



TITLE 19: ZONING ORDINANCE USABILITY SURVEY



**City of Las Vegas
Department of Planning and Development
Title 19 Usability Survey**

Conducted for
The Form-Based Code Project

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TABLE OF CONTENTS

	Page
I. Introduction	1
II. Summary of Key Findings	2
III. Recommendations	4
IV. Detailed Findings	7
A. Familiarity and Understanding	7
B. Content and Consistency	11
C. Form and Future	12
V. Methodology	15

Appendix: Exhibits and survey questionnaire with responses.

I. Introduction

Donald L. Elliott has a line in his 2008 book, *A Better Way To Zone*, that exemplifies the reason the City of Las Vegas Department of Planning and Development has begun a comprehensive review of its Zoning Ordinance (Title 19): “Because zoning is so important to the quality of American cities, we really need to make it work better, more efficiently, and more understandably.”¹ Title 19 was last comprehensively examined in 1997 and has been modified by ordinances on numerous occasions since. This has prompted the department to examine, as one survey respondent suggested, a “re-write [of] the entire document, with clarity.”

Further, the department recently updated the Community Design Element of the Las Vegas 2020 Master Plan and has identified the use of “form-based” codes as a key recommendation. The implementation of this recommendation is intended to improve transportation opportunities and provide direction for individual district design guidelines. This contributes to the value of the community by creating a unique sense of place that connects functionally and visually to the surrounding community.²

This brings us to the purpose of the “Title 19: Zoning Ordinance Usability Survey”. This survey was designed to elicit responses regarding the usability of the current version of Title 19. Specifically, the survey allowed respondents to review each section of the code they were familiar with to determine what sections are clear to end users and which are confusing. Respondents were informed that their responses will be used as a part of a larger program to improve the quality and usability of the zoning code for the city.

This report covers a wide range of both internal (city of Las Vegas staff members) and external (members of the general public and development community) opinions on the usability of the Zoning Ordinance, and begins with a summary of the key findings drawn from the survey analysis and strategic recommendations for the code rewrite and translation into a “Form-Based” type code.

Specifically, the report examines:

- The points of concern and opportunities identified by respondents;
- The level of understandability of the various sections and subsections; and
- The general recommendations extrapolated from the comments provided by the respondents.

The detailed findings are followed by a full methodology and an appendix containing the survey questionnaire with response totals.

¹ Elliot, D. (2008). *A better way to zone: Ten principles to create more livable cities*. Washington, D.C.: Island Press.

² Las Vegas, Nevada, City of. (2008). *Las Vegas 2020 Master Plan, Community Design Element*. Las Vegas, Nevada: City of Las Vegas Planning and Development Department

II. Summary of Key Findings

The web-based survey distributed to more than 1,000 Title 19 users throughout the city staff, development community, and general citizenry from October 16 to December 26 asked several questions related to the usability of the Zoning Ordinance. This section provides an overview and summary of key quantitative and qualitative points of the survey.

Historically, there has been a fair amount of anecdotal evidence to substantiate claims that the Zoning Ordinance is flawed as it relates to the end users (city staffers, development professionals, and the general public) ability to find and understand requirements and procedures. However, as part of the larger program of changes to the Zoning Ordinance the Code Team felt that making changes with this anecdotal information alone was not likely to increase the saliency of several of the issues. To produce a code that is more universally understandable, the team decided that it must link people's personal evaluations concerning the various sections of the code with a more analytical review of each section's usability.

To accomplish this, the survey was prepared and deployed in two stages. Stage 1 (Internal) consisted of users internal to the city of Las Vegas staff and involved members of various departments including Planning and Development, Building and Safety, Public Works, Neighborhood Services, and Finance and Business Services, as well as, the Offices of Administration and Business Development. Stage 2 (External) consisted of external users such as land use attorneys, planning consultants, developers, property owners, general contractors, sign contractors, architects, engineers, as well as, other members of the development community and general public.

The analysis of the survey data identifies points of concern and opportunities that respondents have identified regarding the Zoning Ordinance that will inform how changes, adjustments, and revisions may be made. These key findings will assist the team in its efforts to produce a more understandable and usable zoning code for the city of Las Vegas.

1. Training needs to be a priority whether large scale changes are adopted or not.

Comments point to a number of code sections that require training for both Planning and non-Planning staff. Further, responses reveal that more effort informing the development community and general public about code requirements and procedures are needed. Finally, comments indicate that should the code be reformatted, that efforts will be needed to get staff, the development community and the general public up to speed regarding the changes.

2. Consistency is important across the full spectrum of codes that are applicable to development within the city of Las Vegas. A number of the comments received throughout the survey indicate that for Title 19 to be truly usable it must be more

consistent with the rest of the Las Vegas Municipal Code, namely Titles 6 and 18; applicable Clark County standards; and the International Building Code (IBC).

3. The current use of figures and graphics is inadequate to illustrate standards.

Respondents indicated that increased use of figures and graphics would increase the usability and understandability of the code. Comments identified a number of existing figures and graphics that are dated, incomplete, and/or located in the wrong place to be fully helpful.

4. The way uses are presented, while generally understood, should be reorganized and streamlined. Chapter 19.04 was identified as the most used chapter of Title 19 for Stage 1 (Internal) respondents, with 41.3 percent indicating that they use and are familiar with the chapter. For Stage 2 (External) respondents, Chapter 19.04 was identified as the second most used chapter, with 65.17 percent indicating that they use and are familiar with it.

The survey asked two questions specifically about Table 2 of Chapter 19.04 and the responses indicate that the current categorical listing method may be difficult to maneuver and that an alphabetical listing that is indexed would be preferable. Fifty-five percent of respondents indicate a preference for an alphabetical listing and eighty-six percent want to see an index for uses. Comments related to Chapter 19.04 also indicate that the consolidation of uses should be a priority of any change to this chapter.

