

**COMMUNITY DEVELOPMENT DEPARTMENT**  
CUSTOMER SATISFACTION SURVEY

REPORT PREPARED FOR THE  
CITY OF LAGUNA NIGUEL




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741 GARDEN VIEW COURT, SUITE 208  
ENCINITAS CA 92024  
760.632.9900 [WWW.TN-RESEARCH.COM](http://WWW.TN-RESEARCH.COM)





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## INTRODUCTION

On an annual basis, the City of Laguna Niguel's Community Development Department issues roughly 2,000 permits and conducts more than 16,000 inspections through its Building and Safety Division. As part of its commitment to provide high quality services that meet the needs of its customers, the Department has traditionally sought to measure customer satisfaction and gain insight into how services can be improved through informal verbal and written feedback mechanisms.

Although these informal feedback mechanisms are valuable sources of information for the Department in that they provide timely, accurate information about the opinions of specific customers, they do not necessarily provide an accurate picture of the Department's customer base as a whole. For the most part, these methods rely on the customer to initiate the feedback. Consequently, the methods suffer from what is known as a self-selection bias—the Department receives feedback only from those customers who are motivated enough to initiate the feedback process. Moreover, these customers tend to be those who are either very pleased or very displeased with the service they have received. Their collective opinions are thus not necessarily representative of the Department's customer base as a whole.

The motivation for the current study was to design and employ a methodology that would avoid the self-selection bias noted above and thereby provide statistically-reliable measures of customer satisfaction among the Department's customer base.

**OVERVIEW OF METHODOLOGY** Customers form their overall opinions about a product or service based on a number of specific factors. Collectively, these factors shape customer satisfaction—and therefore can also be thought of as *key drivers* of customer satisfaction. The first step to providing excellent customer service is thus to understand *which* factors shape customers' opinions about the services provided by the Community Development Department, as well as how customers prioritize the factors/drivers when forming their opinions of the Department's performance.

The research proceeded in two stages. During the design stage of the study, True North discussed performance issues with Department staff and considered relevant findings from similar studies conducted with community development, and planning and building departments from other cities to identify potential key drivers of customer satisfaction. Having identified the potential key drivers of customer satisfaction, True North then designed a survey to measure customers' opinions and experiences on each of the key dimensions. In the second stage, a total of 361 randomly selected customers participated in the study via telephone or online at a secure website hosted by True North. Data were collected via the website from April 14 to May 6, 2010, and via telephone during business hours from April 27 to May 7, 2009. The telephone interviews averaged 15 minutes. A full description of the methodology used for the survey is included later in this report (see *Methodology* on page 22).

**ORGANIZATION OF REPORT** This report is designed to meet the needs of readers who prefer a summary of the findings as well as those who are interested in the details of the results. For those who seek an overview of the findings, the sections titled *Just the Facts* and *Conclusions* are for you. They provide a summary of the most important factual findings of the survey in bul-



let-point format and a discussion of their implications. For the interested reader, this section is followed by a more detailed question-by-question discussion of the results from the survey by topic area (see *Table of Contents*), as well as a description of the methodology employed for collecting and analyzing the data. And, for the truly ambitious reader, the questionnaires used for the interviews are contained at the back of this report, a complete set of crosstabulations is contained in Appendix A, and a complete list of verbatim responses is contained in Appendix B.

**ACKNOWLEDGEMENTS** True North thanks the staff at the City of Laguna Niguel who contributed their valuable input during the design stage of this study. Their expertise, insight and local knowledge improved the overall quality of the research presented here.

**DISCLAIMER** The statements and conclusions in this report are those of the authors (Dr. Timothy McLarney and Richard Sarles) at True North Research, Inc. and not necessarily those of the City of Laguna Niguel. Any errors and omissions are the responsibility of the authors.

**ABOUT TRUE NORTH** True North is a full-service survey research firm that is dedicated to providing public agencies with a clear understanding of the values, perceptions, priorities and concerns of their constituents and customers. Through designing and implementing scientific surveys, focus groups and one-on-one interviews, as well as expert interpretation of the findings, True North helps its clients to move with confidence when making strategic decisions in a variety of areas—such as planning, policy evaluation, performance management, organizational development, establishing fiscal priorities, and developing effective communication campaigns.

During their careers, Dr. McLarney (President) and Mr. Sarles (Principal Researcher) have designed and conducted 500 survey research studies for public agencies—including more than 300 studies for California municipalities and special districts.





## JUST THE FACTS

The following is an outline of the main factual findings from the survey. For the reader's convenience, we have organized the findings according to the section titles used in the body of this report. Thus, if you would like to learn more about a particular finding, simply turn to the appropriate report section.

### PROCESS, ROLE & PROJECT TYPE

- Forty-one percent (41%) of customers indicated they interacted with the Department at each of the three stages of the permitting process on their most recent project: permit application and issuance, plan check, and building inspection.
- Approximately 21% of customers indicated that they were personally involved in two of the three stages on their most recent project.
- The remaining 38% of customers stated that they were involved in just one of the three stages in the permitting process on their most recent project.
- Approximately two-thirds (66%) of all customers surveyed indicated they were the owner, and one quarter (25%) were a contractor. An additional 12% said they were an agent or representative, 9% were a permit runner, 5% were an architect, and 3% were an engineer.
- Among all customers surveyed, more than eight-in-ten (84%) described their most recent project as residential and 15% described it as commercial.

### OVERALL SATISFACTION

- When asked to rate the service they received from the Community Development Department staff on their most recent project in the City of Laguna Niguel, almost nine out of ten customers (89%) indicated they were either very (65%) or somewhat (24%) satisfied with the service they received. Nine percent (9%) of respondents indicated dissatisfaction with the City's performance, and 2% were unsure or did not provide an opinion.
- Of the 9% of customers who were dissatisfied with the service they received on their most recent project, the most common reason cited for their dissatisfaction was in regards to the quality of customer service they received, mentioned by half (50%) of respondents. Staff's perceived lack of knowledge or training on particular aspects of a project (27%) and frustration with steps and logistics of the permit process (21%) were also common mentions.

### PERMIT APPLICATION STAGE

- Overall, 71% of customers indicated they were personally involved in the permit application stage on their most recent project.
- Ninety-five percent (95%) of those who provided an opinion agreed that permit application counter staff were courteous, responsive, and knowledgeable.
- A similarly high percentage also agreed that the fees were assessed properly (94%), that they received clear and correct instructions about the documents needed to apply for a permit (94%), and that the counter staff were accessible (93%), made an effort to understand their needs as a customer (93%), and were responsive (93%).
- Overall, more than nine out of ten (93%) respondents agreed that they were satisfied with the service they received during the permit application stage.
- Customers were relatively less in agreement that the amount of the fees was reasonable (80%).

## PLAN CHECK STAGE

- Overall, 58% of customers reported they were *personally* involved in the plan check stage.
- At least 90% of respondents who provided an opinion agreed that plan review staff were courteous (97%), knowledgeable (95%), responsive (93%), helpful (92%), and made an effort to understand their needs as a customer (91%).
- At least nine-in-ten also agreed that the plan review comments and corrections were clear and understandable (94%), that the plan review process was completed by the target date set by the City (92%), that there was adequate communication among City staff about the project during the plan review (90%), and that the turn-around time set by the City for plan review was reasonable (90%).
- Eighty-nine percent (89%) of respondents agreed that, overall, they were satisfied with the service they received during the plan review stage.

## INSPECTION STAGE

- Overall, 74% of customers indicated they were personally involved in the inspection stage on their most recent project.
- The vast majority of customers agreed that inspectors were courteous (96%), responsive (95%), knowledgeable (95%), arrived on time for appointments (93%), helpful (93%), and made an effort to understand their needs as a customer (93%).
- At least 90% of customers also agreed that written notices and corrections were clear and understandable (94%), that inspectors' comments were consistent with those of plan check staff (93%), that inspectors only requested a change if it was required to meet code (92%), and that if an appointment was made, it was easy to schedule an inspection (91%).
- Customers were somewhat less likely to agree that inspectors only requested a change if it made sense for a project (86%) and that if more than one inspector worked on the project, their notices and corrections were consistent (83%).
- Overall, 94% of customers agreed that they were satisfied with the service received during the inspection stage.

## SIGN REVIEW PROCESS

- Approximately 16% of customers indicated that one or more of their projects required a sign review in the past 18 months.
- The vast majority of customers agreed that the turn-around time for the sign review was reasonable (93%), and that the sign requirements made sense for the project (88%).
- Ninety-three percent (93%) of customers agreed that, overall, they were satisfied with the service they received during the sign review process.

## INFORMATION ACCESS

- Approximately three-quarters (74%) of customers indicated that they were either very satisfied (46%) or somewhat satisfied (28%) with the Department's efforts to make information available to them. Only 4% were dissatisfied, and a significant proportion (22%) of customers were unsure of their opinion on the topic or declined to provide it.
- just under one-third (30%) of customers reported visiting the Department's website in the 12 months prior to the interview.

- Among customers who had visited the website, 90% indicated satisfaction with the content of the site (53% very satisfied, 38% somewhat satisfied).
- Respondents who were dissatisfied with the website requested the ability to view the permit plan check status online, online filing and submission of application forms, and downloadable forms and documentation on the permit process.

## IDEAS FOR IMPROVING SERVICE

- Accounting for roughly 60% of all responses, the most common responses when asked for ideas on how to improve services provided by the Department were *no suggestions / everything is okay* (41%) and *not sure / cannot think of anything* (20%).
- Among specific suggestions, reducing and/or eliminating certain fees (6%), improving responsiveness to requests and inquiries (5%), providing clear, correct comments and explanations for the plan check and inspections (5%), and reducing turnaround times on deliverables and action items (4%) were the top recommendations.



