



**CITY OF LAGUNA HILLS
CITY COUNCIL PUBLIC WORKSHOP
SPECIAL MEETING AGENDA
FEBRUARY 06, 2016
8:30 AM**

Barbara D. Kogerman, Mayor

**Don Sedgwick, Mayor Pro Tempore
Andrew Blount, Council Member**

**Melody Carruth, Council Member
Dore J. Gilbert, M.D, Council Member**

Location: City Council Chamber, 24035 El Toro Road, Laguna Hills, California 92653

CALL TO ORDER

Resolution No. 96-04-09-1 established rules of decorum for public meetings held by the City of Laguna Hills. Resolution No. 96-04-09-1 is available on the table at the back of the City Council Chamber.

PLEDGE OF ALLEGIANCE: COUNCIL MEMBER DORE J. GILBERT, M.D.

ROLL CALL OF CITY COUNCIL MEMBERS:

PUBLIC COMMENTS

1. COMMUNITY DEVELOPMENT

- a. Overview**
- b. Statistics and Outcomes**
- c. Role of the Planning Agency**
- d. Decision Making Process**
- e. Land Use Issues and Trends**

**1.1. OVERVIEW OF THE ROLE AND FUNCTIONS OF THE
COMMUNITY DEVELOPMENT DEPARTMENT**

2. COMMUNITY DEVELOPMENT DEPARTMENT ORGANIZATIONAL ASSESSMENT**2.1. COMMUNITY DEVELOPMENT DEPARTMENT
ORGANIZATIONAL ASSESSMENT PRESENTATION BY
BILL KELLY FROM KELLY & ASSOCIATES****3. COMMUNITY ENGAGEMENT****3.1. CURRENT EFFORTS ON COMMUNITY ENGAGEMENT****3.2. PRESENTATION ON FUTURE TRENDS AND BEST
PRACTICES BY RYDER SMITH FROM TRIPEPI SMITH &
ASSOCIATES****4. CITY HALL WORK SCHEDULE AND HOURS OF OPERATION****4.1. CITY COUNCIL MEETING SCHEDULE****4.2. CITY HALL WORK SCHEDULE AND HOURS OF
OPERATION****ADJOURNMENT**

The next Regular Meeting of the City Council will be February 09, 2016, at 7:00 PM, in the City Council Chamber, located at 24035 El Toro Road, Laguna Hills, California.

CERTIFICATION

I, MELISSA AU-YEUNG, City Clerk of the City of Laguna Hills, do hereby certify that a copy of the foregoing Agenda was posted at Laguna Hills City Hall, Laguna Hills Community Center, and La Paz Center by February 2, 2016.



MELISSA AU-YEUNG, CITY CLERK

February 2, 2016**DATE**

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, you should contact the office of the City Clerk at (949) 707-2635. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to assure accessibility to this meeting.

Materials related to an item on this Agenda submitted to the City Council after distribution of the agenda packet are available for public inspection in the City

Clerk's Office at 24035 El Toro Road, Laguna Hills, California, during normal business hours.

City Council Members receive no additional compensation or stipend as a result of convening this Special City Council Meeting.



City of Laguna Hills

City Council Meeting Agenda

Staff Report

DATE: FEBRUARY 6, 2016

TO: MAYOR AND COUNCIL MEMBERS

**FROM: DAVID CHANTARANGSU, AICP
COMMUNITY DEVELOPMENT**

**ISSUE: OVERVIEW OF THE ROLE AND FUNCTIONS OF THE COMMUNITY
DEVELOPMENT DEPARTMENT**

SUMMARY:

Modern city planning has its roots in the “City Beautiful” movement that was born out of the issues caused by population growth and migration experienced by the industrialized cities of Great Britain and the United States in the late 1890’s and early 1900’s. Early planning practitioners began developing urban planning models to mitigate the consequences of pollution, overcrowding, and health issues that were occurring due to the rapid industrialized economic growth of that period. Cities began to employ planning and zoning as a way to promote the “health, safety, morals and welfare of the general community.” In 1916, the City of New York was the first city to adopt a comprehensive zoning scheme.

In describing the role of planning, the American Planning Association maintains that “Good planning helps create communities that offer better choices for where and how people live. Planning helps communities to envision their future. It helps them find the right balance of new development and essential services, environmental protection, and innovative change.” In recognizing the value that city planning adds to the vitality of its communities and well-being of its residents, the state requires all cities to adopt a comprehensive, long-term general plan that addresses the community’s physical development.

Although the Community Development Department’s role may be perceived as a gatekeeper over the issuance of zoning and building permits, the requirements of the City’s Building Code, Zoning Code, and General Plan are thoughtfully and deliberately applied by staff on a daily basis. In doing so, staff ensure that the values of the community are adhered to in the development process, and guarantee that the “health, safety, and welfare” of the community are safeguarded.

While zoning codes can be used to shepherd undesirable uses away from sensitive areas, avoid conflicts between incompatible uses, or direct economic development to desirable

locations, the application of building codes assure the public that the built environment they use in their daily activities are safe and habitable.

Community Development Department Responsibilities and Functions

The following descriptions provide more background and detail on the functional areas of the Community Development Department, the areas of responsibility, and how they relate to the department's role in the City's structure of providing services to the community and upholding the community's values in carrying out the City's planning and building processes:

Building Plan Check, Permits and Inspection

The Plan Check, Permit, and Inspection function ensures new development or redevelopment (including interior improvements) and complies with state and local requirements for construction. These requirements protect public health and safety by ensuring buildings are structurally sound and meet minimum safety requirements and energy conservation standards. Accessibility for the disabled is also reviewed as part of the plan check and inspection process. The Building Department provides thousands of inspections each year based on the hundreds of permits that are issued. **Attachment 1** provides a summary of building activity levels during the Great Recession (2008) and post-recession periods (2011-2015).

Building activity was distributed between North/Central/South areas of the City to better characterize where building activity is occurring. Data on the number of commercial and residential permits is also included to indicate the type of building activity taking place (Residential versus Commercial). The data has no significance other than to define the type of building activity taking place and the volume.

Plan check completion data for 2015 is indicated in **Attachment 2** along with information on the number of customers served at the public counter between April and December of 2015.

Code Enforcement

The City's Code Enforcement program is focused on obtaining voluntary compliance from residents, property owners, and business owners to eliminate property conditions that are contrary to established community standards. Over 90 percent of the violations reported to the department are resolved by the City's part-time code enforcement officer upon first contact with a responsible party. The most common violations cleared are related to property maintenance and signs. Property maintenance issues are complaint-driven while violations of the sign code are addressed proactively.

In 2015 the Code Enforcement Officer responded to over 600 calls for service. Three required the involvement of the City Attorney's office for assistance in enforcement.

Current Planning

Current planning is the service of providing the day-to-day assistance to residents, businesses, and property owners as they pursue activities that require a zoning or building permit from the City. Zoning review typically falls into one of two categories – “over the counter,” which is approved by staff, or “discretionary”, which is subject to the filing of a zoning application and reviewed by staff, the Community Development Director, or the Planning Agency.

Attachment 3 depicts the more common types of uses for which zoning information is requested and the process the City requires for their review. Nearly all of the building activity occurring within the City’s residential areas is permitted “over the counter” and consists of room additions or remodeling permits. In commercial areas, building activity is related to tenant improvements and other building upgrades. New commercial construction is rare because the City’s commercial areas are built out.

In most instances general office uses, business-to-business services, personal services, and retail businesses are permitted over-the-counter. However, commercial uses that do not fall into those categories are subject to a zoning review by the Director or Planning Agency. **Attachment 4** illustrates the City’s zoning review process for permits that are approved over-the-counter and projects that are discretionary. **Attachment 5** identifies the zoning permits reviewed between 2001 and 2015.

The Urban Village Specific Plan also has its own unique set of requirements that are distinct from other zones.

Advanced Planning: The General Plan & Regional Planning

Where Current Planning activities focus on the review and approval of zoning applications or building permit requests, Department staff also provide the City’s Advanced Planning needs which deals with broader community issues that could have significant implications on the community’s quality of life, local economy, and that have impacts beyond the local neighborhood. Solving these issues typically results in new policies being adopted by the City Council after a public process. For example, in 2009 the City updated its goals for the on-going physical, social, and economic development of the City when the General Plan was updated. As a result of the policy changes, the City realized the redevelopment of a dated and obsolete 30-year old shopping center into the Village at Nellie Gail Ranch, and the construction of a new 3-acre open space project adjacent to the shopping center for the neighborhoods in the vicinity. Other “opportunity areas” identified by the 2009 General Plan are identified by **Attachment 6**. The General Plan also includes a discussion about potential future study areas which are also part of the attachment.

State law regards the City’s General Plan as the capstone of City policies and programs in key areas of city planning and the City is required to include seven mandatory elements in its General Plan that address land use, housing, transportation, safety, transportation and circulation, parks and open space, and noise. Only the City’s Housing Element is required

to be updated and each element may be amended up to four times per year. A city may choose to include additional elements if it desires. Optional elements typically address unique community topics such as historic preservation. Land use decisions made by the City Council and Planning Agency must be consistent with the General Plan.

A component of Advanced Planning is the regional planning efforts the City participates in through the Southern California Association of Governments (SCAG). In collaboration with other Orange County cities through the Orange County Council of Governments (OCCOG) the City maintains a voice in regional transportation, housing, and land use issues. While regional issues do not typically result in controversy for the City, it is important to participate, monitor, comment, and support policies and projects that benefit the City. Presently, staff is reviewing the Regional Transportation Plan/Sustainable Communities Strategy that is published by SCAG but does not anticipate that the plan's impact on the City will be significant.

City Reception Desk/ Switchboard

Every member of the department is responsible for assisting customers that come to the City's offices in person or to callers who are seeking assistance over the phone. The members of the Community Development Department are often the first City representatives a person visiting or calling City offices will encounter.

The Zoning and Land Use Process – Fitting It All Together

The zoning and land use process follows a well-established set of legal principles that apply to all decisions made by the City Council, Planning Agency, and staff in administering the City's General Plan and Zoning Code. State law provides broad authority (but in some cases specific mandates) to the City in administering its Zoning Code and General Plan. To some extent federal laws also impact the city's zoning authority in specific areas such as the siting of cell towers and group homes. The following generally describes how the City must conduct its review of zoning applications that are filed in accordance with the Zoning Code.

Application Review

In the context of planning and zoning, decisions can be either legislative or adjudicative in nature and unique legal standards apply to each. Because the City Council also serves as the Planning Agency, it is important to distinguish between the two processes. Typically, City Council decision making falls within the legislative realm. When the City Council is wearing its Planning Agency hat; however, the adjudicative process applies. In rare instances when development applications require a joint public hearing of the City Council and Planning Agency, both could apply.

Legislative Decisions:

For the City Council, legislative decisions related to land use and zoning are decisions that make or interpret policy to enact and enforce land use regulations. These include general plan amendments, zone changes, and zoning code (text) amendments. The key aspect of

legislative decisions is that they apply equally (or are meant to apply equally) to everyone in the community, not just specific groups or individuals. The authority for the City Council to make legislative decisions comes from its “police power” which is granted to cities and counties through Article XI, Section 7 of the California Constitution - “*A county or city may make and enforce within its limits all local, police, sanitary, and other ordinances and regulations not in conflict with general laws.*”

However, the City Council’s legislative authority is not total. Legislative actions cannot be arbitrary, discriminatory, or deprive persons of due process, or other constitutional rights. Legislative actions are required to show that they advance a legitimate government interest.

Administrative or Adjudicative (quasi-judicial) Decisions:

Generally, administrative decisions involve those that have a direct effect on the rights of an individual or small group of people. Adjudication deals with a more limited set of facts such as those involved with individual planning applications which may involve variances, conditional use permits, site development permits, and any accompanying environmental documents. The approval or denial of zoning applications that come before the Planning Agency seeking approval for a use or new development are based on findings supported by substantial evidence.

Findings – Connecting the Dots

Findings explain the rationale upon which the Planning Agency relied as to why a project was approved or denied. The California Supreme Court has laid down distinct, definitive principles of law detailing the need for adequate findings when a planning agency approves or denies a project while acting in a quasi-judicial, administrative role:

1. To provide a framework for making principled decisions, thereby enhancing the integrity of the administrative process;
2. To facilitate orderly analysis and reduce the likelihood the agency will leap randomly from evidence to conclusions;
3. To serve a public relations function by helping to persuade parties that administrative decision-making is careful, reasoned, and equitable;
4. To enable parties to determine whether and on what basis they should ask for judicial review and remedies;
5. To apprise the reviewing court of the basis of the agency’s decisions.

The Findings required by the Zoning Code for each type of zoning application are listed in **Attachment 7**.

Substantial Evidence – Just the Facts

There must be sufficient evidence in the record to support the findings. Evidence may consist of staff reports, written and oral testimony, exhibits, and “expert” studies. The Planning Agency must expressly state its findings and must bring forth the relevant facts supporting them. Staff prepares findings for the Planning Agency’s consideration when an item is prepared for public hearing. In most cases, staff must also prepare findings when items are presented to the director for consideration.

Attachment 8 illustrates the components behind both the legislative and quasi-judicial decision making process.

Conditions of Approval

All projects that are brought forward for the Planning Agency’s consideration include conditions of approval recommended by staff. Conditions typically require the Applicant to perform certain actions before the issuance of a building permit or establishment of a proposed use. The conditions can be as simple as revising a plan detail, or require the Applicant to obtain permits from other agencies when applicable, such as the Orange County Fire Authority. In many cases they establish performance standards to ensure the project or use will not be detrimental to surrounding areas or the public in general.

Conditions of approval must meet established legal principles. Conditions must bear a sufficient legal nexus (connection) between the condition as imposed and the burden the proposed development will place on the community. Conditions must also bear a “reasonable relationship” and be “roughly proportional” to the impacts of the proposed project.

Environmental Review – The California Environmental Quality Act

Before approving a zoning application for a new use or development permit, the Planning Agency is required to consider how the project would affect the environment. Similarly, when the City Council enacts a new land use policy it must consider the environmental impacts of its decision as well.

Fortunately, most projects considered by the Planning Agency are exempt from environmental review based on a list of activities and development types the state has already determined to be of little or no consequence from an environmental standpoint. These types of projects are determined to be “Categorically Exempt” from environmental review.

In the rare instances when a project is subject to environmental review, staff prepares the environmental document (known as a Negative Declaration) which is typically supported by applicant-prepared studies that support the staff analysis. At most, staff prepares up to three Negative Declarations per year.

In extremely rare instances, a consultant must be retained to prepare an environmental impact report (EIR) and follow the process and procedures contained in state law for completing the EIR. The last EIR prepared by the City was for the 2009 General Plan update, although an update to the EIR was completed for the Oakbrook Village project.

The City Council may wish to conduct a study session on this topic at some point in the future, or consider attending study sessions or workshops offered by the League of California Cities.

Conclusion – Land Use Issues and Trends

The City Council and Planning agency wield substantial authority over the continued improvement and development of the City. Although the City's land use pattern is very well established and few opportunity areas remain that would likely yield additional significant development activity beyond the existing opportunity areas already identified, the following topics are likely to warrant further study and evaluation by the City Council:

Demographics

Like many other south Orange County cities the City's population continues to age in place. Statistically, between 2000 and 2014, the City has "added" residents aged 55 and older while the number of residents under the age of 19 has declined. This trend has the potential to alter services and amenities the City offers its residents in the coming years.

Wireless Regulations

The City's regulations for the siting of wireless facilities both in the public right-of-way and on private property are very liberal. As carriers continue to build out their networks to improve their cellular coverage areas in the City, the City is likely to see more requests for antennas encroaching into residential areas. The City Council may want to consider evaluating City requirements, which were last updated in 1998, to determine if any changes in policy are needed.

Massage

The regulation of the massage industry has been a tug-of-war between the state, local governments, and the massage industry. In the current round, cities have been given the authority to use their zoning authority to determine how to regulate massage businesses. Staff anticipates providing recommendations to the City Council later in the year for consideration.

Water

The story of the state's on-going drought continues to be worth watching despite the recent rains and above average snowpack in the Sierras. The state has noted that reservoirs are slowly beginning to fill. Staff is aware of only one city in the state that imposed a building moratorium on new home construction as a result of the water cutbacks ordered by the state. On February 9, 2016, staff will be bringing an ordinance to

the City Council that reduces the amount of water allowed for landscaping in new development and existing landscapes that are renovated.

Zoning Code Update

As identified in the KAMG Organizational Assessment, the City's zoning code is very dysfunctional and in some areas is out of alignment with state and federal law. This includes the City's Sign Code.

Safety Element Update

Changes in state law require the City to update its Safety Element to address potential threats to the community as a result of climate change. The update is mandatory, but is not required for several years.

ATTACHMENTS:

- Attachment 1 – Building Activity Levels Summary
- Attachment 2 – Building Plan Check Completion Times Summary
- Attachment 3 – Zoning Process for Common Uses
- Attachment 4 – Zoning Review Process
- Attachment 5 – Summary of Zoning Applications Reviewed
- Attachment 6 – 2009 General Plan Opportunity Areas & Future Study Areas
- Attachment 7 – Zoning Findings
- Attachment 8 – Components of the Decision Making Process
- Attachment 9 – Community Development Department Organizational Chart

The seal of the City of Laguna Hills is a circular emblem. It features a central illustration of a horse and rider in a field, with a fence and trees in the background. The text "CITY OF LAGUNA HILLS" is written in a circular path around the top, and "1991" is at the bottom.

Attachment #1

Building Activity Summary

Attachment 1 – Summary of Building Activity Levels

City Wide	2008*	2011**	2012	2013	2014	2015	TOTALS***
Building Permits Issued	760	1,315	1,186	1,505	1,790	1,766	7562
CofUO Permits Issued	143	114	125	127	132	146	644
Inspections Performed	3,697	5,016	5,005	5,313	6,476	6,760	28,570
North Laguna Hills	2008	2011**	2012	2013	2014	2015	TOTALS***
Building Permits Issued	103	339	201	343	366	276	1,525
CofUO Permits Issued	81	72	85	82	81	100	420
Central Laguna Hills	2008	2011**	2012	2013	2014	2015	TOTALS***
Building Permits Issued	419	563	516	593	799	795	3,266
CofUO Permits Issued	52	38	33	37	38	33	179
South Laguna Hills	2008	2011**	2012	2013	2014	2015	TOTALS***
Building Permits Issued	238	413	469	569	625	695	2,771
CofUO Permits Issued	10	4	7	8	13	13	45
Building Permits Issued	2008	2011**	2012	2013	2014	2015	TOTALS***
Residential	453	931	724	1044	1248	1449	5,396
Commercial	307	384	462	461	542	317	2,166

Notes:

* Recession Underway

**2011-2015: Post Recessionary Levels

*** Covers 2011-2015

CofUO: Certificate of Use and Occupancy (A building permit for the establishment of a use typically associated with a new business).

