

# CUSTOMER SURVEY

COMMUNITY DEVELOPMENT  
DEPARTMENT





# Thoughtful planning is a hallmark of the City of Irvine.

Since its inception, the City of Irvine (City) has prided itself on its thoughtful approach to planning, which provides the foundation for a vibrant local business community that supports both small and larger anchor businesses; and a robust resident community that offers a high quality of life.

The City's Community Development (CD) Department oversees the planning and project review process for commercial and residential customers seeking to build, expand, or modify qualifying projects within the city's boundaries.

As such, CD oversees the planning and permitting processes, ensuring consistency with the City's General Plan, Zoning ordinances and building codes. CD focuses on delivering top-tier customer

service to the community, serving with integrity, flexibility, and professionalism.

Thus, from June 3 to July 21, 2025, an online survey was conducted of nearly 15,200 CD customers, who had submitted business license applications in 2024 or who were working on commercial, engineering, or residential projects with the City in 2024.

The purpose of the survey was to identify opportunities to improve customer satisfaction with CD. Maintaining high levels of customer satisfaction is important to building and retaining community trust, reducing operational costs, and maintaining the City's image as a resident- and business-friendly environment for future development.

Figure 1. Benefits of Customer Satisfaction Surveys<sup>1</sup>



<sup>1</sup> McKinsey Public Sector Journey Benchmark Survey

The survey was translated into seven additional languages – Arabic, Chinese, Farsi, Japanese, Korean, Spanish, and Vietnamese – to ensure that diverse customer perspectives were captured regarding accessibility and quality of service, supporting inclusive and equitable outcomes.

The survey assessed customer satisfaction with the following services provided by CD:

- Business licensing
- Pre-application consultation
- Application submission
- Application review
- Inspection review
- Entitlement and permitting

Services were provided for the following project types:

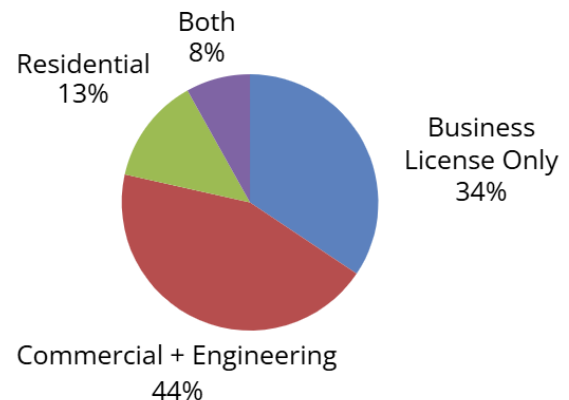
- Business license
- Conditional use permit
- Master plan (commercial or residential)
- Residential remodel
- Sign permit
- Solar permit
- Tenant improvement
- Tentative map (subdivision)

In total, 381 customers completed the survey, resulting in a margin of error of 4.96 percent at a 95 percent level of confidence for questions answered by all respondents.

Customers with residential projects only (n=51), and customers with both

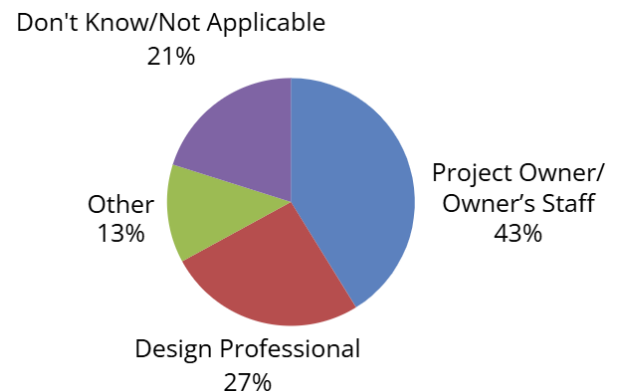
commercial and residential projects (n=31), accounted for a small share of the sample relative to commercial and engineering customers (n=168). Business license-only customers (n=131) accounted for roughly one-third of the sample.

Figure 2. Respondents by Project Type



Commercial and residential project owners or owners' staff (n=164) constituted a larger share of respondents than design professionals (n=103), which include planners, architects, engineers, general contractors, and professionals hired to process a permit.

Figure 3. Respondents by Project Role



Survey results were cross tabulated by customer type and by project type to map the pain points most frequently cited by each customer group.<sup>2</sup>

Follow-up interviews were then conducted to collect detailed qualitative insights from a subset of survey respondents.

The survey aimed to assess customer pain points surrounding three key elements:

- Service delivery
- Communications
- Customer support

Satisfaction with service delivery was largely driven by customer perceptions regarding process times.

Satisfaction regarding the clarity and frequency of communications varied largely by customer type and levels of customer awareness, with customers less well-acquainted with the planning and permitting processes more likely to indicate dissatisfaction with the clarity and frequency of communications.

Satisfaction with customer support encompassed both in-person support and remote support provided via email, phone, or the City's web portal.

Figure 4. Customer Pain Points Assessed by the Survey



<sup>2</sup> Note that cross-tabulation analysis may yield unreliable results when applied to datasets with small sample sizes (i.e., less than 30 observations), which can result in findings that are not statistically

significant. Similarly, while executive interview findings describe key themes, they should be interpreted with caution, as they may not be generalizable across the wider customer population.

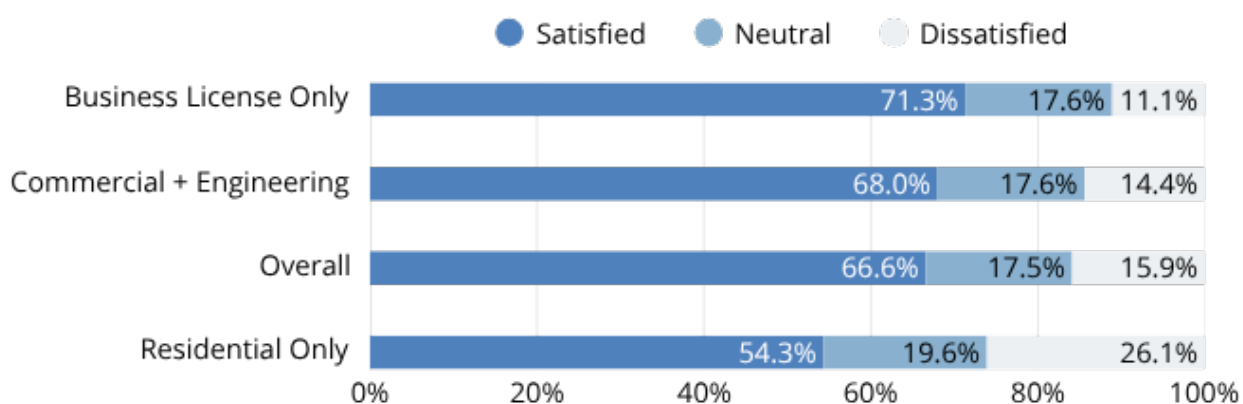




**Overall, two in three customers are satisfied with their overall experience with CD.** Business license-only and commercial + engineering customers are

more satisfied than residential customers, with one in four residential customers indicating dissatisfaction with their overall experience with CD.

