Written materials relating to an item on this agenda that are distributed to the legislative bodies within 72 hours before the item is to be considered at its regularly scheduled meeting will be made available for public inspection at the City Clerk's Office, 300 West Third Street 4th Floor during customary business hours. Agenda reports are also on the City of Oxnard web site at www.oxnard.org.

CITY OF OXNARD CALIFORNIA

# AGENDA
# OXNARD CITY COUNCIL
# HOUSING AND ECONOMIC DEVELOPMENT COMMITTEE
Council Chambers, 305 West Third Street
April 23, 2019
**Regular Meeting - 4:30 to 5:45 PM**

A. ROLL CALL / POSTING OF AGENDA

B. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

At this time, the legislative body will consider public comments for a maximum of fifteen minutes. A person may address the legislative body only on matters not appearing on the agenda and within the subject matter jurisdiction of the legislative body. Speaker cards will not be accepted after the beginning of the general public comment period. Based on the number of speaker cards submitted, the presiding officer may impose time limits per speaker. Typically, speakers are limited to two minutes, but shorter time may be established as deemed necessary. A person not able to address the legislative body at this time because the fifteen minutes expires may do so just prior to adjournment of the meeting. The legislative body cannot enter into a detailed discussion or take action on any items presented during public comments at this time. Such items may only be referred to the City Manager for administrative action or scheduled on a subsequent agenda for discussion.

C. CONSENT AGENDA

City Clerk Department

1. SUBJECT: Approval of Minutes.
   RECOMMENDATION: That the Housing and Economic Development Committee approve the minutes of the April 9, 2019 Regular Meeting as presented.
   Contact: Michelle Ascencion Phone: (805) 385-7805

D. REPORTS

Community Development Department

1. SUBJECT: Development Review Process Improvements. (10/15/10)
   RECOMMENDATION: That the Housing and Economic Development Committee receive staff presentation regarding recommendations for improvements to the development review process and provide comments.
   Contact: Jeffrey Lambert Phone: (805) 385-7882

E. ITEMS FOR FUTURE AGENDAS

F. ADJOURNMENT

In compliance with the Americans with Disabilities Act, if you require special assistance to participate in a meeting, please contact the City Clerk's Office at 385-7803. Notice at least 72 hours prior to the meeting will enable the City to reasonably arrange for your accessibility to the meeting.

**Agenda Item time estimates: (Staff Presentation / Committee Discussion / Public Comment)**

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M I N U T E S
OXNARD CITY COUNCIL
HOUSING AND ECONOMIC DEVELOPMENT COMMITTEE
Regular Meeting
April 9, 2019

A. ROLL CALL / POSTING OF AGENDA

At 4:34 p.m., Chair Madrigal called to order the regular meeting of the Oxnard City Council Housing and Economic Development Committee in the City Hall Council Chambers, 305 W. Third Street, Oxnard, California. The Assistant City Clerk called the roll and announced the posting of the agenda. Members Tim Flynn, Vianey Lopez, and Chair Oscar Madrigal were present.

Staff members present were Ashley Golden, Assistant City Manager; Kenneth Rozell, Assistant City Attorney; Jeffrey Lambert, Community Development Director; Kathleen Mallory, Planning and Environmental Services Manager; Elizabeth Rubalcava, Assistant City Clerk; and Michelle Ascencion, City Clerk.

B. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

Public comments were received from Jackie Tedeschi (recent retail cannabis presentation to the Inter-Neighborhood Council Organization) and Peggy Rivera (welcomed new Housing Director, commented on retail cannabis presentation).

C. CONSENT AGENDA

City Clerk Department

1. SUBJECT: Approval of Minutes.
   RECOMMENDATION: That the Housing and Economic Development Committee approve the minutes of the March 26, 2019 Regular Meeting as presented.

*It was moved by Member Flynn, seconded by Member Lopez,* to approve the minutes as presented. VOTE: Flynn, Lopez, and Madrigal voted in favor; the motion carried 3-0.

D. REPORTS

Community Development Department

1. SUBJECT: Downtown Revitalization Program Update.
   RECOMMENDATION: That the Housing and Economic Development Committee receive a report regarding the Downtown Revitalization Program.

The Community Development Director gave a report. Public comments were received from Margaret Cortese, Abel Magana, Gary Blum, Barbara Macri-Ortiz, Peggy Rivera, and Pat Brown. Discussion ensued among the Committee and staff. No action was required.

2. SUBJECT: Policy Direction for Zone Text Amendment to Oxnard City Code Chapter 16

Article II and Article V, Division 13 Related to Accessory Dwelling Units.
RECOMMENDATION: That the Housing and Economic Development Committee receive a summary report of the proposed ordinance amending Chapter 16, Article II and Article V, Division 13 of the Oxnard City Code pertaining to regulations governing land uses and development regulations for Accessory Dwelling Units (ADU), and provide policy direction on two modifications to the ADU ordinance recommended by the Planning Commission.

The Planning and Environmental Services Manager gave a report. Public comments were received from Barbara Macri-Ortiz and Lucy Cartagena. Discussion ensued among the Committee and staff.

Regarding the recommended Policy Changes within the "ADU Exception" Section:

1. ADU Qualifying Minimum Parcel Size (Section 16-469.6(A)): Planning Commissioners recommended that the qualifying property minimum size be reduced from 10,890 gross square feet (gsf) to 9,000 gsf.

*It was moved by Member Lopez, seconded by Member Medrigal,* to approve the Planning Commission's recommendation as presented. VOTE: Lopez and Madrigal voted in favor; Flynn voted against. The motion carried 2-1.

2. Minimum ADU Size (Section 16-469.6(F)): Planning Commissioners recommended that the minimum size requirement for the new primary dwelling unit be changed from "twice the size" to "110 percent the size" of the existing dwelling unit.

*It was moved by Member Flynn, seconded by Member Lopez,* to approve the staff recommendation to deny the Planning Commission's recommended change. VOTE: Flynn and Lopez voted in favor, Madrigal voted against. The motion carried 2-1.

E. ITEMS FOR FUTURE AGENDAS (No requests were made.)

Member Flynn requested a broad discussion on Economic Development for a future meeting.