**Attachment #2
Building Plan Check
Completion**

**Attachment #3
Zoning Process for
Common Uses**

Attachment 3 – Zoning Process for Common Uses

Land Use	Review Type
Accessory living quarters/ second unit housing	OTC
Accessory structure	OTC
Administrative office	OTC
Ambulance service	Discretionary
Animals/pets	Discretionary
Arcade, game	Discretionary
Car wash	Discretionary
Church/temple	Discretionary
Commercial recreation	Discretionary
Communication facility	Mixed
Community care facility	Mixed
Convenience store	Discretionary
Day care center	Mixed
Department store	Discretionary
Drive-thru	Discretionary
Dwelling, multiple family	Mixed
Dwelling, single-family attached	Mixed
Dwelling, single-family detached	OTC
Equipment rental	Discretionary
Family day care home--large	Discretionary
Family day care home--small	Discretionary
Finance institution	Mixed
Fire/police station	Discretionary
Fortune telling	Discretionary
Funeral home/mortuary/crematory	Discretionary
Game court	Mixed
Garage and/or yard sale	OTC
Gas station	Discretionary
Government facility	Discretionary
Guest quarters/guest house	OTC
Gymnasium	Discretionary
Health club	Discretionary
Home occupation	OTC
Hospital	Discretionary
Hotel/motel	Discretionary
Industry, light manufacturing	Discretionary
Industry, service	Mixed
Kennel	Discretionary
Library, public	Discretionary
Liquor store	Discretionary

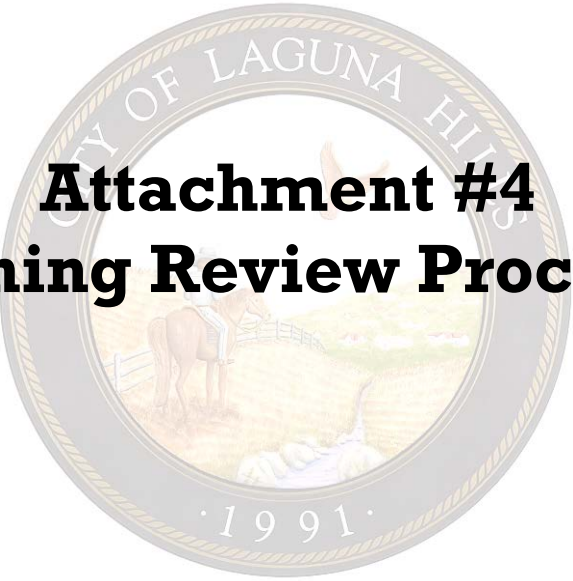
Maintenance facility	Mixed
Manufactured home	Discretionary
Massage establishment	OTC
Mini-warehouse	Discretionary
Mobile home	Discretionary
Mobile home park	Discretionary
Motion picture theatre	Discretionary
Museum	Discretionary
Nightclub	Discretionary
Office/business/medical/headquarters/professional	Discretionary
Outdoor event	Discretionary
Outdoor sales	Discretionary
Outdoor storage	Discretionary
Park, public/private	Discretionary
Public transportation uses	Discretionary
Recreational facility, private	Mixed
Recreational vehicle storage, private	Mixed
Recreational vehicle storage, public	Discretionary
Recycling event/facility	Discretionary
Research and development	OTC
Restaurant	Discretionary
Restaurant, fast food (drive-thru)	Discretionary
Restaurant, fast food (no drive-thru)	Discretionary
Retail/service business	Mixed
Riding and hiking trails	Mixed
School, commercial	Discretionary
School, private	Discretionary
School, public	Discretionary
Senior center	Discretionary
Swim club	Discretionary
Tennis club	Discretionary
Vehicle body repair, paint or restoration	Mixed
Vehicle leasing/rental	Discretionary
Vehicle repair	Mixed
Veterinary clinic	Discretionary
Warehouse and sales outlet	Discretionary
Warehousing, storage & distribution	Discretionary

Type of Application	Hearing Required	Decision Authority	Appeal Authority
Change plan	No	Community Development Director	Planning Agency
Conditional use permit	NAH	Planning Agency	N/A
Conditional use permit for large family day care	No	Community Development Director	Planning Agency
Development agreement amendment	NAH	City Council	N/A
Development agreement	NAH	City Council	N/A
Development code amendment	NAH	City Council	N/A
Extension of time	No	Planning Agency	N/A
General plan interpretation	No	Planning Agency	N/A
General plan amendment —Major —Minor —Technical	NAH NAH No	City Council City Council Community Development Director	N/A N/A N/A
Home occupation permit	No	Community Development Director	Planning Agency
Landscape plan	No	Community Development Director	Planning Agency
Master sign program	NAH	Planning Agency	N/A
Parking use permit	NAH	Planning Agency	N/A
Precise plan	NAH	Planning Agency	N/A
Sign program amendment —Major —Minor	NAH No	Planning Agency Community Development Director	N/A Planning Agency
Sign permit	No	Community Development Director	Planning Agency

Site development permit —Minor —Major	No NAH	Community Development Director Planning Agency	Planning Agency N/A
Special use permit	NAH	Planning Agency	N/A
Specific plan	NAH	City Council	N/A
Specific plan amendment	NAH	City Council	N/A
Temporary use	No	Community Development Director	Planning Agency
Variance	NAH	Planning Agency	N/A

Notes:

Site Development Permits for certain uses less than 20,000 square feet are classified as minor and are approved by the Community Development Director. Certain uses over 20,000 square feet are classified as major and are approved by the Planning Agency.

The seal of the City of Laguna Hills is a circular emblem. It features a central illustration of a brown horse standing in a field, with a white fence and a small body of water in the background. The words "CITY OF LAGUNA HILLS" are inscribed in a circular path around the top of the seal, and the year "1991" is at the bottom. The seal is rendered in a light, faded gray color.

Attachment #4

Zoning Review Process

City of Laguna Hills Zoning Review Process Overview

Over The Counter



Staff



Permitted Use: "P"



Staff Approval

- All Standards Met
- No Conditions of Approval

Discretionary: Staff/Director -OR- PA



Director



Zoning Application



Approved If Supported By Findings

- All Standards Met
- Findings/ Substantial Evidence
- Conditions of Approval



Planning Agency



Zoning Application



Staff Recommendation

- All Standards Met
- Findings/ Substantial Evidence
- Conditions of Approval

Or: Recommendation for denial to PA with Findings/ Substantial Evidence

Attachment #5
Zoning Applications
Reviewed

Attachment 5 – Summary of Zoning Applications Reviewed

2011	2012	2013	2014	2015	
0	0	1	0	1	ADCH=Address Change
3	1	2	1	1	CPMA=Changed Plan Major
5	1	1	2	1	CPMI=Changed Plan Minor
3	2	3	6	7	CUP=Conditional Use Permit
2	0	1	0	0	EXTM=Extension of Time
2	0	0	1	0	FPCN=Finding of Public Convenience or Necessity
0	0	1	0	0	FPM=Final Parcel Map
0	0	1	1	1	FTP=Fortune Teller Permit
0	0	2	1	1	GPA=General Plan Amendment Minor
0	0	2	0	0	GPAM=General Plan Amendment Major
64	76	61	69	50	HOC=Home Occupation Certificate
0	0	2	0	0	LLA=Lot Line Adjustment
0	0	1	0	0	LLM=Lot Line Merger
7	1	0	1	2	PA=Preliminary Application
0	1	0	0	1	PUP=Parking Use Permit
0	1	0	0	0	R4RF=R-4 Rehab Facility
1	2	1	3	0	SAP=Special Animal Permit
13	19	14	19	14	SDPA=Site Development Permit Administrative
5	3	3	1	1	SDPM=Site Development Permit Major
0	1	0	0	0	TPM=Tentative Parcel Map
24	12	21	22	22	TSP=Temporary Sign Permit
14	15	11	10	15	TUP=Temporary Use Permit
0	1	0	0	0	VA=Variance
2	2	2	1	0	ZTA=Zoning Text Amendment
145	138	129	138	116	
15	10	12	9	10	Planning Agency Items*

Attachment #6
Opportunity & Future Study Areas
2009 GP

OPPORTUNITY AREAS

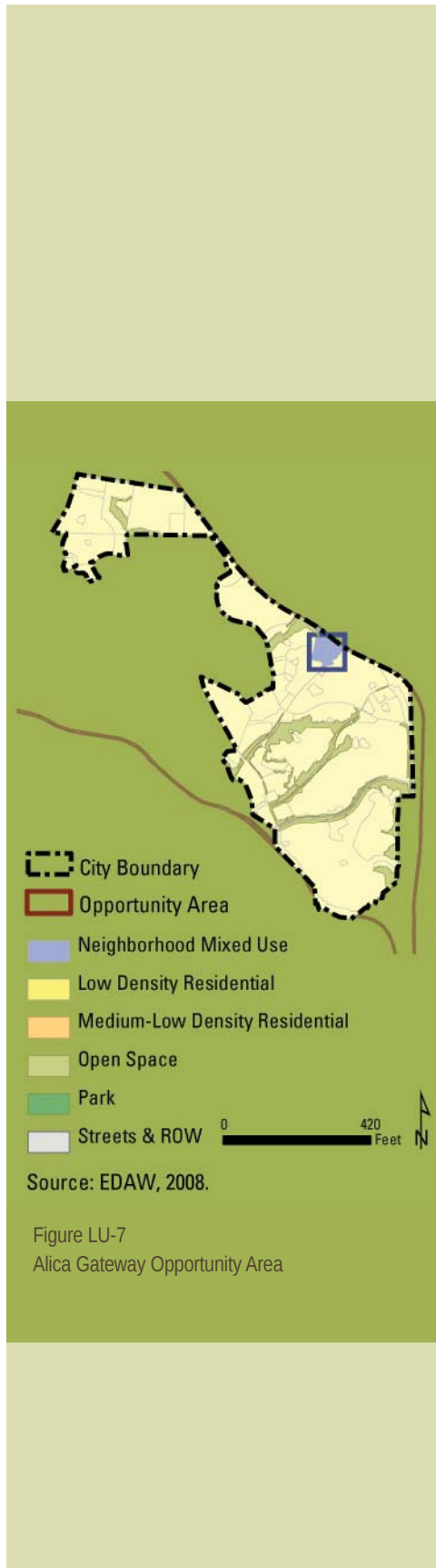
Opportunity areas represent sites within the City of Laguna Hills where future land use change is very likely to occur throughout the planning horizon of the General Plan. Each opportunity area has unique characteristics, opportunities, and constraints. The selection of the land use opportunity areas was the result of several months of collaboration and conversation between the public, City officials, City staff, and property owners. The selected opportunity areas represent sites in Laguna Hills that offer centrality and favorable market conditions and fulfill current needs for the City's commercial and housing markets in a changing economy. Finally, these sites offer the best potential for fulfilling the community's vision for Laguna Hills as described in the Guiding Themes.

As described in the following sections, this General Plan adjusts the land use designations in the opportunity areas. Outside of the opportunity areas, no major land use changes are anticipated to occur. The opportunity areas include Alicia Gateway, Via Lomas, and Moulton and La Paz.

Alicia Gateway

The Alicia Gateway opportunity area is 40.4 acres located just west of I-5. Alicia Parkway bisects the opportunity area from north to south, while Hon Avenue and Paseo de Alicia split the area from east to west. Figure LU-7 depicts the location of the Alicia Gateway opportunity area.

Alicia Gateway currently contains a variety of office and retail uses, including retail stores, restaurants, local services, fast-food establishments, and two gas stations. The area also contains a business park, a used car lot, and a public storage facility. Single-family homes border the area on the north, south, and west. No residential development is currently located within the boundaries of Alicia Gateway.



Alicia Gateway is a prime point of entry for the City of Laguna Hills. The plan for this area offers the opportunity to redesign the site in a way that welcomes visitors and residents into the community. Residential units located above retail on upper stories could take advantage of excellent views created by the natural topography of the City.

The General Plan features a Neighborhood Mixed Use designation for the entire Alicia Gateway area. The Neighborhood Mixed Use designation will create a moderate density center and gathering place by promoting a mix of retail, housing, and office uses; walkable connections, plazas, and green space for community gatherings; high-quality design and

architecture; orientation of buildings toward the street and pedestrians; and accessibility to transit. The Neighborhood Mixed Use designation promotes the development of vertical and horizontal mixed use. Allowed uses include commercial, retail, office, and residential. Standalone residential is prohibited. The maximum height is three stories, and the expected housing density range is between 10 and 20 dwelling units per acre with a maximum of 110 dwelling units on this site.

The Land Use Plan for this opportunity area is based upon development objectives established in the goals and policies of the Land Use Element and is consistent with the vision established in the Guiding Themes. Figure LU-8 illustrates planning concepts for the Alicia Gateway opportunity area. Redevelopment in Alicia Gateway will provide new housing, shopping, and business opportunities for the residents of Laguna Hills. Quality urban design using sustainable principles will improve the character of the area and enhance the identity of the City. Gathering places will enrich the community and provide social opportunities. Existing residential neighborhoods will be preserved and respected, while greater connectivity will promote walking from nearby neighborhoods to Alicia Gateway.

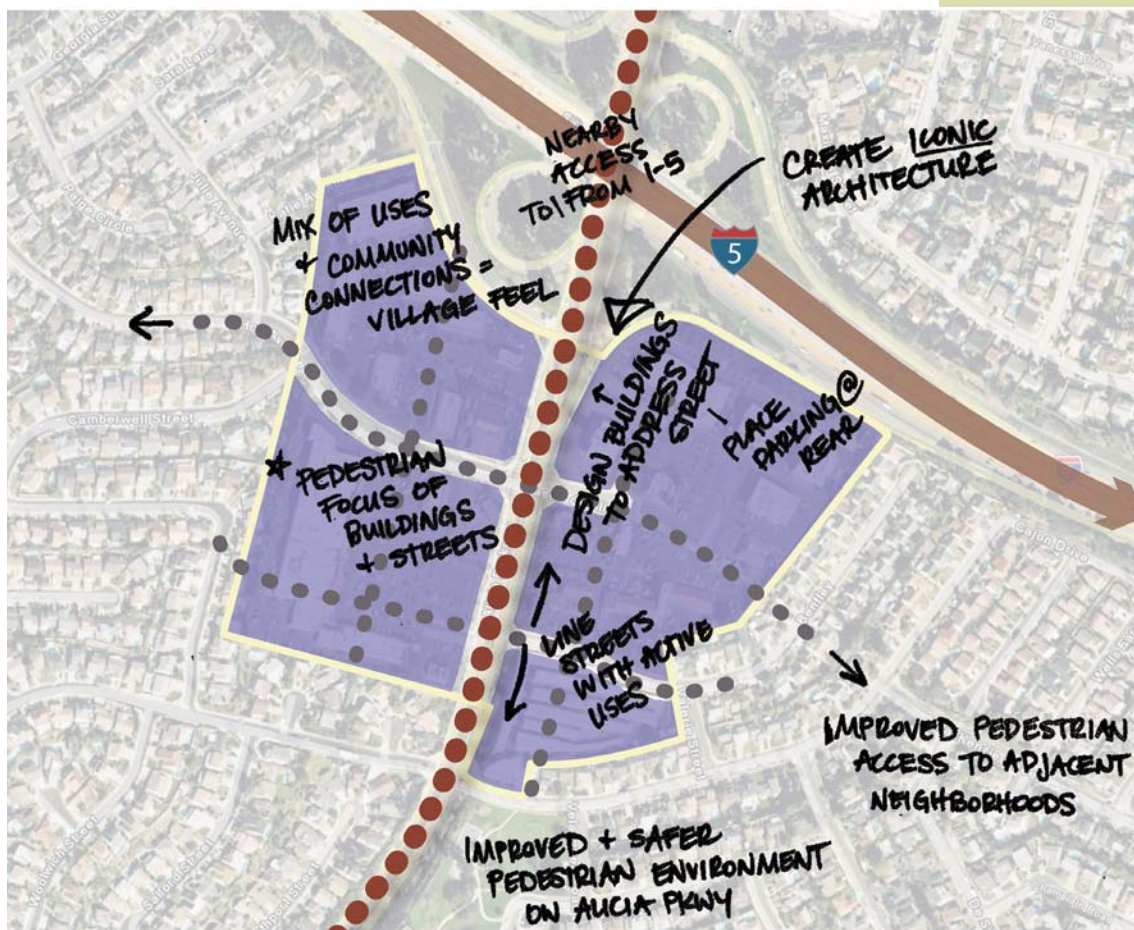


Figure LU-8
Alicia Gateway
Opportunity Area
Planning Concepts

Via Lomas

The Via Lomas opportunity area is located along Via Lomas in the west-central portion of the City and consists of 39 acres. Figure LU-9 depicts the location of the Via Lomas opportunity area.

The area is currently developed with 350 apartments and condominiums, consisting of one-story cluster condos and two-story apartments. A total of 102 units are within the Rancho Moulton and Rancho Niguel apartment complexes (51 units each). Both Rancho Moulton and Rancho Niguel were built in the early 1980s with Section 8 construction funds and provide affordable housing to low and moderate income residents. The Aliso Meadows condominiums have 248 units and provide an affordable home ownership opportunity for low and moderate income households.

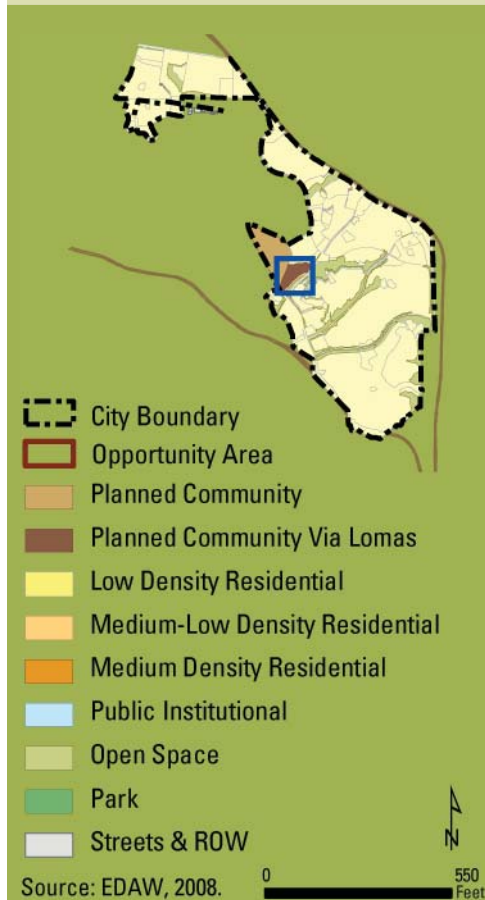


Figure LU-9
Via Lomas Opportunity Area



The opportunity for this area is to redevelop the site, maintain the current number of existing rental opportunities on-site, provide additional homeownership opportunities, improve the quality of the housing stock, and add park and recreation opportunities. Additional development in the Via Lomas area would ensure a buffer area between the Via Lomas area and adjacent residential neighborhoods. Building height limitations would ensure that hillside neighborhoods surrounding the Via Lomas area retain their views and view corridors.