5. Application procedures are not comprehensive and it is not clear as to when to use a waiver versus an exception versus an administrative deviation versus a variance. Respondents identified multiple applications that are listed on the fee schedule but are not procedurally identified or laid out in the Title. Additionally, a reoccurring theme among the comments indicates that the applicability of waivers, exceptions, administrative deviations, and variances needs further delineation to remove confusion as to when and how each of these types of requests are made.

6. Terms are not adequately defined. Comments indicate that not only are terms not used consistently throughout the code but a number of important terms are not defined or the definition is ambiguous.

7. The presentation of the code does not take advantage of current technology. While most respondents indicated that cross referencing was not an issue, a number of the comments suggest that cross-referencing could be improved by utilizing modern digital media presentation and delivery methods (i.e. hyperlink online versions, high detail/quality graphics) to link information. Additionally, comments suggest that the way the information is laid out can be improved by investigating approaches other than those being employed currently.

III. Recommendations

The survey indicates that the biggest barriers to increasing the usability and understanding of the zoning code are training of staff and outreach to the public; consistency, both within the title and with other applicable documents; limited use of figures and graphics; document format; missing information; inadequate definitions; and not using modern information delivery systems to their fullest. Most respondents do not have regular or universal exposure to the zoning code which may explain some of the frustration expressed within the comments submitted. From comments received, many respondents value the Title, but are not clear on various standards and/or procedures. Consequently, while many users express an understanding of the zoning code, comprehensive awareness and command of requirements and procedures are lower than optimal and need to be raised.

The survey data points the way toward a number of approaches that can build greater understanding and usability of the zoning code.

The Task: Create a more streamlined, understandable and usable zoning code that is consistent with other prevailing documents. Many respondents agree that the zoning code is an integral part of the development process, but most have only dealt with a limited portion of the title. The strategy needs to explicitly convey the interconnectedness of the various chapters of the title and demonstrate the titles relationship to the development process. Further, the strategy needs to expand on available technology and modern planning practice to achieve an improved user experience.

The Strategy:

1. Increase internal training and expand outreach efforts, both within the city staff and the general public/development community. While seventy-five (75) percent of the twenty-six (26) responding Planning and Development Department Planners indicated that they use and are familiar with Chapters 19.04, 19.08, 19.10, and 19.12; less than fifty-five (55) percent of them indicated the same for Chapters 19.00, 19.02, 19.06, and 19.16. Similar results were observed for the non-Planning CLV Staff and the external users. This seems to represent a significant opportunity to review current training and outreach efforts as there appears to be valuable areas of the zoning code that may not be receiving adequate attention and has the potential to create conflicts and errors on all sides of the development process.

2. Ensure document integrity by maintaining consistency both within the title and among the other prevailing codes, plans, and documents and use clear, well defined terminology. Comments received throughout the survey indicate that greater attention to the way language is used is needed. Words can carry strong implicit meanings and must be carefully articulated and clearly understandable. In laws and codes it is important to remember to give the same words the same meaning throughout and that

overly expressive choices of words and phrases must be avoided. This is necessary because the use of different words or phrases can imply or be inferred to imply an intended difference in meaning regardless of the actual intent. Further, the resolution of existing conflicts between requirements will produce a zoning code that is more consistent with the rest of the Las Vegas Municipal Code and other governing documents. Additionally, while not a part of the scope of the survey of Title 19 usability, an effort to provide greater consistency within the municipal code should be explored. The use of a Unified Development Code approach, consolidating the subdivision and zoning ordinances, is one effort that can reduce confusion and improve overall usability of the city's development regulations and standards.

3. Use a "Form-Based" type of formatting as a modern planning practice that integrates more graphics and figures to illustrate standards. The Community Design Element of the Las Vegas 2020 Master Plan has identified the use of "form-based" codes as a key recommendation. The implementation of a form-based code will focus more of the planning review on the interaction of private development and the public realm. This type of code concentrates more on regulating the form and scale of development in relation to public spaces such as streets, sidewalks, and amenity zones. The benefits of regulations that are form-based include promoting an improved pedestrian experience by making buildings more accessible from and oriented towards the street creating greater opportunities for foot travel and less emphasis on vehicle trips. Comments related to various standards and existing graphics indicate that a better job could be done to illustrate and present the code requirements.

4. Reorganize and streamline the listing of permissible uses. While seventy-six (76) percent of those that responded that they use and are familiar with Table 2 of Chapter 19.04 say that they understand the information presented; responses indicate that an alphabetical listing that is indexed would be preferable. Comments further suggest that the consolidation of uses would streamline this chapter and make it more usable.

5. Update the application and procedures sections to comprehensively address all applications and provide a clear and concise delineation between the types of deviations possible under the code. Analysis of the data shows that the procedures outlined in Chapter 19.18 are mostly understood; however, comments received indicate that there are procedures missing from this chapter for several applications that the Planning and Development Department administers.

