

Development and Permitting Process Improvement Study

Lincoln, Nebraska

By

Zucker Systems

Paul C. Zucker, FAICP, President
Bob Storchheim, Senior Associate
Mark Persico, Associate



1545 Hotel Circle South, Suite 300
San Diego, CA 92108
(619) 260-2680
www.zuckersystems.com
paul@zuckersystems.com

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I. EXECUTIVE SUMMARY

A. BACKGROUND

This study was initiated by the Mayor of the City of Lincoln to review the City's development processes. Initial discussions began in February 2005 and a contract for the work was executed in July 2005.

B. GETTING PERSPECTIVE AND KEY PRIORITY AREAS

Lincoln's departments of Building, Planning and Public Works as well as the Mayor's Aide for Economic Development have made numerous changes over the last three years to improve Lincoln's development process. We are highly supportive of the changes which have been made. Additional improvements are possible and customers continue to suggest a variety of areas for improvement. The City has a Comprehensive Plan and growth plan that carefully ties growth areas to capital facilities. However, there is a shortage of capital facilities to implement the Plan and we believe this is the focus of many of the customer complaints. Solving this issue is beyond the scope of this report.

This report includes 67 additional recommendations to revise, simplify and improve Lincoln's development and permitting processes. While all the recommendations are important, we believe there are five key areas or groupings that need the highest priority as follows:

1. DECISION MAKING AND RESPONSIBILITY

Findings

There is a lack of consistency in decision making as related to the development process. Applicants complain that it is difficult to get a definite decision on a project. Various departments to often change their minds and there are conflicts between departments. This all leads to extra costs and longer timelines, particularly for commercial and industrial developments.

Recommendations

This report includes a variety of recommendations to correct this problem including:

- The Aide to the Mayor for Economic Development should be given the overall responsibility to coordinate development process issues between departments (Recommendation 10). To do so will require adding one staff position to this function (Recommendation 11).

- The Building, Engineering, Planning and Urban Development staff should be trained in project management roles (Recommendation 12).
- Department managers should empower staff to make decision (Recommendation 14) and support these decisions whenever possible (Recommendation 15).
- Training planners to become project managers (Recommendation 38), and empowering the project managers to cut across departmental lines (Recommendation 39).
- In order to implement project manager concepts, it will be essential to revise the Development Review Committee meetings (Recommendation 16) and develop a system to resolve competing departmental goals (Recommendation 17).

2. WAIVERS

Findings

The City has a process for waiving various ordinance standards or design standards. However, the use of waivers has taken on a negative tone and some policy makers view them as an opportunity for applicants who simply want to violate good standards. However, given the City's direction for New Urbanism and infill, it should be noted that accomplishing these goals often require more flexibility in standards.

Recommendation

We recommend that in relation to Design Standards that the relevant department be given the authority to waive the standards, subject to appeal (Recommendation 40).

3. PUBLIC WORKS AND UTILITIES

Findings

There are numerous specialists and divisions within Public Works and Utilities that currently review development projects. Overall, there is a lack of internal coordination of these specialists and simply more specialized staff than should be necessary to review development applications.

Recommendations

We recommend that engineering reviews be centralized within the Development Services section of Public Works and Utilities (Recommendations 43 and 46). The Development Services Manager should report directly to the City Engineer

(Recommendation 44) and the number of engineers involved in review of private development applications should be reduced (Recommendation 45).

4. EXECUTIVE ORDERS

Findings

Executive Orders take too long to process and can substantially add to the timelines for projects. Although some Executive Orders are required to be signed by the Mayor, we believe others could be processed and delegated to the departments.

Recommendation

We believe that Executive Orders requiring the Mayor's signature should proceed on a timeline that does not exceed ten days (Recommendation 54). We believe that most cases related to development should not need the Mayor's approval and should be delegated to the departments to reduce timelines even further (Recommendation 52).

5. POLICY DIRECTION

Findings

The City has a strong Comprehensive Plan and related ordinances. However, the Plan needs to be updated and modified, and some of the ordinances are more complex than necessary. Additionally, the Plan's format makes the document difficult to use and key policies can be hard to locate. It is particularly important to further clarify the City's approach to New Urbanism, infill, and public facility financing.

Recommendations

The Comprehensive Plan update should proceed (Recommendation 2) followed by simplification of the ordinances (Recommendation 3).

II. INTRODUCTION AND SUMMARY

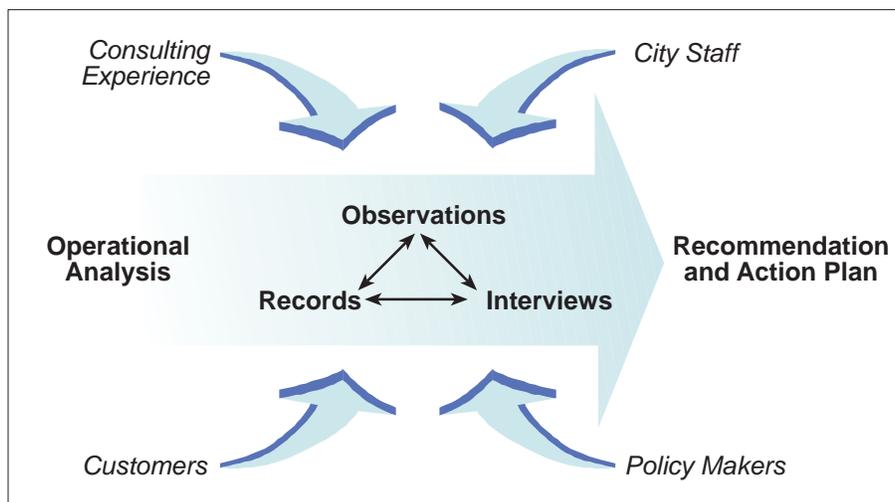
A. BACKGROUND AND PURPOSE

This study was initiated by the Mayor of Lincoln to review the City's development processes. Initial discussions began in February 2005 and a contract for the work was executed in July 2005.

B. METHODOLOGY

Zucker Systems used a proprietary well-tested, integrated methodology for this study, as shown in Figure 1. We brought our extensive experience to the study, worked closely with City staff, and solicited input and observations from customers and policy makers. The methodology is built on interrelating records, observations, and interviews. Each is necessary for valid studies. National research has shown that each one of these three—if relied upon exclusively—can be subject to substantial error. For example, record systems are often found to be as high as 50% in error, or the wrong things are measured. We used observations and interviews to verify records. Records and observations were used to verify interviews. Each group of people, shown in Figure 1, was an important part of the process.

Figure 1
Methodology Overview



Three Zucker Systems staff also spent four days in Lincoln in August 2005. Specific activities conducted for this study included the following:

Customer Input

- Six customer focus groups of 47 people
- A mail survey to 940 applicants for development approvals or permits
- Meetings with nine members of the Planning Commission

Policy Maker Input

- An interview with the Mayor and five City Councilmen

Staff Input

- Group meetings with 77 managers and staff who also completed a short anonymous questionnaire
- A long employee questionnaire completed by 32 employees
- Individual interviews with people listed in Appendix A
- Various meetings with staff to discuss issues and processes

Meetings, Observations and Research

- Review of the permitting system
- Review of numerous forms, handouts, policies, files, and ordinances
- Observation of staff at work
- Observation of the public counters and reception areas
- Tour of offices

C. FINDINGS AND RECOMMENDATIONS

Lincoln's departments of Building, Planning and Public Works as well as the Mayor's Aide for Economic Development have made numerous changes over the last three years to improve Lincoln's development process. We are highly supportive of the changes which have been made. Additional improvements are possible and customers continue to suggest a variety of areas for improvement. The City has a Comprehensive Plan and growth plan that carefully ties growth areas to capital facilities. However, there is a shortage of capital facilities to implement the Plan and we believe this is the focus of many of the customer complaints. Solving this issue is beyond the scope of this report.

Our understanding is that Lincoln has never wanted to be just another Omaha and thus customers direct comparisons to what happens in Omaha may not be useful.

Additionally, some competing development is now taking place in small cities. It is not unusual that these types of cities have different standards and processes that may not be appropriate for Lincoln.

Areas of Strength

Specific strengths include:

- The City has been working on various improvements to the development process and has made a variety of excellent changes.
- The department managers and City policy makers appear to have a desire to continue to improve the development process.
- Overall, the City has a complement of dedicated and competent staff.

Opportunities for Improvement

Opportunities for improvement are described throughout this report. What we consider to be six key areas, or themes, are discussed in the Executive Summary, the first chapter in this report.

Table 1 summarizes the 67 recommendations and opportunities for improvement made throughout this study. To assist the reader, each summarized recommendation is cross-referenced to the page on which the supporting text appears. Although all of these recommendations are important, each was given a priority number in order to help the City with implementation. There are 25 priority number one recommendations, 35 priority number two recommendations and 7 priority number three recommendations. We assume that existing staff will implement many of the recommendations and the cost, except for new staffing, generally should be absorbed through greater efficiency.

To further help the City and departments in implementation, we have also coded all the recommendations. Phase One Action recommendations we believe should be completed in the first nine months. Phase Two Action recommendations we believe should be completed within 18 months.

There are 59 Phase One Action recommendations. Some of these are given priority 1, 2 or 3. However, that does not mean that only the priority 1 recommendations should be addressed. There are 8 Phase Two Action recommendations. The departments should develop a detailed implementation plan with time targets for these recommendations.

While the above priorities and action schedules should help the City with its implementation plan, it's essential to initially focus on the five key priorities discussed in the Executive Summary.

**Table 1
Table of Recommendations**

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
1.	Agree on an implementation plan	Mayor and relevant departments	11	1	X	
ISSUES IMPACTING ALL FUNCTIONS						
2.	Comprehensive Plan update to clarify policies and make document easier to use	Director of Planning	14	1		X
3.	Align zoning code to the Comprehensive Plan	Director of Planning	15	1		X
4.	Clarify City approach for economic development	Mayor and Lincoln Partnership	15	2	X	
5.	Consider creating a capital financing task force	Mayor	15	2	X	
6.	Develop and use comprehensive email lists	All departments	15	2	X	
7.	Appoint one or more committees to continue the streamlining effort and implementation of this report.	Mayor	16	2	X	
8.	Expand the number of applications accepted over the Internet	All departments and IT Department	16	3		X
9.	Establish one-stop permit center	Mayor and City Council	17	2		X
10.	Aide to the Mayor for Economic Development to be given responsibility to coordinate development process issues between departments	Mayor	18	1	X	
11.	Add staff to economic development function	Mayor	18	1	X	
12.	Economic development function to assist in training for project management	Aide to the Mayor for Economic Development	19	1	X	
13.	Decide on economic developments role for external business development	Mayor	19	1	X	
14.	Empower project managers to make decisions	Director of Planning	20	1	X	
15.	Management to support staff level decisions	Director of Planning	20	1	X	
16.	Revise Development Review Committee meetings	Director of Planning	20	1	X	
17.	Develop system to resolve competing goals	Aide to the Mayor for Economic Development	22	1	X	
18.	Work with staff to develop positive attitudes	All Managers	23	2	X	
BUILDING DEPARTMENT						
19.	Discuss combined inspections for single-family residential projects with homebuilders	Director of Building and Safety	29	2		X
20.	Maintain current code and procedural manual	Director of Building and Safety	30	2	X	
21.	Use credit cards for permit fees	Director of Building and Safety	30	2	X	
22.	Develop customer feedback form	Director of Building and Safety	30	2	X	
23.	Review ISO issues	Director of Building and Safety	32	3		X

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
24.	Install a plan drop off bin	Director of Building and Safety	32	3	X	
25.	Develop weekly training program	Director of Building and Safety	33	2	X	
26.	Assign training coordinator	Director of Building and Safety	33	2	X	
27.	Adopt plan check performance standards	Director of Building and Safety	38	1	X	
28.	Provide for electronic plan submittal	Director of Building and Safety	39	3		X
PLANNING DEPARTMENT						
29.	Ask Planning Commission what additional action they wish regarding City Council actions	Director of Planning	45	3	X	
30.	Director and Planning Commission chair to have regular meetings	Director of Planning and Planning Commission Chair	45	3	X	
31.	Planning Commission to be more open to applicants	Planning Commission	46	2	X	
32.	Change Planning Commission meeting format	Planning Commission	46	1	X	
33.	Study turnover in Planning Department with a focus on management and supervision issues	Director of Planning and Human Resources	47	2	X	
34.	Training program for staff and Planning Commissioners	Director of Planning	48	1	X	
35.	Establish pre-application process	Director of Planning	49	1	X	
36.	Add planning information to website	Director of Planning	49	2	X	
37.	Time from submittal to case planner should be no more than 48 hours	Director of Planning	49	2	X	
38.	Train planners to be project managers	Director of Planning	51	1	X	
39.	Empower project managers to cut across departmental lines	Director of Planning	51	1	X	
40.	Allow relevant director to waive design standards	All Directors	52	1	X	
41.	Appeal director decisions on design standards to Planning Commission	City Council	52	2	X	
42.	Change conditions for projects precedent to further City Council action	Director of Planning	53	2	X	
PUBLIC WORKS AND UTILITIES - ENGINEERING SERVICES DIVISION						
43.	Consolidate engineering reviews being conducted in the Development Services section and the Traffic Operations section in Development Services	Director of Public Works and Utilities	60	1	X	
44.	Development Services Manager to report to City Engineer	Director of Public Works and Utilities	60	1	X	
45.	Reduce the number of engineers involved in development review	Director of Public Works and Utilities	61	1	X	
46.	Development Services Division to coordinate all Public Works and Utilities reviews	Director of Public Works and Utilities	61	1	X	
47.	Publish easy to read design manual	Director of Public Works and Utilities	61	2		X
48.	Meet with public re engineering concerns	Director of Public Works and Utilities	61	2	X	

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
49.	Develop an advisory committee	Director of Public Works and Utilities	61	2	X	
50.	Use customer feedback form	Director of Public Works and Utilities	62	2	X	
51.	Use Permits Plus	Director of Public Works and Utilities	62	1	X	
52.	Eliminate Executive Orders for many cases	Mayor's Office	64	1	X	
53.	Establish construction and encroachment permit forms	Director of Public Works and Utilities	65	2	X	
54.	Target Executive Orders to no more than 10 days	Mayor's Office	65	1	X	
55.	Locate some engineering staff at Building counter	Director of Public Works and Utilities	66	2	X	
56.	Consolidate bonds	Director of Public Works and Utilities	66	3	X	
57.	Publish more watershed management information	Special Projects Administrator	67	2	X	
58.	Periodic meetings with developers to discuss watershed issues	Special Projects Administrator	67	2	X	
59.	Offer a preliminary plat review process	Special Projects Administrator	67	2	X	
60.	Develop watershed checklists	Special Projects Administrator	67	2	X	
61.	Expand website for watershed information	Special Projects Administrator	68	2	X	
CUSTOMER PERCEPTIONS						
62.	City departments to review focus group and customer survey comments for possible improvements	All City departments	84	2	X	
EMPLOYEE PERCEPTIONS						
63.	Department heads to take the lead to simplify the development process	All Department Heads	87	2	X	
64.	Planning Department management to respond to employee questionnaire	Director of Planning	87	2	X	
65.	Managers and supervisors in Public Works and Utilities to respond to employee questionnaires	Director of Public Works and Utilities	88	2	X	
66.	Public Works to address employee teamwork concerns	Director of Public Works and Utilities	88	2	X	
67.	Utility Division to discuss employee questionnaire	Director of Utilities	88	2	X	

Before the City begins implementing this study, we suggest that it take the following action.

1. *Recommendation:* The Mayor and relevant department heads should review the study and develop an implementation plan and schedule, which should include:

- **An agreed-upon timetable and work program**
- **Costs estimates and method of funding**

The departments already have many important tasks they are undertaking and may find the 68 recommendations overwhelming. However, as improvements take place and staff becomes empowered to change, the City may be surprised at how fast implementation can occur.

III. ISSUES IMPACTING ALL FUNCTIONS

A. CITY DIRECTION

Setting the direction for the City or even commenting on the direction that has been set is outside the scope of this study. However, to the extent we uncovered any confusion on this direction, this confusion can have a negative impact on the development and permitting process. We see four areas where additional clarification would be helpful as follows:

- **Comprehensive Plan**

The City has an interesting Comprehensive Plan that was last updated in 2002 and is currently being updated. The concept of growth tiers and ties to capital facility planning are some of the best we have seen. However, overall the complaint we have heard about the Plan is that one can find language to support a variety of positions that may not be in agreement. In our brief review, we found the document hard to use as it is difficult to separate the background material from policy. Additional clarification of policy could be a useful part of the current update. In addition to edits to the document itself, it may be useful to prepare a one page summary foldout colored wall document that a number of communities are using as a communication tool.

- **New Urbanism**

The Comprehensive Plan calls for the implementation of New Urbanism and it appears that the community has embraced many of these concepts. However, members of the development community as well as some staff indicate that the City's current ordinances and standards need to be modified to allow New Urbanism projects to proceed without long processes or too many waivers. Additional ordinance amendments should be considered following up-dating of the Plan. The Planning Department has been working to update and clarify development standards with the idea of eliminating the need for the "use permit" process in the zoning code. We are strongly in support of that effort.

- **Economic Development**

There is confusion amongst some staff in relation to the City's goals for economic development and how to treat these goals in the development and permitting process. The City contracts with the Lincoln Partnership for its economic development efforts. Additionally, the City has added the position of Aide to the Mayor for Economic Development to assist in coordinating the processing aspects of economic development efforts. However, based on our input from customers and City staff, it would be helpful to clarify Lincoln's economic development policy.

- **Infrastructure Planning**

The Comprehensive Plan lays out an approach to infrastructure planning with ties to the City's Capital Improvement Program. However, the approach is difficult due to the apparent lack of funds for capital improvements. Timing of infrastructure can be a key issue in any economic development strategy. The issue is further complicated due to the events surrounding the City's Impact Fees and the lack of passage of an infrastructure bond issue.

There are competing views about how the City should grow and how infrastructure should be financed. Tension exists with property owners and developers, who desire to see development occur more quickly than current City policies or infrastructure funds will allow. Lincoln wants to assure that new development can support and sustain itself without using special financing techniques, such as Sewer Improvement Districts. We were not hired to analyze this type of growth and infrastructure policy, however, many communities use alternative methods to finance infrastructure that supplements the government's capital budget.

Alternative methods to pay for infrastructure have come to the forefront of the capital financing discussion because the City has had issues with paying for infrastructure. The City has undertaken a very important and prominent capital project known as the Antelope Valley Project. The City of Lincoln, University of Nebraska-Lincoln (UNL), and the Lower Platte South Natural Resources District (LPSNRD) have embarked on a 20-year project with several key goals including: 1) restoration of Antelope Creek and improving flood plain management, 2) increasing parklands, 3) improving traffic flows and eliminating dangerous railroad crossings and 4) strengthening downtown neighborhoods and connecting the University of Nebraska-Lincoln to the City. The three agencies undertook an intensive outreach and the community design process and it is widely supported. But the project has also caused strains in the financing of other projects.

The City is pursuing a possible alternative to infrastructure financing where a developer would build the infrastructure with some eventual payback. This could provide a useful alternative approach for at least some Lincoln projects.

Clearly these issues are beyond the scope of this study, but they should be discussed and resolved.

2. *Recommendation:* The Comprehensive Plan update, currently underway, should focus on clarifying any policy conflicts in the Plan, making policies easier to locate in the document and developing additional direction for infrastructure financing and economic development.

- 3. Recommendation:** Following adoption of the Comprehensive Plan, the zoning code should be examined and ordinances aligned to make it easier for New Urbanism projects to proceed.
- 4. Recommendation:** The City, working with the Lincoln Partnership should clarify for staff and the public its policy approach for economic development.
- 5. Recommendation:** The Mayor and City Council should consider creating a capital financing task force to further address infrastructure planning and finance.

B. COMMUNICATION WITH THE INDUSTRY AND THE PUBLIC

Overview

The focus groups and customer surveys highlighted the need for improved communication with the development industry as well as citizens. Many feel that they do not get advance notice about changing regulations or interpretations.

Closing the communication loop can be extremely difficult. For example, the Planning Department and Building and Safety Department already publish a newsletter every two or three months. There have also been extensive meetings with the industry by all relevant departments over the past two years. Building and Safety meet with architects and homebuilders on a monthly basis. Even with the best efforts, someone will often still complain that they have not been notified.

Email

Email has become an excellent way to improve communications. The City should have comprehensive email lists of the communities known and active developers, engineers, architects, attorneys and citizen groups interested in the City's development process. These lists should be used to close various communication gaps. The Planning Department already has a good email list that they use for communication. Additional lists for Building and Public Works and Utilities could be useful and the departments should compare their lists. .

- 6. Recommendation:** The City should develop comprehensive email lists of all customers and use these to close various communication gaps.

Committees

During the last two years the City undertook an extensive effort to work with a variety of committees to streamline and improve the development process. Although some of the focus group members were critical of these committees, they did produce some positive changes. It would be useful to appoint a variety of committees to continue work on streamlining as well as provide input on the implementation of this report.

- 7. *Recommendation:* The City should appoint one or more committees to continue its past efforts on streamlining the development processes as well as advising on implementing this report.**

C. INTERNET PERMITS

Many governments are moving to accept various permits via the Internet. This works particularly well for permits where plans are not required such as mechanical, plumbing and electric permits. Use of e-government applications also requires the use of credit cards. Additionally, some communities are beginning to accept electronic plans or allow applicants to complete the application via the Internet but then drop off plans at City Hall for processing. Building and Safety currently has online permitting for Electrical, Plumbing and HVAC Permits and they should look to expand this to other permits. Planning and Engineering should also examine the potential for some Internet permits.

- 8. *Recommendation:* The City should expand the process of accepting permits over the Internet.**

D. ONE-STOP PERMIT CENTER

Current development related operations have separate permit counters in different locations on the second floor of City Hall and at a location for engineering approximately two miles away. Planning is on one side of the building. Building & Safety and Public Works & Utilities are at separate locations on the same side of the building while Engineering is in another location two miles from City Hall. This causes some permit applicants having to go from one place to another to complete their permitting business.

The Building and Safety function has integrated some of the planning and engineering reviews, which is excellent. However, more integration of all functions is still possible.

Modern-day concepts provide permit services at a one-stop permit center, which enables applicants to complete their business at one location. It also contributes to better coordination between all permitting functions.

The third floor of City Hall is currently vacant. It could be one option for a one-stop permit center where all permitting functions could be collocated. Establishment of a one-stop permit center, where all functions are collocated could be a positive factor to shorten processing times for plan reviews.

Recognizing that creating a one-stop permit center may be difficult or require time, it may be useful for some interim short range solutions. In the Engineering section of this report we recommend that responsibilities for development review of Engineering be consolidated and representatives collocated at the Building & Safety permit counter. The benefit would be reduced processing times for permits and better communication between the functions. Although staff members in Engineering have stated that there is not enough work all of the time to support staff workload at the permit counter, they could conduct other work at the same office location.

- 9. *Recommendation: Establish a One-Stop Permit Center where Building & Safety, Planning, and elements of Public Works & Utilities and Engineering that work on permits can be collocated. In the short term, collocate some of Engineering at the Building and Safety office.***

E. PROJECT MANAGEMENT

One of the key issues we discovered in our research was the lack of a project management approach in Lincoln and the difficulty of obtaining clear decisions that do not change. This problem occurs at several levels.

- **Major Projects**

Major projects, and particularly new projects by businesses from outside the City, are interested in all aspects of regulation and processes that may impact their proposal. These include planning, building, engineering conditions as well as costs and infrastructure issues. In many communities this function is handled by planning or a community development department. However, in Lincoln, the customers suggest that Planning has a reputation of setting forth a negative attitude and does not adequately coordinate the related building and engineering functions.

Based on our survey of customers, it is clear that Lincoln has not yet developed a successful way to meet customer needs. Currently, the Aide to the Mayor for Economic Development at least partially attempts to fill this role. However, he is handling over 100 projects which are more projects than reasonable for one

person. Additionally, some people surveyed suggested that this function should be focused more on external business development.

Setting forth the proper role for the City's economic development function was outside the scope of our contract. However, if the City wants better coordination of major projects, additional coordination staff will be required. The most logical alternative appears to be to initially add one staff to the economic function to assist in the coordinator role. In addition to coordinating specific projects, the coordination role should also give attention to seeing that the systems for development processing that operate between departments are well developed.

- **Smaller Projects and Projects With Primary Planning Focus**

In the chapter on the Planning Department, we suggested a project manager approach for planners. While we strongly believe in this approach, it will take considerable time to develop this to a satisfactory level. However, it is essential that it begin, at least on smaller projects. The use of outside project planner trainers should be considered. The economic development staff could also help in the training of this staff and monitor progress.

- **Downtown Projects**

Staff of the Urban Development Department are at least partially operating as project managers for projects in their areas. However, it appears that they also need to develop better working relations with the various development entities including economic development, building, planning and engineering. The Mayor's Aide for Economic Development could help in the training of this staff and monitor progress to determine if the function can make appropriate progress. The use of other outside project management trainers could also be considered.

- **Engineering Reviews**

In our chapter on the engineering function we noted that there are too many engineers involved in engineering review and a lack of focus for the review in the department. We recommend that review be focused in the Development Services Division which can function in a project management role.

10. Recommendation: The Aide to the Mayor for Economic Development function should be given the overall responsibility to coordinate issues that may arise between departments involved in the City's development process. This coordination may occur at the specific project level but also at the systems level.

11. Recommendation: A staff position should be added to the economic development function to assist with project and systems coordination.

- 12. Recommendation:** The economic development function should assist the Building, Engineering, Planning and Urban Development functions in the appropriate project management roles. All relevant staff should be trained in project management approaches and skills.

- 13. Recommendation:** The Mayor should decide on the extent that the Aide to the Mayor for Economic Development should focus on external business development. Additional staffing or re-assignment of staff may be necessary to carry out this function.

Decision Making

One of the key issues raised by the public was the inability of management or staff from the various departments to make and stick to a decision. If residents, builders, and developers cannot rely on the answers they get from staff, it frustrates their attempts to built projects and it delays the process and increases the cost of construction. Management cannot continually defer decisions or overrule lower staff because it lowers moral and creates confusion among the public. Staff and management must provide clear direct answers to the public; and it must stand behind what it says. This is particularly true during the development review phase of a project.

There are two parts to decision making, the first is empowering staff to make decisions, and the second is staff's willingness to make a decision. Staff is very talented and those talents must be supported and nurtured. Empowering staff requires training, setting clear expectations and establishing operating parameters within which staff can operate. Empowerment also requires trusting staff to make the correct decision. Staff also has to be willing to step forward and make decisions on projects. Some staff are already empowered and are making decision such as those often seen in the Building Department. However, all development related departments need to stress this approach.

Staff and management must jointly develop a set of expectations and operating parameters. These expectations and operating parameters would set forth the types of decisions staff is empowered to make and when consultation from others and the persons supervisor is required. The expectations and operating parameters should apply to both staff and management and once established they must be monitored. We would even state that management should strive to support staff decisions except where there is a clear violation of the Municipal Code. However, in setting forth expectations, it is recognized that some projects will have a citywide significance of importance to the Mayor and the City's economic development direction. For these cases, the Mayor and Aide to the Mayor for Economic Development need to provide

their input at the early stages of staff review. Staff will also need to be aware that certain decisions may require high-level input on the department director level. These issues need to be resolved as part of the operating parameters.

14. Recommendation: Management should empower staff to make decisions by setting clear expectations, establishing operating parameters and monitoring the system.

15. Recommendation: Management should strive to support staff level decisions except where there is a clear violation of the Municipal Code.

Development Review Committee

The Development Review Committee meeting is an important part of the City's development process. It is particularly critical since the City operates on an excellent short 30 day timeline for many projects.

During our site visit we were able to observe a Development Review Committee meeting. The meeting contained a single item for discussion, but our observations are as follows:

- There was no printed agenda for the meeting
- Plans were not distributed to the participants in advance of the meeting, so they could come prepared to respond intelligently
- There was no formal structure or order, nobody was clearly running the meeting
- Not all departments were represented at the meeting. This has evidently been corrected since our visit by changing the time for the meeting.
- There was no direction given to the planner handling the case and he appeared to be more frustrated after the discussion than he was before.

Development review committees are the best, most effective means of getting all responsible departments and agencies to comment on a project. But in order to have a successful meeting advance work is necessary. We believe that all team members involved in the development review process should be engaged early in the review of projects.

