



# City of Moorpark, California

## Community Development Organizational Audit

### Comprehensive Executive Summary

December 2019

Management  
Partners





December 11, 2019

Mr. Troy Brown  
City Manager  
City of Moorpark  
799 Moorpark Ave.  
Moorpark, CA 93021

Dear Mr. Brown:

Management Partners is pleased to transmit this Comprehensive Executive Summary containing the results of our organizational audit of the Community Development Department and Moorpark's development review process.

We conducted this assessment after reviewing a wide variety of documents and data, interviewing several City staff and reaching out to key stakeholders who are experienced customers of Moorpark's development process. Our team spent considerable time onsite to understand the department and development process, and to observe operations firsthand. During our time onsite we collaborated with City staff to develop a framework for a revised development process. This revised process is illustrated in the process map attachments to this report.

Our report identifies 34 recommendations designed to improve department operations, increase efficiency, and guide changes in the development process. The recommendations also address the need for updating the General Plan and Zoning Ordinance/Map. Additionally, we found that improving various business systems is necessary to improve staffs' effectiveness and to ensure the department's work is transparent to stakeholders and the general public.

Thank you for the opportunity to assist you and the City of Moorpark.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Gerald E. Newfarmer', is written over a light blue horizontal line.

Gerald E. Newfarmer  
President and CEO

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## Overview

Management Partners was engaged by the City of Moorpark to conduct an organizational audit of the Community Development Department and development review process. This section contains a brief overview of the project, including the City's reasons for initiating the study.

**Background.** In becoming a city in 1983, Moorpark inherited a substantial number of entitlements for major development projects that were previously approved by the County of Ventura. Early leaders found themselves having to manage around projects they did not approve and applying an ad hoc system to address issues such as design quality, offsite infrastructure, community amenities and related matters that typically set apart cities from counties.

- *Ad hoc development review.* Moorpark's ad hoc approach to development review worked for some time; however, the City has outgrown it because it does not provide a clear process and a reasonable level of predictability for the development industry, large and small businesses seeking to locate in Moorpark, and individuals wanting to upgrade their residential sites. The City's past practices have also led to a highly siloed organization that reviews development piecemeal rather than on the basis of comprehensive land use policies and regulations such as a General Plan and Zoning Ordinance.
- *Identifying infrastructure requirements.* Another challenge with the current practices is that the City does not have an effective system of identifying infrastructure and related fees for new development projects. This means that the infrastructure requirements for new development must be analyzed piecemeal rather than on the basis of comprehensive land use policies and regulations.

While the City currently imposes Development Impact Fees (DIFs) on certain new projects, this is also done on a piecemeal basis due to the lack of comprehensive land use policies and a nexus-based analysis of infrastructure needs. This makes managing infrastructure

requirements and fees, as well as the actual improvements, more difficult for the City. The current practices also make it difficult for developers to understand the scope and cost of the infrastructure requirements before deciding whether to pursue a project.

- *Delay and uncertainty.* The unfortunate by-products of the current ad-hoc review of development projects and infrastructure requirements are delay and uncertainty for customers and staff.

**Goals of the study.** Given its concerns about these issues, the City identified several goals for Management Partners' assessment, as follows.

- a) Analyze the current practices and recommend a framework of development policies, regulations and procedures;
- b) Create a team-oriented organization focused on outcomes that serve the community and stakeholders and provide professional growth for staff;
- c) Establish a clear development process that is easier to understand, and improves predictability for stakeholders;
- d) Identify business systems and new technology to improve effectiveness and efficiency and make information easier to obtain and understand;
- e) Establish a clear management system that focuses on outcomes, implements effective internal controls, and allows staff to do their best work;
- f) Improve the cost center system by making it more transparent and easier to administer;
- g) Establish a proactive approach to infrastructure and development-related improvements through a nexus analysis of future needs and the adoption of comprehensive development impact fees; and
- h) Create a spirit of partnership with the community and stakeholders through better communication and greater transparency.

**Recommendations.** The 34 recommendations identified in this comprehensive executive summary, when taken as a whole, will position the City to meet each of the eight goals and apply best practices going forward. Attachment A provides a summary of all recommendations.

**Project approach.** Management Partners used a variety of techniques to inform our assessment. These included reviewing documents, conducting

interviews with key stakeholders and City staff, observing activity at the front counter, analyzing the methods used to process development projects, reviewing application forms, analyzing workload volumes, and creating proposed process maps. We examined areas of responsibilities, overlaps and interconnections related to staff review of entitlement/permit applications, California Environmental Quality Act (CEQA) review and reviewing compliance with conditions of approval.

***Organization of the Document.*** In addition to this Overview Section, the remainder of this document is organized as follows:

- Stakeholder and Staff Comments
- Context for Development
- Organization Structure and Workload
- Development Review Process
- Business Technologies
- Management System
- Workplace Environment
- Conclusion



## Stakeholder and Staff Comments

This section contains a summary of comments from development stakeholders and comments from City staff. During the period May through July 2019, our team conducted interviews with staff members and several stakeholders to learn their perspectives on operations that are working well and those that could be improved. We received useful data and information, good advice about resource documents, as well as candid comments about impediments to productivity and problems in the work environment.

### ***Themes from Stakeholder Outreach***

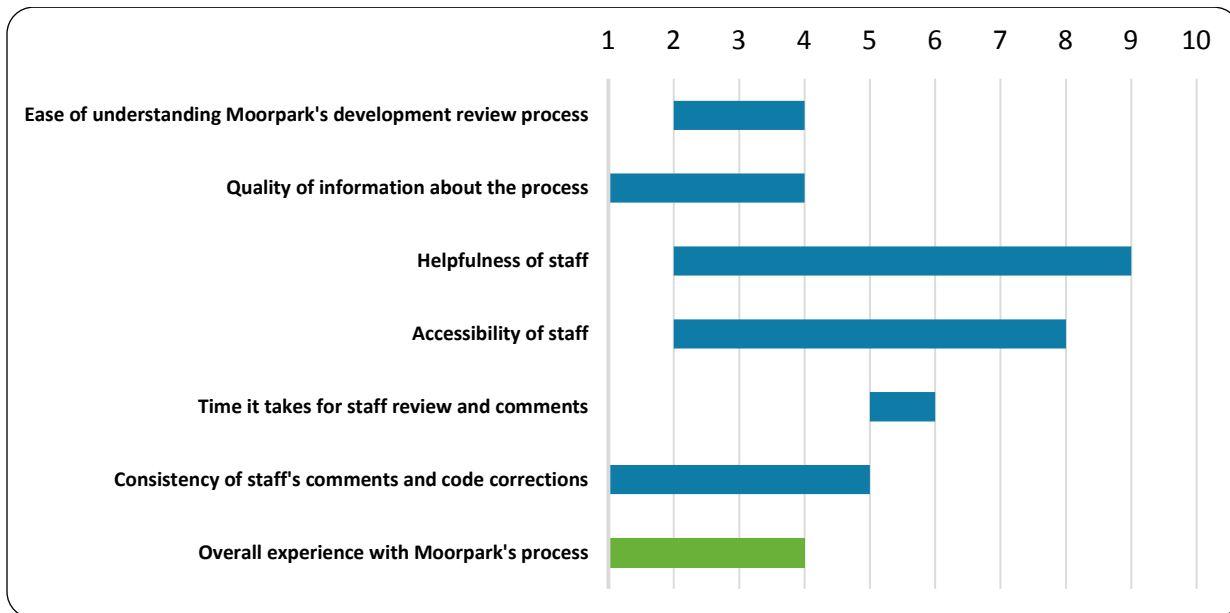
Management Partners interviewed several stakeholders with broad development experience with residential, commercial and industrial projects in Moorpark. City staff assisted by identifying prospective stakeholders, and Management Partners was solely responsible for the confidential interviews, with no participation by City staff.

Stakeholders were asked to share comments about what is working well and what changes they would recommend, as well as to rate the City's performance on a variety of factors. This technique helped us to gauge the seriousness of the issues and concerns customers have. The categories and ratings are illustrated in Figure 1. *A rating of 1 indicates poor service while a rating of 10 means excellent service.*

*Summary of comments.* Stakeholders felt that the best aspects of the department's service were the helpfulness and accessibility of staff, although there was a wide range of opinions. Stakeholders more consistently said that complexity of the development process and getting quality information about it are problematic.

We would note that stakeholders understood the department was working hard under new leadership to implement improvements; therefore, their ratings are retrospective comments on operational policies and processes that have been in place for many years.

Figure 1. Stakeholder Ratings



Consistent themes emerged from the stakeholder interviews regarding the development review process, as noted below.

- Building and Safety plan check and inspection services are highly regarded.
- It was difficult to get a meeting scheduled to resolve high-stakes technical matters. That is changing for the better under the current administration.
- Previously it took too long for City staff to follow up on important matters and staff did not convey a sense of urgency. Stakeholders said that the current administration is sensitive to this issue and appears to be committed to addressing it.
- The status of entitlement and condition compliance sub-processes were difficult for customers to understand. The ambiguity made it harder to explain the status to investors and property owners. However, the current administration is implementing a permit tracking system to address this and other challenges.
- No one on staff exhibited ownership or overall responsibility for the management of the process.
- The development review process was not predictable and “11<sup>th</sup> hour” surprises for applicants had become the norm.
- The civil engineering review of projects has relied too heavily on the judgment and technical acumen of a single contractor to the City.

- There is a perception that some of the City's contractors slow up the technical review of projects when there are disagreements about plans and drawings.
- Customers believe that the engineering contractor's time and costs are not well managed, which is important because those costs are passed on to customers.
- Reconciling developer deposits for entitlement/permit processing and condition compliance can take several months to a year or more because the City is missing (or has inaccurate) details.
- Customers are given no direction or assistance from staff when their projects require them to deal with other departments or outside agencies.

Management Partners has found that, in conducting many development process studies, it is common for differences and misunderstandings to arise between staff and the development community. However, these conflicts can be unsettling, and they can affect the customer/staff relationship. More important, the conflicts can affect an organization's ability to improve and move forward.

An annual meeting with local leaders of the development community would be one way to provide an open opportunity to customers to work collaboratively with staff to address thorny issues, policy and regulatory goals and professional roles. This could help to clear the air and improve understanding on both sides.

**Recommendation 1. Conduct annual meetings with local development community leaders to obtain feedback about the development review process and identify steps for continued improvement.**

### ***Themes from Staff Interviews***

A consistent theme from the staff interviews was a desire for change to a more traditional development review process based on best practices. A comment we heard that was reflective of many staff comments was "What's taking so long? Show us the way – we are ready."

Themes arising from the staff interviews included:

- There is good team spirit despite challenges of the past, and there are areas within the department (and City organization) where communication is effective.

- The Building Division and its processes are viewed by staff as working relatively well, with a high level of service (e.g., plan check and inspection turnaround timeframes).
- Technology in the department has been inadequate and there have been significant delays implementing new business systems such as EnerGov. IT support is inadequate for staff to do their jobs efficiently. Some examples included “the City website is unfriendly”, “wireless internet in City Hall does not work well”, and “tasks such as ordering a new keyboard are too complicated”.
- Moorpark is a small community where people know one another; relationships are easy to develop but also problems are easily magnified.
- The Community Development Department was characterized by some staff as having been “in a rut.”
- The development process is perceived as arcane. An example noted by several staff was the City’s reliance on development agreements for so many projects which adds complexity, reduces predictability for applicants and delays the overall development process.
- There is a high degree of dissatisfaction (and some finger pointing among staff) about the cost center system of collecting developer deposits and charging staffs’ time against project accounts.
- Staff members have not had adequate training and what they have had has lacked focus.
- The prospect of change in the organization has been met with a little resistance. Such resistance is common in the change process, in Management Partners’ experience, and it will require commitment and follow to help those who may not embrace change easily.
- Some silos exist which can hinder the ability of the organization to work efficiently between departments. This is a common challenge for cities, in Management Partners’ experience.

## Context for Development

This section summarizes the historical context for the development processes in effect today, where the City is with its General Plan and zoning status, and development impact fees.

### ***Moorpark's Use of Residential Planned Development Permits***

In 1983, the development pattern for Moorpark's 12.8 square miles was thought of in "thirds."

- One-third of the City had already been built out for a population of approximately 8,000 residents,
- Another one-third was covered by county-approved and vested subdivisions yet to be developed, and
- The remaining one-third was left for future consideration.

The middle one-third (approved, undeveloped subdivisions) was the focus of attention during the first year of incorporation. City leaders wanted higher quality development (site layout, design and building materials) than had been approved by the county. Community members wanted visually appealing streetscapes and landscaped medians and, in some cases, reduced density of development.

To achieve these objectives, the City invited developers to either renegotiate and modify the Residential Planned Development (RPD) permits that accompanied the vested subdivisions or start over under Moorpark's undefined standards and process which were to take effect at the one-year anniversary.

Developers were concerned with starting over, so almost every RPD project was renegotiated with the City. This experience framed future expectations, especially related to negotiating for exactions and public benefits in development agreements as they relate to community benefit exactions that would not be subject to the Mitigation Fee Act.<sup>1</sup>

## ***General Plan, Zoning Status and Use of Development Agreements***

The General Plan and zoning ordinance need to be updated, and the use of development agreements limited to only those projects that truly warrant such an extraordinary entitlement.

- *The Moorpark General Plan is today more of a series of resolutions than a comprehensive vision of the community's future. Moreover, the Land Use Element and Circulation Element are 27 years old; the Open Space and Conservation and Recreation Element are 33 years old; and the Noise Element is 21 years old. Fortunately, the Housing Element is only about five years old; however, it will require updating in 2021 pursuant to state law.*
- *The Zoning Ordinance is largely the same as was inherited from Ventura County at the City's incorporation, with several mandated provisions tacked on. Additionally, the Zoning Ordinance includes a few requirements that were adopted by the City of Moorpark (e.g., lighting regulations, hillside management, revised sign regulations, accessory dwelling units, newspaper racks and telecommunication transmitters and receivers).*

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<sup>1</sup> Development agreements are a type of land use approval or permit that give cities latitude to advance their land use policies. A development agreement also gives cities more flexibility in considering conditions and requirements, including how public benefits associated with the project may make the project more desirable and worth approving. In exchange for this latitude, flexibility and the public benefits, a developer is typically granted more assurance that, once approved, their project can be built. A development agreement is a contract; therefore, it requires consent of both city and developer. However, because it is a contract, it allows a city to negotiate the terms of the agreement including the exactions and public benefits provided by the developer.

- *Today, almost all medium- to large-sized development projects in Moorpark require a General Plan Amendment and/or a Zoning Ordinance amendment. The City encourages a developer seeking such modifications to negotiate a development agreement.* While a development agreement requires consent by both parties, the City controls the process and timing. Moreover, for projects of this nature, there is no set process with benchmark timelines, other than legally required public notices, the requirements of the California Environmental Quality Act (CEQA), and procedures for public hearings and appeals. Development agreements are powerful tools in the land use approval process in California. However, our experience is that most cities use them for unique projects and situations and not as the norm, which is what has happened in Moorpark. This is one of the reasons for Moorpark's unpredictable development process and inability to review projects efficiently.