F. ADJOURNMENT

There being no further business on the agenda, and without objection, Chair Madrigal adjourned the meeting at 6:01 p.m.

MICHELLE ASCENCION, CMC
City Clerk

OSCAR MADRIGAL
Chair

DRAFT

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| CITY OF OXNARD CALIFORNIA | **HOUSING AND ECONOMIC DEVELOPMENT COMMITTEE**<br><br>**AGENDA REPORT** | **TYPE OF ITEM: Report**<br><br>**AGENDA ITEM NO.: __1__** |

**DATE:** April 23, 2019

**TO:** Housing and Economic Development Committee

**FROM:** Jeffrey Lambert, Community Development Director
jeffrey.lambert@oxnard.org, (805) 385-7882

**SUBJECT:** Development Review Process Improvements. (10/15/10)

## RECOMMENDATION

That the Housing and Economic Development Committee receive staff presentation regarding recommendations for improvements to the development review process and provide comments.

## BACKGROUND

The City's future economic prosperity is in part tied to the City's ability to attract private sector investment through completed development projects across all land use types: housing, commercial, and industrial. Development review is primarily provided by the Community Development (formerly Development Services) Department; however, other departments with a critical role include Public Works (including Parks) and Fire. As is the case for most cities, the development review process is often the subject of complaints from customers with particular focus on the complexity and uncertainty of the process and the time it takes to obtain project approvals.

The City of Oxnard has acknowledged these common complaints and strives to address these issues and improve the development review process to provide more certainty in the process and timelines and more predictability in the expected outcomes. It is important to also note the value of quality customer service. In order for the City of Oxnard to be consistently a city of choice for private economic investment, several components of the development process need attention: policy, process and resources. As staff evaluated the current development process and consulted with applicants and considered industry best practices, all three focuses were front and center. What City policies were impeding the progress of development projects? How could the City's procedures be streamlined and overlap and redundancy be reduced? And what is the appropriate level of resources (staff, systems, technology, etc.) necessary to provide efficient and effective development review and a high level of customer service.

In this report, staff will provide the intent and goals of this development review process improvement effort. Also, this report will outline the methodology deployed, summarize the specific input received, and present recommended improvements to provide meaningful measurable outcomes.

Purpose and Desired Outcomes

The purpose of this analysis and report are to streamline the development review procedures, including policy, procedures and resource improvements. This will include enhanced efficiencies, right-sizing the review procedures to the proposed project, and encouraging private sector economic investment in the City of Oxnard. Applicants have explained that delays in construction and occupancy can result in as much as $250,000/month in lost income (rent and/or sales). These issues can also impact the City in delayed permit revenue (in 2018, it is estimated that time delays in calculating permit fees caused the delay of $135,000 in revenue to the City) and lost economic investment in the City of Oxnard.

Methodology of Analysis

The City implemented a robust methodology to evaluate the current development procedures. This provided a unique opportunity to look internally and critically at the current process in a very detailed way. Process mapping, which is a step-by-step actual map of the development process, was applied to eight (8) recent applications. See sample process mapping chart in Attachment A. This effort uncovered several issues experienced by these applicants through the Planning, Engineering, and Building (which includes Public Works and Fire reviews) approval process. In addition to this internal look at our procedures, several applicants were invited to an interview to provide additional details of their experience. During these interviews, they suggested recommendations to improve the process. The City's staff who provide much of these development services were engaged to provide their recommendations based on their personal experience processing a range of permit requests from single family dwellings and additions to large commercial developments. The new Community Development Director offered observations and professional best practices. It is important to note that this development process improvement effort was taken very seriously by City staff who have offered many improvement suggestions.

Applicant Feedback/Observations

Overall, inadequate staffing across the department results in longer waits for service at the counter, longer and unpredictable turn-around times for plan check and other services, staff not available when needed; and e-mails and phone calls not being returned in a reasonable time frame. A summary of common themes and comments is included in Attachment B.

Recommendations for Improvements

The issues raised by the City's applicants as well as City staff are many. Community Development is committed to addressing these issues and realizing improved development

review procedures. It should be noted that the public comments were very complimentary of the attitude of our City staff. In every case, our applicants appreciated staff and our collective effort to serve them and the public. However, improvements can always be made and one of those improvements for staff is enhanced communication.

1. System and Communication Improvements (no direct budget impact):

A. Predictable and known timelines:
    a. Establish a clear timeline benchmark for staff turnaround on applications - this includes Community Development staff as well as other departments (Fire, Public Works/Parks, etc.)
    b. Include an expected return date on the submittal receipt
    c. Provide a project submittal summary page for the client (with the valuation, the scope of work, address, plan check number, etc.)
B. A clear process roadmap for applicants - from start to finish - clearly explain what can be expected
C. Customer Service Approach:
    a. Staff should see themselves as facilitators, not just regulators
    b. Staff needs to be open to creative solutions and work with applicants' team to find those solutions
    c. Staff needs additional knowledge/training - for example, staff should have a better understanding of key city programs and policies such as affordable housing program (density bonus), historic preservation, and technical code changes
    d. Clear and publicly posted expectations for returned phone calls/emails/inquiries

2. In addition to enhanced communication, other improvements are necessary to the City's procedures;

A. Allow/encourage more field changes approved by inspectors
B. Assign more complicated projects to more experienced inspectors
C. Commit to consistently front loading Development Advisory Committee (DAC) comments so all department input is included in early communication back to the applicant; this has been implemented but has not been applied consistently
D. Incorporate a Concept DAC procedure to provide quicker up front feedback for new development in their early stage; this would allow a DAC comments (perhaps even during a developer's due diligence period) as early in the process as possible
E. Establish an expedited process, with a higher fee, for planning permits and building and engineering permits
F. Establish a Technology Fee to ensure the City can provide updated technology options such as on-line plan check submittals
G. Shift Tentative Map approval from City Council to the Planning Commission
H. Revisit approach to Pre-Applications to identify only critical concepts and policy considerations

I. Review the process for Planning projects to identify opportunities where certain projects can be processed administratively without having a director or planning commission hearing
J. Review noticing process and requirements for community workshops - i.e. a radius from the project site rather than neighborhood noticing

