MATRIX STUDY STATUS REPORT – May 2023

No.	Recommendation	Priority (Matrix Study)	Timeframe (Matrix Study)	Department	Status	Comments
**Phase 1 - Short Term (Complete or to be Completed within 6 months)**
1	Revise the Project Coordinating Committee approach to discuss the application, comments, and draft conditions of approval (if appropriate) after initial review at the meeting.	High	Fall 2021	All	Completed Q3 2021	PCC meetings have been reinstituted since 2021 and include weekly discussion of applications, comments, and resolutions on project issues.The PCC on-time response rates have improved from 57% in the last half of 2021 to 95%.
2	Adopt a policy that after 90 days of application inactivity, the application is automatically withdrawn.	Low	Concurrent with land management software implementation	CDD	Completed Q1 2022	In March 2022, Council adopted the zoning code amendment in to allow staff to close applications after 90 days of inactivity. Planning staff have been regularly implementing this requirement since the code went into effect.
3	A staff member for each review department/division should serve as their respective department's content administrator. A Community Development staff member should be the overall administrator of the development review webpage.	Low	Fall 2021	CDD, PW, Fire	Completed Q3 2021	A person from each of the following City Depts/Divisions have an assigned administrator: Planning, Building, Housing, Public Works, Community Services, Fire and City Attorney's Office. There is a designated staff person in CDD administering the development review webpages.
4	Maintain the current allocation of one in-house plan checker and contracted plan checker services.	n/a	n/a	CDD	In place	The Building Division has one in-house Plan Checker and contracts outside plan checking services, which helps with managing workload. In FY 23-24, the Building Division will be re-organized into three teams with additional staffing to create a sustainable structure and implement customer service improvements.
5	Maintain the three Fire Protection Engineers assigned to Building Inspections.	n/a	n/a	CDD/Fire	In place	The Building Division has three Fire Protection Engineers in-house assigned to review Fire Permit plan checks and conduct inspections.
6	The Public Works Department should immediately fill its two existing vacancies in the Land Development Division. All authorized positions related to development review should be maintained.	High	ASAP	PW	Ongoing	Filled several positions in Land Development Engineering, reducing the staff vacancy rate from over 33% in 2020 to 15% in 2022, but currently at 25% vacancy due to recent attrition. Converted limited term engineering positions to permanent to improve recruitment for and retention of experienced staff. Added one Land Development Senior Engineer, one Traffic Engineering position and one Construction position to further support the development review and development inspection process.

7	The City should retain the existing contracted approach to forestry and roadway plan review and inspections.	n/a	n/a	CSD	In place	CSD continues to retain a contracted arborist for forestry/tree and roadway permit review and inspections to complete these tasks in a timely manner. Recruitment for Urban Forestry Manager has been unsuccessful in 2022; recruitment will continue in 2023.
8	The CSFRA staff should remain organizationally located within the Housing and Neighborhood Services Division.	High	n/a	Housing	Completed in Q2 2020. Will be part of the new Housing Department in FY 23-24	The Housing and Neighborhood Services Divisions and the CSFRA team were integrated under an Assistant Community Development Director in the Housing Division in FY 20-21. This has helped coordinate involvement in development review (including TRAO ordinance requirements), tenant relocation, and implementation of rent stablization regulations.
9	The Housing Division should retain its existing organizational structure.	High	n/a	Housing	Will be a new Housing Department in FY 23-24	The Housing Division is proposed to be reorganized into a separate Housing Department with increased resources in FY 23-24. The new Department will implement significantly expanded existing programs and new initiatives that are being created in response to the wide range of housing needs in the community.
10	Develop a policy that limits DRC review meetings to a maximum of two per application.	Medium	Fall 2022	CDD	In place	This is in place and actively being applied to development projects with exceptions for large projects and Master Plans (which have required three DRC meetings).
11	Community Development and Public Works should host a regularly scheduled meeting between the City's development reviewers and the local development community.	High	Fall 2022	CDD/PW	Completed Dec 2022. Next meeting to occur Summer 2023.	The City held a developer meeting in December 2022 and will be holding the next meeting in Summer 2023.
12	Link the appropriate zoning ordinances to the online zoning map for quick access to the adopted code.	Medium	2022	CDD/IT	Completed in Q2 2023	Completed in Q2 2023.
13	Develop and implement a formalized employee succession plan that focuses on mentoring and cross training for staff and identifying key staff members who may progress up the career ladder.	Medium	2022	CDD/PW	Ongoing to begin in Q3 2023	Community Development and Public Works will begin implementation of a team building and mentoring program in Q3 2023.