On one hand, Moorpark's planning and development framework has given the City broad discretion regarding the timing and decisions for major development projects. On the other hand, the framework is regarded by customers as unpredictable, or as a stakeholder commented, *"You can't see the goal posts, let alone the 50-yard line."* The current process favors negotiation over a set, predictable process based on established community standards and requirements set in policy that developers can see and understand.

Making the development process more predictable and timely for customers and more efficient for staff will require City leaders to adopt a more traditional framework for guiding and regulating land use. This would start with updating the General Plan to ensure it expresses the City Council's vision and goals for Moorpark. The Zoning Ordinance (and perhaps the Zoning Map) should then be updated so that they serve to implement the goals and objectives of the General Plan.

**Recommendation 2. Conduct a comprehensive update to the General Plan and Zoning Ordinance/Map.**

***Development Impact Fees and Exactions***

Once the General Plan and Zoning Ordinance are updated, it will be important to identify the types of infrastructure improvements that will be necessary to support the development envisioned in the policy documents. This involves preparing plans for future infrastructure and improvements and determining what they will cost.

Through a nexus study, the costs for the new infrastructure and improvements would be apportioned to new development based on project impact and need.

These steps will obviate the need for reliance on development agreements to ensure infrastructure and improvements are incorporated into new development projects.

**Recommendation 3. Conduct a nexus study to determine the infrastructure and improvements required to serve new development and analyze their costs in relation to new development projects.**

Once a nexus study is completed, City leaders should establish a system of impact fees.

**Recommendation 4. Adopt impact fees based on the nexus study.**



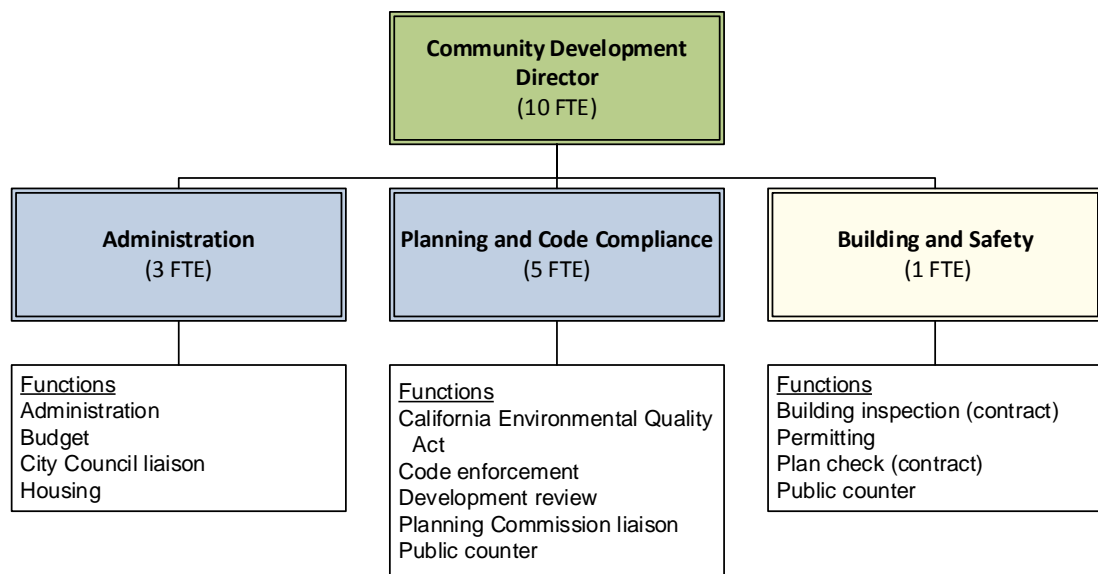
## Organization Structure and Workload

This section provides Management Partners' observations about organization structure and workload. Overall, we believe the way in which the department is structured and staffed is appropriate for the workload, except for the need for analytic capacity on staff. We address that in recommendation 26 below.

### ***Organization Structure is Typical of Similar Cities***

The Community Development Department has three divisions, which is typical of departments in similar cities.

*Figure 2. Organization Structure of the Community Development Department*



The structure and classification system and the positions are typical of community development departments in similar cities.

- The department is comprised of nine full-time-equivalent (FTE) positions, which at first appears relatively small but seems appropriate given that the building function is provided through

contract with the consulting firm of Charles Abbott Associates, which provides their own staffing.

- Code compliance staffing is limited but the services are provided internally under the auspices of the Planning Division.
- There is one FTE code compliance technician II position.
- The span of control is adequate as well.

Historically, staffing levels in the department appear to have been kept relatively lean. Further, we understand the City has only rarely engaged planning consultants to keep up with workload demand. However, the current workload appears to be somewhat light compared with other planning and development agencies, and staffing appears to be adequate for workload.

## Workload

Management Partners reviewed the case volume by permit types for three fiscal years ending in FY 2018-19. Table 1 provides the volume of permits processed during this period. These data show a general decline, but we hesitate to call this a trend because it is based on a limited time period.

Processing these permits is a large part of the Community Development Department's work. However, a similar workload is anticipated during the current fiscal year budget as in FY 2018-19.

Table 1. Planning Permitting Workload

Permit Type	Number of Permits Processed		
	FY 2016-17	FY 2017-18	FY 2018-19
Accessory Dwelling Units	5	8	2
Administrative Permits	14	8	6
Appeals	0	0	0
Certificates of Compliance	2	0	1
Commercial Planned Development	0	1	0
Conditional Use Permits	2	3	2
Film Permits	4	6	2
General Plan Amendments	0	1	0
General Plan Amendments Formal Initiation	0	1	0
Historic Preservation Certificates	1	0	0
Home Occupation Permits	69	61	36

Permit Type	Number of Permits Processed		
	FY 2016-17	FY 2017-18	FY 2018-19
Industrial Planned Development	2	0	0
Lot Line Adjustments	1	0	0
Open House Sign Permits	74	65	43
Permit Adjustments	7	3	1
Parcel Maps	2	1	1
Pre-Applications	2	1	1
Residential Planned Development	0	1	0
Sign Permits	33	18	7
Temporary Use Permits	26	27	9
Variances	0	0	0
Zone Changes	0	1	0
Zoning Clearances	518	383	81
Zoning Ordinance Amendments	5	4	1

Source: Moorpark Community Development Department

There are 15 mid- to large-scale residential projects currently under entitlement/permit review, along with three industrial projects planned. The 108-room Fairfield Hotel is also under construction and inspections for condition compliance are underway.

The Building and Safety Division's workload for FY 2017-18 totaled 1,257 permits with a total project valuation of \$54.3 million. By comparison, workload for FY 2018-19 decreased to 863 permits with a valuation of \$9.6 million.

A special meeting of the City Council was conducted on May 29, 2019 to introduce the City Manager's proposed budget for FY 2019-20. A summary of anticipated near-term development projects was provided and is reproduced below for context about the trends and scale of work being conducted by staff members throughout the City organization and, in particular, the planning, civil engineering, affordable housing and landscape sections of the Community Development, Public Works and Parks and Recreation departments.

*On the development side, the City Council can anticipate a number of residential development projects to come before you during FY 2019/20 that will add new residents, new infrastructure to support residents, as well as increased sales and property tax revenue. These projects include a proposed 69-unit townhome project on Los*

*Angeles Avenue (Green Island Villa/Grand Moorpark) and another 60-unit townhome project on Everett Street (Chiu). Due to the relatively low number of residential units these projects may bring, the proposed budget does not propose the addition of new service levels; conversely no services are proposed to be reduced.*

## Development Review Process

This section outlines Management Partners' analysis of Moorpark's development process. Also included are an analysis and recommendations for best practices that will help the department to enhance services and improve outcomes.

### ***Process Mapping***

To fully understand each step in the City's development process, Management Partners prepared process maps. Our work began with a day-long process mapping session with 12 staff members in May 2019. Our goals in facilitating this session were twofold.

- *Identify the current process steps.* Documenting the existing process is important because it helps to form the baseline to identify gaps, redundancies and other problems in the current system, and to illustrate changes needed for improving efficiency.

The process mapping exercise was useful in clearly showing that the City does not have a uniform, identifiable process that could be documented in process maps. The system in Moorpark, can best be described as "ad hoc" where each project is processed independently, and the steps, sequence and requirements can change from one project to another. This non-uniform approach defeats the objectives of predictability, clear and efficient timeframes, and the ability for staff to provide clear guidance for applicants. Our attempt at mapping the current process enabled us to understand what we had heard from stakeholders and staff in our interviews.

- *Identify tangible ways to improve predictability and timeliness of the development review process.* These outcomes require an efficient workflow, multiple ways for customers to access relevant data and information, clear communication and feedback from staff, and better overall customer service.

Management Partners was able to focus on this second objective of process mapping. Staff members were eager to challenge the status quo, question existing methods, and discuss the various forms, notices and the timing of the process. The discussions with staff also included a review of the pre-application, development review and condition compliance sub-processes.<sup>2</sup>

Our review of the development process in Moorpark resulted in two sets of process maps, one set for major discretionary development projects and the other for CEQA review.

### ***Improving the Development Process***

Management Partners has several recommendations regarding improving the development process below.

***Uniform development process needed.*** Management Partners observed activity at the public front counter, heard suggestions from staff, and reviewed application forms to understand how staff process applications currently. We also examined areas of responsibilities, overlaps and interconnections related to staffs' review of entitlement/permit applications, CEQA review and reviewing compliance with conditions of approval.

The process maps we created will serve as a foundation for establishing a clear and uniform development review process. The department should review the process maps annually to keep them current by making refinements, as necessary. We suggest this review be conducted as part of an annual omnibus process outlined below and addressed in Recommendation 9.

#### **Recommendation 5. Establish a uniform development review process, using the process maps as a foundation.**

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<sup>2</sup> As mentioned previously, most large development projects in Moorpark have been processed with development agreements, each having a unique set of conditions and requirements. In contrast, the conditions and requirements in most cities tend to be more standardized and, therefore, easier to understand and predict for applicants and easier to enforce for staff.

***Establish project manager.*** Each customer needs a single point of contact that can help him/her understand and navigate through the process in a straightforward and timely manner. Customers we interviewed voiced the complaint that they were often referred to other departments or outside agencies, and when that happened, they were confused and lost time.

A better approach is for each applicant to have a staff member designated as project manager. The project manager would be a sort of “air traffic controller,” owning the flight path and trajectory for the project. Planning staff should serve as project managers, with accountability built into their job classifications and annual performance reviews.

One simple but effective way to standardize a workflow is to develop checklists identifying key process steps and requirements. Checklists are a tangible way to train staff and to serve as handouts to guide customers. The checklists should be reviewed each year to ensure they are current with policy changes, State law modifications, and process improvements made by the City.

**Recommendation 6. Establish the role of project manager for each project that includes a discretionary application.**

**Recommendation 7. Prepare comprehensive internal checklists by project type for staff members and applicants.** This should also involve an annual review of the checklists which could be done as a part of the omnibus review process by the Development Review Committee.

**Recommendation 8. Communicate the steps of the development review process, standards and deposits/fees in a Development Review Handbook that is provided to customers.**

***Conduct annual policy updates.*** The California Legislature periodically enacts new regulations that affect land use policies, as well as imposing new procedural requirements and practices. Instituting an annual practice of reviewing Moorpark’s development policies, codes and procedural changes along with implementing changes imposed by the State would ensure that all elements of the City’s development policies tie together.

Doing this at a set time each year will give policymakers and the community a comprehensive picture of major issues. As an example, the City of Encinitas conducts a comprehensive overview of its community development function each spring, side-by-side with the state-required Annual General Plan Report. The timing of this session gives Council members an opportunity to prioritize and budget what staff work is to be conducted on policy, code, process and fee matters as well as timing of such work.

**Recommendation 9. Establish an annual omnibus process for adopting and updating land use policies, regulatory code standards, programs, and administrative processes, including the procedures for managing the cost center program.**

*Expand role of Development Review Committee (DRC).* An effective development review process requires regular communication and coordination between staff from various disciplines involved in a complex series of tasks.

Moorpark has a staff-level Development Review Committee (DRC) whose role it is to inform the City Council, Planning Commission and City Manager about the technical merits of development projects that require discretionary review. This role could be expanded to include an interdepartmental staff review of pre-submittal, condition and mitigation measure setting, and condition compliance phases of development review. As the DRC's role is expanded, it will also be important to ensure clarity about the project manager's duties in relation to the DRC. Our process maps indicate what we view as an appropriate role for the DRC.

In addition to reviewing individual development projects, we believe the DRC should lead the annual omnibus process for reviewing and reporting to the City Council on updates to legislation, policy, procedures, programs and related matters. As a practical matter, this process will be overseen by the Community Development Director, who should also have the authority to delegate certain tasks to other departments.

**Recommendation 10. Expand the role of the Development Review Committee to cover the pre-submittal, condition and mitigation measure setting, and condition compliance**



**phases of development review, and oversee  
the annual omnibus review process.**

Another concern we heard during the process mapping session is that not all pertinent staff members are part of the Development Review Committee, nor are they involved early enough in the technical reviews. DRC membership should be expanded to include staff who can provide a review of integrated waste management, stormwater and affordable housing.

**Recommendation 11. Expand membership of the  
Development Review Committee to include  
coverage of integrated waste management,  
stormwater and affordable housing.**

After the department implements this new development process, and works with it for some time, it would be appropriate to examine the process further and identify additional ways to improve it.

## Business Technologies

This section summarizes our recommendations regarding technology, intended to increase efficiency of the development process.

### ***EnerGov***

The City purchased the EnerGov land management system and its web-based portal to help streamline reviews and allow staff and customers to access the status of development projects and plan review comments. Expectations for a quick and smooth implementation of this system were dashed after the contractor substituted personnel responsible for system roll-out, the City was late in delivering process information, and the implementation budget was depleted.

Now back on track under the guidance of the City Manager's Office, staff plan for the EnerGov system to be operational by late 2019. One of the outstanding matters is to ensure the process steps and workflow contained in the EnerGov system are consistent with the steps and workflow in the City's revised development review process.

**Recommendation 12. Complete the configuration, beta-testing and roll-out of the EnerGov system.** In so doing, provide licenses for staff, conduct staff training, publicly announce a launch date, and provide a user-friendly guide on the City's website for access to and use of the system.

**Recommendation 13. Embed the process steps and workflow identified in the process maps within the EnerGov system.**

### ***Electronic Plan Review***

Staff expressed interest in implementing other business systems that would allow customers to use electronic tools such as Blue Beam or Adobe Pro to submit applications and plans electronically. Most of these tools provide for two-way electronic forwarding of technical drawings

and reports, red-line mark-ups on plan sets, as well as the electronic archival of such, at a considerable savings of paperwork, time, cost and space. Management Partners' experience and working with many public agencies has convinced us that use of these technologies in local government is a "when" not "if" proposition.

