulations; and
- d. The development will be operated in a manner determined to be acceptable and compatible with the surrounding development.

WHAT DOES IT COST?

The initial deposit for a Site Plan Review application is \$2,500. The deposit covers staff review of the application and preparation of findings and conditions of approval. Additional deposits may be required for complicated projects.

<http://www.hayward-ca.gov/departments/finance/documents/MasterFee2010.pdf>

WHAT MATERIALS DO I SUBMIT?

Refer to the "Development Application Instructions and Checklist" available in the Permit Center or on the City of Hayward website within the Development Services Department which can be found by clicking on "DEPARTMENTS" on the left-hand side of the City's home page at www.hayward-ca.gov.

http://www.hayward-ca.gov/departments/ced/documents/planning/Development_Application_Instructions.pdf

All applicants should consult with a Planner to determine which of these submittal requirements will be applicable for the specific project you are submitting, as some of the requirements may not be necessary.

HOW LONG DOES THE APPROVAL LAST?

The initial approval lasts for three years. Prior to the expiration of the approval, the applicant may request an extension for up to two years.

NEW CONSTRUCTION

All new construction must comply with the City's Green Building Ordinance and Bay Friendly Landscaping requirements. These ordinances can be found by clicking on the "Green Hayward" icon (shown below) located on the left-hand side of the City's home page at www.hayward-ca.gov.