16. Recommendation: The existing Development Review Committee meetings should be revised in the following manner:

- **A project manager should be assigned to each case.**

- **Project plans and a meeting agenda should be distributed to all responsible departments and agencies seven days prior to the committee meeting. If there are cases where it is desirable to review a project with less than seven days, it may be appropriate for the project to be reviewed at a second meeting.**
- **The assigned Principal Planner for Development Review should normally chair the meetings and facilitate reaching a consensus on projects. However, there may be instances for selected major or extremely controversial projects when a meeting should be chaired by the Planning Director or Aid to the Mayor for Economic Development.**
- **Key functions including, the traffic division, public works, fire and building should designate an individual to regularly attend the meetings and to represent their department.**
- **The planner assigned to the case should represent the Planning Department.**
- **The department representatives in attendance should provide written comments on the project to all in attendance.**
- **Applicants should be invited to attend at least a portion of the meeting, after staff has met briefly to reach preliminary internal consensus on the project.**
- **The project manager should prepare and distribute decisions of the meeting to all participants within three days of the meeting.**

There will be projects, however, where goals from two different departments conflict (i.e. transportation wants a street widened to further transportation goals and planning wants narrower streets to further new urbanist goals). Discussion and differences of opinion can be positive, however a system should be developed for quickly resolving those issues. When issues arise that staff cannot resolve during the development review committee meeting, the project manager should immediately forward the issue to the Aide to the Mayor for Economic Development who should schedule a meeting within three days of the initial development review committee meeting. This meeting should be chaired by the Aide to the Mayor for Economic Development and the effected directors should attend. The meeting is intended to resolve the competing issues and if necessary, the Mayor's Aide should be empowered to mediate the issue and normally provide final resolution. However, there may be cases where an issue has major policy implications where differences of opinion should be discussed with the Planning Commission or City Council.

Based on the City's current structure we suggest that the responsibility to resolve competing issues should be given to the Aide to the Mayor for Economic

Development. However, as the organization evolves the Mayor may wish to consider other alternatives for this responsibility. Some communities place this responsibility to a planning director, a community development director or another city official. It should also be noted that departments also should have the responsibility to resolve their differences without the Mayor's office needing to get involved.

17. Recommendation: Develop a system whereby competing goals can be resolved during the development review committee process. Below is an outline for a system that should be followed:

- **Immediately following the Development Review Committee meeting the project manager should notify the Aide to the Mayor for Economic Development about any conflicting issues.**
- **Within three days the Mayor's Aide should schedule a meeting with the directors of the effected departments.**
- **The Mayor's Aide for Economic Development should chair the meeting of the directors.**
- **The Mayor's Aide shall be empowered to mediate the issue and provide a final resolution or suggest the issue is of such magnitude that the differences should be exposed to the Planning Commission or City Council for resolution.**

If these two recommendations can be fully implemented, applicants will receive feedback more quickly on projects and competing goals and issues can be resolved.

F. STAFF ATTITUDE

A key issue that surfaced repeatedly in the focus groups and the customer surveys was the issue of staff attitudes. Customers would like an attitude of "can we help you." Instead, they feel that many staff hide behind the regulations and take a negative attitude. We believe that staff should not view themselves as regulators. Rather, they should view themselves as problem solvers and community builders – building a better Lincoln in partnership with the applicants. It should be noted that staff must balance the needs of the applicant with those of the neighbors, and the broader community as represented by the Comprehensive Plan. A positive attitude in relation to all three is desired.

Some department managers indicate that they have trained their staff to have helpful attitudes and we experienced this with a variety of staff. Building and Safety indicate that they have an annual retreat concerning customer service. However, it takes only one staff person with a poor attitude to create problems for the entire function. An important concept in relation to customer service is called "Moments of Truth." A

moment of truth is anytime any customer comes in contact with the organization. This contact begins to set the reputation of the organization.

18. *Recommendation:* Managers in all the departments should work with staff to develop a positive attitude in relation to all customers.

IV. BUILDING AND SAFETY DEPARTMENT

A. PROFILE

The Building & Safety Department issues building permits, completes plan reviews, and performs inspections for private property and buildings. They conduct housing inspections and review plans for zoning conformance. They also perform code enforcement duties to enforce the building, fire and zoning codes.

Authority

The Building & Safety Department enforces the following codes, ordinances, and regulations:

- 1989 Fair Housing Act
- 1994 Uniform Housing Code and Local Amendments
- 1994 Nebraska Accessibility Guidelines
- 1994 Lincoln Parking Light Standards
- 1994 Lincoln Gas Code
- 1997 Uniform Mechanical Code with local amendments
- 2000 Uniform Plumbing Code with local amendments
- 2000 International Building Code and local amendments
- 2000 International Residential Code with local amendments
- 2000 NFPA Life Safety Code
- 2000 International Fire Code and Local Amendments
- 2002 National Electrical Code with local amendments
- 2003 Zoning Code for the City of Lincoln

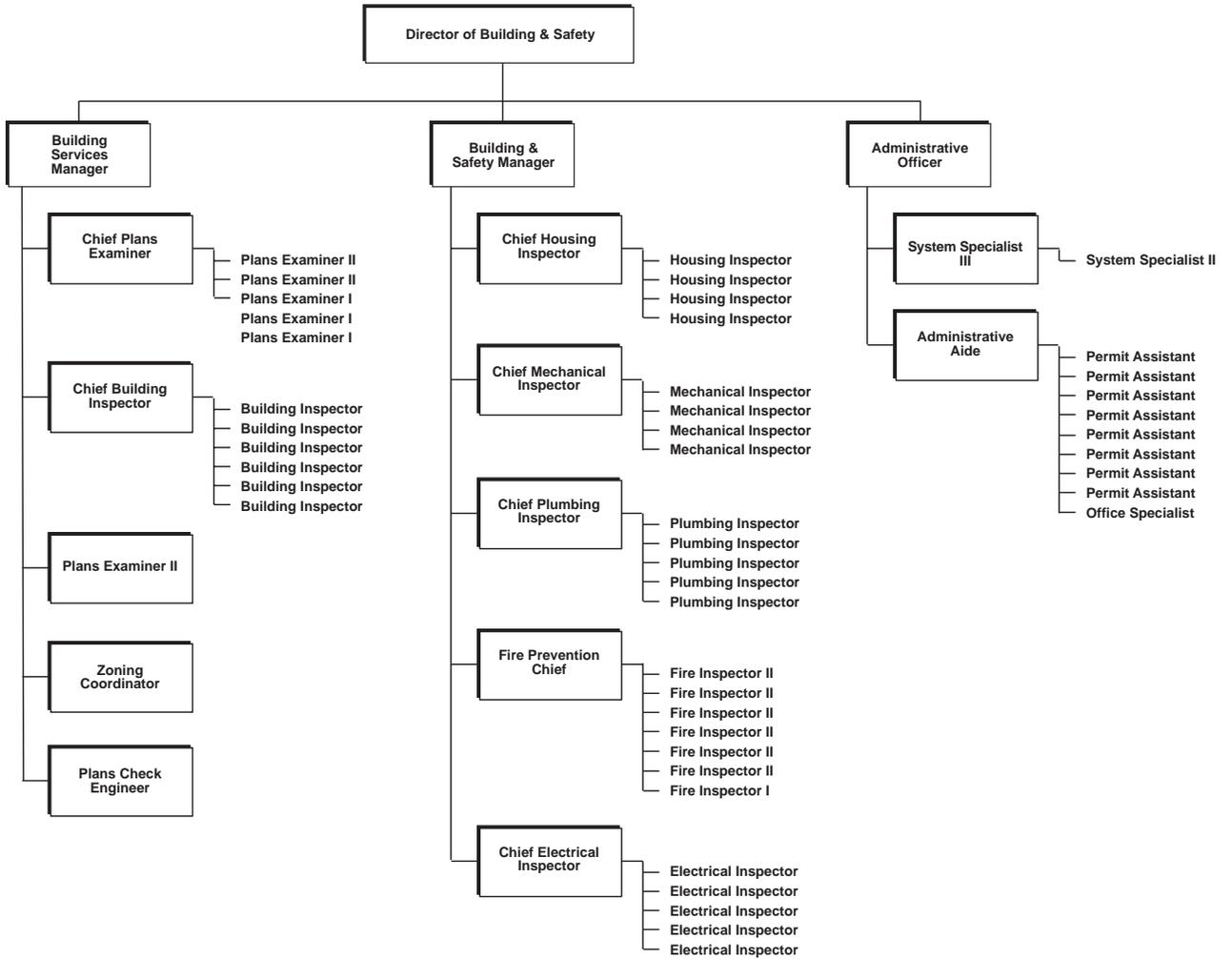
Organization

The staff functions of the Building & Safety Department are listed in Table 2 and the organization is shown in Figure 2.

**Table 2
Staff Functions – Building & Safety Department**

Position	#	Responsibilities
Director of Building & Safety	1	Broad administrative work directing all activities of the Building & Safety Department. Reports to the Mayor.
Building Services Manager	1	Directs operation of plan reviews, building inspections, zoning administration, and Lancaster County Permits and Inspection Services. Monitors goals and objectives of each section. Implements and ensures execution of department's disaster plan, staff education, and training. Initiates code task force and code study process to assure that codes are kept current. Reports to the Director of Building & Safety.
Building & Safety Manager	1	Directs operations of Electrical, Mechanical, Plumbing, and Fire Prevention plan review and inspections, and Housing inspections. Oversees development and maintenance of codes. Reports to the Director of Building & Safety.
Administrative Officer	1	Directs and oversees all administrative functions including budget, permit counter operations, maintenance of records, and the computer permit system. Provides administrative assistance to the Director. Reports to the Director of Building & Safety.
Chief Plans Examiner	1	Supervises the work of residential plans examiners. Reports to the Building Services Manager.
Plans Examiner I	3	Conducts residential plan review. Reports to the Chief Plans Examiner.
Plans Examiner II	1	Conducts flood plain plan reviews. Reports to the Chief Plans Examiner.
Plan Review Engineer	1	Performs commercial plan reviews. Reports to the Building Services Manager.
Plans Examiner II	1	Performs commercial plan reviews. Reports to the Building Services Manager.
Zoning Coordinator	1	Reviews commercial building plans for conformance to zoning regulations. Assists residential plans examiners on residential zoning conformance when needed. Reports to the Building Services Manager.
Plans Examiner I	1	Performs plan reviews on commercial plans for zoning compliance. Reports to the Chief Plans Examiner.
Chief Building Inspector	1	Supervises activities of the building inspectors. Reports to the Building Services Manager.
Building Inspector	6	Conducts building inspections. Reports to the Chief Building Inspector.
Chief Housing Inspector	1	Responsible for supervision of housing inspections. Reports to the Building & Safety Manager.
Housing Inspector I	4	Conducts housing inspections for compliance with the Uniform Housing Code. Reports to the Chief Housing Inspector.
Chief Electrical Inspector	1	Supervises electrical inspections. Conducts electrical plan checks. Reports to the Building & Safety Manager.
Electrical Inspector	5	Conducts electrical inspections. Reports to the Chief Electrical Inspector.
Chief Plumbing Inspector	1	Supervises plumbing inspectors. Conducts plumbing plan checks. Reports to the Building & Safety Manager.
Plumbing Inspector	5	Conducts plumbing inspections. Reports to the Chief Plumbing Inspector.
Chief Mechanical Inspector	1	Supervises mechanical inspectors. Conducts mechanical plan checks. Reports to the Building & Safety Manager.
Mechanical Inspector	4	Conducts mechanical inspections on commercial property. Reports to the Chief Mechanical Inspector.
Fire Prevention Chief	1	Supervises fire prevention inspectors. Reports to the Building & Safety Manager.
Fire Inspector II	5	Conducts fire prevention inspections. One position performs plan checks. Reports to the Fire Prevention Chief.
Fire Inspector I	2	Conducts fire prevention inspections. Reports to the fire prevention chief.
Systems Specialist III	1	Supervises work on the department computer programs Reports to the Administrative Officer.
Systems Specialist II	1	Operates the department permit computer system. Reports to the Systems Specialist III.
Administrative Aide	1	Responsible for supervision of Permit Assistants processing permit registrations and complaints. Reports to Administrative Officer.
Office Specialist	1	Responsible for clerical work. Reports to the Administrative Aide.
Permit Assistant	8	Accepts permit applications and issues permits. Provides customer service to permit applicants. Reports to the Administrative Aide.

**Figure 2
Building and Safety Department Organization**



Permit Activity

The building permit activity for the City of Lincoln and Lancaster County during the past five years is shown in Table 3.

**Table 3
Building Permit Activity**

Activity	FY99-00	FY00-01	FY01-02	FY02-03	FY03-04	5-Year Average	%Change 1999-04
Building Permits	12,956	13,482	13,983	16,729	17,602	14,950.40	35.9%
Lancaster County Permits	593	477	698	1,073	1,293	826.80	118.0%
Electrical Permits	10,010	10,802	10,550	11,724	11,390	10,895.20	13.8%
Mechanical Permits (HVAC)	8,957	9,594	9,697	10,219	10,570	9,807.40	18.0%
Plumbing Permits	19,984	18,548	19,678	19,042	20,349	19,520.20	1.8%
Fire Prevention Permits	5,518	5,238	5,205	4,654	6,680	5,459.00	21.1%
Housing Permits	3,911	4,119	4,123	4,512	4,383	4,209.60	12.1%
Department Total	61,929	62,260	63,934	67,953	72,267	65,668.60	16.7%
	Percent Change	0.5%	2.7%	6.3%	6.3%		

B. POSITIVE FINDINGS

The following are positive findings for the Building & Safety Department:

- High staff morale
- Building & Safety Director is highly respected and networks well with his staff
- Highly qualified staff
- Well-maintained records
- Good monitoring of permit process
- Excellent focus on automation using Permits Plus
- Use of the Internet for some permitting
- Integration of Zoning reviews and some engineering reviews

C. ORGANIZATION ISSUES

Building Inspection Program

The inspection program is separated into the following sections:

- Building Inspections
- Fire Prevention
- Plumbing Inspections
- Mechanical Inspections

- Electrical Inspections
- Housing Inspections
- Zoning Administration

The Building and Fire Prevention section has plans examiners, building inspectors, fire prevention inspectors and a flood control staff person. There are separate sections that specialize in the mechanical trades. In each specialty section, the Chief Inspector performs plan checks.

On each construction project, it takes separate inspections by five inspectors before most phases of construction can be completely approved and the job can proceed. While there is a need for specialization in commercial/industrial work, the question arises whether it may be better to provide combined inspections for single-family residential inspections. Combined inspections are a trend that is being used in most parts of the United States. In fact, there is an inspector's certification available from the model codes publishers in combined inspections.

It has been proven throughout the United States that residential combined inspections are possible in a qualified manner. When working with homeowners, it works better dealing with one versus multiple inspectors. It results in improved customer service. We estimate that combined inspections can save roughly 20% of staff time. In Lincoln, combined building inspections could be performed with training and quality control services provided by the specialty Chief Inspectors.

The commercial/industrial and multi-family building construction is high-tech and should remain specialized. However, single-family residential inspections should be performed by single combined-inspectors. Building inspectors should be easily trained to perform combined inspections. There may be the need to train and transfer some specialty inspectors to handle the increased workload that could occur with combined inspections demand.

In reviewing the draft report, the Building and Safety Department indicated that they were not supportive of combined inspections for single family projects. They suggest that the development industry in Lincoln supports the use of single purpose inspections by inspectors with master licenses and that homeowners want qualified inspections. Communities throughout the United States are performing quality inspections with combined inspectors. However, we did not have the opportunity to discuss this issue to obtain first hand comments from the industry. Since, we believe the benefits from combined inspections can be substantial, we suggest the discussions be held with Lincoln's homebuilders to confirm Building and Safety's understanding of this issue.

19. Recommendation: Discussions should be held with Lincoln's homebuilders to confirm that they favor specialty inspectors versus

combined inspectors. Should the industry favor combined inspections, the City should implement a program of combined inspections for single-family residential construction.

Consistency

There was substantial customer concern that there are inconsistencies between inspectors and plans examiners and between inspectors themselves. They complain that different interpretations or requirements are coming from all of them. In addition to training, one effective solution would be for the Building Official to publish an interpretation manual, and expect all staff to adhere to it. Each time an issue appears new interpretations would be added to the manual.

20. Recommendation: Publish and maintain a current code and procedural interpretation manual.

Credit Card Use

In the past, the Building & Safety Department has frowned upon the use of credit cards. It is negative on the use of credit cards due to bank charges. This can be overcome by incorporating bank costs into each building category fee. Use of credit cards contributes to good customer service so that applicants can be covered for any fee while at the permit counter. Additionally, the City should move to issue more types of permits over the Internet. Currently contractors use prepaid accounts for permits issued over the Internet. While this is useful, it is not as comprehensive as the use of credit cards would be.

21. Recommendation: Incorporate the use of credit cards as a means for permit applicants to pay fees.

Customer Feedback

Customer feedback for the Building & Safety Department was obtained for this current study. Customer information was also received in a prior study done by The Gallup Organization. However, there is no routine program for obtaining continuous customer feedback. It is suggested that a customer feedback card be developed and made available at the permit counter and sent to permit applicants after their project has been completed and approved.

22. Recommendation: Develop and implement a customer feedback form.

Insurance Companies of America (ISO) Audit

The Insurance Companies of America conducts audits every five years of all Building Departments in the United States. They rate Building Departments on several areas on a scale of 1 through 10 with 1 being the best and 10 being the worse. The City of Lincoln received an overall score of 4, which is good by national standards, this is in contrast to Omaha which is rated 8.

Following are the results of the City of Lincoln audit reported on August 24, 2001:

Adopted Codes: A score of 9.40 of a possible 10 was received. The deficiency they noted was with the plumbing and 1 & 2 family codes adoptions. They desire no modifications to the structural elements of the model codes.

Training: A score of 10.25 of a possible score of 13 points was received. They would like to see more training. They expect at least 2% of the budget devoted to training.

Modification to Adopted Codes: A score of 4.7 of a possible 5 points was received. No modifications to the structural provisions of the model code were desired.

Certification: A score of 6.9 of a possible 12 points was received. This indicates that not all plans examiners and inspectors are professionally certified.

Building Official Qualifications: A score of 1.25 of a possible 4 points was received. If the Building Official were to complete the Certified Building Official exam offered by ICC successfully, the overall score for the City would rise during the next audit.

Selection Procedure for the Building Official: .0 of a possible .5 points was received. They would like to see a peer review process.

Design Professionals: A score of 1.16 of a possible 4 points was received. They appeared concerned that structural contractors are not put through a certification process, similar to what is being done with plumbing, mechanical, and electrical people.

Zoning Requirements: A perfect score was received.

Contractor/Builder Licensing and Bonding: A score of .25 of a possible 1 point was received. They are concerned about contractors licensing as discussed above for design professionals.

Design Licensing Violations Reporting: A perfect score was received.

Public Awareness Program: 1.25 of a possible 2 points was received. They would like to see the program of communications with the public increased.

Participation in Code Development Activities: A perfect score was received.

Administrative Policies and Procedures: A perfect score was received.

Plan Review Existing Staff: 8.64 of a possible 9 points were received.

Plan Review Experience of Personnel: 1.34 of a possible 1.5 points was received.

Details of Plan Review: A perfect score was received.

Plan Review Performance Evaluations for Quality Assurance: .5 of a possible 1 point was received. They would like to see follow-up reviews of plans examiners work.

Inspectors Existing Staff: 4.67 of a possible 9 points was received. However, we believe that ISO's policy of staffing ratio to workload is too conservative.

Experience of Personnel: A score of 2.65 of a possible 3 points was received.

Correction Notices and Stop Work Orders: A perfect score was received.

Inspection Check List: 0 of a possible 2 points was received. They desire inspectors to use a checklist. This process contributes to consistency.

Final Inspections: A perfect score was received.

Certificate of Occupancy: A perfect score was received.

Performance Evaluation for Quality Assurance: A perfect score was received.

The City of Lincoln received a rating of 4. Their total score was 72.04 in a range of 69 through 76.99. With improvements noted above, the score during the next audit could rise to a 3 or better. Scores in the range of 1 to 3 are considered very good.

While we don't agree that all the criteria being used by the Insurance Companies should apply to Lincoln, it would be useful for Lincoln to attempt to raise its score. These audits result in levels of bonus when setting property insurance rates for new construction.

23. Recommendation: The City should review issues where less than perfect scores were received and consider changes that will raise the scores during the next audit.

Plan Re-submittals Drop-Off Service

One way to expedite service and minimize time at the permit counter is to provide a drop-off service. Such service could include a drop-off bin where applicants drop off

their plan re-submittals upon signing in. Permit Assistants could remove the plans twice each day, check the sign-in log, and enter the plan re-submittals into the system.

24. Recommendation: Install a drop-off bin for applicants to leave their plan re-submittals.

Staff Training

The most effective manner to achieve consistency is through an in-house training program. Each section of the Building & Safety Department should conduct weekly training sessions of at least one hour each week. Each staff member should be assigned a section or chapter of the code and present training. Agendas and assignments should be assigned quarterly.

The Department should assign one senior level staff person to be the training coordinator.

25. Recommendation: Develop and implement a weekly training program for each section of the Building & Safety Department.

26. Recommendation: Assign responsibility of a training coordinator to one senior level staff member.

D. PROCESS ISSUES

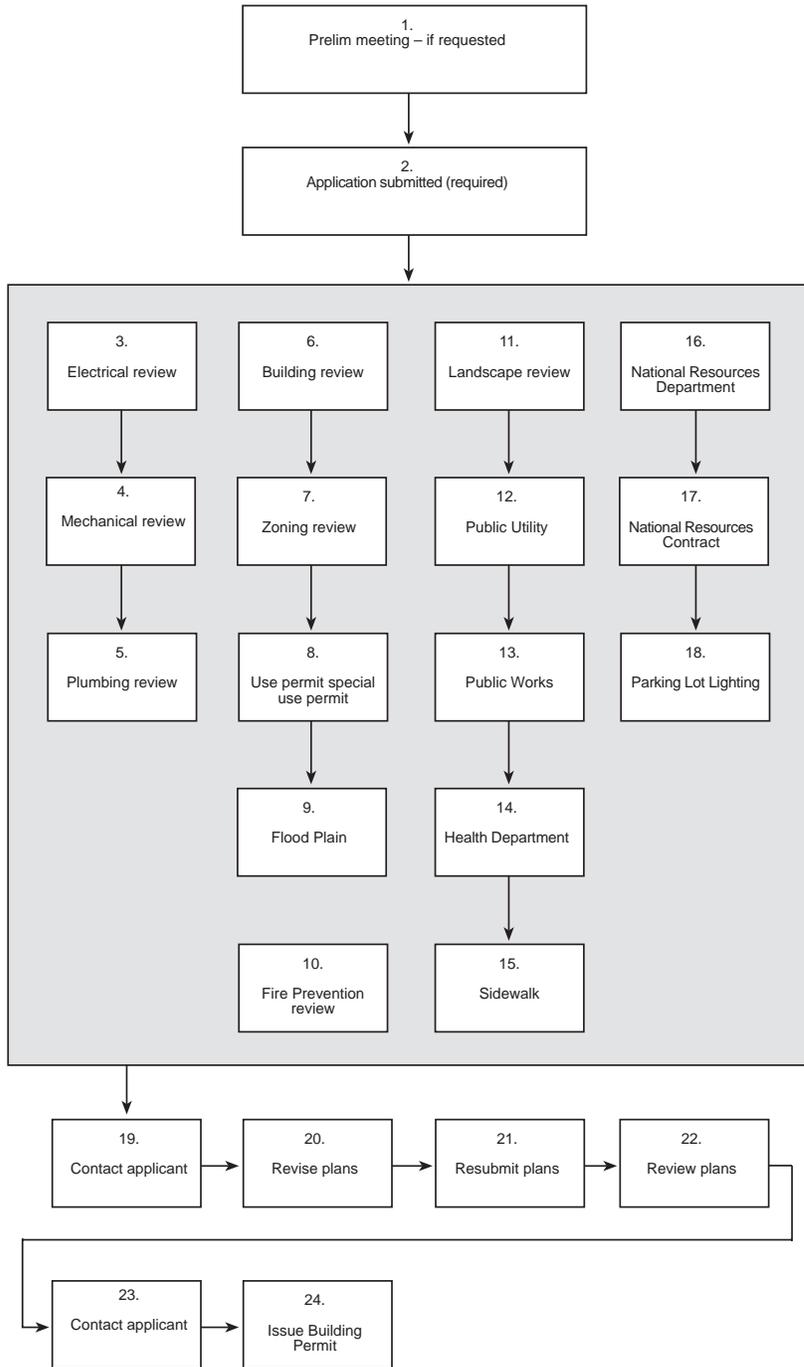
The building permit process for commercial permits is shown in Figure 3. The following list corresponds to the boxes in Figure 3. Plans are put on a rack and the various reviewers come to look at the plans. While the Department views this as a concurrent process, it is actually a combination of concurrent and sequential since all functions cannot review the plans at the same time.

Commercial Permits

1. A preliminary meeting is conducted if requested by the applicant.
2. Permit application and two sets of plans are submitted at the permit counter.
3. Electrical plan check is conducted.
4. Mechanical plan check is conducted.
5. Plumbing plan check is conducted.
6. Building plan check is conducted.

7. Zoning review is conducted.
8. Special use permit is reviewed for items pertaining to Building & Safety responsibility for enforcement.
9. Flood plan review is conducted.
10. Fire protection plan check is conducted.
11. Landscape plan review is conducted.
12. Public Utility plan review is conducted where appropriate.
13. Public Works engineering review is conducted.
14. Health Department review is conducted where appropriate.
15. Sidewalk review is conducted where appropriate.
16. NRD review is conducted where appropriate (Water Shed Management).
17. NRC review is conducted where appropriate (Water Shed Management).
18. Parking lot lighting plans review is conducted.
19. Applicant is contacted regarding their plan review.
20. Plans are reviewed with applicant.
21. Applicant resubmits plans where necessary.
22. Re-submittals are reviewed where appropriate.
23. Applicant is contacted to come in for permit.
24. Building permit is issued. Note that limited permits are available for foundations and partial construction.

**Figure 3
Commercial Building Permit Review**

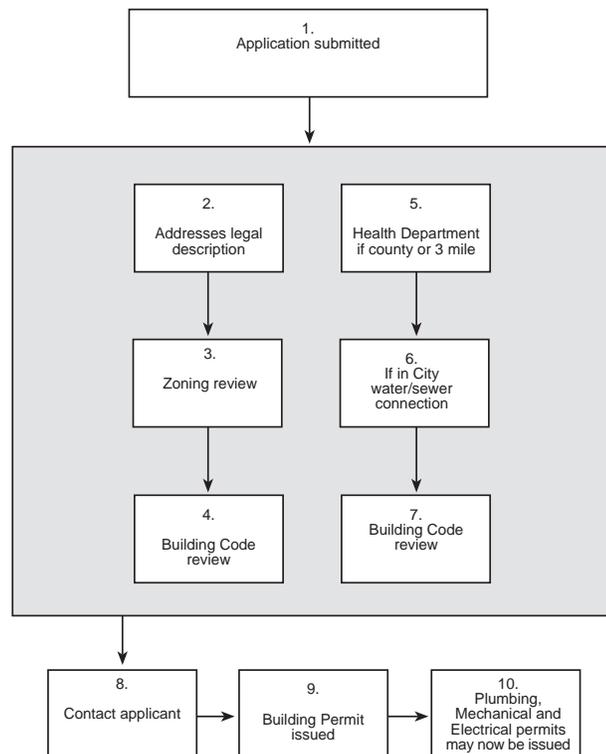


The building permit process for residential permits is shown in Figure 4. The following list corresponds to the boxes in Figure 4.

Residential Permits

1. Permit application is submitted.
2. Addresses are assigned. Legal description is reviewed.
3. Zoning is reviewed for compliance with City regulations.
4. Building plans are reviewed for code compliance if job is in the City.
5. Reviewed by Health Department if job is in the County area.
6. Water and sewer plans are reviewed if job is in the City.
7. Building Code review for plans in the County.
8. Applicant is contacted.
9. Building permit is issued.
10. Plumbing, Mechanical, and Electrical permits are issued. Note that there is no plan review for these permits. Compliance and review take place at the time of inspection.