**Recommendation 14. Procure and integrate an electronic application submittal, distribution and plan review business system.**

### ***Transition to Paperless System***

Many large and small cities throughout California are currently engaged or have recently completed transitions to a paperless development review process. Examples are Encinitas, Carlsbad, Newport Beach, Roseville, and Folsom. Paperless systems cannot be implemented overnight. They require a deliberate and programmed transition for both staff members and customers. To be successful, the transition needs to break long established behaviors of working with paper in exchange for the efficiencies from electronic tracking, communication and archiving.

Implementation of the EnerGov system must first be completed, as would the transition to an electronic plan review system. We also see the move to a paperless system for development review as a "when" not "if" proposition. Implementing a paperless system would require staff training, the validation of electronic signatures, the provision of electronic kiosks for customers, as well as integration with outside agencies. Examples are Caltrans, Ventura County Fire Protection District, Ventura County Watershed Protection District and Wastewater District.

**Recommendation 15. Develop a timeline for future transition to a paperless development review system.**

### ***Enterprise Resource Planning Software***

The City Manager's Office is overseeing an enterprise resource planning (ERP) project, which will integrate multiple business functions such as planning, finance, human resources and procurement through technology. The use of an ERP system has become common in local governments for business efficiency and as a way to innovate, given limited staffing resources that are typical among smaller cities.

**Recommendation 16. Plan for continued investment in system upgrades and ERP**

**integration of business systems.** Particular attention needs to be provided to the integration of the EnerGov system with the Geographic Information System and digital application submittal and plan review software.

### ***City Website and Handouts***

A variety of guides, application forms and checklists are available on the City's website and at the public front counter. The various resolutions that comprise the General Plan and the Zoning Code are also posted online.

However, the City's website needs updating. Searching for a routine question, such as the process for securing a sign permit, requires multiple steps rather than the industry standard of "1-2-Click." It was noted by a staff member that it is easier to obtain a copy of the Zoning Clearance form by using the Google search engine instead of the City's website. Another interviewee remarked, *"Redesign it so we don't have to flip through several pages to figure out the City's submittal requirements."*

Changes that should be considered include replacing the department's webpages with application guides and checklists by type of project, readily available to the user on the website. The guides and checklists should cover items such as:

- Zoning requirements;
- Lot split/subdivision requirements;
- Sign permit requirements;
- Process steps;
- Fees (including a fee calculator);
- Staff contacts;
- Method to track an application, such as an applicant's use of the EnerGov system; and
- Other helpful resources.

The Development Review Handbook, which was previously recommended (Recommendation 8), should also include these additional materials. Further, implementing these changes would require assigning responsibility to a staff position to update the website and handout materials on a semi-annual schedule. This would ensure that customers have the most current information on processes, requirements and public access points to data, information, public notices and project status.

**Recommendation 17. Update the website to focus on providing application guides and other electronic information, such as the Development Review Handbook.**

## Management System

Managing a community development department well requires a variety of technical skills, an ability to provide clear direction to staff and a commitment to being accessible and providing good service to customers. Tools in the form of systems, policies, timeframes, procedures, performance measures, analytic capacity, and other checks and balances are also needed for effective management. We call these collective tools the management system.

This section focuses on the various components of the department's management system.

### ***Cycle and Task Times***

The State's Permit Streamlining Act provides benchmark standards for processing of development projects. However, discretionary projects involving a legislative decision (such as General Plan Amendments, Zoning Code/Map modifications, and development agreements) are exempt from these timeframes. Many projects in Moorpark, including virtually every large project, involve one or more of these legislative actions.

It may appear that having no time standards is an advantage to the City because staff and policymaker review of projects is not constrained by deadlines. However, lack of time standards can lead to unhappy customers, dysfunctional systems, and inefficient work.

The lack of established time standards, or cycle times, contributes to staffs' inability to advise customers about what to expect and how long things will take. Improving Moorpark's development process will require setting timeframes and managing the work within them.

***Cycle times and task times.*** Implementing and managing timeframes in a development process also requires differentiating between cycle and task times. This is important because the development process in most cities is iterative, starting when a customer submits an application and set of plans. Staff then review what was submitted, preparing and sending

comments to the customer explaining the changes to the project that are necessary. A new cycle begins again when the customer revises plans and resubmits them for further review. Obviously, limiting the number of cycles of review is critical from a time management standpoint.

Our experience is that cities should aim to complete the development process after two cycles of review. This is impeded in Moorpark by several factors, as follows:

- Imprecise or unclear General Plan or Zoning Code policy that leads customers to submit projects that are not in compliance.
- Lack of information that helps customers understand the review process and a city's requirements.
- Inaccessible (or a lack of) staff to answer questions promptly.
- Lack of or unclear policies and procedures that leave staff uncertain about how to advise customers. (A related problem is inconsistent implementation of policies and procedures by different staff members or for different projects.)
- Lack of onboarding or training for staff about the entire development process.
- Unclear applications and submittal requirements that do not provide a comprehensive list of what is necessary when projects are submitted.
- Lack of communication with customers (website, informational materials, public counter, telephone) about which city department is responsible for what review task.
- Ineffective internal coordination of the reviews by various departments (e.g., where one or more departments do not conduct a thorough review which results in a customer getting "last-minute" or piecemeal comments).

Limiting the number of review cycles is a key step in improving the development process. Another key step is to clearly identify and tightly manage task times. Of course, by task we refer to one of the numerous discrete steps in each review cycle. Examples of tasks might include:

- Circulating plans to the various reviewing departments after the project has been submitted;
- Reviewing the development plans;
- Consulting with external agencies (e.g., school district, Caltrans);
- Conducting an environmental review pursuant to CEQA;
- Determining whether significant off-site improvements will be necessary; or

- Reviewing the type of construction to identify major building code problems.

*Need to set realistic timeframes.* Managing tasks requires setting realistic timeframes for each staff member to complete their portion of the review and ensuring all staff members are conducting their reviews concurrently. The project manager discussed earlier in this report is the key to keeping a project on schedule because their role is to analyze, communicate and coordinate with City staff and the customer.

The following are other timeframes that should be established.

- *Completeness task time.* The Permit Streamlining Act requires determinations on application completeness be made within 30 days of application submittal.
- *Tenant improvement cycle time.* Establish a cycle time for review of office/commercial tenant improvements of 20 calendar days.
- *Discretionary project cycle time.* Establish cycle times for review of all other discretionary development projects within 45 calendar days of the application completeness determination.
- *CEQA cycle/task time.* The CEQA process should run concurrently with discretionary project review but recognizing that CEQA review involves separate statutory timeframes for public review and comment.

**Recommendation 18. Establish cycle and task times for the entitlement review of development projects.** Track timeframes and share results with staff on a monthly basis.

## ***Measuring Performance***

The EnerGov platform is capable of producing data that will allow the department to prepare management reports that measure cycle times and other metrics by project type (e.g., residential tract development, commercial or industrial development, infill or revitalization of highway corridor centers, etc.), by permit type (e.g., Use Permit, Tentative Tract Map, etc.), by geographic area of the city, as well as by staff position or department. The system can also provide workload data for purposes of strategic planning, budgeting, and deploying staff resources.

Using EnerGov data to measure performance will require programming and formatting of standardized reports. Some land management systems require these standardized reports to be created through third-party



software such as SAP's Crystal Reports software. Department leaders should confer with the City's IT staff and the EnerGov vendor to clarify how this standardized reporting will be accomplished.

Department leaders will need to identify the types of metrics and reports it needs to allow a continual assessment of the development review process and department operations. Examples of typical metrics are shown below.

- Percent of DRC reviews completed within the timeframe goal;
- Average number of days required to complete DRC reviews;
- Number of projects submitted with discretionary applications;
- Average number of review cycles conducted for:
  - a. discretionary projects, and
  - b. plan check;
- Average number of days from discretionary application submittal to action by the Planning Commission and City Council;
- Total number of plan check submittals;
- Average number of plan check resubmittals;
- Average number of days required to complete plan check reviews;
- Number of building permits issued;
- Number of building inspections performed;
- Percent of building inspections performed within timeframe goal;
- Number of customers served:
  - By telephone, and
  - At public counter;
- Number of code enforcement cases filed;
- Average number of days for inspection after code enforcement cases are filed; and
- Average number of days to resolve and close code enforcement cases.

**Recommendation 19. Establish a system of  
performance reports and metrics to analyze  
the development process and Community  
Development Department operations.**

### ***Standardized Conditions***

All discretionary entitlements in Moorpark include a 47-page list of standard conditions of approval. Standard conditions and checklists are effective because they ensure that important requirements or steps are not overlooked, and they help to ensure consistency from one project to another.

However, many of the standard conditions in Moorpark may not be applicable or scaled properly to their respective projects. Nonetheless, they are required pursuant to City of Moorpark Resolution 2009-2799. Several of the conditions in the City's list recite regulatory requirements already built into the development review process through state and local laws, making them unnecessary. Further, we understand these standard conditions can be confusing and costly for stakeholders. Worse, the conditions could constitute an overreach when misapplied to mid-sized projects, and this could be a "deal killer."

A best practice is to have a scalable list of standard conditions of approval that staff can choose from which are relevant to the development project at hand.

**Recommendation 20. Edit the standard conditions to remove redundant requirements that appear in state or local laws.**

**Recommendation 21. Amend Resolution 2009-2799 to clarify that standard conditions of approval are to be applied and scaled commensurate with each development project.**

### ***Staff Engagement and Training***

It is evident that Moorpark has quality, committed employees at every level of the organization who are supportive of and even eager to begin using new approaches to improve the development process and the department. It is also clear the department has effective leadership. Engaging staff in implementing changes, and in their professional development, will be important to the success of improved development processes.

The Community Development Department's prior focus has been on project review rather a broader approach that emphasizes timeliness, clarity, predictability and customer service. The narrower project review approach led to lack of coordination and a perception by customers of

little sense of urgency.<sup>3</sup> Management Partners notes that the only process that had some structure in Moorpark was related to CEQA, and that was due to State mandates. A “start-to-finish” type of project management was not evident.

Under the new processes recommended in this report, staff at all levels of the department will need to participate in the workflow and ownership of their assigned development projects.

Key ingredients will include the following:

- Expanding staff roles to include anticipating pinch-points in the process, greater problem-solving with one another and the customer, and actively working to keep forward momentum for projects at each step of the development review process.
- Enhancing an understanding of the customer’s perspective that each project is important and urgent to that customer.
- Moving from working on parts of a project to managing for project outcomes.
- Obtaining new skills in analytical methods and strategic approaches to workflow management, as well as skillful use of the business systems that can assist the staff team.
- Conducting annual performance reviews that are focused on professional development, establishing goals for the coming year, clarifying expectations, and identifying what will be most helpful for each staff person’s success.

With regards to performance evaluations, we learned that they have been inconsistent or even overlooked within the department in the past. This is not particularly unusual in organizations, but it is a missed opportunity.

The timing for the annual performance evaluations can be set in a variety of ways, such as based on the employee’s anniversary date, or all evaluations conducted at the same time once a year. The latter timing can be useful as a way to clearly incorporate the department’s goals and

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<sup>3</sup> Urgency implies a priority, where something is important enough to warrant swift, persistent and earnest action. However, it is not the same thing as emergency, which is characterized by a need for immediate, drop-what-you-are-doing action.

expectations into individual performance goals and evaluations so that there is meaningful feedback to each employee in a way that reflects on the progress of the entire team and its goals for the coming year.

Regardless of the schedule, the important thing is for the department to provide a structured, annual performance evaluation for each staff member. Additionally, staff members should be provided regular, specific feedback to support their success, along with training, coaching and support.

**Recommendation 22. Conduct annual evaluations for each member of the department.** Goals established in performance evaluations should identify specific ways for each team member to advance the department's efforts to improve the development process and customer service.

**Recommendation 23. Provide customer service training that emphasizes workflow management.** The annual performance review is key to setting expectations for behavioral norms, particularly as the department's culture transitions to become more team-oriented and outcome-focused.

### ***Use of On-Call Consultants***

Many cities use on-call contractors to assist with specialized tasks or to assist during periods of peak workloads. The Community Development Department has started doing this in two important ways.

1. *The department has established on-call contracts with two environmental firms to prepare CEQA reports for the City.* Developer-prepared environmental documents are no longer accepted for processing, which was an important step by the City. Having on-call contracts reduces the time required for the CEQA review.
2. *The department has established an on-call contract with an estate advisory firm to perform economic and related analysis as a part of reviewing projects where development agreements are proposed.* Again, having this firm under contract allows the department to be nimbler in responding to development proposals.

On-call contracts are sound practices because a department this size (in fact, even much larger departments) would seldom have among their staff the special expertise these firms offer. Using these experts ensures

quality analysis and representation for the City of Moorpark. Additionally, the cost of this expert assistance can be recovered through fees, reimbursement agreements, and similar arrangements.

*Other steps can be taken.* Additional measures could also be considered, such as the following.

- Hiring consultants to assist with updating building permit and development impact fees would also ensure a high-quality analysis and that the costs and impacts on the community are being properly addressed.
- Engaging on-call contract with a planning firm(s) that provides project-processing help is another good approach for addressing periods of peak workload, rather than incurring the cost of hiring staff for the peak, which is not affordable for most cities. Having consultants on call allows the department to use the resources when workload warrants it. The cost of these on-call services can also be recovered from the applicants who benefit from the service.

**Recommendation 24. Expand consulting services to include additional on-call economic and planning casework assistance, as well as services to analyze building permit fees and development impact fees.**

The City of Moorpark uses an engineering consultant to provide various civil engineering services including participating in the development review process. Unfortunately, the management of these services was roundly criticized by stakeholders. The criticism centered on lax oversight by the City's consultant, particularly in the areas of cycle times and cost containment.

Management Partners is not able to advise whether stakeholders' perceptions regarding the contract engineering services are valid because such an assessment is beyond our scope of work. However, it is clear these matters are considered problematic by the stakeholders we interviewed. Other complaints from stakeholders are that the engineering function is not managed effectively and that there is a lack of responsiveness to customers. These concerns warrant further review by City staff.

**Recommendation 25. Conduct a focused assessment of the civil engineering program, including on-call engineering services.**

***Analytic Capacity***

The system changes needed to improve the development process, and the technology being implemented now or planned, will require additional analytical capacity in the department. Additionally, the accounting functions required within Community Development need additional capacity. The lack of a position to provide this capacity means that the director and managers are responsible for the various analytic tasks, and time available for customer issues, complicated development projects and overall management is strained.

Among the tasks needing attention are the following:

- Collecting and analyzing data, and tracking performance;
- Preparing the budget;
- Managing the cost center system;
- Ensuring proper accounting of various developer funds;
- Coordinating the department's efforts with other departments, especially the Finance Department;
- Problem solving issues from customers or staff, such as those about deposits; and,
- Assisting with implementing improvements to the development process.