Figure 5. Overall Satisfaction with CD Experience<sup>3</sup>



Overall, how satisfied are you with your **experience working with CD** during your project(s)? (n=365)

<sup>33</sup> Don't know/Refused" responses are not shown. Responses from mixed commercial + residential customers (n=27) are not shown due to low sample size.

## Shorter process times top the customer priority list.

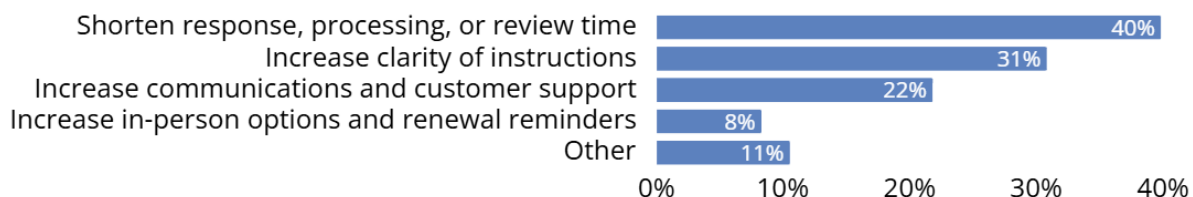
**Customer satisfaction is primarily driven by perceptions regarding process length**, followed closely by perceived clarity of communications.

Overall, about two in three customers were satisfied with overall process times.

However, commercial and engineering customers reported higher satisfaction levels than their residential counterparts.

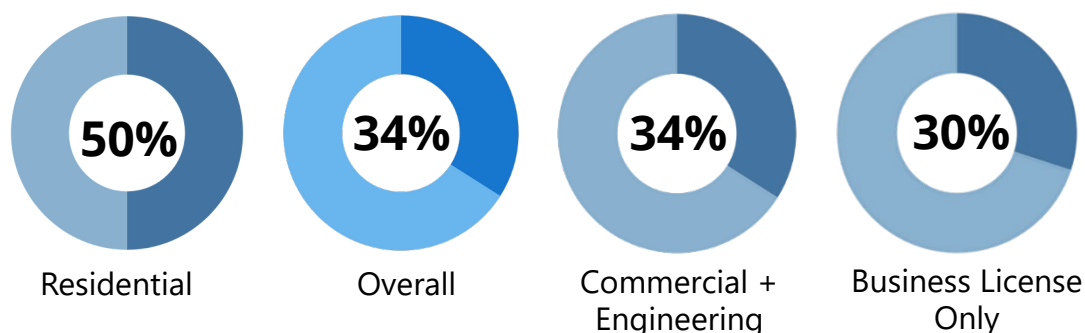
Half of residential customers perceived overall process times to have been longer than expected.

Figure 6. Methods to Improve Customer Satisfaction<sup>4 5</sup>



What could CD do to **improve your overall level of satisfaction**? Multiple responses permitted; percentages may sum to more than 100%.(n=102)

Figure 7. Methods to Process Time Longer than Expected, by Customer Type<sup>6 7</sup>



Considering your project(s) with CD overall, **how did the total process time compare to your expectations**? (n=329)

<sup>4</sup> Only respondents less than very satisfied with their overall CD experience were asked this question.

<sup>5</sup> Both business license only customers and commercial + engineering customers were most concerned with process time. Statistics are not available for residential only customers (n=28) or mixed commercial + residential customers (n=12) due to small sample sizes.

<sup>6</sup> The remainder indicated that the process was faster than expected, as expected, or selected "Don't know/Refused."

<sup>7</sup> Responses from mixed commercial + residential customers (n=26) are not shown above due to low sample size.

## Permit application review and plan check submission pose the greatest challenges.

### Overall, customers are least satisfied with the length of the permit application review process.

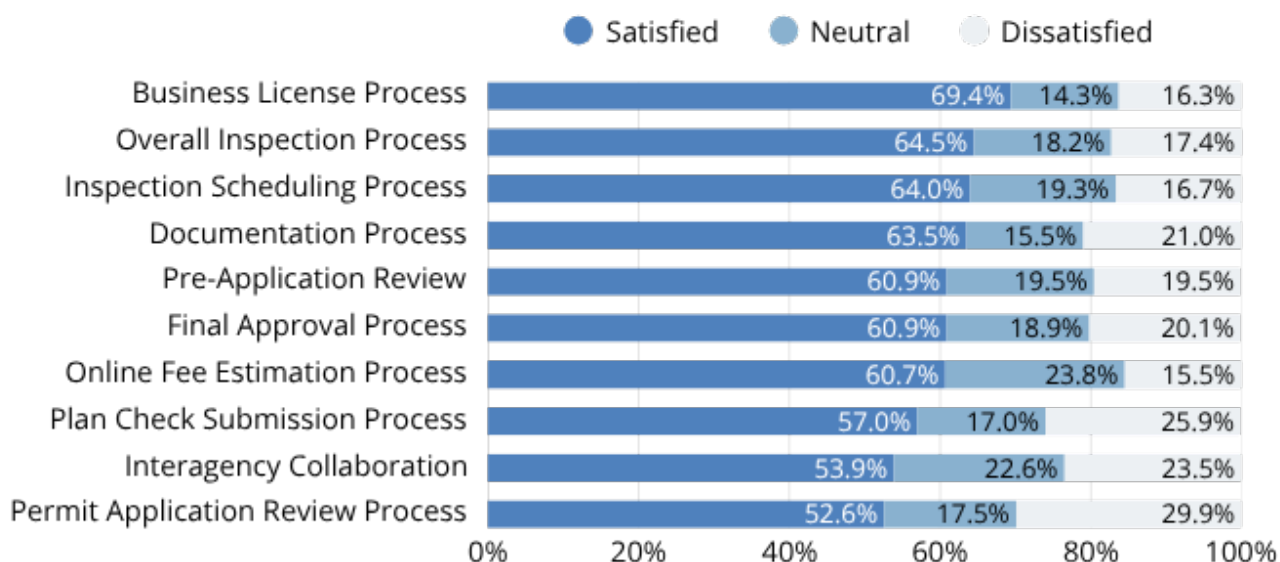
About three in ten customers expressed dissatisfaction with review process time.

Approximately one in four customers also express dissatisfaction with the length of the plan check submission process, and the length of interagency collaboration efforts.

Targeted improvements in expediting permit application review and increasing customer awareness of plan check workflows may thus yield the largest gains in customer satisfaction.

Improvements in process time for phases involving outside agencies, however, require sustained collaboration with external partners, as certain pain points originate outside CD's authority.

Figure 8. Satisfaction with Process Length by Process Step<sup>8 9</sup>



*Please rate your level of satisfaction with the amount of time required for each of the following services or processes provided by CD. (n=331)*

<sup>8</sup> "Don't know/Not Applicable" responses and missing responses (n=50) are not shown.

<sup>9</sup> Commercial + engineering and residential only customers were primarily concerned with the length of the permit application review process, Business license only customers largely provided satisfaction ratings for the length of the business license process only and declined to provide satisfaction ratings for the remaining steps.





The length of the plan check submission process is, however, dictated in part by the ability of the applicant to submit a complete application package. Overall, three in five applicants reported receiving at least one incomplete letter. Incomplete letters and/or correction reports for both

commercial + engineering customers and residential customers most frequently cited building, landscape, or environmental issues (68 percent), followed by planning or zoning-related issues (34 percent), and fire prevention/fire safety issues (17 percent).

