No.	Recommendation	Priority	Timeframe	Department	Status	Comments	Last Update
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 90-95%.	May 2023
2	Adopt a policy that after 90 days of application inactivity, the application is automatically withdrawn.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 zoning code amendments to allow staff to close planning applications after 90 days of inactivity. Planning staff has implemented this requirement since the code went into effect.	May 2023
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, and Community Services. There is a designated staff person in CDD administering the development review webpages.	May 2023
4	Maintain the current allocation of one in-house plan checker and contracted plan checker services.	n/a	n/a	CDD	Completed Q3 2024	The Building Division has two in-house Plan Checkers and contracts outside plan checking services to support workload. In FY 24-25, a team is being established (Fire Protection), who conducts plan check review for fire sprinklers/fire protection systems.	July 2024
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.	May 2023
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	Public Works Land Development Division staff vacancy rate is currently at 8% (1 of 13 positions).	July 2024
7	The City should retain the existing contracted approach to forestry and roadway plan review and inspections.	n/a	n/a	CSD	Completed Q2 2024	CSD continues to retain a contracted arborist to complete forestry/tree and roadway permit review and inspections in a timely manner. An Urban Forestry Manager was hired in FY 23-24.	July 2024
8	The CSFRA staff should remain organizationally located within the Housing and Neighborhood Services Division.	High	n/a	Housing	Completed Q2 2020; new Division created in Q3 2023	The CSFRA team remains with Housing. The team is under a newly established Rent Stabilization Division within the new Housing Department, established in FY 23-24. This team is involved in tenant relocation and implementation of rent stabilization regulations.	July 2024
9	The Housing Division should retain its existing organizational structure.	High	n/a	Housing	Completed FY 23-24	The Housing Division transitioned into a new Housing Department in FY 23-24. The new Department includes two Divisions: Affordable Housing and Rent Stabilization. They are responsible for implementing housing policy and programs.	July 2024

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10	Develop a policy that limits DRC review meetings to a maximum of two per application.	Medium	Fall 2022	CDD	In place	This policy is in place for development projects with exception of large projects and Master Plans (which have required three DRC meetings).	May 2023
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 Q4 2022	The City held the first developer meeting in December 2022. Meetings continue to be held twice a year - approximately every 6 months.	July 2024
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	CDD coordinated with IT to update the online zoning maps accordingly.	May 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	Community Development and Public Works Departments continue to develop a succession plan. Cross-training and mentoring has been ongoing. Last training was held in Q2 2024.	July 2024
14	Maintain the current authorized staffing level in Planning.	n/a	n/a	CDD	Ongoing	The Planning Division currently has a vacancy of 15% (3 out of 20 positions). The Division is currently recruiting for all vacant positions.	July 2024
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 16% (4 out of 25 positions). The Division is currently recruiting for all vacant positions.	July 2024
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 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.	May 2023
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.	May 2023
18	The responsibility for staffing the Council Neighborhood Committee should be moved from the Housing Division.	Medium	2022	Housing	Anticipated in FY 24-25	The Council Neighborhood Committee (CNC) is being transitioned from the Housing Department to the City Manager's Office in FY 24-25. Ongoing collaboration with the Housing Department is anticipated.	July 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 Community Development Director oversees the permit process and improvements, whose position was created in FY 22-23 and filled in Q4 2022.	May 2023
20	Develop a checklist for traffic and utility related reviews to be used during the entitlement review process.	Medium	Spring 2022	PW	Completed Q2 2023	Traffic, transportation, and utility checklist/worksheets have been developed and implemented.	July 2024

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21	Revise and expand policies and procedures related to the development review process.	Medium	Fall 2022	PW	Phase 1 - Completed 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 2023. Phase 2 - Annually review procedures and determine if further adjustments are needed to enhance process or align with new State laws.	July 2024
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	Completed Q4 2023	Training occurred in Q4 2023 for Public Works staff involved in development review.	July 2024
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 - Completed 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.	July 2024
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 position was added to the Public Works Department and filled in Q3 2022. This position has freed up other Administrative staff who are able to provide more administrative support to Engineering staff.	May 2023
25	The City should fill the vacant Water Environmental Specialist and Hazardous Materials Specialist positions and maintain the current authorized staffing	High	ASAP	Fire	Q4 2023	In FY 23-24, the Fire and Environmental Protection Division filled 5 staff vacancies. The Department is currently fully staffed.	July 2024
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	Completed Q3 2023	Application requirements for informal review will be updated in Q3 2023.	May 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	Completed Q1 2024	The City launched www.developmentpermits.mountainview.gov in March 2024 which acts as a one-stop webpage for all development permits.	July 2024
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	Completed Q4 2023	IT will hire a consultant to expedite the process until the Analyst is successfully recruited.	July 2024

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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	Completed Q3 2023	The Housing Division in the Community Development Department was reorganized into a separate Housing Department with increased resources in FY 23-24. The new Department will implement expanded programs and new initiatives in response to the wide range of housing needs in the community.	May 2023
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 have new tablets that allow them to access plans on the newly implemented online permitting system, ePermitsMV.	May 2023
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	Completed Q3 2023	The Building Division was reorganized to create a Field Inspection team as part of the FY 23-24 budget, which reduced one Building Inspector position. The inspection team will be supplemented by contract inspectors as needed during peak volumes.	May 2023
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.	May 2023
33	Create a development review matrix that outlines the reviewers for each precise plan.	High	Spring 2022	CDD	Anticipated Q4 2024	Staff is preparing a review matrix for each precise plan for clarity by City reviewers.	July 2024
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 - Anticipated Q3 2024	Phase 1 - An interim webpage and map will be created on the Planning Current Project List webpage in Q3 2024. This map will require manual updates.	July 2024
35 (Phase 1)	The Public Works Department should develop checklists for inspections and record the time expended for each inspection.	High	Summer 2021	PW	Q4 2024	Phase 1 - Development of checklists to be completed by Q4 2024. Time tracking of inspections to be implemented with a Land Management system in tandem with inspection software.	July 2024
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 - Completed Q3 2023	Phase 1 includes a static status report on the implementation of the Matrix Study recommendations on the City website. Ongoing annual updates posted online.	May 2023
37 (Phase 1)	All review entities should establish and publish shorter review timelines for application resubmittals.	High	Fall 2021	CDD, PW	Phase 1 - Completed Q2 2022	Phase 1 - Review timelines for Planning permits have been shortened to reflect new state laws.	May 2023