***Problems with accounting and monitoring.*** We understand that requests of an administrative or financial nature usually take a backseat to other important work in the department. For example, an accounting inquiry from a customer (or staff member) about a deposit account can take quite some time to answer. We heard of instances where this took as long as one year. A related problem pertains to the commingling of developer funds used for improvements required by conditions of approval or mitigation measures.

The cost center system was assigned to the Finance Department at some point in the past. This is understandable at first blush since the cost center system is an accounting function. However, after examining it further we think this may have been misguided.

While Finance staff are typically skilled at accounting and monitoring financial records, doing so for the Community Development Department is particularly complicated because of the numerous projects, complex

timeframes, infrastructure requirements, conditions of approval and several other variables. These factors complicate the accounting tasks.

Further, the Community Development Department is responsible for two types of accounts: development processing deposit accounts and impact fee or condition of approval funds used for various improvements or requirements. Each project may have one account of the first type and another account of the second type.

It would be difficult for Finance staff to spend the required time learning and monitoring all the requirements and project variables in addition to their regular work. Our experience is that effective community development departments often have a dedicated analyst position to help meet these needs yet maintain thorough accounting records consistent with finance guidelines.

The department does not have an effective system for managing the types of analytical, administrative and accounting challenges discussed above. We believe a central problem is that there is no one single person responsible for this work. Creating an analyst role in the department would address this matter.

**Recommendation 26. Create an analyst position in  
the Community Development Department.**

***Fees, Cost Recovery and Cost Center Management***

We understand there is a plan to conduct a study of administrative processing fees in the near future. We have found wide variability in development review fee schedules throughout California, both by region and by purpose, such as incentivizing developers to seek pre-submittal review of projects. While the City's fee consultant will provide analysis and specific recommendations, we offer some best practices and broad recommendations below.

**Pre-Application Reviews and Fees**

The department's website identifies two types of pre-submittal reviews. "Pre-Submittal Review" is focused on discussing City requirements before plans are prepared. It appears this process is free. "Pre-Application" is a process where applicants can meet with and obtain feedback from various City representatives. The fee for Pre-Application is \$1,400. Both processes are scheduled by appointment.

Early review of projects is good for customers and City staff because it establishes clear communication at the beginning of the development

review process. It also discourages ill-conceived concepts from being submitted and then languishing in the review process. Making this process easy, fast and cheap is in everyone's interest.

However, having two similar processes is confusing and unnecessary. Combining them into a single process would simplify things for customers and staff. Of course, the department could continue offering other informal consultations on request.

Some cities provide pre-application reviews on a regular schedule. The advantage is a standardized process, timeframes and stakeholder/staff expectations. It also helps address the problem of departments coming to a pre-application meeting unprepared.

**Recommendation 27. Combine the two pre-application reviews into a single process and determine whether they will be conducted on request or on a regular schedule.**

**Recommendation 28. Establish a nominal (or no) fee for pre-application review.**

### **Cost Recovery**

The cost of most of the work of the department is recoverable through processing fees (e.g., fees for building permits, conditional use permits, variances, zone changes, general plan amendments, and subdivisions). However, it is common that cities are not able to recover certain types of expenses because they cannot be attributed to new development.

The key is to build an understandable fee schedule that encourages efficient service delivery and fee transparency. Establishing a cost recovery policy is a recommended first step.

*The principle of cost recovery is that the individuals or businesses who receive a benefit from a city in the form of entitlements should bear the cost of providing those services.* When development review fees do not recover a city's costs, the result is that the cost burden is shifted elsewhere, typically to the General Fund. The result of artificially low development review fees is that other taxpayers subsidize new development.

**City Council policy.** Cost recovery begins with a City Council policy that establishes the intent to recover the City's full cost of providing services to development applicants, and whether some (or no) project types should be subsidized. For example, some cities subsidize permit costs for



project types they want to attract, such as affordable housing, because they deem them important for the community's general welfare.

**Recommendation 29. Develop and recommend an appropriate cost recovery policy to the City Council.**

*Recovering external costs incurred by the City.* Moorpark has a complex system for reviewing project compliance with conditions of approval, mitigation measures, infrastructure requirements, and subdivision agreements. Some but not all costs for this work can be recovered through projects' cost center accounts. However, the City needs to ensure that other costs, like consultant-related civil engineering costs and staff preparation of Subdivision Improvement Agreements, are also recovered.

Cities can also incur other external costs for processing development projects. Examples of these include costs for consultants to prepare environmental documents, prepare third-party economic analysis, or provide other technical or legal assistance.

Some cities enter into reimbursement agreements with applicants to recover these costs. Another approach is to wait until the City receives a proposal from the consultant and then require the applicant to deposit the entire amount with the City in advance. Whichever option Moorpark chooses, a clear and well-documented reimbursement process will be useful when projects involve additional costs.

**Recommendation 30. Prepare a policy and procedure related to reimbursement of all external City costs.**

**Basis for Calculating Building Fees**

Moorpark, like most cities in California, has a series of building fees to cover the cost of plan check, issuing permits and obtaining an inspection. Cities typically use one of two basic approaches for calculating these fees.

- Project valuation, or
- Analysis of time/motion.

Project valuation is an approach that sets fees based on the cost to build the project. To ensure uniformity, cities typically use project valuation data published by a well-accepted authority such as the International Code Council (ICC).

The second approach is what Moorpark is using now. It is a more detailed analysis of the actual work involved in issuing a permit, performing a plan check, or conducting an inspection. This method then multiplies the average hours required for the task by the fully burdened rate of the employees performing the tasks. Moorpark's other entitlement fees are rooted in this time/motion method because a developer pays for the time staff spend to process their project.

The project valuation method is a simpler approach, and is widely used, but can be less defensible because the relationship between a project's cost and the task performed by the staff member(s) is not linear. In contrast, a time/motion method is more complex to set up but can be more accurate because it studies the actual work performed and determines the fee on this basis.

As previously recommended, the City should seek the advice of a well-qualified building permit fee consultant.

**Recommendation 31. Determine whether building fees are to be calculated on the basis of project valuation or the estimated time for completing each task.**

### **Implement Surcharges to Recover Business System Costs**

Cities incur substantial costs to procure, manage, license and update business systems and policies such as land management systems (e.g., EnerGov), geographic information systems, general plans, and zoning ordinances. Other miscellaneous business systems also include recording, imaging and archival services related to maintaining public records. Since these systems and policies exist to guide and support new development, a significant portion of their costs can be recovered through application and permitting fees.

A common way of recovering these costs is to establish surcharges on each permit, approval or entitlement the City issues. In this way, the City will recapture the costs incrementally over time and have sufficient funding to offset large cost outlays to update these systems in the future. Of course, these surcharge funds must be segregated for accounting purposes to ensure they are spent for the intended purposes.

**Recommendation 32. Establish a system of surcharges on permits, approvals and entitlements to recover costs of business systems and policy documents.**

## Workplace Environment

The most prominent face of Moorpark City Hall is the small, 10-foot wide public counter in the portable, dimly lit building that houses the Community Development Department and portions of the Public Works and Parks and Recreation departments. This is the public's only access to City Hall because other departments and offices are located behind locked gates.

There are a number of issues related to the current physical space, including:

- The facilities are small and uncomfortable in terms of reviewing large plan sets with customers and doing the other work of the Community Development Department;
- The public queueing space is inadequate for the volume of users during peak times in the morning;
- Public restrooms are located three buildings away and down a hill;
- The portable building is accessed by a steep ramp from the parking lot that may not meet the standards of the Building and Safety Division it houses; and,
- Noise attenuation is a problem.

By comparison, the internal operating departments, Administration, Human Resources, Finance, IT, City Clerk and the City Manager's Office are housed in a well-lit, air conditioned and nicely furnished modern office building next door. This building, however, is inaccessible to the public, despite the fact that it provides 40-feet of front counter space, substantial queueing space and restrooms adjacent to the unused front counters.

Moreover, all City Hall walk-in customers are directed to the Community Development front counter. All telephone calls are also directed to the Community Development Department, and specifically to an administrative assistant who is seated next to the public counter. During lunch and breaks, other administrative staff in the portable building

provide backup relief for the primary staff who handle these tasks. When asked about this situation, staff members explain it as a vestige of frugal times to avoid layoffs.

This workplace environment is not conducive to a contemporary business model that provides comfortable, business-like facilities for customers and staff and multiple, direct points of public access to services at City Hall.

Since our assessment was focused on the Community Development Department and the development review process, we will focus on how the inadequate facilities impact customers and staff in terms of providing a business-friendly environment. In fact, most cities strive to create “one-stop” centers for permitting with facilities and amenities designed around the customer. These factors should be considered as Moorpark weighs its facility needs in the future.

**Recommendation 33. Conduct a facility needs assessment to determine options for relocating development review functions to City Hall, or remodeling facilities to provide a modern and workable office environment.**

*New counter schedule needed.* The Development Services front counter is open to customers on Monday through Friday from 8:00 a.m. to 5:00 p.m. for a total of 45 hours per week. The schedule does not provide downtime to process paperwork or enable staff to accomplish other assigned tasks. Moreover, the schedule does not afford attendance by all staff at department-wide meetings and/or job-specific trainings, unless closure of the public counter is authorized by the City Manager.

Many cities establish public counter hours that recognize the need for mobilization and demobilization time in the morning and late afternoon. Although large organizations may find coverage from other departments or divisions for staff meetings, training and other important administrative functions, this is often not possible in smaller organizations.

Our experience is that the early morning hours are typically the most valuable to contractors and others seeking permits so opening the public counter at 8:00 a.m. could work so long as it closes early in the afternoon for demobilization. For instance, closing the counter at 4:00 p.m. would provide staff time to close out files, finish recordkeeping tasks and other functions so they can start the next morning focused on that day’s work.

**Recommendation 34. Develop a counter schedule that provides time for mobilization and demobilization each day, as well as time for meetings, training and other important administrative functions.**

## Conclusion

The City of Moorpark is in a transitional period of change that includes efforts to improve the City's development review process and to ensure the Community Development Department's structure, staffing and operations are optimized for the future.

The City has an opportunity to move from its current ad hoc development review and land use system to one that is grounded in policies that allow for predictability, consistency, timeliness and clarity for development applicants. The current approach to development makes providing information to customers difficult if not impossible.

Technology investments are underway, and more are planned, and more system improvements will be needed to create an efficient development process review system. Practices over the years have resulted in staff members having a narrow scope of responsibilities, which complicates their ability to assist customers effectively and impedes having a well-integrated and coordinated development system across the organization. It also works against professional development, which is critical in maintaining top talent and keeping staff well trained.

Improving the development process will require establishing a comprehensive framework of land use policies and regulations by updating the General Plan and Zoning Ordinance/Map. With these policies and regulations in place, the process maps prepared by Management Partners will serve as a foundation for establishing a clear and predictable development process.

Implementing the recommendations in this report will take time and budgetary resources. City leaders, along with the enthusiasm and dedication of staff, can establish a high-functioning development process that customers appreciate, staff feel part of, and the community benefits from.

## Attachment A – List of Recommendations

**Recommendation 1.** Conduct annual meetings with local development community leaders to obtain feedback about the development review process and identify steps for continued improvement.

**Recommendation 2.** Conduct a comprehensive update to the General Plan and Zoning Ordinance/Map.

**Recommendation 3.** Conduct a nexus study to determine the infrastructure and improvements required to serve new development and analyze their costs in relation to new development projects.

**Recommendation 4.** Adopt impact fees based on the nexus study.

**Recommendation 5.** Establish a uniform development review process, using the process maps as a foundation.

**Recommendation 6.** Establish the role of project manager for each project that includes a discretionary application.

**Recommendation 7.** Prepare comprehensive internal checklists by project type for staff members and applicants.

**Recommendation 8.** Communicate the steps of the development review process, standards and deposits/fees in a Development Review Handbook that is provided to customers.

**Recommendation 9.** Establish an annual omnibus process for adopting and updating land use policies, regulatory code standards, programs, and administrative processes, including the procedures for managing the cost center program.

**Recommendation 10.** Expand the role of the Development Review Committee to cover the pre-submittal, condition and mitigation measure setting, and condition compliance phases of development review, and oversee the annual omnibus review process.

**Recommendation 11.** Expand membership of the Development Review Committee to include coverage of integrated waste management, stormwater and affordable housing.

**Recommendation 12.** Complete the configuration, beta-testing and roll-out of the EnerGov system.

**Recommendation 13.** Embed the process steps and workflow identified in the process maps within the EnerGov system.

**Recommendation 14.** Procure and integrate an electronic application submittal, distribution and plan review business system.

**Recommendation 15.** Develop a timeline for future transition to a paperless development review system.

**Recommendation 16.** Plan for continued investment in system upgrades and ERP integration of business systems.

**Recommendation 17.** Update the website to focus on providing application guides and other electronic information, such as the Development Review Handbook.

**Recommendation 18.** Establish cycle and task times for the entitlement review of development projects. Track timeframes and share results with staff on a monthly basis.

**Recommendation 19.** Establish a system of performance reports and metrics to analyze the development process and Community Development Department operations.

**Recommendation 20.** Edit the standard conditions to remove redundant requirements that appear in state or local laws.

**Recommendation 21.** Amend Resolution 2009-2799 to clarify that standard conditions of approval are to be applied and scaled commensurate with each development project.

**Recommendation 22.** Conduct annual evaluations for each member of the department.

**Recommendation 23.** Provide customer service training that emphasizes workflow management.

**Recommendation 24.** Expand consulting services to include additional on-call economic and planning casework assistance, as well as services to analyze building permit fees and development impact fees.

**Recommendation 25.** Conduct a focused assessment of the civil engineering program, including on-call engineering services.

**Recommendation 26.** Create an analyst position in the Community Development Department.

**Recommendation 27.** Combine the two pre-application reviews into a single process and determine whether they will be conducted on request or on a regular schedule.

**Recommendation 28.** Establish a nominal (or no) fee for pre-application review.

**Recommendation 29.** Develop and recommend an appropriate cost recovery policy to the City Council.

**Recommendation 30.** Prepare a policy and procedure related to reimbursement of all external City costs.

**Recommendation 31.** Determine whether building fees are to be calculated on the basis of project valuation or the estimated time for completing each task.

**Recommendation 32.** Establish a system of surcharges on permits, approvals and entitlements to recover costs of business systems and policy documents.

**Recommendation 33.** Conduct a facility needs assessment to determine options for relocating development review functions to City Hall, or remodeling facilities to provide a modern and workable office environment.