Figure 4
Residential Building Permit Review



Performance Measures

Table 5 reports samples of activity productivity abstracted from City records for the Building plans processed. It also includes our recommendations for performance measures.

Table 5
Building Permit Timelines

Permit # and Type	Permit Status	Application Received	Routed to Reviewers	1st Round Review	Plan Review Approved-All	Permit to Applicant
Commercial Additions - Alterations						
BO404503	Issued	8-Dec-04	10-Dec-04	13-Dec-04	22-Dec-04	19-Jan-05
BO404581 (4)	Issued	6-Dec-04	20-Dec-04	20-Dec-04	21-Dec-04	21-Dec-04
BO404649	Issued	22-Dec-04	22-Dec-04	27-Dec-04	21-Jan-05	25-Jan-05
BO500021	Final	6-Jan-05	6-Jan-05	13-Jan-05	19-Jan-05	19-Jan-05
BO500025	Issued	6-Jan-05	7-Jan-05	12-Jan-05	20-Jan-05	20-Jan-05
BO500026	Issued	6-Jan-05	6-Jan-05	12-Jan-05	23-Mar-05	23-Mar-05
BO500170	Issued	28-Jan-05	28-Jan-05	4-Feb-05	21-Jul-05	28-Jul-05
BO500213 (4)	Issued	3-Feb-05	16-Jun-05	23-Jun-05	20-Jul-05	20-Jul-05
BO500372	Issued	23-Feb-05	23-Feb-05	1-Mar-05	16-Mar-05	16-Mar-05
BO500395	Issued	25-Feb-05	25-Feb-05	3-Mar-05	28-Mar-05	6-Apr-05
Commercial Buildings - New						
BO404605	Final	20-Dec-04	20-Dec-04	21-Dec-04	21-Dec-04	22-Dec-04
BO404746	Issued	30-Dec-04	30-Dec-04	11-Jan-05	1-Feb-05	4-Feb-05
BO500050	Issued	12-Jan-05	12-Jan-05	14-Jan-05	14-Mar-05	14-Mar-05
BO500111	Issued	21-Jan-05	21-Jan-05	25-Jan-05	11-Apr-05	12-Apr-05
BO500202	Issued	1-Feb-05	1-Feb-05	4-Feb-05	11-Apr-05	11-Apr-05
BO500230	Final	4-Feb-05	4-Feb-05	7-Feb-05	9-Mar-05	9-Mar-05
BO500280	Issued	11-Feb-05	11-Feb-05	15-Feb-05	24-Feb-05	9-Mar-05
BO500303	Issued	14-Feb-05	14-Feb-05	18-Feb-05	7-Apr-05	7-Apr-05
BO500324	Issued	17-Feb-05	17-Feb-05	22-Feb-05	21-Mar-05	24-Mar-05
BP5N338	Issued	22-Feb-05	22-Feb-05	7-Mar-05	25-Apr-05	25-Apr-05
Residential Buildings - Additions						
BO500854	Issued	1-Apr-05			1-Apr-05	1-Apr-05
BO500855	Final	1-Apr-05			1-Apr-05	1-Apr-05
BO500857	Issued	1-Apr-05			1-Apr-05	1-Apr-05
BO500859	Issued	1-Apr-05			1-Apr-05	1-Apr-05
BO500860	Issued	1-Apr-05			1-Apr-05	1-Apr-05
BO500866	Issued	1-Apr-05			1-Apr-05	1-Apr-05
BO500868	Issued	4-Apr-05			4-Apr-05	4-Apr-05
BO500869	Final	4-Apr-05			4-Apr-05	4-Apr-05
BO500884	Issued	4-Apr-05			4-Apr-05	4-Apr-05
BO500893	Final	5-Apr-05			5-Apr-05	5-Apr-05
Residential Buildings - New						
BO500862	Final	01-Apr-05	1-Apr-05	1-Apr-05	8-Apr-05	8-Apr-05
BO500871	Issued	4-Apr-05	4-Apr-05	11-Apr-05	12-Apr-05	12-Apr-05
BO50874	Issued	4-Apr-05	4-Apr-05	8-Apr-05	11-Apr-05	11-Apr-05
BO500875	Issued	4-Apr-05	4-Apr-05	11-Apr-05	11-Apr-05	11-Apr-05
BO500876	Issued	4-Apr-05	4-Apr-05	11-Apr-05	11-Apr-05	11-Apr-05
BO500877	Issued	4-Apr-05	4-Apr-05	7-Apr-05	8-Apr-05	8-Apr-05
BO500879	Issued	4-Apr-05	4-Apr-05	8-Apr-05	27-Apr-05	27-Apr-05
BO500883	Final	4-Apr-05	4-Apr-05	4-Apr-05	8-Apr-05	8-Apr-05
BO500890	Issued	5-Apr-05	5-Apr-05	11-Apr-05	12-Apr-05	12-Apr-05
BO500896	Issued	5-Apr-05	5-Apr-05	12-Apr-05	13-Apr-05	13-Apr-05

NOTES

1. In the "Permit Status" column, the term "Issued" means permit issued, and the term "Final" means the job has been inspected and approved.
2. The column titled "1st Round Review" means all functions have completed review.
3. The times shown for "Plan Review Approved-All" include staff time and the time the applicant had the plans to prepare corrections.
4. These two permits had long timelines due to waiting for information from the applicant and are not used in our average.

The average time from the last ten records we had revealed the data shown in Table 6, including our recommendations.

**Table 6
Building Permit Performance and Performance Measures**

Permit Type	1st Round Review*	Recommended Performance Measure**	Recommended Performance Measure for Re-submittals**
Commercial - New Construction	7.2	10	5
Commercial - Additions or Alterations	6	10	5
Residential - New Construction	4.5	5	3
Residential - Additions or Alterations	1	1	1

*Calendar days

**Working days, 95% of all reviews should meet this standard

NOTES

1. The jobs listed are the ten most recent listings provided by the City.
2. The ten most recent listings indicated greatly improved times of completion of first reviews compared to prior listings. Commercial additions appear to be taking longer to process than new construction. Residential time is good. It appears that the delays are the times it takes for review by many functions. An attempt should be made to consolidate review functions and hold reviewers accountable to complete them expeditiously.

Based on a review of the last ten permits processed, building permit review time is excellent. However, customers still complain about the length of time required to obtain building permits. We were unable to reconcile the differences. We always favor setting clear performance standards. Given the apparent good performance of staff we suggest that ten working days for first reviews and five working days for second reviews be set as a standard. This is better than many communities that we see on a national basis but may be appropriate for Lincoln.

27. Recommendation: New performance standards for building permit reviews should be adopted. The standard should be for 95% of all permits processed to meet these standards.

Number of Plans Received per Submittal

Under the current plan review system as many as 16 separate functions (see Figure 3) share three sets of plans for review. Normally we would suggest that five or even more sets of plans be required for review. However, since the current system has good performance standards, we see no need to change at the present time. In the future, should this present some problems, five sets of plans could be distributed to the following groups:

- Building Plan Check, Flood Hazard review, Landscape review, Use Permit or Special Use Permit
- Electrical, Plumbing, Mechanical, Fire Prevention, Plan Check
- Public Works Engineering, Sidewalks, Natural Resource Development, Natural Resource Control, Parking Lot Lighting
- Health Department
- Utilities

Electronic Plan Review Submittals

One of the latest state of the art processes for plan check is electronic plan submittals and review. This involves applicants submitting their plans electronically either through e-mail transmittal or using compact discs.

There are at least two kinds of software available:

- Adobe PDF files
- Auto Cad

Staff could review plans either on computer monitors or by printout. They could respond with corrections electronically. The public sector and staff would need training on this process.

Staff input indicates their desire and support for this process. Use of electronic plan submittals would be a step forward in streamlining.

28. Recommendation: The Building and Safety Department should continue their efforts to select software that integrates with the Permits Plus system that will allow for electronic submission and review of building plans.

V. PLANNING DEPARTMENT

A. PROFILE

Authority

The Lincoln/Lancaster County Planning Department is charged with planning and zoning for the City of Lincoln and portions of unincorporated Lancaster County. Responsibilities of the department include subdivisions, development review, communitywide planning, and responsibility for maintaining a geographic information system. The department also staffs the Planning Commission, City Board of Zoning Appeals, County Board of Zoning Appeals, the Historic Preservation Commission and the Urban Design Committee. Authority for the department is found in the City Charter, County code, city and county zoning ordinance, subdivision ordinance and State law.

Organization

Currently, there are 21 full-time positions in the department organized into four divisions;

- Administration (4),
- Development Review (7),
- Geographic Information Systems (4) and
- Long Range Planning (6).

Figure 5 shows the organizational structure of the Planning Department.

Figure 5
Organizational Chart of City/County Planning Department

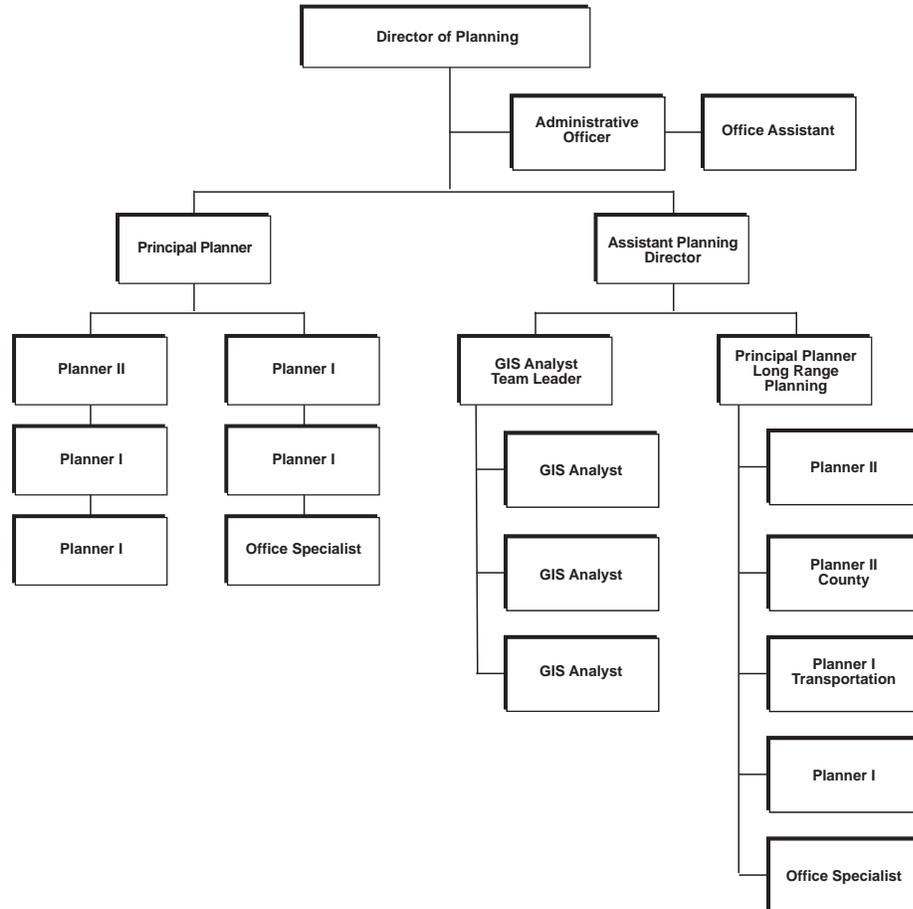


Table 7 indicates specific positions and responsibilities for each position within the department.

Table 7
City/County Planning Department Positions and Responsibilities

Title	# Staff	Responsibilities
Director of Planning	1	Manages and leads the Planning Department. Reports to the Mayor.
Assistant Director of Planning	1	Manages the Long Range Planning and GIS Divisions of the department. Reports to the Director of Planning.
Administrative Officer	1	Responsible for monitoring and assembling the budget, monitoring the publication and posting of notices, attendance at all Planning Commission meetings and acts as the recording secretary. Reports to the Director.
Principal Planner	2	One Principal is responsible for managing the Development Review Division. This position reports to the Director. One Principal is responsible for overseeing the Long Range Planning Division and undertaking special projects. This position reports to the Assistant Director.
Planner II	2	Journey level planning positions. One is in Development Review and is responsible for handling larger projects. One position is in Long Range Planning and is responsible for Historic Preservation. These positions report to the Principal Planners for their respective division.
Planner II (County Planner)	1	This position is in Long Range Planning and is responsible for planning and case processing within the areas of County jurisdiction. This position reports to the Principal Planner for Long Range Planning.
Planner I	6	Entry level planning positions. Four positions are in Development Review and are responsible for case processing and staffing the counter. Two positions are in Long Range Planning. One is a transportation planner and the other assists with a variety of projects in both Development Review and Long Range Planning. These positions report to the Principal Planner for their respective division.
GIS Analyst (Team Leader)	1	Responsible for maintaining the GIS database, maps and computer permit tracking system. Supervises three staff also responsible for GIS maintenance. Reports to the Assistant Planning Director.
GIS Analyst	3	Responsible for maintaining the GIS database and computer permit tracking system. These positions report to the Team Leader.
Office Specialist	2	One position is in Development Review and one is in Long Range Planning. These positions are responsible for filing, posting, typing and other office duties. Both positions report to the Principal Planner for their respective division.
Office Assistant	1	Assists the Administrative Officer with a wide variety of tasks and duties as needed. Reports to the Administrative Officer.

Activity

As part of this study, we reviewed five years of permit history from fiscal year 1999/2000 through fiscal year 2003/2004, shown in Table 8. Average permit activity has only increased moderately (31.3%) between years 1999-2004. This increase in activity has been offset by code changes that have delegated authority to staff. Probably the most significant code change was the delegation of authority for Final Plat Maps to the Director. The amendment went into effect during FY 03-04 and will be reflected in future year's activity.

Further mitigating the increase in activity is the GIS database which is very robust and accessible to all staff, and the computer permit tracking system that is currently being rolled-out citywide.

Table 8
Permit Activity FY99-00 through FY 03-04

Permit Type	FY 99-00	FY 00-01	FY 01-02	FY 02-03	FY 03-04	Avg. No. Permits/ FY	Avg. Processing Time	Total Processing Time	% Change 1999-2004
Annexations	8	10	10	14	11	11	30.00	318.00	37.5%
Design Standards (Amendments and Revisions)	13	19	10	19	19	16	24.00	384.00	46.2%
Plats	78	52	76	59	80	69	16.00	1104.00	2.6%
Code Amendments	24	33	10	13	11	18	24.00	436.80	-54.2%
Use Permits	18	12	20	13	15	16	20.00	312.00	-16.7%
Special Permits	123	88	88	84	87	94	20.00	1880.00	-29.3%
Change of Zone	90	66	80	50	42	66	12.00	787.20	-53.3%
Board of Zoning Appeals	23	23	28	22	10	21	12.00	254.40	-56.5%
Comprehensive Plan Conformity	5	5	4	16	12	8	6.00	50.40	140.0%
Waivers (design standards and other regs)	20	20	22	19	16	19	4.00	77.60	-20.0%
Liquor License Review	25	25	30	25	30	27	12.00	324.00	20.0%
Administrative Approvals									
Administrative Amendments	135	100	106	113	101	111	3.00	333.00	-25.2%
Landscape, Recreation Plans, Occupancy	520	520	780	1000	624	689	1.00	688.80	20.0%
Administrative Final Plats	86	91	91	110	110	98	6.00	585.60	27.9%
Administrative Permits (cell towers)	15	15	22	2	21	15	2.00	30.00	40.0%
Administrative orders (final site plans, etc.)	45	45	40	68	79	55	2.00	110.80	75.6%
Phone and Walk-In Inquiries	10,400	13,300	9,300	14,000	14,000	12,200	0.25	3,050.00	34.6%
Totals	11,628	14,424	10,717	15,627	15,268	13,533		10,726.60	31.3%

B. POSITIVE FINDINGS

There were many positive findings related to the Planning Department made during the course of our work, including:

- The Department has been aggressively working over the last three years on a variety of improvement activities. Some of these include:
 - 4 Simplified PUD provisions
 - 4 Approval of special permits by Planning Commission

- 4 Preliminary plats by Planning Commission and final plats by Planning Director
- 4 New Downtown Master Plan
 - A highly educated staff, including a high percentage of staff possessing advanced degrees
 - A robust GIS database and a dedicated staff overseeing the system
 - A computerized permit tracking system in Planning that is being rolled out to other departments
 - An excellent Administrative Officer function.

C. ORGANIZATIONAL ISSUES

Communications

Open dialogue is important for any organization. There needs to be a constant flow of information and an understanding of issues. Planning Commissioners expressed concern that they are often not aware of what happens to cases upon appeal. Being informed of what happens to cases after they leave the Commission will help the Commission better understand the positions of the Council and County Board. The Planning Director has been sending the Commission emails every two or three weeks with information including the outcome of “hot” cases. Staff should provide the Commission with minutes from the City Council or County Board meetings when cases are appealed, however, these state the action taken and not the interaction that occurs before the vote. The Planning Director should ask the Commission what additional actions they would find useful as related to this issue.

29. Recommendation: The Planning Director should ask the Planning Commission what additional communication they would like in relation to City Council actions.

Communications should also be increased between the Commission and staff. One method to accomplish this goal would be for the Director to regularly meet with the Commission Chair. Meetings could be established either monthly or prior to each Commission meeting.

30. Recommendation: The Director and the Commission Chair should establish a regular meeting schedule.

Leadership

An issue that was consistently raised both in interviews and in surveys was a lack of leadership in the City. This report focuses primarily on Commission and staff leadership issues. All Commissioners were interviewed as part of this study in order to identify issues. As a group, the Commission is respectful of individual views, but there is a clear difference of opinion over the role of neighborhood groups. Some Commissioners fully embrace neighborhood activism, while others were cooler toward the idea.

Staff and the community look to the Mayor, City Council and Planning Commission for leadership and direction on development issues. These groups and individuals need to provide leadership through more definitive deliberations and actions.

We did not have the opportunity to view an actual Commission meeting. However, some Commissioners and applicants voiced concern that the Commission does not always treat applicants properly. Applicants should feel welcome and valued, and not made to feel they are an inconvenience. Economic development is one of the key goals of the Comprehensive Plan and private development is the major source of economic development activity.

31. Recommendation: Planning Commissioners should work to convey a sense of respect, openness and inclusiveness that welcomes applicants, developers and community groups alike.

In interviews with Commissioners, they expressed general support for staff, but they all sought to have staff more involved in the Commission meetings. Comments included: staff should make a presentation at the hearing, staff needs to become problem solvers when issues arise during meetings, and the need for the Director to be actively involved in the meetings. The current practice is for the item to be announced and the applicant presents the project with staff answering questions only as they are asked. Commissioners believe this is inadequate. We agree with the Commission and would support staff being actively involved in the meetings. Staff knows and understands the issues best and because they are viewed as unbiased, they need to become engaged in the meeting. While staff is not necessarily a project advocate, they can best represent the facts of the case and defend their recommendations.

32. Recommendation: The Commission meeting format should be updated to include:

- **A brief staff presentation at the beginning of each item, identifying issues of relevance to the case under consideration**
- **Presentation of the project by the applicant**
- **Comments from the public or interested parties**

- **An opportunity for staff to comment on the applicant and public comments and offer options to the Commission as appropriate**
- **The Director becomes more involved in the meetings as appropriate.**

Based upon personnel interviews, employee surveys, focus group meetings, and customer surveys, there appears to be management, supervision and staffing issues within the Planning Department exhibited by staff turnover and customer dissatisfaction. These issues appear to exist within both the Development Review and the Long Range Planning Divisions.

This report contains a fairly extensive set of recommendations, but in order to implement these recommendations, management and staff must work openly and cooperatively with each other, project proponents and neighborhood groups to move projects and the organization forward. The City and the department are confronted with issues regarding the direction of growth, the future of downtown and managing day-to-day operations. We also understand that since our site visit the department has seen additional staff turnover. The department has gone through several “streamlining” exercises and substantial improvements over the last three years. However, additional improvements may be needed.

33. Recommendation: A follow-up analysis should be conducted to analyze any department turnover issues with a focus on any management or supervision issues.

Staffing

While staffing was not a specific focus of this study, we did examine permit activity in order to confirm appropriate staffing levels. Table 8 indicates that over the last five years staff has spent approximately 10,762 hours annually processing cases and answering questions. After subtracting out vacation, sick leave, and training time, each staff member works approximately 1,500 hours per year. Dividing total caseload of 10,762 hours by productive time of 1,500 hours results in the amount of staff necessary for processing, which is 7.17 planners. Currently, there are seven planners in development review plus the County planner in Long Range Planning who spends approximately 50% of his time processing county cases totaling 7.5 FTE’s for case processing. During our interviews, staffing was not raised as an issue nor does it appear to be an issue based upon the five-year analysis.

Training

Continual training is important for the organization and the individual if they wish to remain competitive. During our interviews both staff and the Commission identified

lack of training as a significant issue. None of the Commissioners felt adequately trained before being appointed to the Commission and much of the staff voiced a similar feeling. Training can be obtained through professional organizations such as the League of Nebraska Municipalities, the Nebraska Chapter of the American Planning Association or the Nebraska Planning & Zoning Association. Training can also be internally developed and offered using staff talent to train others. Whether the department chooses to seek outside training or develop an in-house program, training must be completed.

As stated, training is an ongoing process. As the law evolves in the areas of environmental, stormwater management, and planning, case law, the staff and the Commission need to stay current. We recommend that staff begin by developing an in-house program in conjunction with the City Attorney's office. The Assistant Director and the Principal Planner for Special Projects should be designated as the point people in the development of a training program. The program should cover current legal and environmental trends, case processing issues and technology issues.

34. Recommendation: Within four months, the Assistant Director and the Principal Planner for Special Projects should develop an in-house training program for Planning Commissioners and staff covering legal, environmental, case processing and technology.

D. PROCESS ISSUES

Pre-Application

Lincoln currently has no formal pre-application process that allows applicants to receive feedback on projects prior to submitting a formal application. Instead applicants seek out certain individuals within the organization because of their knowledge. In some cases they are "shopping" to find a staff that supports their position. The pre-application process should be standardized, affording all applicants the opportunity to get project feedback before a formal application is submitted. Features of the pre-application process should include:

- A simplified applicant form
- A simplified set of submittal requirements
- A fee for the service, which could be credited against the formal application upon submittal
- A pre-application meeting within seven days of a request being made
- A project manager from the Planning Department assigned to the project prior to the pre-application meeting

- Staff from appropriate departments and agencies receiving plans seven days prior to the meeting
- Attendees providing written comments for the applicant and the project manager
- A written summary of the meeting provided by the project manager to all applicants and participants within three days of the meeting

35. Recommendation: A formalized pre-application process should be established incorporating all of the above features.

Application Submittal and Routing

Land use applications are submitted through the planning counter, which is staffed by a Planner I. Applications are accepted and entered into the permit tracking system, Permits Plus. While staff strives to accept only complete applications, occasionally applications are accepted with data missing. In those instances, a permit is initiated in the system but immediately placed “on hold” until all of the data is submitted.

Following receipt of all data, Permits Plus initiates a workflow indicating where the plans need to be routed and signaling the other departments that an application has been received. The counter planner routes the plans to the respective departments and the Administrative Officer prepares the physical file and hands it over to the case planner. All of this happens within 48 hours of a complete application being received. The system and individuals involved are extremely efficient and some of the best we have seen.

The department has handout material for each permit type along with the applications. This information is also available on the department’s website. The Department has also created a matrix of permit types and uses by zoning category. It is an internal document that could be very helpful to the public. The Department indicates that it intends to load the matrix on the website once it is cleaned up and accurate enough for public consumption.

36. Recommendation: Edit and then load the matrix of permit types and permitted uses by zoning district on the website.

37. Recommendation: Continue to meet the 48-hour timeframe between the submittal of a complete application and receipt of the file case by the case planner.

Project Management

The Director of Planning has been pushing staff to become project managers, which is a concept we fully support. The challenge with implementing a project management system is twofold: training and organizational recognition. Currently, planning staff are acting as partial project managers. Cases are submitted through the planning counter and then are reviewed by the Planning Department and other departments: but the planner does not own the project. They merely process cases through the system. Under a project management system, planners take control and ownership of the project. This shift requires significant training of staff, but is worth the effort.

Project management is a term that emerged in the late 1950's as part of the Cold War planning efforts. Today, the term is used widely by businesses and public agencies of all shapes and sizes as a means of meeting customer or constituent needs. While project managers are not always producing the work themselves, under our proposal, planners would be both managing the project and working directly on the project. We also believe that being a project manager is more fulfilling for staff. Planners are elevated from processing the case to solving problems. Planning project managers would have the following functions:

- Conducts pre-application/pre-development meetings and review as appropriate
- Reviews applications at intake and confirms applications are complete
- Collects and integrates comments from other departments
- Challenges other department conditions when they appear inappropriate
- Resolves interdepartmental problems
- Analyzes the project
- Coordinates citizen input and comments
- Works with applicants and citizens to solve problems and revise projects as appropriate
- Advocates for the process, i.e., maintains timelines and ensures they are met
- Coordinates with key decision-makers
- Writes and signs staff reports
- Presents project at public meetings

The project manager is changed from a regulator and collector of others' opinions to a problem solver. As project managers, the planners' responsibilities will be increased. The planners will continue to be Planning's advocate, but will also be responsible for assuring that all other aspects of the project is handled in an appropriate manner.

In order to be successful as project managers, planners must possess the following skill set:

- Assessing and evaluating options
- Organizing activities
- Defining critical paths
- Managing, motivating, informing, encouraging and enabling others
- Making well-informed and reasonable decisions

Training for project managers is available through a variety of sources such as online, through many universities and colleges, through architectural and engineering professional groups and as suggested elsewhere in this report by the Aide to the Mayor for Economic Development. After being trained and demonstrating competence as project managers, planners must also be supported and recognized by the organization as project managers. Staff from other departments must know and understand that project managers have the authority to cut across departmental lines to resolve issues and bring closure to projects. Without being legitimized by the organization, planners' project management skills will be underused and the system will fail.

38. *Recommendation:* Planners should be trained to become project managers based upon the outline above.

39. *Recommendation:* Following training and demonstrating competence, planners should be given authority, responsibility and recognition by the organization as project managers with problem solving capabilities that cuts across departmental lines.

Design Standards and Waivers

The City has adopted a detailed set of design standards for land division, zoning regulations, driveways and onsite waste-water treatment. The standards are intended to establish the technical specifications, engineering requirements and similar matters for property owners and developers. Along with the very expansive set of design standards is a procedure to waive the standards. Based upon our interviews, the waiver of standards is a significant issue for staff, the Planning Commission and the general public.

We believe waivers are often appropriate. Standards cannot be written to address the unique circumstances of each project or each neighborhood. Flexibility is important if the City wishes to implement new urbanism goals and projects. Implementing new

urbanism requires solutions that are tailor-made to address the particular issues that exist within the context of each neighborhood and individual sites. Design standards typically cannot address these unique situations.

Currently, the code establishes clear procedures for the submittal and review of requests for waivers. All waiver requests are required to be submitted to the Planning Director for processing. But requests are forwarded to the director of the department with “primary responsibility” for the design standards at issue. The appropriate director shall make a written recommendation within 15 days of receipt of the request. The request along with the director’s recommendation is forwarded to the Planning Commission for action. If the director agrees with the applicant’s request, the Commission is empowered to rule on the waiver request. If the director disagrees with the applicant’s request, the Commission can only make a recommendation to the City Council.

We would support delegating authority to grant certain waivers to the directors with “primary responsibility” over the design standard at issue. Because the director with primary responsibility clearly understands the issue the most, they should be granted authority to grant the waiver. In cases where the director denies the waiver, the Planning Commission could be an appeal body.

40. *Recommendation:* The code should be amended such that the director with “primary responsibility” for the issue under consideration is granted design standard waiver authority.

41. *Recommendation:* If the effected director denies the appeal, the Planning Commission should be granted authority to hear and decide the design standards appeal.

Pending Projects

For cases pending further action by the City Council, there are sometimes conditions that must be met before the project moves forward for City Council review. In order to satisfy these conditions, new plans are often required. However, if applicants are unsure if the project will be approved or if they believe the City Council might make further changes, they are reluctant to revise plans. In these cases, staff should work with applicants and their engineers and designers to assure that these conditions can be implemented if they are ultimately upheld. A quick feasibility analysis should be performed to show the conditions can reasonably be met prior to projects proceeding to the Council. We understand that the Planning Department is already in the process of addressing this issue and we are strongly in support of their effort.