The General Plan designates this site as Planned Community Residential. This designation will allow a maximum of 600 dwelling units through a variety of different densities, which is an increase of 250 dwelling units over existing conditions. Building height will be a combination of two- and three-story structures. Additionally, up to about 13 acres of parks and recreation amenities will be added.

The land use plan for Via Lomas is based upon development objectives established in the goals and policies of the Land Use Element and is consistent with the vision established in the Guiding Themes. Redevelopment in Via Lomas will provide new housing and recreational opportunities as well as improve the overall character of the Via Lomas area. Sustainable building methods and energy efficiency principles will also enhance the environment. Figure LU-10 illustrates planning concepts for the Via Lomas opportunity area.

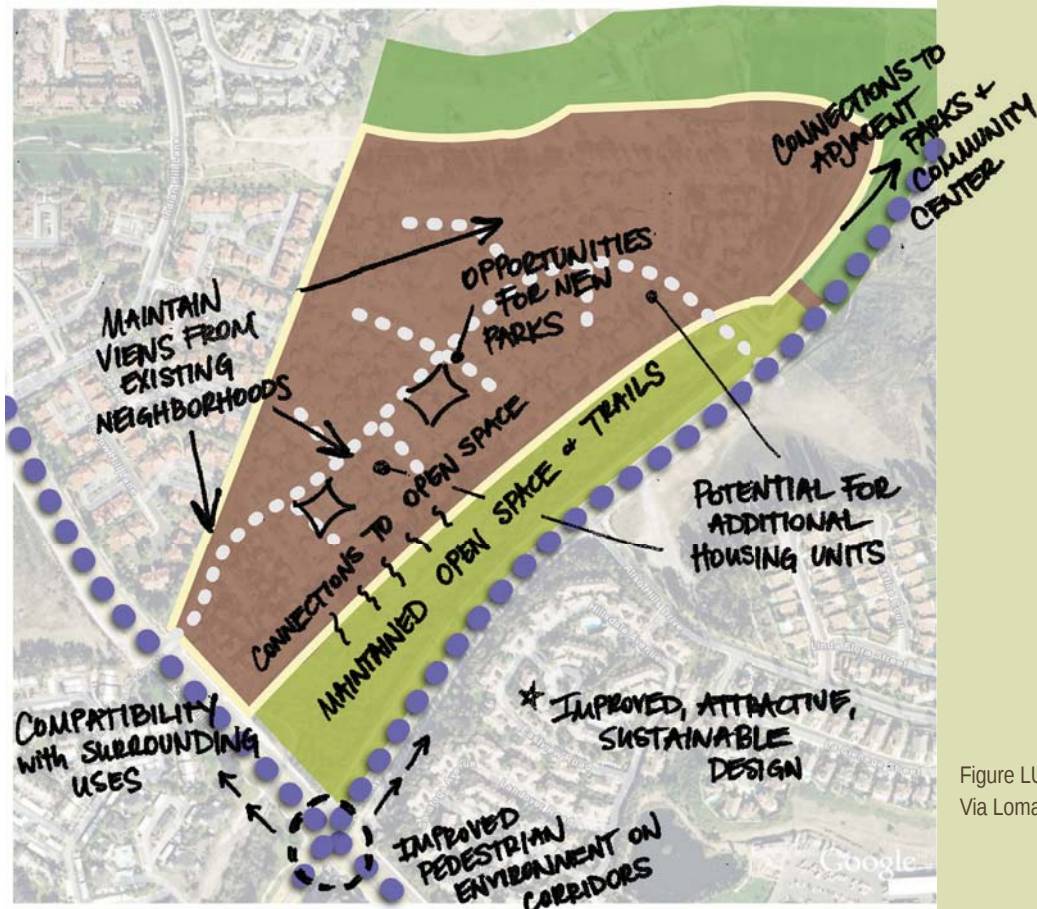


Figure LU-10
Via Lomas Concept Plan

Moulton and La Paz

The Moulton and La Paz opportunity area is located in southwest Laguna Hills and is bounded roughly by Moulton Parkway to the west, La Paz Road to the south, Alameda Avenue to the east, and the Moulton La Paz neighborhood to the north. Figure LU-11 depicts the location of the Moulton and La Paz opportunity area.

The predominant land use within the corridor is open space. Located near the southwest corner of this area is the Moulton/La Paz Center consisting of

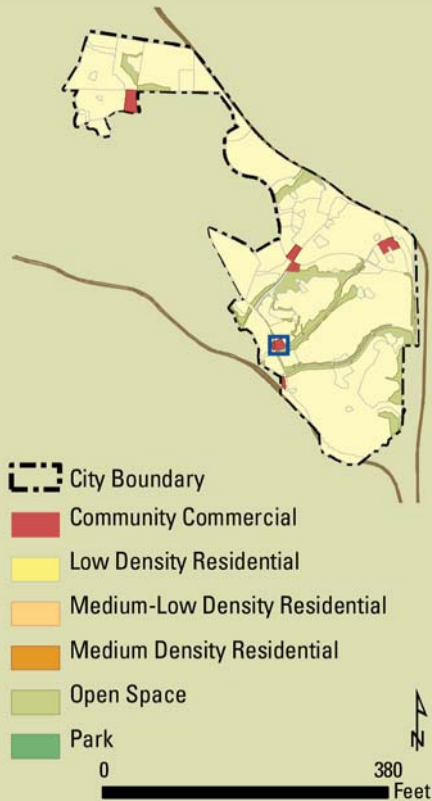
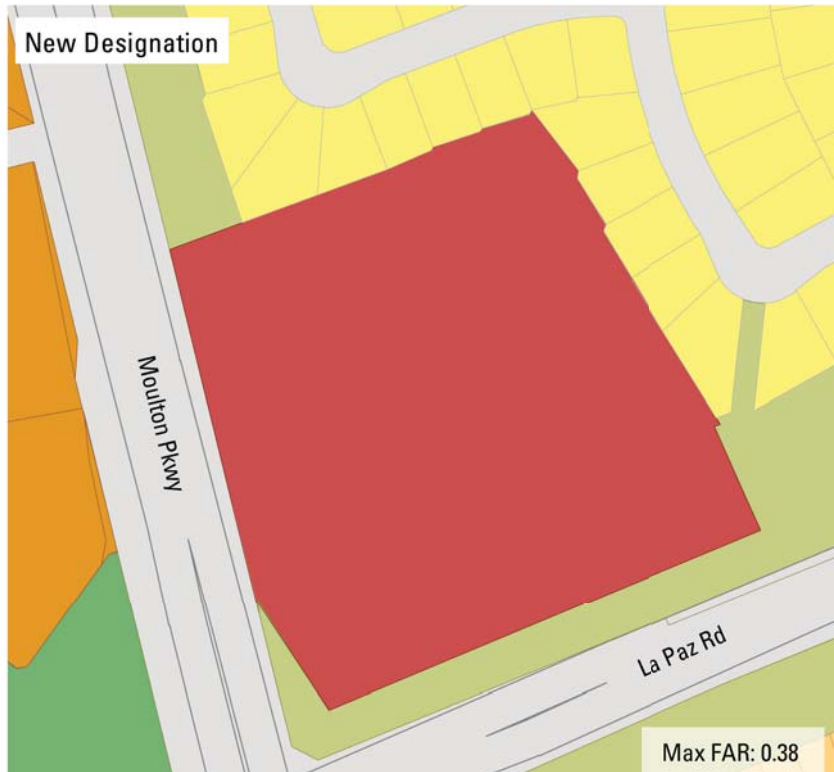


Figure LU-11
Moulton/La Paz
Opportunity Area



commercial land uses, including neighborhood retail stores, restaurants, and professional offices. The General Plan designation for this area is Community Commercial.

The key opportunity in this area is to extend the Community Commercial land use designation about 150 feet south. This would result in the loss of approximately 2.2 acres of unimproved, dedicated open space. This open space primarily consists of dirt and interspersed eucalyptus trees. The extension of the Community Commercial designation could allow redevelopment of the area with a minor expansion of square footage to commercial buildings, and reorient commercial buildings toward the street. Reorientation would improve the pedestrian environment along La Paz Road and create an active presence on the street by placing parking behind buildings away from the street. No residential development is allowed in this opportunity area. Local and regional trails and

adequate drainage facilities at the corner of Moulton Parkway and La Paz Road will be retained and opportunities to enhance the visual appeal of the open space corridor will be explored.

The Land Use Plan for Moulton and La Paz is based upon development objectives established in the goals and policies of the Land Use Element and is consistent with the vision established in the Guiding Themes. Redevelopment may provide some additional square footage for new business opportunities, which would contribute to the City's fiscal health and economic sustainability. This area could also be reconfigured to stimulate pedestrian activity on adjacent streets. Sustainable building methods and energy efficiency principles will also enhance the environment. Figure LU-12 illustrates planning concepts for the Moulton and La Paz opportunity area.

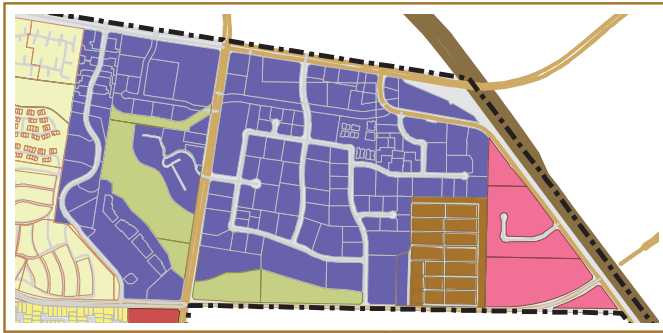


Figure LU-12
Moulton/La Paz Opportunity
Area Planning Concept

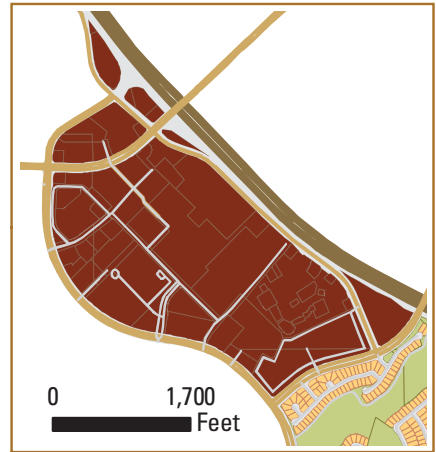
FUTURE STUDY AREAS

The City of Laguna Hills contains future study areas that have been considered for revitalization in the future. The Land Use Plan does not change any of the land use designations in the areas identified as future study areas. However, opportunities exist to redevelop, improve, or intensify some of the land uses in the future study areas. This section describes the North Business Park, Urban Village, La Paz Gateway, and Alicia Parkway/Aliso Hills Park Triangle future study areas. Figure LU-13 depicts the locations of the future study areas.

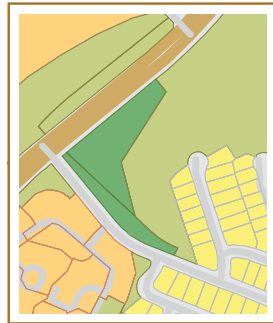
North Business Park



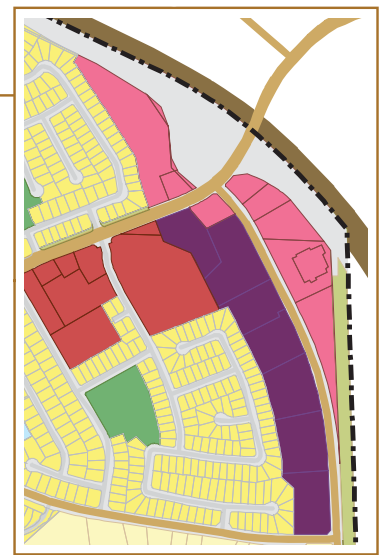
Urban Village



Alicia Parkway/ Aliso Hills Park Triangle



La Paz Gateway



Planned Land Use

Estate Residential	Freeway Commercial
Low Density Residential	Village Commercial
Medium-Low Density Residential	Office Park
Medium Density Residential	Mixed Use
High Density Residential	Neighborhood Mixed Use
Planned Community	Open Space
Planned Community Residential	Public/ Institutional
Community Commercial	Park

City Boundary
Local Streets
Major Streets
Freeway/ Toll Road

Source: EDAW, 2008.

Figure LU - 13
Future Study Areas



North Business Park

The North Business Park future study area is located in the northern part of Laguna Hills and is generally bounded by Lake Forest Drive on the north, Avenida de La Carlota on the east, Ridge Route Drive on the south, and Mill Creek Drive on the west. The area is approximately 380 acres. The majority (262 acres) of this study area is designated as Mixed Use. To the east of this area and adjacent to I-5 is approximately 54 acres designated as Freeway Commercial. A mobile home park is also within the southern portion of the area.

Existing uses within the North Business Park area include offices, retail, restaurants, motels, furniture stores, and industrial businesses. These businesses provide important employment and services for the residents of the City and provide the City with valuable sales tax revenue. No land use designation changes are proposed in this area.

Since many of the facilities within this future study area are one-story tilt-up construction buildings, opportunities for intensification are possible. Larger and better designed buildings could be built, perhaps containing more than one story, subject to the established FAR requirements and other development standards for the area. Additionally, some of the buildings in the southern portion of the study area could be reoriented toward Aliso Creek.

Urban Village

The Urban Village future study area is within the boundaries of the existing Urban Village Specific Plan (UVSP) area, which was adopted in November 2002. The UVSP regulates the development within the Urban Village area. This area consists of 240 acres bounded by Paseo de Valencia on the north and west, Los Alisos Boulevard on the south, and I-5 on the east.

The Urban Village area is the heart of Laguna Hills providing a mix of retail, office, financial, medical, residential, and transportation uses. The uses within this area provide numerous goods and services to the City's residents and also generate major sales tax revenues for the City. The Laguna Hills Transportation Center is located within this area, which is served by transit.

The General Plan Land Use designation for this area is Village Commercial. The purpose of the Urban Village area is to develop a community core in which a variety of public, regional commercial, recreational, and high density residential uses work in concert to create an urban village. The UVSP, which governs the land uses in this area, provides for a continuing mixture of land uses, including retail, residential hotel, medical offices, and general offices. These uses should be interconnected through safe pedestrian pathways and provide direct access to the transit center, civic center, and regional trails.

Opportunities in this area include intensification and redevelopment as already allowed under the UVSP. Additionally, the General Plan allows the addition of approximately 117,000 square feet of retail space, above and beyond that specified in the UVSP. Table LU-2 depicts the opportunities allowed under the UVSP and with the addition of retail space allowed under the General Plan.

Table LU-2 Urban Village Specific Plan Area			
Development Potential	Urban Village Specific Plan	Future Study Area	Total
Retail (SF)	183,000	117,000	300,000
Residential Dwelling Units	200	No additional proposed	200
Hotel Rooms	250	No additional proposed	250
General Office (SF) (no medical office)	380,000	No additional proposed	380,000
Medical Office (SF) (no general office)	138,000	No additional proposed	138,000

La Paz Gateway

The La Paz Gateway future study area is located immediately west of I-5 primarily south of La Paz Road and adjacent to Cabot Road. The area consists of 49.9 acres and is designated as Community Commercial, Freeway Commercial, and Office Professional.

The La Paz Gateway future study area contains a variety of commercial and office uses. Commercial uses include retail stores, restaurants, gas station, gym, and hotel. Some of the commercial centers within the La Paz Gateway have surplus, vacant leasable space.

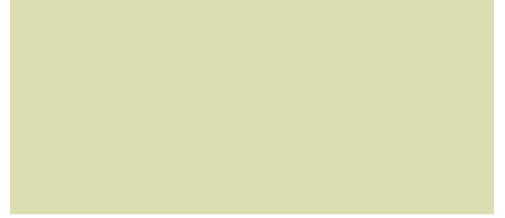
Opportunities within the La Paz Gateway area include revitalization and redevelopment. Buildings could be reconstructed and/or enlarged and reoriented to create more vibrant street life and to provide better pedestrian access from adjacent areas. The addition of iconic architecture would also serve to enhance the character of the area and the image of Laguna Hills. The upper portion of the La Paz Gateway future study area has excellent eastward views of hills and mountains that should be enhanced through any redesign and revitalization of the site.

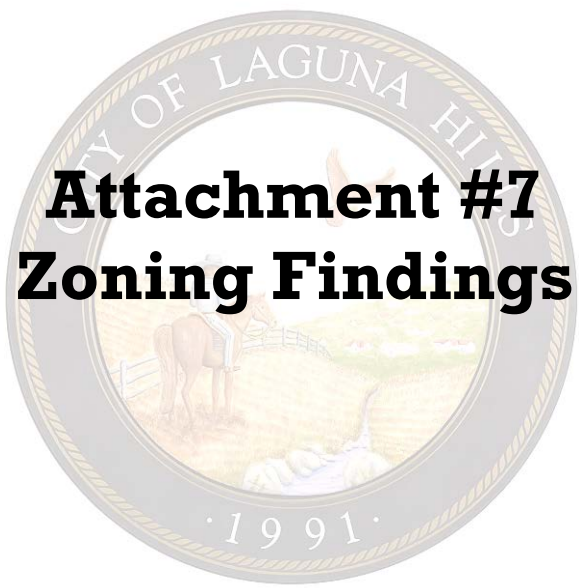
Alicia Parkway/Aliso Hills Park Triangle

The Alicia Parkway/Aliso Hills Park Triangle future study area is located at the southeast corner of the intersection of Alicia Parkway and Aliso Hills Drive. The area consists of a 2-acre flat triangular area along dedicated hillside open space and

recreation paths. The General Plan land use designation is Parks.

This future study area is centrally located within the City. Opportunities for this area include providing additional active parks or recreation facilities or an additional civic use that could connect to the nearby Laguna Hills Community Center. Another option may be community gardens.