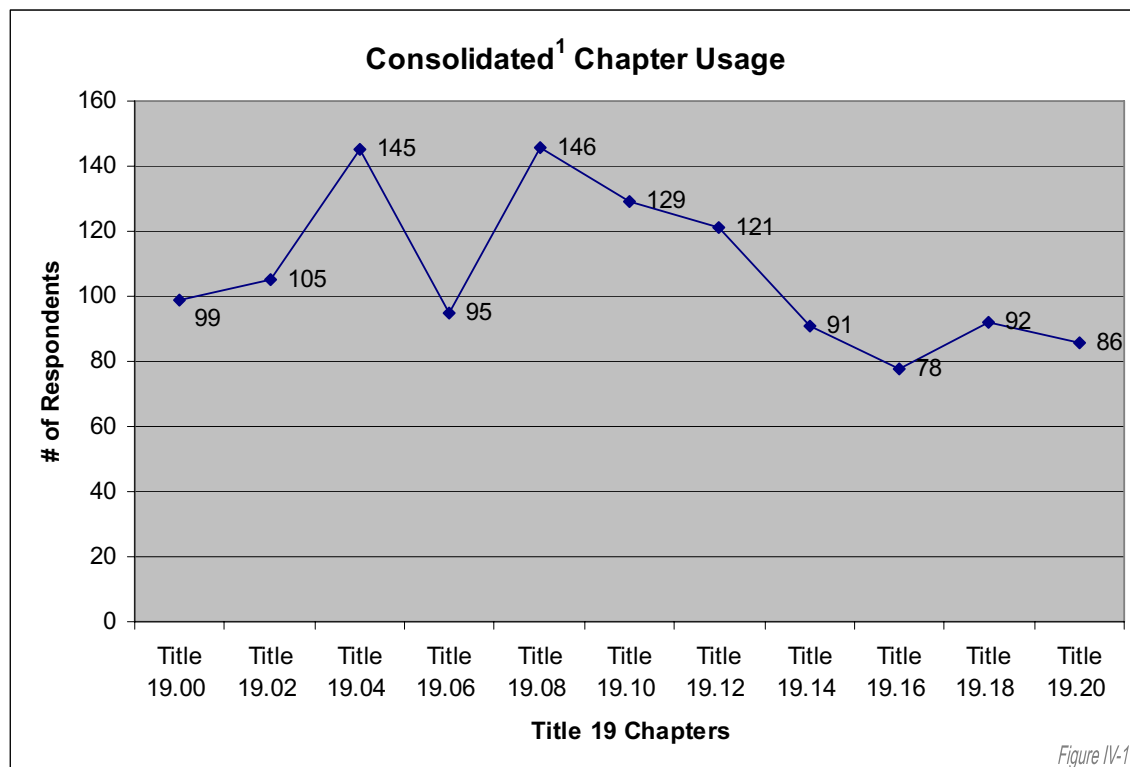
6. Expand the definitions section to more comprehensively address the terms used throughout the document and provide consistency with other prevailing documents. Examination of the responses indicate that the terms outlined in Chapter 19.20 are mostly understood; however, comments received point out that there are terms missing from this chapter that would reduce some of the confusion associated with various provisions of the title.

7. Take advantage of technological tools to improve the format and presentation of the zoning code while maintaining the integrity of a printed document. Comments received indicate that the format of the zoning code can be improved. The paperless office concept that has been touted since the advent of the personal computer has yet to materialize; however, the emphasis on sustainability (both reduced costs and waste) and the proliferation of computers have greatly reduced the insistence and need for printed documents. The use of intranets, the internet and the World Wide Web have become a significant resource for information searches and document delivery. As a result, new ways of electronically finding and presenting information have been developed that allow for an unprecedented level of control over the form and functionality the document when viewed electronically. However, the otherwise superior electronic display may not necessarily generate a quality printed version of that same document. Any significant revision of the zoning code should investigate achievements in digital and electronic document production which allows for enhanced functionality when delivered as electronic media (i.e. internet or CD) while maintaining a cohesive document when printed.

IV. Detailed Findings

A. Familiarity and Understanding

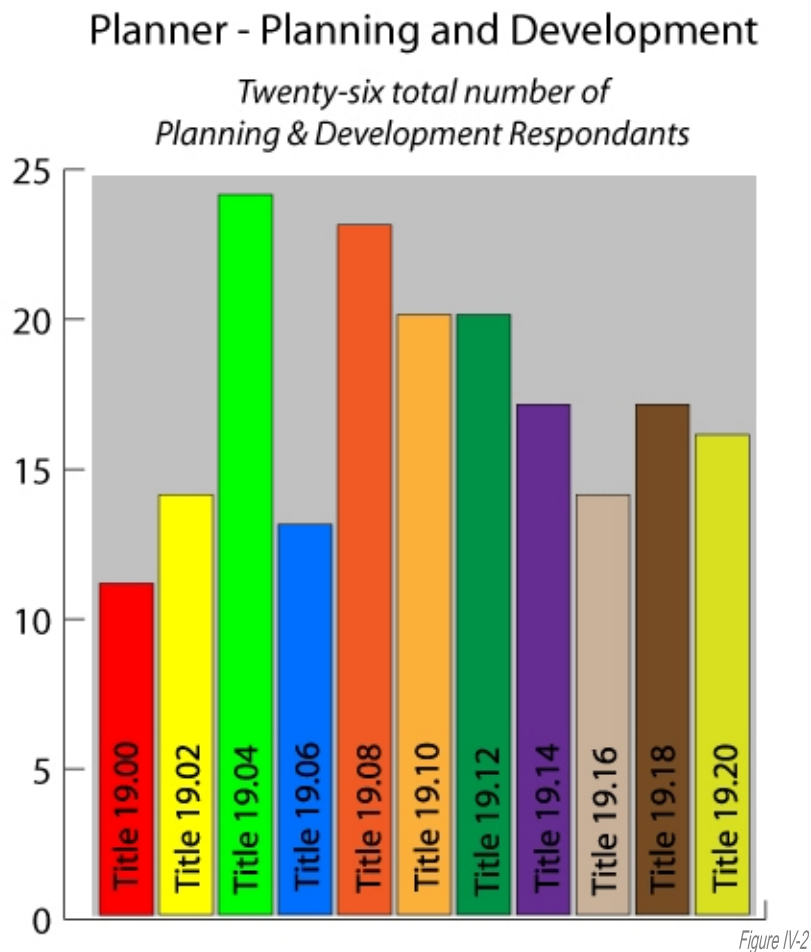
A founding premise for this survey was that respondents would evaluate only those chapters and sections of the zoning code with which they were familiar. As a result, the results of the survey, both the number of respondent ratings and comments, fluctuate for each chapter.