- 42. Recommendation:** For projects that have conditions precedent to further City Council action, new plans should not be required. Instead, a simple feasibility analysis should be undertaken to show the conditions can reasonably be met before the case proceeds to the City Council or County Board.

Annexations

Based upon its permit history, the City undertakes an average of one annexation per month. This process, however, can be very lengthy based upon the size and location of the area to be annexed. Annexations also raise the issue of extending services to the newly annexed area.

The City of Lincoln has planned for urban expansion through its Comprehensive Plan and Capital Improvement Program (CIP). The Comprehensive Plan lays out a long-range vision for the pattern and timing and character of land uses in Lincoln and Lancaster County and the transportation system and other community facilities needed to serve the future land users. The CIP provides a schedule of the community facilities that the City expects to be able to construct over the next six years.

The City's general policy is to extend services to land that is contiguous to the city limits if the proposed development is consistent with the Comprehensive Plan and the owner/developer agrees to annexation. Land that is being annexed in exchange for services and zoning approvals generally is governed by Annexation Agreements between the City and land developer. These agreements set out the obligations and expectations of both parties for building necessary public improvements roads, sidewalks, utilities, etc., to and through the property. These agreements are commonly accompanied by applications to provide proper zoning for the prospective development and preliminary subdivision plats.

In order to help facilitate the annexation process the City has also loaded many of the Annexation Agreements that have been executed within the last ten years on their website. This helps applicants and public understand what issues there are in various areas of town. This information also shows that each annexation is unique and underscores the amount of staff time involved, particularly the time of the City Attorney's Office in the negotiating and drafting of each agreement. The City's general approach to annexations seems reasonable.

VI. PUBLIC WORKS AND UTILITIES DEPARTMENT - ENGINEERING SERVICES DIVISION

A. PROFILE

The Engineering Services Division of the Public Works and Utilities Department contains elements that review plans for approval both for building permits and subdivisions and other planning approvals. These procedures are contained within the City Traffic Engineer section that is within the Engineering Services Division.

There is also a separate Watershed Management Division that oversees the City Watershed Management Program and a separate Utilities Division.

Authority

Engineering enforces the following regulations:

- Municipal Code - Development and Street Drainage
- City Standard Drawings
- City Design Standards
- City Comprehensive Plan
- Federal Stormwater Regulations
- Manual of Uniform Traffic Control Devices
- American Association of State Highway Transportation Officials
- Policy on Geometric Design of Highways and Streets
- Flood Control Standards for New Growth Areas Major Policies and Standards
- State Board of Classifications and Standards, Minimum Design Standards

Organization

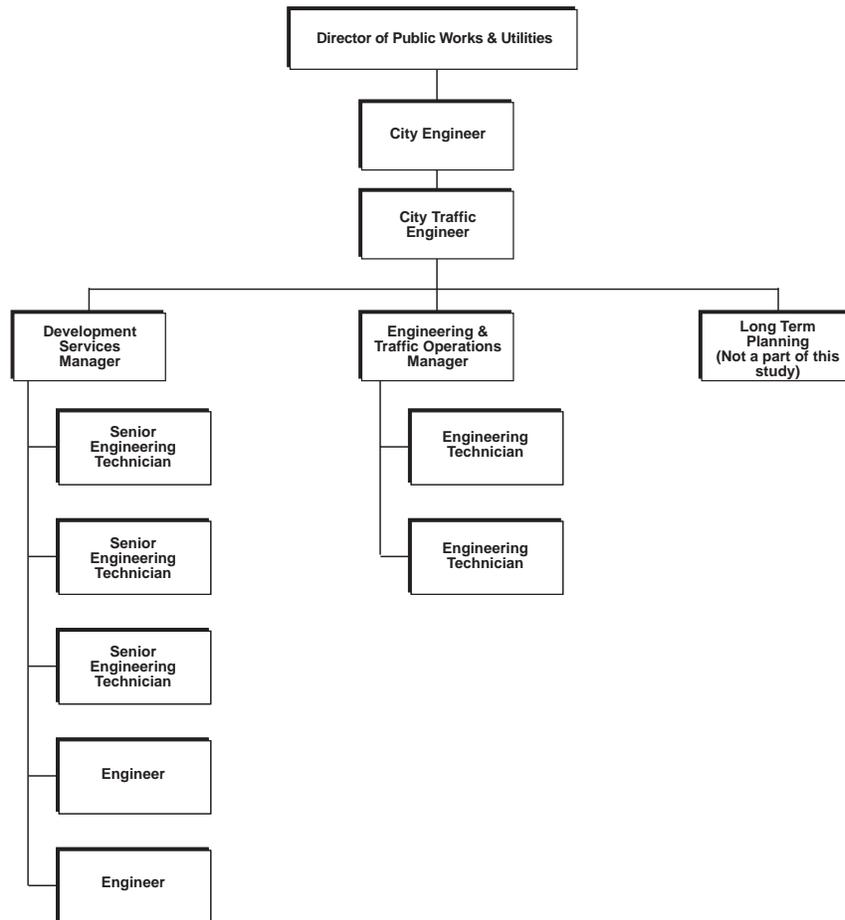
The staff functions for those elements of the Engineering Division involved in review of development plans are shown in Table 9 and Figure 6.

Table 9
Selected Staff Functions – Engineering Division

Position	Number of Positions	Responsibilities
Director of Public Works & Utilities	1	Provides administrative and professional engineering work directing all activities of the Public Works and Utility Department. Reports to the Mayor.
City Engineer	1	Provides vision, direction, supervision, and professional engineering services in connection with planning, organizing directing, and coordinating activities involving municipal streets, sidewalks, storm sewers, water production and distribution and construction projects. Executive Director for Railroad Transportation Safety Division (RTSD). Reports to the Director of Public Works.
Traffic Engineer	1	Provides supervision of Long Term Planning, Metropolitan Planning Organization, Development Services, and Traffic Operations Sections. Provides professional and technical expertise to all aspects of the City's transportation, planning, and operations. Reports to the City Engineer.
Development Services Manager	1	Supervises the activities of the Development Services Section. Reports to the City Traffic Engineer.
Engineer	2	Reviews plan submittals for drainage, site development and subdivisions. Reports to the Development Services Manager.
Senior Engineering Technician	3	Review plan submittals for drainage, site development, and subdivisions. Reports to the Development Services Manager.
Engineering Technician	2	Reviews plans for curb and gutters and sidewalk construction. Reports to the Traffic Operations Manager.

The following Figure shows elements of the Engineering Division that work on development and building plans and Executive Orders.

Figure 6
Engineering Development Organization



Permit Activity

The Executive Order activity during years 2002-2004 is shown in Table 10. These are full years for which complete data was available.

Table 10
Executive Orders Activity

Activity	2002	2003	2004	3 Year Average	% Change 2002 - 2004
Stormwater/Drainage	14	30	30	24.67	114%
Paving	23	43	38	34.67	65%
Water	24	48	50	40.67	108%
Sanitary	28	47	49	41.33	75%
Lighting	11	33	34	26.00	209%
Total Permits	100	201	201	167.33	101%

Public Works Watershed Management Program

The staff functions for Public Works and Utilities Watershed Management Division are shown in Table 11 and the organization is shown in Figure 7.

Table 11
Watershed Management Staff Positions

Position	Number of Positions	Responsibilities
Special Projects Administrator	1	Oversees the Watershed Management Program, 50%. Provides administrative assistance for the Director of Public Works and Utilities, 50%. Reports to the Director of Public Works and Utilities.
Senior Engineer	1	Supervises project management and related assignments. Reports to the Public Works Special Projects Administrator
Engineer	.75	75 % water management-25%Engineering Services. Capitol projects and drawings. Floodplain review of private development projects Reports to the Senior Engineer.
Associate Engineer	1	Same as Engineer responsibilities. Reports to the Senior Engineer
Senior Engineering Technician	2.50	NPDES Stormwater permits, Erosion and sediment control, GIS 50% watershed management, 50% computer programs Reports to the Senior Engineer.
Internship Trainee	.875	Temporary position conversion of paper & microfilm files to GIS. Reports to the Senior Engineer.

**Figure 7
Watershed Management Organization**

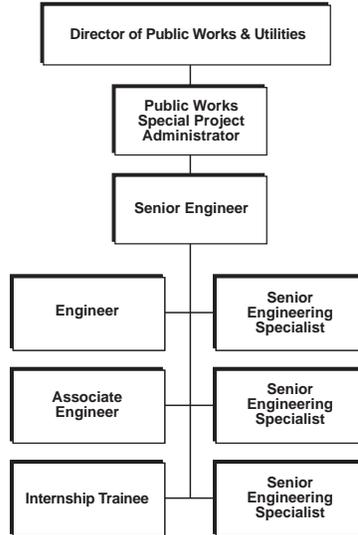


Table 12 indicates the number of cases reviewed by Watershed Management starting in 2002.

**Table 12
Watershed Management Cases**

Year	Number of Cases
2002	67
2003	97
2004	63
2005	76 to date

This program reports to the Director of Public Works and Utilities. They coordinate and enforce rules set forth by the Natural Resources District – Lower Plat South on sites that exceed one acre in area.

B. POSITIVE FINDINGS

The following are positive findings for Engineering Services

- Experienced staff
- Staff dedication to their work
- Good maintenance of data for Executive Orders

C. ORGANIZATION ISSUES

Engineering Review

There are staffs from two separate operating sections that are reviewing development plans. Staff from the Development Services section review plans for drainage and conformance to the comprehensive plan. Other staff from the Traffic Operations section review sidewalk, curb and gutter plans.

It would be more efficient if both types of review were to be processed by one operating section from the Public Works and Utilities Engineering Division. In Public Works review of the draft, they indicated that they feel the current system is working and that this change is not needed. However, based on our feedback from customers as well as other City staff, we continue to feel that the Public Works reviews can benefit from better coordination.

43. Recommendation: Consolidate engineering reviews currently being undertaken in the Development Services section and the Traffic Operations section into a Development Services section that focuses on the development process.

Development review is an extremely important function for the City. Given the City's infrastructure planning and shortages, it takes on even more importance than we find in some cities. As such, it is recommended that the Development Services reporting relationship, as now shown on the organization chart be changed and shown as a separate section with the Development Services Manager reporting directly to the City Engineer instead of the City Traffic Engineer.

44. Recommendation: Adjust the organization by having the Development Services Manager and section reporting directly to the City Engineer.

In additions to staff of the Development Services Division and Traffic Operations Division reviewing plans, plans are often also reviewed by the Utilities Division and Stormwater Management Division. There are simply too many separate engineers reviewing projects. This is not only costly but can add confusion in the process. A full review of the Public Works and Utilities Department was outside the scope of this current study so we are reluctant to make specific recommendations for consolidation or transfer of functions. We do suggest that as much as possible various reviews be consolidated in the Development Services Division. Irrespective of which section of Public Works has specialists that review a project, the Development Services Division should be given the responsibility of coordinating all of Public Works and Utilities review of private development projects.

45. Recommendation: The Director of Public Works and Utilities should complete an organizational review with the goal of reducing the number of engineers involved in review of development applications.

46. Recommendation: The Development Services Division should be given the responsibility of coordinating all of Public Works and Utilities review of private development projects.

Customers Concerns About Engineering Staff Procedures

Several responses from customer surveys revealed concerns about the approach and demeanor, by staff of the Public Works and Utilities Engineering Division. Customers believe that there is inconsistency due to plans being reviewed by different staff members, there is negative attitude toward them, and that individual staff interpret standards differently. They believe that staff treats them with disdain.

It is suggested that the design community be invited to public meetings to discuss procedures and their concerns. The Engineering Division should take their concerns seriously and reach agreement on improvements.

The Engineering Division should publish and maintain a design manual that contains all submittal plans and document requirements. They should be consistent with all contents in the manual and make changes only when revised standards are published.

47. Recommendation: Engineering should publish an easy to read design manual for plans submittals and construction and not require any changes until they are distributed in writing.

48. Recommendation: Engineering should conduct public meetings to discuss public concerns about their procedures and seriously consider them.

Advisory Committee

It would be prudent for the Director of Public Works and Utilities to organize and appoint an advisory committee comprised of a cross section of engineers, designers, developers, and the public to advise him of design professionals concerns and recommendations. In view of the volume of concerns received, we feel he needs assistance to identify and correct problems.

49. Recommendation: The Director of Public Works and Utilities should appoint and meet with an advisory committee.

Customer Feedback

The volume of customer concerns received leads us to believe there is little staff knowledge about customer feelings and opinions. There needs to be mechanisms to reveal these concerns on a regular basis so they can be dealt with. It is suggested that a customer feedback form be devised and made available at all public counters in City Hall, and they should be sent to all applicants on a regular basis.

50. Recommendation: Devise and use a customer feedback form to be made available at all City Hall Counters and sent to customers on a regular basis.

Permits Plus Computer Program

Public Works and Utilities staff was not fully using the computerized permit system when we were on site at Lincoln. In order to gain full benefit of the program they should be entering all activity. We suggest that priority be given to Public Works and Utilities staff to use this program to document all activity.

51. Recommendation: Pubic Works and Utility staff should fully use the Permits Plus computer system to enter data for all permit-processing activities.

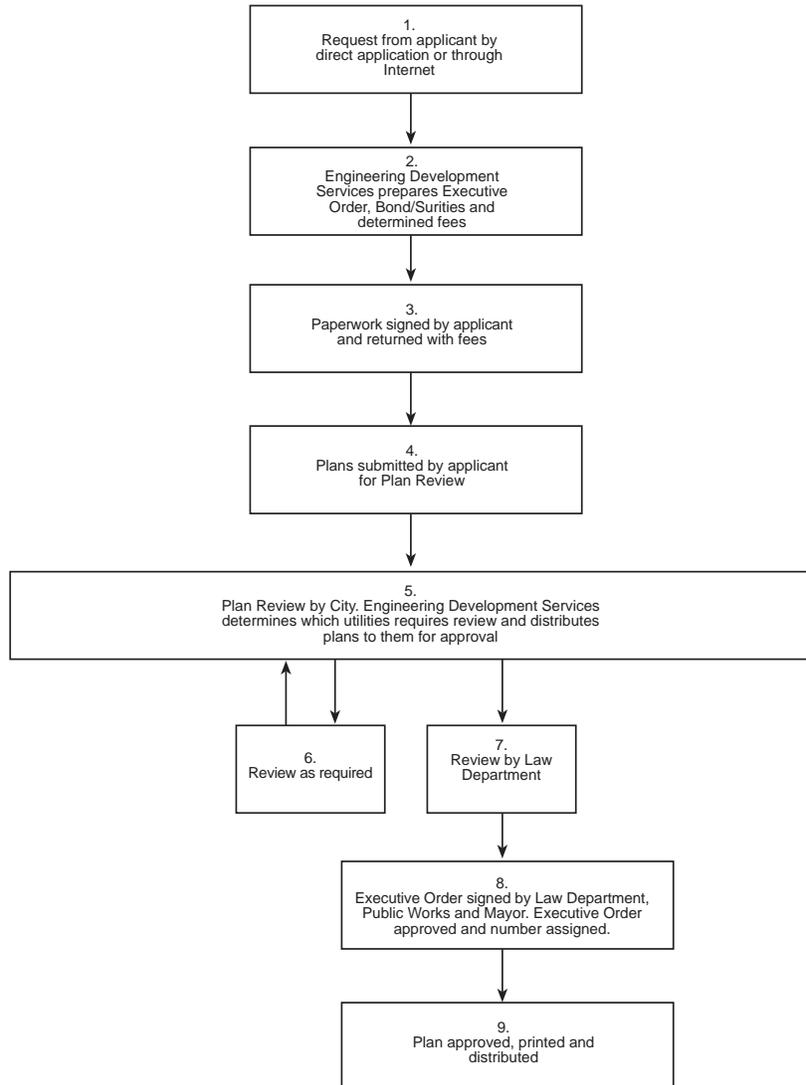
D. PROCESS ISSUES

Executive Orders

The City of Lincoln has a process where any approvals for construction in City Right-of-Ways to include road construction, public improvements and encroachments are required to be authorized by issuance of Executive Orders. This process requires review and signature authority of the Mayor. This process has been used in Lincoln for many years and there is no documentation that establishes the legal reason for the process. The City's website does include details on how the process works.

The Executive Order / Permitting Process is shown in Figure 8.

Figure 8
Executive Order Process



The following numbered notes, relate to the boxes in Figure 8,

1. Applicant prepares request for executive order by direct application at City Hall or through use of Internet material obtained from the City web page.
2. Engineering Development Services reviews executive order request application and bond/surety documents and determines the amount of fees due.
3. Paperwork is signed by applicant and returned to the City along with fees due.
4. Plans are submitted by applicant for plan review.
5. Plan review by City. Engineering Development Services engineer determines which utilities require review, and send plans to them.

6. When utilities complete their review, plans are returned to Engineering Development Services with written comments or drawings containing red line corrections. Corrections are sent to applicant for re-submittal when needed.
7. Executive Order documents along with required bonds and paperwork are sent to the City Law Department for review and approval.
8. Executive Order signed by the Law Department and Public Works is sent to the Mayor for review and approval. An Executive Order number is assigned.
9. Approved plans and Executive Order are delivered to applicant.

It takes too much time to complete processing with the current process. In many Cities construction in the public- rights-of-ways is simply handled by an encroachment permit that is issued by the City Engineer. It appears that the Mayor could delegate this authority; similar to the way the Parks Department is authorized to allow private uses in public parks.

Information received from the Engineering Staff reveals that there is only 2-3 weeks time spent on first plan review. Corrections are done within 1-2 days. They claim that the long times contained in the report file include the time the plan is sent back to the applicant and before they return it with corrections. A streamline approach would be to establish a construction and encroachment permit process to be administered by the Public Works and Utilities Department, Engineering Division.

We were told that some delays occur when the file is awaiting approval in the Law Department due to their staffing limitations. In many jurisdictions the requirements for bonds/surety documents as well as paper work is prescribed to Engineering, and totally administered by Engineering Staff. This could be done in Lincoln with the Law Department available for special cases.

The City has established standards. The decisions to be made are conformance to those standards. Routine processing by Public Works Engineers through issuance of permits versus Executive Orders is logical. It is recommended that the Mayor redesign the process to negate the need for review and signature. This improvement would improve public service and eliminate extra time by processing through the Law Department and Mayor's office. The City Engineer already completes thorough review.

The City Ordinance that dictates Mayor's approval may need to be adjusted to accomplish this recommended change.

52. Recommendation: Eliminate the Executive Orders Process and review by the Law Department. Install a construction and encroachment permit process to be administered by the Department of Public Works and Utilities.

53. Recommendation: Establish construction and encroachment forms to be used for processing.

There may be a few classes or types of development related Executive Orders that will still need the Mayor’s signature. For these executive Orders we suggest a performance goal of 10 days be established.

54. Recommendation: For Executive Orders that must be signed by the Mayor, the process should be changed so that these can be approved within 10 days.

Table 13 shows sampling of timelines for Executive Orders taken from City records. The most recent five listings of Executive Orders in each category given us are shown above. There are no time listings shown for lighting. Times are from the Public Works review to the Mayor’s signature.

**Table 13
Performance Measures for Executive Orders**

Type	Executive Order Number	Date Plan Received	Number of Days from Receipt to all Final Approvals
Paving	72122	12/14/04	14
Paving	69792	10/6/03	247
Paving	71170	8/17/04	12
Paving	71012	8/3/04	14
Paving	70992	8/3/04	14
Storm	71109	8/3/04	23
Storm	71010	8/3/04	14
Storm	71149	8/17/04	12
Storm	71435	8/26/04	12
Storm	71408	9/7/04	19
Water	71116	8/3/04	23
Water	71752	10/12/04	92
Water	70993	8/3/04	14
Water	71013	8/3/04	14
Water	71407	9/7/04	19
Sanitary	71142	8/3/04	23
Sanitary	70996	8/3/04	14
Sanitary	71165	8/17/04	12
Sanitary	71385	9/7/04	19
Sanitary	72635	12/23/04	67

Plan Review Processing

Currently, staff of the Engineering Division travel to City Hall to review new building construction plans for sidewalks, curbs and gutters. There are times when they have to take plans back to their office that is located on another site for research. This prolongs the review process. A better process to serve the customer would be for Public Works and Utilities to locate one or two staff behind the counter at the Building and Safety Department to review plans and provide public information.

55. Recommendation: Locate some Engineering staff at Building and Safety Counter to review and approve plans for sidewalks, curbs and gutters, issue permits and provide public assistance.

Bonds

There are several bonds now required for permitting. One example given to us is the requirement to have separate bonds for paving and street name signs. The requirements for bonds should be reviewed and action taken to consolidate them wherever possible. This achievement could reduce workload for staff and provide convenience for the public sector.

56. Recommendation: Review all bond requirements and consolidate them wherever possible.

E. WATERSHED MANAGEMENT

The Watershed Management Division reports directly to the Director of Public Works and Utilities. They assure compliance with the City Flood Standards major policies and standards adopted by the City approximately one year ago. They jointly administer these standards with the Natural Resources Districts and coordinate with the Lower Plat South areas for sites that exceed one acre.

We received major complaints that customers do not like complying with the watershed management standards. Many of these complaints suggested that Lincoln requirements exceed those of both the State and Federal governments. While this may be true, it is a policy issue that is outside the scope of this study. There are a number of areas where stormwater management could improve their relations with the customers.

Informational Bulletin Handouts

There is a need for more handouts on watershed management for the public in addition to the one existing titled Major Policies and Standards. More detailed handouts in easy to read language would assist the public in preparing their information and streamlining the process.

57. *Recommendation:* Publish written information that will assist the public to understand watershed management requirements and expectations.

Public Concern

There was substantial concern among developers about the “hard nose” approach taken by the Watershed officials. The main concern was which standards apply to their projects given the date of effectiveness of the new regulations. The program manager has told us that she is bound to the new regulations. It is suggested that public meetings be conducted to explain mandates of the new regulations.

58. *Recommendation:* Conduct periodic meetings with developers to explain and discuss Watershed regulations.

Preliminary Plats

Watershed Management staff feel that any confusion that exists could be relieved if there was a preliminary plat procedure meeting. If this would contribute to better understanding, it would be a good process.

59. *Recommendation:* Offer a voluntary preliminary plat review process.

Standardized Checklists

If standardized checklists were to be developed and used, there would be better consistency among staff. Use of checklists by applicants and City staff alike would improve the process.

60. *Recommendation:* Develop and use a standard watershed management checklist to review all proposed projects. Make the checklist available to the public in written form and on the City website.

Watershed Information on City Website

Watershed protection is a priority in the City of Lincoln and the State. As such, as much information as possible should be made available to the public. This information should be made available on the City website.

- 61. *Recommendation:* Develop a separate section on the City website to detail all watershed management requirements and procedures for public use and information.**

VII. CUSTOMER PERCEPTIONS

In today's environment, governmental performance is measured by customer satisfaction. In order to determine Lincoln's performance, we used several techniques consisting of six customer focus groups, a mail surveys to applicants and interviews with the Mayor and City Council members.

This Chapter includes customer comments for improving the City's permitting and development processes. The intent of this customer input was to elicit views and opinions on positive and negative aspects of activities and to seek ideas for change that will improve and enhance the process. However, as would be expected, the focus was on perceived problems.

In considering the results, the reader must bear in mind that, unlike documents and statistics, the views expressed by individuals are subjective and reflect personal biases. Nonetheless, these views are at least as important as objective material because it is these people, with their feelings and prejudices that work with or are often affected by City activities. A second important consideration is that in analyzing the material, it may not be as important to determine whether a particular response is "correct" as it is to simply accept a response and try to determine why customers feel the way they do. Tom Peters, the noted management consultant, has said that in relation to customer service, "Perception is everything."

It should be noted that the purpose of this chapter is to report on the customer input so that the reader of the report can view the comments as customer perceptions without our editing. These comments are not the conclusions of the consultants. Using our methodology as described in Figure 1 and Section B of Chapter II, the customer comments are taken as one form of input to be merged by input of others and our own judgment. Our specific response is in the form of the various recommendations included in this report.

A. MAYOR AND CITY COUNCIL

We met the Mayor and five City Council members in individual confidential meetings in order to gain a perspective on the governmental direction for the City. There was not unanimous opinion on all topics but a few points on interest follow. The comments listed are the most common mentioned by elected officials.

City Direction

There appears to be a general consensus on the overall direction for the City. Comments included:

- Not willing to grow haphazardly but the City is losing out on tax base and jobs.

- Responsible and quality growth is desired.
- Want quality development and good paying jobs.
- Should focus on the industrial sector rather than the residential sector.
- The adopted Comprehensive Plan calls for steady growth.
- The City is growing at an acceptable rate with no sprawl.
- We don't talk about being the best in the State – why not?

Building Department

There were mixed comments about Building. Some feel they are doing well, others more of a problem than Planning. Staff doesn't always communicate well and may not be customer friendly on the telephone.

Development

Comments included:

- The City should help developers but also follow the Comprehensive Plan
- Some developers will always complain.
- The City adopted impact fees but staff still ask for things that should be covered by the impact fees.
- Communication has been difficult since the lawsuit.
- Development approvals take too long.
- The City is not welcoming to customers.
- Capital is leaving for places with more opportunity.
- Everything here is adversarial.

Economic Development

- The function is serving more as an Ombudsman rather than selling the City.
- Different standards are needed for rehabilitating existing businesses.

Planning Department

The Department has made some improvements but still needs to be shaken up. The Department needs to adopt a can do attitude. Some staff members are very negative.

Politics

For better or worse, politics seem to impact too many decisions. There is a desire for more leadership in the City.

Public Works

More creativity is needed on solving issues like working with developers on paving and lift stations. The Department needs a performance evaluation.

Staff

- There is a desire for more staff creativity.
- Staff members are people set in their ways – we have always done it that way.
- There is a need for more leadership.
- There seems to be a bias against business and profit.

B. FOCUS GROUPS

Forty seven people who had been applicants in the City's development process met during six meetings at the City's Parking Garage conference room for two hours on August 2 and 3rd, 2005. The meetings were held in confidence and no staff members were present. The groups included architects, attorneys, contractors, developers, engineers, homebuilders, landscape architects, planners and realtors. Their comments are included below.

Reaction to This and Other Improvement Efforts

The groups appreciated being asked to participate but many were skeptical that anything positive will come out of the effort. Many focus group members have participated in previous committees that have been looking at the development process. While some acknowledged some good things from those efforts, most felt that the committees have had too many members without knowledge of the subject and the industry ideas have not been implemented.

1. Suggestion: The focus group members want to see the full report out of this current effort, not an executive summary.
2. Suggestion: There is need to have a continuing public/private dialogue. Some groups need to be specialized like perhaps a standing committee for commercial development.

Leadership

All of the groups spent considerable time discussion what they feel is a lack of direction at City Hall. Specifics included:

- The Mayor to often agrees with staff who the attorneys and developers believe micro-manage and create bottlenecks.
- The City Council is viewed as better than the Planning Commission but some still feel it is dysfunctional.
- The Planning Commission has become very political.
- Department heads in Building and Safety, Public Works and Utilities and Planning are in denial. Additionally, it is difficult to penetrate below the department head level.
- Since there is a lack of direction, everyone gets a veto.

Building and Safety Department

There were mixed reviews on the Building and Safety Department. Some are happy with the department and believe it will work with you. It has done a good job of putting things on the Internet. It is also good that specific plan reviewers work with specific builders. However, there were numerous complaints and suggestions including:

- The number of building permits is down but the timelines for approval are up, they are slow and they added two inspectors.
- Air Admittance valves are approved elsewhere but not in Lincoln.
- The new regulations on size of water heaters are not reasonable.
- Staff has a “gotcha” mentality and one plan checker is very picky.
- The Building Official may not be totally knowledgeable about the code.
- Planning and Public Works and Utilities may approve something but it still bogs down in Building and Safety.
- The rules are not consistent from one permit to another or from one client to another.
- Plumbing and mechanical inspections are OK but there are problems with electrical.
- There is inconsistency between inspectors.
- Details are required on the plans but no one in the field ever sees it.
- If you complain, all ___ breaks loose.

- It is often Planning and Public Works and Utilities who are late in commenting on building permits.
3. Suggestion: The industry wants to have a team relation with Building and Safety. Each needs the other.

