



**A**t the City of Carlsbad, we understand the critical role we play in where people want to live, how people move around our community, and how we can attract and retain thriving businesses. In meeting the needs of our world-class community, we need to continue to work together with architects, engineers, developers, businesses, residents, and other community members. We understand our responsibilities to our customers.

To help improve transparency and accountability, the Community Development Department prepared the [Permit and Service Delivery Guide](#) for ministerial and discretionary permit review. The guide not only acts as a road map for applicants to help navigate the city's regulatory and policy framework, the guide sets forth the responsibilities and expectations of department staff when reviewing and processing permit applications. The guide is not intended to be a comprehensive description of the day-to-day operations of the department, but rather an overview of the key elements of our workflows to help explain the customer-serving aspects of our job. This snapshot acts as a companion document to the service delivery guide to highlight certain key expectations of staff. This document is not intended to replace the guide, but rather supplement its use.

## Our Commitment to Excellence

- All established review protocols and processes must be used in addition to good professional judgement
- The project lead or city designee will be familiar, knowledgeable, and/or experienced in the practice of architecture, landscape architecture, planning, urban design, land development or construction services so that all technical questions can be answered
- The project lead will be proactive in anticipating issues and identifying potential solutions at the start of every project to facilitate projects so customers have a clear expectation of the project issues, costs and schedule

- The project lead will assist the applicant throughout the entitlement process with focused, consistent plan check review to minimize surprises that should have been and was not timely raised by the in earlier review cycles
- Complicated and controversial projects must be presented before the Development Review Team

- for comment/input to provide a reasonable level of certainty to customers who are processing land development applications and to make a determination on the best course of action for the customer
- The Department will strive to improve our existing services by measuring our progress and applying methods for improvement

---

## Our Commitment to Building a Culture around Service

- Division staff with lead permit review responsibility (in most cases the project planner) will act as the project manager, whose responsibilities will include:
  - Act as point of contact for all internal and external inquires
  - Maintain a working knowledge and understanding of all project issues and solutions
  - Responsible for overall quality control and accuracy of work
  - Ensure that all timelines are met
- The project lead shall be responsive and communicate regularly throughout the permit review process
- All phone calls and emails shall be returned by staff within one business day
- All department reviews and correspondences shall be complete, accurate, responsive and timely
- The project lead shall be responsive and communicate regularly throughout the permit review process
- Staff shall offer applicants a [Guaranteed Second Opinion](#) meeting, in cases of unresolved disagreement or dispute
- Managers shall offer applicants a [Project Issue Resolution](#) meeting, in cases of continued disagreement or dispute

---

## Our Commitment to Efficiency

- Staff and applicant are expected to work together to meet the deadlines identified in the Project Processing Schedule
- Processing and timeline requirements for any given permit shall comply with the permit category described in the service guide
- Within the first five days of submittal, the project lead will contact the applicant to introduce themselves and walk through the application to confirm an understanding of the request
- All cycle review letters shall be released within 30 days from date of submittal. All letters shall include an updated Project Processing Schedule
- Partial or incomplete submittals shall not be accepted unless approved by a supervisor or manager
- A project should be deemed complete after no more than two review cycles, including the initial comment letter. If deemed incomplete after the fourth review, a [Project Issue Resolution](#) meeting is required for direction
- For CEQA exemptions, permit decision will occur within 60 days following the date the permit is deemed complete. For (Mitigated) Negative Declarations, permit decision will occur within 180 days following the date the permit is deemed complete
- Concurrent permit processing of construction drawing and building permit will be allowed consistent with department policy [CD-13](#)