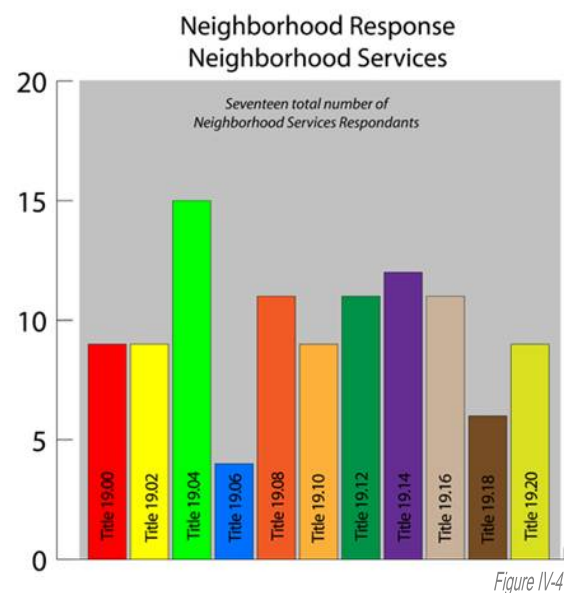
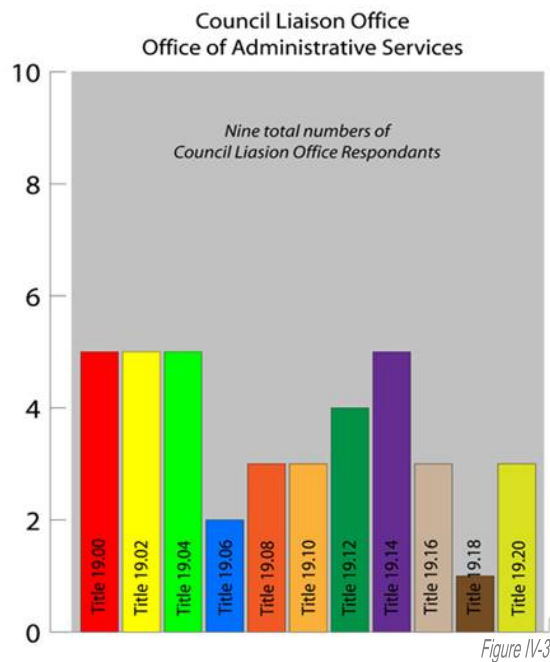


As the above graph (Figure IV-1) illustrates, the majority of respondents use and are familiar with Chapter 19.04 and 19.08, Permissible Uses and Development Standards respectively. Chapter 19.16, Nonconforming Uses and Structures, was identified as the chapter that respondents were the least familiar with or used least.

The areas with the lower familiarity may be areas where more internal department and inter-departmental training and external education and outreach are advisable. For instance, of the twenty-six (26) responding Planning and Development Department Planners, only eleven (11) indicated that they use and are familiar with Chapter 19.00 and only half indicated that they use and are familiar with Chapter 19.06 (see Figure IV-2 for breakdown by Chapter). This lack of familiarity could, in part, explain some of the comments that suggest that staff is not always consistent with the information that they provide; particularly as no chapter was identified as being familiar or used by one-

hundred (100) percent of the Planning and Development Department Planners. Outside of the Planning and Development Department there were other noticeable areas within the city staff where lack of familiarity and use could result in confusion and ambiguity. For example, of the nine (9) respondents from the Council Liaison Office only one (1) indicated that they were familiar with or used Title 19.18, Applications and Procedures (see Figure IV-3 for usage breakdown by Chapter). From the Neighborhood Response Division of Neighborhood Services only thirty-five (35) percent of respondents (6 out of 17) indicated that they were familiar with or used this chapter (see Figure IV-4 for usage breakdown by Chapter). Together these numbers suggest an opportunity to improve the information available to the public from sources outside of Planning and Development that routinely interact with the development community and citizenry on matters related to the Zoning Code.





The survey approached the usability and understandability of the Zoning Code via two types of questions. The first asked whether or not the respondent had any cross-referencing issues, which allows us in part to make a general inference about the usability aspect of the code (i.e. how easy is it to find follow up information). The second asked respondents to rate the sections and/or subsections of each chapter that they were familiar with and use for the section/subsections understandability.

For the most part, the survey suggests that the majority of respondents do not have any problems with cross-referencing among the various chapters of the code. For Stage 1 (Internal) respondents, Chapter 19.04 was the only chapter where more than twenty-five (25) percent of the respondents indicated that they had cross-referencing issues. For Stage 2 (External) respondents, Chapter 19.02 was the only chapter where the incidence of cross-referencing issues exceeded twenty-five (25) percent of the respondents. However, while most respondents did not indicate issues with cross-referencing; those

that did supplied valuable comments² that can provide direction as to how the cross-referencing can be improved as the code project moves forward.

Part of the feedback requested of respondents was to indicate why they found certain sections or subsections to be somewhat or totally confusing. Additionally, respondents were asked to provide general comments regarding each chapter. Comments were provided in various areas that indicate that training and public education needs to be a priority whether large scale changes are adopted or not. Some such comments are as follows²:

- *Auto parts (Accessory Installation) vs. Auto Parts (New and Rebuilt) (Accessory Sales and Service) - very close relation and is misinturpeted by staff.*
- *Not familiar w/ terminology.*
- *The public may find it helpful to have brief instructions on how to use the use tables.*
- *Call to planning department only bring more confusion as the "standards" don't seem to always be the same.*
- *Majority of the planners are unaware of this section [Title 19.08.030].*
- *It's easy to ignore this section [Title 19.08.050 (C)(2)] or forget the specifics of this area; cross referencing with the table is usually an after thought, if remembreed at all.*
- *There have been issues in the past with how R-2 and R-3 correlate with the appropriate densities provided in the General Plan. This also raises a question that I have, that perhaps should be answered in this section. Does the Master Plan regulate housing density or does the Zoning Code? I have always argued the former, but have been told the ~~former~~ [latter], as 19.08 provides density counts. There are times when the General Plan densities do not match the Zoning Code densities.*
- *This section [Title 19.10.010 (C)] has given planners a bit of trouble. Understanding that one takes the difference from what was there previously and what is required for now, could be worded more clearly as the planners do not seem to grasp this concept the first time around.*
- *The expansion of a special use is confusing and can not be easily understood. The section should be better organized on a situation basis. Example if you meet condition A then here is what you do, if not then do you meet condition B and so on. Because the interpretation is difficult, applying parking and landscape standard becomes more cumbersome.*
- *Staff does not uniformly or universally adhere to the same interpretations of the sections [Title 19.08.050 and 19.08.060].*
- *Often times, we design [landscape buffers] for 8' -10' and the planner tells us we need 15'. We can never find where this comes from and the planners aren't to helpful either. They often rely on adjacent as-built conditions.*
- *It is sometimes difficult to determine what variances or waivers can be reviewed in an SUP application without a variance application.*
- *It all seems to basically hinge on the staff and their interpretation*

B. Content and Consistency

No question specifically addressed the completeness of the content of the zoning code or the consistency of the standards; however, comments received in response to the questions of “what cross-referencing issues have you had” and “why a section or subsection was rated as confusing” produced noteworthy commentary on some of the title’s deficiencies in these areas.

For decision makers there is often a balancing act they must do when it comes to basing their decision on available information. They must often choose between making a decision based on incomplete but consistent information or based on complete but inconsistent information. As with decision makers, it has been the experience of some users of the zoning code that at times they too must make this choice, to use standards they find incomplete but offer a consistent design approach or standards that appear complete but may be inconsistent with other requirements.

Open-ended responses suggest that the promotion of greater consistency within the zoning code itself and within the municipal code is paramount to the making the standards and requirements more accessible to the citizenry and staff of the city. The completeness of the zoning code can mean both ensuring that all necessary topics are addressed, as well as, being clear about those topics that are not intended to be addressed. A review of the number and variety of amendments that have been made since the last complete re-adoption of the zoning code suggests that there is merit to the implication that the title is incomplete. Further, the constant changes have further exacerbated the inconsistency concern.

Comments were provided in various areas that indicate that there may be relevant matters not currently addressed by the zoning code and that inconsistencies present real barriers to the understanding requirements. Some such comments are as follows²:

- *Language is ambiguous and written poorly. Also, it is not comprehensive, and excludes important issues and questions.*
- *Language [in Title 19.00.060 (A)] is confusing and can lead to staff's misinterpretation of code.*
- *Not all situations are addressed properly.*
- *Poor use of terminology, and switching of usage throughout the entire section [Title 19.00].*
- *My observation or opinion regarding this chapter [Title 19.00] is that the information is somewhat vague.*
- *In regards to 19.02.050(D) and 19.06.040/19.08.040, specific to density issues. This issue also creates cross referencing issues with the General Plan.*
- *Regulations are changed frequently. There is a lack of consistency.*

- *Subsection C. [of Title 19.02] is unclear. Subsection D. is in conflict with current procedures (sidewalks within a private lot area with pedestrian access easements still counts towards min. lot size, property line does not change so setbacks are also taken from lot line)*
- *P&D has required General Plan amendments for entitlement applications that do not include a rezoning (SDR's, SUP's...) due to the fact that the established zoning district is in conflict with the general plan. 19.02.060 does not clearly support this requirement. If this policy continues, 19.02.060 should be clarified to state such. 19.02.010 E. is clear no amendment or rezoning shall be approved unless it is consistent, but it also does not talk to existing zoning designations that are not proposing a change.*
- *There have been issues in the past with how R-2 and R-3 correlate with the appropriate densities provided in the General Plan. This also raises a question that I have, that perhaps should be answered in this section. Does the Master Plan regulate housing density or does the Zoning Code? I have always argued the former, but have been told the ~~former~~ [latter], as 19.08 provides density counts. There are times when the General Plan densities do not match the Zoning Code densities.*
- *Many categories seem to overlap, there are several categories with somewhat vague or ambiguous language. Correspondence between the Title 19 categories and business and licensing categories would help alleviate many questions.*
- *Definitions of uses in the code appear to have little or no relationship to definitions of the same words as used in NRS/NAC and elsewhere in the LVMC.*
- *Sometimes the GPA and Zoning categories are not in alignment.*
- *On the Master Plan densities are called out to .49 where as the zoning designations are only called to the whole number.*
- *The zoning district descriptions include references to the general plan land use categories. Since I am not using Title 19 or the General Plan regularly, I need both documents open to understand to zoning district descriptions.*
- *There are some applications such as extensions of time and review of conditions that are not discussed in the code or the fee schedule. The fee schedule is confusing because it is not always clear when notice fees, and which ones, apply.*
- *No section for extension of time.*

C. Form and Future

As with the topic of Content and Consistency, there were no questions specifically asked regarding the zoning code's form or future format; however, again general comments and responses to a few preference questions do provide feedback on the current form of the title and point towards future improvements. In the section of the survey that dealt with Chapter 4, Permissible Uses, the question was asked about whether the use table should be left in its current categorical framework or if an alphabetic listing would be more useful. The majority (56% of Stage 1 and 52.8% of Stage 2) of respondents indicated

that a change to an alphabetical form of listing is preferable. Respondents also overwhelmingly (91.9% for Stage 1 and 75% for Stage 2) indicated a preference for the addition of an index to better find uses. Coupled with comments received in response to the request for “observations or suggestion” as well as the open-ended questions related to cross-referencing and confusion useful commentary on the current form of the title is produced and provides some direction for its future usability.