## CONCLUSIONS

As noted in the *Introduction*, this study was designed to provide the City of Laguna Niguel's Community Development Department with a statistically reliable understanding of its customers' satisfaction, priorities, and needs. In addition to providing the Department with a means of measuring and tracking its performance, this study gathers information that can assist the Department in making sound, strategic decisions in a variety of areas—including prioritizing service improvements and enhancements, planning, policy evaluation, staffing, training, and budgeting.

Whereas subsequent sections of this report are devoted to conveying detailed results of the survey, in this section we attempt to 'see the forest through the trees' and note how the collective results of the survey answer some of the key questions that motivated the research. The following conclusions are based on True North's interpretations of the survey results, as well as the firm's experience conducting similar studies for Community Development Departments across the state.

**HOW WELL IS THE DEPARTMENT PERFORMING OVERALL?** Considering that the Community Development Department has a *regulatory* relationship with its customers and that it must balance the interests of developers with the interests of the communities that will be affected by a project, the results of the study indicate that the Department is performing exceptionally well in what are often difficult circumstances. Eighty-nine percent (89%) of customers stated that, overall, they were satisfied with the service they received from the Department on their most recent project. This positive assessment of the Department's performance was not only expressed by customers as a whole, it was also shared by all customer subgroups identified in the study. And with few exceptions, the Department received high marks for its performance on more than 44 specific customer-service criteria tested across the permit application, plan check, inspection, and sign review stages of a project.

Further indication that the Department is performing exceptionally well in meeting customers' needs is the responses provided when customers were given an open-ended opportunity to suggest ways that the Department could improve its performance. A question of this nature will identify the most salient issues and concerns from the customers' perspective, but in the current study the majority of respondents had little to offer in the way of suggestions. In fact, approximately six out of ten customers stated that *no* changes were needed or that everything is okay (41%) or that they could not think of any specific changes (20%). Moreover, no single requested change was cited by more than 5% of customers, indicating that the Department is doing a solid job of balancing its resources and efforts across the various services that it provides.

To the extent that a survey like this can be viewed as a report card on the Division's performance, the results of this survey should be considered an 'A'.

**WHERE SHOULD THE DEPARTMENT FOCUS ON IMPROVEMENT?** Perhaps the most important recommendation—one that is occasionally overlooked in customer satisfaction research—is for the Department to recognize the many things that it does well and to focus on continuing to perform at a high level in these areas. As noted throughout this report, customers were generally pleased with the Department's performance in many areas—especially the knowledge, courtesy, and helpfulness of staff. The top priority for the Department should thus be to

do what it takes to maintain the high quality of services in areas where customers have come to expect the Department to perform well.

Nevertheless, in the pursuit of constant improvement, the study identified aspects of the Department's performance that could be enhanced or improved—if only from the perspective of a minority of customers.

Opportunities for improving customer service include ensuring that inspectors provide consistent comments when multiple inspectors are assigned to a project, and that changes are only requested by an inspector if the changes make sense for that project. Similarly, within the plan check stage, ensuring that plan check comments and corrections make sense for the project, that they are consistent, and that they represent a reasonable interpretation of the code are three other opportunities for increasing customer satisfaction. Building and planning customers are often dissatisfied with the fees assessed during the permit process, and that was the case for approximately one-fifth of customers in the current study. Although reducing fees is rarely an option, providing advanced notice of anticipated fees as well as an explanation of the various charges can often improve customers' reception of them and, in turn, increase satisfaction with the Department. Such proactive efforts could also positively affect customer satisfaction with the City's communication efforts in general.

## PROCESS, ROLE & PROJECT TYPE

The Community Development Department's primary goals are to ensure that all construction in the City complies with adopted codes, and that permitting and licensing systems efficiently meet the needs of the public and the City. To accomplish these goals, the Department provides services that span the entire permitting process. These services are generally combined into the three stages described below.

**Permit Application and Issuance** The permit application and issuance stage involves receiving permit applications, explaining the permit process requirements, and coordinating with customers to make sure that their applications are complete. These steps are accomplished by the permit counter staff.

**Plan Check** Plans submitted in connection with a permit application are next reviewed by plan check staff for compliance with Federal, State, City adopted codes, and regulations. Any necessary changes are noted in a plan check correction list and must be corrected by the customer prior to permit issuance.

**Building Inspection** The final stage involves on-site inspections for all projects completed pursuant to an issued permit to ensure that they comply with all model codes and City ordinances.

**INVOLVEMENT IN PROCESS** To understand the extent of customer involvement in each of the key stages in a project, as well as have the ability to tailor the interview to a customer's individual experience with the Department, the first substantive question of the survey asked a respondent to identify which stages they were *personally* involved in during their most recent project.

**Question SC2** *For your most recent project, were you personally involved in the: \_\_\_\_\_ stage of the project?*

FIGURE 1 INVOLVEMENT IN STAGES OF PROJECT

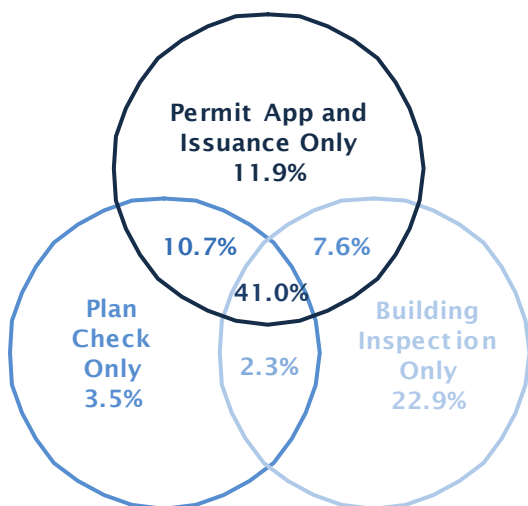


Figure 1 is a Venn diagram that displays the distribution of customers by project stage among those surveyed regarding their most recent project. Overall, 41% of customers were personally involved in all three stages of the project, and an additional 21% were involved in two of the three stages. The remaining 38% were involved in just one of the key stages for their most recent project.

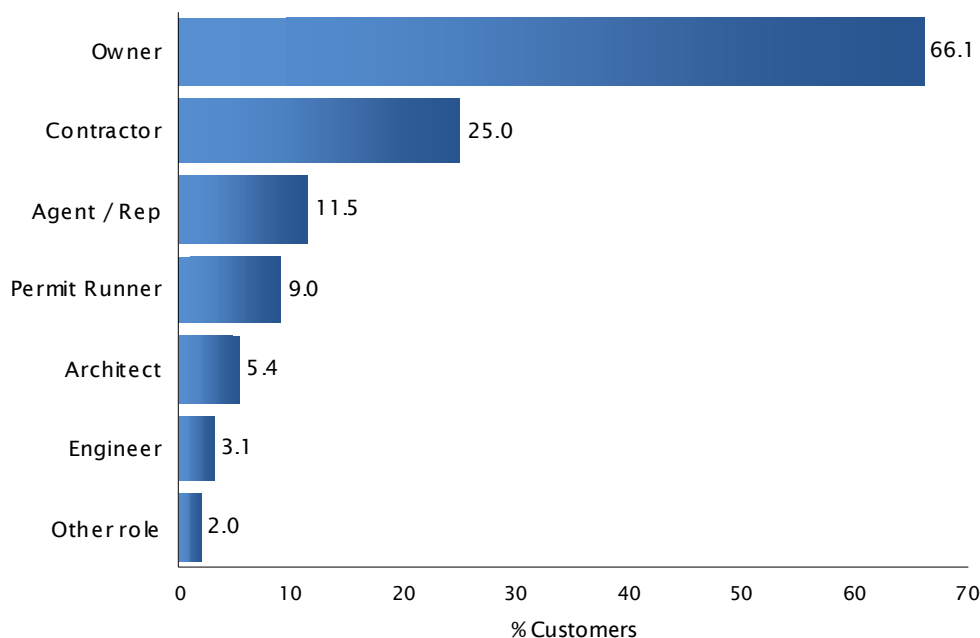
For the interested reader, Table 1 shows how involvement by stage varied according to the number of projects a customer was associated with in the 12 months prior to the interview.

**TABLE 1 INVOLVEMENT IN STAGES OF PROJECT BY NUMBER OF PROJECTS IN PAST 12 MONTHS**

	Overall	Number of Projects in Past 12 Months (Q16)		
		1	2 to 3	4 or more
Permit application and issuance only	11.9	9.0	9.3	17.1
Plan check only	3.5	4.5	1.3	0.0
Building inspection only	22.9	29.2	9.5	3.1
Permit app + Plan check	10.7	8.2	17.9	19.3
Permit app + Building inspection	7.6	6.3	13.0	13.5
Plan check + Building inspection	2.3	2.5	0.0	0.0
All stages	41.0	40.2	49.0	47.1

**CUSTOMER ROLE** Customers were next presented with the list of roles shown in Figure 2 and asked to indicate which best describes their role on their most recent project with the City. In cases where the respondent performed multiple roles (such as the owner and architect), multiple responses were permitted. Approximately two-thirds (66%) of all customers surveyed indicated they were the owner, and one quarter (25%) were a contractor. An additional 12% said they were an agent or representative, 9% were a permit runner, 5% were an architect, and 3% were an engineer for the project.