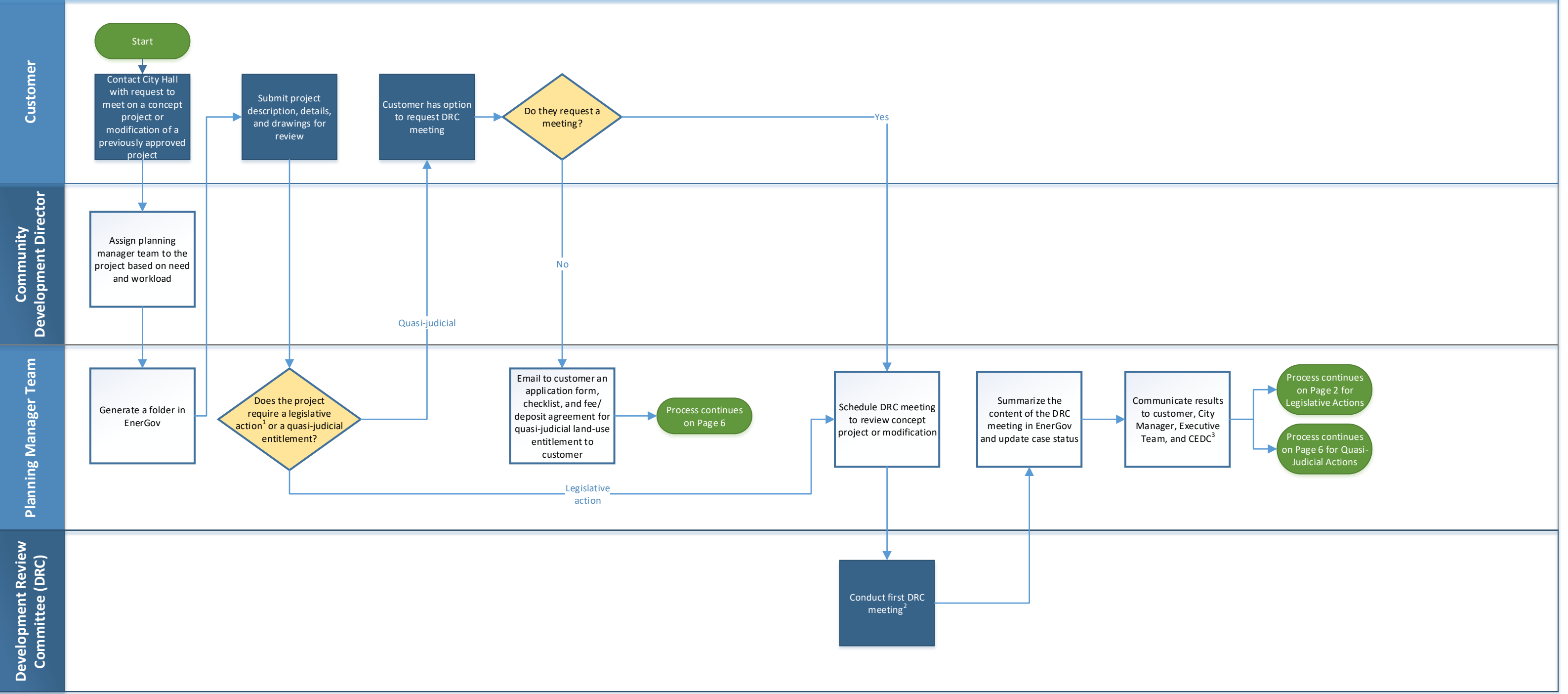
**Recommendation 34.** Develop a counter schedule that provides time for mobilization and demobilization each day, as well as time for meetings, training and other important administrative functions.



## Attachment B – Draft Process Maps for Major Discretionary Projects

Map 1 – Major Discretionary Development Project (Page 1 of 7)

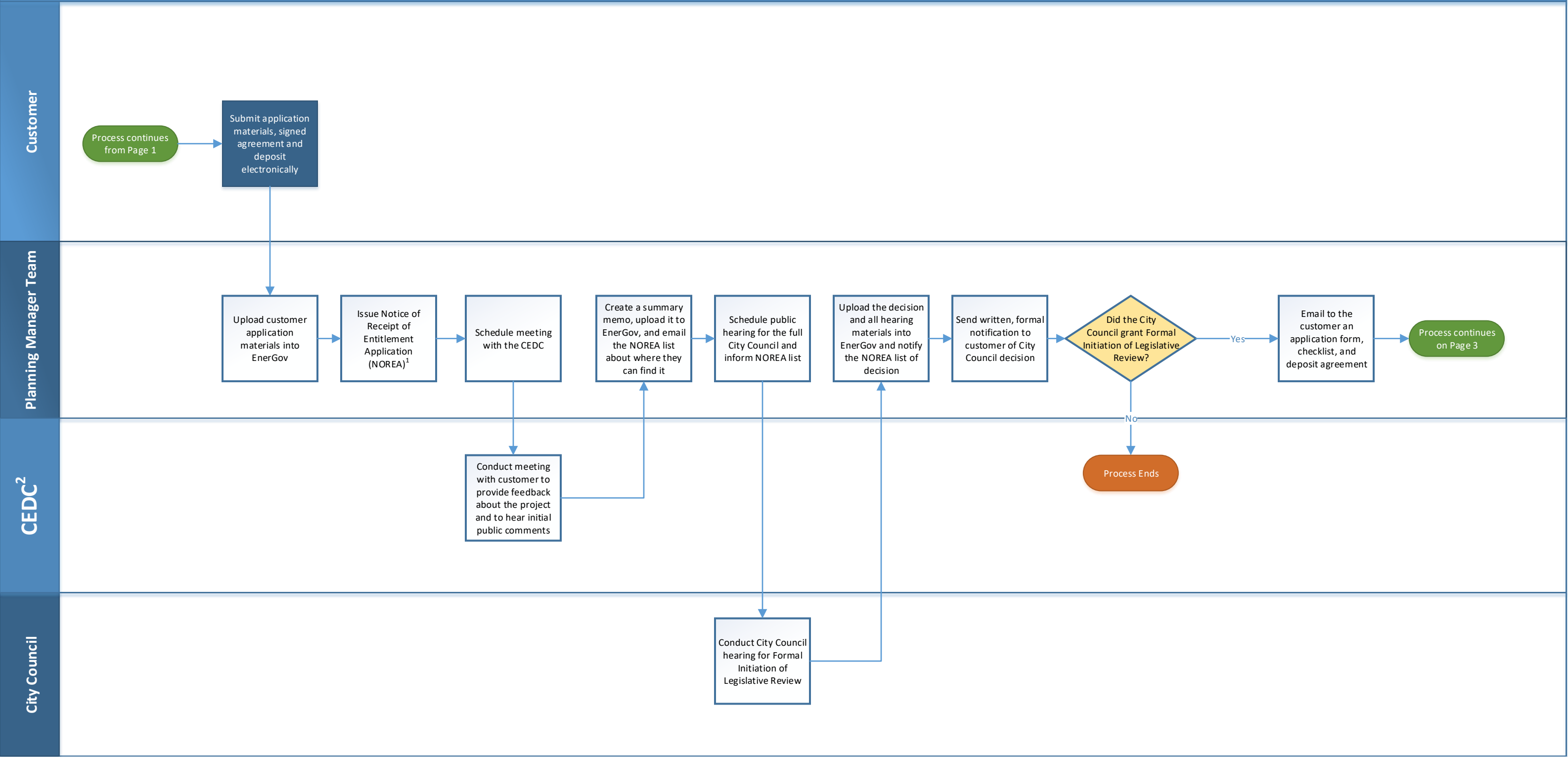
Project Concept Review



**Notes**  
<sup>1</sup>Legislative Actions include General Plan Amendments (GPA), Zoning Code Amendments (ZCA), and/or Development Agreements (DA)  
<sup>2</sup>This is the only DRC meeting that the customer attends.  
<sup>3</sup>City Council Community and Economic Development Committee (CEDC)

Map 1 – Major Discretionary Development Project (Page 2 of 7)

Formal Initiation of Legislative Process



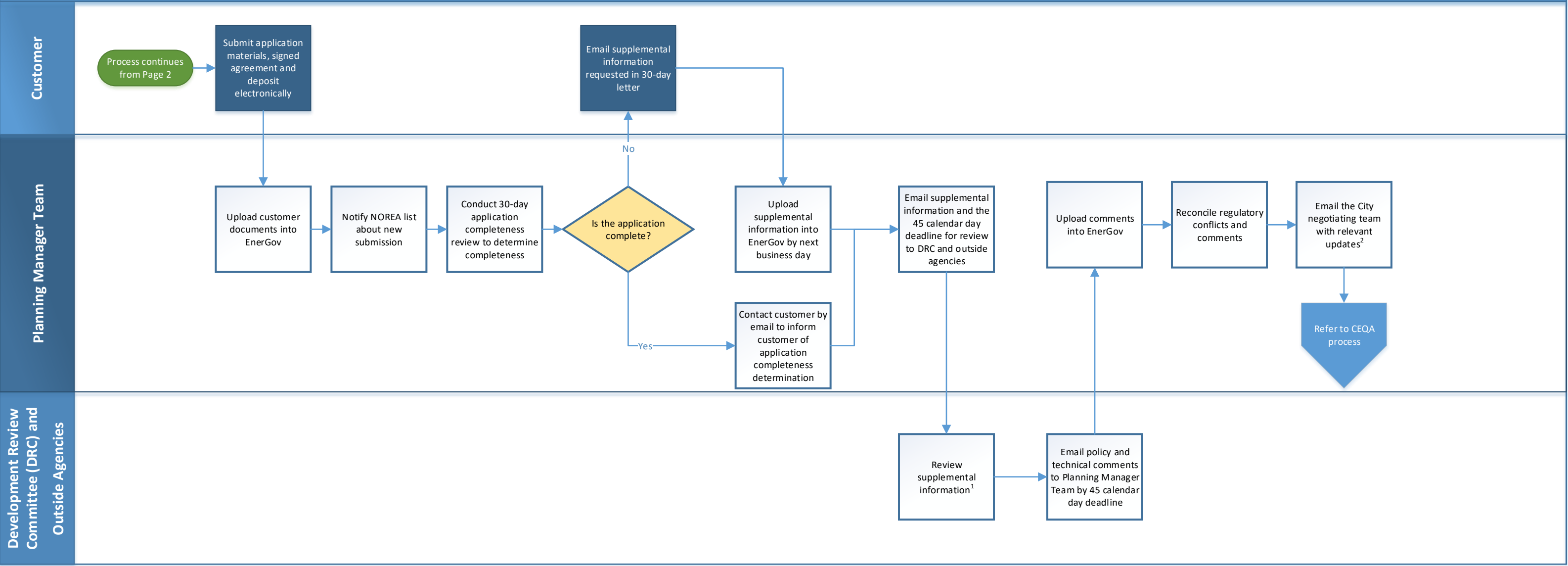
Notes  
<sup>1</sup>List of recipients could include the City Manager, Executive Team, Development Review Committee, CEDC, and nearby properties.  
<sup>2</sup>City Council Community & Economic Development Committee (CEDC)  
<sup>3</sup>Should analysis by an outside consultant be required and controlled by the City, a separate deposit agreement will be provide d to the customer, along with contract details on scope of work.

**Legend and Notes**

- Blue Boxes indicate direct customer involvement in a process.
- White Boxes indicate an internal City process.

Map 1 – Major Discretionary Development Project (Page 3 of 7)

Entitlement Process (Conformity, Site Planning, Design, Engineering, and Affordable Housing)

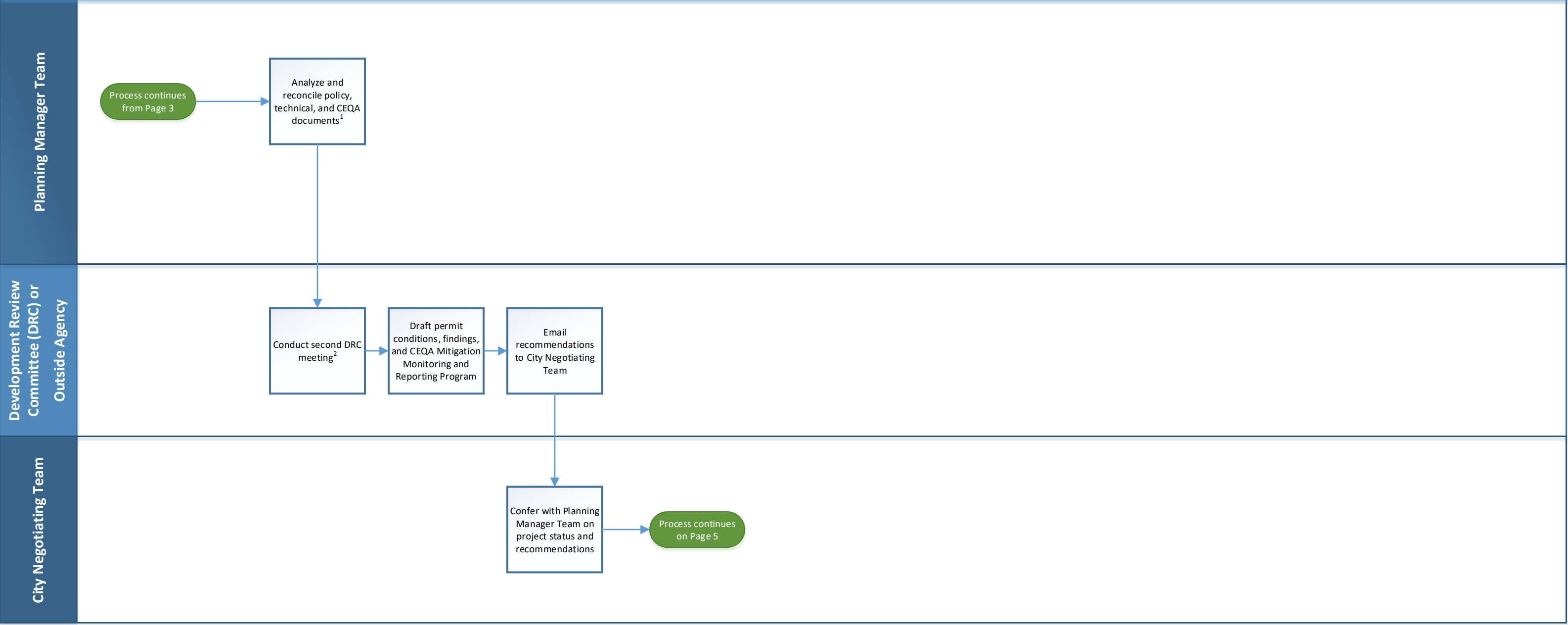


**Notes**  
<sup>1</sup>Identify regulatory conformity or conflict, further technical needs, preliminary findings, and draft permit/map conditions.  
<sup>2</sup>Include project status, summary of comments, preliminary findings, significant conditions

**Legend and Notes**  
• Blue Boxes indicate direct customer involvement in a process.  
• White Boxes indicate an internal City process.