<http://www.hayward-ca.gov/CAP08/CAP08.shtm>

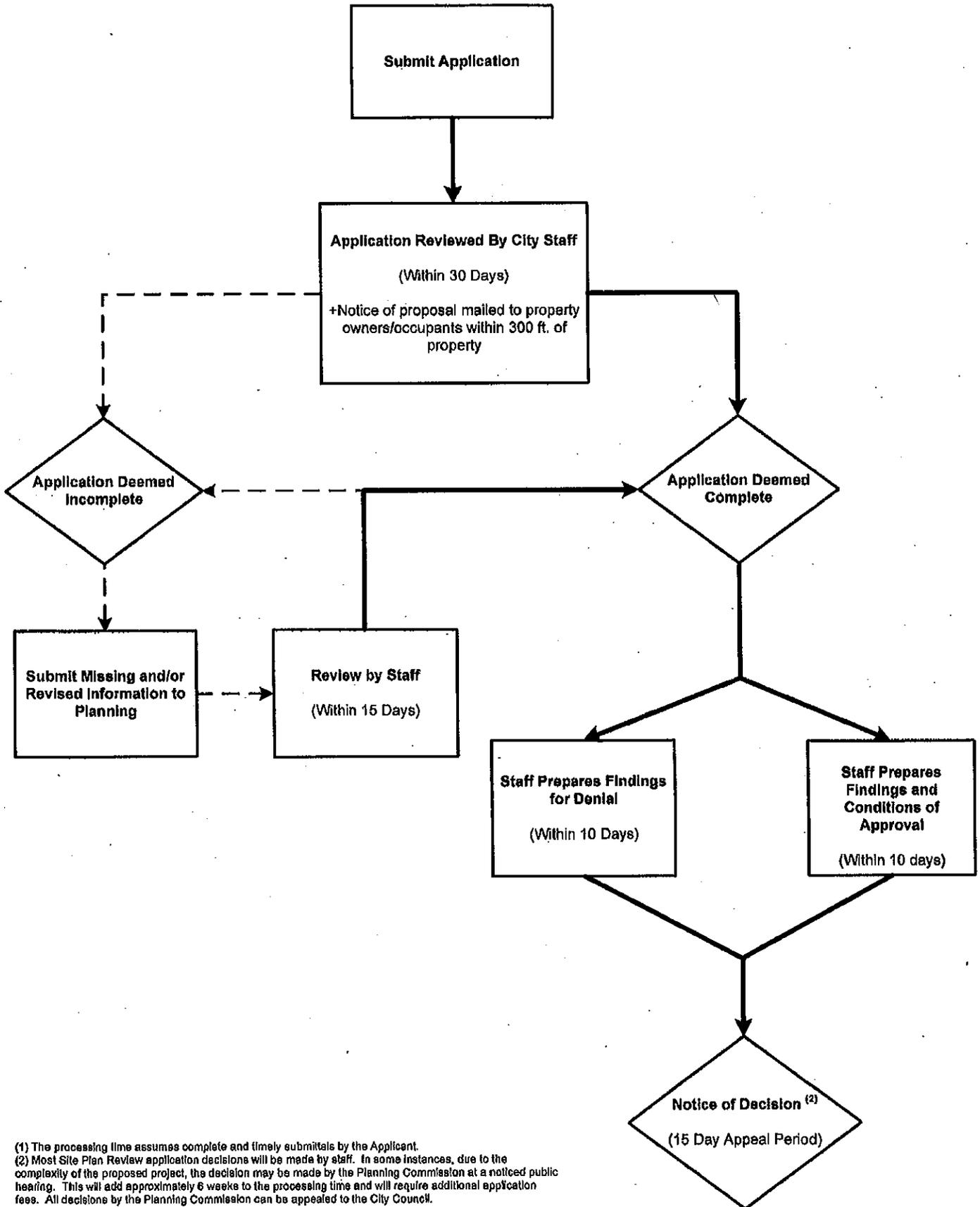




City of Hayward – Planning Division

Site Plan Review

Goal: 6 Weeks City Processing Time ⁽¹⁾



(1) The processing time assumes complete and timely submittals by the Applicant.
(2) Most Site Plan Review application decisions will be made by staff. In some instances, due to the complexity of the proposed project, the decision may be made by the Planning Commission at a noticed public hearing. This will add approximately 6 weeks to the processing time and will require additional application fees. All decisions by the Planning Commission can be appealed to the City Council.



CITY OF HAYWARD - PLANNING DIVISION

CONDITIONAL USE PERMIT

Public Hearing – Planning Commission

WHEN IS A CONDITIONAL USE PERMIT REQUIRED?

Approval of a Conditional Use Permit is required before certain uses may be established as defined on the various by zoning district. Refer to the "Zoning Use Charts" available in the Permit Center or on the City of Hayward website within the Development Services Department, which can be found by clicking on "DEPARTMENTS" on the left-hand side of the City's home page or check with the Planning Division

WHAT FINDINGS MUST BE MADE TO APPROVE A CONDITIONAL USE PERMIT?

A Conditional Use Permit application may be approved or conditionally approved, when ALL of the following findings are made:

- a. The proposed use is desirable for the public convenience or welfare;
- b. The proposed use will not impair the character and integrity of the zoning district and surrounding uses;
- c. The proposed use will not be detrimental to the public health, safety, or general welfare; and
- d. The proposed use is in harmony with applicable City policies and the intent and purpose of the zoning district involved.

WHAT DOES IT COST?

The initial deposit for a Conditional Use Permit application is a \$5,000 deposit to be used for cost of staff review time and materials [See Planning Fee Schedule].

<http://www.hayward-ca.gov/departments/finance/documents/MasterFee2010.pdf>

WHAT MATERIALS DO I SUBMIT?

Refer to the "Development Application Instructions and Checklist" available in the Permit Center or on the City of Hayward website within the Development Services Department which can be found by clicking on "DEPARTMENTS" on the left-hand side of the City's home page at www.hayward-ca.gov.

http://www.hayward-ca.gov/departments/ced/documents/planning/Development_Application_Instructions.pdf

All applicants should consult with a Planner to determine which of these submittal requirements will be applicable for the specific project you are submitting, some of the requirements may not be necessary.

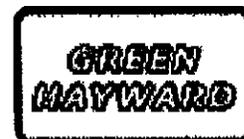
HOW LONG DOES THE APPROVAL LAST?

The initial approval lasts for three years. Prior to the expiration of the approval, the applicant may request an extension for up to two years.

FUTURE CONSTRUCTION

All new construction must meet the City's Green Building Ordinance and Bay Friendly Landscaping requirements. These ordinances can be found by clicking on the "Green Hayward" icon (shown below) located on the left-hand side of the City's home page at www.hayward-ca.gov.