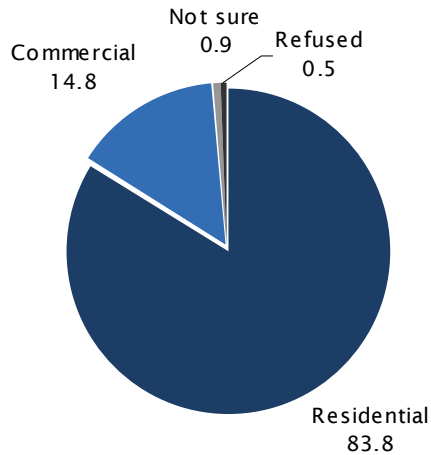
**Question 1** Which of the following best describes your role on this project?

**FIGURE 2 ROLE WITH MOST PROJECT**




**PROJECT TYPE** Having measured a customer's involvement in the permitting process on their most recent project, as well as their role, the final question in this series addressed the type of project they worked on most recently with the City.

**FIGURE 3 PROPERTY TYPE**

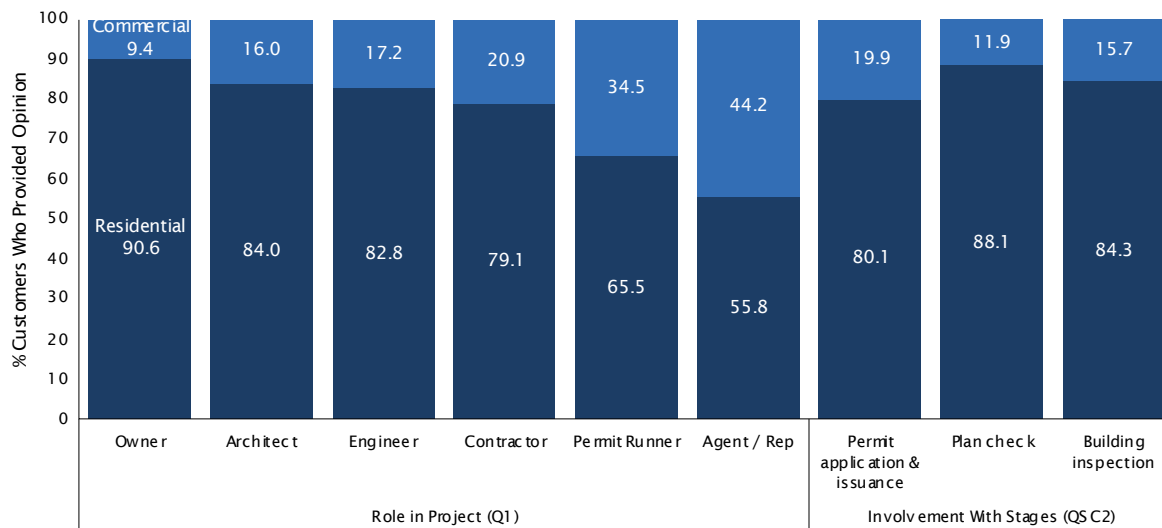


**Question 2** *Was your most recent project for a residential property or a commercial property?*

Among all customers surveyed, more than eight-in-ten (84%) described their most recent project as residential and 15% described it as commercial.

Figure 4 displays how the nature of their most recent project varied by customer role and stages of involvement. When compared with their respective counterparts, owners and those involved with the plan check were the most likely to describe their most recent project as residential in nature.

**FIGURE 4 PROPERTY TYPE BY ROLE IN PROJECT & STAGES OF INVOLVEMENT**



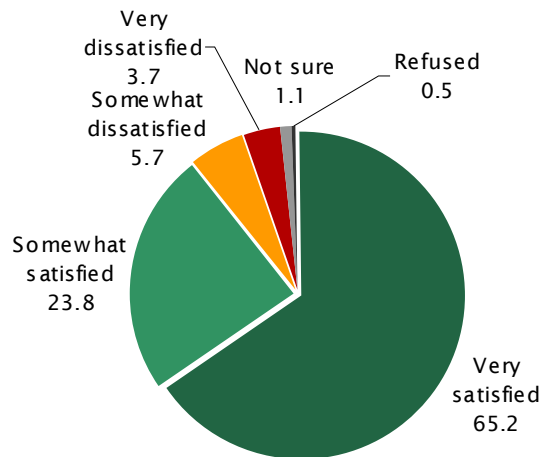
## OVERALL SATISFACTION

The survey instructed customers to focus on the experience with their most recent project when answering the remaining questions in the survey. This approach was used to ensure that the survey results reflect customers' most recent—rather than most memorable—experiences with the City, thereby providing timely feedback about the Department's *current* performance.

All respondents were asked to indicate if, overall, they were satisfied or dissatisfied with the service they received from the City of Laguna Niguel on their most recent project. Because this question does not reference a specific aspect of the project and requested that the respondent consider the City's performance in general, the findings of this question may be regarded as an *overall performance rating* for the Community Development Department.

**Question 3** *Overall, were you satisfied or dissatisfied with the service that you received from the City of Laguna Niguel on this project?*

**FIGURE 5 OVERALL SATISFACTION WITH MOST RECENT PROJECT**

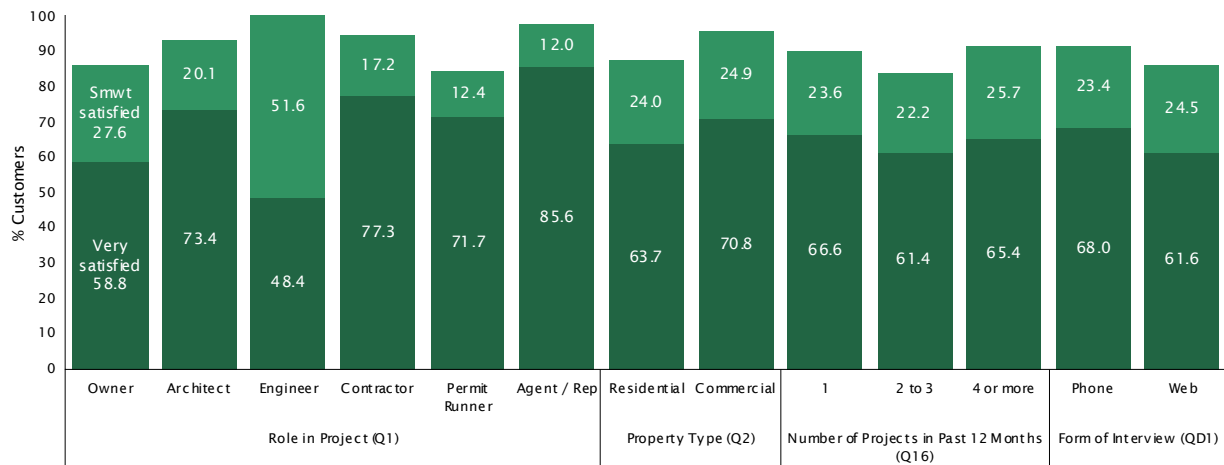


As shown in Figure 5, almost nine out of ten customers (89%) indicated they were either very (65%) or somewhat (24%) satisfied with the service they received from the City on their most recent project. Nine percent (9%) of respondents indicated dissatisfaction with the City's performance, and 2% were unsure or did not provide an opinion.

The figure on the next page displays how satisfaction with the City's performance varied among customers by their role in the project, property type, the number of projects the customer was involved with in the past 12 months, and the interview type (web vs. phone).<sup>1</sup>

1. The slightly lower levels of satisfaction among those who participated online is a proxy for timing. The web survey was made available prior to the telephone interview, and customers displeased with the Department's performance tend to respond more quickly to the invitation to provide feedback about the Department.

**FIGURE 6 OVERALL SATISFACTION WITH MOST RECENT PROJECT BY ROLE IN PROJECT, PROPERTY TYPE, NUMBER OF PROJECTS IN PAST 12 MONTHS & FORM OF INTERVIEW**



**REASONS FOR DISSATISFACTION** Respondents who indicated they were dissatisfied with the service they received on their most recent project were asked the reason for their dissatisfaction in Question 4. The question was asked in an open-ended manner, allowing respondents to mention any improvement that came to mind without be prompted by, or restricted to, a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 7. Because respondents could provide more than one reason, the numbers shown in the figure reflect the percentage of dissatisfied customers who mentioned a particular issue and thus sum to more than 100%.

Of the 9% of customers who were dissatisfied with the service they received on their most recent project (see Figure 5), the most common reason cited for their dissatisfaction was in regards to the quality of customer service they received, mentioned by half (50%) of respondents. Staff's lack of knowledge or training on particular aspects of a project (27%) and frustration with steps and logistics of the permit process (21%) were also common mentions.