### **Customer Voices: Interagency Collaboration**

In some cases, requirements for interagency collaboration have caused delays in the planning process. For example, according to one business license applicant:

The online application form was easy to fill out, but it took the police department a long time to get to it...It took two to three months before we even got a paper mailed back. We didn't even get an email notification on what was happening.

According to another applicant:

The City...uses a third-party plan checker, and the plan checker couldn't approve the permit until the fire department approved it, and the fire department kept kicking it back, which kept delaying the process...The permitting process was difficult because you needed direct approval from the fire department before plan check...We had to get consultants involved to help resolve the outstanding fire issues.

Survey respondents also emphasized the importance of maintaining a high level of quality across third-party plan check service providers to increase efficiency and to ensure consistency in the corrections process.

## Leverage data to enhance service delivery.

While CD currently maintains a database that tracks project turnaround time, data is not readily accessible for most projects.

**More accurate tracking is needed to validate service delivery benchmarks on turnaround time, and to highlight bottlenecks in the service delivery process.**

Workflow automation software may also provide opportunities to reduce manual handoffs, flag delays in real time, and streamline coordination across departments and between agencies.

However, funding constraints may limit the ability of CD to upgrade legacy technologies or to implement new software solutions.

CD faces a difficult task in serving the needs of a diverse set of stakeholders with varying priorities, who face different challenges. However, CD's successful rollout of its online portal over the last few years has demonstrated the City's commitment to modernizing and streamlining customer experience.



## Increase awareness of pre-application consultations.



Customer satisfaction with process length is also shaped by expectations and awareness: **Only three in five customers indicated that they had a clear grasp of the permitting process before applying for a license or permit.**

Residential customers – who generally exhibited lower levels of satisfaction with the length of the permitting process – were less likely to be aware of the steps in the process before applying, as compared to commercial and engineering customers.

Residential customers were also less likely to be aware of the option to schedule a

consultation with CD staff to discuss their projects before applying, compared to commercial and engineering customers.<sup>10</sup>

Of the 71 customers who participated in pre-application consultations, 44 percent consulted with the permitting division, 42 percent consulted with the planning division, and 38 percent consulted with the plan check division prior to application submittal.<sup>11</sup>

Pre-application consultations represent a highly effective yet underutilized opportunity to raise customer awareness: **83 percent of customers that opted for a pre-application consultation found that it was useful.**<sup>12 13</sup>

Thus, featuring the option to schedule a pre-application consultation more prominently in outreach materials could improve customer awareness of permitting requirements, enhancing submittal quality and potentially reducing downstream delays.

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<sup>10</sup> 64% of commercial + engineering customers, and 54% of residential only customers clearly understood the steps in the permitting process before applying. Statistics are not available for business license only or mixed commercial + residential customers (n=20) due to low sample sizes.

<sup>11</sup> Note that multiple responses were allowed, so respondents may have availed themselves of consultations with multiple departments prior to applying.

<sup>12</sup> 68% of commercial + engineering customers, and 68% of residential only customers found their pre-

application consultation to be very or extremely useful. Statistics are not available for business license only or mixed commercial + residential customers (n=6) due to low sample sizes.

<sup>13</sup> In contrast, in a survey of 465 building permit customers conducted by the City of Portland, Oregon, between March 1, 2023, and May 31, 2024, only 53 percent of the City of Portland's customers indicated that they were satisfied with the quality of the City of Portland's pre-application consultations. This speaks to the high quality of the pre-application consultation meetings offered by the City of Irvine.

## The online portal functions smoothly but could benefit from stronger tech support and mobile optimization.

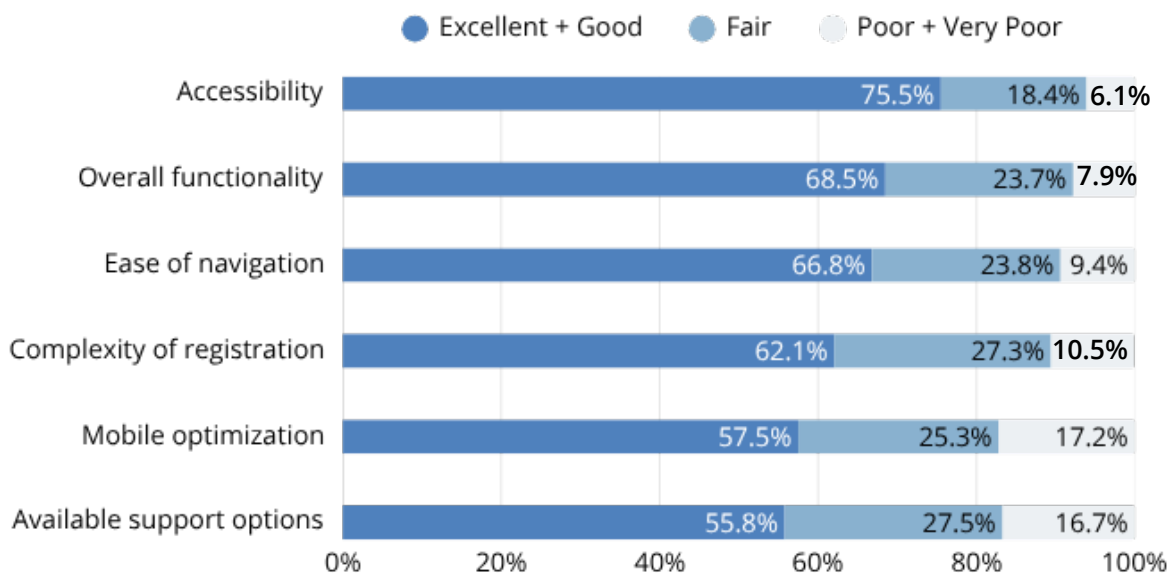
Overall, customers indicated that they valued a mix of online and in-person support, and **residential customers valued in-person support more highly than commercial and engineering and business license only customers.**

In contrast to all other customer types, which were more likely to interact with CD via multiple methods, business license only customers were more likely to interact with CD exclusively via the online portal.

According to one customer, “I only used the portal for simple homeowner or small commercial projects where I didn’t think I needed to ask any questions. For more complex projects, I make the drive and get my questions answered in person.”

**Customers were generally satisfied with overall functionality, accessibility, and ease of navigation of the portal,** although one in six customers indicated that mobile optimization and availability of support options could be improved.

Figure 9. Satisfaction with the City’s Online Portal<sup>14 15</sup>



Rate the **City’s online portal** on the following areas (n=324).

<sup>14</sup> “Don’t know/Refused” responses (n=57) are not shown.

<sup>15</sup> Business license only and commercial + engineering customers generally reported higher levels of satisfaction with the portal compared to residential only customers.