<http://www.hayward-ca.gov/CAP08/CAP08.shtm>

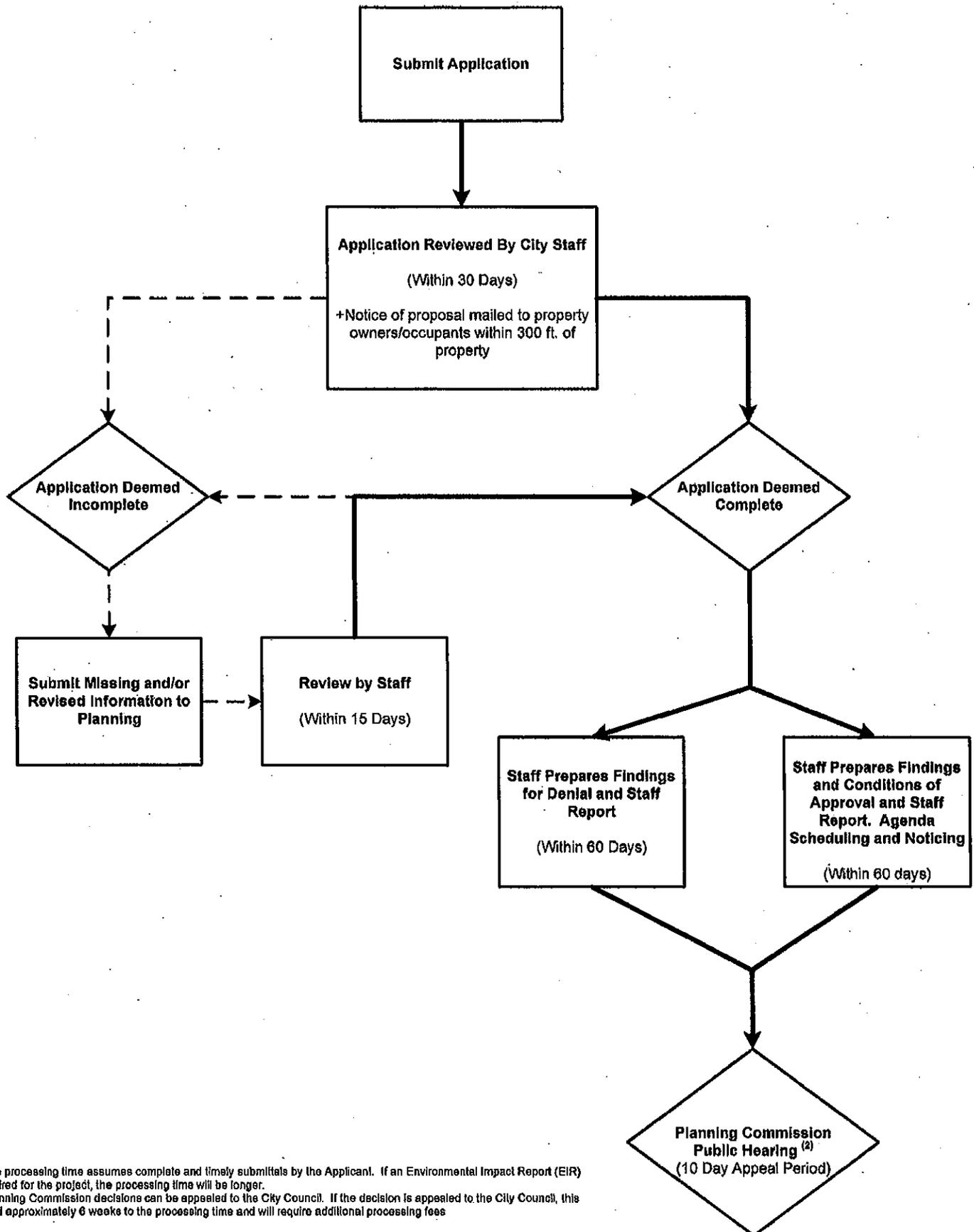




City of Hayward – Planning Division

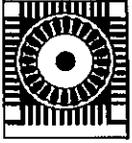
Conditional Use Permit

Goal: 12 Weeks City Processing Time ⁽¹⁾



(1) The processing time assumes complete and timely submittals by the Applicant. If an Environmental Impact Report (EIR) is required for the project, the processing time will be longer.

(2) Planning Commission decisions can be appealed to the City Council. If the decision is appealed to the City Council, this will add approximately 6 weeks to the processing time and will require additional processing fees.



HOW TO APPLY FOR A GENERAL PLAN AMENDMENT

Public Hearing – Planning Commission and City Council

WHEN IS A GENERAL PLAN AMENDMENT REQUIRED?

A General Plan Amendment is required to alter the General Plan Map land use designation or policies. The General Plan is a long-term comprehensive plan for community development adopted by City Council. It is the basis for determining acceptable land uses and related park, road and other infrastructure needs. Zoning designations and development proposals are to be consistent with the policies and land use designations of the General Plan.

WHAT IS A GENERAL PLAN?

The General Plan is an official document adopted by the City Council as a policy guide for making decisions concerning the development of the community according to desired goals. The General Plan is a comprehensive long-range plan that guides, evaluates, and coordinates the development and revitalization of the community. It is general in nature where policies and proposals are summarized rather than being presented in detail in order to form a general understanding of policy interrelationships.

The State recognizes the need to amend the General Plan to reflect new conditions or information. State law limits the consideration of General Plan amendments to four times per year as general plans are also relied upon for State and regional planning.

WHAT DOES IT COST?

The initial deposit for a General Plan Amendment is a \$15,000 deposit to be used for cost of staff review time and materials (no maximum), billed on a monthly basis [See Planning Fee Schedule].

<http://www.hayward-ca.gov/departments/finance/documents/MasterFee2010.pdf>

WHAT MATERIALS DO I SUBMIT?

General Plan amendments are usually associated with a proposed development. And would require submittal of a development plans. Refer to the "Development Application Instructions and Checklist" available in the Permit Center or on the City of Hayward website within the Development Services Department which can be found by clicking on "DEPARTMENTS" on the left-hand side of the City's home page at www.hayward-ca.gov.

http://www.hayward-ca.gov/departments/ced/documents/planning/Development_Application_Instructions.pdf

All applicants should consult with a Planner to determine which of these submittal requirements will be applicable for the specific project you are submitting, some of the requirements may not be necessary.