Map 1 – Major Discretionary Development Project (Page 4 of 7)

Reconcile Policy, Technical, and CEQA reviews



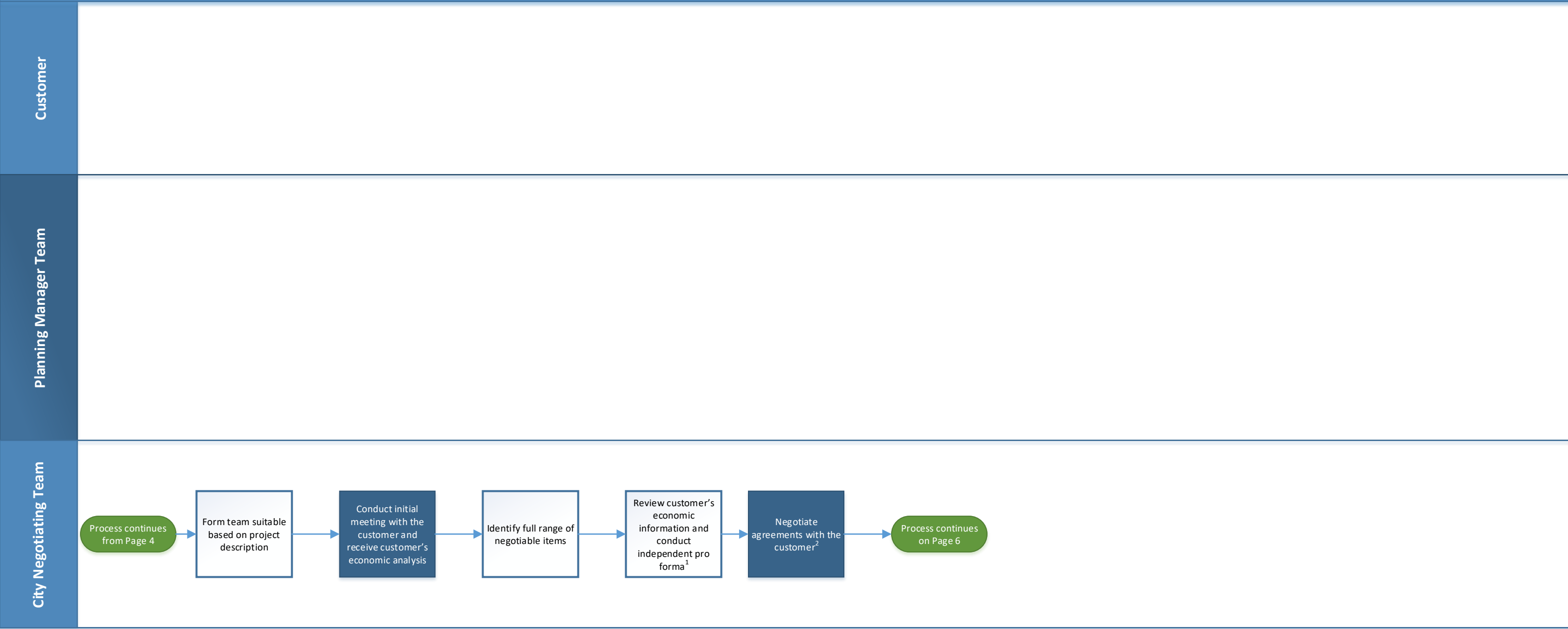
**Notes**  
<sup>1</sup>Policy and technical comments, draft conditions, CEQA mitigation measures and alternatives, and preliminary findings  
<sup>2</sup>Reconcile comments, conditions, mitigation measures, alternatives, and findings

**Legend and Notes**

- Blue Boxes indicate direct customer involvement in a process.
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Map 1 – Major Discretionary Development Project (Page 5 of 7)

Negotiate Agreements



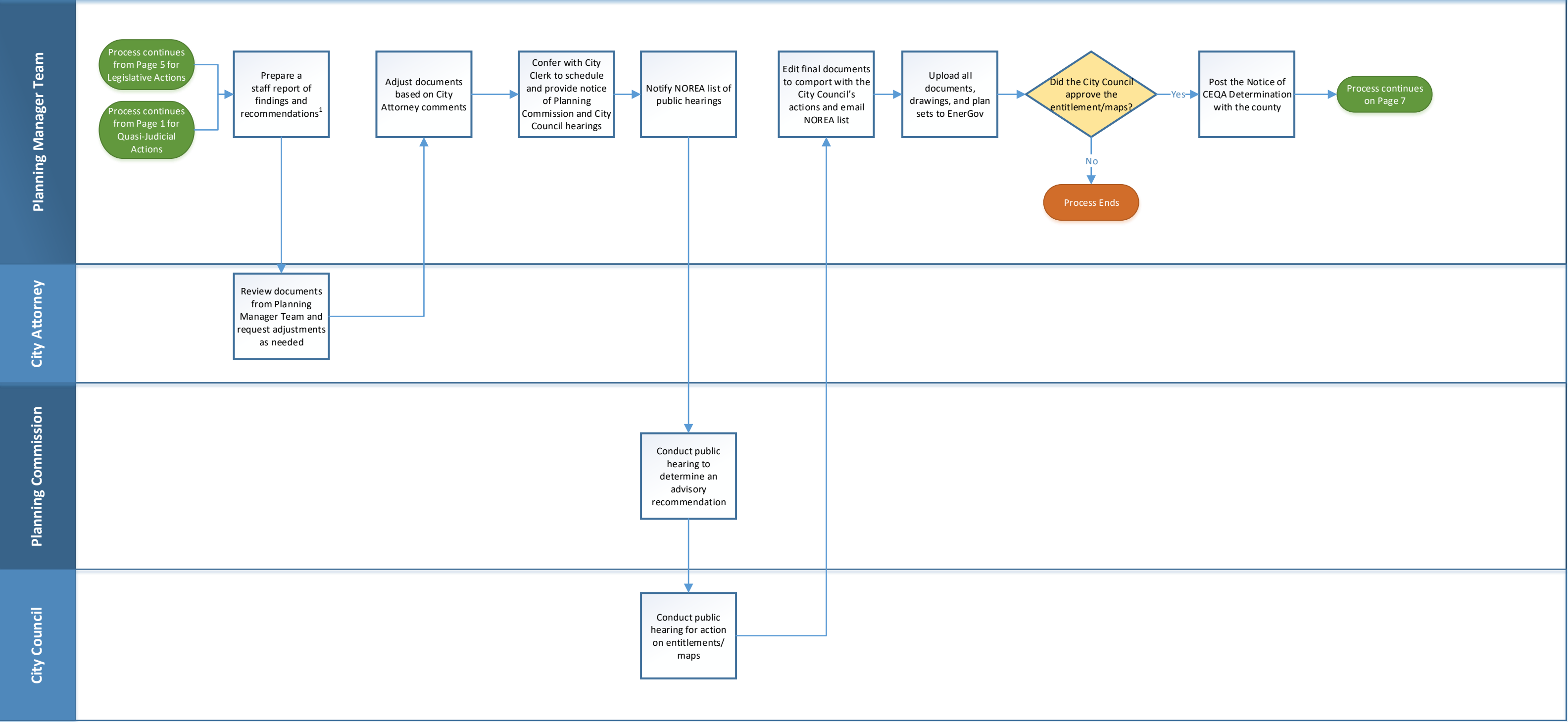
**Notes**  
<sup>1</sup>Check development evaluation, economic development multiplier, public service cost, and tax revenue generation. Note that the City recently executed a services agreement with Keyser Marston Associates for economic analysis.  
<sup>2</sup>For example, a draft development agreement and/or affordable housing agreement.

**Legend and Notes**

- Blue Boxes indicate direct customer involvement in a process.
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Map 1 – Major Discretionary Development Project (Page 6 of 7)

Preparation and Conduct of Public Hearings



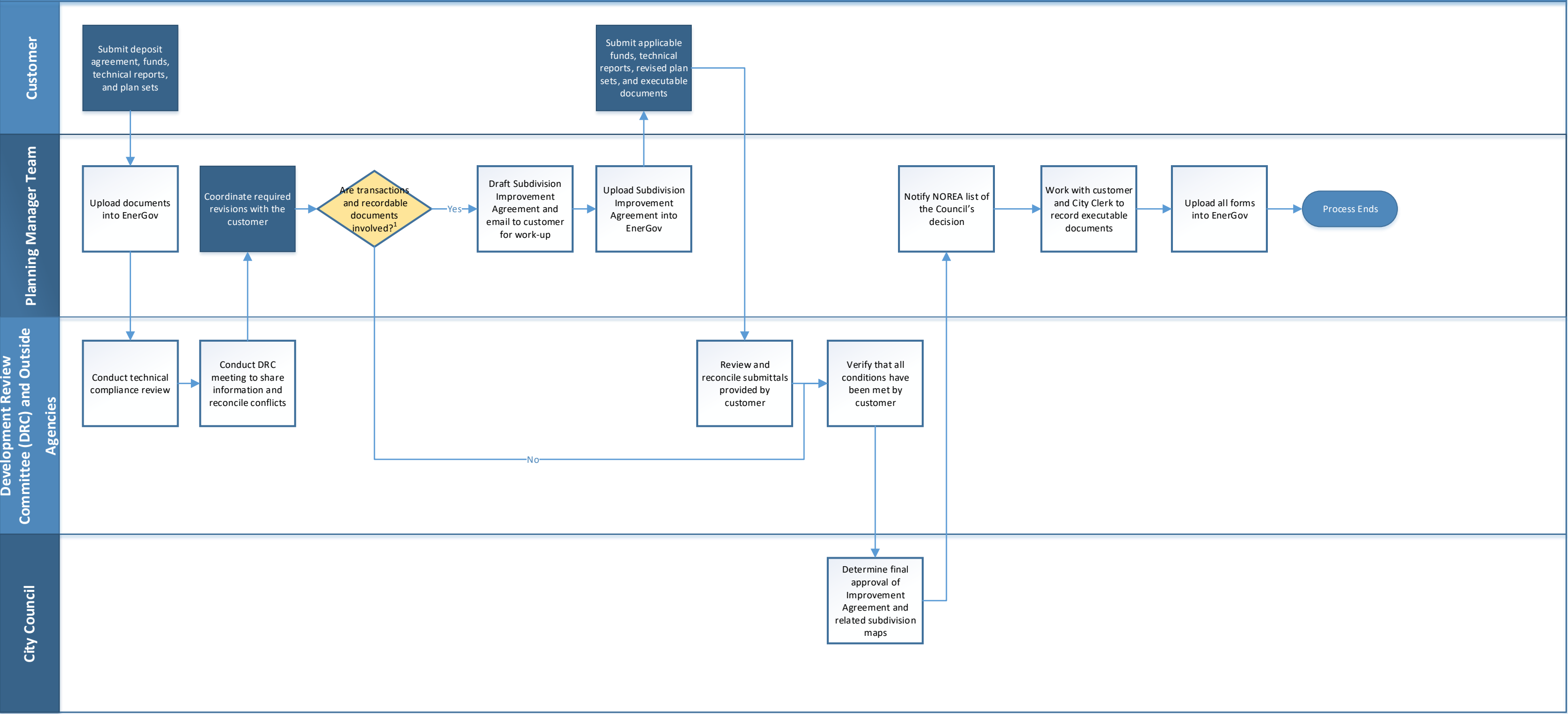
Notes  
<sup>1</sup>Include Mitigation, Monitoring, and Reporting Program (MMRP), resolutions, and ordinance amendments  
<sup>2</sup>Include project status, summary of comments, preliminary findings, significant conditions

**Legend and Notes**

- Blue Boxes indicate direct customer involvement in a process.
- White Boxes indicate an internal City process.

Map 1 – Discretionary Development Project (Page 7 of 7)

Condition Compliance



Notes  
<sup>1</sup>CEQA Mitigation, Monitoring, and Reporting Plan, permit conditions, easement, property exchange, in lieu funds, subdivision tract map or parcel map

**Legend and Notes**

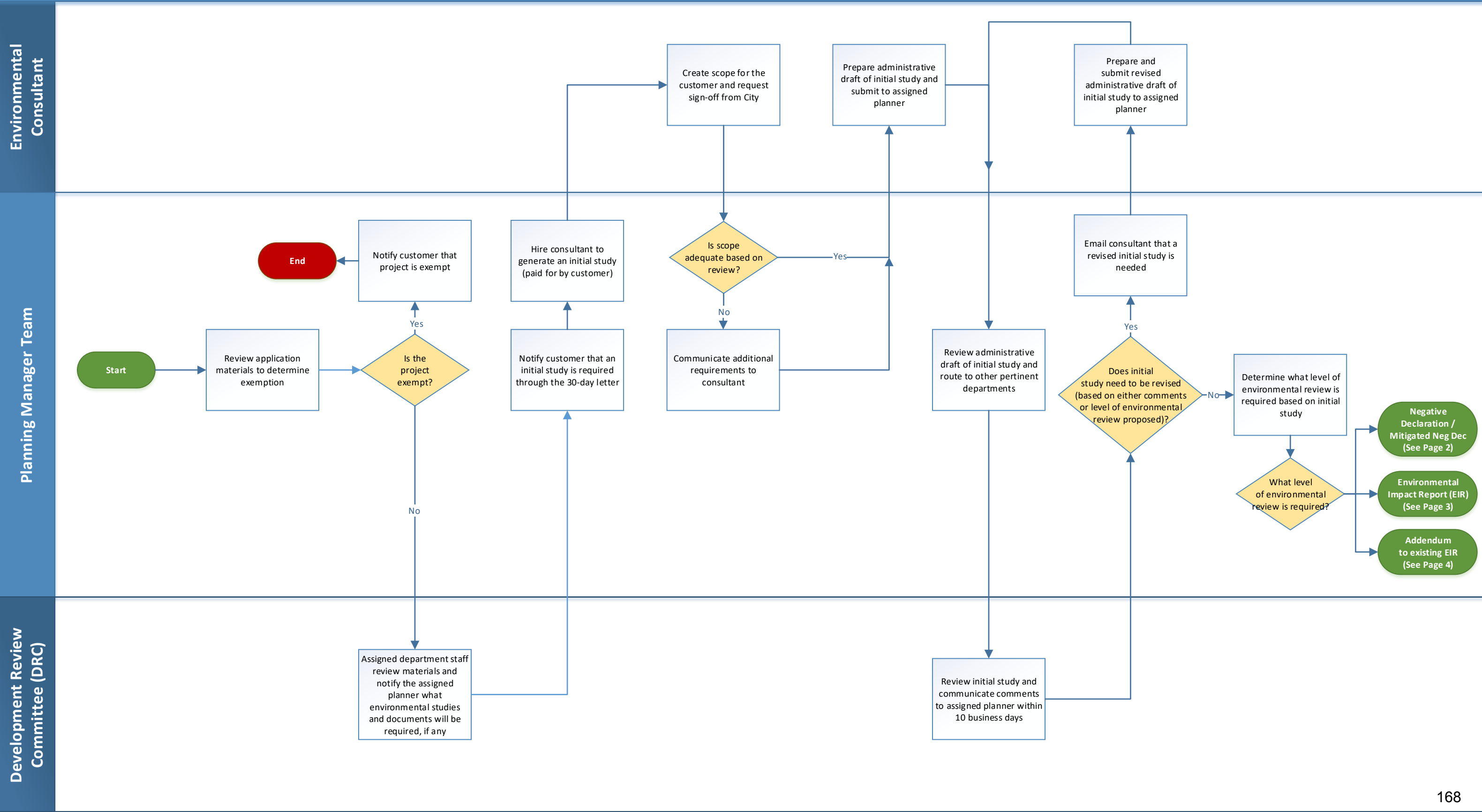
- Blue Boxes indicate direct customer involvement in a process.
- White Boxes indicate an internal City process.