## Timely and accessible support is central to maintaining strong customer satisfaction.

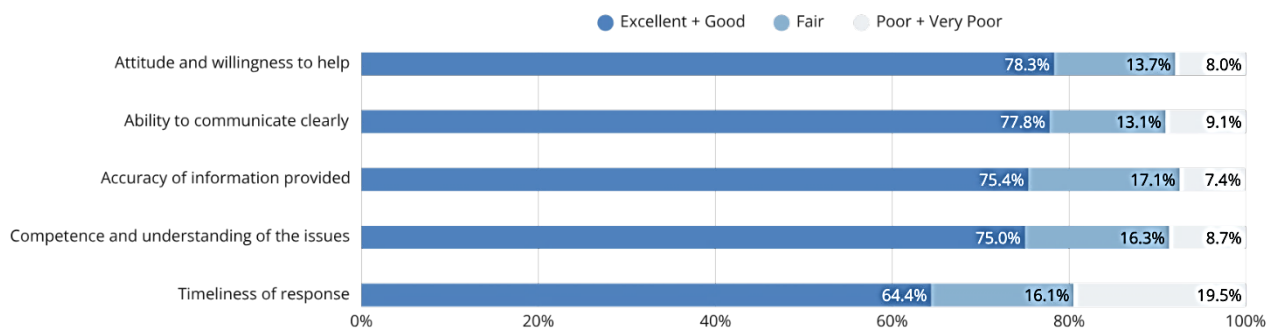
**Residential customers reported high utilization of in-person service**, with 85 percent of residential customers interacting directly with City staff over the course of their projects, as compared to 50 percent of commercial and engineering customers, and 43 percent of business license customers.<sup>16</sup>

**Approximately three in four customers who directly interacted with City staff were highly satisfied with staff attitude and competence.**<sup>17</sup> That said, one in five customers indicated that response times could be improved.

Some customers reported that email responses were not received in a timely fashion (i.e., within 24 hours), and some customers reported difficulty reaching staff due to missing email addresses in communications, and support calls being flagged as spam.

To maintain high levels of customer service, staff contact information should be clearly listed in all written and electronic communications. Caller ID solutions should also be explored to prevent support calls from being marked as spam.

Figure 10. Customer Service Satisfaction<sup>18</sup>



Rate the **City's staff** on the following areas (n=177).

<sup>16</sup> In total, 328 customers indicated that they had interacted directly with City staff over the course of their projects.

<sup>17</sup> While customer satisfaction data for city licensing and/or permitting departments is generally not publicly available, survey data from the City of Portland, Oregon indicates that 53 percent of building permit customers of the City of Portland were satisfied with staff customer service, as compared to the ~75 percent of customers satisfied with the City of Irvine's staff customer service.

<sup>18</sup> "Don't know/Refused" responses (n=204) are not shown.



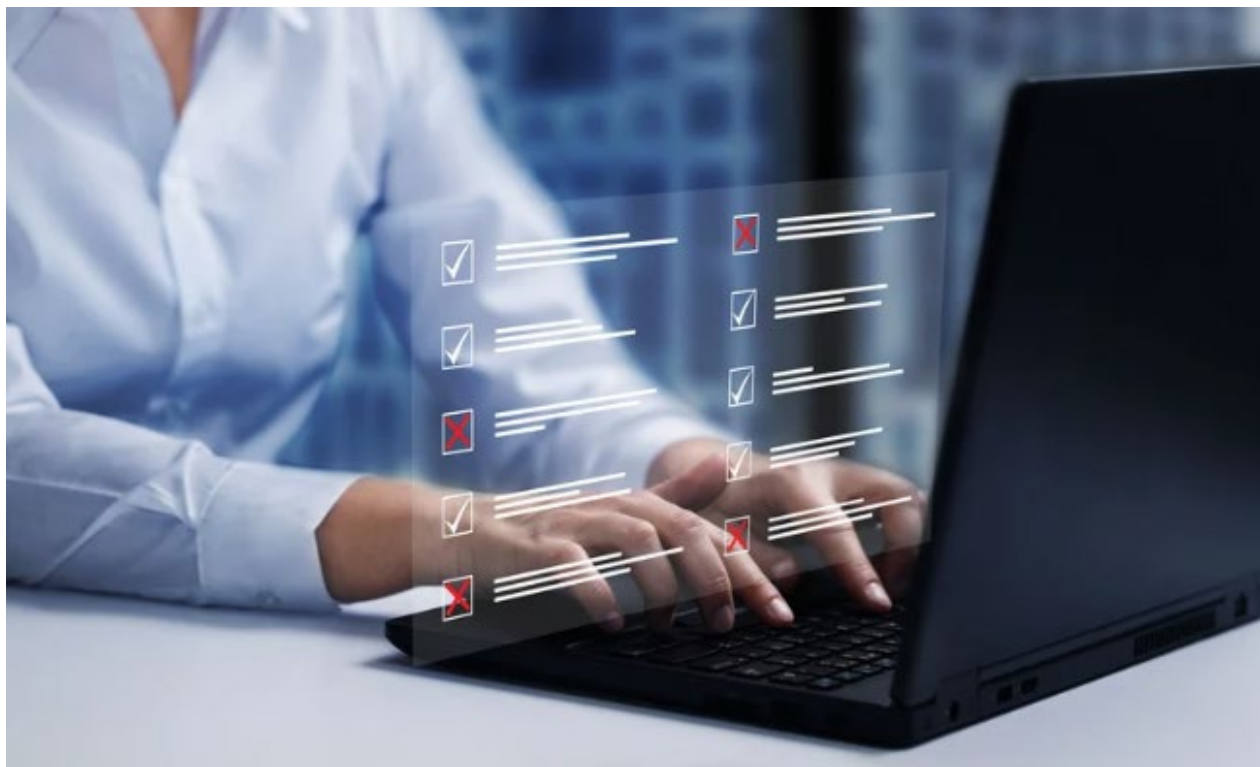
## Streamlined communications can help customers navigate the permitting process with confidence.

Nearly 1 in 3 customers indicated that they would welcome simplified communications regarding corrections, comments, or additional requirements needed to advance their projects in the permitting process.

Plain language, visuals, and step-by-step checklists should be incorporated into customer communications, where applicable, to improve understanding of the steps in the permitting process. These elements should also be incorporated into the online portal.

In addition, customer communications should include a “next steps” section, where applicable, that outlines the next step in the permitting process and provides an estimate of the estimated length of time required to progress to the next step in the process.

Customers also recommend that CD consider convening focus groups to review and provide feedback on application materials regarding content relevance and clarity.



## Build on initial outreach to expand feedback and repeat surveys to track trends over time.

While extensive outreach efforts were conducted to gather feedback from diverse customer voices, two subsets of the population proved more difficult to reach, highlighting opportunities for future research. Targeted outreach should be performed to gather insights from master plan and map division applicants, whose perspectives were not included in the current customer satisfaction survey.

In addition, CD should consider fielding the survey (or an abbreviated form of the survey) on a regular basis, to allow CD to

assess the impacts of process improvements on customer satisfaction, driving continuous improvement and allowing CD to respond to changing customer expectations in real time.