3. Resource Recommendations (budget impact):

A. Assign more of an inspector's time to make sure the full inspection is completed; this will require additional inspector resources
B. Contract Services
    a. Increase plan check contract services budgets
    b. Consider adding budgets for contract services inspector or a limited-term inspector for large projects
    c. Consider applying deposit based project revenue to fund contract services and/or new position(s) in planning
C. Regular meetings with Building and Engineering Management on larger multi-phased projects are critical; this expanded personalized service will require additional resources such as contract plan check services so managers can shift time from plan check work to direct customer service.
D. Expand the use of the pre-submittal process with City team to ensure applicants get started on the right track; this work will require additional submittal time and could be accomplished through expanded permit tech positions suggested below.
E. Systems - Replace the permit system with a new web-based permit processing and tracking system
    a. Need a new scanning system (computer, scanner, and program)
    b. Scan more planning documents to streamline the research work necessary to serve customers
    c. Electronic plan check submittal
    d. Online plan check meetings
    e. Online inspection scheduling
    f. Online residential simple trade permits, ie. re-roofs, water heaters replacements, etc. - increase the automation of this process to reduce work required by permit techs
    g. Benchmark tracking - automate tracking by using established benchmarks such as plan check turnaround, approvals, resubmittals, 1st review, expired, etc.
    h. Automate reporting to facilitate information, numbers, types, various variables, etc
F. The Small Business Review is an excellent process that should be expanded to more building /engineering projects and to the Planning phase of permitting

4. Staffing Requests:

The following are positions which are expected to be requested and considered through the 2019-20 budget process:

A. Assistant Director - in combination with additional front line staffing, this position will provide management assistance for the department's many functions and free up current mid-level and management staff to focus on customer service.
B. Permit Coordinator - this position was created in FY 17-18 and filled in July 2018. The position needs better definition to ensure added value to the process and customer service.
C. Expand the number of Permit Tech positions - reorganize counter system across all functions and reorganize staff duties to ensure overlap, cross training, and maximum flexibility. A Permit Tech position was eliminated in the FY 15-16 budget cuts.
D. Engineering Tech - revise the Plans Examiner Position to more flexible and reflective of duties Engineering Tech
E. Senior Planner - Reclass the vacant Economic Development Management Analyst position to a Senior Planner. This would provide an opportunity to "off-load" larger planning projects from Planning Manager and Principal Planners so they can focus on staff development, policy work, and large scale projects. This additional also allows more cases to transition to Associate and Assistant Planners.
F. Planning Tech/Jr. Planner - add an entry level planner position to free up Assistant Planners to take on more project review and allow Associate Planners to focus on more complex projects. This addition balances project assignments more appropriately, and reduces the number of projects assigned to contract staff. The Junior Planner position was eliminated in FY 2016.

**Accomplishments:**

Efforts by Community Development staff to improve the development review process has already begun and several of these accomplishments are highlighted below.

- Building - Revise plan check submittal detailed receipt, with a clear list detailing reviews, contact info and expected turn-around dates - (see Attachment C for sample)
- Building - Created a script for notification for corrections, a re-submittal email to include a clear process of what is required to re-submit, expected turn-around-times, and contact information if any questions.
- Plan Check Resubmittal Process - Revised Plan Check re-submittal process to expedite 2nd, and potentially subsequent, plan reviews faster than the first round. The established review is 3 weeks for re-checks compared to 6 weeks for first check. If a recheck goes beyond 3 re-checks, staff is to set-up an in-person meeting to address remaining issues.
- Turnaround Times - Established specific turnaround time expectations and measured the City's compliance with these timeframes.

**STRATEGIC PRIORITIES**

This agenda item supports the Economic Development strategy. The purpose of the Economic Development strategy is to develop and enhance Oxnard's business climate, promote the City's fiscal health, and support economic growth in a manner consistent with the City's unique character. This item supports the following goals and objectives:

Goal 1. Create vibrant and economically sustainable commercial, industrial and retail industries throughout the City.
Objective 1a. Focus available resources on a comprehensive effort to promote economic activity in Oxnard, including a marketing program that communicates the City's available resources and assets.

Goal 2. Enhance business development throughout the City.
Objective 2a. Develop a strong citywide economy which attracts investment, increases the tax base, creates employment opportunities, and generates public revenue.
Objective 2b. Improve relationships and communication between the City and the business community.
Objective 2c. Capitalize on historic, cultural and natural resources.
Objective 2d. Public safety will collaborate with the business community to promote an environment that supports economic development.

Goal 3. Enhance business retention and attraction.
Objective 3a. Implement an economic development plan for attracting and retaining business.

Goal 4. Implement a "one stop shop" effort at the City's Service Center
Objective 4a. Streamline internal process to ensure government efficiencies.

Goal 5. Revitalize Oxnard's downtown and pursue economic development opportunities.
Objective 5a. Develop a vision and plan (with timelines) for downtown revitalization to create a vibrant center for our community, emphasizing cultural arts, diversity and historic assets.

**FINANCIAL IMPACT**

There is no financial impact in FY 2018-2019 as a result of this presentation. If Council approves any of the recommendations for additional resources, those items will be included in the FY 2019-2020 budget process.

*Prepared by Jeffrey Lambert, Community Development Director*

**ATTACHMENTS**

A. Process Mapping Flow Chart
B. Summary of Common Themes and Comments
C. Plan Check Submittal receipt sample

# Planning

Start

Planning Application Submittal Date

Determination of Incompleteness Date (+ Days)

Applicant Resubmittal Date (+ Days)

Determination of Completenes Date (+ Days)

Development Advisory Committee Meeting Date (+ Days)

Applicant Resubmittal Date (+ Days)

Community Workshop Meeting Date (+ Days)

Condition Request Memo Sent Date (+ Days)

Planning Commission Approval Date (+ Days)

City Council Approval Date (+ Days)

Planning
Signage needs to be clearer.
Minor Modification for flexible.
DAC - provide notes from all departments.
Shift Tentative Map approval from City Council to Planning Commission.
Eliminate process staff appeals/calls for a review to City Council for consolidated review.
Revisit approach to Pre-Applications -report format, what goes through this process, etc.