Economic Development

The Economic Development function received mixed reviews. Some have had good experiences here but many feel the function is weak. Specifics include:

- The Director has no power and hits a wall at the Mayor's office.
- The City bends over backwards for major companies from the outside but does little for existing companies.
- The City is not drawing in new investors and large developers are going elsewhere.
- Some feel that Lincoln is dead in its tracts.
- Tax increment is administered in a convoluted way.
- The City is in denial as related to growth.
- The community wants jobs and economic growth.

Executive Orders

Executive Orders continue to create timing issues and can be hung up in the Law Department or Mayor's office. A number of changes have been suggested but not implemented.

Impact Fees

Developers feel that Impact Fees were pushed down their throat with little dialogue rather than the way they were done on a more shared basis in Omaha. The current lawsuit has made things difficult. Specific thoughts include:

- Impact Fees are pushing development to the County and the smaller towns.
- Impact Fees are slowing down development in Lincoln.
- There is a need for the City to use assessment and improvement districts.
- There was inadequate marketing for the failed bond issue.

Legal Department

The average times suggested for legal review are misleading. It is not unusual that a specific case review will take two or three weeks. Legal has gotten too involved in development issues.

Plans and Ordinances

There were mixed reviews on the City's Comprehensive Plan. Some feel it is OK, others feel it is too complicated and you can use it to support or block almost anything. Plan and ordinance issues include:

- Tying CIP to the Plan is good but it leaves no flexibility for a new company. It would be useful to hold back a third of the money for surprises and unique opportunities.
- There are too few things you can do by right. Every project needs a special permit.
- There is a lack of flexibility and reasonableness in the Zoning Code.
- New Urbanism ideas are good but it is hard to do it under the City's current regulations, particularly in Public Works and Utilities.

Final Plats

It takes three months to approve a final plat after the preliminary approval. Thirty days would be more reasonable.

Planning Commission

Issues include:

- The Commission is becoming too political. They need to become more objective.
- Many members don't understand development. They need more training.
- Commissioners don't ask detailed questions until after the hearing is closed and developer can no longer speak or clarify information.
- Staff will pull out all the stops if they are fighting you but won't advocate if they support you.

Planning Department

Some progress has been made in Planning but there are many problems including:

- There may be last minute changes in the staff report before a Planning Commission meeting.
 - Some staff believes that the market has nothing to do with planning.
 - There is a lack of consistency with standards. You can agree at a meeting and even take careful notes but staff will say they didn't say that and keep raising new issues. You simply can't get a decision.
 - There is no sense of looking at a project as an opportunity. There is no vision for the City. Staff just goes down a checklist.
 - One planner who is central to development is a particular problem and it is felt that the Director cannot control him.
 - The Director is not well known in the community.
 - Planning won't challenge Public Works and Utilities or watershed issues.
 - There are problems in getting street names.
4. Suggestion: Needed is a single point of contact that will make decisions.

Process Issues

Process issues include:

- The new speeding up of the process doesn't work because decisions don't hold.
 - New ordinances and policy changes are not being shared with the industry.
 - There is a lack of communication between Building and Safety, Planning, Public Works and Utilities and Urban Development.
 - Planning only reviews landscaping one day a week.
 - Timelines are too long and there is a lack of consistency. An apartment project in Omaha takes three weeks but six weeks in Lincoln.
 - Lot line adjustments take 45 days. Fifteen days would be reasonable.
 - Some departments are using old technology such as Lotus 1 2 3.
5. Suggestion: Have an expedited permit fee.
6. Suggestion: Once a month round table with the industry.
7. Suggestion: Need higher-level staff involved in decisions that will hold.

Public Works and Utilities

The industry is starting to see changes under the new Director. The twice a month breakfast meetings with paving contractors has been a help. Issues include:

- The engineers should be located back in City Hall.
- One person has to approve all construction drawings and this bogs down.
- Engineering says they will review in two weeks but it seldom happens.
- Lincoln should issue sanitary district bonds.
- Public Works and Utilities is so large and with so many layers that it is hard to get to the right person.
- The City is slow to extend water and sewer.
- There is need for a can do, rather than a can't do approach.
- No one in Public Works and Utilities feels empowered and they don't know the political aspects of certain projects.
- Traffic control plans are too complicated, particularly for small projects.

Staff

The biggest issue with staff is the lack of a can do attitude. There is no attitude about what can we do to help you. Specific issues include:

- It is difficult to get a straight answer from staff.
- Staff has bought into the negative City leadership.
- Staff is afraid to set precedent.
- There is an ingrown culture. Elected officials come and go but staff stays. There is little staff turnover because of good salaries and benefits.
- Some staff see developers as evil people. They feel that developers make too much money. They are hostile to making money.
- Some cities say what can we do to help you. Lincoln's approach to development is, what can we get out of them.
- You can't find anyone who will make a decision.

Waivers

There are too many requirements for waivers.

8. Suggestion: Do more things by right.
9. Suggestion: Allow more staff waivers.

Watershed Management

The City is enforcing more stormwater regulations than required by either the State or Federal requirements. There have been meetings to discuss these issues but the City

won't listen. Staff will not always accept the private studies and they often come in late in the process.

C. CUSTOMER MAIL SURVEYS

A mail survey was used in this study to obtain customer input. The survey was sent to 940 applicants for development approvals or permits. One hundred fifty nine surveys were returned for a return rate of 16.9%. This is at the low end of our normal return rate of 15% to 25%, but sufficient for analysis.

The overall response to the surveys is shown in Figure 9. Question 12 through 25 were designed so that checking a "Strongly Agree" or "Agree" category is a sign of a satisfied customer. A "Disagree" or "Strongly Disagree" is a sign of a dissatisfied customer. The percentages shown in the margins to the right indicate the percent of respondents who Disagreed or Strongly Disagreed with the question statement. The "Not Applicable" category was excluded from this calculation.

Normally, when negative responses of "Disagree" or "Strongly Disagree" exceed 15%, the responses indicate an area of possible concern. Less than 15% normally indicates this category of question is satisfying the customers. Percentages higher than 15% but below 30% are areas that should be examined for possible customer service concerns. Negative percentages of 30% or higher indicate areas needing early attention since roughly one third or more of the customers have concerns about service.

Some believe that only customers who have problems will return a survey of this type. While it is likely that customers with problems may be more likely to return the surveys, our experience with this and dozens of similar surveys indicate that they still produce valid information. For example, we've worked in other communities where the negative responses seldom exceeded 15%.

It should also be noted that a survey of this type is not a scientific, statistically controlled sample. Nevertheless, when high numbers of respondents express concerns, they are indications of problems that need to be addressed.

Figure 9 Overall Response To Customer Survey

1. Please check off the types of development actions you have applied for through the City during the past 12 months.		
<input type="checkbox"/> 128 Building Permit	<input type="checkbox"/> 70 Impact Fee Permit	<input type="checkbox"/> 30 Waiver
<input type="checkbox"/> 48 Change of Zone	<input type="checkbox"/> 55 Preliminary & Final Plat Review	<input type="checkbox"/> 49 Zoning Special Permit or Special Use Permit
<input type="checkbox"/> 72 Curb Cut or Encroachment Permit	<input type="checkbox"/> 38 Sidewalk Permit	
<input type="checkbox"/> 14 Other (list) _____		
2. Please indicate what the permit or approval was for.		
<input type="checkbox"/> 67 New single family		
<input type="checkbox"/> 32 Remodel or addition to single family		
<input type="checkbox"/> 64 New commercial or industrial building		
<input type="checkbox"/> 47 Remodel or tenant improvement to commercial building		
<input type="checkbox"/> 29 Other (list) _____		
3. Please indicate how often you work with the City's development review, plan checking, or inspections process.		
<input type="checkbox"/> 22 One time user of the process		
<input type="checkbox"/> 133 Frequent user of the process		
4. Please check if you participated as an:		
<input type="checkbox"/> 27 Architect	<input type="checkbox"/> 83 Contractor	<input type="checkbox"/> 13 Engineer
<input type="checkbox"/> 5 Attorney	<input type="checkbox"/> 38 Developer	<input type="checkbox"/> 48 Owner
<input type="checkbox"/> 4 Other (list) _____		
5. How many years have you participated in Lincoln's development process?		
<input type="checkbox"/> 31 0 to 5 years	<input type="checkbox"/> 21 6 to 10 years	<input type="checkbox"/> 104 more than 10 years
6. Have you participated in the development process in other cities across Nebraska or the United States?		
<input type="checkbox"/> 99 Yes		
<input type="checkbox"/> 59 No		
7. Do you use the Permits Plus access offered to applicants to track their projects through the system?		
<input type="checkbox"/> 43 Yes		
<input type="checkbox"/> 109 No		
8. Do you take advantage of the preplan meetings to discuss code and development issues prior to submission of plans to any of the departments?		
<input type="checkbox"/> 100 Yes		
<input type="checkbox"/> 58 No		
9. Did your application(s) require waivers because the request was outside the current standards?		
<input type="checkbox"/> 60 Yes		
<input type="checkbox"/> 96 No		
10. Did there need to be changes to the Capital Improvement Program (CIP) to accommodate your application(s)?		
<input type="checkbox"/> 18 Yes		
<input type="checkbox"/> 133 No		
11. Did your application have any special permits?		
<input type="checkbox"/> 61 Yes		
<input type="checkbox"/> 94 No		

Figure 9 continued

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	PERCENT DISAGREED
12. In reviewing the development process that you have participated in, the process is clearly defined on paper or on the City's website. Building and Safety	0	63	29	24	8	10	26%
Planning	4	48	40	17	9	14	22%
Public Works and Utilities	2	41	40	17	6	19	22%
13. Joint meetings that I participated in with departments were conducted in an orderly manner. Building and Safety	18	61	23	9	2	28	10%
Planning	12	65	22	11	4	24	13%
Public Works and Utilities	5	51	28	15	1	29	16%
14. Joint meetings with departments were helpful. Building and Safety	15	43	22	21	12	30	29%
Planning	13	43	24	22	8	25	27%
Public Works and Utilities	10	32	26	23	8	30	31%
15. When the City staff found problems in the project, they were thorough and clear in explaining what needed to be corrected. Building and Safety	21	53	13	25	22	13	35%
Planning	10	35	23	36	16	18	43%
Public Works and Utilities	3	35	26	25	14	24	38%
16. The review of my project was complete and accurate. Building and Safety	21	61	14	22	20	11	30%
Planning	10	37	23	28	19	18	40%
Public Works and Utilities	5	37	25	20	12	26	32%
17. When making an application, I have generally found the City staff to be responsive and helpful in the functions of: Building and Safety	33	62	12	18	18	7	25%
Planning	16	41	26	24	13	15	31%
Public Works and Utilities	5	38	29	19	14	23	31%
18. In general, the staff has dealt with me in a positive manner, providing options where they were available and attempting to help me through the process in the functions of: Building and Safety	35	60	11	14	23	6	26%
Planning	18	38	28	14	22	16	30%
Public Works and Utilities	6	39	27	14	18	23	31%
19. The turnaround time for review and approval or disapproval of my application was not any longer with Lincoln than other cities where I have filed applications. Building and Safety	11	27	30	27	35	18	48%
Planning	4	19	30	21	38	24	53%
Public Works and Utilities	3	15	30	17	32	31	51%

Figure 9 continued

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	PERCENT DISAGREED
20. Staff was courteous from the departments of:							
Building and Safety	38	72	15	12	10	6	15%
Planning	26	60	27	13	2	13	12%
Public Works and Utilities	10	62	28	8	4	21	11%
21. The staff of the City were easily accessible when I needed assistance in resolving problems in the functions of:							
Building and Safety	21	74	15	19	10	11	21%
Planning	12	57	30	16	8	16	20%
Public Works and Utilities	5	53	26	19	6	23	23%
22. The Planning Commission treated me fairly.	11	42	32	0	9	33	10%
23. The Planning Commission members were courteous during the hearing.	10	60	28	7	2	37	8%
24. The City Council treated me fairly.	6	41	27	14	8	47	23%
25. The City Council members were courteous during the hearing.	9	52	25	3	2	44	5%
26. I found the input from the Planning Commission useful in the hearing process. <input type="checkbox"/> 48 Yes <input type="checkbox"/> 44 No							
27. Three departments are most involved in development review, plan checking and inspections in the city of Lincoln. They are Building and Safety, Planning, and Public Works and Utilities. If you experienced coordination problems between any two departments, please list them below. Coordination problems between _____ and _____ Coordination problems between _____ and _____							
28. Please add any comments or suggestions you may have that will improve our process or customer service. Please give us at least one idea. _____ _____ _____ _____ _____ _____ _____							

Questions 12 through 21 relate to the three primary departments of Building and Safety, Planning and Public Works and Utilities.

Two of the ten questions had positive responses. Joint meetings with the departments were conducted in an orderly manner, Question 13. Also, staff was considered courteous, Question 20.

Responses to the other eight questions were very negative as shown in Table 14.

**Table 14
Customer Survey Responses By Department**

Department	Average Negative Scores for Eight Questions	Number of Questions Where Negative Responses Exceed 30%
Building and Safety	29.75%	2
Planning	33.25%	4
Public Works and Utilities	32.3%	6

The average negative scores for all three departments were close to 30% or more. Building and Safety had 25% of the questions exceeding 30%, Planning 50% of the questions exceeding 30% and Public Works 75% of the questions exceeding 30% negative. These are some of the highest negatives we have seen in our studies. With this many negative responses, a question-by-question analysis is not productive. Rather, major improvements are called for across all three functions.

The one question that scored very high negatives for all three departments was Question 19 where roughly half or more of the respondents said that turnaround time for review and approval or disapproval of their application was longer in Lincoln than other cities where they have filed applications, i.e. 48%, 53% and 51% negative.

Another question with very high negative responses was Question 15 where respondents said that when the City staff found problems in the project, they were not thorough and clear in explaining what needed to be corrected, i.e. 35%, 43%, and 38% negative.

Segmented Questions

In order to gain insight into the responses we cross-tallied the results by several categories with the results shown in Appendix E. Categories were:

- **Commercial vs. Residential Development (Question 2 sort)**

Question 2 responses are shown in Table 15. As can be seen in the Table, scores for commercial became more negative than those for all respondents and scores for residential became less negative. This has some serious

ramifications for Lincoln given the City’s approach to economic development, which mostly impacts the commercial and industrial sectors. Of particular note were the commercial responses to Question 19 concerning approval or disapproval of applications related to other cities. Negatives were 70% for Building and Safety, 80% for Planning and 76% for Public Works and Utilities.

Table 15
Customer Survey Responses By Department For Eight Questions, Separated by Commercial and Residential Respondents

Department	For All Respondents		For Commercial		For Residential	
	Average Negative Scores	Number of Questions Where Negative Responses Exceed 30%	Average Negative Scores	Number of Questions Where Negative Responses Exceed 30%	Average Negative Scores	Number of Questions Where Negative Responses Exceed 30%
Building and Safety	29.75%	2	44.25	7	20.1	2
Planning	33.25%	4	42.9	6	30.5	6
Public Works and Utilities	32.3%	6	37.4	6	25.0	3

- **Those who have participated in the development process in other cities, (Question 6)**

Question 6 responses sorted by those who only develop in Lincoln from those that also develop elsewhere are shown in Table16. As can be seen in the Table, negative score increase for those that have developed in other communities and decrease for those who have only developed in Lincoln. Since the City is interested in economic development, the opinion of those applicants that develop outside of Lincoln should be of major concern to the City.

Table 17
Customer Survey Responses By Department For Eight Questions, Separated by Those Who Develop In Other Cities and Those Who Only Develop In Lincoln

Department	For All Respondents		Other Cities		Only Lincoln	
	Average Negative Scores	Number of Questions Where Negative Responses Exceed 30%	Average Negative Scores	Number of Questions Where Negative Responses Exceed 30%	Average Negative Scores	Number of Questions Where Negative Responses Exceed 30%
Building and Safety	29.75%	2	34.4	6	11.5	0
Planning	33.25%	4	39.4	6	18.5	0
Public Works and Utilities	32.3%	6	38.3	6	17.3	0

- **Applications that required waivers (Question 9)**

The topic of waivers was a big issue in the focus groups. As such we decided to segment the survey responses by those that required waivers and those that did not, as shown in Table 18. As would be expected the negative scores were higher for those that required waivers and lower for those that did not.

Table 18
Customer Survey Responses By Department For Eight Questions, Separated by Those Who Required Waivers and Those That Did Not

Department	For All Respondents		Required Waivers		No Waivers	
	Average Negative Scores	Number of Questions Where Negative Responses Exceed 30%	Average Negative Scores	Number of Questions Where Negative Responses Exceed 30%	Average Negative Scores	Number of Questions Where Negative Responses Exceed 30%
Building and Safety	29.75%	2	41.1	7	20.5	1
Planning	33.25%	4	44.1	7	23.0	1
Public Works and Utilities	32.3%	6	44.1	7	20.3	1

Policy Makers

Questions 22 to 26 related to the Planning Commission and City Council. Overall the responses to these questions were positive except:

- 23% felt the City Council did not treat them fairly.
- 44% felt the input from the Planning Commission in the hearing process was not useful.

Coordination Between Departments

Question 27 asked if there were coordination problems between any of the three departments. As can be seen in Table 19, problems primarily exist between Planning and Building and Safety, and Planning and Public Works and Utilities.

Table 19
Coordination Problems Between Functions

Function	Number of Negative Responses
Planning and Building and Safety	20
Planning and Public Works and Utilities	18
Building and Safety and Public Works and Utilities	7

D. NARRATIVE COMMENTS

The comments summarized in this report from the focus groups and policy makers provide specific ideas that should be reviewed by the relevant departments.

- 62. Recommendation:** City departments should review the comments from the focus groups and policy makers to brainstorm possible improvement activities.

VIII. EMPLOYEE PERCEPTIONS

Two confidential questionnaires were completed by many of the City employees who work with development review and approval.

A short, closed-ended questionnaire (shown in Appendix B) was completed at a staff meeting by 77 employees and collected by the consultants. The raw scores and tallies of this survey are also shown in Appendix B. Detailed scores are only shown for departments where there were three or more questionnaires in order to maintain confidentiality.

A longer, 11-page questionnaire (shown in Appendix C) was completed by 32 employees and mailed to the consultants in San Diego to assure confidentiality. Information obtained from these questionnaires was essential to our analysis. The number of questionnaires returned is shown in Table 20. In most of our studies, only half of the employees that complete the short questionnaire take the time to complete the long questionnaire.

Table 20
Number of Employees Responding to Questionnaires

Function	Number of Short Questionnaires	Average Response to Short Questionnaire	Number of Responses With Averages Under 3.0	Number of Long Questionnaires
Building & Safety, Other	9	4.42	0	5
Building & Safety, Plan Review	10	4.02	0	3
Department Heads	4	3.75	2	1
Planning, Development Review	5	3.51	4	4
Planning, Other	13	3.55	6	7
Public Works & Utilities, Engineering Services	16	3.51	5	3
Public Works & Utilities, Maintenance	3	3.34	9	0
Public Works & Utilities, Other	9	4.43	4	7
Public Works & Utilities, Utilities	8	3.09	12	2

The short questionnaire also asked employees to list pet peeves and give suggestions for improvements. These confidential comments were used as part of our analysis for this report.

The short, closed-ended questionnaire consisted of a series of statements to be rated by the respondents. Responses were tallied and averaged and the raw scores are displayed in Appendix B. The statements were designed to elicit the mood and feelings of each employee about overall division or department excellence. For each of the 28 statements, the employee was asked to respond as follows:

- | | |
|-----------------------|--------------------|
| 1 – Strongly Disagree | 4 – Somewhat Agree |
| 2 – Somewhat Disagree | 5 – Strongly Agree |
| 3 – Neutral | 6 – Not Applicable |

Generally, the higher the rating (i.e., 4’s and 5’s) the better the employee perceives the subject area and the more excellent the division or department.

We’ve conducted this survey in many development departments and divisions. Generally, a score below 3.0 is an indication of issues that need to be addressed. We like to see average scores in the high 3’s and 4’s. We believe that the scores give a reasonably accurate assessment of the employee’s view of their division or department.

Some employees in filling out the surveys indicated the Division of the department they worked in. In these cases we segmented the responses. Those that did not indicate a Division are shown as “Other.” As can be seen in Table 20, all departments and divisions had average scores of 3.09 or higher. This is better than we see in many of our studies. Specific issue areas are discussed below.

Building Department

Average scores for the Building Department exceeded 4.0, which is very good. Additionally, no single question was scored below 3.0.

Department Heads

The department heads felt that the City’s development review processes are unnecessarily complex or burdensome on the applicant. Question 1 was scored 2.5.

They also felt that the City does not have an effective process for listening to citizen or client concerns. Question 13 was scored 2.5.

These are useful responses in that the department heads feel these are important issues. However, they are also interesting responses since it is the department heads who should be taking the lead to solve both of these issues.

63. Recommendation: The department heads should take the lead in simplifying the development process and developing effective ways for listening to citizen and client concerns.

Planning Department

Both Divisions in the Planning Department had low responses to Questions 17, 18 and 21. Seventeen addresses lack of training, 18 addresses management not discussing objectives and program with employees regularly, and 21 the lack of practical risk-taking and support for positive efforts. All three of these items address the management and supervision of the Department and should be the focus for Department staff meetings.

The surveys for “other” employees in the Planning Department are also worth investigating. Seven of the 13 employees said they do not have enough time to do their work, Question 25 with a 2.92 average. This could mean that there is a work distribution problem within the Department.

Low scores were also received for Questions 19 and 27 addressing communication issues within the Department.

64. Recommendation: The Planning Department management and supervisors should use responses to the employee questionnaire, Questions 17, 18, 19, 21, 25 and 27 as a focus for staff meeting discussion.

Public Works and Utilities

There are four separate sections of responses from employees in Public Work and Utilities. Three of the four sections responded negatively to the following questions:

- Question 7, concerning problems with records management.
- Question 17, concerning a lack of training.
- Question 18, discussing management not discussing objectives, programs and results with employees regularly.
- Question 25, indicating employees not having enough time to do their work.
- Question 26, with employees feeling they are not kept abreast of changes that affect them.

These are all important questions that need to get addressed in Public Works and Utilities.

- 65. Recommendation:** The five employee questions with low scores should be the focus of a management meeting within Public Works with direction set to address these issues.

Public Works & Utilities, Engineering Services

Seven of the 16 employees in Engineering Services answered low scores to Question 27 indicating a lack of good teamwork and communication between the different divisions. This should first be the focus for a discussion within the Engineering Services Division and then this information should be shared with the rest of the Department in a managers meeting.

- 66. Recommendation:** Managers in Engineering Services should address employee concerns about lack of teamwork between different divisions within Public Works and Utilities.

Public Works & Utilities, Utility Division

Twelve of the 28 questions or 44% were answered negatively by the employees of the Utility Division. This division also had the lowest overall score to the questions of 3.09. These low responses are extensive enough that the division needs to have an open discussion about the responses. It could also be useful for the Public Works Director to meet independently with Utility Division staff to discuss these issues.

- 67. Recommendation:** Discussions should take place within the Utility Division to discuss the low answers to the employee questionnaire. It may be useful to have an outside facilitator for this discussion.

Appendix A

Persons Interviewed

Building and Safety Department

Michael Merwick, Director
Chuck Zimmerman, Building Services Manager
Dale Stertz, Chief Plans Examiner
Ron Rehtus, Plan Review Engineer
Terry Kathe, Zoning Coordinator
Wilma McCamley, Administrative Officer
Lana Tolbert, Flood Plain Plans Examiner
Bill Fiedler, Fire Plan Review

Mayor and City Council

Coleen J. Seng, Mayor
Annette Mc Roy, City Council
Dan Marvin, City Council
Jonathan Cook, City Council
Patte Newman, City Council
Jon Camp, City Council

Other

Mark Bowman, Mayor's Chief of Staff
Darl Naumann, Aide to the Mayor for Economic Development
Ann Harrell, Aide to the Mayor
Bob Lezotte, Private Architect
Justin Daniel, Senior Environmental Health Specialist
Ernest "Rick" Peo III, Chief Assistant City Attorney
Mike Lang, Lincoln Electric System
Planning Commission
Jon Carlson, Planning Commission Chair
Eugene Carroll, Planning Commission Vice Chair
Mary F. Strand, Planning Commissioner
Gerry Krieser, Planning Commissioner
Roger Larson, Planning Commissioner
Dick Esseks, Planning Commissioner
Melinda Pearson, Planning Commissioner
Lynn Sunderman, Planning Commissioner
Tommy Taylor, Planning Commissioner

Planning Department

Marvin Krout, Director of Planning
Jean Walker, Administrative Officer
Kent Morgan, Assistant Director of Planning
Ray Hill, Principal Planner, Development Review
Stephen Henrichsen, Principal Planner, Special Projects
Mike DeKalb, Planner II
Sara Hartzell, Planner I
Brian J. Will, Planner II
Cindy Dittmann, GIS Analyst
Duncan Ross, Planner I
David Cary, Planner I
Greg Czaplewski, Planner I

Public Works and Utilities

Karl A. Fredrickson, Director
Michaela Hansen, Business Manager
Nicole Tooze, Public Works Special Projects Administrator
Devin Besekler, Water Shed Engineer

Nick Melvin, Operations Supper- Water Utility
Jerry Obarist, Chief Engineer – Water Utility
Steve Owen, Supt. Of Water Distribution
Larry Worth, Transit Manager
Steve Masters, Utilities Administrator
Charles Baker, Senior Engineering Technician
Brian Kramer, Supt. Of Waste Collection
Randy Hovlins, Traffic Engineer
Roger Figard, City Engineer
Chad Blahak, Engineer
Doug Luedtke, Assistant Public Works/Utilities Business Manager

Urban Development Department

Dallas A. McGee, Assistant Director
Wynn Hfermstat, Community Development Manager

Appendix B

Employee Short Questionnaire

**City of Lincoln
Employee Questionnaire
Building Safety - Other**

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Emp #9	Ave
#1	N/A	1	4	3	4	3	3	3	3	3.00
#2	5	5	5	4	N/A	4	3	3	5	4.25
#3	5	5	5	5	5	5	5	5	5	5.00
#4	5	5	5	5	4	5	5	4	5	4.78
#5	5	5	5	5	5	5	5	4	5	4.89
#6	5	3	4	4	5	4	5	5	4	4.33
#7	5	5	5	3	5	3	5	2	5	4.22
#8	5	5	4	5	5	5	4	5	5	4.78
#9	5	5	4	5	4	5	5	5	5	4.78
#10	N/A	5	5	5	5	5	4	5	N/A	4.86
#11	5	5	5	4	4	4	5	4	4	4.44
#12	5	5	5	5	5	4	5	5	4	4.78
#13	3	4	5	5	5	3	5	5	5	4.44
#14	5	5	4	5	5	5	5	5	5	4.89
#15	5	5	5	5	5	4	5	5	5	4.89
#16	5	4	5	5	4	5	5	4	5	4.67
#17	5	4	5	4	5	4	4	4	3	4.22
#18	4	4	4	3	3	3	5	4	4	3.78
#19	5	5	4	4	4	5	5	5	4	4.56
#20	4	4	5	4	4	5	5	5	5	4.56
#21	4	4	5	4	4	4	5	4	4	4.22
#22	5	5	5	5	4	5	5	5	5	4.89
#23	5	5	5	5	5	4	5	5	5	4.89
#24	5	2	5	5	3	4	5	5	5	4.33
#25	3	2	4	5	4	3	3	4	4	3.56
#26	5	3	5	5	4	4	5	4	4	4.33
#27	4	4	3	5	3	3	4	4	5	3.89
#28	4	5	3	3	5	3	3	3	4	3.67
Ave	4.65	4.25	4.57	4.46	4.37	4.14	4.57	4.32	4.52	4.42