Attachment #7 Zoning Findings

FINDINGS FOR A GENERAL PLAN AMENDMENT, ZONE CHANGE, CODE AMENDMENT, OR SPECIFIC PLAN

- 1) That the amendment or plan is consistent with the intent of the goals and policies of the General Plan as a whole, and is not inconsistent with any element thereof;
- 2) That the amendment or plan is necessary to prescribe reasonable controls and standards for affected land uses to insure compatibility and integrity of those uses with other established uses;
- 3) That the amendment or plan is necessary to provide reasonable property development rights while protecting environmentally sensitive land uses and species;
- 4) That the plan or amendment is necessary to correct discrepancies in standards or policies within the plan area or land use category; and
- 5) That the plan or amendment is necessary to protect the general health, safety, or general welfare of the community as a whole.

FINDINGS FOR A PRECISE PLAN OR AN AMENDMENT TO A PRECISE PLAN

- 1) That the plan and the uses proposed are consistent with the General Plan;
- 2) That the proposed plan is consistent with adopted development standards for the area in which proposed;
- 3) That the plan promotes community image and enhances compatibility of uses in the plan area;
- 4) That the plan will reduce undesirable environmental consequences while improving economic needs of the area and community; and
- 5) That the plan is sufficiently detailed to ensure design values and controls needed to achieve a balance and integration of uses.

FINDINGS FOR MASTER SIGN PLAN

shall address the findings for a Site Development permit and the following:

- 1) That the design and application of the sign criteria required by the Laguna Hills Development Code are satisfied by the proposed sign plan.
- 2) That the sign plan provides a compatible and harmonious design between advertising, landscaping and building design.

FINDINGS FOR A CHANGED PLAN

Findings for Changed Plans shall address the findings required for the discretionary permit for which the modifications are being requested.

FINDINGS FOR A CONDITIONAL USE PERMIT

- 1) That the proposed use is consistent with the General Plan;
- 2) That the nature, condition and development of adjacent uses, buildings and structures have been considered and the proposed conditional use will not adversely effect or be materially detrimental to the adjacent uses, buildings, or structures;
- 3) That the proposed site is adequate in size and shape to accommodate the use and integrate it with the existing and planned uses in the vicinity;
- 4) That all required development standards prescribed by the Laguna Hills Development Code can be achieved; and
- 5) That the conditions and limitations placed upon the use are necessary to insure compatibility with adjacent or abutting uses and the preservation of the public peace, safety, and welfare.

FINDINGS FOR A JOINT PARKING USE PERMIT

- 1) That the proposed use permit is consistent with the intent and purpose of the Laguna Hills Development Code;
- 2) That the use permit provides a reasonable and enforceable means for all uses to share parking facilities;
- 3) That the requirement for parking established by the use permit shall assure that parking demands for the participating uses are continually met; and
- 4) That all of the findings for a Conditional Use Permit can be made.

NOTE: In response to finding number 4, the applicant shall also specifically address all of the findings required to be made for a Conditional Use Permit.

FINDINGS FOR A VARIANCE

- 1) That the strict application of the Laguna Hills Development Code deprives the property owner of privileges enjoyed by other properties in the vicinity and in an identical land use designation because of special circumstances applicable to the subject property or intended use of the property that do not generally apply to other properties in the same zoning district such as size, shape, topography, location or surroundings;
- 2) That the grant of the variance does not constitute the grant of special privilege not available to other properties under similar circumstance in the same zoning district;
- 3) That the variance is granted upon hardship and not convenience:
- 4) That the grant of variance will not be detrimental to the public health, safety, and welfare of the community, nor be injurious to properties, uses, or improvements in the vicinity; and
- 5) That the variance does not grant a use not permitted by the zoning district.

FINDINGS FOR A SITE DEVELOPMENT PERMIT

Findings for a Site Development Permit shall address the following:

- 1) That the site design complies with standards of the Laguna Hills Development Code;
- 2) That the site is suitable for the proposed development;
- 3) That the project is consistent with the General Plan and applicable design guidelines; and
- 4) That the site design and structural components are appropriate for the site and function of the proposed uses.

Attachment #8
Components of Legislative &
Quasi-Judicial Decisions

Attachment 8 – Components of the Decision Making Process

	<u>Legislative</u>	<u>Quasi-Judicial</u>
Presiding Body	City Council	Planning Agency
Application Type	General Plan Amendment/ Zone Change/ Zoning Code Amendment	Major Site Development Permit Master Sign Program Conditional Use Permit Variance
Elements of Decision	Creating new laws, policies or regulations of general applicability Applies to a broad area such as a zoning district, or city-wide Findings typically not required Cannot be arbitrary or capricious or entirely lacking in evidentiary support. Broad discretion with public interest. CEQA Applies Published notice. Mailed notice may not be required.	Applying pre-existing laws (i.e. zoning code), policies or regulations in a specific factual context. Usually limited to an individual parcel. Requires findings Decisions based on substantial evidence. Decision must be impartial/ objective/ unbiased. CEQA Applies Published notice. Mailed notice to persons within 300 feet.

Attachment 8 – Components of the Decision Making Process

Ex Parte Contact

Investigating and determining facts as a basis for legislation is acceptable. Members free to discuss issue outside of hearing.

Danger of pre-judging an application. Disclosure recommended if contacted by third parties.

Conditions

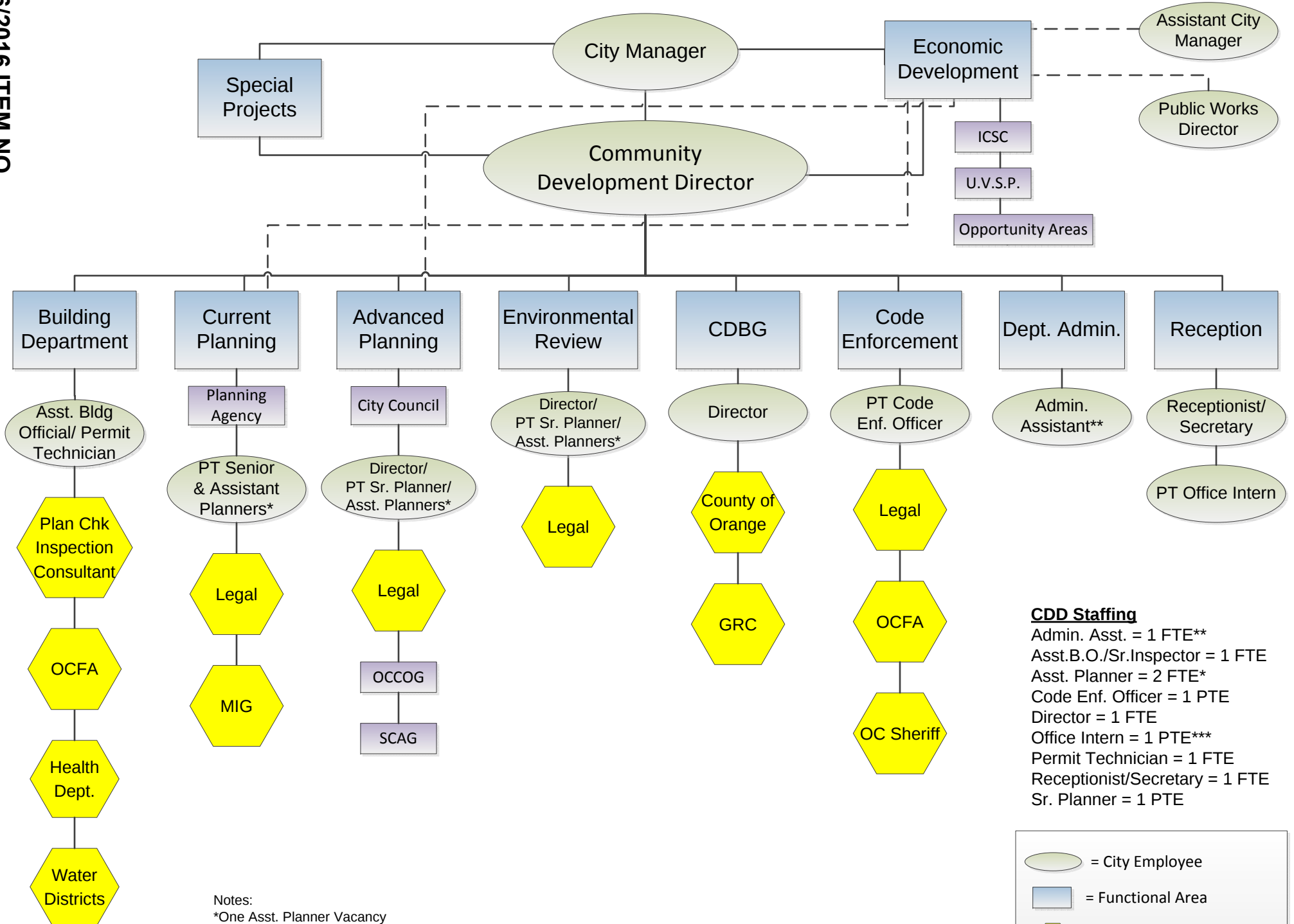
None

Nexus/ Reasonable relationship/
Roughly proportionate to impact

The seal of the City of Laguna Hills is a circular emblem. It features a central illustration of a person standing on a globe, with a sun rising behind them. The words "CITY OF LAGUNA HILLS" are inscribed around the top inner edge of the seal, and "1991" is at the bottom. The seal is rendered in a light, faded gray.

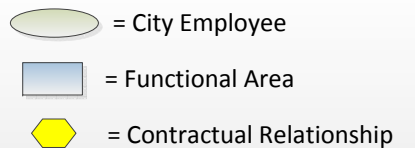
Attachment #9
Community Development
Department Organization Chart
By Function

Community Development Director Responsibilities



CDD Staffing

Admin. Asst. = 1 FTE**
 Asst.B.O./Sr.Inspector = 1 FTE
 Asst. Planner = 2 FTE*
 Code Enf. Officer = 1 PTE
 Director = 1 FTE
 Office Intern = 1 PTE***
 Permit Technician = 1 FTE
 Receptionist/Secretary = 1 FTE
 Sr. Planner = 1 PTE



Notes:

*One Asst. Planner Vacancy

**Also backs up Permit Technician & Receptionist

*** Temp position funded by Asst. Planner vacancy savings



City of Laguna Hills

City Council Meeting Agenda

Staff Report

DATE: FEBRUARY 6, 2016

TO: MAYOR AND COUNCIL MEMBERS

**FROM: DON WHITE
ASSISTANT CITY MANAGER**

**ISSUE: COMMUNITY DEVELOPMENT DEPARTMENT ORGANIZATIONAL
ASSESSMENT PRESENTATION BY BILL KELLY FROM KELLY &
ASSOCIATES**

SUMMARY:

Included in the 2015-17 Biennial Budget is an appropriation to conduct management/organizational evaluations of select City departments and operations. The City Manager selected the Community Development Department for a comprehensive evaluation and, in September, the City retained Kelly Associates to conduct an organizational assessment of the Community Development Department. Their analysis focused on twelve areas:

1. Comparison of parking standards for drive-thru restaurants and medical offices.
2. Assessment of the need for a Planning Commission that is separate from the City Council.
3. Review of regulatory documents.
4. Evaluation of the permitting process.
5. Interdepartmental coordination.
6. Policies and procedures.
7. Filing and storage of planning documents.
8. Information technology.
9. Staff training.
10. Counter operations.
11. Website.
12. Organizational assessment.

A copy of their final report is attached to this staff report. The report contains 25 recommendations.

Kelly Associates will be at the workshop to make a presentation to the City Council and answer questions.

ATTACHMENT:

- Kelly Associates Organizational Assessment



City of Laguna Hills, California



An Organizational Assessment of the Community Development Department

January 27, 2016



January 27, 2016

Mr. Bruce E. Channing
City Manager
City of Laguna Hills
24035 El Toro Road
Laguna Hills, CA 92653

**SUBJECT TRANSMITTAL OF ORGANIZATIONAL ASSESSMENT OF THE CITY OF LAGUNA HILLS
 COMMUNITY DEVELOPMENT DEPARTMENT**

Dear Mr. Channing:

Kelly Associates Management Group LLC (KAMG) is pleased to present to the City of Laguna Hills our organizational assessment of the City's Community Development Department. We were tasked to evaluate the efficiency and effectiveness of the current Department in terms of its staffing, parking standards for certain land uses, workload, processes and procedures, management, communications, deployment of resources, and other matters and to make recommendations for possible changes.

The attached report begins by providing an introduction regarding the purpose and scope of the study. We then document our observations and conclusions in the following categories:

- Participant Feedback and Observations
- General Findings and Observations
- Recommendations
- Implementation

We appreciate the opportunity to serve the City of Laguna Hills and are prepared to assist in any follow-up actions the City may wish to pursue.

Sincerely,

KELLY ASSOCIATES MANAGEMENT GROUP LLC

A handwritten signature in blue ink, appearing to read 'William R. Kelly', is written over a horizontal line.

William R. Kelly
President/CEO

City of Laguna Hills

An Organizational Assessment of the Community Development Department



City Council

Barbara Kogerman, Mayor
Don Sedgwick, Mayor Pro Tem
Andrew Blount, Council Member
Melody Carruth, Council Member
Dr. Dore Gilbert, Council Member

City Staff

Bruce E. Channing, City Manager
Donald J. White, Assistant City Manager
David Chantarangsu, Community Development Director

Consulting Staff

Kelly Associates Management Group LLC
William R. Kelly, President/CEO
Christine E. Kelly, Executive Vice-President
David A. Gruchow, Principal

January 27, 2016

Prepared for the City of Laguna Hills by





An Organizational Assessment of the Community Development Department

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Appendix A	List of Interview Participants
Appendix B	Summary of SWOT Analysis Input
Appendix C	Sample Implementation Matrix
Appendix D	Application Review Process Flow Chart
Appendix E	Plan Check Process Flow Chart
Appendix F	Building Permit Process Flow Chart
Appendix G	Community Development Director’s Goals and Activities



An Organizational Assessment of the Community Development Department

Executive Summary

The City of Laguna Hills has engaged in a process to assess the mission, vision, and organizational functions of its Community Development Department (the “Department”). To this end, the City retained Kelly Associates Management Group (“KAMG”) to study the Department’s management structure and organization, evaluate the development review process, assess potential organizational alternatives, develop recommendations for change, and present a final report.

The Department’s mission is to provide effective guidance and coordination for all land planning and development activities throughout the City and implement the regulations and policies of the City in a manner that will ensure a safe and healthy environment that is not only free of blight but also promotes a high quality of life as a goal. The Department is committed to fulfilling this mission by providing the highest level of professional service to the City Council and general public by:

- Working to improve cooperative relationships with other City departments and public agencies
- Fairly and consistently implementing City policies and regulations in the processing of development proposals
- Creating innovative, efficient solutions to community issues

KAMG’s analysis focused on the following twelve (12) organizational areas:

- 1 Comparison of parking standards for drive-thru restaurants and medical offices
- 2 Assessment of the need for a Planning Commission that is separate from the City Council
- 3 Review of regulatory documents
- 4 Evaluation of the permitting process
- 5 Interdepartmental coordination
- 6 Policies and procedures
- 7 Filing and storage of planning documents
- 8 Information technology
- 9 Staff training
- 10 Counter operations

11 Website

12 Organizational assessment

Participant Feedback and Observations

One of the most relevant sources of information gathered was from the eighteen (18) people interviewed, including members of the City Council, City Administration, designated City staff members involved in the development process, and selected community stakeholders. The purpose of these interviews was to determine individual perceptions of the efficiency and effectiveness of the Department's work, identify problem areas that inhibit service delivery, and document suggestions for improvement.

While individual issues and observations noted during the interviews were somewhat similar, there were a number of noteworthy themes that emerged among nearly all the participants:

- **General Observations** - The Community Development Department management staff has a strong working knowledge of planning and CEQA laws as well as building and safety codes and procedures. The entire staff is very friendly and responds to the public as if they are all part of the same team. As a result, they make the public feel welcome. The concerns expressed by the public and other departments were largely focused on the City's development process.
- **Organization** – The Community Development Department planning staff is small with a strong working knowledge of planning and CEQA laws and procedures. However, while they are supportive of each other, there is a need for more clearly defined lines of authority and a process for ensuring adequate coverage at the public counter. The Director is frequently required to attend to day-to-day tasks which tends to constrain leadership, complicates and delays task accomplishment, and hinders meaningful long-term planning and goal setting. Additionally, the Director is unable to adequately address subordinate staff's personal and professional development needs.
- **Plans** – The City's Development Code is in need of updating in order to resolve inconsistencies and to make it more business friendly. There is also a specific need to address parking standards for drive-thru restaurants and medical offices.
- **Technology** – The City has made good use of technology, especially in light of the small staff. Many respondents observed that the systems currently employed (such as Energov and the Finance system) need to be upgraded
- **Communications** – Because of the small staff size, many informal practices and procedures have evolved based on personal relationships. A more deliberate approach is needed to address staff coverage issues and the overall project entitlement process.

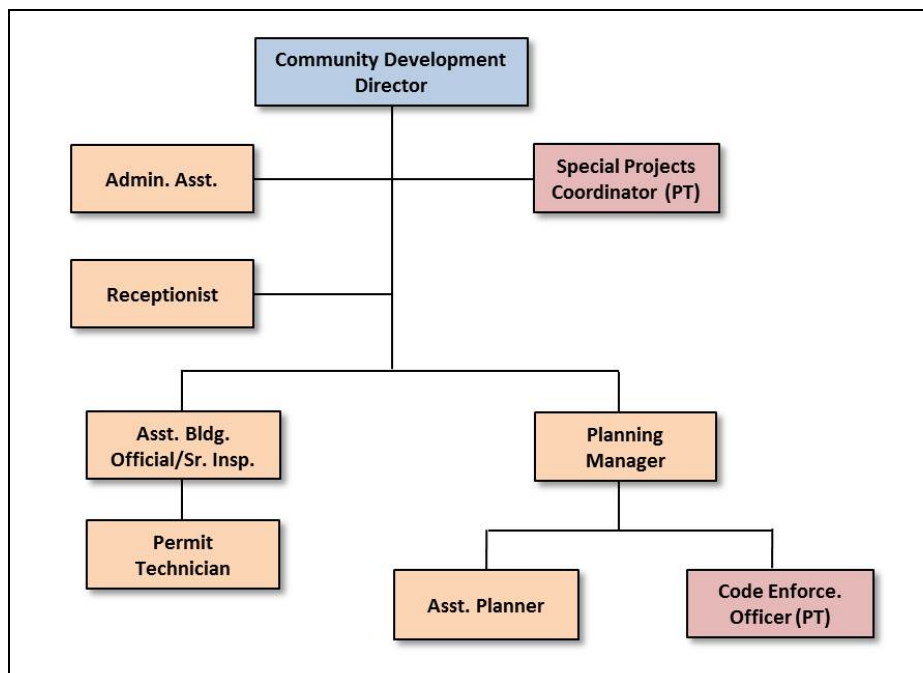
Findings and Recommendations

Based on KAMG's review of the data collected, the results of the interviews, and the application of KAMG's knowledge of industry best practices, structural, programmatic, administrative, and cultural changes for the City and the Community Development Department have been recommended in order to help address organizational needs. Some of the recommendations involve change that could be implemented fairly quickly and easily such as revising process flowcharts; however, other issues would require the commitment of financial resources in terms of equipment, staffing, training, etc.