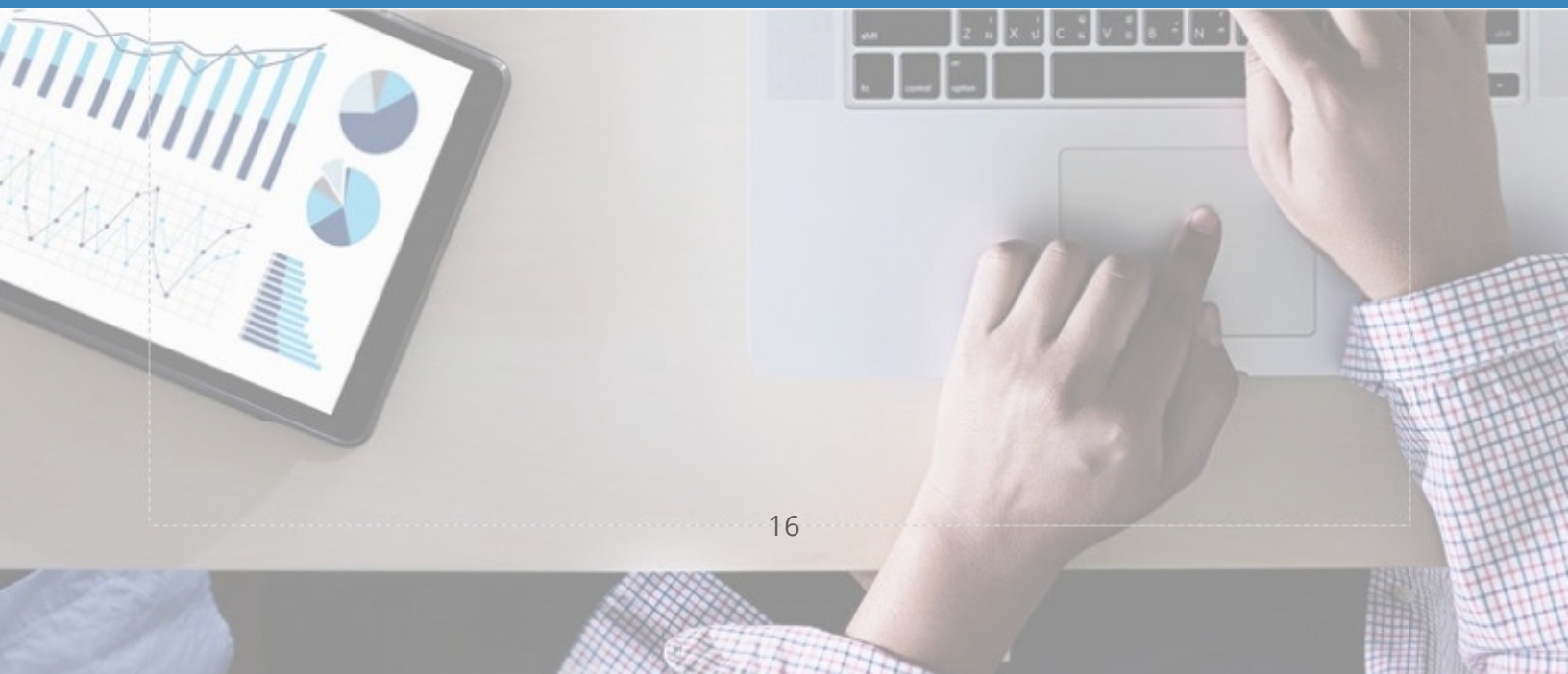
CD can also implement various strategies to maximize response rates, such as offering incentives for survey completion, personalizing survey invitations, and/or timing survey distribution to occur immediately after a customer service interaction via a website popup on the City's portal, or via SMS.





# APPENDIX A:

## Survey Toplines





City of Irvine  
Development Department  
Customer Experience Survey  
July 2025  
Survey Toplines  
n=381

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**Introduction:**

BW Research, an independent research firm, is conducting a brief 10-minute survey on behalf of the City of Irvine's Community Development Department. The purpose of the survey is to gather feedback on customers' experiences with the City's licensing, entitlement, and permitting processes.

You've been identified as a recent customer of the City's Community Development Department. The City would appreciate your feedback to better understand how it can improve the customer experience and streamline processes.

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**[PART 1 – PROFILE & BIG PICTURE]**

1. Please indicate if you have coordinated with the City of Irvine's Community Development Department on any of the following types of projects **in the last 18 months**. Please select all that apply. **[ALLOW MULTIPLE RESPONSES]** – Multiple responses permitted; percentages may sum to more than 100%.

**RANDOMIZE**

	<u>Yes</u>	<u>No</u>	<u>Don't Know/ Not Applicable</u>
<b>A. A business license</b>	<b>79.5%</b>	<b>17.1%</b>	<b>3.4%</b>
<b>B. A tenant improvement</b>	<b>17.6%</b>	<b>70.1%</b>	<b>12.3%</b>
<b>C. A residential remodel</b>	<b>14.2%</b>	<b>72.7%</b>	<b>13.1%</b>
<b>D. A solar permit</b>	<b>6.0%</b>	<b>80.3%</b>	<b>13.6%</b>
<b>E. A sign permit</b>	<b>7.6%</b>	<b>79.0%</b>	<b>13.4%</b>
<b>F. A conditional use permit</b>	<b>8.9%</b>	<b>78.5%</b>	<b>12.6%</b>
<b>G. A master plan (residential or commercial)</b>	<b>8.4%</b>	<b>78.0%</b>	<b>13.6%</b>
<b>H. A tentative map (subdivision)</b>	<b>4.7%</b>	<b>80.1%</b>	<b>15.2%</b>
<b>I. Other</b>	<b>12.3%</b>	<b>63.5%</b>	<b>24.1%</b>

**[TERMINATE IF Q1 ALL= "No" OR "Don't know/ Refused"]**

2. Which of the following terms best describes your role in project(s) submitted to the City's Community Development Department? **[ALLOW MULTIPLE RESPONSES]** – Multiple responses permitted; percentages may sum to more than 100%.

**43.0% Project owner or member of the owner's staff**  
**13.1% Project design professional, such as a planner, architect, or engineer**  
**10.8% General contractor**  
**7.9% Professional hired to process a permit**  
**4.2% Homeowner builder (resident who built or remodeled a home you own)**  
**2.6% Subcontractor**  
**6.3% Other**  
**20.7% Don't know/ Not Applicable**

3. Over the course of the project(s) you completed over the last 18 months, how often did you interact with the City's Community Development Department (online or in-person)?

**6.3% Frequently, once a week or more**  
**17.8% Occasionally, a few times a month**  
**47.8% Seldom, once a month or less**  
**28.1% Don't Know/ Not Applicable**



4. Over the course of the project(s) you completed over the last 18 months, what was the most frequent means of interaction with the City's Community Development Department? **[ALLOW MULTIPLE RESPONSES]** – Multiple responses permitted; percentages may sum to more than 100%.