Comments were provided in various areas that indicate that there is a need to explore more modern means of formatting and presenting the zoning code as the city continues to move towards being world-class. Some such comments are as follows²:

- *Cleaner organization in order of importance, section 19.00.035 pertains to wireless communication facilities, and chapters dealing with the relationship to the general plan, effectiveness and applicability follow that which doesn't make sense.*
- *The overall organization of the document is often difficult to navigate through. Important information is often buried within specific sections such as Title 19.06 and 19.14.*
- *I think that the vast list of specific uses coupled with a few categories that are general leads to confusion. If a list of "Special Uses" requiring an SUP was made and the rest were all lumped into a couple general categories the table would be more user friendly.*
- *Difficult to find on-line [referring to Title 19.04].*
- *I would like to see it as a more user-friendly reference. I think that anyone using this as a reference would like to have the ability to retrieve the information they need quickly. In some cases a person has to move around different chapters too many times in order to get one answer. I think that is too many unnecessary steps.*
- *I follow the Code on the internet, and it's kind of hard to read and follow with the bland formatting. I have no real issues with the content.*
- *Pedestrian Realm is very confusing. Please provide examples of what is required, necessary, and/or desired.*
- *Formatting, formatting, formatting.*
- *The number of plans required seems a bit high compared to other agencies.*
- *One of the major problems has been the layout in 19.04 permissible used and the fact that they are laid out in landscape form and the printing is really small and hard to read at time.*
- *Most of the sections follow the same format, but the way the text is presented still makes it a bit tedious to find the part one is looking for. Something to make the section headings, such as "Approval Criteria", stand out would be helpful. Perhaps an indent, centered text, or bold text would help.*
- *The language contained in Title 18 regarding site zone visibility needs to be coordinated [with Title 19.08.030](or better yet, let's unify 18 & 19).*
- *The entire Title 19 needs re-organized!*

- *For those of us that are graphically inclined the inclusion of illustrations provides clarification of aspects of the section.*
- *This [Chapter 19.08] could be part of the Title 19 that can be improved with the joining of the Title 18 subdivision code.*
- *The footnotes are often confusing with the amount of text. Again, I think one or two diagrams would better explain these issues for visual learners.*
- *There are some conflicts or rough spots between Titles 18 and 19 regarding lot sizes and orientation in relation to setbacks. A good FBC would unify the subdivision code so that one does not bounce back and forth between the two looking for ways to interpret the setbacks for odd shaped lots*
- *The organization of the section [Title 19.08.040] does not emphasize the important issues upfront.*
- *A larger variety of figures should be provided. The figures should show a few scenarios. Ideally, the figures should show some type of dimension and cross reference sections of Title 19.*

¹ Consolidated numbers are the result of merging data from the Stage 1 (Internal) and Stage 2 (External) data sets.

² The full, verbatim comments for each open response question are located in the appendices.

V. Methodology

Respondents

The universe for this study is all development community, general public and city staff members who are users or potential users of Title 19. The survey respondents were selected in two stages. In the first stage, the respondent pool was a list of all city employees within departments or divisions that are known to use or potentially use the Zoning Ordinance. Electronic survey invitations were sent to the identified employee groups.

The second stage of respondent pool selection was the compilation of external users' contact information. Various members of the Planning and Development Department staff were asked to submit contact information from their collection of business cards and email correspondence. Additionally, Hansen, the city's information management database, was used to generate a list of those companies or individuals who had recent Title 19 application submittals. The respondent pool was further expanded by the open participation format of the external part of the survey which encouraged selected respondents to forward the invitation to others that might have an interest in participating. Finally, the respondent pool was enhanced by the placement of general invitation flyers and information handouts at each of the Planning and Development Department customer service and information stations. The flyers and handouts directed members of the general public to a link to the survey published on the department website under the Special Announcement section.

The survey results are the product of a total of 345 completed web-based questionnaires. All surveys are subject to possible sampling error; that is, the results may differ from those which would be obtained if the entire population under study (i.e. all Title 19 users) were interviewed. As this was not intended as a scientific study, respondents were not sampled as such. A total of 1,104 respondents received an electronic mail invitation directly from the team. Due to the open participation nature of the external portion of the survey, there may be many more than the identified 428 external users who received a forwarded invitation or an information handout from staff.

Questionnaire

The questionnaire used for this survey was designed by the Planning and Development Department Code Team in collaboration with senior department staff and in consultation with staff from the Departments of Information Technologies and Human Resources and the Office of Communications. The survey was constructed using Perseus SurveySolutions ©/EFM v. 2.20 software and delivered via the World Wide Web.

A draft of the questionnaire was subjected to intensive pretesting, resulting in modifications to the questionnaire both in terms of question wording and format. The survey was designed to get input from as many users as possible while minimizing the completion time for the

respondents. This was accomplished with an extensive number of logic statements being added to the surveys branching protocols. The use of the advanced branching protocols allowed the respondents to respond to only questions related to the areas of the code with which they were familiar. This had the effect, depending on how much of the code one used often, of greatly reducing the completion time.

The final version of the questionnaire had 212 questions broken out over 210 web pages. In order to allow the respondents to “jump” to only the questions related to the sections of the code that they had identified as areas with which they were familiar, approximately 1,344 logic statements were manually created.