## Attachment C – Draft Process Maps for CEQA Review

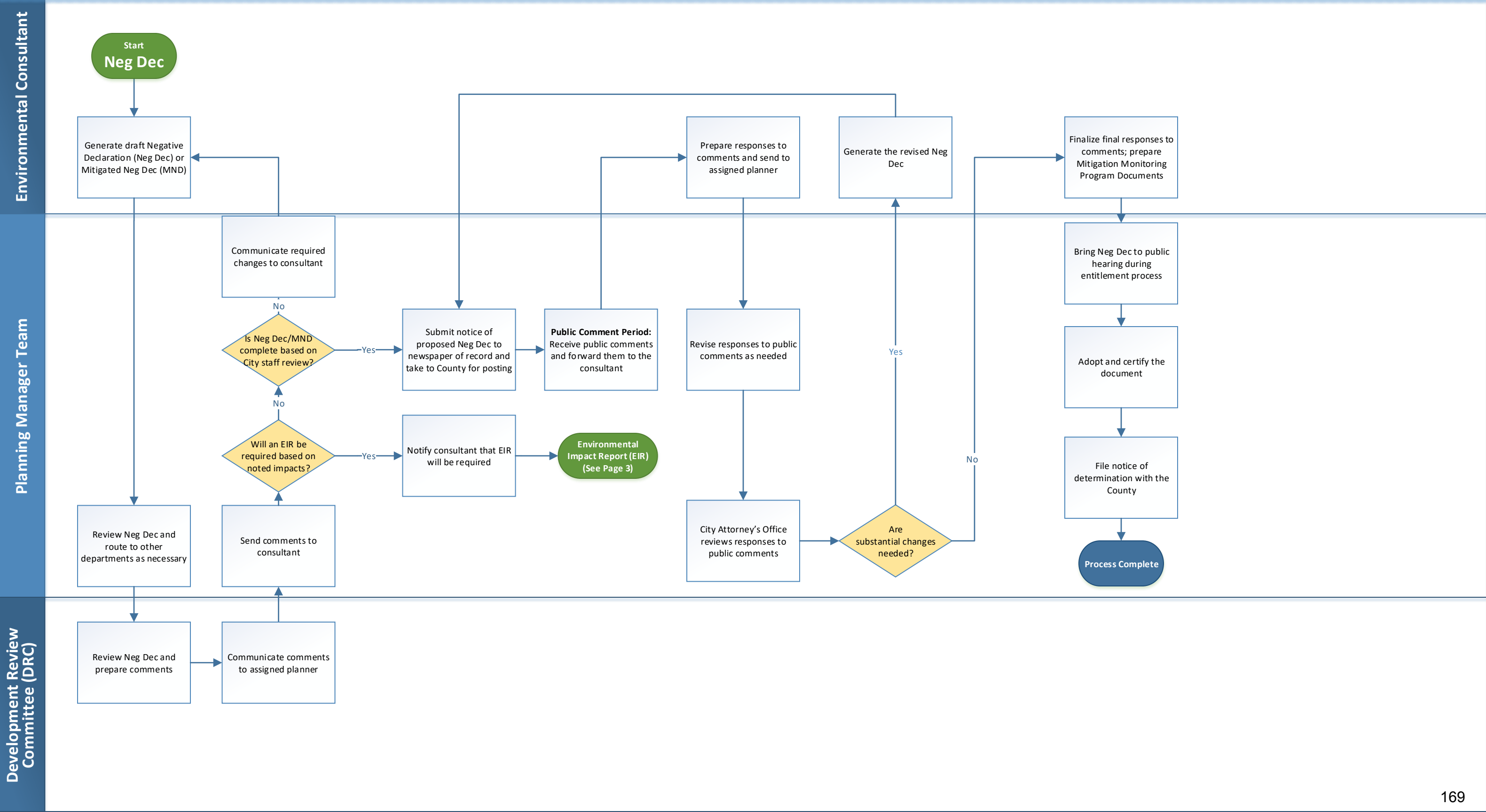
Map 2 – CEQA Review (Page 1 of 4)

Determination of Exemption and Initial Study



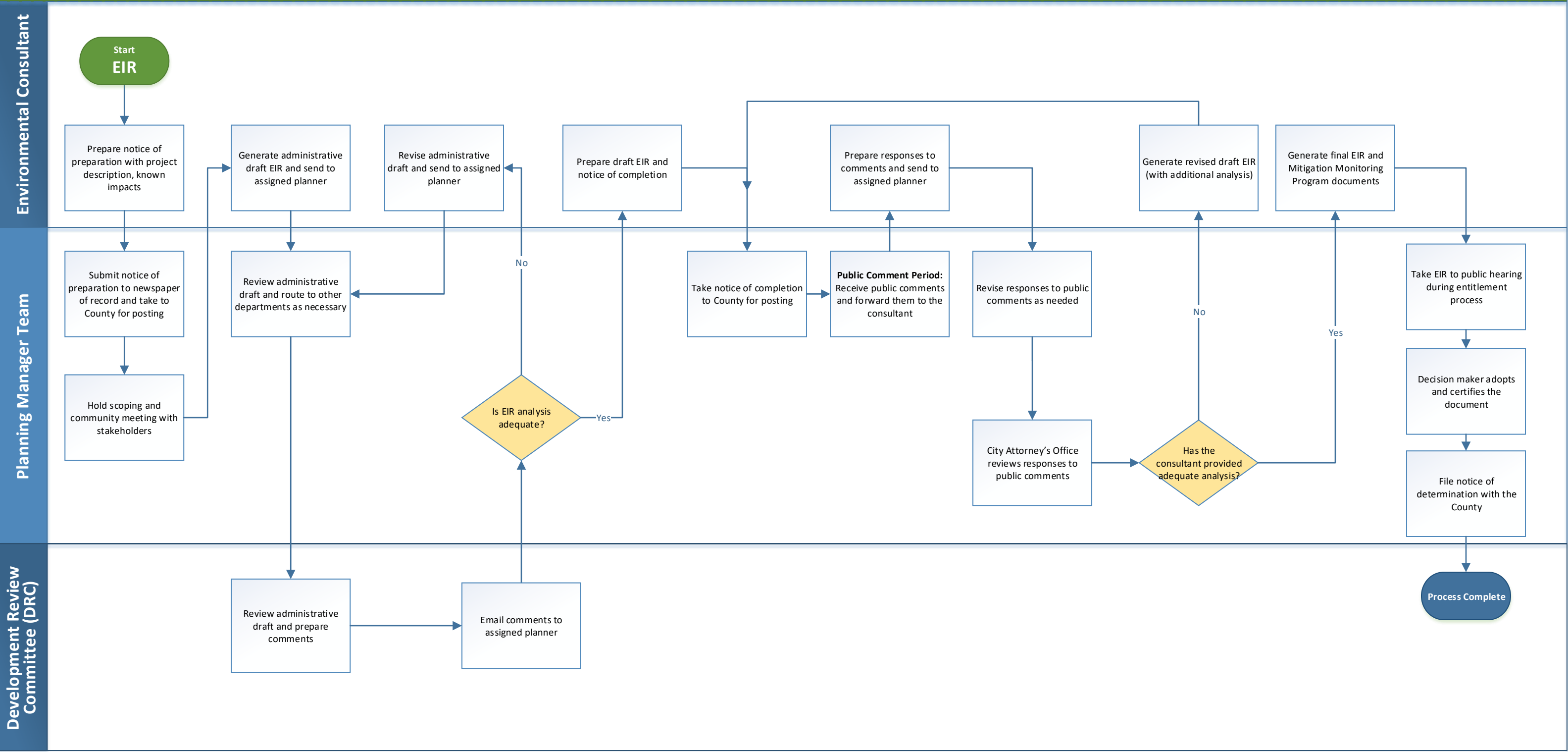
Map 2 – CEQA Review (Page 2 of 4)

Negative Declaration / Mitigated Negative Declaration



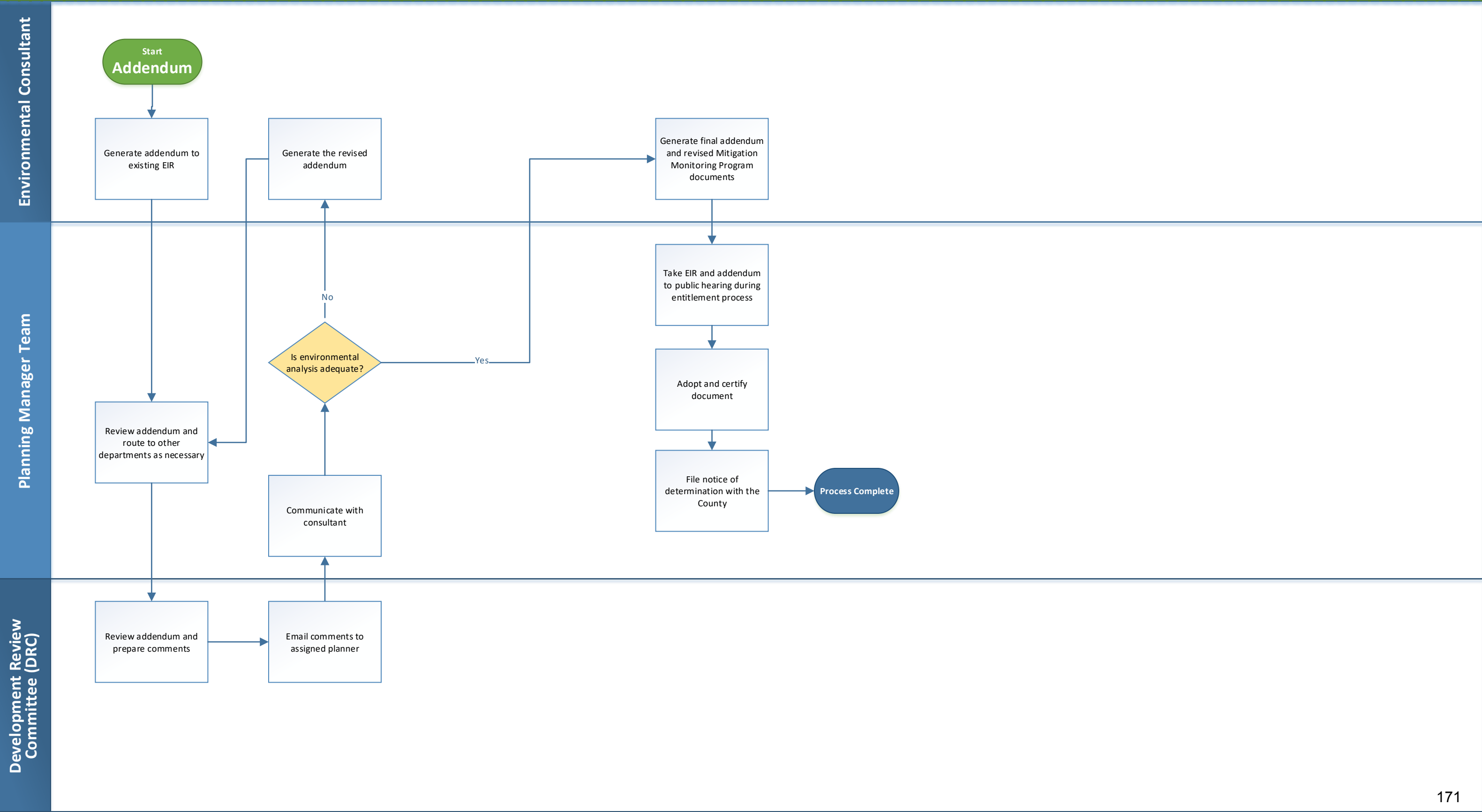
Map 2 – CEQA Review (Page 3 of 4)

Environmental Impact Report (EIR)



Map 2 – CEQA Review (Page 4 of 4)

Addendum to Existing EIR



# Moorpark Community Development Department Draft Implementation Action Plan

October 2019



## Making the Most of the Draft Implementation Action Plan

Management Partners has developed this draft Implementation Action Plan to assist the Moorpark Community Development Department with the phasing and scheduling of 34 recommendations. The work involved in implementing the recommendations must be integrated into the other work of the departments and divisions tasked with their completion, along with appropriate assignments of responsibility and with identification of specific planned completion dates. The draft Action Plan begins that process with guidance about a recommended priority assignment. Priority 1 recommendations are those that we believe are the most important to accomplish without delay or are easy to accomplish. Priority 2 have less importance in the near term or have an added element of complication to complete or require a significant amount of resources (perhaps internal and external) to assist with completion. Priority 3 are the least urgent to complete, either because they require action by a third party over which the City has no direct control, or due to complexity, or their relative importance to department goals.

We suggest that you use this document to prepare a final Action Plan for the City of Moorpark. In doing so, the management team will need to identify specific target dates for completing implementation. Additionally, you may want to modify the described activities for implementing an individual recommendation based on internal knowledge of what will be required for completion, or to adjust the assignment of responsibility based on pending or future workload or other considerations. Prudent implementation of most recommendations requires “circling back” after the work of completing strategies has begun and fine-tuning the results based on experience. The step to do that is not spelled out for each recommendation in this document on the assumption that it would be part of your normal management system.

**To turn this draft into the Action Plan you can use to manage implementation, replace the column entitled “Priority” with the dates for planned completion.** A target date can be specific (e.g., September 1) or by month or quarter (e.g., 3Q 2020), as appropriate to the individual action.

Management Partners remains available to consult with you in this process in whatever way we can be helpful. All of the work to implement the recommendations is in addition to the normal work of involved city staff. Management Partners can provide extra capacity to expedite completion of many of the recommendations. Please do not hesitate to contact Jay Trevino at 714-926-1515 if we can be of assistance. Jay can be reached by email at [jtrevino@managementpartners.com](mailto:jtrevino@managementpartners.com).

The discipline of successful project planning is basic to successful execution of the work ahead. We hope that you find the draft Action Plan useful in that regard.