Department Plan Check Review Concurrently

Design of Site / Public Infrastructure by Developer's Engineer

Plan Check Submittal (& Resubmittal) for Civil, Site/Public Infrastructure, and pay Plans Check & Mapping Fees
1st Submittal (not found)
Rev. Delta 1, 9-25-17

Engineering
Complete the addressing review without the customer to avoid the needless back and forth.
Provide something tangible at submittal, i.e handout with estimated time of review and next expected steps.

Developer's Engineer Picks up plans and corrections

Corrections

Civil Plan Review by multiple departments:
Engineering
Fire
Planning
Traffic
Utilities

Approvals

Plans Approved - Mylars, determine Bond amounts and calculate final fees
11-06-17
Rev. Delta 1, 9-28-17

Developer pays fees, provide bonds and agreement
4-14-16
5-19-16

Grading & Encroachment Permits Issued
Re-Issued 5-19-16

Hire 1+ Permit Tech (Full-time) to replenish from retired Permit Tech.
*Need an additional Permit Tech to complete the Fee Review process and at the counter to reduce extended wait times.

Approvals

HOLD - Approvals (Until All Dept Approved)
Last Approval 9-7-17

Approval Process & Fee Calculations
9-28-17 (+21 Days)

Developer pays Impact and Permit fees
9-28-17 (+0 Days)

Permit Issued
9-28-17 (+0 Days)

Developer Begins Costruction

Contractor Request Inspection
1st 9-28-16

Site Inspection, inspector is on site
9-29-16

Corrections

Approvals

Site, Setback, and Foundation inspections Approved
12-13-16

Rough Inspections Approved: Framing, Mechanical, Plumbing, & Electrical
4-12-17

Mechanical, Electrical, Plumbing, and Utilities Inspections Approved
7-09-18

Final job walk and inspection, & Final Approval
7-24-18

Project Final
Temp C of O
7-30-18

END

Inspection Milestones

Inspector issues a Correction notice to the contractor

Contractor works on the corrections

## Engineering

## Inspections

Department Wide
Communication Improvements:
Establish a clear time line benchmark to include other departments (fire, PW, Parks, etc.)
Include an expected return/review date (realistic time frame)
Provide a submittal summary page - something tangible for reference next steps, expectations, etc.
Clear and publicly posted expectations for returned phone calls/emails, inquiries.
Applicants need a road map - from start to finish.

Department Wide
Communication Improvements:
Establish a clear time line benchmark to include other departments (fire, PW, Parks, etc.)
Include an expected return/review date (realistic time frame)
Provide a submittal summary page - something tangible for reference next steps, expectations, etc.
Clear and publicly posted expectations for returned phone calls/emails, inquiries.
Applicants need a road map - from start to finish.

Current Phase

Building Submittals, Resubmittals and Revisions

Plans Routed to Departments
1st Submittal 6-30-15 (+19 Days)
2nd Resub 10-29-15 (+0 Days)
3rd Resub 2-02-16 (+0 Days)
4th Resub 5-23-16 (+23 Days)
5th Resub 7-05-16 (+0 Days)
6th Resub 8-15-16 (+0 Days)
R-1, 1st Submittal 12-22-16 (+0 Days)
R-2, 2nd Submittal 2-21-17 (+0 Days)
R-3, 1st Submittal 2-21-17 (+0 Days)
R-4, 1st Submittal 5-09-17 (+0 Days)
R-4, 2nd Resub 5-15-17 (+0 Days)
R-5, 1st Submittal 5-18-17 (+0 Days)
R-6, 1st Submittal 5-25-17 (+0 Days)
R-7, 1st Submittal 1-22-18 (+0 Days)
R-7, 2nd Resub 2-26-18 (+5 Days)
R-7, 3rd Resub 3-15-18 (+0 Days)
R-8, 1st Submittal 2-22-18 (+0 Days)
R-9, 1st Submittal 2-22-18 (+0 Days)
R-9, 2nd Resub 4-18-18 (+0 Days)
R-9, 3rd Resub 7-03-18 (+0 Days)
R-10, 1st Submittal 4-18-18 (+0 Days)
R-10, 2nd Resub 5-02-18 (+0 Days)
R-11, 1st Submittal 5-29-18 (+0 Days)
R-11, 2nd Resub 9-19-18 (+0 Days)
R-12, 1st Submittal 6-04-18, (+0 Days)
R-12, 2nd Resub 7-16-18 (+0 Days)
R-15, 1st Submittal 6-20-18 (+0 Days)
R-15, 2nd Resub 9-19-18 (+0 Days)
R-15, 3rd Resub 11-13-18 (+0 Days)
R-15, 4th Resub 12-06-18 (+0 Days)
R-16, 1st Submittal 9-19-18 (+0 Days)
R-16, 2nd Resub 9-19-18 (+0 Days)
R-17, 1st Submittal 9-19-18 (+) Days)
R-17, 2nd Resub 12-06-18 (+0 Days)
R-17, 3rd Resub 12-17-18 (+0 Days)
R-18, 1st Submittal 10-09-18 (+0 Days)
R-18, 2nd Resub 1-04-19 (+0 Days)
S-1, 1st Submittal 12-01-16 (+0 Days)

Building
1st Review 7-29-15 (+21 Days)
2nd Review 11-15-15 (+11 Days)
3rd Review 3-24-16 (+37 Days)
4th Review 6-23-16 (+23 Days)
5th Review 7-19-16 (+10 Days)
6th Review 8-31-16 (+12 Days)
R-1, 1st Review 1-11-17 (+14 Days)
R-2, 1st Review 1-11-17 (+14 Days)
R-3, 1st Review 2-21-17 (+0 Days)
R-4, 1st Review 5-12-17 (+3 Days)
R-4, 2nd Review 5-15-17 (+0 Days)
R-4, 3rd Review 5-24-18 (+4 Days)
R-5, 1st Review 6-09-17 (+16 Days)
R-6, 1st Review 7-11-17 (+33 Days)
R-7, 1st Review 1-25-18 (+3 Days)
R-7, 2nd Review 2-27-18 (+3 Days)
R-7, 3rd Review 3-19-18 (+2 Days)
R-8, 1st Review 2-27-18 (+3 Days)
R-9, 1st Review 3-21-18 (+19 Days)
R-9, 2nd Review 5-03-18 (+11 Days)
R-9, 3rd Review 7-3-18 (+33 Days)
R-10, 1st Review 4-24-18 (+4 Days)
R-10, 2nd Review 5-23-18 (+15 Days)
R-11, 1st Review 7-12-18 (+32 Days)
R-11, 2nd Review 11-06-18 (+34 Days)
R-12, 1st Review 7-13-18 (+29 Days)
R-12, 2nd Review 7-16-18 (+0 Days)
R-15, 1st Review 7-13-18 (+17 Days)
R-15, 2nd Review 10-01-18 (+8 Days)
R-15, 3rd Review 12-08-18 (+2 Days)
R-16, 1st Review 10-04-18 (+11 Days)
R-16, 2nd Review 12-07-18 (+0 Days)
R-17, 1st Submittal 11-01-18 (+31 Days)
R-17, 2nd Review 12-08-18 (+2 Days)
R-17, 3rd Review 12-26-18 (+7 Days)
R-18, 1st Review 12-08-18 (+44 Days)
R18, 2nd Review 1-15-19 (+7 Days)
S-1, 1st Review 1-06-17 (26 Days)