**City of Lincoln
Employee Questionnaire
Building Safety – Plan Review**

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Emp #9	Emp #10	Ave
#1	3	2	4	2	4	2	4	2	4	3	3.00
#2	3	5	3	2	5	4	5	5	4	5	4.10
#3	4	5	4	4	5	5	5	5	5	5	4.70
#4	3	5	5	5	5	2	5	5	5	4	4.40
#5	4	4	5	5	5	4	5	4	5	4	4.50
#6	3	3	5	2	4	5	5	5	3	3	3.80
#7	2	1	4	4	4	5	5	5	2	4	3.60
#8	4	4	3	5	3	5	5	5	3	4	4.10
#9	5	5	3	4	5	5	5	5	5	4	4.60
#10	4	5	5	3	5	5	5	5	5	4	4.60
#11	4	5	5	3	4	5	5	5	3	4	4.30
#12	2	5	5	5	4	5	5	5	3	5	4.40
#13	2	4	3	3	4	5	5	4	2	4	3.60
#14	4	2	5	4	4	5	5	5	5	5	4.40
#15	4	4	4	3	4	5	5	5	4	4	4.20
#16	2	1	4	2	5	4	5	5	1	4	3.30
#17	2	4	5	4	5	5	5	5	1	3	3.90
#18	3	1	4	2	5	4	5	4	2	3	3.30
#19	2	2	3	4	5	5	5	5	3	4	3.80
#20	3	4	5	5	5	5	5	5	5	4	4.60
#21	3	2	5	3	4	5	5	5	5	4	4.10
#22	2	4	5	4	4	5	5	5	4	3	4.10
#23	4	4	5	4	4	5	5	5	4	5	4.50
#24	2	2	3	5	3	5	5	5	5	5	4.00
#25	2	4	5	2	3	4	1	5	5	4	3.50
#26	4	2	5	5	4	4	5	5	4	4	4.20
#27	3	2	5	2	5	4	3	4	4	3	3.50
#28	4	2	4	3	3	4	3	4	4	4	3.50
Ave	3.11	3.32	4.32	3.54	4.29	4.50	4.68	4.71	3.75	4.00	4.02

**City of Lincoln
Employee Questionnaire
Department Heads**

	Emp #1	Emp #2	Emp #3	Emp #4	Ave
#1	2	2	4	2	2.50
#2	2	4	3	4	3.25
#3	3	4	5	5	4.25
#4	5	5	5	5	5.00
#5	5	5	5	5	5.00
#6	3	4	4	4	3.75
#7	4	3	4	2	3.25
#8	5	4	4	4	4.25
#9	5	4	5	4	4.50
#10	3	4	5	N/A	4.00
#11	3	4	4	2	3.25
#12	3	4	3	4	3.50
#13	2	2	4	2	2.50
#14	3	5	5	4	4.25
#15	3	4	4	4	3.75
#16	3	4	4	5	4.00
#17	4	1	3	4	3.00
#18	3	5	4	4	4.00
#19	3	5	3	4	3.75
#20	2	4	4	5	3.75
#21	2	4	3	3	3.00
#22	3	4	4	4	3.75
#23	3	4	4	4	3.75
#24	4	4	5	2	3.75
#25	4	4	3	4	3.75
#26	4	4	4	2	3.50
#27	3	5	4	5	4.25
#28	2	5	4	4	3.75
Ave	3.25	3.96	4.04	3.74	3.75

**City of Lincoln
Employee Questionnaire
Planning – Development Review**

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Ave
#1	5	4	1	3	2	3.00
#2	2	5	1	4	4	3.20
#3	4	5	4	5	5	4.60
#4	4	5	5	5	5	4.80
#5	2	5	5	5	4	4.20
#6	3	2	N/A	3	N/A	2.67
#7	5	4	1	4	4	3.60
#8	3	5	1	5	3	3.40
#9	3	5	2	5	3	3.60
#10	3	4	4	5	4	4.00
#11	5	4	1	5	4	3.80
#12	4	4	1	4	4	3.40
#13	5	4	1	3	2	3.00
#14	4	4	1	5	2	3.20
#15	3	5	5	4	4	4.20
#16	4	4	1	5	2	3.20
#17	3	4	1	5	1	2.80
#18	3	4	1	5	1	2.80
#19	5	5	2	5	2	3.80
#20	5	4	5	5	3	4.40
#21	3	4	1	5	1	2.80
#22	3	4	1	5	2	3.00
#23	5	5	4	4	3	4.20
#24	5	5	1	5	1	3.40
#25	5	2	1	4	5	3.40
#26	5	4	1	4	3	3.40
#27	3	4	1	4	4	3.20
#28	3	4	1	4	4	3.20
Ave	3.82	4.21	2.00	4.46	3.04	3.51

**City of Lincoln
Employee Questionnaire
Planning – Other**

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Emp #9	Emp #10	Emp #11	Emp #12	Emp #13	Ave
#1	4	3	2	4	4	4	3	5	2	4	4	4	2	3.46
#2	5	3	5	4	5	4	4	4	2	4	5	5	4	4.15
#3	4	3	4	4	5	4	4	5	4	4	4	5	2	4.00
#4	5	5	5	5	5	5	2	4	5	5	5	5	5	4.69
#5	5	5	5	5	5	5	5	4	5	4	4	5	5	4.77
#6	N/A	N/A	N/A	4	3	N/A	4	3	N/A	3	N/A	N/A	3	3.33
#7	4	2	5	5	4	4	4	5	4	2	3	3	4	3.77
#8	4	2	N/A	4	4	4	4	4	4	2	3	4	2	3.42
#9	2	2	N/A	N/A	5	5	4	5	4	N/A	N/A	4	2	3.67
#10	3	N/A	N/A	N/A	4	5	N/A	4	4	N/A	N/A	4	2	3.71
#11	4	4	3	4	5	4	4	3	3	4	3	5	1	3.62
#12	4	4	4	5	5	4	4	3	4	5	3	5	1	3.92
#13	2	3	4	4	4	3	4	3	2	4	4	5	2	3.38
#14	5	3	4	4	5	3	4	2	4	2	3	1	3	3.31
#15	5	4	4	3	5	4	4	5	4	4	3	4	3	4.00
#16	4	3	5	2	5	3	5	4	2	3	4	3	1	3.38
#17	4	1	4	2	2	3	5	2	1	1	3	3	1	2.46
#18	2	1	4	2	2	2	5	2	1	1	3	3	2	2.31
#19	4	1	4	2	4	3	4	2	2	2	5	2	3	2.92
#20	5	3	5	4	4	4	5	5	4	5	5	5	4	4.46
#21	4	3	4	3	3	4	4	2	2	2	3	1	3	2.92
#22	4	3	4	3	4	4	4	3	2	5	3	2	1	3.23
#23	5	3	4	4	4	4	4	5	4	4	3	5	3	4.00
#24	5	3	5	4	5	4	5	4	1	3	5	2	4	3.85
#25	2	2	5	5	2	3	5	1	1	3	5	2	2	2.92
#26	4	2	5	4	5	3	5	3	4	2	5	2	4	3.69
#27	4	2	3	5	4	2	2	4	4	1	2	4	1	2.92
#28	4	3	3	5	4	2	2	5	2	2	3	4	3	3.23
Ave	3.96	2.81	4.17	3.85	4.14	3.67	4.04	3.61	3.00	3.12	3.72	3.59	2.61	3.55

**City of Lincoln
Employee Questionnaire
Public Works Utilities – Engineering Services**

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8
#1	3	4	3	2	4	4	4	3
#2	4	4	4	2	2	4	5	3
#3	4	3	5	2	2	5	5	3
#4	2	5	5	5	5	4	5	5
#5	4	4	5	5	5	5	5	5
#6	2	3	3	4	1	3	5	4
#7	2	3	2	4	1	4	5	2
#8	2	4	3	2	1	3	4	3
#9	3	5	5	4	2	N/A	4	3
#10	3	2	4	3	N/A	N/A	N/A	N/A
#11	4	4	3	1	3	4	3	4
#12	4	1	3	1	2	5	4	4
#13	2	4	2	1	4	3	5	4
#14	3	2	2	1	4	3	5	4
#15	4	5	3	2	4	5	5	4
#16	4	2	4	2	4	5	5	4
#17	2	2	1	3	1	4	2	3
#18	4	1	2	2	2	4	3	3
#19	2	1	2	1	4	5	5	3
#20	4	4	5	2	4	5	4	4
#21	4	2	2	1	2	4	5	3
#22	2	2	4	2	4	4	4	4
#23	3	5	4	3	2	5	4	4
#24	4	2	3	1	5	4	4	3
#25	3	1	2	4	5	1	4	3
#26	2	1	4	2	4	4	3	3
#27	2	1	3	1	2	4	4	2
#28	2	2	3	2	4	4	4	2
Ave	3.00	2.82	3.25	2.32	3.07	4.04	4.26	3.41

Public Works Utilities – Engineering Services Continued

	Emp #9	Emp #10	Emp #11	Emp #12	Emp #13	Emp #14	Emp #15	Emp #16	Ave
#1	3	3	3	5	2	4	4	2	3.31
#2	5	5	5	5	2	2	5	3	3.75
#3	5	5	5	5	3	3	5	4	4.00
#4	5	5	5	5	5	2	5	1	4.31
#5	5	5	5	5	5	4	5	2	4.63
#6	5	3	5	5	4	3	5	3	3.63
#7	4	4	4	5	2	2	4	4	3.25
#8	5	4	4	5	4	4	5	3	3.50
#9	4	4	5	5	2	5	5	4	4.00
#10	4	5	5	4	4	2	5	5	3.83
#11	5	5	5	5	2	2	5	1	3.50
#12	5	5	5	5	3	4	5	1	3.56
#13	4	4	5	4	3	3	5	4	3.56
#14	3	2	5	3	2	3	5	4	3.19
#15	5	5	5	4	2	3	5	4	4.06
#16	5	5	5	4	2	4	4	2	3.81
#17	1	2	3	3	2	1	2	2	2.13
#18	4	4	2	4	2	2	2	2	2.69
#19	4	5	5	4	2	4	3	2	3.25
#20	5	5	5	4	4	3	5	4	4.19
#21	4	4	4	4	4	3	2	3	3.19
#22	4	4	3	4	3	2	5	3	3.38
#23	5	4	5	4	3	3	5	4	3.94
#24	4	4	5	4	3	4	4	2	3.50
#25	1	1	5	4	3	4	2	4	2.94
#26	4	4	4	4	2	2	2	1	2.88
#27	4	4	5	4	3	2	3	2	2.88
#28	4	4	5	5	4	4	3	3	3.44
Ave	4.14	4.07	4.54	4.36	2.93	3.00	4.11	2.82	3.51

**City of Lincoln
Employee Questionnaire
Public Works Utilities – Maintenance**

	Emp #1	Emp #2	Emp #3	Ave
#1	4	4	2	3.33
#2	5	1	4	3.33
#3	2	4	2	2.67
#4	5	4	5	4.67
#5	5	5	5	5.00
#6	4	4	3	3.67
#7	2	3	3	2.67
#8	4	4	1	3.00
#9	5	4	N/A	4.50
#10	4	3	N/A	3.50
#11	2	3	4	3.00
#12	4	2	2	2.67
#13	4	2	4	3.33
#14	5	3	4	4.00
#15	5	4	5	4.67
#16	4	4	1	3.00
#17	2	2	1	1.67
#18	4	4	2	3.33
#19	2	4	2	2.67
#20	4	4	4	4.00
#21	4	4	3	3.67
#22	4	2	3	3.00
#23	5	4	2	3.67
#24	4	1	2	2.33
#25	2	4	2	2.67
#26	4	1	2	2.33
#27	4	2	2	2.67
#28	5	4	N/A	4.50
Ave	3.86	3.21	2.80	3.34

**City of Lincoln
Employee Questionnaire
Public Works Utilities – Other**

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Emp #9	Ave
#1	2	4	2	3	2	4	2	4	4	3.00
#2	3	5	5	2	4	3	4	5	5	4.00
#3	2	5	4	5	2	1	4	5	5	3.67
#4	5	4	4	5	1	5	3	5	5	4.11
#5	5	5	5	5	5	5	4	4	5	4.78
#6	2	3	3	3	2	4	3	4	5	3.22
#7	1	2	4	5	2	2	2	4	4	2.89
#8	5	5	4	2	5	2	2	5	5	3.89
#9	3	2	N/A	1	N/A	2	2	5	5	2.86
#10	2	N/A	N/A	5	N/A	3	4	3	5	3.67
#11	2	4	2	4	2	2	3	5	4	3.11
#12	4	4	2	2	4	4	3	5	5	3.67
#13	4	4	2	4	4	4	4	4	5	3.89
#14	3	4	5	4	5	3	4	3	5	4.00
#15	5	5	5	4	4	4	3	5	5	4.44
#16	5	2	4	4	5	4	2	5	5	4.00
#17	5	1	4	4	1	2	2	5	4	3.11
#18	1	2	2	2	4	2	1	4	4	2.44
#19	3	4	4	4	2	4	1	5	5	3.56
#20	4	5	4	4	5	5	4	5	4	4.44
#21	4	4	4	4	5	1	2	4	5	3.67
#22	5	4	2	4	4	3	2	5	4	3.67
#23	4	5	4	5	5	5	4	5	4	4.56
#24	2	4	3	4	4	5	3	5	3	3.67
#25	2	1	5	2	2	5	3	3	2	2.78
#26	4	2	4	2	4	2	2	5	4	3.22
#27	3	4	2	1	5	2	2	5	4	3.11
#28	2	5	4	3	4	3	3	4	4	3.56
Ave	3.29	3.67	3.58	3.46	3.54	3.25	2.79	4.50	4.43	3.61

**City of Lincoln
Employee Questionnaire
Public Works Utilities – Utilities**

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Ave
#1	N/A	1	3	4	4	2	3	4	3.00
#2	N/A	4	2	5	3	3	3	2	3.14
#3	N/A	3	3	4	2	2	3	2	2.71
#4	5	4	5	4	4	5	5	5	4.63
#5	5	4	5	3	4	5	5	5	4.50
#6	N/A	2	2	5	1	2	3	1	2.29
#7	2	5	2	3	2	4	3	2	2.88
#8	N/A	1	3	3	5	4	1	2	2.71
#9	4	1	N/A	4	4	N/A	N/A	3	3.20
#10	N/A	4	N/A	4	4	N/A	N/A	2	3.50
#11	4	2	5	3	3	2	1	2	2.75
#12	2	1	5	3	2	2	1	1	2.13
#13	2	2	5	3	4	4	1	2	2.88
#14	4	5	2	4	2	4	1	3	3.13
#15	5	3	5	4	3	3	5	4	4.00
#16	2	2	2	4	3	4	2	3	2.75
#17	4	4	1	1	1	4	1	1	2.13
#18	1	2	2	2	4	3	1	2	2.13
#19	1	4	4	4	4	2	1	4	3.00
#20	5	5	5	4	2	4	1	4	3.75
#21	4	3	5	4	2	2	2	3	3.13
#22	4	4	5	3	4	4	2	2	3.50
#23	4	4	5	4	2	4	2	4	3.63
#24	4	5	5	4	2	1	1	1	2.88
#25	5	5	2	3	4	2	1	4	3.25
#26	4	5	2	3	3	2	1	2	2.75
#27	4	3	N/A	3	3	5	N/A	2	3.33
#28	4	N/A	N/A	4	3	2	N/A	2	3.00
Ave	3.59	3.26	3.54	3.54	3.00	3.12	2.08	2.64	3.09

Appendix C

Employee Long Questionnaire

City of Lincoln

Development Review Process Study

Employee Name _____ Job Title _____

Department _____ Division _____

The following questionnaire is an important and essential part of the study being conducted by Zucker Systems. The study is aimed at improving effectiveness and efficiency for the City’s development review processes. Your ideas and thoughts are essential to the process. This questionnaire will supplement other work being undertaken by the consultants.

Please complete this questionnaire and return it in a sealed envelope to Zucker Systems, 1545 Hotel Circle South, Suite 300, San Diego, CA 92108-3415 no later than a week from today. Take your time in answering the questions and be as complete as possible. You are encouraged to include attachments or examples. If you wish you may email your response to paul@zuckersystems.com. You may obtain an email version from _____.

Your comments may be merged with others and included in our report; however, the consultants will not identify individuals in relation to specific comments. Your responses and comments will be held in confidence.

Thank you for your help.

Paul C. Zucker, President, Zucker Systems

- 1. What do you see as the major **strengths** of the City’s development review process – the things you do well?

- 2. What do you see as the major **weaknesses** of the City’s development review process and what can be done to eliminate these weaknesses?

3. What important policies, services or programs are no longer pursued or have never been pursued that you feel should be added?

4. Do you feel any of the City's ordinances, policies, plans, or procedures should be changed as related to your work? If so, list them and explain why.

5. Are there any programs, activities or jobs you would eliminate or reduce and why?

6. How would you describe the goals or mission of your Department/ Division?

7. What would help you perform your specific duties more effectively and efficiently?

8. What problems, if any, do you experience with Division or Department records or files and what should be done to eliminate these problems?

9. Are there any problems in providing good service to your customers? If so, please list them and give us recommendations to solve these problems.

10. Do you feel that the processing of development reviews, permit applications or inspections should be shortened, sped up or simplified? If so, what do you suggest?

11. What suggestions do you have for improving internal communication in your Department or Division?

12. Do you have any difficulty in carrying out your functions due to problems between other departments or divisions? If so, please explain and provide suggestions on how to correct these problems.

13. Have you received sufficient training for your responsibilities? If not, please comment and indicate areas you would like more training.

14. What functions are you currently handling manually that you believe could or should be automated? (Please be specific.)

15. What functions that are currently computer-automated need improvement? List your suggested improvements.

16. What problems, if any, do you have with the telephone system and what would you suggest to correct the problems?

17. What problems, if any, do you have with the email system and what do you suggest to correct these problems?

18. Do you have all the equipment you need to properly do your job? If not, please list what you need.

19. Please provide comments concerning good or bad aspects of the City's organizational structure for development review and approval processes. Provide any suggestions for improvement or changes.

20. Do you use consultants or should consultants be used for any of the plan check/permit/inspections processes or any of the related functions in your Department or Division?

21. If you use consultants for any of the plan check/permit/inspection process, what problems, if any, do you experience with these consultants and what would you recommend to correct this problem?

22. Please list the major tasks or work activity you undertake and provide a rough estimated percentage of your time for each task. The percentages should total 100%. If appropriate, relate your time to specific types of development reviews or permits.

<u>Task</u>	<u>Percent</u>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
	100%

23. If you are short of time to do your work, what changes would you recommend to correct this problem?

24. Are the relations between your office and field staff working well? If not, what would you recommend to improve them?

25. What additional handouts to the public or changes to existing handouts to the public would be helpful?

26. What changes if any would you recommend for the City's web page or e-government applications?

27. What changes, if any, would you recommend in relation to the GIS program?

28. List any other topics you would like the consultants to consider, or other suggestions you have for your Division, Department or City. Take your time and be as expansive as possible.

Note: We will interview many, but possibly not all, staff. If you would like a confidential interview we will try to do so. Let us know by phone, email or in person. Also, feel free to call us at 1.800.870.6306 or email to paul@zuckersystems.com to discuss any concerns or provide recommendations. When calling, ask for Paul.

Appendix D

Segmented Customer Surveys

City of Lincoln
Development Process – Customer Service Survey
New Commercial or Industrial or Remodel or Tenant Improvement to
Commercial Building
Answers Sorted by Question 2

<p>1. Please check off the types of development actions you have applied for through the City during the past 12 months.</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><input type="checkbox"/> 27 Building Permit</td> <td style="width: 33%;"><input type="checkbox"/> 23 Impact Fee Permit</td> <td style="width: 33%;"><input type="checkbox"/> 5 Waiver</td> </tr> <tr> <td><input type="checkbox"/> 15 Change of Zone</td> <td><input type="checkbox"/> 14 Preliminary & Final Plat Review</td> <td><input type="checkbox"/> 13 Zoning Special Permit or Special Use Permit</td> </tr> <tr> <td><input type="checkbox"/> 20 Curb Cut or Encroachment Permit</td> <td><input type="checkbox"/> 14 Sidewalk Permit</td> <td></td> </tr> <tr> <td colspan="3"><input type="checkbox"/> 0 Other (list) _____</td> </tr> </table>	<input type="checkbox"/> 27 Building Permit	<input type="checkbox"/> 23 Impact Fee Permit	<input type="checkbox"/> 5 Waiver	<input type="checkbox"/> 15 Change of Zone	<input type="checkbox"/> 14 Preliminary & Final Plat Review	<input type="checkbox"/> 13 Zoning Special Permit or Special Use Permit	<input type="checkbox"/> 20 Curb Cut or Encroachment Permit	<input type="checkbox"/> 14 Sidewalk Permit		<input type="checkbox"/> 0 Other (list) _____		
<input type="checkbox"/> 27 Building Permit	<input type="checkbox"/> 23 Impact Fee Permit	<input type="checkbox"/> 5 Waiver										
<input type="checkbox"/> 15 Change of Zone	<input type="checkbox"/> 14 Preliminary & Final Plat Review	<input type="checkbox"/> 13 Zoning Special Permit or Special Use Permit										
<input type="checkbox"/> 20 Curb Cut or Encroachment Permit	<input type="checkbox"/> 14 Sidewalk Permit											
<input type="checkbox"/> 0 Other (list) _____												
<p>2. Please indicate what the permit or approval was for.</p> <table style="width: 100%; border: none;"> <tr><td><input type="checkbox"/> 11 New single family</td></tr> <tr><td><input type="checkbox"/> 7 Remodel or addition to single family</td></tr> <tr><td><input type="checkbox"/> 28 New commercial or industrial building</td></tr> <tr><td><input type="checkbox"/> 28 Remodel or tenant improvement to commercial building</td></tr> <tr><td><input type="checkbox"/> 1 Other (list) _____</td></tr> </table>	<input type="checkbox"/> 11 New single family	<input type="checkbox"/> 7 Remodel or addition to single family	<input type="checkbox"/> 28 New commercial or industrial building	<input type="checkbox"/> 28 Remodel or tenant improvement to commercial building	<input type="checkbox"/> 1 Other (list) _____							
<input type="checkbox"/> 11 New single family												
<input type="checkbox"/> 7 Remodel or addition to single family												
<input type="checkbox"/> 28 New commercial or industrial building												
<input type="checkbox"/> 28 Remodel or tenant improvement to commercial building												
<input type="checkbox"/> 1 Other (list) _____												
<p>3. Please indicate how often you work with the City's development review, plan checking, or inspections process.</p> <table style="width: 100%; border: none;"> <tr><td><input type="checkbox"/> 0 One time user of the process</td></tr> <tr><td><input type="checkbox"/> 28 Frequent user of the process</td></tr> </table>	<input type="checkbox"/> 0 One time user of the process	<input type="checkbox"/> 28 Frequent user of the process										
<input type="checkbox"/> 0 One time user of the process												
<input type="checkbox"/> 28 Frequent user of the process												
<p>4. Please check if you participated as an:</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 8 Architect</td> <td><input type="checkbox"/> 18 Contractor</td> <td><input type="checkbox"/> 1 Engineer</td> </tr> <tr> <td><input type="checkbox"/> 1 Attorney</td> <td><input type="checkbox"/> 10 Developer</td> <td><input type="checkbox"/> 9 Owner</td> </tr> <tr> <td colspan="3"><input type="checkbox"/> 1 Other (list) _____</td> </tr> </table>	<input type="checkbox"/> 8 Architect	<input type="checkbox"/> 18 Contractor	<input type="checkbox"/> 1 Engineer	<input type="checkbox"/> 1 Attorney	<input type="checkbox"/> 10 Developer	<input type="checkbox"/> 9 Owner	<input type="checkbox"/> 1 Other (list) _____					
<input type="checkbox"/> 8 Architect	<input type="checkbox"/> 18 Contractor	<input type="checkbox"/> 1 Engineer										
<input type="checkbox"/> 1 Attorney	<input type="checkbox"/> 10 Developer	<input type="checkbox"/> 9 Owner										
<input type="checkbox"/> 1 Other (list) _____												
<p>5. How many years have you participated in Lincoln's development process?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 2 0 to 5 years</td> <td><input type="checkbox"/> 3 6 to 10 years</td> <td><input type="checkbox"/> 22 more than 10 years</td> </tr> </table>	<input type="checkbox"/> 2 0 to 5 years	<input type="checkbox"/> 3 6 to 10 years	<input type="checkbox"/> 22 more than 10 years									
<input type="checkbox"/> 2 0 to 5 years	<input type="checkbox"/> 3 6 to 10 years	<input type="checkbox"/> 22 more than 10 years										
<p>6. Have you participated in the development process in other cities across Nebraska or the United States?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 22 Yes</td> <td><input type="checkbox"/> 6 No</td> </tr> </table>	<input type="checkbox"/> 22 Yes	<input type="checkbox"/> 6 No										
<input type="checkbox"/> 22 Yes	<input type="checkbox"/> 6 No											
<p>7. Do you use the Permits Plus access offered to applicants to track their projects through the system?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 16 Yes</td> <td><input type="checkbox"/> 10 No</td> </tr> </table>	<input type="checkbox"/> 16 Yes	<input type="checkbox"/> 10 No										
<input type="checkbox"/> 16 Yes	<input type="checkbox"/> 10 No											
<p>8. Do you take advantage of the preplan meetings to discuss code and development issues prior to submission of plans to any of the departments?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 26 Yes</td> <td><input type="checkbox"/> 2 No</td> </tr> </table>	<input type="checkbox"/> 26 Yes	<input type="checkbox"/> 2 No										
<input type="checkbox"/> 26 Yes	<input type="checkbox"/> 2 No											
<p>9. Did your application(s) require waivers because the request was outside the current standards?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 13 Yes</td> <td><input type="checkbox"/> 13 No</td> </tr> </table>	<input type="checkbox"/> 13 Yes	<input type="checkbox"/> 13 No										
<input type="checkbox"/> 13 Yes	<input type="checkbox"/> 13 No											
<p>10. Did there need to be changes to the Capital Improvement Program (CIP) to accommodate your application(s)?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 3 Yes</td> <td><input type="checkbox"/> 21 No</td> </tr> </table>	<input type="checkbox"/> 3 Yes	<input type="checkbox"/> 21 No										
<input type="checkbox"/> 3 Yes	<input type="checkbox"/> 21 No											
<p>11. Did your application have any special permits?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 15 Yes</td> <td><input type="checkbox"/> 11 No</td> </tr> </table>	<input type="checkbox"/> 15 Yes	<input type="checkbox"/> 11 No										
<input type="checkbox"/> 15 Yes	<input type="checkbox"/> 11 No											

Continued

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	PERCENT DISAGREED
12. In reviewing the development process that you have participated in, the process is clearly defined on paper or on the City's website.							
Building and Safety	0	10	4	7	1	1	36%
Planning	0	9	9	3	2	1	22%
Public Works and Utilities	0	9	9	2	3	1	22%
13. Joint meetings that I participated in with departments were conducted in an orderly manner.							
Building and Safety	3	13	5	3	1	1	16%
Planning	2	13	6	2	2	1	16%
Public Works and Utilities	2	14	6	2	1	1	12%
14. Joint meetings with departments were helpful.							
Building and Safety	3	7	2	8	5	1	52%
Planning	3	8	5	5	3	1	33%
Public Works and Utilities	4	6	5	5	3	1	35%
15. When the City staff found problems in the project, they were thorough and clear in explaining what needed to be corrected.							
Building and Safety	3	9	1	5	6	0	46%
Planning	2	2	7	8	5	1	54%
Public Works and Utilities	2	7	5	5	4	1	39%
16. The review of my project was complete and accurate.							
Building and Safety	1	9	2	4	9	0	52%
Planning	1	4	6	6	6	1	52%
Public Works and Utilities	1	7	5	4	5	1	41%
17. When making an application, I have generally found the City staff to be responsive and helpful in the functions of:							
Building and Safety	2	13	1	3	7	0	38%
Planning	1	7	6	5	5	1	42%
Public Works and Utilities	2	10	3	5	4	1	38%
18. In general, the staff has dealt with me in a positive manner, providing options where they were available and attempting to help me through the process in the functions of:							
Building and Safety	2	13	0	3	9	0	44%
Planning	1	8	5	4	7	1	44%
Public Works and Utilities	2	12	2	4	5	1	36%
19. The turnaround time for review and approval or disapproval of my application was not any longer with Lincoln than other cities where I have filed applications.							
Building and Safety	1	5	2	7	12	0	70%
Planning	1	1	3	8	12	1	80%
Public Works and Utilities	1	1	4	8	11	1	76%