14	Maintain the current authorized staffing level in Planning.	n/a	n/a	CDD	Ongoing	The Planning Division currently has a vacancy of 10% (2 out of 20 positions). The Division is currently recruiting one of the two positions and hopes to fill it in Q3 2023 and utilize an internal recruitment process to fill the second position in Q4 2023.
15	Maintain the current allocation of four Permit Technicians assigned to Building Inspections.	n/a	n/a	CDD	Ongoing	The Building Division has a vacancy of 22% (6 out of 24 positions). The Division is working on filling vacant positions but is facing a challenging labor and recruiting environment. New positions are recommended in the FY 23-24 Recommended Budget.
16	Expand the capabilities of the City's GIS system and publish on the City's website where it is easily accessible to the public.	Medium	Begin Immediately, Complete by Spring 2023	IT	Completed in Q2 2023	The GIS system supports a program interface that allows the City's online permitting system, ePermitsMV, to access parcel and ownership information provided by Santa Clara County. The program interface will allow the future land management system to access GIS data.
17	Reclassify the Development Services Coordinator position to Deputy Building Official.	Medium	FY 2021-22		Not recommended	The Deputy Building Official for the Permit team is currently funded and serves a different function from the Development Services Coordinator.
18	The responsibility for staffing the Council Neighborhood Committee should be moved from the Housing Division.	Medium	2022	Housing	To be considered in 2024	The Housing Division currently has an administrative structure, resources, and experience to implement the CNC program for the remainder of the calendar year. Different departmental oversight will be considered in 2024.
19	Create the position of Permit Navigator to provide oversight of the entire development review and permitting processes. The Permit Navigator(s) would also serve as a liaison between the City and development community.	High	FY 2021-22	CDD	Completed Q3 2022	The Permit Navigator roles in Planning, Building and Public Works were assigned in December 2021. The Assistant Director of Community Development position to oversee the permit process and improvements was created in FY 22-23 and filled in October 2022.
20	Develop a checklist for traffic and utility related reviews to be used during the entitlement review process.	Medium	Spring 2022	PW	Phase 1 - completed Q1 2022; Phase 2 - Q2 2023	Phase 1 - traffic and transportation checklist/worksheets. Phase 2- utility checklist.

21	Revise and expand policies and procedures related to the development review process.	Medium	Fall 2022	PW	Phase 1 - Q4 2023; Phase 2 - ongoing.	**Phase 1**- revisions and expansion of existing procedures such as workflow routing, use of standardized templates and project reviews will occur as part of implementing online permitting by Q4 2022. **Phase 2** annually review procedures and determine if further adjustments are needed to enhance process or align with new State laws.
22	Provide training to all Public Works plan review personnel to apply a "nexus" lens in order to apply standards that are appropriate to the particular project under review.	High	Fall 2021	PW	Phase 1 completed Q2 2022; Phase 2 Q4 2023	**Phase 1** - training has occurred for Land Development and Traffic staff. **Phase 2** - training is planned for Solid Waste, Transportation, Utilities staff.
23	The City should develop criteria under which standard traffic control requirements such as those included in California MUCTD may be applied	High	Fall 2021	PW	Phase 1 completed Q2 2022; Phase 2 by Q2 2023	**Phase 1** - Public Works has created a criteria checklist for traffic control. **Phase 2** - CA MUTCD applicable requirements specific to temporary traffic control zones are applied, including lane closures, pedestrian and bicycle routes around worksites, and related signage.
24	The Public Works Department should add an administrative support position to conduct insurance compliance reviews and other administrative tasks that are currently being performed by Engineering staff.	High	FY 2021-22	PW	Completed Q3 2022	An Executive Assistant postion was added to the Department and filled in September 2022. This position has freed up other Administrative staff who will be able to provide more extensive support to Engineering staff.
25	The City should fill the vacant Water Environmental Specialist and Hazardous Materials Specialist positions and maintain the current authorized staffing levels.	High	ASAP	Fire	Q4 2023	The Fire and Environmental Protection Division has a 41% vacancy (5 out of 11 staff) including three key positions – Environmental Safety Protection Inspector, and Hazardous Materials Specialist. The Department is recruiting for the Enviromental Inspector in Q2 2023 and will work on the remaining position immediately after.
26	Modify the requirements of the informal application process. A reduction in the requirements will provide the applicant with the appropriate feedback about the potential feasibility of a project.	Medium	Spring 2022	CDD, PW	Q3 2023	Application requirements for informal review will be updated in Q3 2023.