Electrical
1st Review 10-29-15 (+99 Days)
R-5, 1st Review 5-31-17 (+9 Days)
R-7, 1st Review 1-25-18 (+3 Days)
R-7, 2nd Review 2-27-18 (+3 Days)
R-11, 1st Review 6-12-18 (+10 Days)
R-11, 2nd Review 11-08-18 (+36 Days)
R-17, 1st Review 10-01-18 (+0 Days)
S-2, 1st Review 4-03-17 (+33 Days)

Applicant Picks up Correction and markup plans

Corrections

Process Completed Plan Check (notification of Corrections)

Process Improvement: Inspections
Allow/encourage more field changes approved by inspectors, minimizing inspection delays, and lowering the number of revisions submitted (Permit Techs) and reviewed (Plan Checkers).
Coordinate better/realistic time spans for site inspections, to enable complete inspections.
Utilizing the Sr. Inspector for complex inspections or overage to support inspectors.

Process Improvement Plan Checker:
Re-checks/Re-submittals will be streamlined or by appointment.
Provide a clear list of corrections and notes of what is missing on the plans, and contact information/counter hours.
Reach out to the customers after the 2nd review and suggest a meeting to go over corrections.

Process Improvement Permit Tech:
Provide a guide to clients with form/guide of the process with a realistic estimate time of review.
Have a clear routing expectancy for each department by permitting type.

Process Improvement Website/other:
Provide guidelines for each type of service, i.e. Code Compliance cases, commercial, residential, etc.
Revitalize and reorganize the division website to have it be more user friendly.
Update the forms, handouts, guides with current codes, state mandated requirements, etc.

Department Plan Check Review Concurrently

## Building

## KEY

Circle — Action by Applicant

Rectangle — Action by City

Green — Start City Process

Red — Stop City Process

During the evaluation of current processes, several common themes and comments were received:

- Planning
  - Strict level of compliance with approved plans without flexibility in the field
    - Often requires a minor modification process and causes a delay
  - DAC - complete comments from all departments are not always provided - results in surprises down the road
- Building
  - Staffing limitations
  - Counter wait time is too long and not predictable
  - Building plans routing was not consistent/clear and at times not to the right person - caused delays in processing
  - "Incomplete" letter instead of plan check corrections - weeks after the submittal, plans were returned as incomplete without any plan check comments
  - No clear expectations of turn-around times for plan check rounds
  - Unclear staff contact info for applicant follow up (no paperwork is given)
  - Re-checks/re-submittals should be more streamlined - they are treated like full plan checks same turn-around time 6-8 weeks
  - Plan check comments are sometimes vague ("need additional details")
  - Fee Calculation
    - This takes too long to process 15-30 days and seems like a "black hole" - mystery
- Engineer
  - Staffing limitations
    - causes delays, especially during construction when changes in the field are sought for approval
  - Traffic management plan - 2-3 month delay in review and approval
  - Addresses
    - Confusing and delayed process for addresses - City should just issue addresses
- Inspections
  - Inspectors refer changes in the field to plan check, holding up project progress until plan check process/approval is completed
  - Called in 19 inspections but due to inspector arrival delay and limited time, only 4 inspections were accomplished
  - Have a compliance review form - for the departments which require inspections sign off prior to building inspector giving the final approval/inspection for C of O. - Currently, there is no system in place as a safety net for other departments to complete their review.
  - Demolition Permit
    - Utility sign-offs - no contacts for utility companies caused a significant delay in issuance of demo permit (provide a list of contact information for specific individuals for utilities at issuance)
- Communications
  - No clear expectation when a response to emails /calls will be received
  - Staff hours to serve the public are limited
  - Not a sense of urgency - not a sense that we are a "team" together with the applicant - how do we work together to address problems/challenges
  - AAHOP Neighborhood / Community meetings - too structured as to when these occur that cause delays in applicants' communication and hearing process
  - Who is the referee between departments when they conflict?

City of Oxnard
Development Services
305 West Third Street, Oxnard 93030
(805)385-7925

Application Number:

_____ - _____
Keep this Number

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| Required Yes | Required No | |
|---|---|---|
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| ❒ | ❒ | Development Services – Electrical |
| ❒ | ❒ | Planning |
| ❒ | ❒ | Fire |
| ❒ | ❒ | Fire CUPA Program |
| ❒ | ❒ | Police |
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| ❒ | ❒ | Other _____ |

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ADDITIONAL DOCUMENTS

Prior to issuance of permit

| Required Yes | No | |
|---|---|---|
| ❒ | ❒ | Water Tapping Cards |
| ❒ | ❒ | Pad Certification |
| ❒ | ❒ | Address |
| ❒ | ❒ | Addendum Application |
| ❒ | ❒ | Other _____ |

OUTSIDE AGENCY APPROVALS

After approval from all departments

| Required Yes | No | |
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| ❒ | ❒ | Calleguas Water District – Clearance and Fees |
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ISSUANCE OF PERMIT

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- Any additional required documents have been attached.

Community Development Department

# Development Review Process Improvements

Jeffrey Lambert, Community Development Director

Housing and Economic Development Committee

April 23, 2019

# DEVELOPMENT REVIEW IMPROVEMENTS PURPOSE

- What City policies are impeding the progress of development projects?