**Question 4** *Is there a particular reason why you were dissatisfied?*

**FIGURE 7 REASONS FOR DISSATISFACTION**



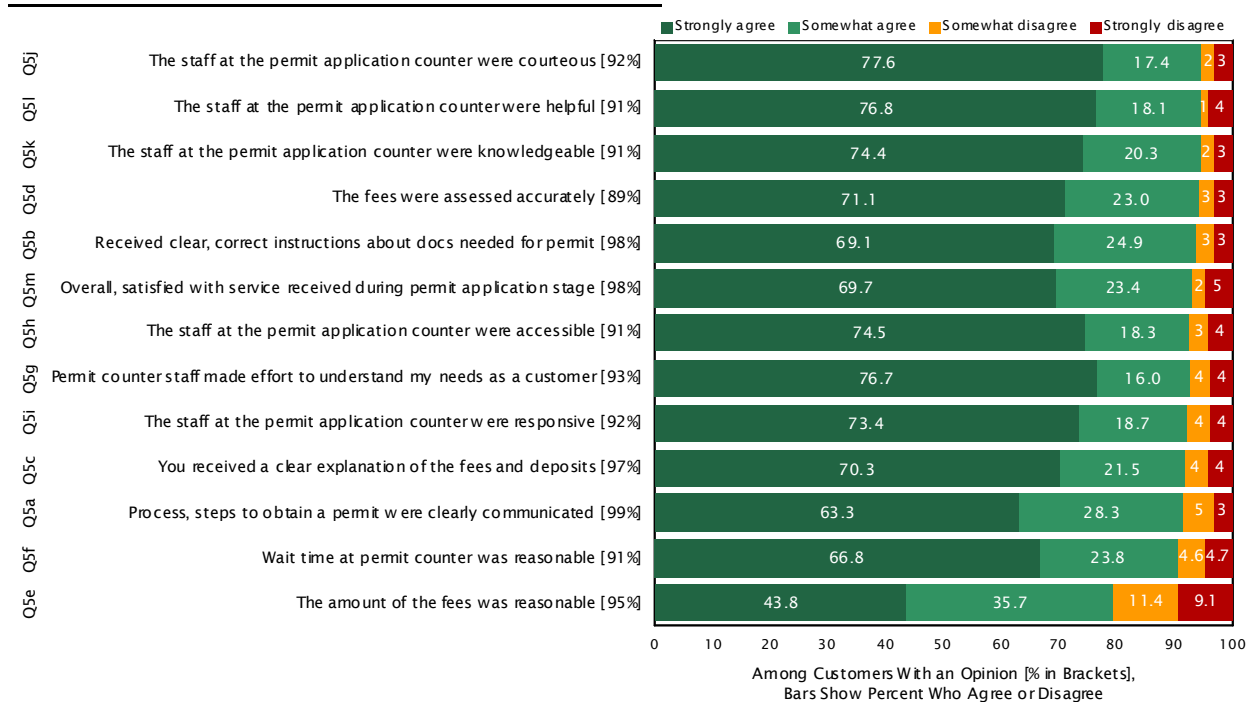
## PERMIT APPLICATION STAGE

Whereas the previous section addressed the Department's *overall* performance, at this point the survey narrowed to focus on *specific* aspects of the Department's performance, such as responsiveness, clarity of communication, and accuracy. Because customers differed in their level of involvement on their most recent project, and the Department's performance can fluctuate across stages of a project, the questions were divided into the three key stages, plus a section for sign review. Only customers who indicated they were personally involved in a stage were administered questions related to that stage. Questions about the permit application stage are presented in this section of the report. Questions about the plan check, building inspection, and landscape review stages are discussed in later sections.

Overall, 71% of customers indicated they were personally involved in the permit application stage on their most recent project. Question 5 was designed to measure the Department's performance in meeting customer needs during this stage. For each of the 13 statements shown to the left of Figure 8 that reference a specific aspect of the Department's performance, respondents were asked to indicate their level of agreement with the statement. The higher the level of agreement, the more favorable a customer's opinion of the Department's performance.

**Question 5** *Next, I'm going to read several statements about the permit application stage of the process. I'd like you to tell me whether or not you agree or disagree with the statement based on your own experience. Here is the (first/next) one: \_\_\_\_\_. Do you agree or disagree with this statement?*

FIGURE 8 AGREEMENT WITH PERMIT APPLICATION STAGE STATEMENTS<sup>2</sup>



Perceptions of the permit application stage were overwhelmingly positive. At the top of the list, 95% of those who provided an opinion agreed that permit application counter staff were courteous, responsive, and knowledgeable. A similarly high percentage also agreed that the fees were assessed properly (84%), that they received clear and correct instructions about the documents needed to apply for a permit (94%), and that the counter staff were accessible (93%), made an effort to understand their needs as a customer (93%), and were responsive (93%). Customers were relatively less in agreement that the amount of the fees was reasonable (80%). Overall, more than nine out of ten (93%) respondents agreed that they were satisfied with the service they received during the permit application stage.

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2. The percentage who held an opinion for each statement is shown to the right of the statement in brackets. Percentages shown in the bars are among those with an opinion, which allows for a more meaningful comparison of responses across the statements tested. This conventions is used throughout this report for all figures that show levels of agreement in percentage form.

## PLAN CHECK STAGE

Once customers have successfully completed the permit application stage, a project enters the plan check stage. At this stage, plans submitted in connection with the permit application are reviewed by plan check staff for compliance with State- and City-adopted codes and regulations. Any necessary changes are noted in a plan check correction list and must be corrected by the customer prior to permit issuance. Overall, 58% of customers reported they were *personally* involved in the plan check stage. Responses to the 15 statements about the plan check stage are presented below in Figure 9.

**Question 6** *Next, I'm going to read several statements about the plan check process. I'd like you to tell me whether you agree or disagree with the statement based on your own experience. Here is the (first/next) one: \_\_\_\_\_. Do you agree or disagree with this statement?*

**FIGURE 9 AGREEMENT WITH PLAN CHECK STAGE STATEMENTS**



Similar to perceptions of the permit application stage, the vast majority of respondents maintained favorable opinions of the plan check stage. At least 90% of respondents who provided an opinion agreed that plan review staff were courteous (97%), knowledgeable (95%), responsive (93%), helpful (92%), and made an effort to understand their needs as a customer (91%). At least nine-in-ten also agreed that the plan review comments and corrections were clear and understandable (94%), that the plan review process was completed by the target date set by the City (92%), that there was adequate communication among City staff about the project during the plan review (90%), and that the turn-around time set by the City for plan review was reasonable (90%). Eighty-nine percent (89%) of respondents agreed that, overall, they were satisfied with the service they received during the plan review stage.

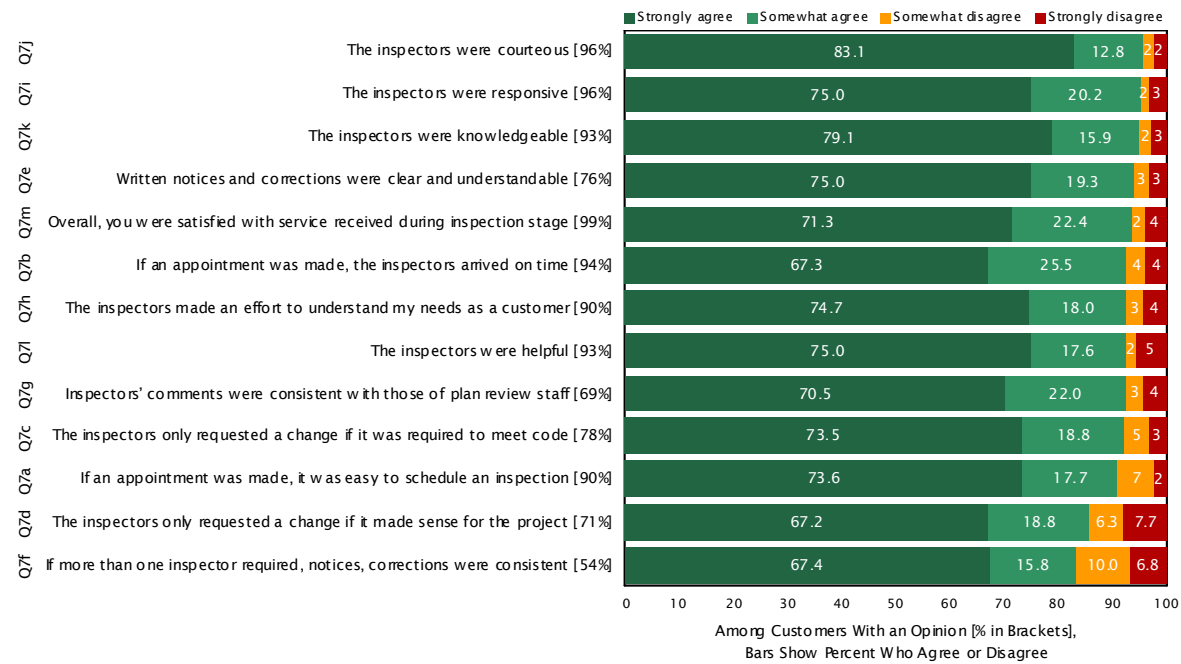
## INSPECTION STAGE

The final stage in the process is the inspection stage, which involves the on-site examination of a project completed pursuant to an issued permit. Inspections are conducted to ensure that projects are completed according to plan and are in compliance with all model codes and ordinances. On-site inspections are conducted by a staff of trained inspectors who specialize in each of the project and permit types. Overall, 74% of customers indicated they were personally involved in the inspection stage on their most recent project.

As in previous sections, customers' satisfaction with the City's performance during the inspection stage was measured by providing them with a series of performance-related statements about the inspection stage and asking whether they agreed or disagreed with the statements. The 13 statements tested and the results for each statement are shown in Figure 10.

**Question 7** *Next, I'm going to read several statements about the building inspection process. I'd like you to tell me whether you agree or disagree with the statement based on your own experience. Here is the (first/next) one: \_\_\_\_\_. Do you agree or disagree with this statement?*

**FIGURE 10 AGREEMENT WITH INSPECTION STAGE STATEMENTS**



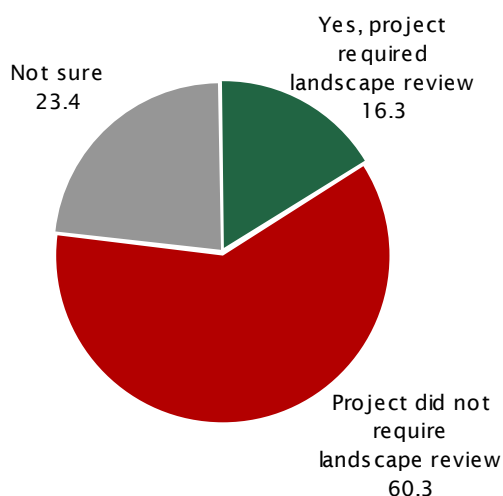
The vast majority of customers agreed that inspectors were courteous (96%), responsive (95%), knowledgeable (95%), arrived on time for appointments (93%), helpful (93%), and made an effort to understand their needs as a customer (93%). At least 90% of customers also agreed that written notices and corrections were clear and understandable (94%), that inspectors' comments were consistent with those of plan check staff (93%), that inspectors only requested a change if it was required to meet code (92%), and that if an appointment was made, it was easy to schedule an inspection (91%). Customers were somewhat less likely to agree that inspectors only requested a change if it made sense for a project (86%) and that if more than one inspector worked on the project, their notices and corrections were consistent (83%). Overall, 94% of customers agreed that they were satisfied with the service received during the inspection stage.