27	Create a development review webpage that acts as a central hub and provides an overview of permitting requirements and links to departments for more information.	Medium	Fall 2021	CDD, PW, CMO	Q3 2023	Staff is currently working with a vendor to create a one-stop development review webpage that includes all development review permits related to Planning, Building, Public Works and Fire Departments. The project is expected to be completed in Q3 2023.
28	Hire the permitting software administrator prior to contracting with the new software vendor. This should be a permanent position assigned to Information Technology.	High	FY 2021-22	IT	Q4 2023	IT will hire a consultant to expedite the process until the Analyst is successfully recruited.
29	The Housing Division should reevaluate its workload and staffing needs when the impact of recommended process and technology changes has become apparent.	Low	Upon new land management software implementation	Housing	Q3 2023	The Housing Division is proposed to be reorganized into a separate Housing Department with increased resources in FY 23-24. The new Department will implement significantly expanded existing programs and new initiatives that are being created in response to the wide range of housing needs in the community.
30	All field inspectors should be equipped with tablets that can access the City's land management system.	High	Upon new land management software implementation	IT	Completed Q2 2023	Building inspectors currently have tablets that allow them to access plans on the newly implemented online permitting system.
31	Increase the number of contracted building inspectors by 1.5 to meet the average workload levels. A total of 9.5 inspectors are needed overall at all classification levels.	High	FY 2021-22	CDD	Q3 2023	The Building Division is proposed to be reorganized into three teams, including a Field Inspection team, as part of the FY 23-24 budget which will reduce one Building Inspector position. The inspection team will be supplemented by contract inspectors as needed.
32	Streamline the staff report review process to include concurrent reviews on a shared document and reduce the timeframe for each phase. Providing a maximum of two weeks for review for all City Council staff reports.	High	Fall 2021	City Clerk, CMO	Completed 2021	The timelines for City Council staff reports was reviewed and revised by the City Manager's Office in conjunction with the City Clerk's office.
33	Create a development review matrix that outlines the reviewers for each precise plan.	High	Spring 2022	CDD	Q4 2023	Staff will be working on ordinance revisions to streamline and clarify requirements for development review.
34 (Phase 1)	The City should create a development webpage and interactive map to provide development project information to the public.	Medium	Upon new land management software implementation	IT	Phase 1 - Q3 2023	Phase 1 - An interim webpage and map will be created with the new development review website in Q3 2023.

#	Recommendation	Priority	Target	Dept	Status Date	Status
35 (Phase 1)	The Public Works Department should develop checklists for inspections and record the time expended for each inspection.	High	Summer 2021	PW	Phase 1 - Q2 2023;	Phase 1 - Development of checklists to be completed by Q2 2023.
36 (Phase 1)	Create a dashboard dedicated to the implementation status of the recommendations adopted from the Matrix study	Medium	Upon new land management software implementation	IT, CDD, PW	Phase 1 - in Q3 2023 with new City website	Phase 1 will include a static status report on the implementation of the Matrix Study recommendations on the City website.
37 (Phase 1)	All review entities should establish and publish shorter review timelines for application resubmittals.	High	Fall 2021	CDD, PW	Phase 1 - Q2 2022	Phase 1 - Review timelines for Planning permits have been shortened to reflect new state laws.
38 (Phase 1)	Establish and publish formal application review times and track staff performance.	High	Fall 2021	CDD, PW	Phase 1 by Q4 2023;	Phase 1 - Review timelines to be published in a static format by Q4 2023 on the City website.
**Phase 2 - Mid Term (To be Completed within 12-18 months)**					
37 (Phase 2)	All review entities should establish and publish shorter review timelines for application resubmittals.	High	Fall 2021	CDD, PW	Phase 2 - Q1 2024	Phase 2 - Review timelines for post-entitlement permits such as Building and Public Works permits will be revised to reflect shorter timelines required by state law effective January 1, 2024.
39 (Phase 1)	Purchase and implement a new permitting software system that is used by all development review staff.	High	Start Fall 2021	IT	Phase 1 - Q1 2024	Phase 1 involves implementation of the online permit review system. The Building permit system went live in Q2 2023 and Planning and Public Works permits are anticipated to go live in Q1 2024.
40	The City should adopt reinspection fees for environmental and hazmat construction inspections to encourage compliance.	High	FY 2021-22	Fire	Q2 2024	Cost of Service Study will be included in the Development Review Fee Study which is expected to be completed by Q2 2024.
41	The City should contract for technical engineering assistance in the review of wastewater and stormwater discharge permits.	Low	2022	Fire	Q1 2024	The Fire Environmental Protection Division is exploring options per the recommendation.
42	Standardized review comment letters to include references to adopted codes, ordinances, and design standards and include checkboxes for staff and the applicant.	High	Fall 2021	CDD, PW, Fire, CSD	Q3 2024	To begin after online permitting implementation of Planning permits .
43	Convene all development reviewers to update the development application review matrix. This exercise should be completed annually.	High	Summer 2021	CDD, PW, Fire, CSD	Q3 2024	To begin after online permitting implementation of Planning permits .