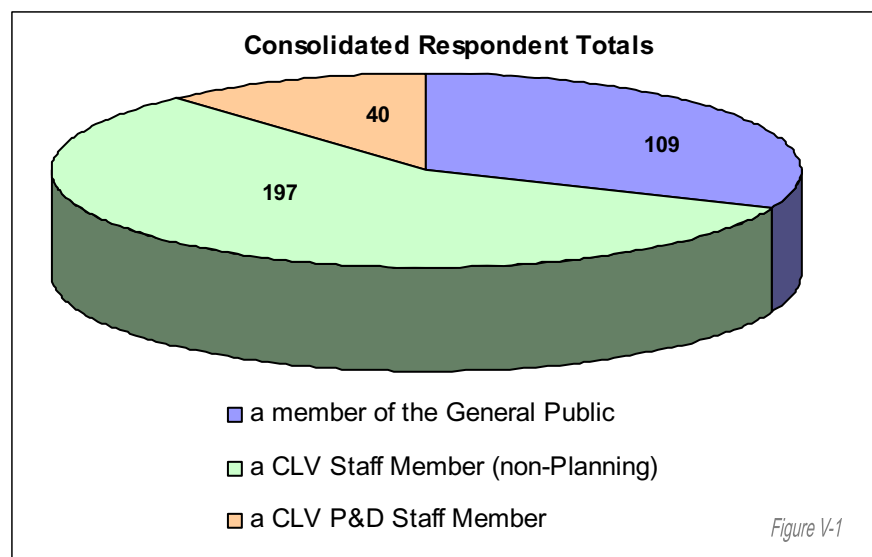
Data Analysis

The demographic characteristics of the survey respondents, obtained via the selection methods described above, are shown in the following tables and charts.

Consolidated¹ Respondent Totals

a member of the General Public	109	31.50%
a CLV Staff Member (non-Planning)	197	56.94%
a CLV P&D Staff Member	40	11.56%
Total	345	100.00%

¹ — Consolidated numbers are the result of merging data from the Stage 1 (Internal) and Stage 2 (External) data sets.

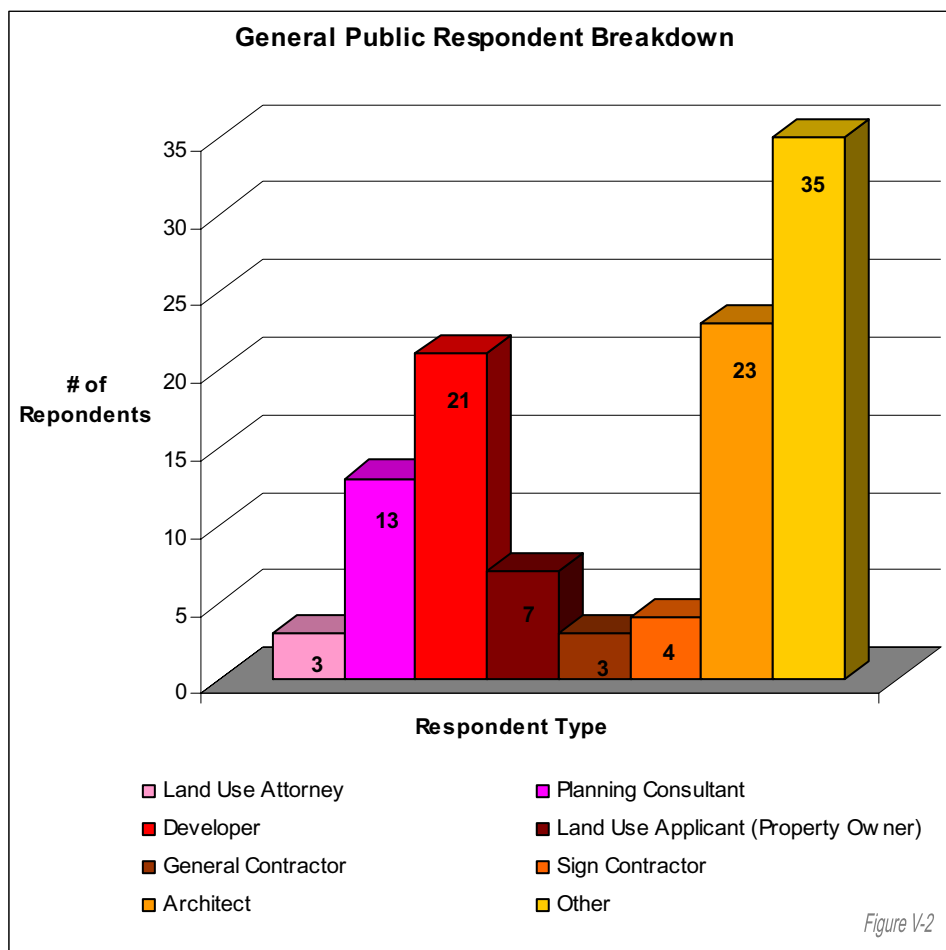


Respondent Breakdowns:

General Public Respondent Breakdown

Land Use Attorney	3	2.75%
Planning Consultant	13	11.93%
Developer	21	19.27%
Land Use Applicant (Property Owner)	7	6.42%
General Contractor	3	2.75%
Sign Contractor	4	3.67%
Architect	23	21.10%
Other ²	24	32.11%