## SIGN REVIEW PROCESS

Certain projects require proposed signing to be reviewed and approved before moving on to the final inspection stage. This section of the survey identified customers who had recent experience with a sign review and gathered their opinions about that process.

**FIGURE 11 PROJECT REQUIRED SIGN REVIEW IN PAST EIGHTEEN MONTHS**



**Question 8** *In the past 18 months, did one or more of your projects require a sign review by the City?*

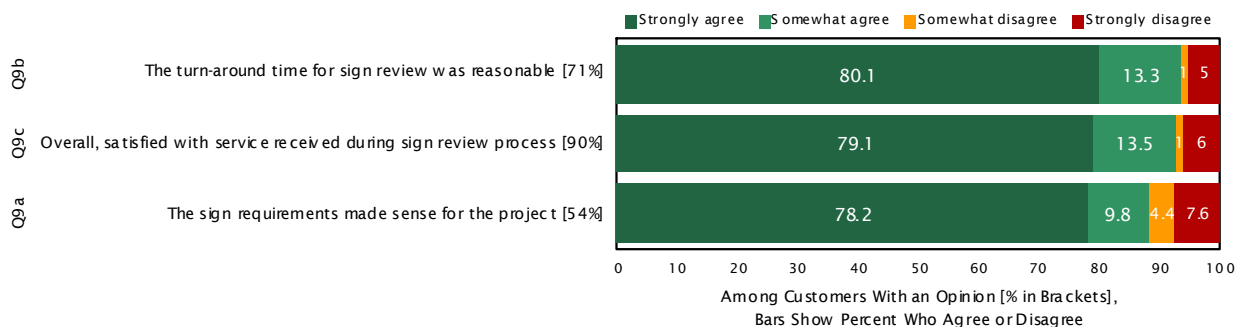
The first question in this section asked respondents if one or more of their projects in the past 18 months required a sign review by the City. As shown in Figure 11, 16% of customers indicated that one or more of their projects did require a sign review in the eighteen months.

Customers involved in the sign review process were next presented with Question 9, which provided respondents with three statements about the sign review and asked about their agreement or disagreement with each. As shown in Figure 12, the over-

whelming majority of customers agreed that the turn-around time for the sign review was reasonable (93%) and that the sign requirements made sense for the project (88%). Ninety-three percent (93%) of customers agreed that, overall, they were satisfied with the service they received during the sign review process.

**Question 9** *Next, I'm going to read three statements about the sign review process. I'd like you to tell me whether you agree or disagree with the statement based on your own experience. Here is the (first/next) one: ----- Do you agree or disagree with this statement?*

**FIGURE 12 AGREEMENT WITH INSPECTION STAGE STATEMENTS**



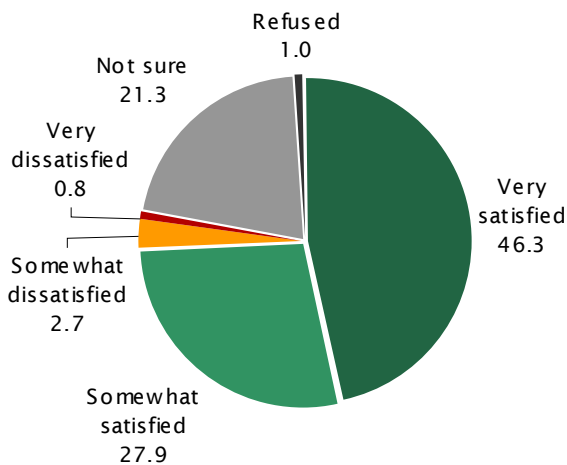
Respondents who disagreed that the sign requirements made sense for their project (Question 9a) were asked Question 10, which probed for specific aspects that they felt did not make sense. Because so few customers disagreed with the original statement, only five respondents provided answers to Question 10. Those responses included concern over the visibility of the sign from the road, the required color and style being inconsistent with the business's logo, and reference to similar signs that had been approved and posted elsewhere in the City.

## INFORMATION ACCESS

Customers must be well-informed about the types of permits and approvals that their project will need, as well as the steps and documents required for permit approval, if they are to successfully navigate the development process in an efficient and timely manner. To assist customers in this respect, Laguna Niguel's Building and Planning Department provides detailed information and step-by-step guides through their website, brochures, workshops, and meetings.

**OVERALL SATISFACTION** One of the goals of this study was to measure customers' use of, and satisfaction with, key information sources provided by the Department. The first question in this series simply asked whether they were satisfied or dissatisfied with the City's efforts to make planning and building services information available online, in brochures, and through meetings. As shown in Figure 13, approximately three-quarters (74%) of customers indicated that they were either very satisfied (46%) or somewhat satisfied (28%) with the Department's efforts to make information available to them. Only 4% were dissatisfied, and a significant proportion (22%) of customers were unsure of their opinion on the topic or declined to provide it.

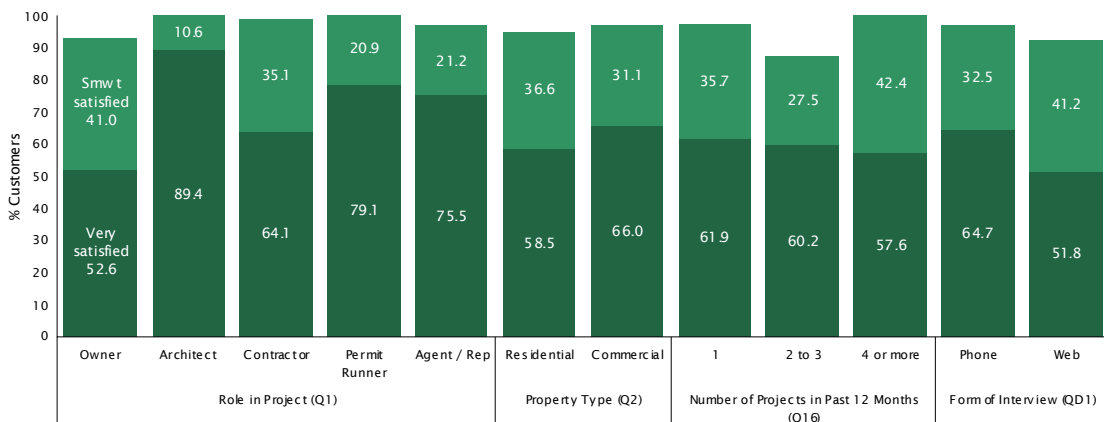
FIGURE 13 SATISFACTION WITH INFORMATION ACCESS



**Question 11** Overall, are you satisfied or dissatisfied with the City's efforts to make planning and building services information available through their web site, brochures, and meetings?

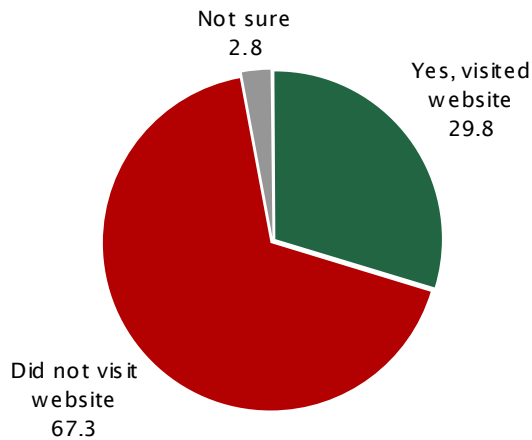
Figure 14 shows how, among customers who provided an opinion, satisfaction with the Department's efforts to make information available to customers varied across various demographics. Although customers' satisfaction with communication differed somewhat between categories, more than 85% of *all* subgroups identified reported satisfaction.

FIGURE 14 SATISFACTION WITH INFORMATION ACCESS BY ROLE IN PROJECT, PROPERTY TYPE, NUMBER OF PROJECTS IN PAST 12 MONTHS & FORM OF INTERVIEW



**DEPARTMENT WEBSITE** The next three questions of the survey asked about visits to, and satisfaction with, the Community Development Department's website in the past 12 months. As shown in Figure 15, just under one-third (30%) of customers reported visiting the Department's website in the year prior to the interview.