HOW LONG DOES THE APPROVAL LAST?

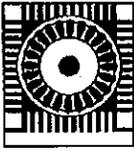
There is no expiration for alterations to the General Plan map land use designation or policies within the General Plan.

FUTURE CONSTRUCTION

All new construction must meet the City's Green Building Ordinance and Bay Friendly Landscaping requirements. These ordinances can be found by clicking on the "Green Hayward" icon (shown below) located on the left-hand side of the City's home page at www.hayward-ca.gov.

<http://www.hayward-ca.gov/CAP08/CAP08.shtm>

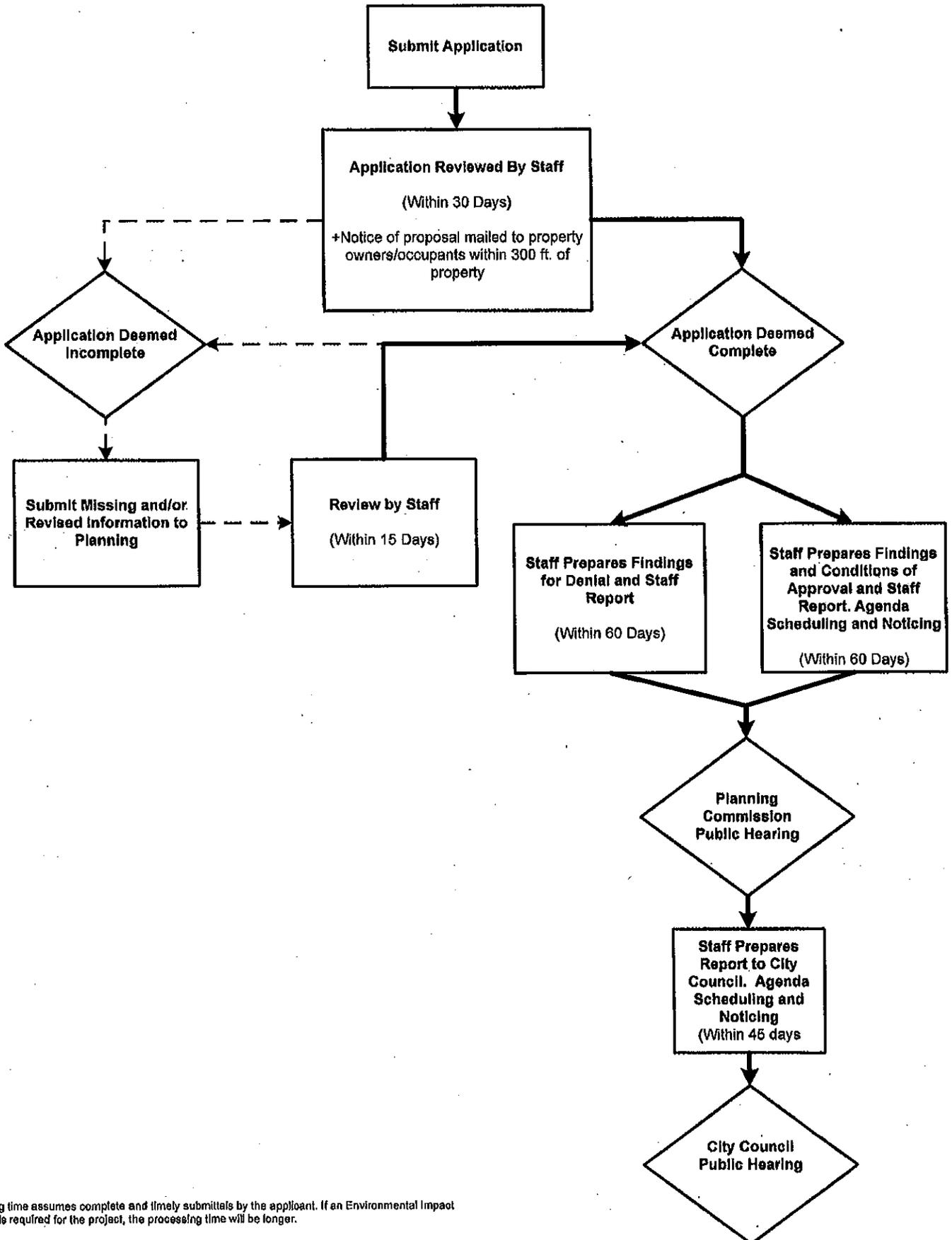




City of Hayward – Planning Division

General Plan Amendment

Goal: 18 Weeks City Processing Time ⁽¹⁾



(1) Processing time assumes complete and timely submittals by the applicant. If an Environmental Impact Report (EIR) is required for the project, the processing time will be longer.