- How can the City's procedures be streamlined and overlap/redundancy be reduced?

- What is the appropriate level of resources (staff, systems, technology) needed to deliver an efficient/effective development review service?

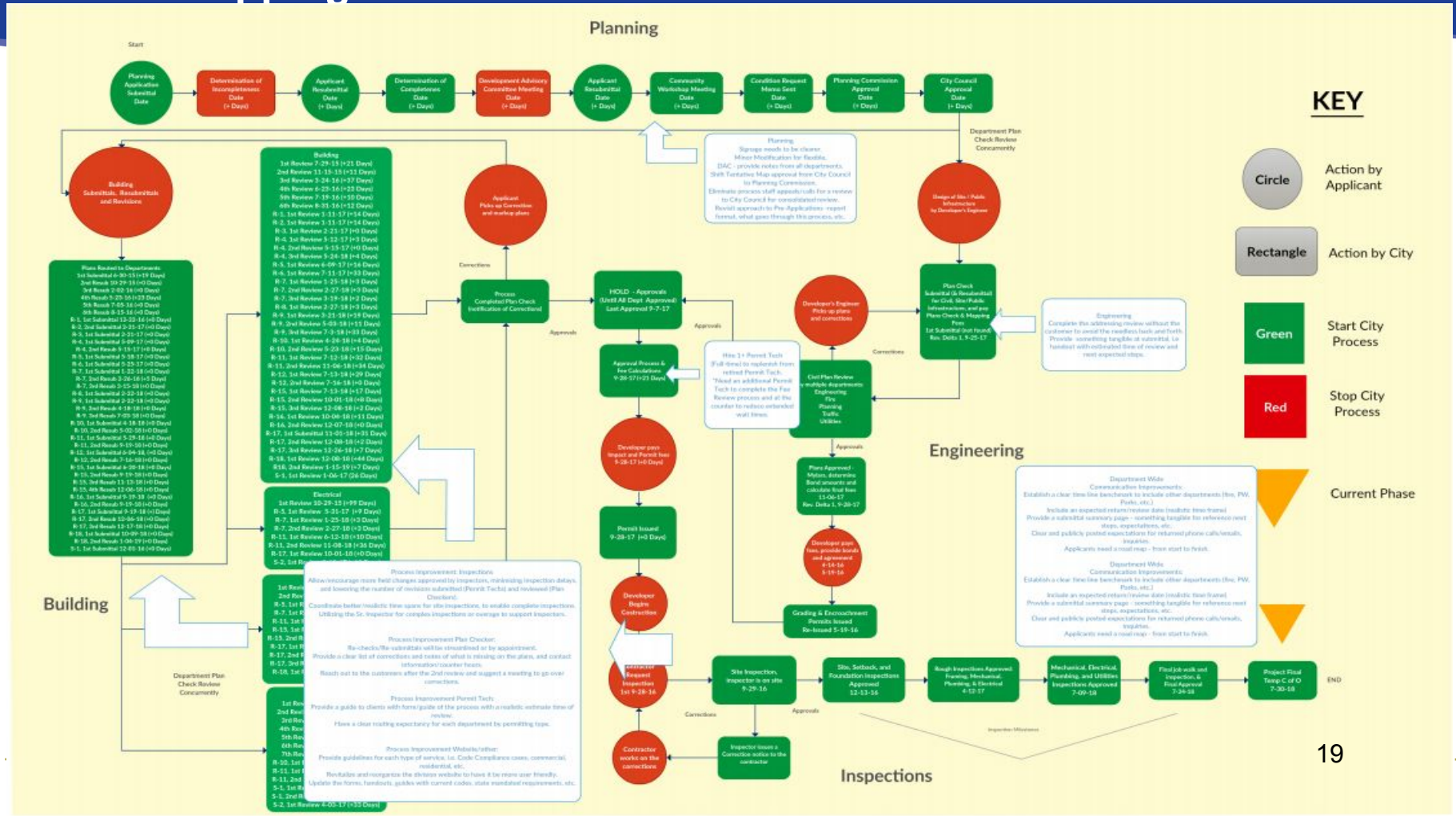
# DEVELOPMENT REVIEW IMPROVEMENTS DESIRED OUTCOMES

- Streamline the development review procedures
- Create predictability in the process and timelines
- Enhance efficiencies
- Right-sizing the review procedures to the proposed project
- Encouraging private sector economic investment in the City of Oxnard

# DEVELOPMENT REVIEW IMPROVEMENTS METHODOLOGY

- Process Mapping - step-by-step mapping of the development process from planning, engineering, building and inspection
- Development review customer interviews
- City staff self-review based on experience ranging from single family remodels to larger commercial projects
- New Community Development Director’s perspective
- Best Practices

# Process Mapping Flow Chart



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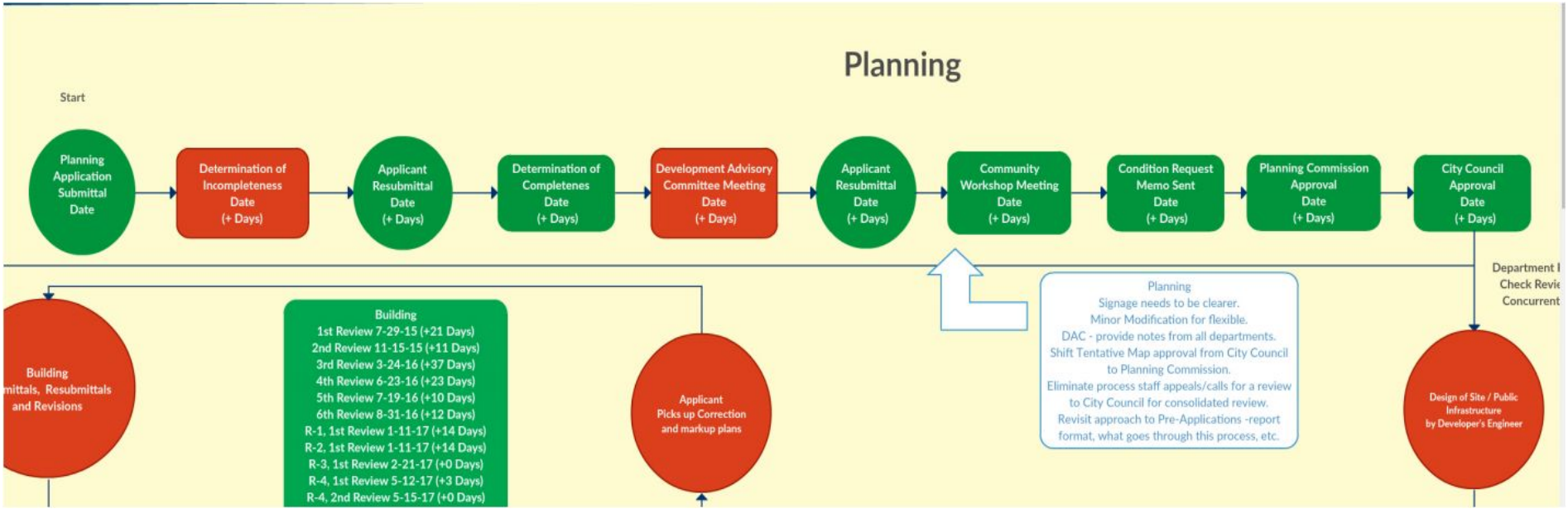