Proposed Organizational Changes

After reviewing the comments and observations offered by the interviewees and examining the documents and data relative to the Community Development Department, KAMG recommends that the City of Laguna Hills consider certain structural changes as shown in the figure below:

**Department of Community Development
Proposed Functional Organization**



The proposed organization envisions the creation of a mid-level Planning Manager to oversee the subordinate planner and Code Enforcement Officer. It also suggests the reclassification of

Community Development Organizational Assessment

the part time Senior Planner to Special Projects Coordinator in order to create a support staff professional for the Director. In order minimize the cost of this organizational change, KAMG recommends that the vacant Assistant Planner position be eliminated and that the hours for the existing part time Senior Planner be reduced.

Implementation

The next step in the process would be for the City Manager, the Assistant City Manager and the Community Development Director to review all of the recommendations included in this report, evaluate and prioritize those changes that would have the greatest impact, and develop measurable goals and objectives for their implementation. Such an implementation plan would establish specific timeframes for completing objectives as well as designating specific responsible staff members.



An Organizational Assessment of the Community Development Department

Section I – Overview

The City of Laguna Hills retained KAMG to assess the mission, vision, and organizational functions of its Community Development Department (the “Department”). It was the City’s desire to have KAMG study the Department’s management structure and organization, evaluate the planning and development processes, evaluate the development review process including the role and responsibilities of other departments/divisions associated with development review, assess potential organizational alternatives, analyze certain parking and land use issues relating to drive-thru restaurants and medical buildings, review the technology employed within the Department, assess counter/customer service functions, develop recommendations for change, and finalize the report.

The scope of KAMG’s assessment work reflects the following tasks:

- **Project Orientation:** Meet with the City Manager, Assistant City Manager and Community Development Director to review both the goals of the project and management’s expectations and to discuss the project schedule.
- **Data Collection:** Collect all forms, policies, and procedures relating to the issuance of permits, review historical data on actual number of permits issued, conduct interviews with key stakeholders (i.e., City Council, department staff, other City department representatives, commercial and industrial businesses, permit applicants, etc.).
- **Data Analysis:** Analyze all data collected.
- **Preparation and Submittal of Final Report:** Prepare a Final Report of findings and recommendations.

KAMG has found that any plan for implementing the various findings and recommendations may result in a modified organizational structure that redirects some of the existing managerial and supervisory relationships. In addition, the success of any such plan would also depend on a conscious management commitment to accountability and improving communication between departments/divisions involved in the development review process, and internally amongst the planning staff.

Summary of Development Review Responsibilities

Although the responsibilities associated with coordinating and processing development project applications are primarily assigned to the Community Development Department, the following departments/divisions make up the entire development process team in Laguna Hills:

- Community Development Department – Planning
- Community Development Department – Building and Safety
- Public Services – Engineering
- Public Safety – Fire Services
- Public Safety – Police Services

The following summarizes the development review responsibilities of each of the functions that have a role in the review of the development applications.

Community Development

The Mission Statement of the Community Development Department is to:

“Provide effective guidance and coordination for all land planning and development activities throughout the City and implement the regulations and policies of the City in a manner that will ensure a safe and healthy environment that is not only free of blight but also promotes a high quality of life as a goal.”

This Mission is to be fulfilled by providing the “...highest level of professional service to the City Council and general public by:

- Working to improve cooperative relationships with other City departments and public agencies
- Fairly and consistently implementing City policies and regulations in the processing of development proposals
- Creating innovative, efficient solutions to community issues”

Planning Division: The Planning Division is responsible for, “...ensuring the implementation of the goals and strategies of the General Plan....” monitoring and responding “...to development in neighboring jurisdictions, and ensuring planning and environmental compliance with regional authorities and State Law.”

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The Planning Division has the primary responsibility for acting as the project facilitator and project manager in processing all planning and land use applications relating to the General Plan and Zoning Code. Examples include General Plan Amendments, Zone Changes, Specific Plans, Conditional Use Permits, Site Development Permits, Sign Permits, Temporary Use Permits, and Home Occupation Permits. The Planning Division is also responsible for application and preparation of all studies relating to the California Environmental Quality Act (CEQA).

Building and Safety Division: The Building and Safety Division is responsible for "...code compliance, complaint investigations, continuous progress inspections, issuance of permits, public counter services and reviewing/approving building plans."

Public Services

Public Services include the Divisions of Engineering, Parks, and Public Works. The Mission Statement of the Public Services Department is to, "Protect and preserve the public's use and ownership of public property and rights-of-way throughout the City. Provide scheduled and preventive infrastructure maintenance services within public rights-of-way for the benefit of the community. Provide, create, and maintain a high quality park and public landscape system that encourages the public's use of park facilities and open space areas, and adds to the overall aesthetic appearance of the City." The Engineering Division of Public Services is the division that participates in the development process.

Engineering Division: This Division interacts with Community Development in many of the development processes. Their areas of review include traffic, on-street parking, grading, and water quality. They also oversee the contract for the City GIS system.

Public Safety

The Public Safety Department consists of four divisions, including Animal Control, Emergency Management, Fire Protection, and Police Services. These four divisions are responsible for, "prevention education, enforcement of laws, protection of citizens, and emergency response." The two divisions that participate in the development review process are Fire Protection and Police Services.

Fire Protection: The Orange County Fire Authority ("OCFA") provides the City of Laguna Hills all of the fire safety needs and is responsible for the safety, well-being, and physical protection of local residents and property. The OCFA has assigned a liaison for fire-related development issues. This liaison comes in to City Hall once a week. Otherwise, services to the public are provided in their offsite Fire Authority offices.

Police Services: The Orange County Sheriff's Department provides contract police services to the City of Laguna Hills. An Administrative Lieutenant and/or a Sergeant are located at City

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Hall. Verify Police Services is involved in the development review process on an as-needed basis.

The Mission Statement for Police Services is, “...to provide responsive, professional, and caring law enforcement services to all people in the City of Laguna Hills.”



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Section II – Participant Interviews

Between October 2015 and mid-November 2015, KAMG staff met with or talked to the City Council, City management, designated City staff members involved in the development process, and selected community stakeholders (Appendix A). The purpose of these interviews was to determine individual perceptions regarding the efficiency and effectiveness of Laguna Hills's development process, identify problem areas that inhibit service delivery, define internal and external expectations, and document suggestions for improvement.

The methodology used was to ask questions regarding the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of development in Laguna Hills. Additionally, those interviewed were asked to comment on project processing, plan check operations, communications, technical support, internal relationships, and suggested changes. Finally, in an effort to better understand the operations of the Community Development Department, a review was made of the Community Development website, the Community Development Department budget, the number of projects processed, and job descriptions of the Community Development staff.

The summary of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) that were identified through these interviews is attached as Appendix B. It is important to note that the comments reflect the opinions of those interviewed without any qualification or interpretation by KAMG. As a result, there may be instances where comments conflict.

When performing an organizational assessment, focus is placed on where there are areas for improvement, with recommendations provided as to how to achieve those improvements. However, this does not represent the entirety of the matter. The process of outlining opportunities for improvement tends to reduce the impact of the positive things that are done by the City and staff on a daily basis. This section focuses on general observations of the Community Development Department relating to their strengths and overall positive attributes either seen by the interviewer, or expressed by those interviewed.



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Section III – Findings and Recommendations

Based on KAMG's review of the data collected, the results of the survey and interview processes, and the application KAMG's knowledge of industry best practices, a series of findings and recommendations have been developed to address immediate, short-term and long-term organizational needs. This Section III presents those findings and recommendations.

1. Parking Standards for Drive-thru Restaurants and Medical Offices

As part of the Community Development Department Organizational Study, KAMG was also asked to review the Laguna Hills parking standards for drive-thru restaurants and medical office uses to determine if the requirements in Laguna Hills were similar to those of adjacent cities. The cities we were asked to consider were Aliso Viejo, Laguna Niguel, Lake Forest, and Mission Viejo. Table 1 below is a summary of the parking requirements for drive-thru and medical office uses for these cities.

**Table 1
Parking Requirement Matrix**

City	Drive-Thru Restaurant Parking	Medical Office Parking
Laguna Hills	Fast Food - 10 stalls or 1 stall/50 SF-GFA, whichever is greater Take out – 1 stall/250 SF-GFA, if outdoor seating exceeds 16 seats, an additional 1/150 SF-GFA is required. Under 16 outdoor seats, no added stalls are required General Retail – Restaurants up to 1,000 SF-GFA allow 1 stall/200 SF-GFA, with additional square footage is parked at restaurant rates defined above* *The General Retail rate of 1 stall/200 SF-GFA, up to 1,000 SF-GFA is used whenever possible to avoid conflicts in determining whether the drive-thru is fast food or take out.	1 stall/150 Square Feet (SF)-GFA (Gross Floor Area)
Aliso Viejo	1 stall/100 SF-GFA (Restaurants, drive-through)	1 stall/200 SF-GFA

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Table 1
Parking Requirement Matrix

City	Drive-Thru Restaurant Parking	Medical Office Parking
Laguna Niguel	1 stall/100 SF-GFA, indoor and outdoor, minimum 10 stalls plus 2 (grill) parking spaces for people waiting for orders (Drive-in/fast food)	6 stalls/1,000 SF-GFA (1 stall/167 SF-GFA)
Lake Forest	With 16 or fewer seats – 1 stall/200 SF-GFA primarily for take away With 17+ seats – 10 minimum, with 1 stall/100 SF-GFA, indoor/outdoor up to 4,000 SF, plus 1 stall for each 80 SF-GFA over 4,000 SF, restaurants, drive-ins, cafes, nightclubs, taverns, lounges, or other establishments for the sale and consumption of food and beverages on the premises Shopping Center – Food-related uses, 1 stall/ 200 SF-GFA is 4+ tenants and minimum 8,000 SF-GFA of Shopping Center	1 stall/150 SF-GFA
Mission Viejo	10 minimum, with 1 stall/100 SF-GFA of public indoor/outdoor seating up to 4,000 SF-GFA, plus 1 stall for each 80 SF-GFA over 4,000 SF, for restaurants, cafes, bars, and other eating and drinking establishments	1 stall/150 SF-GFA

Drive-thru Restaurants

Based on the survey of adjacent cities, as well as additional research of other cities in Orange County, Laguna Hills application of parking standards for drive-thru restaurants is in the range of the more permissive standards of the cities surveyed. Additionally, as with many of the survey cities, the standards are not clearly defined for drive-thru restaurants in the Laguna Hills Development Code, and instead are informally interpreted by using the standards for drive-in, fast food, or take out establishments. This interpretation is permitted by Section 9-44.050, which states that, "The Community Development Director shall determine the required parking for any use not contained within the table."

For the City of Laguna Hills, the Development Code allows restaurants that can be considered to be part of a retail center/establishment are required to provide 1 stall/200 SF-GFA for up to 1,000 SF-GFA, with any additional square footage parked at restaurant standards. Laguna Hills has interpreted this to apply to drive-thru restaurants. Since there are no specific standards for drive-thru standards, if the drive-thru is not able to be considered part of a retail

center/establishment, the parking requirements range depending on the interpretation of the use as to whether it is fast food or take out, which is often difficult to ascertain. For Laguna Hills, a fast food use requires 10 stalls or 1 stall/50 SF-GFA whichever is more restrictive. For take-out uses, Laguna Hills requires 1 stall/250 SF-GFA, with an additional 1 stall/150 SF-GFA if the use has more than 16-seats.

Aliso Viejo is the only comparison city that specifies standards for drive-through restaurants. Drive-thru parking standards for the cities of Laguna Hills, Lake Forest, Laguna Niguel, and Mission Viejo are often determined by applying parking standards of a similar use, such as a drive-in/fast food establishment, or classifying the drive-thru as a restaurant use that is part of a larger retail or shopping center use.

Generally, the standards of the comparison cities range from approximately 1 stall/100 SF-GFA (some with a minimum of 10 stalls) for Aliso Viejo, Laguna Niguel, and Mission Viejo, to 1 stall/200 SF-GFA for Lake Forest. Lake Forest requires a minimum of 10 stalls only if the establishment has 17 or more seats. Lake Forest also has the similar requirement of Laguna Hills that allows food related uses within a shopping center to park at 1 stall/ 200 SF-GFA.

To gain a more clear understanding of what other Orange County cities are requiring specifically for drive-thru restaurants, the cities of Anaheim, Brea, Costa Mesa, and Santa Ana were also surveyed. In most instances, stand-alone drive-thru restaurants were parked at 1 stall/100 SF-GFA, some with a minimum of 10 stalls, and drive-thru restaurants included in a retail/shopping center were parked at 1 stall/200 SF-GFA, with the parking requirement becoming more restrictive, as the use becomes a full-size restaurant.

When considering the impacts of a drive-thru restaurant, some of the survey cities included an additional section beyond the parking standards, relating to design requirements for the drive-thru lanes. These standards addressed site specific safety issues concerning cross-traffic, lane capacity, lane location in relation to parking spaces, and queuing of cars into streets. The City of Laguna Hills does not have this specified in their Development Code; however, it does allow staff to review and apply additional conditions regarding the layout of the parking and loading areas.

Medical Office

In comparing the standards for Medical Office uses for the City of Laguna Hills, to those of the comparison cities (Aliso Viejo Laguna Niguel, Lake Forest, and Mission Viejo), the standards range from 1 stall/150 SF-GFA – to – 1 stall/200 SF-GFA. Laguna Hills requires 1 stall/150 SF-GFA, which is consistent with the most restrictive standards, also required by Lake Forest and Mission Viejo.

Unless there are extenuating circumstances relating to the accumulation or clustering of medical office uses causing parking problems, it is not recommended that these standards to be changed.

Conclusion

Parking standards for drive-thru uses in the City of Laguna Hills are as similarly complicated as they are for the majority of the comparison cities, in that they have escalating regulations and differing standards depending on size and definition. Additionally, because Laguna Hills does not have specific standards for drive-thru restaurants, staff is left to determine the applicability of the parking requirements, depending on whether the proposed use is interpreted to be a fast food, take out, shopping center restaurant.

Medical office standards (1 stall/150 SF-GFA) for the City of Laguna Hills are the most restrictive of the comparison cities, although the standards are consistent with Lake Forest and Mission Viejo, and within a reasonable range of all of the cities, except for Aliso Viejo (1 stall/200 SF/GFA.) The code is clearly stated and easy to implement. Unless there are extenuating circumstances in Laguna Hills relating to medical office parking demand, it is not recommended that these standards be changed.

All of the survey cities' Development Codes, as well as that of Laguna Hills, allow for joint parking as a discretionary review. Joint parking allows for the shared use of parking spaces with similar uses within a specified area, sometimes allowing a reduction in overall parking requirements based on the use pattern of the associated businesses. This is permitted on a case-by-case basis; however, if there is a consistent problem with parking for a particular use, such as medical office or drive-thru restaurants, it is recommended that these uses be scrutinized closely, or otherwise not permitted, as part of a joint parking agreement.

Recommendation:

- 1.1 The parking standards need to be reviewed and amended to better reflect the true definition of the intended restaurant use. Additionally, Laguna Hills should include site specific design requirements relating to stacking lanes, etc. or at a minimum, drive-thru restaurant applications should be required to include a site specific traffic safety study.

2. Evaluation of Need for a Separate Planning Commission

As part of the Organizational Assessment, KAMG was asked to evaluate the need for a Planning Commission that serves as a separate body from the Laguna Hills City Council. Criteria used for this evaluation included a review of the volume of items requiring public hearings or public actions, costs associated with the addition of a Planning Commission, and any impact on the timing of project processing.

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A review of the last eighteen months of Planning Agency items on the City Council agenda was conducted. The agendas for thirty-two meetings were reviewed. Of these meetings, sixteen did not have any Planning Commission items. Of the Planning Commission items considered by the City Council acting as the Planning Agency from June 10, 2014 through January 12, 2016, there were a total of twenty items that ranged from annual reviews of a Development Agreement, the General Plan, and the City's Capital Improvement Program (CIP); ten conditional use permit hearings (three of which were for the same project); one sign program; two reviews of the Oakbrook public art; a shared parking permit; two zoning ordinance amendments; and the creation of an hospitality overlay zone. Due to the nature of at least seven of these items, they would have ultimately been before the City Council because they were an annual review, or involved amendments or the creation of an ordinance.

The costs for a planning commission are associated with a per-meeting stipend (if one is provided), training, and staffing. Stipends range from no pay at all, to several hundred dollars per meeting. Training may be in-house or off-site at conferences. Meetings are usually held in the evenings thereby involving overtime costs for non-management employees, i.e. recording secretary and some planners.

An attempt was made to review some cities budgets to determine costs for Planning Commissions. Most often the budgets did not include a separate delineation of Planning Commission costs. Two cities in the area did have more detailed information. The City of Lake Forest budgeted \$14,200 for Planning Commissioner Stipends and \$5,000 for Commissioner Travel in their 2015-16 Budget. The City of Mission Viejo combined the budget category for three commissions: the Planning and Transportation Commission, the Community Services Commission, and the Investment Advisory Commission. Total 2015/17 Budget for these three Commissions is \$70,729.

Additionally, for items that require a hearing before the Planning Commission and City Council, an increase in staff time and work is demanded in order to write reports for the Planning Commission and then subsequent reports and Planning Commission summaries for the City Council hearing.

An added consideration when considering whether to create a separate Planning Commission is the increase to the processing time due to separate public noticing requirements for items that involve both the Planning Commission and the City Council. Not having a separate Planning Commission is often viewed as business friendly, since it streamlines the development review process and provides the applicant a hearing before the City Council, without the additional step of a Planning Commission review.

There are several cities in Orange County that do not have Planning Commissions. The City of Cypress has not had a Planning Commission in over thirty years. In the past few years, the City of Aliso Viejo restructured to have the City Council act as the Planning Agency.

Given the rather small volume of applications which have historically been processed annually to the City Council serving as the Planning Commission, creating a new layer of review would add time to project processing, require additional staff resources, and would be inconsistent with the City's goal of promoting a business-friendly/customer service environment.