No.	Recommendation	Priority	Timeframe	Department	Status	Comments	Last Update
38 (Phase 1)	Establish and publish formal application review times and track staff performance.	High	Fall 2021	CDD, PW	Ongoing	Phase 1 - Permit timelines are published on Development Permits website in Q1 2024. Additional permit review timelines will be published online by Q4 2024. Tracking of on-time staff responses rates are included in new City performance metrics added for FY 24-25 and will be reported with budget at midyear (Q2/Q3) and annually (Q4).	July 2024
	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 - Completed Q4 2023	Phase 2 - Review timelines for post-entitlement permits, such as Building and Public Works permits, have been revised to reflect shorter timelines required by state law effective January 1, 2024.	May 2023
39	Purchase and implement a new permitting software system that is used by all development review staff.	High	Start Fall 2021	IT	Phase 1 - Completed Q2 2023 Phase 2 - Completed Q3 2024	Phase 1 - The new online permit review system, ePermitsMV, was launched with Building permits in April 2023. Phase 2 - Planning and Public Works permits were launched in ePermitsMV in July 2024. This makes ePermitsMV a central online permit program for all development permits.	July 2024
40	The City should adopt reinspection fees for environmental and hazmat construction inspections to encourage compliance.	High	FY 2021-22	Fire	Anticipated in FY 24-25	Cost of Service Study is included in the Citywide Master Fee Study, which is anticipated to be completed in FY 24-25.	July 2024
41	The City should contract for technical engineering assistance in the review of wastewater and stormwater discharge permits.	Low	2022	Fire	Completed Q1 2024	The Fire Environmental Protection Division provides this service in-house, but continues to explore options for contract services.	July 2024
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	Completed Q3 2024	Implemented with online permits, ePermitsMV, system, which allows for standardized comments by City staff.	July 2024
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	Anticipated Q4 2024	Staff to begin work on this task after launch of ePermitsMV online permitting of Planning permits.	July 2024
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	Anticipated in FY 24-25	Included in the Citywide Master Fee Study, which is anticipated to be completed in FY 24-25.	July 2024

No.	Recommendation	Priority	Timeframe	Department	Status	Comments	Last Update
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	Anticipated in FY 24-25	FASD has hired a consultant for the Development Services Fund and Citywide Master Fee Study. The Study is expected to be completed in FY 24-25.	July 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	Completed Q2 2024	Staff is increasing the frequency of codification updates. Funding for the increased cost is included in the FY 2023-24 Budget. Generally, codification updates are anticipated to occur within 10 days of adoption (if less than 50 pages) or 30 days (if more than 50 pages or includes non-standard legislation).	July 2024
47	Consolidate the contracting process to reduce the number of repetitive reviews and signatures.	Medium	Fall 2021	CDD, PW, FASD	Ongoing	CDD and PW will continue to work with FASD and the CAO to create standard forms and a more streamlined process.	July 2024
48	Establish internal timelines to complete contract review.	High	Fall 2021	CDD, PW, FASD	Ongoing	CDD and PW will continue to work with FASD and the CAO to create a streamlined process.	July 2024
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 - Anticipated in Q4 2024	Phase 1 - Staff will create a static dashboard by Q4 2024 with permit information that is currently tracked. The dashboard is anticipated to be updated manually on an annual basis, with some data biannually updated. Phase 2 will require a Land Management System.	July 2024
	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 - Anticipated in Q4 2026.	Phase 2 - Land Management software will be required for integration with permits and other information.	May 2023
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 - Anticipated in Q4 2026	Phase 2 - Tracking inspection time will require implementation of Land Management system.	May 2023
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 - Anticipated in Q4 2026	Phase 2 - Dashboard 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.	May 2023
37 (Phase 3)	All review entities should establish and publish shorter review timelines for application resubmittals.	High	Fall 2021	CDD, PW	Phase 3 - Anticipated in Q4 2026	Phase 3 - Tracking of review resubmittal timelines will require implementation of a Land Management system.	May 2023

No.	Recommendation	Priority	Timeframe	Department	Status	Comments	Last Update
38 (Phase 2)	Establish and publish formal application review times and track staff performance.	High	Fall 2021	CDD, PW	Phase 2 - Anticipated in Q4 2026	Phase 2 - Implementation of a Land Management system will be required to track review timelines.	May 2023
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 - Anticipated in Q4 2026	Phase 2 - Requires implementation of a Land Management system.	May 2023
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 - 2026	Phase 1 - Downtown Precise Plan updates were adopted by the Council and include design objectives. Phase 2 - Additional objective design standards are being developed in key areas with the Downtown Precise Plan, Moffett Precise Plan, and R3 Zoning Update. All three projects are underway.	July 2024
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	Anticipated in Q4 2026	To be implemented with the Land Management system.	May 2023
52	Utilize a centralized, online portal to request all development related inspections.	High	Concurrent with software implementation	CDD, PW, Fire	Anticipated in Q4 2026	To be implemented with the Land Management system.	May 2023
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	Ongoing	To be considered and implemented at time of a new Land Management system.	July 2024