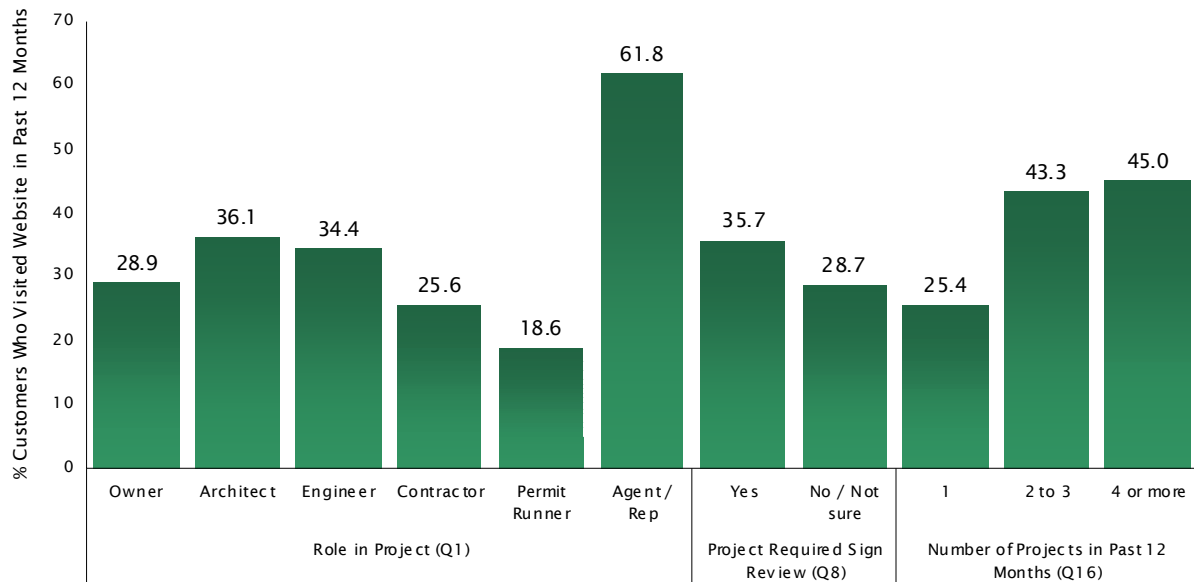
**FIGURE 15 DEPARTMENT WEBSITE VISIT IN PAST 12 MONTHS**



**Question 12** *In the past 12 months, have you visited the web site for the City of Laguna Niguel's Community Development Department?*

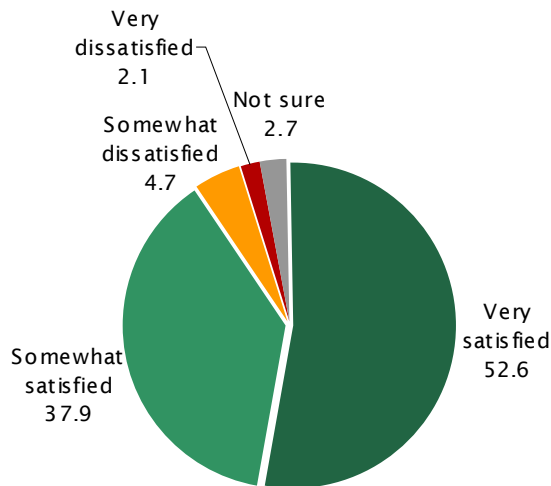
Below, Figure 16 shows that agents and representatives, customers involved in a sign review, and those involved with more than one project in the past 12 months were the most likely subgroups to have visited the Department's website during this period.

**FIGURE 16 DEPARTMENT WEBSITE VISIT IN PAST 12 MONTHS BY ROLE IN PROJECT, PROJECT REQUIRED SIGN REVIEW & PROJECTS IN PAST 12 MONTHS**



The next question in this series, which was asked only of customers who had visited the Community Development Department's website in the 12 months prior to the interview, inquired as to whether the customer was satisfied or dissatisfied with the content of the website. Overall, 90% of customers indicated satisfaction with the content of the site (Figure 17), and only 7% were dissatisfied. Figure 18 shows that satisfaction with the website was near or over 80% regardless of property type, number of projects in the past 12 months, and the customers' involvement in the process.

**FIGURE 17 SATISFACTION WITH DEPARTMENT WEBSITE**



**Question 13** Overall, are you satisfied or dissatisfied with the content of the website?

Figure 18 look at the responses to Question 11 by property type, number of projects in the past 12 months, form of interview, and stages of involvement. At least 84% of all subgroups indicated they were satisfied with the content of the Department website.

**FIGURE 18 SATISFACTION WITH DEPARTMENT WEBSITE BY PROPERTY TYPE, NUMBER OF PROJECTS IN PAST 12 MONTHS, FORM OF INTERVIEW & STAGES OF DEVELOPMENT**



Respondents who were dissatisfied with the content of the website were asked Question 14, which probed to identify any particular resources or types of information that they would like to see added to the website. Because so few customers had visited *and* were dissatisfied with the website only five customers responded to Question 14. Those responses included requests for the ability to view the permit plan check status online, online filing and submission of application forms, and downloadable forms and documentation on the permit process.

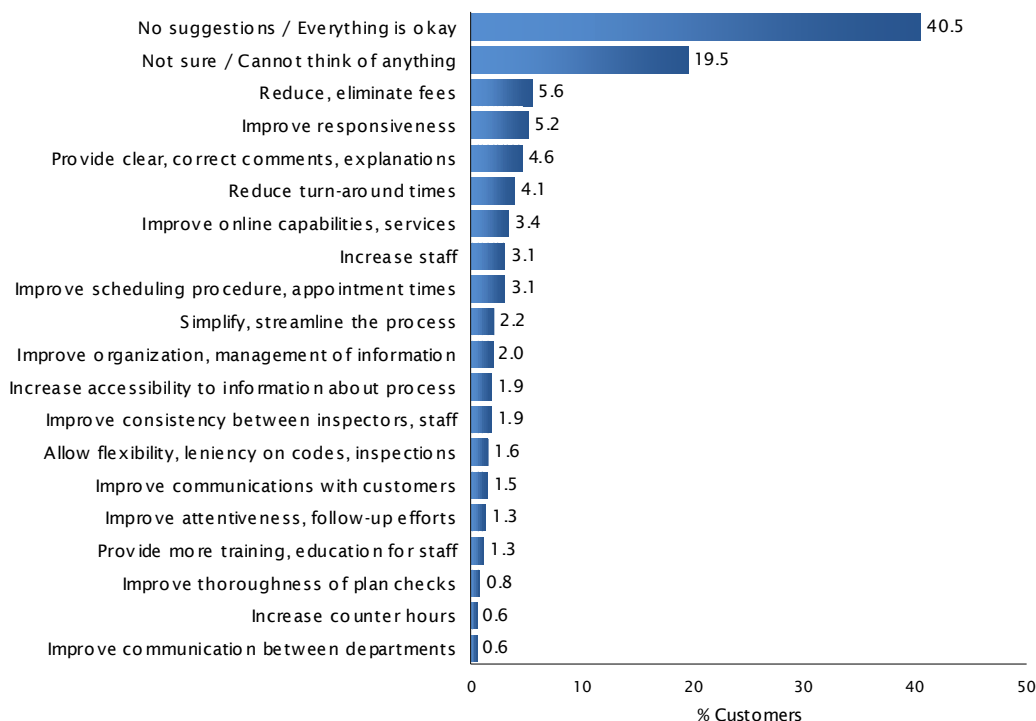
## IDEAS FOR IMPROVING SERVICE

In addition to measuring customers' satisfaction with the Community Development Department's *current* performance, a goal of the study was to identify and prioritize ways that the Department can improve its performance in the future. Toward this end, the survey provided customers an opportunity to express ideas regarding how the City can improve the service it provides with respect to development services. This question was asked in an open-ended manner, which allowed respondents to mention any improvement that came to mind without be prompted by, or restricted to, a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 19. Because respondents could mention more than one improvement, the numbers shown in the figure reflect the percentage of respondents who mentioned each improvement and thus sum to more than 100%.

Accounting for 60% of all responses, the most common responses to this question were *no suggestions / everything is okay* (41%) and *not sure / cannot think of anything* (20%). Among specific suggestions, reducing and/or eliminating certain fees (6%), improving responsiveness to requests and inquiries (5%), providing clear, correct comments and explanations for the plan check and inspections (5%), and reducing turnaround times on deliverables and action items (4%) were the top recommendations. No other suggestions accounted for more than 3% of responses.

**Question 15** *We'd like your ideas on how the City can improve the service that it provides in the area of planning and building services. What one or two changes or improvements would you most like the City make?*

**FIGURE 19 IDEAS FOR IMPROVEMENT**





## M E T H O D O L O G Y

The following sections outline the methodology used in the study, as well as the motivation for using certain techniques.

**QUESTIONNAIRE DEVELOPMENT** Dr. McLarney of True North Research worked closely with the City of Laguna Niguel's Community Development Department to develop a questionnaire that covered the topics of interest and avoided the many possible sources of systematic measurement error, including position-order effects, wording effects, response-category effects, scaling effects and priming. Several questions included multiple individual items. Because asking the items in a set order can lead to a systematic position bias in responses, the items were asked in a random order for each respondent.

Some of the questions asked in this study were presented only to a subset of respondents. For example, only respondents who had visited the Department's website in the past 12 months were asked about their satisfaction with the website. The questionnaire included with this report (see *Questionnaire & Toplines* on page 25) identifies the skip patterns that were used during the interview to ensure that each respondent received the appropriate questions.

**PROGRAMMING** Prior to fielding the surveys, the questionnaires were CATI (Computer Assisted Telephone Interviewing) programmed to assist interviewers when conducting the telephone interviews, as well as web-programmed to allow online participation. Both programs automatically navigate skip patterns, randomize appropriate question items, and prevent certain types of keypunching mistakes. The integrity of the questionnaires was pre-tested internally by True North and by contacting customers randomly from the database prior to formally commencing the interviewing.

**SAMPLE** The sample for this study was drawn from the Community Development Department's customer database. All customers associated with at least one permit in the 18 months prior to the survey comprised the universe. Because the focus of the study was on customers, and because some customers appeared on multiple permits or on one permit performing various roles, a program was developed in C++ to group and combine records by customer name, phone number, and address. Manual cleaning and formatting steps were also performed. Thus, each customer would only appear in the sample once, regardless of how many permits or roles he or she was associated with in the original database. Customers were then randomly selected for participation in the study.