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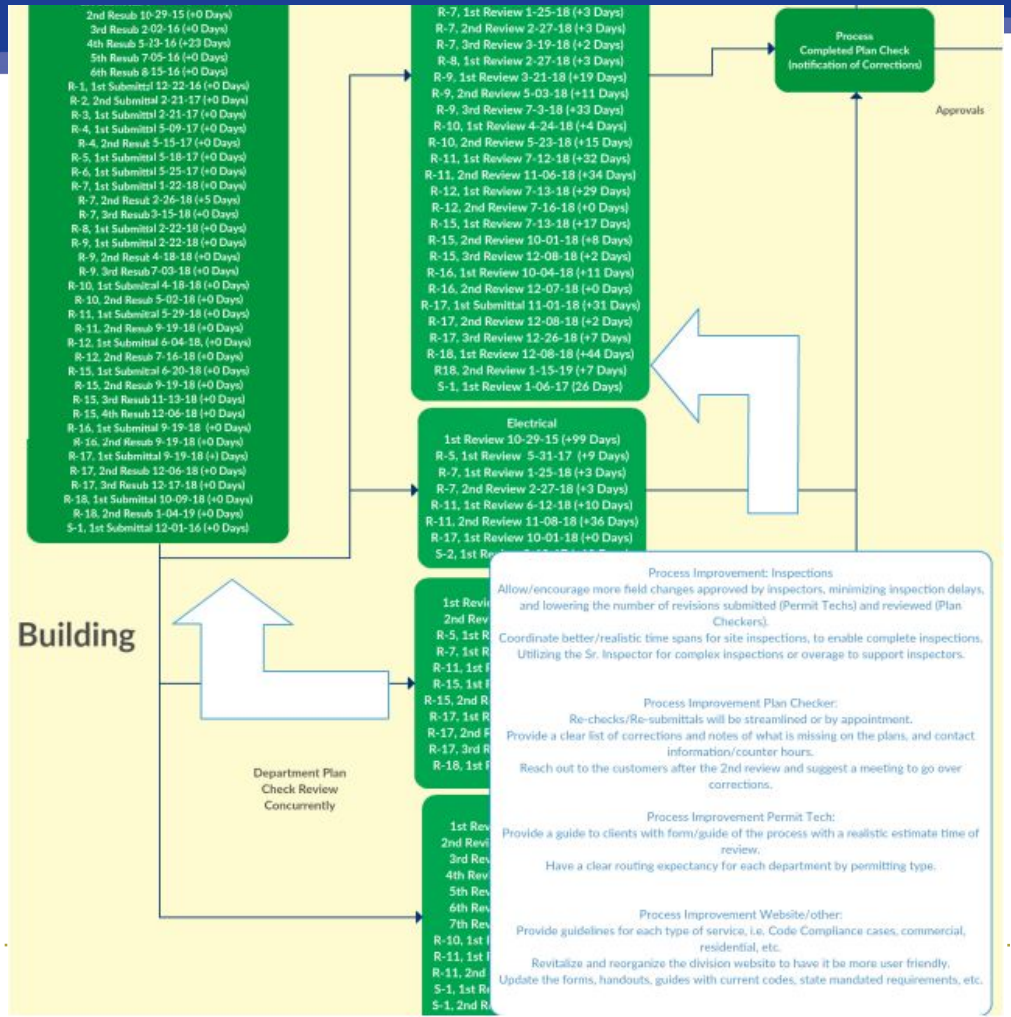