3. Review of Regulatory Documents

The main regulatory documents in Community Development that provide the framework for the future development of the City of Laguna Hills include the City of Laguna Hills General Plan, the City of Laguna Hills Development Code, regulatory Specific Plans, and the Building Code. The City of Laguna Hills General Plan received a comprehensive update in 2009, which reflects the community, its issues, and its future vision. The update process consisted of extensive citizen involvement including a General Plan Advisory Committee, stakeholder meetings, study sessions, and public hearings. Included with the General Plan is an Implementation Program (Exhibit A of the General Plan), which the City and each of its Departments are tasked with acting on specific Implementation Measures. The General Plan has been written to be considered as of the City's biennial budget process. An annual report is prepared annually regarding compliance with the General Plan Implementation Measures.

The General Plan is in need of some updates to address ongoing changes to State law. For example, the recent passage of SB 379 will require that the City update the Safety Element to address hazards to the community from climate change. SB743 may result in the need for revisions to the Circulation Element to address the State's shift from Level of Service to Vehicle Miles Traveled. Finally, there are portions of the Land Use Element that Planning staff recommends be updated. Some of the Land Use policies allow some incompatible uses to be co-located. Finally, staff is recommending that the Alicia Gateway be restudied, to either eliminate it, or create land use policies that could actually result in desired change. Currently, the Floor Area Ratio is not consistent with what can actually be accommodated in the area.

The City's Development Code (Title 9 of the Municipal Code relating to Zoning and Subdivisions) is in need of a comprehensive update to reflect the Updated General Plan and new State Laws, as well as to resolve inconsistencies and incompatible uses, and to streamline development processes. In the interim, Planning staff is currently working on individual updates, which include amendments to the Use Table to provide clarity, minimize zoning applications required for the establishment of uses, improve the utility of the City's Findings relative to the type of application being approved, and resolve inconsistencies. Additional updates should be considered for the Office Zone, which requires Minor Site Development Permit for all incoming uses and tenant improvements; and the Mixed Use Zone, which requires a Site Development Permit for almost everything, thus extending the review period of a request up to a month.

Finally, it was indicated by Planning Division staff that the City's CEQA Guidelines should be updated.

When reviewing the City's Specific Plans, staff has identified the Urban Village Specific Plan and the corresponding General Plan policies as items to be reviewed once the Mall and the Oakbrook project have been completed.

The City of Laguna Hills adopted revised Building Codes in September 2015. At this time, no other updates are required.

Recommendations:

- 3.1 The City's Development Code (Title 9 of the Municipal Code relating to Zoning and Subdivisions) is in need of a comprehensive update to reflect the Updated General Plan and new State Laws, as well as to resolve inconsistencies and incompatible uses, and to streamline development processes. Given current staff levels, it is recommended that the City hire an outside consulting firm and that this be commenced in the biennial budget period of 2017-2019. It is estimated that a comprehensive update to the City's Development Code is estimated to cost \$200,000.
- 3.2 The Planning Division staff is currently working on individual updates to the Development Code (Title 9 of the Municipal Code relating to Zoning and Subdivisions). This should be encouraged through the creation of a work program with study times and deadlines for task completion.

4. Evaluation of the Permitting Process from Intake to Planning Approval

The structure and flow of project processing and review is delineated in a flow chart, available online, identified as the Application Review Process (Appendix D). It is a detailed chart that details the process beginning with the planning entitlement process, progressing on to Building and Safety Plan Check and ending with construction completion and Final Inspection.

The Building and Safety plan check process is also clearly presented in a flow chart, available online, which begins with consultation with Planning to verify that the scope of work is permitted, submittal of plans for plan check, timing of plan review, and permit issuance (Appendix E). Finally, there exists a more detailed Building Permit Process flow chart, available online, which breaks down the entire Building Permit process into step-by-step details (Appendix F).

In reviewing the flow charts, the Building and Safety charts include estimated times for completion throughout the stages of plan check. The Planning process chart is clear through to the Submittal stage of a project. The Entitlement portion of the project is not discussed and instead the chart skips a discussion of Entitlements and moves to Plan Check stage of the

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processing. This flow chart should be revised to include some examples of entitlements, a range of timing of these types of projects, and whether it is a staff or City Council function. It is interesting to note that the actual Planning process is also less clear once a project enters the Entitlement part of the process. Once an application is deemed complete there are few clear processes in effect regarding working with other departments beyond asking for comments on the project. Informal meetings are held at the request of the Community Development Director or an outside department representative; however, due to this informal nature, issues occur regarding staff reports going to City Council without final “agreement” by the outside department.

Lack of final agreement seems to occur as a result of the last minute rush to complete the staff reports, both for the draft reports that are sent for legal review and the final reports for City Council agenda. This often results from Community Development Director being stretched in his many duties within his Department.

The Public Services Department is most impacted by this issue, as their comments and suggested project modifications are not always “standard conditions” and instead may require interpretation or discussion prior to implementation. The end result ends up being that the staff report is pulled from the City Council agenda at the last minute.

It is recommended that this matter be addressed by requiring a step in the project review process, where a meeting request is provided to the Public Services Department from Community Development regarding projects that are proposed for City Council agenda, prior to the distribution of a final report. This provides the Public Services Department an opportunity to either review the final report and concur with the Engineering recommendations and conditions, or to indicate that the project requires only standard conditions, and they have no further need to meet on the project.

Finally, it has been suggested by the Community Development Director that the City’s standard conditions be updated to improve the quality of feedback to the applicants during the application review process. KAMG concurs with this recommendation.

Recommendations:

- 4.1 This flow chart (Appendix D) should be revised to include some examples of entitlements, a range of timing of these types of projects, and whether it is a staff or City Council function.
- 4.2 Update the City’s standard list of condition to improve the quality of feedback to the applicants during the application review process.

5. Inter-Department Coordination

The departments and divisions involved in the development review and plan checking process function independently of one another and do not always act in a coordinated and collaborative manner. This is more the case with Planning Division projects than with those relating to the Building and Safety Division or Public Services – Engineering Division. The informal nature of the project processing is what appears to create this lack of coordination and/or collaboration. The role of each division and department is understood; however, the lack of a formal process for Planning projects results in the Planning Division having to remember to include other departments not just in the request for project comments, but also in the application of appropriate conditions and the text of the final staff report and recommendations.

Finally, because the Community Development Director is a “working Director” and because he is also filling in the staffing gaps or responding to questions from all staff in the Community Development Department, as well as the public (as needed), he is chasing deadlines, which results in him not having the time to check back with other impacted departments.

Recommendation:

- 5.1 A new step in the project review process needs to be added, whereby a meeting request is provided to Public Services from Community Development regarding projects that are proposed for City Council agenda, prior to the distribution of a final report.

6. Policies and Procedures

The Community Development Department has a Policy and Procedures Manual which is used by the staff. Included in the Manual are Development Code interpretations that have been made in the past, thereby ensuring consistency in application. In talking with staff, it is suggested that this document be updated.

Recommendation:

- 6.1 An update to the Policy and Procedures Manual should be performed.

7. Filing and Storage of Planning Documents

The formal filing system for Community Development-Planning is an electronic system that is part of the larger Accutrac and Questys systems, in the City Clerk’s domain. Building and Safety and Code Enforcement are also part of an electronic system called Energov, which is based in

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the Community Development Department. Section “Information Technology”, discusses these programs in more details.

The actual Planning Entitlement Process has a more informal filing process, whereby the project documents are often on the assigned planner’s desk, instead of organized in a file, in a location accessible to other departments. Once the project is completed, the formal filing systems of Accutrac and Questys are used to formalize the record. It is the interim time of project entitlement processing that needs to be made more usable to other departments.

Additionally, Community Development Department staff identified a short term need to update the City’s “Center Files” for all commercial properties to provide up-to-date tenant lists, entitlement history, approved sign programs, and parking. This will reduce the amount of time it will take staff to provide information, and eliminate unnecessary entitlement processing. KAMG concurs with this recommendation.

Recommendations:

- 7.1 The Community Development Department has identified a need to update the City’s “Center Files” for all commercial properties in order to provide up-to-date tenant lists, entitlement history, approved sign programs, and parking.
- 7.2 An interim filing process needs to be implemented for the project paperwork, while a project is in the midst of the Entitlement Review Process.

8. Information Technology

Included with the review of the Community Development Department was an overall assessment of the information technology that provides daily support for their operations. The Department has several different systems, identified below:

- **Accutrac** – This is a tracking system that operates out of the City Clerk’s office. Properties can be looked up by address or project number and a list of all site specific projects will populate the screen. It is missing Building Permit information, which is instead located on the Questys system. Accutrac serves as an index card and includes all of the development information from the County of Orange, as well as entitlement information for the City since incorporation. Improvements to Accutrac that would enhance use by Community Development includes the addition of a viewing window that can be enlarged (the current screen is limited in size and does not have enlargement capabilities), and by addition of a file description next to the list of files, so that the operator does not have to open each file to determine its content.

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- **Cashier Software System** – This system is based in the Finance Department; however, to maintain an “arms-length” relationship, the information regarding cash receipts is only entered by the City Cashier. This system is the original one implemented when the City incorporated and works well; however, due to the age of the system, it should be evaluated for necessary upgrades.
- **Electronic Plans (E-Plans)** – Currently, the filing and processing of solar plans through email is a service provided through HR Green, the new contract for Building and Safety inspection and plan check services. Other than this, the City does not have any electronic plan submittal programs and even this current method is technically not considered an E-Plan system.

When considering whether to implement an E-Plan system, the cost of the system should be mitigated by the service improvement to the public and to the processing of plans. As discussed under the following “Energov” process, it was estimated in 2012 to cost approximately \$150,000 to upgrade the existing City system and add an e-plan component. If the fee update results in a required upgrade to the system, then it would be the time to evaluate whether E-Plan submittal should be considered. The strongest demand for this would be in the area of Building and Safety Plan check. The low volume of planning cases would not warrant this E-Plans, unless it was provided at very little cost, in partnership with the Building plan check program.

Finally, another option regarding E-Plans is to approach HR Green to see if they have or are considering an E-Plans program that you can use. If not, the City could consider it as “alternative criteria” when considering future Building and Safety contract companies.

- **Energov** – Energov is a support program used by Planning, Building and Safety, Code Enforcement, and Public Works for tracking building plan check, code enforcement case tracking, grading, and encroachment permits. All of the users are able to see and manipulate all of the data. Reports are run for outside departments, as they do not have access.

The current system is seven years old and the evaluation of this system for the enhancement of services has been identified as a need by several staff members in Community Development. For example, Energov has an option that is not currently in operation, which would allow contractors to enter a code and request an inspection. Additionally, Energov is the system that is used to calculate project fees. The City is in the midst of a fee study and it is thought that the Energov system would need to be upgraded for implementation of new fees.

The current Energov system presently operates as a desktop server and should be upgraded to a “.net” system. In 2012 an estimate was prepared to upgrade Energov to

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a “.net” and to provide for the filing of plans electronically. The upgrade was estimated at approximately \$100,000, with an additional \$50,000 required for the e-plan upgrade.

Energov has the ability to track planning projects. Unfortunately, the program is complicated by too many entry categories. Because the level of project activity in Planning is low, projects are currently tracked through the use of a weekly updated spreadsheet. Staff has indicated that this is sufficient at this point in time and a computer tracking system is not needed. KAMG concurs with this determination; however, if the number of telecommunication and solar applications continue to increase, with regulations that require a quick processing, then this matter should be reconsidered.

- **Geographic Information System (GIS) (ESRI)** – This system operates out of the Public Works Department and consists of a server that has a property database, which is updated annually using County of Orange property and assessor data. It has the capability to be expanded to include additional data layers, as information becomes available and funds are budgeted to support the expansion. Multiple users from different departments (those with licenses) are able to access this data. Currently, \$40,000 is budgeted annually to support this system. This amount provides for the annual licensing and minimal upgrades to the system. It has been suggested that a geo-referenced land management system would improve data retrieval for Community Development. Additional funds would have to be allocated for this to occur.
- **GIS (SCAG)** – This system was received by the Community Development Department, at no cost, from the Southern California Association of Governments (SCAG). It is a specialized GIS system that provides SCAG data, such as census/demographic data. The Community Development Director has expanded this system by creating property based layers and personalized layers for use by staff. The annual cost for using this system is \$2,000.
- **Questys** – Questys is an imaging system (includes all plans), whereby images and files are scanned into City files. Questys is easy to use, as data may be located via an address, a word search, etc. Community Development has increased the usability of their files in Questys by arranging the files by street. No upgrades were identified by staff.
- **Online Payments** – It was indicated by Community Development that there currently exists an online account process that the public can sign up for that will allow them to make payments without coming into City Hall. It is an optional system that should be further advertised as a public service.

The Community Development Department uses a variety of information technology services on a daily basis, which aides in the organization, data entry, and data retrieval needs of the

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Department. Many of these systems, including Accutrac, the Cashier System, Email of Plans for Solar Projects, GIS (ESRI), and SCAG GIS are based in outside departments or contract firms. Several of the systems have been identified by staff as needing upgrades or enhancements either due to the age of the system, or in order to improve services. These systems are discussed in more detail above, but those identified for potential enhancements include the Energov, GIS (ESRI), and E-Plans. Systems identified for upgrades due to age include the Cashier system, and Energov.

Recommendations:

- 8.1 An Implementation Strategy needs to be prepared for the Information Technology support systems for Community Development so that upgrades and costs can be planned for. The current system serves the basic needs of the Department, but customer service and data retrieval would be enhanced through the system upgrades and enhancements.
- 8.2 If the fee updates results in a required upgrade to the Energov system, it would then be time to evaluate whether E-Plan submittal should be considered. The strongest demand for this would be in the area of Building and Safety Plan check. The low volume of planning cases would not warrant this E-Plans, unless it was provided at very little cost, in partnership with the Building plan check program.
- 8.3 An another option regarding E-Plans is to approach HR Green to see if they have or are considering an E-Plans program that you can use. If not, the City could consider it as “alternative criteria” when considering future Building and Safety contract companies.

9. Staff Training

Training opportunities for the Planning staff are limited to the time available by the Community Development Director to work with them on training and staff development. Training would enhance the planners’ opportunities to work independently on more difficult projects; the Assistant Planner position because of the level of the skill set for that category of planner; the Senior Planner position because that position has operated on a part-time basis, more focused on regional planning. As a result, the Community Development Director works as a team member with the other planners. Additional training and mentoring for the planners will enhance their growth into new areas of planning, not yet experienced. Because of the limitations on the Director’s time, it is suggested that outside contract staff or consultants be used to provide this training, possibly the existing firm that is contracting with the City for planning services.

Because a majority of the staff for Building and Safety is contract, the training for the contract staff is provided by their firm and is not required to be provided by the City. Annual training

Community Development Organizational Assessment

should be provided to the Counter Technician on any updates regarding laws or codes. This could either be provided by the Deputy Building Official or an outside seminar.

Recommendations:

- 9.1 An outside contractor or consultant(s) be used to provide staff training beyond the level of a one-day seminar.
- 9.2 An individualized performance enhancement program should be established for each Community Development Department employee and incorporated into their annual performance reviews. These programs should focus on continuing career enhancement, leadership, employee management skills, customer service, etc.
- 9.3 Annual training should be provided for the Counter Technician on any updates regarding laws or Building Code changes.

10. Counter Operations

KAMG spent several hours in an afternoon in November observing operations at the Community Development counter. Additionally, throughout the course of the internal staff interviews, KAMG used these opportunities to further observe the interactions at the public Community Development counter.

The counter is open daily from 1-5 p.m. and staff is immediately available at 1:00 p.m. The overall ambiance of the area is positive. It is removed from the public lobby/reception area, which creates a semblance of privacy. The area has a clean/uncluttered appearance, there is a seating/waiting area so that the public is not left standing, and there is a computer screen at the counter that staff can use to look up information and share it with the public. The counter is large enough to open plans on. The majority of the interactions relate to Building and Safety, with an estimate of one in four contacts being for Planning and three for Building and Safety.

City staff is very professional and they treat the public as if the staff is there to serve them. They are polite and maintain a friendly, yet professional demeanor. Staff is located close enough to each other that they are often able to resolve cross-division issues while the person is at the counter. Representatives from Planning and Building and Safety are located in sight of the public. They speak at a conversation level so that the counter area is not noisy or loud.

Although locating counter staff in the line of sight of the public provides direct access for the public, it also creates a work environment for staff that is in constant interruption. The work of the Counter Technician and the Administrative Assistant is more conducive to interruptions, in that their work assignments are more task specific. The Assistant Planner position requires more of an extended period of study and research, which is often in conflict with the counter interruptions. When considering also that the majority of the counter interactions are for

Community Development Organizational Assessment

Building and Safety, it is suggested that the Assistant Planner either be moved away from the public view, or if that is not possible, that higher cubicle walls be installed at the Assistant Planner's work station.

Recommendation:

- 10.1 It is recommended that the Assistant Planner work space either be physically moved to another location away from public view, or if that is not possible, that higher cubicle walls be installed at the Assistant Planner's work station to shield the Assistant Planner from public view.

11. Website

The City's website is user friendly, in that it is easy to navigate, the screens are clear and uncluttered, and the drop menus are easy to use. The Community Development Department site includes a Mission Statement, a clear explanation of the divisions within the Department, and links to related documents broken into the appropriate division of either Planning or Building and Safety. It also provides contact information and hours of operation. Flow charts are provided that demonstrate the Building Permit Process, the Plan Check Process, and the Application Review Process. Applications are available online for many of the Planning entitlements and examples and regulations are available on the Building and Safety website. It is suggested that Building and Safety also include online application forms for different permits.

It was indicated by Community Development staff that there exists an online process for paying fees. This is difficult to find and should be highlighted on the Community Development Department webpage.

Finally, a summary of the larger Planning projects and new developments is provided for the public information.

Recommendation:

- 11.1 Highlight the online process for fee payment on the Community Development webpage.