Continued

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	PERCENT DISAGREED
20. Staff was courteous from the departments of:							
Building and Safety	3	15	3	2	3	0	19%
Planning	2	13	7	2	1	1	12%
Public Works and Utilities	3	17	3	1	1	1	8%
21. The staff of the City were easily accessible when I needed assistance in resolving problems in the functions of:							
Building and Safety	2	16	1	5	2	0	27%
Planning	2	10	8	3	2	1	20%
Public Works and Utilities	2	14	4	5	0	1	20%
22. The Planning Commission treated me fairly.	0	7	8	0	2	4	12%
23. The Planning Commission members were courteous during the hearing.	0	13	7	0	2	5	9%
24. The City Council treated me fairly.	0	7	5	5	3	6	40%
25. The City Council members were courteous during the hearing.	0	11	5	0	2	5	11%
26. I found the input from the Planning Commission useful in the hearing process. <input type="checkbox"/> 8 Yes <input type="checkbox"/> 13 No							
27. Three departments are most involved in development review, plan checking and inspections in the city of Lincoln. They are Building and Safety, Planning, and Public Works and Utilities. If you experienced coordination problems <u>between</u> any two departments, please list them below. Coordination problems between _____ and _____ Coordination problems between _____ and _____							
28. Please add any comments or suggestions you may have that will improve our process or customer service. Please give us at least one idea. _____ _____ _____ _____ _____ _____							

City of Lincoln
Development Process – Customer Service Survey
New Single Family & Remodel or Addition to Single Family
Answers Sorted by Question 2

<p>1. Please check off the types of development actions you have applied for through the City during the past 12 months.</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><input type="checkbox"/> 17 Building Permit</td> <td style="width: 33%;"><input type="checkbox"/> 14 Impact Fee Permit</td> <td style="width: 33%;"><input type="checkbox"/> 3 Waiver</td> </tr> <tr> <td><input type="checkbox"/> 2 Change of Zone</td> <td><input type="checkbox"/> 3 Preliminary & Final Plat Review</td> <td><input type="checkbox"/> 2 Zoning Special Permit or Special Use Permit</td> </tr> <tr> <td><input type="checkbox"/> 14 Curb Cut or Encroachment Permit</td> <td><input type="checkbox"/> 8 Sidewalk Permit</td> <td></td> </tr> <tr> <td colspan="3"><input type="checkbox"/> 1 Other (list) _____</td> </tr> </table>	<input type="checkbox"/> 17 Building Permit	<input type="checkbox"/> 14 Impact Fee Permit	<input type="checkbox"/> 3 Waiver	<input type="checkbox"/> 2 Change of Zone	<input type="checkbox"/> 3 Preliminary & Final Plat Review	<input type="checkbox"/> 2 Zoning Special Permit or Special Use Permit	<input type="checkbox"/> 14 Curb Cut or Encroachment Permit	<input type="checkbox"/> 8 Sidewalk Permit		<input type="checkbox"/> 1 Other (list) _____		
<input type="checkbox"/> 17 Building Permit	<input type="checkbox"/> 14 Impact Fee Permit	<input type="checkbox"/> 3 Waiver										
<input type="checkbox"/> 2 Change of Zone	<input type="checkbox"/> 3 Preliminary & Final Plat Review	<input type="checkbox"/> 2 Zoning Special Permit or Special Use Permit										
<input type="checkbox"/> 14 Curb Cut or Encroachment Permit	<input type="checkbox"/> 8 Sidewalk Permit											
<input type="checkbox"/> 1 Other (list) _____												
<p>2. Please indicate what the permit or approval was for.</p> <table style="width: 100%; border: none;"> <tr><td><input type="checkbox"/> 17 New single family</td></tr> <tr><td><input type="checkbox"/> 17 Remodel or addition to single family</td></tr> <tr><td><input type="checkbox"/> 7 New commercial or industrial building</td></tr> <tr><td><input type="checkbox"/> 9 Remodel or tenant improvement to commercial building</td></tr> <tr><td><input type="checkbox"/> 0 Other (list) _____</td></tr> </table>	<input type="checkbox"/> 17 New single family	<input type="checkbox"/> 17 Remodel or addition to single family	<input type="checkbox"/> 7 New commercial or industrial building	<input type="checkbox"/> 9 Remodel or tenant improvement to commercial building	<input type="checkbox"/> 0 Other (list) _____							
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<p>3. Please indicate how often you work with the City's development review, plan checking, or inspections process.</p> <table style="width: 100%; border: none;"> <tr><td><input type="checkbox"/> 0 One time user of the process</td></tr> <tr><td><input type="checkbox"/> 17 Frequent user of the process</td></tr> </table>	<input type="checkbox"/> 0 One time user of the process	<input type="checkbox"/> 17 Frequent user of the process										
<input type="checkbox"/> 0 One time user of the process												
<input type="checkbox"/> 17 Frequent user of the process												
<p>4. Please check if you participated as an:</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 4 Architect</td> <td><input type="checkbox"/> 14 Contractor</td> <td><input type="checkbox"/> 0 Engineer</td> </tr> <tr> <td><input type="checkbox"/> 0 Attorney</td> <td><input type="checkbox"/> 3 Developer</td> <td><input type="checkbox"/> 5 Owner</td> </tr> <tr> <td colspan="3"><input type="checkbox"/> 0 Other (list) _____</td> </tr> </table>	<input type="checkbox"/> 4 Architect	<input type="checkbox"/> 14 Contractor	<input type="checkbox"/> 0 Engineer	<input type="checkbox"/> 0 Attorney	<input type="checkbox"/> 3 Developer	<input type="checkbox"/> 5 Owner	<input type="checkbox"/> 0 Other (list) _____					
<input type="checkbox"/> 4 Architect	<input type="checkbox"/> 14 Contractor	<input type="checkbox"/> 0 Engineer										
<input type="checkbox"/> 0 Attorney	<input type="checkbox"/> 3 Developer	<input type="checkbox"/> 5 Owner										
<input type="checkbox"/> 0 Other (list) _____												
<p>5. How many years have you participated in Lincoln's development process?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 0 0 to 5 years</td> <td><input type="checkbox"/> 5 6 to 10 years</td> <td><input type="checkbox"/> 11 more than 10 years</td> </tr> </table>	<input type="checkbox"/> 0 0 to 5 years	<input type="checkbox"/> 5 6 to 10 years	<input type="checkbox"/> 11 more than 10 years									
<input type="checkbox"/> 0 0 to 5 years	<input type="checkbox"/> 5 6 to 10 years	<input type="checkbox"/> 11 more than 10 years										
<p>6. Have you participated in the development process in other cities across Nebraska or the United States?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 14 Yes</td> <td><input type="checkbox"/> 3 No</td> </tr> </table>	<input type="checkbox"/> 14 Yes	<input type="checkbox"/> 3 No										
<input type="checkbox"/> 14 Yes	<input type="checkbox"/> 3 No											
<p>7. Do you use the Permits Plus access offered to applicants to track their projects through the system?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 4 Yes</td> <td><input type="checkbox"/> 13 No</td> </tr> </table>	<input type="checkbox"/> 4 Yes	<input type="checkbox"/> 13 No										
<input type="checkbox"/> 4 Yes	<input type="checkbox"/> 13 No											
<p>8. Do you take advantage of the preplan meetings to discuss code and development issues prior to submission of plans to any of the departments?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 10 Yes</td> <td><input type="checkbox"/> 7 No</td> </tr> </table>	<input type="checkbox"/> 10 Yes	<input type="checkbox"/> 7 No										
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<p>9. Did your application(s) require waivers because the request was outside the current standards?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 6 Yes</td> <td><input type="checkbox"/> 11 No</td> </tr> </table>	<input type="checkbox"/> 6 Yes	<input type="checkbox"/> 11 No										
<input type="checkbox"/> 6 Yes	<input type="checkbox"/> 11 No											
<p>10. Did there need to be changes to the Capital Improvement Program (CIP) to accommodate your application(s)?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 0 Yes</td> <td><input type="checkbox"/> 16 No</td> </tr> </table>	<input type="checkbox"/> 0 Yes	<input type="checkbox"/> 16 No										
<input type="checkbox"/> 0 Yes	<input type="checkbox"/> 16 No											
<p>11. Did your application have any special permits?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 6 Yes</td> <td><input type="checkbox"/> 10 No</td> </tr> </table>	<input type="checkbox"/> 6 Yes	<input type="checkbox"/> 10 No										
<input type="checkbox"/> 6 Yes	<input type="checkbox"/> 10 No											

Continued

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	PERCENT DISAGREED
12. In reviewing the development process that you have participated in, the process is clearly defined on paper or on the City's website.							
Building and Safety	1	10	5	0	0	0	0%
Planning	0	5	8	0	0	2	0%
Public Works and Utilities	0	2	9	0	0	3	0%
13. Joint meetings that I participated in with departments were conducted in an orderly manner.							
Building and Safety	3	6	4	0	0	3	0%
Planning	2	7	3	0	0	4	0%
Public Works and Utilities	1	5	5	0	0	5	0%
14. Joint meetings with departments were helpful.							
Building and Safety	2	6	4	2	0	3	14%
Planning	1	4	3	4	0	4	33%
Public Works and Utilities	2	4	2	3	0	5	27%
15. When the City staff found problems in the project, they were thorough and clear in explaining what needed to be corrected.							
Building and Safety	3	8	0	3	2	0	31%
Planning	2	5	2	3	1	3	31%
Public Works and Utilities	2	4	2	2	1	4	27%
16. The review of my project was complete and accurate.							
Building and Safety	2	11	1	0	3	0	18%
Planning	2	4	2	4	1	3	38%
Public Works and Utilities	2	4	2	2	1	5	27%
17. When making an application, I have generally found the City staff to be responsive and helpful in the functions of:							
Building and Safety	5	8	0	2	2	0	24%
Planning	2	3	2	5	1	3	46%
Public Works and Utilities	2	3	2	3	1	5	36%
18. In general, the staff has dealt with me in a positive manner, providing options where they were available and attempting to help me through the process in the functions of:							
Building and Safety	3	11	0	1	2	0	18%
Planning	2	4	1	4	2	3	46%
Public Works and Utilities	2	4	2	2	2	4	33%
19. The turnaround time for review and approval or disapproval of my application was not any longer with Lincoln than other cities where I have filed applications.							
Building and Safety	2	3	2	7	2	1	56%
Planning	1	1	4	4	2	4	50%
Public Works and Utilities	1	1	3	3	2	6	50%

Continued

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	PERCENT DISAGREED
20. Staff was courteous from the departments of:							
Building and Safety	5	10	0	1	1	0	12%
Planning	2	6	2	3	0	3	23%
Public Works and Utilities	3	6	1	1	1	4	17%
21. The staff of the City were easily accessible when I needed assistance in resolving problems in the functions of:							
Building and Safety	4	8	2	3	0	0	18%
Planning	2	5	2	3	1	3	31%
Public Works and Utilities	3	4	1	3	1	4	33%
22. The Planning Commission treated me fairly.	0	4	3	0	0	6	0%
23. The Planning Commission members were courteous during the hearing.	0	6	4	1	0	6	9%
24. The City Council treated me fairly.	0	1	3	4	0	9	50%
25. The City Council members were courteous during the hearing.	0	5	2	0	0	9	0%
26. I found the input from the Planning Commission useful in the hearing process. <input type="checkbox"/> 3 Yes <input type="checkbox"/> 4 No							
27. Three departments are most involved in development review, plan checking and inspections in the city of Lincoln. They are Building and Safety, Planning, and Public Works and Utilities. If you experienced coordination problems between any two departments, please list them below. Coordination problems between _____ and _____ Coordination problems between _____ and _____							
28. Please add any comments or suggestions you may have that will improve our process or customer service. Please give us at least one idea. _____ _____ _____ _____ _____ _____							

City of Lincoln
Development Process – Customer Service Survey
Permit or Approval for Other
Answers Sorted by Question 2

<p>1. Please check off the types of development actions you have applied for through the City during the past 12 months.</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><input type="checkbox"/> 14 Building Permit</td> <td style="width: 33%;"><input type="checkbox"/> 4 Impact Fee Permit</td> <td style="width: 33%;"><input type="checkbox"/> 7 Waiver</td> </tr> <tr> <td><input type="checkbox"/> 16 Change of Zone</td> <td><input type="checkbox"/> 12 Preliminary & Final Plat Review</td> <td><input type="checkbox"/> 12 Zoning Special Permit or Special Use Permit</td> </tr> <tr> <td><input type="checkbox"/> 8 Curb Cut or Encroachment Permit</td> <td><input type="checkbox"/> 4 Sidewalk Permit</td> <td></td> </tr> </table> <p><input type="checkbox"/> 9 Other (list) _____</p>	<input type="checkbox"/> 14 Building Permit	<input type="checkbox"/> 4 Impact Fee Permit	<input type="checkbox"/> 7 Waiver	<input type="checkbox"/> 16 Change of Zone	<input type="checkbox"/> 12 Preliminary & Final Plat Review	<input type="checkbox"/> 12 Zoning Special Permit or Special Use Permit	<input type="checkbox"/> 8 Curb Cut or Encroachment Permit	<input type="checkbox"/> 4 Sidewalk Permit	
<input type="checkbox"/> 14 Building Permit	<input type="checkbox"/> 4 Impact Fee Permit	<input type="checkbox"/> 7 Waiver							
<input type="checkbox"/> 16 Change of Zone	<input type="checkbox"/> 12 Preliminary & Final Plat Review	<input type="checkbox"/> 12 Zoning Special Permit or Special Use Permit							
<input type="checkbox"/> 8 Curb Cut or Encroachment Permit	<input type="checkbox"/> 4 Sidewalk Permit								
<p>2. Please indicate what the permit or approval was for.</p> <p><input type="checkbox"/> 2 New single family</p> <p><input type="checkbox"/> 0 Remodel or addition to single family</p> <p><input type="checkbox"/> 5 New commercial or industrial building</p> <p><input type="checkbox"/> 2 Remodel or tenant improvement to commercial building</p> <p><input type="checkbox"/> 31 Other (list) _____</p>									
<p>3. Please indicate how often you work with the City's development review, plan checking, or inspections process.</p> <p><input type="checkbox"/> 9 One time user of the process</p> <p><input type="checkbox"/> 21 Frequent user of the process</p>									
<p>4. Please check if you participated as an:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><input type="checkbox"/> 3 Architect</td> <td style="width: 33%;"><input type="checkbox"/> 8 Contractor</td> <td style="width: 33%;"><input type="checkbox"/> 6 Engineer</td> </tr> <tr> <td><input type="checkbox"/> 2 Attorney</td> <td><input type="checkbox"/> 6 Developer</td> <td><input type="checkbox"/> 14 Owner</td> </tr> </table> <p><input type="checkbox"/> 2 Other (list) _____</p>	<input type="checkbox"/> 3 Architect	<input type="checkbox"/> 8 Contractor	<input type="checkbox"/> 6 Engineer	<input type="checkbox"/> 2 Attorney	<input type="checkbox"/> 6 Developer	<input type="checkbox"/> 14 Owner			
<input type="checkbox"/> 3 Architect	<input type="checkbox"/> 8 Contractor	<input type="checkbox"/> 6 Engineer							
<input type="checkbox"/> 2 Attorney	<input type="checkbox"/> 6 Developer	<input type="checkbox"/> 14 Owner							
<p>5. How many years have you participated in Lincoln's development process?</p> <p><input type="checkbox"/> 11 0 to 5 years <input type="checkbox"/> 4 6 to 10 years <input type="checkbox"/> 16 more than 10 years</p>									
<p>6. Have you participated in the development process in other cities across Nebraska or the United States?</p> <p><input type="checkbox"/> 19 Yes <input type="checkbox"/> 12 No</p>									
<p>7. Do you use the Permits Plus access offered to applicants to track their projects through the system?</p> <p><input type="checkbox"/> 6 Yes <input type="checkbox"/> 25 No</p>									
<p>8. Do you take advantage of the preplan meetings to discuss code and development issues prior to submission of plans to any of the departments?</p> <p><input type="checkbox"/> 19 Yes <input type="checkbox"/> 12 No</p>									
<p>9. Did your application(s) require waivers because the request was outside the current standards?</p> <p><input type="checkbox"/> 13 Yes <input type="checkbox"/> 17 No</p>									
<p>10. Did there need to be changes to the Capital Improvement Program (CIP) to accommodate your application(s)?</p> <p><input type="checkbox"/> 5 Yes <input type="checkbox"/> 26 No</p>									
<p>11. Did your application have any special permits?</p> <p><input type="checkbox"/> 18 Yes <input type="checkbox"/> 13 No</p>									

Continued

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	PERCENT DISAGREED
12. In reviewing the development process that you have participated in, the process is clearly defined on paper or on the City's website.							
Building and Safety	0	5	3	8	4	6	60%
Planning	1	7	4	6	5	2	48%
Public Works and Utilities	0	4	5	5	3	5	47%
13. Joint meetings that I participated in with departments were conducted in an orderly manner.							
Building and Safety	4	5	5	2	0	10	13%
Planning	6	8	4	3	1	5	18%
Public Works and Utilities	1	8	4	3	0	8	19%
14. Joint meetings with departments were helpful.							
Building and Safety	2	6	3	4	0	11	27%
Planning	6	8	2	5	0	5	24%
Public Works and Utilities	3	5	2	5	0	8	33%
15. When the City staff found problems in the project, they were thorough and clear in explaining what needed to be corrected.							
Building and Safety	2	7	3	4	3	7	37%
Planning	4	8	2	4	4	3	36%
Public Works and Utilities	0	8	4	2	2	7	25%
16. The review of my project was complete and accurate.							
Building and Safety	4	6	3	5	3	7	38%
Planning	5	5	1	6	6	3	52%
Public Works and Utilities	2	5	4	4	2	7	35%
17. When making an application, I have generally found the City staff to be responsive and helpful in the functions of:							
Building and Safety	5	9	3	3	2	6	23%
Planning	5	11	1	5	1	3	26%
Public Works and Utilities	1	9	3	4	1	7	28%
18. In general, the staff has dealt with me in a positive manner, providing options where they were available and attempting to help me through the process in the functions of:							
Building and Safety	6	8	4	1	4	6	22%
Planning	7	6	3	3	4	3	30%
Public Works and Utilities	2	6	4	1	3	8	25%
19. The turnaround time for review and approval or disapproval of my application was not any longer with Lincoln than other cities where I have filed applications.							
Building and Safety	2	2	7	3	4	10	39%
Planning	0	2	7	1	7	9	47%
Public Works and Utilities	0	1	6	1	5	12	46%

Continued

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	PERCENT DISAGREED
20. Staff was courteous from the departments of:							
Building and Safety	6	12	2	1	2	6	13%
Planning	10	11	3	2	1	2	11%
Public Works and Utilities	4	11	4	1	1	6	10%
21. The staff of the City were easily accessible when I needed assistance in resolving problems in the functions of:							
Building and Safety	2	10	3	3	3	6	29%
Planning	6	12	2	3	3	2	23%
Public Works and Utilities	1	9	2	3	3	6	33%
22. The Planning Commission treated me fairly.	5	8	7	0	1	5	5%
23. The Planning Commission members were courteous during the hearing.	6	11	4	2	0	5	9%
24. The City Council treated me fairly.	4	10	5	0	1	8	5%
25. The City Council members were courteous during the hearing.	5	10	3	1	1	8	10%
26. I found the input from the Planning Commission useful in the hearing process. <input type="checkbox"/> Yes <input type="checkbox"/> No							
27. Three departments are most involved in development review, plan checking and inspections in the city of Lincoln. They are Building and Safety, Planning, and Public Works and Utilities. If you experienced coordination problems between any two departments, please list them below. Coordination problems between _____ and _____ Coordination problems between _____ and _____							
28. Please add any comments or suggestions you may have that will improve our process or customer service. Please give us at least one idea. _____ _____ _____ _____ _____ _____							

City of Lincoln
Development Process – Customer Service Survey
Participated in the Development Process in Other Cities

<p>1. Please check off the types of development actions you have applied for through the City during the past 12 months.</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><input type="checkbox"/> 82 Building Permit</td> <td style="width: 33%;"><input type="checkbox"/> 47 Impact Fee Permit</td> <td style="width: 33%;"><input type="checkbox"/> 22 Waiver</td> </tr> <tr> <td><input type="checkbox"/> 34 Change of Zone</td> <td><input type="checkbox"/> 43 Preliminary & Final Plat Review</td> <td><input type="checkbox"/> 36 Zoning Special Permit or Special Use Permit</td> </tr> <tr> <td><input type="checkbox"/> 50 Curb Cut or Encroachment Permit</td> <td><input type="checkbox"/> 28 Sidewalk Permit</td> <td></td> </tr> <tr> <td colspan="3"><input type="checkbox"/> 9 Other (list) _____</td> </tr> </table>	<input type="checkbox"/> 82 Building Permit	<input type="checkbox"/> 47 Impact Fee Permit	<input type="checkbox"/> 22 Waiver	<input type="checkbox"/> 34 Change of Zone	<input type="checkbox"/> 43 Preliminary & Final Plat Review	<input type="checkbox"/> 36 Zoning Special Permit or Special Use Permit	<input type="checkbox"/> 50 Curb Cut or Encroachment Permit	<input type="checkbox"/> 28 Sidewalk Permit		<input type="checkbox"/> 9 Other (list) _____		
<input type="checkbox"/> 82 Building Permit	<input type="checkbox"/> 47 Impact Fee Permit	<input type="checkbox"/> 22 Waiver										
<input type="checkbox"/> 34 Change of Zone	<input type="checkbox"/> 43 Preliminary & Final Plat Review	<input type="checkbox"/> 36 Zoning Special Permit or Special Use Permit										
<input type="checkbox"/> 50 Curb Cut or Encroachment Permit	<input type="checkbox"/> 28 Sidewalk Permit											
<input type="checkbox"/> 9 Other (list) _____												
<p>2. Please indicate what the permit or approval was for.</p> <table style="width: 100%; border: none;"> <tr><td><input type="checkbox"/> 41 New single family</td></tr> <tr><td><input type="checkbox"/> 21 Remodel or addition to single family</td></tr> <tr><td><input type="checkbox"/> 50 New commercial or industrial building</td></tr> <tr><td><input type="checkbox"/> 34 Remodel or tenant improvement to commercial building</td></tr> <tr><td><input type="checkbox"/> 19 Other (list) _____</td></tr> </table>	<input type="checkbox"/> 41 New single family	<input type="checkbox"/> 21 Remodel or addition to single family	<input type="checkbox"/> 50 New commercial or industrial building	<input type="checkbox"/> 34 Remodel or tenant improvement to commercial building	<input type="checkbox"/> 19 Other (list) _____							
<input type="checkbox"/> 41 New single family												
<input type="checkbox"/> 21 Remodel or addition to single family												
<input type="checkbox"/> 50 New commercial or industrial building												
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<p>3. Please indicate how often you work with the City's development review, plan checking, or inspections process.</p> <table style="width: 100%; border: none;"> <tr><td><input type="checkbox"/> 9 One time user of the process</td></tr> <tr><td><input type="checkbox"/> 89 Frequent user of the process</td></tr> </table>	<input type="checkbox"/> 9 One time user of the process	<input type="checkbox"/> 89 Frequent user of the process										
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<p>4. Please check if you participated as an:</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 20 Architect</td> <td><input type="checkbox"/> 50 Contractor</td> <td><input type="checkbox"/> 9 Engineer</td> </tr> <tr> <td><input type="checkbox"/> 4 Attorney</td> <td><input type="checkbox"/> 30 Developer</td> <td><input type="checkbox"/> 31 Owner</td> </tr> <tr> <td colspan="3"><input type="checkbox"/> 2 Other (list) _____</td> </tr> </table>	<input type="checkbox"/> 20 Architect	<input type="checkbox"/> 50 Contractor	<input type="checkbox"/> 9 Engineer	<input type="checkbox"/> 4 Attorney	<input type="checkbox"/> 30 Developer	<input type="checkbox"/> 31 Owner	<input type="checkbox"/> 2 Other (list) _____					
<input type="checkbox"/> 20 Architect	<input type="checkbox"/> 50 Contractor	<input type="checkbox"/> 9 Engineer										
<input type="checkbox"/> 4 Attorney	<input type="checkbox"/> 30 Developer	<input type="checkbox"/> 31 Owner										
<input type="checkbox"/> 2 Other (list) _____												
<p>5. How many years have you participated in Lincoln's development process?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 15 0 to 5 years</td> <td><input type="checkbox"/> 12 6 to 10 years</td> <td><input type="checkbox"/> 71 more than 10 years</td> </tr> </table>	<input type="checkbox"/> 15 0 to 5 years	<input type="checkbox"/> 12 6 to 10 years	<input type="checkbox"/> 71 more than 10 years									
<input type="checkbox"/> 15 0 to 5 years	<input type="checkbox"/> 12 6 to 10 years	<input type="checkbox"/> 71 more than 10 years										
<p>6. Have you participated in the development process in other cities across Nebraska or the United States?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 99 Yes</td> <td><input type="checkbox"/> 0 No</td> </tr> </table>	<input type="checkbox"/> 99 Yes	<input type="checkbox"/> 0 No										
<input type="checkbox"/> 99 Yes	<input type="checkbox"/> 0 No											
<p>7. Do you use the Permits Plus access offered to applicants to track their projects through the system?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 30 Yes</td> <td><input type="checkbox"/> 64 No</td> </tr> </table>	<input type="checkbox"/> 30 Yes	<input type="checkbox"/> 64 No										
<input type="checkbox"/> 30 Yes	<input type="checkbox"/> 64 No											
<p>8. Do you take advantage of the preplan meetings to discuss code and development issues prior to submission of plans to any of the departments?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 73 Yes</td> <td><input type="checkbox"/> 27 No</td> </tr> </table>	<input type="checkbox"/> 73 Yes	<input type="checkbox"/> 27 No										
<input type="checkbox"/> 73 Yes	<input type="checkbox"/> 27 No											
<p>9. Did your application(s) require waivers because the request was outside the current standards?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 42 Yes</td> <td><input type="checkbox"/> 56 No</td> </tr> </table>	<input type="checkbox"/> 42 Yes	<input type="checkbox"/> 56 No										
<input type="checkbox"/> 42 Yes	<input type="checkbox"/> 56 No											
<p>10. Did there need to be changes to the Capital Improvement Program (CIP) to accommodate your application(s)?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 12 Yes</td> <td><input type="checkbox"/> 83 No</td> </tr> </table>	<input type="checkbox"/> 12 Yes	<input type="checkbox"/> 83 No										
<input type="checkbox"/> 12 Yes	<input type="checkbox"/> 83 No											
<p>11. Did your application have any special permits?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 45 Yes</td> <td><input type="checkbox"/> 53 No</td> </tr> </table>	<input type="checkbox"/> 45 Yes	<input type="checkbox"/> 53 No										
<input type="checkbox"/> 45 Yes	<input type="checkbox"/> 53 No											

Continued

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	PERCENT DISAGREED
12. In reviewing the development process that you have participated in, the process is clearly defined on paper or on the City's website.							
Building and Safety	0	38	17	17	6	5	29%
Planning	3	29	23	11	8	8	26%
Public Works and Utilities	2	25	24	11	6	11	25%
13. Joint meetings that I participated in with departments were conducted in an orderly manner.							
Building and Safety	10	43	15	7	1	14	11%
Planning	8	46	12	6	4	12	13%
Public Works and Utilities	3	38	15	12	1	15	19%
14. Joint meetings with departments were helpful.							
Building and Safety	7	28	13	17	8	17	34%
Planning	10	27	10	18	7	14	35%
Public Works and Utilities	9	20	11	19	7	16	39%
15. When the City staff found problems in the project, they were thorough and clear in explaining what needed to be corrected.							
Building and Safety	11	30	9	21	17	6	43%
Planning	7	20	10	27	15	8	53%
Public Works and Utilities	2	23	13	21	12	12	46%
16. The review of my project was complete and accurate.							
Building and Safety	13	34	11	18	15	4	36%
Planning	6	22	11	21	16	8	49%
Public Works and Utilities	4	24	14	17	9	12	38%
17. When making an application, I have generally found the City staff to be responsive and helpful in the functions of:							
Building and Safety	19	40	4	14	14	4	31%
Planning	12	28	9	18	12	6	38%
Public Works and Utilities	3	25	14	15	12	12	39%
18. In general, the staff has dealt with me in a positive manner, providing options where they were available and attempting to help me through the process in the functions of:							
Building and Safety	19	36	5	13	18	4	34%
Planning	11	25	12	12	19	7	39%
Public Works and Utilities	4	24	13	11	16	12	40%
19. The turnaround time for review and approval or disapproval of my application was not any longer with Lincoln than other cities where I have filed applications.							
Building and Safety	9	20	10	19	33	5	57%
Planning	3	16	12	15	35	6	62%
Public Works and Utilities	3	13	11	10	31	13	60%