**54.3% City of Irvine Website – Online Portal**

**51.4% Email**

**21.5% Phone**

**12.1% In-person**

**12.6% Don't know/ Not applicable**

#### **Q4 RECODE**

**28.1% Online Portal only**

**18.6% Email only**

**32.5% Mixed**

**8.1% Other**

**12.6% Don't know/ Refused**

**[IF Q1A = "Yes" AND Q1B-I = "No" OR "Don't know/ Refused", SKIP TO Q22; OTHERWISE, PROCEED TO Q5]**

**[PART 2 – APPLICATION SUBMISSION]**

*The first set of questions focuses on your experience **applying for an entitlement and/or a building permit** with the City's Community Development Department **over the last 18 months**.*

5. Were you involved in the application submission process for your project(s)? (n=161)

**77.0% Yes**  
**18.0% No**  
**5.0% Don't Know/ Not Applicable**

[IF Q5= "Yes", ASK Q6, OTHERWISE SKIP TO Q12]

6. Did you know that you had the option to discuss your project with the City's Community Development Department BEFORE submitting your application? (n=124)

**57.3% Yes**  
**38.7% No**  
**4.0% Don't Know/ Not Applicable**

[IF Q6= "Yes", GO TO Q7, OTHERWISE SKIP TO Q9]

7. Did you discuss your project with the City's Community Development Department BEFORE submitting your application? Please select all that apply. **[ALLOW MULTIPLE RESPONSES]** – Multiple responses permitted; percentages may sum to more than 100%. (n=71)

**43.7% Yes, with the City's Permitting Division**  
**42.3% Yes, with the City's Planning Division**  
**38.0% Yes, with the City's Plan Check Division**  
**22.5% No**  
**2.8% Don't know/ Not Applicable**

[IF Q7= "Yes, with the City's Permitting Division", "Yes, with the City's Planning Division", OR "Yes, with the City's Plan Check Division", ASK Q8, OTHERWISE SKIP TO Q9]

8. How useful was the pre-application conversation? (n=53)

**26.4% Extremely useful, it fully met my needs**  
**39.6% Very useful, it met most of my needs**  
**17.0% Moderately useful, it met some of my needs, but I still needed more information**  
**11.3% Slightly useful, I still needed a lot more information**  
**3.8% Not useful at all, I did not receive any relevant information**  
**1.9% Don't Know/ Not Applicable**

9. Please indicate your level of agreement with the following sentence: “When I first began my project(s) with the City of Irvine, I clearly understood the steps required in the permitting process.” (n=124)

**25.8% Strongly agree**  
**34.7% Somewhat agree**  
**8.9% Neither agree nor disagree**  
**12.1% Somewhat disagree**  
**15.3% Strongly disagree**  
**3.2% Don't Know/ Not Applicable**

10. How did you submit your project application to the City's Community Development Department? (n=124)

**89.5% Online through Irvine Ready! (the City's project portal)**  
**4.0% In person through a City representative**  
**5.6% Email**  
**0.8% Don't Know/ Not Applicable**

11. Overall, how satisfied are you with the application submission process for your project(s)? (n=124)

**28.2% Very satisfied**  
**26.6% Somewhat satisfied**  
**7.3% Neither satisfied nor dissatisfied**  
**24.2% Somewhat dissatisfied**  
**12.9% Very dissatisfied**  
**0.8% Don't Know/ Not Applicable**

**[PART 3 – APPLICATION REVIEW]**

*This next set of questions focuses on your experience with the **application review process** for your project(s) **over the last 18 months**.*

12. Were you involved in the application review process for your project(s)? (n=161)

- 74.5% Yes**
- 18.0% No**
- 7.5% Don't Know/ Not Applicable**

[IF Q12= "Yes", GO TO Q13; OTHERWISE SKIP TO Q20]

13. Did your project(s) encounter any unplanned hurdle(s), which required an updated design/revision to advance the process? (n=119)

- 60.5% Yes**
- 37.0% No**
- 2.5% Don't Know/ Not Applicable**

14. Did you receive any incomplete letters and/or correction reports for your project(s)? (n=117)

- 30.8% No, I did not receive any incomplete letters**
- 26.5% Yes, I received one incomplete letter**
- 18.8% Yes, I received two incomplete letters**
- 16.2% Yes, I received three or more incomplete letters**
- 7.7% Don't Know/ Not Applicable**

15. What types of plan check/re-check comments were identified in the incomplete letter(s) and/or correction reports? **[ALLOW MULTIPLE RESPONSES]** – Multiple responses permitted; percentages may sum to more than 100%. (n=71)

- 67.6% Building, landscape, and environmental-related issues**
- 33.8% Planning or zoning related issues**
- 16.9% Fire prevention, fire safety, or related issues**
- 7.0% Street improvement, traffic circulation, or related issues**
- 1.4% Water improvement or related issues**
- 31.0% Other – verbatim will be provided**
- 0.0% Don't know/ Not applicable**

16. How satisfied were you with communications from the City's Community Development Department regarding corrections, comments, or additional requirements needed to advance your project in the permitting process? (n=115)

- 28.7% Very satisfied**
- 25.2% Somewhat satisfied**
- 13.0% Neither satisfied nor dissatisfied**
- 18.3% Somewhat dissatisfied**
- 13.9% Very dissatisfied**
- 0.9% Don't know/ Not Applicable**

17. Please indicate your level of agreement with the following statement: "The City's Community Development Department clearly and concisely communicated the corrections, comments, and/or additional requirements needed to advance my project." (n=114)

- 32.5% Strongly agree**
- 24.6% Somewhat agree**
- 13.2% Neither agree nor disagree**
- 14.0% Somewhat disagree**
- 14.0% Strongly disagree**
- 1.8% Don't Know/ Not Applicable**

[IF Q17= "Somewhat agree", "Neither agree nor disagree", "Somewhat disagree", OR "Strongly disagree", GO TO Q18; OTHERWISE GO TO Q19]

18. How could the City's Community Development Department improve communications regarding corrections, comments, or additional permitting requirements? **[ALLOW MULTIPLE RESPONSES]**  
– Multiple responses permitted; percentages may sum to more than 100%. (n=74)

- 51.4% Regular communications about my project status, including all pending/open items**
- 48.6% Simplified communications**
- 25.7% More frequent communication about pending/open project requirements**
- 28.4% Other**

19. How effective was the City's Community Development Review Process in coordinating all related/required reviews (e.g., **Building & Safety** (building code), **Planning** (zoning/land use), **Police** (public safety, site security), **Orange County Fire Authority** (access, emergency exits, area of refuge), **Public Works, etc.**) for your application review? (n=111)

- 35.1% Very effective**
- 30.6% Somewhat effective**
- 6.3% Neither effective nor ineffective**
- 9.9% Somewhat ineffective**
- 11.7% Very ineffective**
- 6.3% Don't Know/ Not Applicable**



**[PART 4 – ENTITLEMENT PROCESS / PERMIT ISSUANCE]**

*This next set of questions focuses on your experience with the **entitlement process and/or permit issuance process**, including fee calculations, the Job Deliverables Package (e.g., job cards, permit card, approved plans, project-specific additional documents), and licenses, **over the last 18 months**.*

20. Were you involved in the permit issuance process for your project(s)? (n=146)

**71.2% Yes**

**23.3% No**

**5.5% Don't Know/ Not Applicable**

[IF Q20= "Yes", GO TO Q21; OTHERWISE SKIP TO Q22]

21. Please rate your level of satisfaction with the permit issuance process. (n=103)

**RANDOMIZE**

	<u>Very Satisfied</u>	<u>Somewhat Satisfied</u>	<u>Neither Satisfied nor Dissatisfied</u>	<u>Somewhat Dissatisfied</u>	<u>Very Dissatisfied</u>	<u>Don't Know/ Not Applicable</u>
A. Understanding of fees & fee calculations	41.7%	23.3%	14.6%	11.7%	5.8%	2.9%
B. Job Deliverables Package information	44.7%	22.3%	15.5%	6.8%	4.9%	5.8%
C. Inspection review process	33.0%	16.5%	13.6%	14.6%	6.8%	15.5%

**[PART 5 – OVERALL PLANNING PROCESS]**

*The next set of questions relates to your overall level of satisfaction with the **planning process as a whole, over the last 18 months.***