12. Organizational Assessment**Existing Structure and Services**

The staffing complement of the Community Development Department is comprised of 7 full time and 2 part time positions which are allocated as follows:

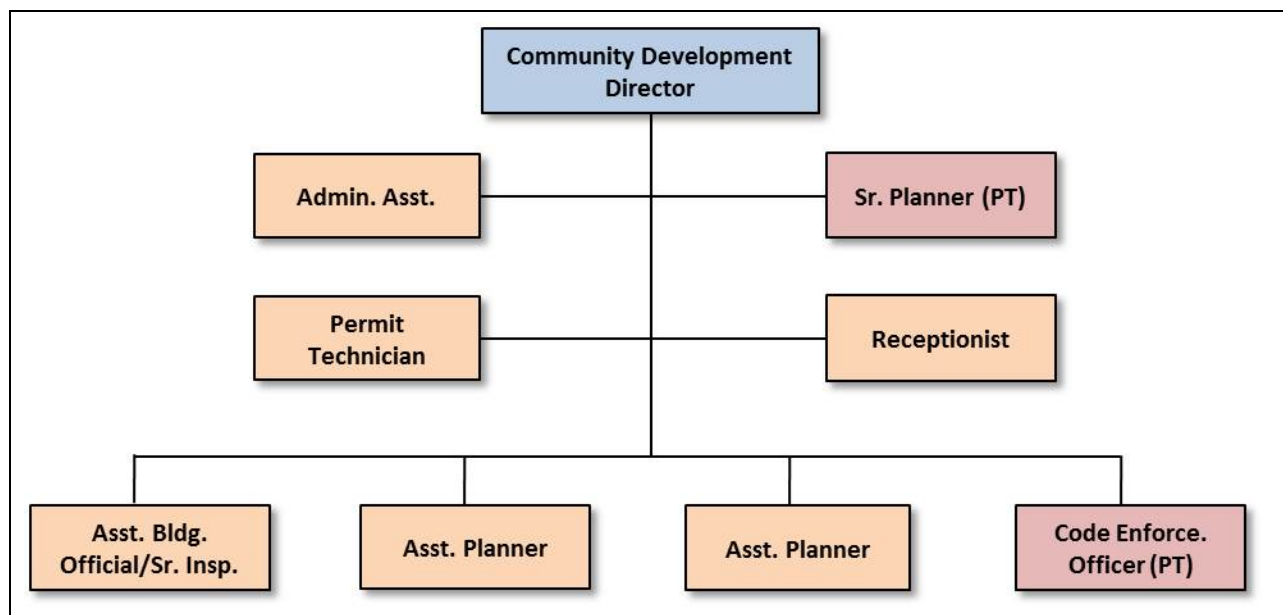
Community Development Organizational Assessment

Community Development Director (1)
 Part time Senior Planner (1)
 Assistant Planners (2) (1 position not filled)
 Asst. Building Official/Sr. Inspector (1)
 Permit Technician (1)
 Administrative Assistant (1)
 Receptionist (1)
 Part time Code Enforcement Officer (1)

It should also be noted that consultants are also used in the Planning Division to handle special projects such as the cellular/solar applications and assisting on projects relating to the Laguna Hills Mall (i.e., expansion/reconstruction). In addition an outside building plan check and inspection service is used by the Building and Safety Division. Finally, a part time “floater” position is used to provide backup support to the clerical/technical staff.

The Community Development Department is organized into the functions depicted in Exhibit 1:

Exhibit 1
Existing Functional Community Development Department Organization



Based on the current staffing allocation, the Community Development Director has a span of control of 1:8 with all positions in the Department serving as direct reports. This structure provides for no functional division of tasks or any full time middle management positions.

Community Development Organizational Assessment

Consequently, the Director must serve as both a fully-functional “hands on manager” as well as a department executive. The part time status of the Senior Planner position was an accommodation for a particular individual who in the past served as a special project staff person for the Director.

The degree of responsibility assumed by the Director for the direct supervision of all department staff tends to constrain leadership, complicates and delays task accomplishment, and hinders meaningful long-term planning and goal setting. Additionally, the Director is unable to adequately address subordinate staff’s personal and professional development needs.

Clerical/Technical

When examining the Department’s clerical/technical support, KAMG found that the positions of Receptionist, Counter Technician, Administrative Assistant, and Assistant Planner work interchangeably to provide phone and counter service and to ensure coverage during absences and on alternate Fridays when half the staff is off (9/80 schedule). Additionally, the Receptionist functions as the City’s cashier, which requires her to leave her desk two-to-three times during the day to work in the Finance area. This creates a disruption that must be covered by another cross-trained employee. Since the reception area must always be staffed and the Planning and Building Counter must be staffed daily from 1:00-5:00, the Assistant Planner is sometimes required to perform clerical duties or work the counter as the Counter Technician. These normal, day-to-day disruptions are exacerbated by the 9/80 schedule Fridays and any other absence by any of these employees (vacation, sick leave, etc.). KAMG found that it is not uncommon for the Director to work the Planning Counter when subordinate staff are absent or otherwise occupied.

In order to deal with these disruptions, an informal process has evolved whereby the clerical staff in Administration is occasionally summoned for back up. Because this cooperative system is based on a mutual understanding among the lower level clerical employees with no formal process or procedure, it often breaks down and the support from Administration is not provided. Recently, a temporary “floater position” has been hired by Community Development to address this matter. Since this position is funded from salary savings from the currently vacant Assistant Planner position, this can only be considered an interim solution.

The majority of the Department functions operate very well subject to corrections to counter and phone coverage and some physical improvements (walls for private space).

Planning Division

KAMG believes that there is a significant need to change the structure of the Planning Division. In particular, a full time mid-management position should be created to relieve the Director of much of the routine, day-to-day tasks that currently occupy so much of his time. In addition to

Community Development Organizational Assessment

allowing the Director time to focus on big issue/projects, a mid-level planning manager can assist and train the subordinate planners, coordinate the public counter services and handle the routine permits and developments

During KAMG's interviews with City staff, the Community Development Director was requested to prepare a list of Departmental goals and activities. This list is attached as Appendix G. Some of the activities listed have already been completed while others are reflected among KAMG's recommendations.

Building and Safety Division

KAMG also reviewed the operation of the Building and Safety Division. Three alternatives exist for providing these services; full time city employees, full contract services, a mix of city employees and consultants. The City of Laguna Hills has used the last alternative for some time. Based on the interviews conducted, observing counter/customer services, reviewing the public handouts/documents and looking at the time frames for project processing, KAMG gives the present operation passable marks. Previously, it was noted to us that the former consulting firm that provided plan check and inspection services did not adequately coordinate with the permit and counter staff. This caused serious service problems such as multiple plan check corrections, inspection delays, etc.

Normally, the test for evaluating the use of full time employees versus contract services is predicated upon the cost of service (city employee salary and benefits) measured against the level of service desired (plan check turnaround, response to inspection request, etc.). Due to the fluctuation of development, most public agencies in the past decade have reduced the number of city employees in favor of contract services to handle peak work load demands or address needs for specific plan check expertise. There are now many private consulting firms providing plan check and inspection services.

The present system used by Laguna Hills is reflective of the approach typically employed by most cities of the same size and development activity. Except for the Laguna Hills Mall, the City does not expect significant spikes in development activity. The Department Director and the Assistant Building Official/Senior Inspector need to continue to monitor the Building and Safety operations to insure that the City employees and the contract plan check and inspection firm provide consistent excellent service, at the level expected by the community.

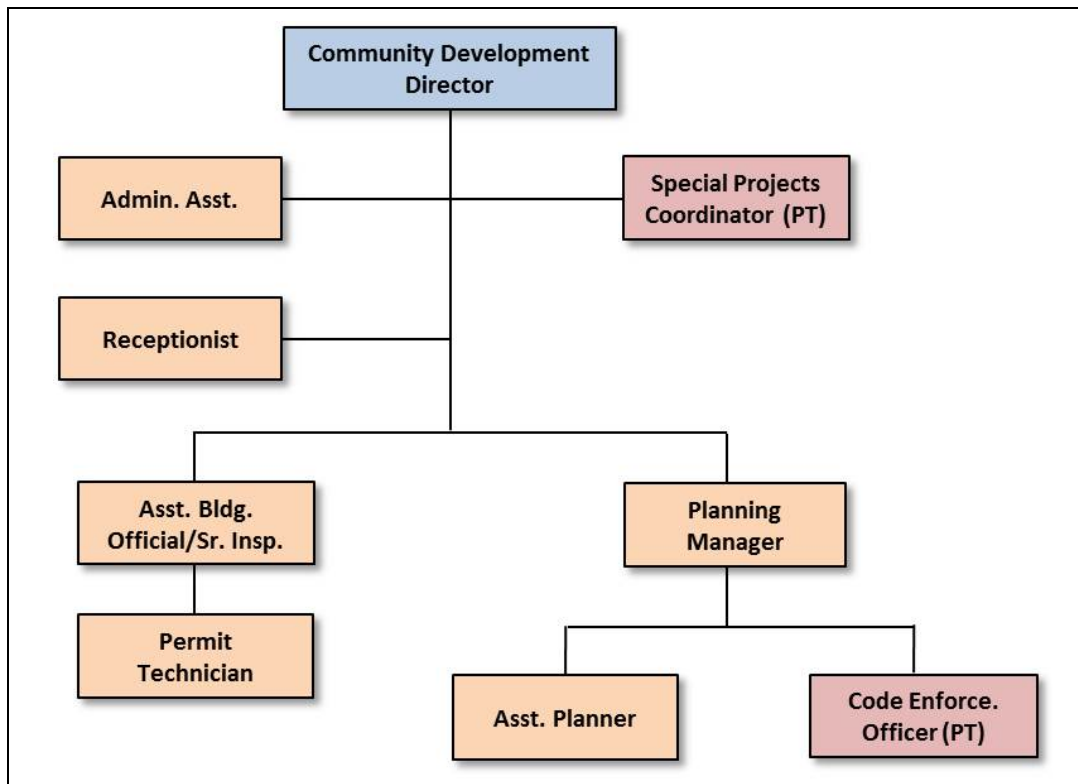
Code Enforcement Division

The City's Code Enforcement Division consists of one part time Code Enforcement Officer. This is not an area that was studied, as there were no organizational issues identified as part of this review process. No changes are recommended.

Community Development Organizational Assessment**Proposed Organizational Structure**

After reviewing alternative organizational structures and looking at structures for other cities of similar and size to Laguna Hills, KAMG recommends the structure depicted in Exhibit 2 as follows:

Exhibit 2
Proposed Functional Community Development Department Organization



KAMG recommends the reclassification of the part time Senior Planner to Special Projects Coordinator in order to create a support staff professional for the Director. In addition, we recommend the creation of a Planning Manager position to oversee the subordinate planners and customer service counter. In order minimize the cost of this organizational change, we recommend that the vacant Assistant Planner position be eliminated and that the hours for the existing part time Senior Planner be reduced.

Recommendations:

- 12.1 Reorganize the Planning Division as outlined in this report. Utilize a MIG employee to act as the Interim Planning Manager while recruitment occurs.
- 12.2 Continue with the contract with MIG to provide support services as needed.

Community Development Organizational Assessment

- 12.3 Continue with the temporary, part time “floater person” as support to the clerical/technical staff, until the reorganization has been implemented and tested as to whether this position is necessary.
- 12.4 An additional solution is to close the reception area at lunch, for an initial six month period, and assess whether this relieves some of the coverage issues, while not negatively impacting customer service.
- 12.5 Finally, relating to reception, counter, and phone coverage, the City should re-evaluate the 9/80 system and consider whether to replace the half-staffed Fridays, with a program where City Hall is closed every other Friday, with the alternating Friday operating at full staff.
- 12.6 Initiate training and development for the staff to facilitate more job growth and development.
- 12.7 The Department Director and the Assistant Building Official/Senior Inspector need to continue to monitor the Building and Safety operations to insure that the City employees and the contract plan check and inspection firm provide consistent excellent service, at the level expected by the community.
- 12.8 As an alternative to 11.8 above, in the future the City could contract all Building and Safety services including the Assistant Building Official position.



An Organizational Assessment of the Community Development Department

Section IV – Implementation

This report suggests structural, programmatic, administrative, and cultural changes for the Community Development Department in order to help address the current and future challenges facing the City. Some of these recommendations involve changes that could be implemented fairly quickly and easily. Other changes, especially those dealing with staffing and technical support systems may require further study. Finally, others will require a commitment of financial resources in terms of equipment, new staffing, etc.

The City's next step in the process is to review all of the recommendations included in this report, evaluate and prioritize those changes that would have the greatest impact, and develop measureable goals and objectives for implementation. Such an implementation plan would establish specific timeframes for completing objectives as well as designating specific responsible staff members.

Appendix C contains a sample Implementation Matrix that can be adapted for the City's use in crafting its implementation plan.

Appendix A
List of Interview Participants

Appendix A

List of Interview Participants

City Council

Barbara Kogerman - Mayor
Don Sedwick - Mayor Pro Tem
Andrew Blount - Council Member
Melody Carruth - Council Member
Dr. Dore Gilbert - Council Member

City Staff

Bruce Channing - City Manager
Don White - Assistant City Manager
Greg Simonian - City Attorney
David Chantarangsu - Community Development Director
Katie Crockett – Assistant Planner
Nancy Gaggioli – Receptionist/Secretary
Bob Hufnagle – Assistant Building Official/Senior Inspector
Jennifer Lee – Administrative Assistant
Julie Molloy – Part Time Senior Planner
Linda Nguyen – Permit Technician
Ken Rosenfield – Public Works Director/City Engineer

Outside Stakeholders

Jim Bishop – Resident
Maggie Merante - Nellie Gail Ranch HOA (no response)
Doug Prinz - Resident

Outside Stakeholders - Contacted

Ron Bamberger - Boardwalk Development (no response)
Connie George - Resident (no response)
Jennifer Horowitz - Resident (no response)
Stuart Hutchinson - PS Business Parks (prohibited by company policy from participating)
Michael Mofid - The Hill Hotel Owner (no response)
Orange County Association of Realtors (no response)

Appendix B

Summary of SWOT Analysis Input

Appendix B

Summary of SWOT Analysis Input

Strengths:

- The Community Development Department (Department) employees all help and support each other by cooperating and being personally flexible regarding vacation/holiday time-off and by filling-in for each other when someone is out of the office.
- The Receptionist/Secretary, Administrative Assistant, Counter Technician, and Assistant Planner are cross-trained and can assist or cover for each other (except for Professional Planning functions).
- The Department has few staff, but they operate efficiently.
- The Department uses technology to support efficiency.
- The Department has a part-time, temporary staff that acts as a floater to cover gaps in staffing.
- The planning process is not duplicative because the City does not have a separate Planning Commission.
- The bullpen layout in the counter and front office area allows for sharing.
- The Community Development Director is always available and keeps his “cool” under pressure.
- Staff is knowledgeable.
- Cash receipts are entered daily.
- Professional staff attends and presents their individual items to the City Council.
- There is a 24-hour turnaround for permit scheduling, inspection schedules, and public record requests.
- The current technology system (Energov) is a shared system between Building and Safety, Planning, Code Enforcement, and Public Works (encroachment and grading permits).
- The Building and Safety plan checks are completed in a timely manner (first check 5-10 business days, second check and revisions 3-5 days).
- The City Attorney is knowledgeable and works well with staff.
- Thorough preparation of staff work/reports.
- Excellent customer service at the public counter.
- Department is sensitive to environmental issues.

Weaknesses:

- The fee deposit system and retrieval is a cumbersome process.
- Receptionist also functions as the City’s Cashier, whose duties require her to leave her desk each day for a period of time to perform duties in the Finance Department. This requires another staff member to leave their assigned duties to cover the reception duties.
- Organizational stress due to daily coverage issues, resulting in counter support staff being in a reactive state, unable to plan their day.
- Inconsistent and/or lack of backup support staff, especially as it pertains to support requested of other departments.

- Skeleton staff on 9/80 Fridays creates additional issues relating to coverage of necessary positions.
- The liaison for Fire changes often, causing confusion for the Development staff.
- The Finance software is the original system from when the City incorporated.
- The laws limiting processing time and the increase in the number of permits for solar energy products.
- The contract Building Inspectors, from the firm previously used for inspections, were remiss in administrative functions such as entering inspection results and maintaining accurate records. This left the City with missing information and caused more clean-up work for staff.
- The Development Code is in need of a comprehensive update, as it has inconsistencies and code requirements that create unfriendly business practices (i.e. the Office Zone requires a minor site development permit for incoming uses including tenant improvements, which can take up to 30-days to process).
- The Mixed Use Zone requires a Site Development Permit for almost everything, the Land Use Matrix is unclear, and the Landscape requirements should be modified to better reflect Water Quality policies and regulations.
- With no City Clerk, they have the added work of doing their own mailings for hearings
- The organizational appearance of the work areas in the back offices should be more organized in appearance.
- Fire representatives come in once a week, but not at a scheduled time. Therefore, the public must go to the offsite County Fire office for assistance.
- No succession planning.
- The open area at the counter is noisy and can be a distraction to other employees.

Opportunities:

- Update the technology support system to enhance efficiency, including installing an e-plans program that allows for electronic plan submittal and processing, and an upgrade to Energov to allow for electronic inspection requests.
- Upgrade Finance system used by cashier.
- Formalize a system for counter and reception coverage that relieves staff's feelings of chaos and a lack of control of their time.
- Revise the staff report format and the preparation process to make sure the reports are timely, and that all commenting departments are given the time and opportunity to review the draft and ensure their concerns/conditions are correctly represented.
- Update the Development Code to eliminate inconsistencies and unfriendly business practices.
- Ensure that the Department follows the Citywide filing system.
- Prepare a succession plan for the Department.
- Create an organization with clear/formal lines of authority, and respect the responsibilities for each position so as to create a clear chain of command that alleviates the one-to-one relationship from all Department employees to the Director.

- Provide workspace for each employee that reflects their areas of responsibility. Those with report writing and professional duties should be moved to an office or cubical, away from the public counter.
- Improve the GIS capabilities.
- Formalize the project review process to ensure sufficient involvement of impacted departments.
- The Department should provide better handouts for the public.
- The Department needs to establish a clearer process for handling cell site permits and needs to establish appropriate fees for these permits.
- Fill the vacant planning position.
- Provide for more training and development.

Threats:

- Lack of an online permit system.
- Future retirements of long-term employees and their loss of institutional knowledge and expertise.
- Lack of growth potential for employees.
- Loss of temporary part-time floater position.
- The current Development Code structures the review process to where developers go through the entire process before staff can tell them whether the development is good or not.
- The complexity and inconsistencies of the Development Code precludes the planners from acting as “community facilitators”, and instead causes them to appear as vague and unhelpful.
- The constant “juggling of positions” and the lack of backup staff for counter and reception positions threatens the staff’s ability to provide good/consistent customer service.
- The lack of depth in support causes a reactive environment and prevents staff from being able to plan their work day.
- Lack of clarity as to which planner (or contract planner) is responsible for what, resulting in an unnecessary layering of project reviews by contract planners, staff planners, and the Director of Community Development.