**RECRUITMENT AND DATA COLLECTION** True North used multiple methods to recruit and encourage participation in the survey. Once the CATI and web-programming were complete, customers were mailed hardcopy letters that invited them to participate in the study either online at a secure website or by telephone. Each customer was assigned a unique personal identification number (PIN), which prevented outsiders from participating in the survey and ensured that customers completed the survey only once. Data were collected via the survey website from April 14 to May 6, 2010, and via telephone during business hours from April 27 to May 7, 2009. The telephone interviews averaged 15 minutes.

**MARGIN OF ERROR** Using a probability-based sampling design as discussed above, True North ensured that the sample was representative of the Department's customers who applied for a permit between August 2008 and February 2010. The results of the sample can thus be used to estimate the opinions of *all* customers during this period. Because not all customers participated in the study, however, the results have what is known as a statistical margin of error due to sampling. The margin of error refers to the difference between what was found in the survey of 361 customers for a particular question and what would have been found if all of the approximately 3,150 customers had been surveyed for the study.

For example, in estimating the percentage of customers that have visited the Department's website in the past 12 months (Question 12), the margin of error can be calculated if one knows the size of the population, the size of the sample, a desired confidence level, and the distribution of responses to the question. The appropriate equation for estimating the margin of error, in this case, is shown below:

$$\hat{p} \pm t \sqrt{\left(\frac{N-n}{N}\right) \frac{\hat{p}(1-\hat{p})}{n-1}}$$

where  $\hat{p}$  is the proportion of respondents who visited the website in the past 12 months (0.30 for 30% in this example),  $N$  is the population size of customers (3,150),  $n$  is the sample size that received the question (361), and  $t$  is the upper  $\alpha/2$  point for the t-distribution with  $n-1$  degrees of freedom (1.96 for a 95% confidence interval). Solving this equation using these values reveals a margin of error of  $\pm 4.45\%$ . This means that with 30% of survey respondents indicating they visited the Department's website in the past 12 months, we can be 95% confident that the actual percentage of customers who visited the website during this period is between 26% and 34%.

**FIGURE 20 MAXIMUM MARGIN OF ERROR DUE TO SAMPLING**

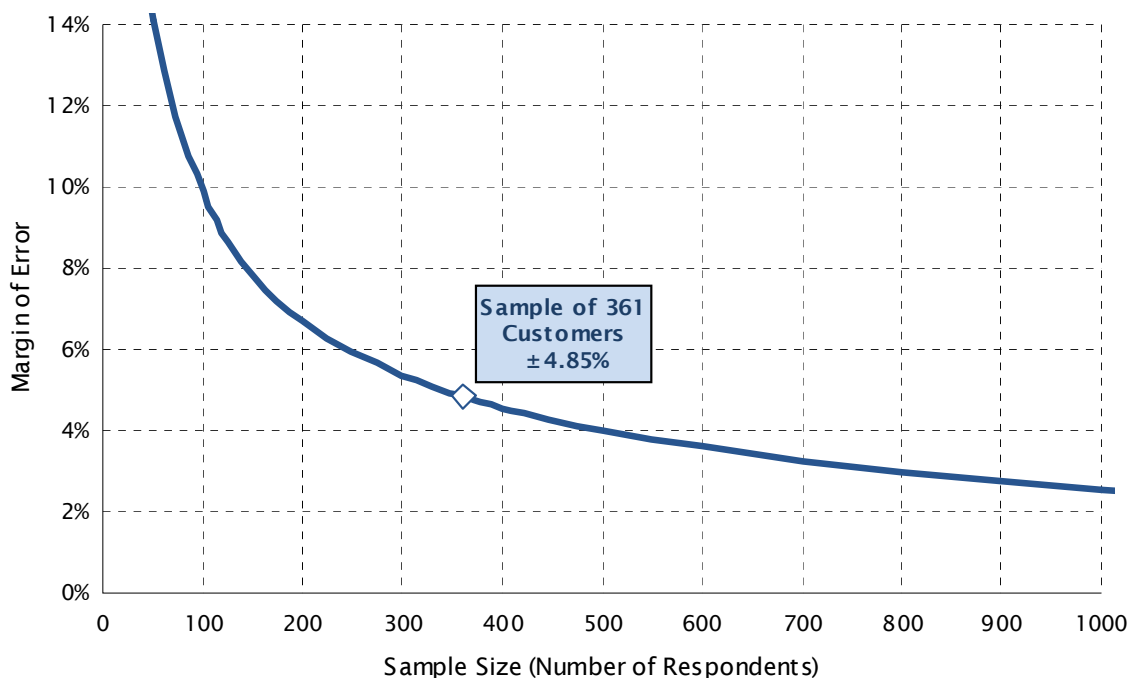




Figure 20 provides a plot of the maximum margin of error in this study. The maximum margin of error for a dichotomous percentage result occurs when the answers are evenly split such that 50% provide one response and 50% provide the alternative response (i.e.,  $\hat{p} = 0.5$ ). For this survey, the maximum margin of error is  $\pm 4.85\%$  for questions answered by all 361 respondents.

Within this report, figures show how responses to certain questions varied by customer characteristics such as the number of projects the customer worked on in the past 12 months, as well as the stages in which they were involved for their most recent project. Figure 20 is thus useful for understanding how the maximum margin of error for a percentage estimate will grow as the number of customers who received a question (or within a particular subgroup of customers) shrinks. Because the margin of error grows exponentially as the sample size decreases, the reader should use caution when generalizing and interpreting the results for small subgroups.

**DATA PROCESSING** Data processing consisted of checking the data for errors or inconsistencies, coding and recoding responses, categorizing verbatim responses, and preparing frequency analyses and crosstabulations.

**ROUNDING** Numbers that end in 0.5 or higher are rounded up to the nearest whole number, whereas numbers that end in 0.4 or lower are rounded down to the nearest whole number. These same rounding rules are also applied, when needed, to arrive at numbers that include a decimal place in constructing figures and charts. Occasionally, these rounding rules lead to small discrepancies in the first decimal place when comparing tables and pie charts for a given question.

**DISPARITIES BETWEEN TOPLINE RESULTS AND FIGURES IN REPORT** Throughout this report, figures and tables that show levels of agreement in percentage form are drawn only from those customers who provided an opinion. This allows for a more direct and meaningful comparison of responses across the statements tested since the number of respondents who answered *not sure* or *doesn't apply* or *refused* varies substantially by question. Readers who wish to view the percentages for all possible responses, including *not sure*, *doesn't apply*, and *refused*, can review the questionnaire at the end of the report which contains the percentage results for each question inclusive all response options (see *Questionnaire & Toplines* on page 25).



# QUESTIONNAIRE & TOPLINES



**City of Laguna Niguel**  
**Planning & Building Customer Survey**  
**Final Toplines (n = 361)**  
**May 2010**

## Section 1: Introduction to Study

Hi, may I please speak to: \_\_\_\_\_ (if name on file). Hi, my name is \_\_\_\_\_ and I'm calling from True North Research on behalf of the City of Laguna Niguel. I'm following up on a letter you should have received a few weeks ago from the City which invited you to participate in a short customer survey regarding Planning and Building services.

Our records indicate that you have yet to take the survey over the Internet, so we'd like to ask you a few questions over the telephone.

*If needed:* We're conducting a brief and confidential survey of people who have received building permit, plan check and inspection services from the City of Laguna Niguel during the past 18 months.

*If needed:* Your name and contact information was included on a permit application for the City of Laguna Niguel, which is why we'd like to ask you about your experience.

*If needed:* The survey should take about 10 minutes to complete.

*If needed:* If now is not a convenient time, can you let me know a better time so I can call back?

*If needed:* You are also welcome to participate in the survey online, as described in the invitation letter we recently sent you.

*If needed:* Your answers will be kept anonymous and will be combined with the answers of other people who participate in the survey.

## Section 2: Screener for Inclusion in the Study

SC1	Our records indicate that you worked with the City of Laguna Niguel on at least one project that required a permit during the past 18 months. Is this correct?			
	1	Yes	100%	Continue
	2	No	0%	Terminate
	99	Refused	0%	Terminate
SC2	For your most recent project, were you personally involved in the: _____ stage of the project?			
Do Not Randomize		Yes	No	Not sure / Refused
A	Permit application and issuance	71%	28%	1%
B	Plan check	58%	41%	1%
C	Building inspection	74%	26%	0%
<i>If SC2a = (2,99), SC2b = (2,99) AND SC2c = (2,99) then Terminate interview. Otherwise, continue.</i>				

**Section 3: Overall Satisfaction**

In answering the questions in this survey, I'd like you to focus on your experience with your most recent project with the City.

Q1	Which of the following best describes your role on this project? <i>Multiple responses allowed.</i>			
	1	Owner	66%	
	2	Architect	5%	
	3	Engineer	3%	
	4	Contractor	25%	
	5	Permit Runner	9%	
	6	Agent/Representative	12%	
	7	Other	2%	
	98	Not sure	0%	
	99	Refused	0%	
Q2	Was your most recent project for a residential property or a commercial property?			
	1	Residential	84%	
	2	Commercial	15%	
	98	Not sure	1%	
	99	Refused	0%	
Q3	Overall, were you satisfied or dissatisfied with the service that you received from the City of Laguna Niguel on this project? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>			
	1	Very satisfied	65%	Skip to Q5
	2	Somewhat satisfied	24%	Skip to Q5
	3	Somewhat dissatisfied	6%	Ask 0
	4	Very dissatisfied	4%	Ask 0
	98	Not sure	1%	Skip to Q5
	99	Refused	0%	Skip to Q5

Q4	Is there a particular reason why you were dissatisfied? <i>If yes, ask: Please describe it to me.</i>	
	Poor customer service / Staff attitude	50%
	Lack of knowledge / Under-trained staff	27%
	Unnecessarily complicated, bureaucratic process	21%
	Scheduling issues	12%
	Lack of organization	10%
	No specific reason	5%

#### Section 4: Permit Application Stage

*Only ask questions in this section if SC2a = 1. Otherwise, skip to instructions for Section 5.*

Next, I'm going to read several statements about the Permit Application stage of the process. I'd like you to tell me whether or not you agree or disagree with the statement based on your own experience.