Continued

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	PERCENT DISAGREED
20. Staff was courteous from the departments of:							
Building and Safety	23	47	8	7	6	4	14%
Planning	17	46	13	7	1	4	10%
Public Works and Utilities	7	45	13	6	2	9	11%
21. The staff of the City were easily accessible when I needed assistance in resolving problems in the functions of:							
Building and Safety	13	50	5	14	7	5	24%
Planning	9	42	12	13	4	6	21%
Public Works and Utilities	4	41	9	16	2	10	25%
22. The Planning Commission treated me fairly.	6	28	18	0	6	20	10%
23. The Planning Commission members were courteous during the hearing.	5	43	13	4	2	24	9%
24. The City Council treated me fairly.	4	29	13	13	4	26	27%
25. The City Council members were courteous during the hearing.	6	40	12	2	2	25	6%
26. I found the input from the Planning Commission useful in the hearing process. <input type="checkbox"/> 29 Yes <input type="checkbox"/> 33 No							
27. Three departments are most involved in development review, plan checking and inspections in the city of Lincoln. They are Building and Safety, Planning, and Public Works and Utilities. If you experienced coordination problems between any two departments, please list them below. Coordination problems between _____ and _____ Coordination problems between _____ and _____							
28. Please add any comments or suggestions you may have that will improve our process or customer service. Please give us at least one idea. _____ _____ _____ _____ _____ _____							

City of Lincoln
Development Process – Customer Service Survey
Participated in the Development Process in Lincoln Only

<p>1. Please check off the types of development actions you have applied for through the City during the past 12 months.</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><input type="checkbox"/> 46 Building Permit</td> <td style="width: 33%;"><input type="checkbox"/> 23 Impact Fee Permit</td> <td style="width: 33%;"><input type="checkbox"/> 8 Waiver</td> </tr> <tr> <td><input type="checkbox"/> 15 Change of Zone</td> <td><input type="checkbox"/> 12 Preliminary & Final Plat Review</td> <td><input type="checkbox"/> 14 Zoning Special Permit or Special Use Permit</td> </tr> <tr> <td><input type="checkbox"/> 22 Curb Cut or Encroachment Permit</td> <td><input type="checkbox"/> 10 Sidewalk Permit</td> <td></td> </tr> <tr> <td colspan="3"><input type="checkbox"/> 6 Other (list) _____</td> </tr> </table>	<input type="checkbox"/> 46 Building Permit	<input type="checkbox"/> 23 Impact Fee Permit	<input type="checkbox"/> 8 Waiver	<input type="checkbox"/> 15 Change of Zone	<input type="checkbox"/> 12 Preliminary & Final Plat Review	<input type="checkbox"/> 14 Zoning Special Permit or Special Use Permit	<input type="checkbox"/> 22 Curb Cut or Encroachment Permit	<input type="checkbox"/> 10 Sidewalk Permit		<input type="checkbox"/> 6 Other (list) _____		
<input type="checkbox"/> 46 Building Permit	<input type="checkbox"/> 23 Impact Fee Permit	<input type="checkbox"/> 8 Waiver										
<input type="checkbox"/> 15 Change of Zone	<input type="checkbox"/> 12 Preliminary & Final Plat Review	<input type="checkbox"/> 14 Zoning Special Permit or Special Use Permit										
<input type="checkbox"/> 22 Curb Cut or Encroachment Permit	<input type="checkbox"/> 10 Sidewalk Permit											
<input type="checkbox"/> 6 Other (list) _____												
<p>2. Please indicate what the permit or approval was for.</p> <table style="width: 100%; border: none;"> <tr><td><input type="checkbox"/> 26 New single family</td></tr> <tr><td><input type="checkbox"/> 11 Remodel or addition to single family</td></tr> <tr><td><input type="checkbox"/> 13 New commercial or industrial building</td></tr> <tr><td><input type="checkbox"/> 13 Remodel or tenant improvement to commercial building</td></tr> <tr><td><input type="checkbox"/> 12 Other (list) _____</td></tr> </table>	<input type="checkbox"/> 26 New single family	<input type="checkbox"/> 11 Remodel or addition to single family	<input type="checkbox"/> 13 New commercial or industrial building	<input type="checkbox"/> 13 Remodel or tenant improvement to commercial building	<input type="checkbox"/> 12 Other (list) _____							
<input type="checkbox"/> 26 New single family												
<input type="checkbox"/> 11 Remodel or addition to single family												
<input type="checkbox"/> 13 New commercial or industrial building												
<input type="checkbox"/> 13 Remodel or tenant improvement to commercial building												
<input type="checkbox"/> 12 Other (list) _____												
<p>3. Please indicate how often you work with the City's development review, plan checking, or inspections process.</p> <table style="width: 100%; border: none;"> <tr><td><input type="checkbox"/> 13 One time user of the process</td></tr> <tr><td><input type="checkbox"/> 46 Frequent user of the process</td></tr> </table>	<input type="checkbox"/> 13 One time user of the process	<input type="checkbox"/> 46 Frequent user of the process										
<input type="checkbox"/> 13 One time user of the process												
<input type="checkbox"/> 46 Frequent user of the process												
<p>4. Please check if you participated as an:</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 7 Architect</td> <td><input type="checkbox"/> 33 Contractor</td> <td><input type="checkbox"/> 4 Engineer</td> </tr> <tr> <td><input type="checkbox"/> 1 Attorney</td> <td><input type="checkbox"/> 8 Developer</td> <td><input type="checkbox"/> 18 Owner</td> </tr> <tr> <td colspan="3"><input type="checkbox"/> 3 Other (list) _____</td> </tr> </table>	<input type="checkbox"/> 7 Architect	<input type="checkbox"/> 33 Contractor	<input type="checkbox"/> 4 Engineer	<input type="checkbox"/> 1 Attorney	<input type="checkbox"/> 8 Developer	<input type="checkbox"/> 18 Owner	<input type="checkbox"/> 3 Other (list) _____					
<input type="checkbox"/> 7 Architect	<input type="checkbox"/> 33 Contractor	<input type="checkbox"/> 4 Engineer										
<input type="checkbox"/> 1 Attorney	<input type="checkbox"/> 8 Developer	<input type="checkbox"/> 18 Owner										
<input type="checkbox"/> 3 Other (list) _____												
<p>5. How many years have you participated in Lincoln's development process?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 17 0 to 5 years</td> <td><input type="checkbox"/> 9 6 to 10 years</td> <td><input type="checkbox"/> 34 more than 10 years</td> </tr> </table>	<input type="checkbox"/> 17 0 to 5 years	<input type="checkbox"/> 9 6 to 10 years	<input type="checkbox"/> 34 more than 10 years									
<input type="checkbox"/> 17 0 to 5 years	<input type="checkbox"/> 9 6 to 10 years	<input type="checkbox"/> 34 more than 10 years										
<p>6. Have you participated in the development process in other cities across Nebraska or the United States?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 0 Yes</td> <td><input type="checkbox"/> 61 No</td> </tr> </table>	<input type="checkbox"/> 0 Yes	<input type="checkbox"/> 61 No										
<input type="checkbox"/> 0 Yes	<input type="checkbox"/> 61 No											
<p>7. Do you use the Permits Plus access offered to applicants to track their projects through the system?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 13 Yes</td> <td><input type="checkbox"/> 47 No</td> </tr> </table>	<input type="checkbox"/> 13 Yes	<input type="checkbox"/> 47 No										
<input type="checkbox"/> 13 Yes	<input type="checkbox"/> 47 No											
<p>8. Do you take advantage of the preplan meetings to discuss code and development issues prior to submission of plans to any of the departments?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 28 Yes</td> <td><input type="checkbox"/> 32 No</td> </tr> </table>	<input type="checkbox"/> 28 Yes	<input type="checkbox"/> 32 No										
<input type="checkbox"/> 28 Yes	<input type="checkbox"/> 32 No											
<p>9. Did your application(s) require waivers because the request was outside the current standards?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 18 Yes</td> <td><input type="checkbox"/> 42 No</td> </tr> </table>	<input type="checkbox"/> 18 Yes	<input type="checkbox"/> 42 No										
<input type="checkbox"/> 18 Yes	<input type="checkbox"/> 42 No											
<p>10. Did there need to be changes to the Capital Improvement Program (CIP) to accommodate your application(s)?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 6 Yes</td> <td><input type="checkbox"/> 52 No</td> </tr> </table>	<input type="checkbox"/> 6 Yes	<input type="checkbox"/> 52 No										
<input type="checkbox"/> 6 Yes	<input type="checkbox"/> 52 No											
<p>11. Did your application have any special permits?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 17 Yes</td> <td><input type="checkbox"/> 42 No</td> </tr> </table>	<input type="checkbox"/> 17 Yes	<input type="checkbox"/> 42 No										
<input type="checkbox"/> 17 Yes	<input type="checkbox"/> 42 No											

Continued

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	PERCENT DISAGREED
12. In reviewing the development process that you have participated in, the process is clearly defined on paper or on the City's website.							
Building and Safety	0	25	12	7	2	6	20%
Planning	1	21	17	6	1	6	15%
Public Works and Utilities	0	16	16	6	0	9	16%
13. Joint meetings that I participated in with departments were conducted in an orderly manner.							
Building and Safety	8	18	8	2	1	15	8%
Planning	6	19	10	5	0	12	13%
Public Works and Utilities	2	13	13	3	0	15	10%
14. Joint meetings with departments were helpful.							
Building and Safety	8	15	9	4	4	14	20%
Planning	5	16	14	4	1	11	13%
Public Works and Utilities	1	12	15	4	1	15	15%
15. When the City staff found problems in the project, they were thorough and clear in explaining what needed to be corrected.							
Building and Safety	10	23	4	4	5	8	20%
Planning	5	15	13	9	1	10	23%
Public Works and Utilities	1	12	13	4	2	13	19%
16. The review of my project was complete and accurate.							
Building and Safety	8	27	3	4	5	8	19%
Planning	6	15	12	7	3	10	23%
Public Works and Utilities	1	13	11	3	3	15	19%
17. When making an application, I have generally found the City staff to be responsive and helpful in the functions of:							
Building and Safety	14	23	8	4	4	4	15%
Planning	5	14	17	6	1	9	16%
Public Works and Utilities	2	14	15	4	2	12	16%
18. In general, the staff has dealt with me in a positive manner, providing options where they were available and attempting to help me through the process in the functions of:							
Building and Safety	16	25	6	1	5	3	11%
Planning	9	13	16	2	3	9	12%
Public Works and Utilities	3	15	14	3	2	12	14%
19. The turnaround time for review and approval or disapproval of my application was not any longer with Lincoln than other cities where I have filed applications.							
Building and Safety	2	7	20	8	2	15	26%
Planning	1	3	18	6	3	20	29%
Public Works and Utilities	0	2	19	7	1	20	28%

Continued

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	PERCENT DISAGREED
20. Staff was courteous from the departments of:							
Building and Safety	16	25	7	5	4	3	16%
Planning	11	14	14	6	1	9	15%
Public Works and Utilities	4	17	15	2	2	13	10%
21. The staff of the City were easily accessible when I needed assistance in resolving problems in the functions of:							
Building and Safety	8	24	10	5	3	7	16%
Planning	5	15	18	3	4	10	16%
Public Works and Utilities	1	12	17	3	4	14	19%
22. The Planning Commission treated me fairly.	7	14	14	0	3	13	8%
23. The Planning Commission members were courteous during the hearing.	7	17	15	3	0	13	7%
24. The City Council treated me fairly.	3	11	14	1	4	22	15%
25. The City Council members were courteous during the hearing.	4	12	13	1	0	20	3%
26. I found the input from the Planning Commission useful in the hearing process. <input type="checkbox"/> Yes <input type="checkbox"/> No							
27. Three departments are most involved in development review, plan checking and inspections in the city of Lincoln. They are Building and Safety, Planning, and Public Works and Utilities. If you experienced coordination problems <u>between</u> any two departments, please list them below. Coordination problems between _____ and _____ Coordination problems between _____ and _____							
28. Please add any comments or suggestions you may have that will improve our process or customer service. Please give us at least one idea. _____ _____ _____ _____ _____ _____							

City of Lincoln Development Process – Customer Service Survey Waiver Required

<p>1. Please check off the types of development actions you have applied for through the City during the past 12 months.</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><input type="checkbox"/> 44 Building Permit</td> <td style="width: 33%;"><input type="checkbox"/> 22 Impact Fee Permit</td> <td style="width: 33%;"><input type="checkbox"/> 26 Waiver</td> </tr> <tr> <td><input type="checkbox"/> 35 Change of Zone</td> <td><input type="checkbox"/> 36 Preliminary & Final Plat Review</td> <td><input type="checkbox"/> 32 Zoning Special Permit or Special Use Permit</td> </tr> <tr> <td><input type="checkbox"/> 26 Curb Cut or Encroachment Permit</td> <td><input type="checkbox"/> 13 Sidewalk Permit</td> <td></td> </tr> <tr> <td colspan="3"><input type="checkbox"/> 6 Other (list) _____</td> </tr> </table>	<input type="checkbox"/> 44 Building Permit	<input type="checkbox"/> 22 Impact Fee Permit	<input type="checkbox"/> 26 Waiver	<input type="checkbox"/> 35 Change of Zone	<input type="checkbox"/> 36 Preliminary & Final Plat Review	<input type="checkbox"/> 32 Zoning Special Permit or Special Use Permit	<input type="checkbox"/> 26 Curb Cut or Encroachment Permit	<input type="checkbox"/> 13 Sidewalk Permit		<input type="checkbox"/> 6 Other (list) _____		
<input type="checkbox"/> 44 Building Permit	<input type="checkbox"/> 22 Impact Fee Permit	<input type="checkbox"/> 26 Waiver										
<input type="checkbox"/> 35 Change of Zone	<input type="checkbox"/> 36 Preliminary & Final Plat Review	<input type="checkbox"/> 32 Zoning Special Permit or Special Use Permit										
<input type="checkbox"/> 26 Curb Cut or Encroachment Permit	<input type="checkbox"/> 13 Sidewalk Permit											
<input type="checkbox"/> 6 Other (list) _____												
<p>2. Please indicate what the permit or approval was for.</p> <table style="width: 100%; border: none;"> <tr><td><input type="checkbox"/> 31 New single family</td></tr> <tr><td><input type="checkbox"/> 8 Remodel or addition to single family</td></tr> <tr><td><input type="checkbox"/> 32 New commercial or industrial building</td></tr> <tr><td><input type="checkbox"/> 19 Remodel or tenant improvement to commercial building</td></tr> <tr><td><input type="checkbox"/> 13 Other (list) _____</td></tr> </table>	<input type="checkbox"/> 31 New single family	<input type="checkbox"/> 8 Remodel or addition to single family	<input type="checkbox"/> 32 New commercial or industrial building	<input type="checkbox"/> 19 Remodel or tenant improvement to commercial building	<input type="checkbox"/> 13 Other (list) _____							
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<input type="checkbox"/> 32 New commercial or industrial building												
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<input type="checkbox"/> 13 Other (list) _____												
<p>3. Please indicate how often you work with the City's development review, plan checking, or inspections process.</p> <table style="width: 100%; border: none;"> <tr><td><input type="checkbox"/> 8 One time user of the process</td></tr> <tr><td><input type="checkbox"/> 51 Frequent user of the process</td></tr> </table>	<input type="checkbox"/> 8 One time user of the process	<input type="checkbox"/> 51 Frequent user of the process										
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<input type="checkbox"/> 51 Frequent user of the process												
<p>4. Please check if you participated as an:</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 12 Architect</td> <td><input type="checkbox"/> 22 Contractor</td> <td><input type="checkbox"/> 7 Engineer</td> </tr> <tr> <td><input type="checkbox"/> 5 Attorney</td> <td><input type="checkbox"/> 24 Developer</td> <td><input type="checkbox"/> 26 Owner</td> </tr> <tr> <td colspan="3"><input type="checkbox"/> 1 Other (list) _____</td> </tr> </table>	<input type="checkbox"/> 12 Architect	<input type="checkbox"/> 22 Contractor	<input type="checkbox"/> 7 Engineer	<input type="checkbox"/> 5 Attorney	<input type="checkbox"/> 24 Developer	<input type="checkbox"/> 26 Owner	<input type="checkbox"/> 1 Other (list) _____					
<input type="checkbox"/> 12 Architect	<input type="checkbox"/> 22 Contractor	<input type="checkbox"/> 7 Engineer										
<input type="checkbox"/> 5 Attorney	<input type="checkbox"/> 24 Developer	<input type="checkbox"/> 26 Owner										
<input type="checkbox"/> 1 Other (list) _____												
<p>5. How many years have you participated in Lincoln's development process?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 11 0 to 5 years</td> <td><input type="checkbox"/> 6 6 to 10 years</td> <td><input type="checkbox"/> 42 more than 10 years</td> </tr> </table>	<input type="checkbox"/> 11 0 to 5 years	<input type="checkbox"/> 6 6 to 10 years	<input type="checkbox"/> 42 more than 10 years									
<input type="checkbox"/> 11 0 to 5 years	<input type="checkbox"/> 6 6 to 10 years	<input type="checkbox"/> 42 more than 10 years										
<p>6. Have you participated in the development process in other cities across Nebraska or the United States?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 42 Yes</td> <td><input type="checkbox"/> 18 No</td> </tr> </table>	<input type="checkbox"/> 42 Yes	<input type="checkbox"/> 18 No										
<input type="checkbox"/> 42 Yes	<input type="checkbox"/> 18 No											
<p>7. Do you use the Permits Plus access offered to applicants to track their projects through the system?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 17 Yes</td> <td><input type="checkbox"/> 42 No</td> </tr> </table>	<input type="checkbox"/> 17 Yes	<input type="checkbox"/> 42 No										
<input type="checkbox"/> 17 Yes	<input type="checkbox"/> 42 No											
<p>8. Do you take advantage of the preplan meetings to discuss code and development issues prior to submission of plans to any of the departments?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 53 Yes</td> <td><input type="checkbox"/> 7 No</td> </tr> </table>	<input type="checkbox"/> 53 Yes	<input type="checkbox"/> 7 No										
<input type="checkbox"/> 53 Yes	<input type="checkbox"/> 7 No											
<p>9. Did your application(s) require waivers because the request was outside the current standards?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 60 Yes</td> <td><input type="checkbox"/> 2 No</td> </tr> </table>	<input type="checkbox"/> 60 Yes	<input type="checkbox"/> 2 No										
<input type="checkbox"/> 60 Yes	<input type="checkbox"/> 2 No											
<p>10. Did there need to be changes to the Capital Improvement Program (CIP) to accommodate your application(s)?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 13 Yes</td> <td><input type="checkbox"/> 47 No</td> </tr> </table>	<input type="checkbox"/> 13 Yes	<input type="checkbox"/> 47 No										
<input type="checkbox"/> 13 Yes	<input type="checkbox"/> 47 No											
<p>11. Did your application have any special permits?</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> 38 Yes</td> <td><input type="checkbox"/> 23 No</td> </tr> </table>	<input type="checkbox"/> 38 Yes	<input type="checkbox"/> 23 No										
<input type="checkbox"/> 38 Yes	<input type="checkbox"/> 23 No											

Continued

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	PERCENT DISAGREED
12. In reviewing the development process that you have participated in, the process is clearly defined on paper or on the City's website.							
Building and Safety	0	19	13	14	4	3	36%
Planning	3	18	14	13	4	2	33%
Public Works and Utilities	0	16	16	13	3	5	33%
13. Joint meetings that I participated in with departments were conducted in an orderly manner.							
Building and Safety	5	29	8	4	2	7	13%
Planning	8	35	4	6	2	4	15%
Public Works and Utilities	1	28	7	10	1	7	23%
14. Joint meetings with departments were helpful.							
Building and Safety	4	18	5	15	8	7	46%
Planning	6	24	5	15	5	4	36%
Public Works and Utilities	5	16	5	18	5	8	47%
15. When the City staff found problems in the project, they were thorough and clear in explaining what needed to be corrected.							
Building and Safety	5	19	7	11	14	2	45%
Planning	5	13	4	22	11	3	60%
Public Works and Utilities	2	18	5	15	11	5	51%
16. The review of my project was complete and accurate.							
Building and Safety	5	16	8	14	12	3	47%
Planning	6	10	6	17	14	3	58%
Public Works and Utilities	4	13	5	14	11	7	53%
17. When making an application, I have generally found the City staff to be responsive and helpful in the functions of:							
Building and Safety	7	19	6	11	11	3	41%
Planning	9	18	5	14	8	3	41%
Public Works and Utilities	3	15	9	11	10	6	44%
18. In general, the staff has dealt with me in a positive manner, providing options where they were available and attempting to help me through the process in the functions of:							
Building and Safety	5	19	6	7	15	3	42%
Planning	9	14	8	9	13	3	42%
Public Works and Utilities	3	17	11	5	12	5	35%
19. The turnaround time for review and approval or disapproval of my application was not any longer with Lincoln than other cities where I have filed applications.							
Building and Safety	2	6	13	9	21	6	59%
Planning	1	7	8	11	23	8	68%
Public Works and Utilities	2	4	9	11	19	10	67%

Continued

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	PERCENT DISAGREED
20. Staff was courteous from the departments of:							
Building and Safety	8	28	7	5	7	3	22%
Planning	12	30	6	7	2	2	16%
Public Works and Utilities	6	32	8	5	2	4	13%
21. The staff of the City were easily accessible when I needed assistance in resolving problems in the functions of:							
Building and Safety	5	27	7	10	5	4	28%
Planning	7	25	7	11	5	3	29%
Public Works and Utilities	5	25	5	11	4	6	30%
22. The Planning Commission treated me fairly.	4	19	11	0	5	7	13%
23. The Planning Commission members were courteous during the hearing.	5	30	9	5	2	9	14%
24. The City Council treated me fairly.	4	24	7	9	3	13	26%
25. The City Council members were courteous during the hearing.	5	34	5	1	1	12	4%
26. I found the input from the Planning Commission useful in the hearing process. <input type="checkbox"/> 19 Yes <input type="checkbox"/> 30 No							
27. Three departments are most involved in development review, plan checking and inspections in the city of Lincoln. They are Building and Safety, Planning, and Public Works and Utilities. If you experienced coordination problems between any two departments, please list them below. Coordination problems between _____ and _____ Coordination problems between _____ and _____							
28. Please add any comments or suggestions you may have that will improve our process or customer service. Please give us at least one idea. _____ _____ _____ _____ _____ _____ _____							

City of Lincoln Development Process – Customer Service Survey Waiver Not Required

1. Please check off the types of development actions you have applied for through the City during the past 12 months.		
<input type="checkbox"/> 84 Building Permit	<input type="checkbox"/> 47 Impact Fee Permit	<input type="checkbox"/> 3 Waiver
<input type="checkbox"/> 12 Change of Zone	<input type="checkbox"/> 17 Preliminary & Final Plat Review	<input type="checkbox"/> 18 Zoning Special Permit or Special Use Permit
<input type="checkbox"/> 44 Curb Cut or Encroachment Permit	<input type="checkbox"/> 24 Sidewalk Permit	
<input type="checkbox"/> 7 Other (list) _____		
2. Please indicate what the permit or approval was for.		
<input type="checkbox"/> 36 New single family		
<input type="checkbox"/> 24 Remodel or addition to single family		
<input type="checkbox"/> 30 New commercial or industrial building		
<input type="checkbox"/> 27 Remodel or tenant improvement to commercial building		
<input type="checkbox"/> 17 Other (list) _____		
3. Please indicate how often you work with the City's development review, plan checking, or inspections process.		
<input type="checkbox"/> 14 One time user of the process		
<input type="checkbox"/> 82 Frequent user of the process		
4. Please check if you participated as an:		
<input type="checkbox"/> 13 Architect	<input type="checkbox"/> 61 Contractor	<input type="checkbox"/> 6 Engineer
<input type="checkbox"/> 0 Attorney	<input type="checkbox"/> 15 Developer	<input type="checkbox"/> 21 Owner
<input type="checkbox"/> 4 Other (list) _____		
5. How many years have you participated in Lincoln's development process?		
<input type="checkbox"/> 21 0 to 5 years	<input type="checkbox"/> 16 6 to 10 years	<input type="checkbox"/> 60 more than 10 years
6. Have you participated in the development process in other cities across Nebraska or the United States?		
<input type="checkbox"/> 56 Yes		
<input type="checkbox"/> 42 No		
7. Do you use the Permits Plus access offered to applicants to track their projects through the system?		
<input type="checkbox"/> 26 Yes		
<input type="checkbox"/> 68 No		
8. Do you take advantage of the preplan meetings to discuss code and development issues prior to submission of plans to any of the departments?		
<input type="checkbox"/> 46 Yes		
<input type="checkbox"/> 53 No		
9. Did your application(s) require waivers because the request was outside the current standards?		
<input type="checkbox"/> 2 Yes		
<input type="checkbox"/> 98 No		
10. Did there need to be changes to the Capital Improvement Program (CIP) to accommodate your application(s)?		
<input type="checkbox"/> 5 Yes		
<input type="checkbox"/> 88 No		
11. Did your application have any special permits?		
<input type="checkbox"/> 22 Yes		
<input type="checkbox"/> 74 No		

Continued

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	PERCENT DISAGREED
12. In reviewing the development process that you have participated in, the process is clearly defined on paper or on the City's website.							
Building and Safety	0	45	15	10	4	7	19%
Planning	1	33	25	4	5	12	13%
Public Works and Utilities	2	26	23	4	3	15	12%
13. Joint meetings that I participated in with departments were conducted in an orderly manner.							
Building and Safety	12	33	15	4	0	21	6%
Planning	5	30	17	5	2	21	12%
Public Works and Utilities	3	21	21	5	0	24	10%
14. Joint meetings with departments were helpful.							
Building and Safety	9	25	17	6	4	24	16%
Planning	8	18	19	7	3	22	18%
Public Works and Utilities	4	14	21	5	3	24	17%
15. When the City staff found problems in the project, they were thorough and clear in explaining what needed to be corrected.							
Building and Safety	16	34	6	16	7	10	29%
Planning	7	21	18	14	5	16	29%
Public Works and Utilities	1	15	21	9	3	21	24%
16. The review of my project was complete and accurate.							
Building and Safety	16	45	6	10	7	7	20%
Planning	6	26	17	12	4	16	25%
Public Works and Utilities	1	22	20	6	1	21	14%
17. When making an application, I have generally found the City staff to be responsive and helpful in the functions of:							
Building and Safety	26	43	6	8	6	4	16%
Planning	8	23	21	9	5	13	21%
Public Works and Utilities	2	21	20	8	4	19	22%
18. In general, the staff has dealt with me in a positive manner, providing options where they were available and attempting to help me through the process in the functions of:							
Building and Safety	28	41	5	8	7	4	17%
Planning	10	24	19	5	9	14	21%
Public Works and Utilities	3	20	16	9	6	20	28%
19. The turnaround time for review and approval or disapproval of my application was not any longer with Lincoln than other cities where I have filed applications.							
Building and Safety	9	21	16	19	13	14	41%
Planning	3	12	21	11	13	19	40%
Public Works and Utilities	1	11	20	6	11	24	35%

Continued

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	PERCENT DISAGREE
20. Staff was courteous from the departments of:							
Building and Safety	30	43	8	7	3	4	11%
Planning	16	29	21	6	0	11	8%
Public Works and Utilities	4	29	20	3	2	18	9%
21. The staff of the City were easily accessible when I needed assistance in resolving problems in the functions of:							
Building and Safety	16	47	8	8	4	8	14%
Planning	7	30	23	6	2	14	12%
Public Works and Utilities	0	25	21	8	2	19	18%
22. The Planning Commission treated me fairly.	7	23	21	0	3	27	6%
23. The Planning Commission members were courteous during the hearing.	6	29	18	2	0	30	4%
24. The City Council treated me fairly.	2	16	19	5	5	36	21%
25. The City Council members were courteous during the hearing.	4	18	19	2	1	35	7%
26. I found the input from the Planning Commission useful in the hearing process. <input type="checkbox"/> 31 Yes <input type="checkbox"/> 13 No							
27. Three departments are most involved in development review, plan checking and inspections in the city of Lincoln. They are Building and Safety, Planning, and Public Works and Utilities. If you experienced coordination problems between any two departments, please list them below. Coordination problems between _____ and _____ Coordination problems between _____ and _____							
28. Please add any comments or suggestions you may have that will improve our process or customer service. Please give us at least one idea. _____ _____ _____ _____ _____ _____ _____							