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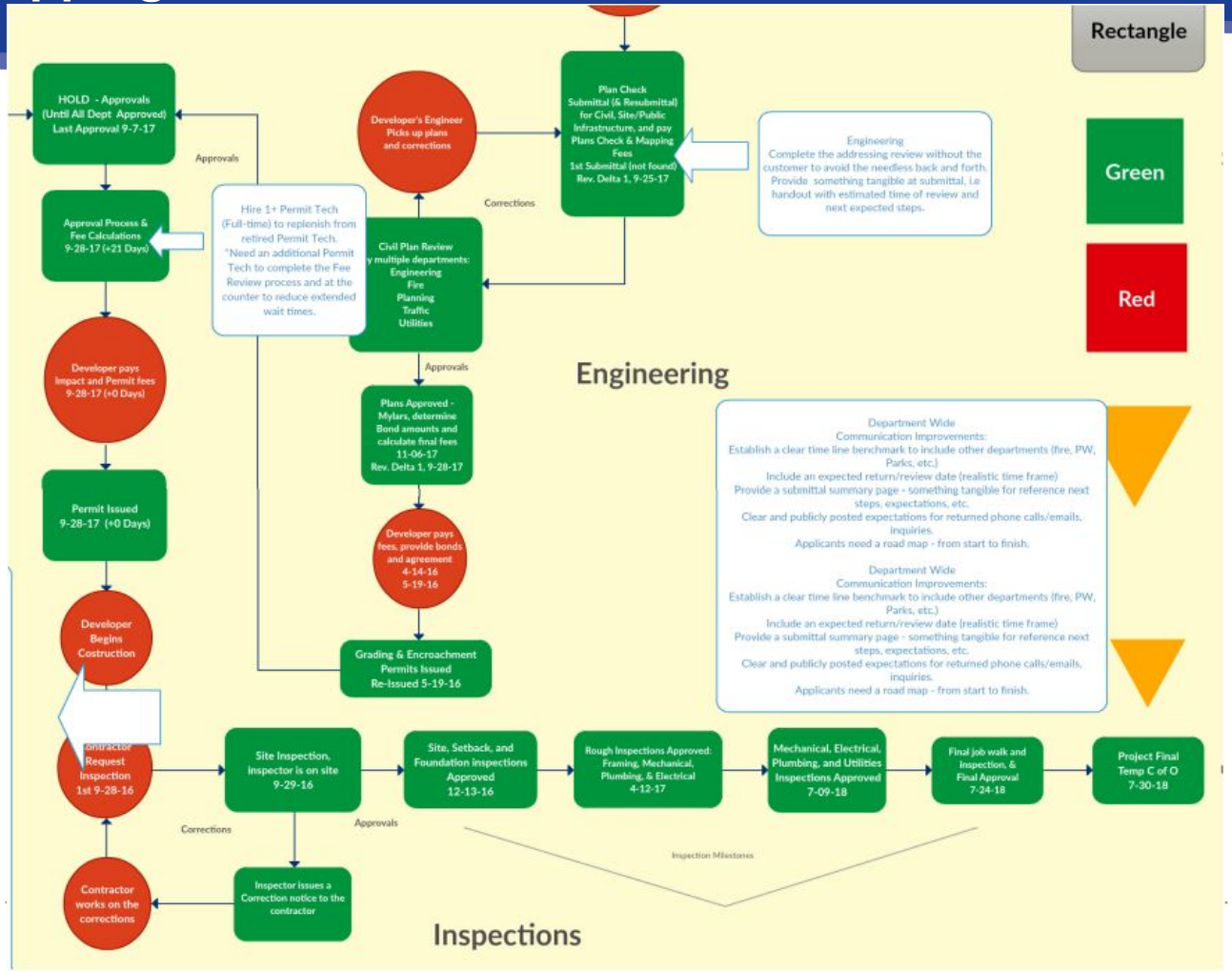

# DEVELOPMENT REVIEW IMPROVEMENTS FEEDBACK / OBSERVATIONS

- Overall - inadequate resources - staffing AND technology
  - Results in longer wait times, unpredictable turn-around times, limited staff availability, e-mails and calls are not returned in a reasonable time
- Development Advisory Committee (DAC)
  - Need for complete comments from all departments
  - Early application of DAC process - including at the preliminary stage
- Minor modifications in the field often require extensive staff review
- Inadequate staffing

# DEVELOPMENT REVIEW IMPROVEMENTS FEEDBACK/OBSERVATIONS (continued)

- Building Plan Check
  - Inadequate staffing
  - Plans routing not consistent/clear - limited contact information for applications to follow - inadequate staff contacts
  - No clear turn-around expectations
  - Re-checks /submittals are routed with new submittals rather than expedited
  - Vague plan check comments
  - Fee calculation takes too long and delays permit issuance
  - Demolition permits delayed by lack of utility clearance

# DEVELOPMENT REVIEW IMPROVEMENTS FEEDBACK/OBSERVATIONS (continued)

- Engineering
  - Inadequate staffing
  - Traffic management plan review takes too long and causes delay in issued permits
  - Address assignment is confusing and delayed

# DEVELOPMENT REVIEW IMPROVEMENTS FEEDBACK/OBSERVATIONS (continued)

- Building Inspections
  - Changes in the field cause re-check and construction delays
  - Inspectors unable to complete all requested inspections
- Communication
  - No clear expectations to measure success by
  - Not a sense of urgency by staff
  - Staff are more regulators than facilitators
  - Community meetings cause delays in progress
  - Who is the “referee” when City departments don’t agree?

# DEVELOPMENT PROCESS IMPROVEMENTS

- Framework for recommendations:
  - Clearly address issues raised
  - Value improvements for all development types - from single family remodels to large multi-phased development projects
  - Commitment to right-size process to the applications
  - Motivate staff to be facilitators for new development
  - Commitment to maintain improvements through measurement of outcomes
  - Short-term and long-term solutions

# DEVELOPMENT PROCESS IMPROVEMENTS

- System and Communication Improvements (no direct budget impacts)
  - Establish clear reliable timeline benchmarks for turnaround on applications
  - Prepare details submittal receipts/summary sheet that outlines expectations
  - Additional staff training/knowledge - i.e. affordable housing, historic preservation
  - Staff as facilitators...not just regulators / solution oriented
  - Clear and available process roadmap(s)

# DEVELOPMENT PROCESS IMPROVEMENTS

- Procedure / policy improvements:
  - Encourage more inspector approved field changes
  - Front load DAC comments with all department feedback
  - Incorporate a “concept DAC” process
  - Establish an expedited planning, engineering, and building process with an enhanced fee
  - Establish a technology fee to support the upgrade to more electronic permit processing services
  - Shift Tentative Map approvals to Planning Commission from City Council
  - Identify opportunities to shift authority to staff

# DEVELOPMENT PROCESS IMPROVEMENTS

- Staff Requests:
  - Expand the number of permit tech positions from 2 to 4
  - Add Senior Planner
  - Add Planning Tech

# DEVELOPMENT PROCESS IMPROVEMENTS

- Resource Recommendations (budget impact):
  - Additional inspector time (staff and/or contract services)
  - Increase contract services for plan check
  - Provide more regular staff meetings for larger multi-phase projects
  - Expand the use of the pre-submittal process
  - Expand projects that can take advantage of Small Business Review
  - Upgrade technology systems: scanning, electronic plan check, online inspection scheduling

# DEVELOPMENT PROCESS IMPROVEMENTS

- Accomplishments:
  - Reinstated the plan check receipt summary to applicants
  - 2nd and 3rd plan checks are expedited on a separate track from 1st plan checks - usually within 3 weeks

# Plan Check Receipt Form

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# Small Business Program

CITY OF OXNARD CALIFORNIA

# Questions?