Rec No.	Recommendation	Implementation Steps	Priority <sup>1</sup>	Person Responsible <sup>2</sup>	Comments
1	Conduct annual meetings with local development community leaders to obtain feedback about the development review process and identify steps for continued improvement.	<ul style="list-style-type: none"> <li>Identify staff and community leaders who will be invited to attend the meetings</li> <li>Determine and publicize meeting date and location</li> <li>Notify stakeholders of purpose and objectives for these meetings</li> <li>Appoint responsibility for meeting agenda and note-taking/distribution</li> <li>Set a schedule for meetings to occur annually</li> </ul>	1	Community Development Director	
2	Conduct a comprehensive update to the General Plan and Zoning Ordinance/Map.	<ul style="list-style-type: none"> <li>Update the General Plan to ensure it supports Council's vision and goals</li> <li>Update the Zoning Ordinance and maps to ensure they serve to implement the goals and objectives of the General Plan</li> <li>Review updates with City Manager</li> <li>Communicate updates to staff</li> <li>Set up a process to provide regular briefings for development community</li> </ul>	2	Community Development Director	This is a high priority but will take significant time and resources to complete.
3	Conduct a nexus study to determine the infrastructure and improvements required to serve new development and analyze their costs in relation to new development projects.	<ul style="list-style-type: none"> <li>Assign team members responsibility for nexus study</li> <li>Apportion costs for new infrastructure and improvements to new development, based on project impact and need</li> <li>Review results with City Manager and Community Development Director</li> </ul>	2	Public Works Director	This is a high priority but will take significant time and resources to complete.
4	Adopt impact fees based on the nexus study.	<ul style="list-style-type: none"> <li>Collect and review sample/peer impact fee structures</li> <li>Establish impact fees based on the results of the nexus study</li> <li>Communicate new fees to staff</li> </ul>	2	Public Works Director	This is the culmination of work resulting from Recommendation 3 above.

<sup>1</sup> Priority 1: Important to accomplish without delay and/or easy to accomplish.

Priority 2: Second tier of importance to accomplish and/or may involve some complexity or time to complete.

Priority 3: Least urgent to complete and/or may take longer to set-up or to execute.

<sup>2</sup> To establish clear accountability there should be a single manager assigned responsibility for completing implementation of each recommendation. Where more than one manager is identified in this column, responsibility should be clarified when the Final Action Plan is prepared.



Rec No.	Recommendation	Implementation Steps	Priority <sup>1</sup>	Person Responsible <sup>2</sup>	Comments
5	Establish a uniform development review process, using the process maps as a foundation.	<ul style="list-style-type: none"> <li>Review the process maps developed as part of the development process review project</li> <li>Establish a clear and uniform development review process</li> <li>Communicate expectations for the review process to staff</li> <li>Set a schedule to review the process maps annually, to keep them current and make changes, as needed</li> </ul>	2	Community Development Director	Review of process maps should coincide with Recommendation 9.
6	Establish the role of project manager for each project that includes a discretionary application.	<ul style="list-style-type: none"> <li>Determine which planning staff will take on the role of project manager</li> <li>Communicate new roles and responsibilities to affected staff</li> <li>Market the new project manager system to the development community</li> </ul>	1	Community Development Director	
7	Prepare comprehensive internal checklists by project type for staff members and applicants.	<ul style="list-style-type: none"> <li>Collect and review sample/peer checklists</li> <li>Develop a checklist that identifies all key process steps and requirements</li> <li>Train staff on using checklists as a project management tool</li> <li>Offer checklists to customers, to serve as a project guide</li> <li>Set a schedule to review the checklists annually</li> </ul>	3	Planning Manager	Though a high priority, this will require completion of Recommendation 2 first. Also, review of checklists should coincide with Recommendation 9.
8	Communicate the steps of the development review process, standards and deposits/fees in a Development Review Handbook that is provided to customers.	<ul style="list-style-type: none"> <li>Draft a Development Review Handbook</li> <li>Review with Community Development Director and City Manager</li> <li>Finalize handbook</li> <li>Distribute handbook to all staff for review</li> <li>Upload handbook to the department's website and make hard copies available to customers at the permit center</li> </ul>	2	Planning Manager	

Rec No.	Recommendation	Implementation Steps	Priority <sup>1</sup>	Person Responsible <sup>2</sup>	Comments
9	Establish an annual omnibus process for adopting and updating land use policies, regulatory code standards, programs, and administrative processes, including the procedures for managing the cost center program.	<ul style="list-style-type: none"> <li>Establish a set time each year to conduct the annual review and updates</li> <li>Provide briefing for the City Manager</li> <li>Communicate the purpose and objectives of the annual comprehensive review to staff</li> </ul>	1	Community Development Director	This process will be useful now but become even more meaningful once Recommendation 2 is completed.
10	Expand the role of the Development Review Committee to cover the pre-submittal, condition and mitigation measure setting, and condition compliance phases of development review, and oversee the annual omnibus review process.	<ul style="list-style-type: none"> <li>Determine what additional responsibilities the Development Review Committee will take on (i.e., more phases of development review, annual omnibus process) and prepare draft Charter describing the responsibilities of the Committee</li> <li>Clarify the project manager's roles and responsibilities</li> <li>Clarify change of duties and reporting relationships of other affected positions</li> <li>Communicate new roles to department staff</li> </ul>	1	Planning Manager	
11	Expand membership of the Development Review Committee to include coverage of integrated waste management, stormwater and affordable housing.	<ul style="list-style-type: none"> <li>Establish an interdepartmental team to serve on the Development Review Committee</li> <li>Communicate goals and expectations for the committee</li> </ul>	1	City Manager	
12	Complete the configuration, beta-testing and roll-out of the EnerGov system.	<ul style="list-style-type: none"> <li>Finish the configuration and implementation of the new software</li> <li>Provide software licenses to staff</li> <li>Conduct EnerGov training to staff</li> <li>Develop and distribute a user guide</li> </ul>	1	Assistant to the City Manager	This should be a collaboration with the Community Development and Public Works Departments.
13	Embed the process steps and workflow identified in the process maps within the EnerGov system.	<ul style="list-style-type: none"> <li>Ensure the process steps and workflow that is input into EnerGov is consistent with the City's new development review process</li> <li>Provide training for affected staff</li> </ul>	1	Assistant to the City Manager	This should be a collaboration with the Community Development and Public Works Departments.

Rec No.	Recommendation	Implementation Steps	Priority <sup>1</sup>	Person Responsible <sup>2</sup>	Comments
14	Procure and integrate an electronic application submittal, distribution and plan review business system.	<ul style="list-style-type: none"> <li>Research electronic plan review software options and other organizations that have implemented such systems (in California that might include the cities of Auburn, Encinitas, Hayward, Visalia, Roseville, and Santa Barbara County; Albany, Oregon; and in Texas, the cities of Plano and Sugarland)</li> <li>Review options and costs with the City Manager</li> <li>Select and procure the technology</li> <li>Prepare user guides for staff and customers</li> <li>Hold a training session for staff and customers</li> <li>Implement new electronic plan review</li> <li>Market these improvements to the development community</li> </ul>	3	Community Development Director	Though the Community Development Director should be responsible, this is likely to require approvals by the City Manager and City Council.
15	Develop a timeline for future transition to a paperless development review system.	<ul style="list-style-type: none"> <li>Create a master timeline that estimates completion of the EnerGov system, electronic plan review, and then the implementation of a paperless development review system</li> <li>Include action items such as validation of electronic signatures, staff training, electronic kiosks, and integration with outside agencies</li> <li>Review options and costs with the City Manager</li> </ul>	3	Community Development Director	
16	Plan for continued investment in system upgrades and ERP integration of business systems.	<ul style="list-style-type: none"> <li>Develop integration plan for EnerGov, GIS and related business systems</li> </ul>	3	Assistant to the City Manager	
17	Update the website to focus on providing application guides and other electronic information, such as the Development Review Handbook.	<ul style="list-style-type: none"> <li>Assign responsibility for updating the website and hand-out materials on a semi-annual schedule</li> <li>Review change of duties with affected positions</li> <li>Organize the department's website with application guides and checklists by type of project</li> <li>Upload the Development Review Handbook and other electronic materials to provide easy access to customers</li> </ul>	2	Planning Manager	This will require coordination with IT staff.

Rec No.	Recommendation	Implementation Steps	Priority <sup>1</sup>	Person Responsible <sup>2</sup>	Comments
18	Establish cycle and task times for the entitlement review of development projects.	<ul style="list-style-type: none"> <li>Review sample/peer cycle and task times</li> <li>Agree upon and document cycle and task times</li> <li>Provide a briefing for the City Manager</li> <li>Implement mechanism for monitoring activity</li> <li>Establish a procedure to track times and review with staff on a monthly basis</li> </ul>	3	Community Development Director	Though a high priority, this will require completion of Recommendation 2 first.
19	Establish a system of performance reports and metrics to analyze the development process and Community Development Department operations.	<ul style="list-style-type: none"> <li>Based on best practices, determine which performance measures will be tracked (i.e., workload, efficiency, and effectiveness measures)</li> <li>Review the list of performance measures with the City Manager</li> <li>Set up mechanisms/systems to track and report performance measures</li> <li>Set a schedule to review and analyze measures on a regular basis</li> </ul>	1	Community Development Director	The metrics tracked today will change over time as Recommendation 2 is completed and related process improvements are implemented.
20	Edit the standard conditions to remove redundant requirements that appear in state or local laws.	<ul style="list-style-type: none"> <li>Make edits to the standard conditions of approval list to remove redundancies</li> <li>Review edits with department head</li> <li>Distribute revised standard conditions to staff and customers</li> </ul>	1	Planning Manager	
21	Amend Resolution 2009-2799 to clarify that standard conditions of approval are to be applied and scaled commensurate with each development project.	<ul style="list-style-type: none"> <li>Confer with the City Attorney and revise the resolution</li> <li>Provide briefing for the City Manager</li> <li>Distribute revised resolution to staff and provide direction about implementation</li> <li>Market the improvements to the development community</li> </ul>	1	Community Development Director	
22	Conduct annual evaluations for each member of the department.	<ul style="list-style-type: none"> <li>Train managers and lead supervisory personnel on consistent and effective methods of evaluating performance and empower them to recognize good performance and take action in response to poor performance, when appropriate</li> </ul>	1	Community Development Director	

Rec No.	Recommendation	Implementation Steps	Priority <sup>1</sup>	Person Responsible <sup>2</sup>	Comments
		<ul style="list-style-type: none"> <li>Establish performance goals for individual employees</li> <li>Determine annual schedule for performance evaluations</li> </ul>			
23	Provide customer service training that emphasizes workflow management.	<ul style="list-style-type: none"> <li>Develop customer service training materials that include departmental behavioral norms and performance goals</li> <li>Communicate purpose and objectives of the training to department staff</li> <li>Hold training sessions</li> </ul>	1	Planning Manager	
24	Expand consulting services to include additional on-call economic and planning casework assistance, as well as services to analyze building permit fees and development impact fees.	<ul style="list-style-type: none"> <li>Determine which additional services the department will use consultants for (i.e., analyzing fees, on-call project processing)</li> <li>Prepare and circulate a request for qualifications</li> <li>Select the appropriate consultants and finalize contracts</li> </ul>	2	Community Development Director	
25	Conduct a focused assessment of the civil engineering program, including on-call engineering services.	<ul style="list-style-type: none"> <li>Develop a list of the critical tasks required of the civil engineering program</li> <li>Conduct a confidential internal survey of key staff members to determine strengths and weaknesses of current operations</li> <li>Establish key performance goals for the civil engineering program and implement methods to measure success</li> <li>Monitor program area for a reasonable timeframe to determine whether further changes are necessary</li> </ul>	1	City Manager	
26	Create an analyst position in the Community Development Department.	<ul style="list-style-type: none"> <li>Gain budget approval for the new position</li> <li>Develop a job description in consultation with Human Resources</li> <li>Advertise position</li> <li>Review and interview top applicants</li> <li>Offer position and finalize paperwork</li> </ul>	1	Community Development Director	

Rec No.	Recommendation	Implementation Steps	Priority <sup>1</sup>	Person Responsible <sup>2</sup>	Comments
27	Combine the two pre-application reviews into a single process and determine whether they will be conducted on request or on a regular schedule.	<ul style="list-style-type: none"> <li>Combine the two reviews into a single process</li> <li>Document the new process in a process map</li> <li>Determine whether the reviews will be conducted by request or on a regular basis</li> <li>Review streamlined process with department staff</li> </ul>	1	Planning Manager	
28	Establish a nominal (or no) fee for pre-application review.	<ul style="list-style-type: none"> <li>Determine whether pre-application reviews will have no fee, or a nominal fee</li> <li>Modify the fee schedule accordingly</li> </ul>	1	Community Development Director	
29	Develop and recommend an appropriate cost recovery policy to the City Council.	<ul style="list-style-type: none"> <li>Review sample/peer cost recovery policies</li> <li>Based on best practices, establish a cost recovery policy that will recover most of the department's work, encourages efficient service delivery, and is transparent</li> <li>Provide briefing for the City Manager</li> <li>Recommend the policy to Council</li> </ul>	2	Community Development Director	
30	Prepare a policy and procedure related to reimbursement of all external City costs.	<ul style="list-style-type: none"> <li>Determine which approach the City will take regarding external cost reimbursements from developers</li> <li>Create a concise document that outlines the City's reimbursement policy and process</li> </ul>	2	Community Development Director	
31	Determine whether building fees are to be calculated on the basis of project valuation or the estimated time for completing each task.	<ul style="list-style-type: none"> <li>Obtain advice from a building permit fee consultant about the revenue implications of the alternatives</li> <li>Provide a briefing for the City Manager</li> <li>Determine whether the City will use project valuation or actual costs for calculating building fees</li> </ul>	2	Community Development Director	
32	Establish a system of surcharges on permits, approvals and entitlements to recover costs of business systems and policy documents.	<ul style="list-style-type: none"> <li>Propose a surcharge fee on permits, approvals, and entitlements to recapture business systems costs</li> <li>Gain Council approval</li> <li>Edit the fee schedule to include the surcharge fees</li> <li>Communicate new surcharge fee to staff and customers</li> </ul>	2	Community Development Director	

Rec No.	Recommendation	Implementation Steps	Priority <sup>1</sup>	Person Responsible <sup>2</sup>	Comments
33	Conduct a facility needs assessment to determine options for relocating development review functions to City Hall, or remodeling facilities to provide a modern and workable office environment.	<ul style="list-style-type: none"> <li>Consider whether public counter staff and functions could be relocated to City Hall, or if the current facility could be remodeled</li> <li>Assess which options would be most conducive for assisting customers in a comfortable, professional environment</li> <li>Determine the feasibility of providing a “one-stop” center for customers</li> <li>Provide a briefing for the City Manager</li> </ul>	2	Community Development Director	This will require collaboration with directors from the other departments whose staff or operations could be affected.
34	Develop a counter schedule that provides time for mobilization and demobilization each day, as well as time for meetings, training and other important administrative functions.	<ul style="list-style-type: none"> <li>Evaluate options for counter hours that maintain focus on customers but provide balance for common administrative functions</li> <li>Provide a briefing for the City Manager</li> <li>Publicize the new front counter schedule</li> </ul>	1	Community Development Director	