Q5	Here is the (first/next) one: _____. Do you agree or disagree with this statement? <i>Get answer, then ask: Would that be strongly or somewhat (agree/disagree)?</i>						
	<i>Do Not Randomize</i>	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Doesn't Apply or Refused
A	The process and steps needed to obtain a permit were clearly communicated	62%	28%	5%	3%	0%	1%
B	You received clear and correct instructions about the documents needed to apply for a permit	68%	24%	3%	3%	1%	1%
C	You received a clear explanation of the fees and deposits	68%	21%	4%	4%	1%	2%
D	The fees were assessed accurately	63%	20%	2%	3%	6%	5%
E	The amount of the fees was reasonable	42%	34%	11%	9%	3%	2%
F	When you visited the permit counter, the amount of time that you had to wait before being assisted by staff was reasonable	61%	22%	4%	4%	1%	8%
G	The permit counter staff made an effort to understand my needs as a customer	71%	15%	3%	3%	1%	6%
H	The staff at the permit application counter were accessible	68%	17%	3%	4%	1%	8%
I	The staff at the permit application counter were responsive	67%	17%	4%	3%	1%	7%
J	The staff at the permit application counter were courteous	71%	16%	2%	3%	1%	7%
K	The staff at the permit application counter were knowledgeable	67%	18%	2%	3%	1%	8%
L	The staff at the permit application counter were helpful	70%	16%	1%	4%	2%	7%

M	Overall, you were satisfied with the service you received during the permit application stage of the process	68%	23%	2%	5%	0%	2%
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#### Section 5: Plan Check

*Only ask questions in this section if SC2b = 1. Otherwise, skip to instructions for Section 6.*

Next, I'm going to read several statements about the Plan Check process. I'd like you to tell me whether you agree or disagree with the statement based on your own experience.

Q6	Here is the (first/next) one: _____. Do you agree or disagree with this statement? <i>Get answer, then ask:</i> Would that be strongly (agree/disagree) or somewhat (agree/disagree)?						
		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Doesn't Apply or Refused
	<i>Do Not Randomize</i>						
A	The plan review comments and corrections were clear and understandable	59%	25%	4%	1%	1%	11%
B	The plan review comments and corrections were based on reasonable interpretations of the code	52%	25%	8%	4%	0%	12%
C	The plan review comments and corrections made sense for the project	51%	25%	8%	5%	0%	11%
D	The plan review comments and corrections were consistent – there were no contradictions	54%	22%	6%	5%	2%	10%
E	Plan corrections were requested at the appropriate time – there were no late hits	59%	16%	6%	4%	3%	13%
F	There was adequate communication among City staff about the project during the plan review	56%	20%	6%	3%	4%	11%
G	The number of plan rechecks was reasonable	58%	21%	5%	2%	2%	12%
H	The plan review staff made an effort to understand my needs as a customer	63%	19%	3%	6%	1%	9%
I	The plan review staff were responsive	65%	19%	2%	4%	1%	9%
J	The plan review staff were courteous	71%	16%	2%	1%	1%	9%
K	The plan review staff were knowledgeable	62%	22%	2%	3%	2%	10%
L	The plan review staff were helpful	63%	18%	4%	4%	2%	10%
M	The turn-around time set by the City for plan review was reasonable	60%	22%	7%	2%	0%	8%
N	The plan review process was completed by the target date set by the City	57%	21%	4%	3%	2%	13%
O	Overall, you were satisfied with the service you received during the plan review stage	61%	20%	7%	3%	0%	9%

**Section 6: Inspections**

*Only ask questions in this section if SC2c = 1. Otherwise, skip to instructions for Section 7.*

Next, I'm going to read several statements about the Building Inspection process. I'd like you to tell me whether you agree or disagree with the statement based on your own experience.

Q7 Here is the (first/next) one: \_\_\_\_\_. Do you agree or disagree with this statement? *Get answer, then ask:* Would that be strongly (agree/disagree) or somewhat (agree/disagree)?

	<i>Do Not Randomize</i>	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Doesn't Apply or Refused
A	If an appointment was made, it was easy to schedule an inspection	66%	16%	6%	2%	2%	7%
B	If an appointment was made, the inspectors arrived on time	64%	24%	3%	3%	1%	5%
C	The inspectors only requested a change if it was required to meet code	57%	15%	4%	2%	4%	18%
D	The inspectors only requested a change if it made sense for the project	48%	13%	4%	5%	4%	25%
E	Written notices and corrections were clear and understandable	57%	15%	2%	2%	3%	21%
F	If more than one inspector worked on the project, their notices and corrections were consistent	36%	9%	5%	4%	4%	42%
G	Inspectors' comments were consistent with those of plan review staff	48%	15%	2%	3%	6%	26%
H	The inspectors made an effort to understand my needs as a customer	67%	16%	3%	4%	0%	10%
I	The inspectors were responsive	72%	19%	1%	3%	0%	4%
J	The inspectors were courteous	80%	12%	2%	2%	0%	4%
K	The inspectors were knowledgeable	73%	15%	2%	2%	2%	5%
L	The inspectors were helpful	70%	16%	2%	5%	1%	6%
M	Overall, you were satisfied with the service you received during the inspection stage of the process	70%	22%	2%	4%	1%	1%

Section 7: Sign Review								
Q8	In the past 18 months, did one or more of your projects require a sign review by the City?							
	1	Yes	16%	Go to Q9				
	2	No	60%	Skip to Q11				
	98	Not sure	23%	Skip to Q11				
	99	Refused	0%	Skip to Q11				
Next, I'm going to read three statements about the sign review process. I'd like you to tell me whether you agree or disagree with the statement based on your own experience.								
Q9	Here is the (first/next) one: _____. Do you agree or disagree with this statement? <i>Get answer, then ask:</i> Would that be strongly (agree/disagree) or somewhat (agree/disagree)?							
	Do Not Randomize		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Doesn't Apply or Refused
A	The sign requirements made sense for the project		69%	9%	4%	7%	6%	7%
B	The turn-around time for sign review was reasonable		70%	12%	1%	5%	6%	7%
C	Overall, you were satisfied with the service you received during the sign review process		72%	12%	1%	6%	3%	7%
<i>Only ask Q10 if Q9a = (3,4).</i>								
Q10	What specific aspects of the sign requirements did NOT make sense for the project?							
	Verbatim response recorded		Data on file for 5 respondents					
Section 8: Information Access								
Q11	Overall, are you satisfied or dissatisfied with the City's efforts to make planning and building services information available through their web site, brochures, and meetings? <i>Get answer, then ask:</i> Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?							
	1	Very satisfied	46%					
	2	Somewhat satisfied	28%					
	3	Somewhat dissatisfied	3%					
	4	Very dissatisfied	1%					
	98	Not sure	21%					
	99	Refused	1%					



Q12	In the past 12 months, have you visited the web site for the City of Laguna Niguel's Community Development Department?			
	1	Yes	30%	Ask Q13
	2	No	67%	Skip to Q15
	98	Not sure	3%	Skip to Q15
	99	Refused	0%	Skip to Q15
Q13	Overall, are you satisfied or dissatisfied with the content of the web site? <i>Get answer, then ask:</i> Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?			
	1	Very satisfied	53%	Skip to Q15
	2	Somewhat satisfied	38%	Skip to Q15
	3	Somewhat dissatisfied	5%	Ask Q14
	4	Very dissatisfied	2%	Ask Q14
	98	Not sure	3%	Skip to Q15
	99	Refused	0%	Skip to Q15
Q14	Is there a particular resource or type of information that you would like added to the City's website? <i>If yes, ask:</i> Please briefly describe it to me.			
	Verbatim response recorded		Data on file for 3 respondents	

#### Section 9: Ideas for Improving Service

Q15	We'd like your ideas on how the City can improve the service that it provides in the area of planning and building services. What one or two changes or improvements would you most like the City make?	
	No suggestions / Everything is okay	40%
	Not sure / Cannot think of anything	19%
	Reduce, eliminate fees	6%
	Improve responsiveness	5%
	Provide clear, correct, concise comments, explanations	5%
	Reduce turn-around times	4%
	Increase staff	3%
	Improve online capabilities, services	3%
	Improve scheduling procedure, appointment times	3%
	Simplify, streamline the process	2%
	Allow some flexibility, leniency on codes, inspections	2%
	Improve consistency between inspectors, staff	2%
	Increase accessibility to information about process	2%

	Improve organization, management of information	2%
	Improve communication between departments	1%
	Improve thoroughness of plan checks	1%
	Provide more training, education for staff	1%
	Improve attentiveness, follow-up efforts	1%
	Increase counter hours	1%
	Improve communications with customers	1%
Q16	In the past 12 months, approximately how many Planning & Building projects have you worked on with the City of Laguna Niguel?	
	1	61%
	2 to 5	21%
	More than 5	8%
	Not sure	9%
	Refused	2%

Post-Interview Items			
D1	Form of Interview		
	1	Phone	57%
	2	Web	43%
D2	Customer Type in Database		
	1	Applicant	31%
	2	Contractor	7%
	3	Engineer	2%
	4	Owner	61%