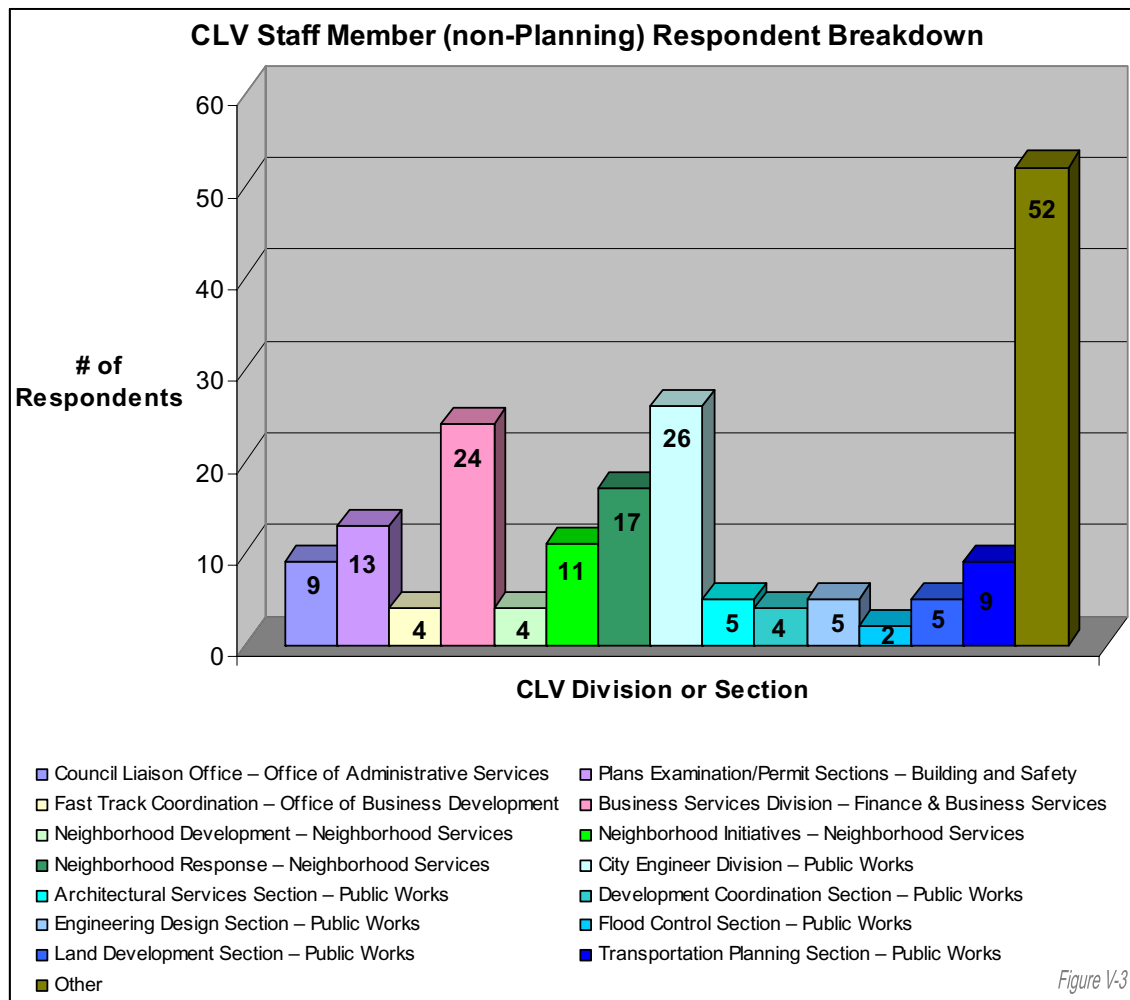
² – Responses to “Other” include: Civil Engineer, Lobbyist, Engineer, and Utility. See the full, verbatim list located in the appendices.



CLV Staff Member (non-Planning) Respondent Breakdown

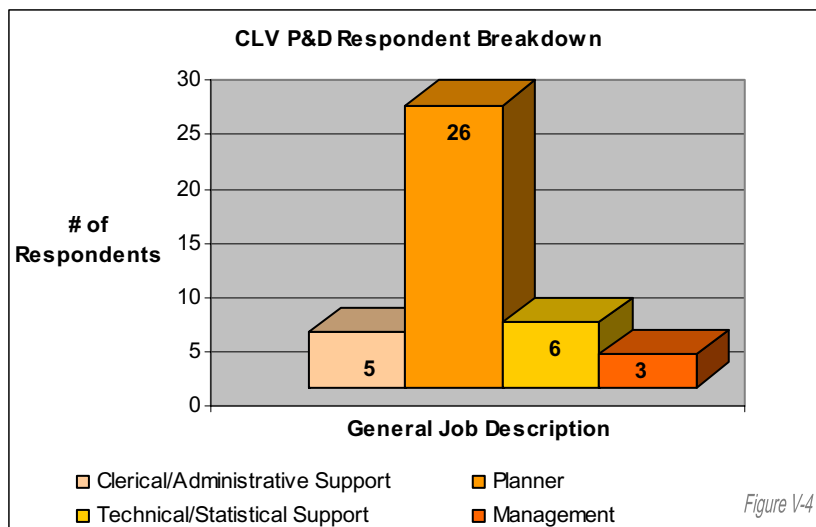
Council Liaison Office – Office of Administrative Services	9	4.74%
Plans Examination/Permit Sections – Building and Safety	13	6.84%
Fast Track Coordination – Office of Business Development	4	2.11%
Business Services Division – Finance & Business Services	24	12.63%
Neighborhood Development – Neighborhood Services	4	2.11%
Neighborhood Initiatives – Neighborhood Services	11	5.79%
Neighborhood Response – Neighborhood Services	17	8.95%
City Engineer Division – Public Works	26	13.68%
Architectural Services Section – Public Works	5	2.63%
Development Coordination Section – Public Works	4	2.11%
Engineering Design Section – Public Works	5	2.63%
Flood Control Section – Public Works	2	1.05%
Land Development Section – Public Works	5	2.63%
Transportation Planning Section – Public Works	9	4.74%
Other ³	52	27.37%

³ – Responses to “Other” include: RDA, Environmental Division, Traffic Engineering, and Field Inspections. See the full, verbatim list located in the appendices.



CLV P&D Respondent Breakdown

Clerical/Administrative Support	4	10.26%
Planner	26	66.67%
Technical/Statistical Support	6	15.38%
Management	3	7.69%



The questions in this study related to cross-referencing and section and subsection ratings have been cross tabulated by the demographic groupings identified above. Tables in the text of the report usually use cross tabs selected for their interest to the issue at hand, or because they show differences in answers among or between different subgroups of the respondent population.