44	The City should calculate the fully burdened cost of supporting the CSFRA program and charge this amount annually to the fund as an interfund transfer.	Medium	Spring 2022	FASD	Q2 2024	To be analyzed with the City's Fee Study which will occur over FY 23-24.
45	A development fee study should be conducted at least every three to five years to ensure the fee schedule meets the City's cost recovery goal.	High	FY 2021-22	FASD	Q2 2024	FASD has begun the process to hire a consultant for the Development Review Fee Study. The Fee Study is expected to be completed in Q2 2024.
46	The online platform for all development related codes and ordinances should be up to date. At a minimum the online code should be updated quarterly. In between quarterly updates, any adopted ordinances and codes should be published online on the same webpage as the link to the online zoning ordinance.	High	2021, ongoing	City Clerk	Q2 2024	Staff will be increasing the frequency of codification updates. Funding for the increased cost is included in the FY 2023-24 Recommended Budget. Generally, codification will occur in the next fiscal year under an updated schedule to include: 10 day turnaround for updates on standard lesislation less than 50 pages; 30 day turnaround time for updates on anything more than 50 pages or on non-standard legislation.
47	Consolidate the contracting process to reduce the number of repetitive reviews and signatures.	Medium	Fall 2021	CDD, PW, FASD	2024	CDD and PW will work with FASD and the CAO to create standard forms and a streamlined process
48	Establish internal timelines to complete contract review.	High	Fall 2021	CDD, PW, FASD	2024	CDD and PW will work with FASD and the CAO to create standard forms and a streamlined process
49 (Phase 1)	Create a dashboard to present key historic and current performance indicators for the development review process. The dashboard should be updated monthly.	Medium	Upon new land management software implementation	IT, CDD, PW	Phase 1 - Q4 2024	**Phase 1** - Staff will explore interim solutions which may require manual data tracking by 2024 after implementation of the online permit system for Planning permits.
Phase 3 - Long Term (to be Completed within 18 months-3 years)						
34 (Phase 2)	The City should create a development webpage and interactive map to provide development project information to the public.	Medium	Upon new land management software implementation	IT	Phase 2 -Q4 2026.	Phase 2 - Land management software will be required for integration with permits and other information in the long-term.
35 (Phase 2)	The Public Works Department should develop checklists for inspections and record the time expended for each inspection.	High	Summer 2021	PW	Phase 2 - Q4 2026	Phase 2 - Tracking inspection time - with implementation of Land Management system

36 (Phase 2)	Create a dashboard dedicated to the implementation status of the recommendations adopted from the Matrix study	Medium	Upon new land management software implementation	IT, CDD, PW	Phase 2 - Q4 2026	Phase 2 requires implementation of a Land Management system in combination with a software program with a user-friendly interface to provide additional data, such as length of review per application and review timelines for each resubmission.
37 (Phase 3)	All review entities should establish and publish shorter review timelines for application resubmittals.	High	Fall 2021	CDD, PW	Phase 3 - Q4 2026	Phase 3 - Automatic tracking of review timelines will require implementation of a Land Management system.
38 (Phase 2)	Establish and publish formal application review times and track staff performance.	High	Fall 2021	CDD, PW	Phase 2 by Q4 2026	Phase 2 - Implementation of a Land Management system will be required to automatically track review timelines.
39 (Phase 2)	Purchase and implement a new permitting software system that is used by all development review staff.	High	Start Fall 2021	IT	Phase 2 - Q1 2024-Q4 2026.	Phase 2 includes a Land Management system. This process is expected to begin with the hiring of a consultant project manager, RFP, selection of vendor and implementation consultant, and implementation with Planning, Building, Public Works, Finance, and Fire.
49 (Phase 2)	Create a dashboard to present key historic and current performance indicators for the development review process. The dashboard should be updated monthly.	Medium	Upon new land management software implementation	IT, CDD, PW	Phase 2 - Q4 2026	Phase 2 - Automatic tracking will require implementation of a Land management system.
50	Develop and adopt new objective guidelines that specifically define the design elements that the City desires to regulate.	Medium	Fall 2022	CDD	Phase 1 - Completed Q4 2022; Phase 2 - 2025	**Phase 1** - Downtown Precise Plan Areas A, G and H were adopted by the City Council and included design objectives. **Phase 2** - Additional objective design standards will be developed with the Downtown Precise Plan Phase 2, Moffett Precise Plan and R3 Zoning Update.
51	The City should provide access to the new land management software systems for contract staff as well as full-time employees.	High	Upon new land management software implementation	IT	Q4 2026	To be implemented with the Land Management system.
52	Utilize a centralized, online portal to request all development related inspections.	High	Concurrent with software implementation	CDD, PW, Fire	Q4 2026	To be implemented with the Land Management system.

53	Hire three temporary/contract staff during the development and implementation of the new software system. This would include a Building Permit Technician, Associate/Assistant Planner, and Land Development Engineer for a two-year period or longer if need for successful program implementation.	High	FY 2021-22	CDD/PW	Q1 2024	Resource needs to implement the Land Management system will be reviewed.