22. Overall, how satisfied are you with your experience working with the City's Community Development Department during your project(s)? (n=365)

- 33.2% Very satisfied**
- 21.9% Somewhat satisfied**
- 14.5% Neither satisfied nor dissatisfied**
- 8.8% Somewhat dissatisfied**
- 4.4% Very dissatisfied**
- 17.3% Don't Know/ Not Applicable**

[IF Q22 = "Somewhat satisfied", "Neither satisfied nor dissatisfied", "Somewhat dissatisfied", or "Very dissatisfied", ASK Q23, OTHERWISE SKIP TO Q24]

23. What could the City's Community Development Department do to improve your overall level of satisfaction? – Multiple responses permitted; percentages may sum to more than 100%. (n=102)

- 39.8% Shorten response, processing, or review time**
- 30.8% Increase clarity of instructions**
- 21.8% Increase communications and customer support**
- 8.3% Increase in person options or Renewal reminders**
- 10.5% Other**

## APPENDIX A: TOPLINES

24. Please rate your level of satisfaction with the **amount of time required** for each of the following services or processes provided by the City's Community Development Department. (n=331)

### RANDOMIZE

	<u>Very Satisfied</u>	<u>Somewhat Satisfied</u>	<u>Neither Satisfied nor Dissatisfied</u>	<u>Somewhat Dissatisfied</u>	<u>Very Dissatisfied</u>	<u>Don't Know/ Not Applicable</u>
A. Business license process	36.6%	17.5%	11.2%	6.3%	6.3%	22.1%
B. Pre-application review	14.8%	9.7%	7.9%	3.6%	4.2%	59.8%
C. Online fee estimation process	19.9%	10.9%	12.1%	4.2%	3.6%	49.2%
D. Plan check submission process	13.0%	10.3%	6.9%	5.1%	5.4%	59.2%
E. Permit application review process	14.5%	10.0%	8.2%	7.3%	6.6%	53.5%
F. Inspection scheduling process	14.5%	7.6%	6.6%	4.2%	1.5%	65.6%
G. Overall inspection process	15.4%	8.2%	6.6%	4.5%	1.8%	63.4%
H. Coordination with other divisions or departments	8.8%	10.0%	7.9%	3.6%	4.5%	65.3%
I. Appeals process	6.0%	5.1%	4.5%	2.4%	1.5%	80.4%
J. Final approval process	20.8%	10.3%	9.7%	5.1%	5.1%	48.9%
K. Documentation process	21.5%	13.3%	8.5%	6.3%	5.1%	45.3%

25. Considering your project(s) with the City's Community Development Department overall, how did the total process time compare to your expectations? (n=329)

4.9% Much faster than expected  
 9.4% Faster than expected  
 37.4% As expected  
 17.6% Slower than expected  
 16.7% Much slower than expected  
 14.0% Don't Know/ Not Applicable

**[PART 6 – CUSTOMER SERVICE & ONLINE PORTAL ASSESSMENT]**

*The next set of questions relates to your level of satisfaction with the **customer service** provided by the City of Irvine's staff, and your satisfaction with the City of Irvine's **online portal**, over the last 18 months.*

26. Did you interact directly with City of Irvine staff? (n=328)

**54.3% Yes**  
**38.7% No**  
**7.0% Don't Know/ Not Applicable**

[IF Q26= "Yes", GO TO Q27, OTHERWISE SKIP TO Q29]

27. How would you rate the customer service provided by the City of Irvine's staff? (n=178)

**43.3% Excellent**  
**31.5% Good**  
**16.9% Fair**  
**5.6% Poor**  
**2.8% Very poor**  
**0.0% Don't Know/ Not Applicable**

28. Please rate the City of Irvine's staff on the following areas. (n=177)

**RANDOMIZE**

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Very Poor</u>	<u>Don't Know/ Not Applicable</u>
<b>A. Attitude and willingness to help</b>	<b>48.0%</b>	<b>29.4%</b>	<b>13.6%</b>	<b>4.5%</b>	<b>3.4%</b>	<b>1.1%</b>
<b>B. Ability to communicate clearly</b>	<b>41.2%</b>	<b>36.2%</b>	<b>13.0%</b>	<b>5.6%</b>	<b>3.4%</b>	<b>0.6%</b>
<b>C. Timeliness of response</b>	<b>38.4%</b>	<b>24.9%</b>	<b>15.8%</b>	<b>9.6%</b>	<b>9.6%</b>	<b>1.7%</b>
<b>D. Competence and understanding of the issues</b>	<b>39.0%</b>	<b>33.9%</b>	<b>15.8%</b>	<b>4.5%</b>	<b>4.0%</b>	<b>2.8%</b>
<b>E. Accuracy of information provided</b>	<b>39.0%</b>	<b>35.6%</b>	<b>16.9%</b>	<b>4.0%</b>	<b>3.4%</b>	<b>1.1%</b>

29. Which of the following options best describes your preference for online assistance and applications versus in-person services? (n=326)

**41.7% I prefer online assistance and applications for all my needs.**  
**38.3% I prefer online assistance and applications for some tasks.**  
**11.3% I prefer in-person service for all my needs.**  
**8.6% Don't Know/ Not Applicable**

30. Now, please rate the City of Irvine's online portal on the following areas. (n=324)

**RANDOMIZE**

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Very Poor</u>	<u>Don't Know/ Not Applicable</u>
<b>A. Ease of navigation</b>	23.1%	34.0%	20.4%	3.4%	4.6%	14.5%
<b>B. Accessibility</b>	24.7%	32.4%	13.9%	2.5%	2.2%	24.4%
<b>C. Complexity of registration process</b>	19.4%	29.6%	21.6%	4.0%	4.3%	21.0%
<b>D. Mobile optimization</b>	14.2%	16.7%	13.6%	4.9%	4.3%	46.3%
<b>E. Overall functionality</b>	24.4%	34.6%	20.4%	4.3%	2.5%	13.9%
<b>F. Availability of support options</b>	16.7%	24.7%	20.4%	7.4%	4.9%	25.9%

[IF Q30 = "Good", "Fair", "Poor", OR "Very Poor" ASK Q31, OTHERWISE SKIP TO Q32]

31. How could the City of Irvine improve the online portal to increase your level of satisfaction? – Multiple responses permitted; percentages may sum to more than 100%. (n=165)

- 27.9% Improve portal navigation and usability**
- 21.2% Satisfied or positive feedback**
- 17.6% Shorten response, processing, or review time/ Make the portal more streamlined**
- 15.8% Increase clarity of instructions**
- 11.5% Increase communication and customer support**
- 5.5% More or easier in person options or Renewal reminders**
- 10.3% Other**

**[PART 8 –CLOSING]**

32. Is there any other feedback you would like to provide to the City's Community Development Department? – Multiple responses permitted; percentages may sum to more than 100%. (n=102)

**39.2% Satisfied/ Positive feedback**  
**22.5% Shorten response, processing, or review time**  
**8.8% Increase communications and customer support**  
**7.8% Make information on processes more accessible**  
**6.9% Increase the number of in person options**  
**4.9% Reduce the number of steps required**  
**4.9% Uniform standards across reviewers**  
**10.8% Other**

33. What is your age? (n=317)

**0.3% Under 25**  
**2.5% 25 to 29**  
**3.8% 30 to 34**  
**7.6% 35 to 39**  
**12.0% 40 to 44**  
**12.9% 45 to 49**  
**12.3% 50 to 54**  
**11.7% 55 to 59**  
**14.2% 60 to 64**  
**9.5% 65 to 69**  
**8.8% 70+**  
**4.4% Prefer not to answer**

34. May we contact you with any additional questions regarding this research? If yes, please include contact details below.

First and Last Name of Respondent \_\_\_\_\_

Job Title \_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

Organization Name \_\_\_\_\_

Address (including City) \_\_\_\_\_



35. Would you like to opt-in to receiving economic development updates from the City of Irvine? If yes, please include your name and email address below.

First and Last Name of Respondent \_\_\_\_\_

Email \_\_\_\_\_

Thank you very much for participating!



## APPENDIX B:

### Commercial/Residential Split



Table 1. Satisfaction with the Application Submission Process (n=124)<sup>19</sup>

	<b>Engineering + Commercial</b>	<b>Residential</b>
Very satisfied + Somewhat satisfied	50.0%	54.3%
Neither satisfied nor dissatisfied	6.9%	6.5%
Very dissatisfied + Somewhat dissatisfied	41.4%	39.1%
Don't Know/ Not Applicable	1.7%	0.0%
Respondents	58	46

Table 2. Satisfaction with Communications Regarding Corrections (n=115)<sup>20</sup>

	<b>Engineering + Commercial</b>	<b>Residential</b>
Very satisfied + Somewhat satisfied	55.8%	51.2%
Neither satisfied nor dissatisfied	13.5%	14.0%
Very dissatisfied + Somewhat dissatisfied	28.8%	34.9%
Don't Know/ Not Applicable	1.9%	0.0%
Respondents	52	43

Table 3. Overall Satisfaction with CD Experience (n=365)<sup>21</sup>

	<b>Business License Only</b>	<b>Engineering + Commercial</b>	<b>Residential</b>
Very satisfied + Somewhat satisfied	58.8%	53.5%	52.1%
Neither satisfied nor dissatisfied	14.5%	13.8%	18.8%
Very dissatisfied + Somewhat dissatisfied	9.2%	11.3%	25.0%
Don't Know/ Not Applicable	17.6%	21.4%	4.2%
Respondents	131	159	48

<sup>19</sup> Data for business license only and commercial + residential applicants not shown due to limited sample sizes.<sup>20</sup> Data for business license only and commercial + residential applicants not shown due to limited sample sizes.<sup>21</sup> Data for commercial + residential applicants not shown due to limited sample size.

Table 4. Staff Customer Service Rating (n=178)<sup>22</sup>

	<b>Business License Only</b>	<b>Engineering + Commercial</b>	<b>Residential</b>
Excellent + Good	76.0%	73.9%	76.9%
Fair	18.0%	20.3%	7.7%
Very Poor + Poor	6.0%	5.8%	15.4%
Don't Know/ Not Applicable	0.0%	0.0%	0.0%
Respondents	50	69	39

Table 5. Frequency of Interaction with CD<sup>23</sup>

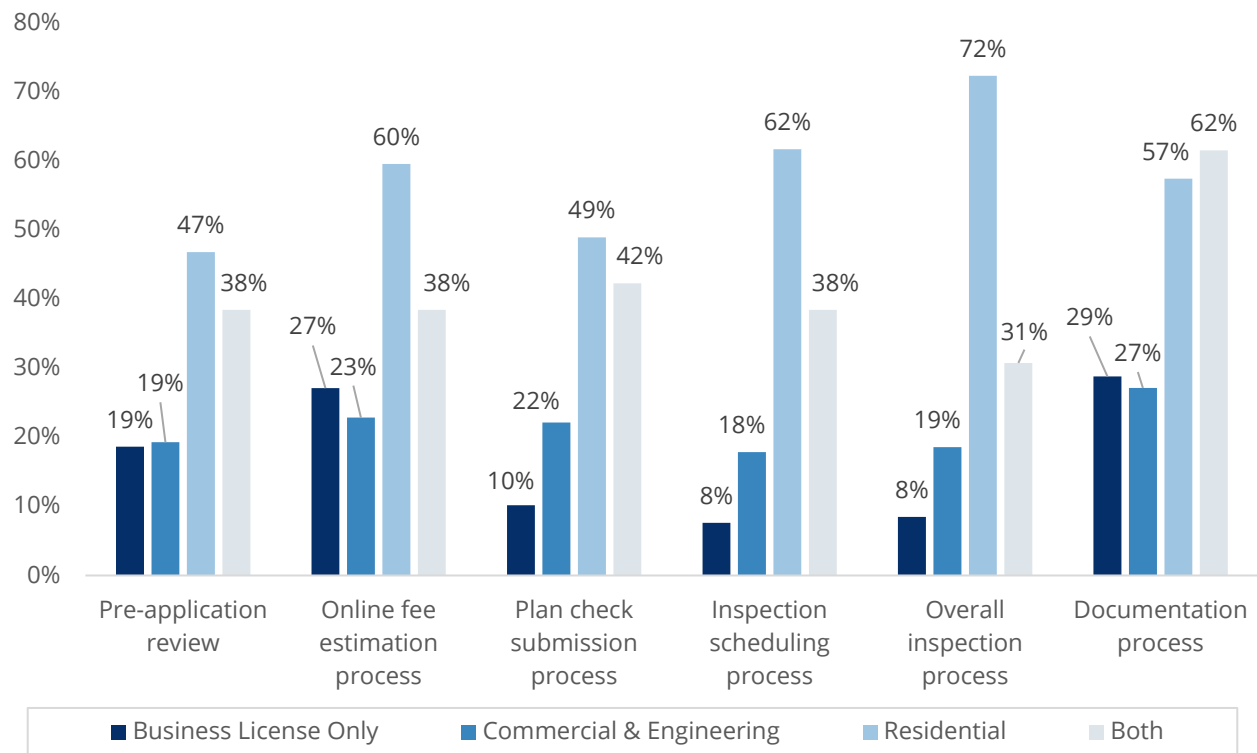
	<b>Business License Only</b>	<b>Engineering + Commercial</b>	<b>Residential</b>
Frequently, once a week or more	0.8%	7.7%	9.8%
Occasionally, a few times a month	3.1%	20.2%	39.2%
Seldom, once a month or less	61.8%	38.7%	43.1%
Don't Know/ Not Applicable	34.4%	33.3%	7.8%
Column n	131	168	51

Table 6. Total Process Time vs. Expectations (n=329)<sup>24</sup>

	<b>Business License Only</b>	<b>Engineering + Commercial</b>	<b>Residential</b>
Much faster than expected + Faster than expected	17.8%	12.9%	8.7%
As expected	35.6%	36.7%	39.1%
Much slower than expected + Slower than expected	29.7%	33.8%	50.0%
Don't Know/ Not Applicable	16.9%	16.5%	2.2%
Respondents	118	139	46

<sup>22</sup> Data for commercial + residential applicants not shown due to limited sample size.<sup>23</sup> Data for commercial + residential applicants not shown due to limited sample size.<sup>24</sup> Data for commercial + residential applicants not shown due to limited sample size.

Figure 11. Satisfaction with Process Time by Process Step (n=331)





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