Appendix C

Sample Implementation Matrix



**CITY OF LAGUNA HILLS
COMMUNITY DEVELOPMENT DEPARTMENT
ORGANIZATIONAL ASSESSMENT IMPLEMENTATION MATRIX**

3.0 – Review of Regulatory Documents

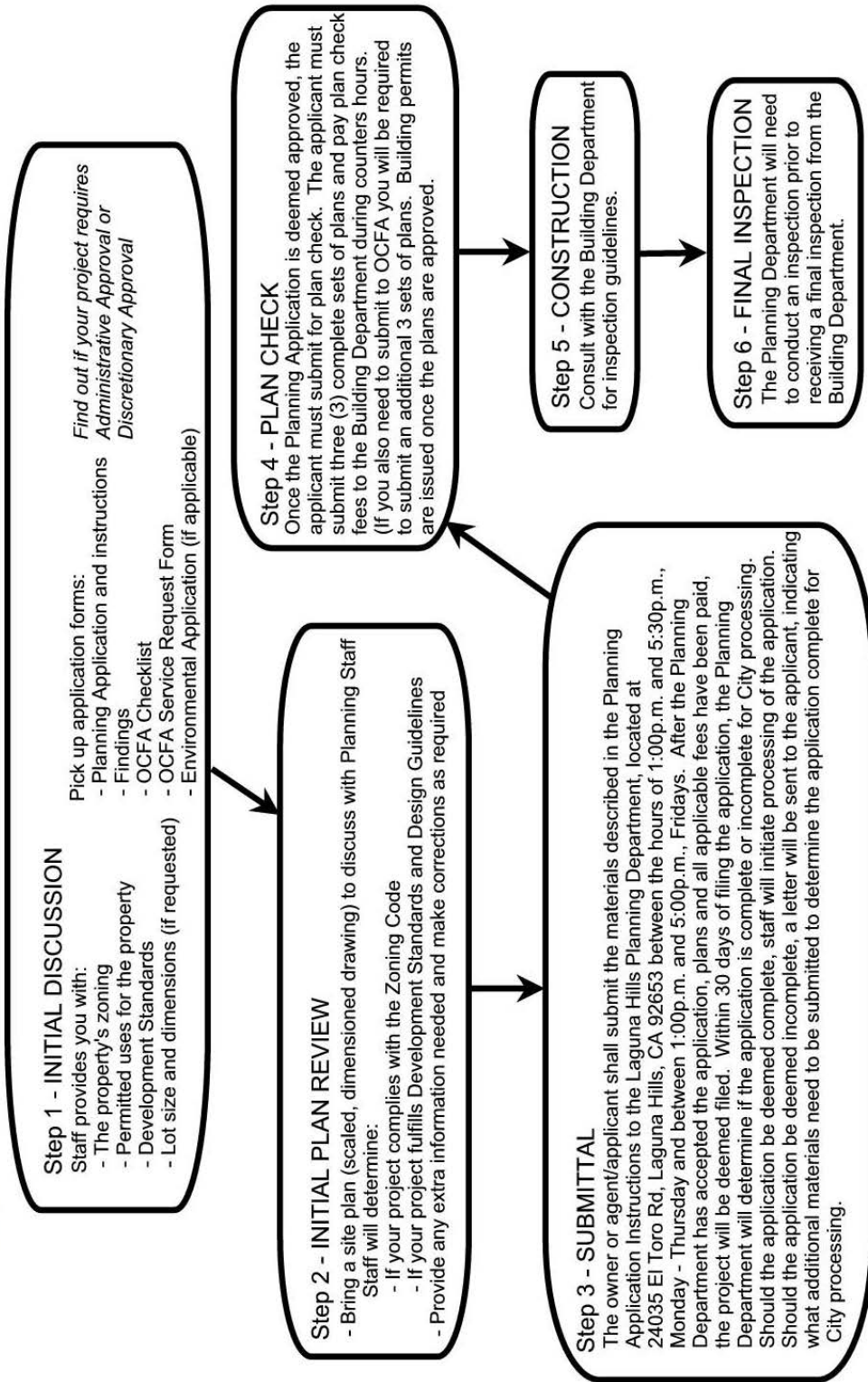
Objective No.	Objective Description	Completion Timeline	What is Needed?	Responsible Staff	Status
3.1	The City's Development Code (Title 9 of the Municipal Code relating to Zoning and Subdivisions) is in need of a comprehensive update to reflect the Updated General Plan and new State Laws, as well as to resolve inconsistencies and incompatible uses, and to streamline development processes. It is recommended that this be commenced in the next year or two.	By the end of _____			
3.2	The Planning Division staff is currently working on individual updates to the Development Code (Title 9 of the Municipal Code relating to Zoning and Subdivisions). This should be encouraged through the creation of a work program with study times and deadlines for task completion.	By the end of _____			

Appendix D
Application Review Process Flow Chart



City of Laguna Hills Planning Department

Application Review Process

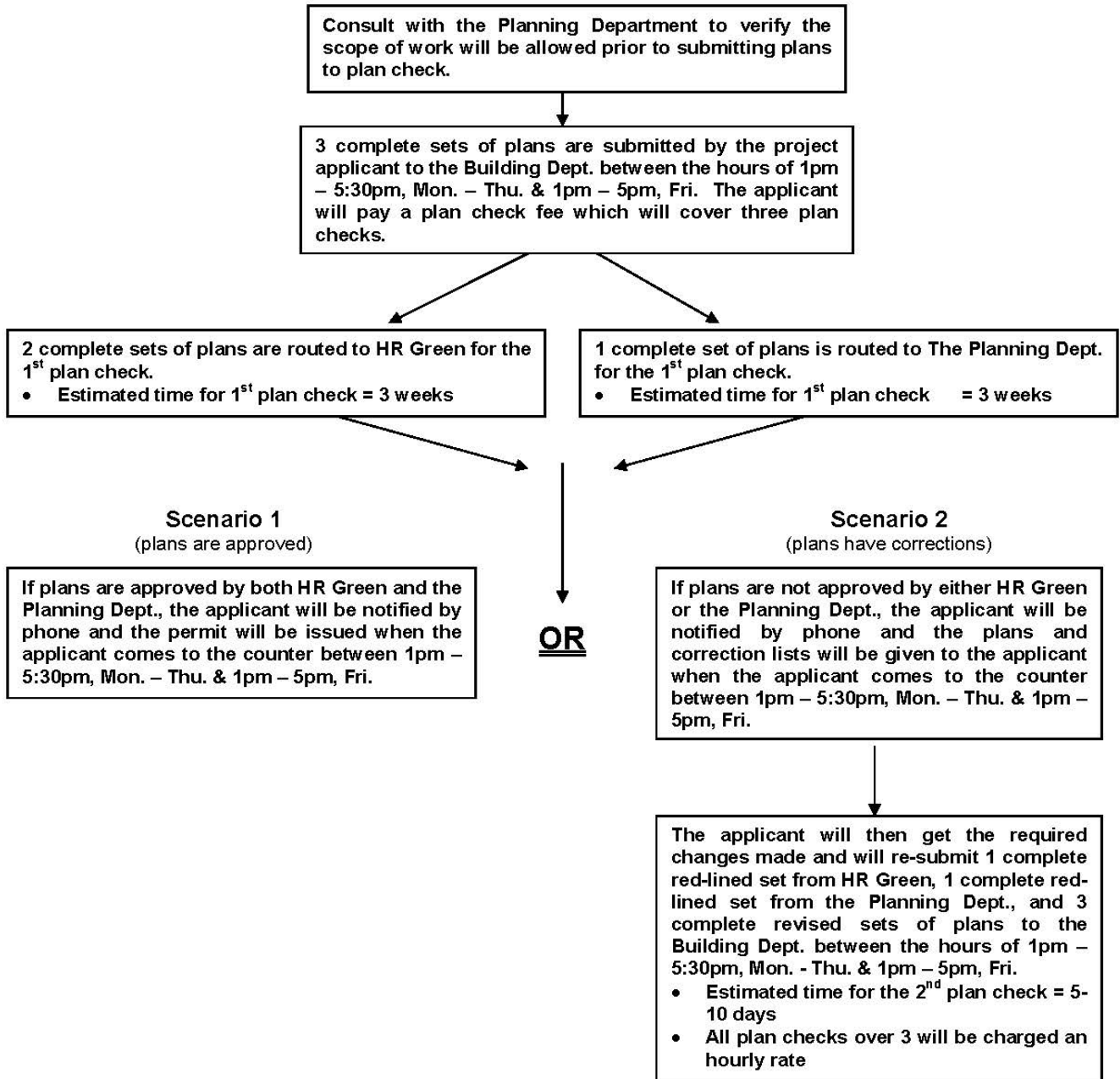


Appendix E
Plan Check Process Flow Chart



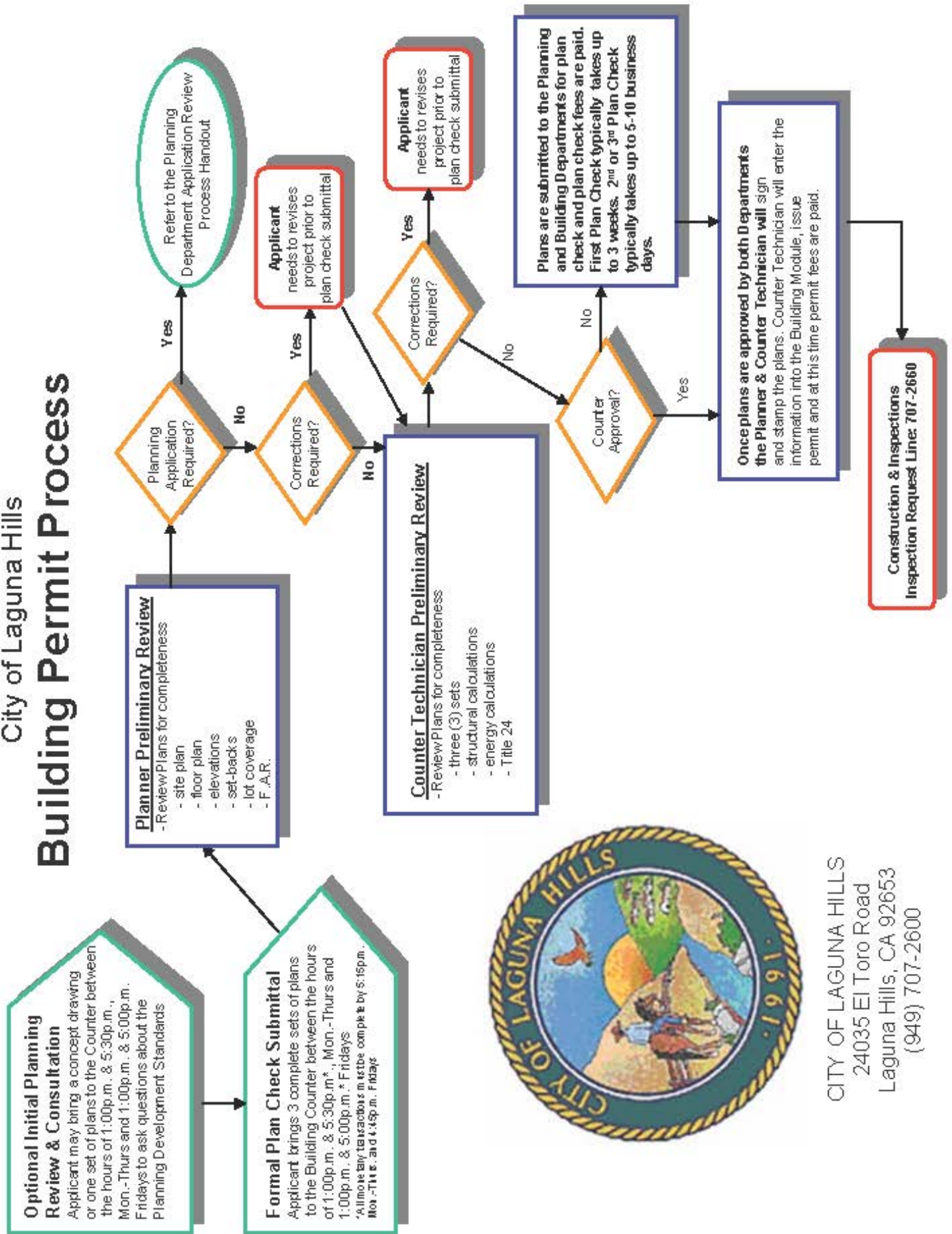
CITY OF LAGUNA HILLS

PLAN CHECK PROCESS FLOW CHART



Appendix F
Building Permit Process Flow Chart

City of Laguna Hills Building Permit Process



CITY OF LAGUNA HILLS
24035 El Toro Road
Laguna Hills, CA 92653
(949) 707-2600

Appendix G
Community Development Director's
Goals and Activities

Short Term Activities	Expected Outcome
1. Building Services RFP	COMPLETED - New contract awarded to HR Green in September 2015. Expected outcomes include more stable consultant staffing, lower costs to applicants in special situations, better staffing interface, opportunity for on-line submissions, higher quality consultant staffing.
2. Counter Services Reorganization	COMPLETED – Reorganized staffing resources in July to create a staffing structure with built-in in positions that provide building services to the public counter, including re-establishing the administrative assistant position for the community development department.
3. On-Line PV (solar) Submittals	COMPLETED – Established an on-line submittal process (as required by state law). The new process has helped reduce on-site customer traffic flow and reduced workloads on staff by allowing e-plans routing to the city’s consultant plan checker.
4. Center File Update	Update the city’s “center files” for all commercial properties to provide up-to-date tenant lists, entitlement history, approved sign programs, and parking. This will reduce the amount of time it will take staff to provide information, and eliminate un-necessary entitlement processing.

Medium Range Activities	Expected Outcome
1. Code Enforcement Administrative Citations	Improve the city's process for code enforcement by creating administrative citation authority with the goal of reduce compliance timeframes for un-cooperative property/ business owners and reduce city attorney costs in the process.
2. Use Table Update	Streamline the city's current use table to minimize zoning applications required for the establishment of uses under the director's authority such as Office (any)/ Restaurant/ Small Fitness Facilities/ Service Uses. Address a host of incompatible uses within various zones (i.e. residential uses in industrial/ commercial zones) Improve the utility of the city's findings relative to the type of application being approved with the goal of reducing redundancy, and creating stronger linkages between proposed uses/ improvements to the standards of the zoning code. The goal is to place less demands on staff time to write un-necessary reports, reduce process and permitting times, and cost for applicants.
3. Standard Conditions	Update the City's standard conditions to improve the quality of feedback to applicants during the application review process.

Long Range Activities	Expected Outcome
1. Building Services Evaluation Study	Evaluate the staffing and service needs of the building division to determine the appropriate mix of in-house staff/ consultant duties considering customer needs and city resources (FY14/15-FY15/16 Budget Goal).
2. Senior Planner Position Re-Orientation	Re-orient the Senior Planner position duties (pending the outcome of the current assessment) to take on more special projects. Prior to my tenure, the Sr. Planner duties were generally limited to attending regional planning meetings such as the RTP with OCCOG.
3. GIS Enhancement Strategy	Improve information retrieval and storage for data that can be geo-referenced, such as land management records.
4. Building Department Technology Evaluation	Evaluate EnerGov capabilities to enhance delivery of building services. The version of the Energov system in use is 7 years old.
5. Sign Code Update	Provisions of the sign code are un-enforceable given court-rulings and the process we use to enforce codes. For temporary commercial sign enforcement, enforcement is left to the ability of the officer to obtain compliance through verbal warnings and the issuance of a correction written notice that carries no weight as an enforcement tool. The regulatory framework of the sign code is totally arbitrary and capricious. Coupled with Item No. 5 above, an enforceable sign code is the goal.



City of Laguna Hills

City Council Meeting Agenda

Staff Report

DATE: FEBRUARY 6, 2016

TO: MAYOR AND COUNCIL MEMBERS

**FROM: DONALD WHITE
ASSISTANT CITY MANAGER**

ISSUE: CURRENT EFFORTS ON COMMUNITY ENGAGEMENT

SUMMARY:

This report briefly highlights community engagement and public outreach efforts that the City is currently utilizing. Staff is seeking input from the City Council to form a strategic and focused approach to future community engagement efforts and initiatives, specifically related to technology.

BACKGROUND:

As made evident by the Guiding Themes of the General Plan ("Strong Community Identity" and "Sustaining Community Connections as Laguna Hills Advances") and the City's current public outreach efforts, the City recognizes the importance of maintaining community connections and continually engaging its residents. The City understands that community needs are dynamic and, in an effort to continue providing excellent service to our residents, realizes the need to evaluate the efficacy of current community engagement efforts. The contents of this report briefly highlight community engagement platforms and public outreach methods that the City is currently utilizing specifically from a technological standpoint. Given that perspective, staff has developed a few high-level questions to help the City strategize future approaches to community engagement and public outreach efforts:

1. What community engagement processes and tools would you like to use?
2. What outcomes are you hoping to achieve?

City Website

The City website represents the most basic form of online interaction with the public. Earlier this year the City launched its newly redesigned website containing a number of new features designed to improve efficiency and effectiveness and provide easier access to resources and services. The new City website was designed to promote an environment that sustains community connections and enhances the sharing of

information between the City and its residents. A new feature of the website is an interactive discussion-based platform called *Community Voice*. With *Community Voice*, users can engage the City and community members in two-way conversations related to their own ideas and initiatives. Given the potential to engage residents and businesses in direct discussions with *Community Voice*, the City could use this powerful platform for public outreach on future projects and programs.

The total cost for the website redesign project was \$36,000, which included hosting services and maintenance for the first year. Annual services including software updates, maintenance support, and hosting services are \$7,008 per year, subject to an annual 3% increase after the third year of project implementation.

Table 1: Website Analytics – Monthly Average

Unique Visitors	Unique Pageviews	Searches	Downloads
9,500	14,300	1,000	2,800

Mobile Application

As part of the website redesign project CivicPlus was able to design a new mobile application for the City. Seamlessly integrated with the City's website, the mobile application provides a more efficient environment and enhanced user experience for anyone utilizing the application on a mobile device. Many resources are available on the mobile application including the ability to search agendas and minutes, view calendars and City events, report an issue to City staff, access the City's official Facebook and Twitter accounts, view recent news, view City facilities, access *Community Voice*, and subscribe to notifications.

The cost for the mobile application was built into the cost for the website redesign project.

SIRE – Public Meetings

Using the SIRE software module the City began streaming its City Council and Commission meetings in March 2011. Since the launch of the new City website the "Agendas & Minutes" webpage has received an average of 400 unique page visits per month. There are two specific limits to the data: (1) we are unable to determine and distinguish between visitors that stream the meetings versus simply pull up the agenda reports; and (2) we are unable to determine whether residents streaming the meetings are choosing to stream a particular item or the entire meeting.

The annual cost for the SIRE software module is \$7,799.

Additionally, in conjunction with the Fiscal Year 2015-2017 Biennial Budget, one of the major plans of the General Government Department is to upgrade and replace the current agenda management software and migrate from a paper agenda to a digital agenda packet. Utilizing a digital agenda packet will enhance the community's ability to engage

with the City at public meetings, as well as promote an environment of transparency and trust.

Community Newsletter – “City Views”

City Views is an award winning quarterly magazine published by the City of Laguna Hills and is distributed as a public service to City residents and businesses. The primary purpose of the newsletter is to inform the community about City programs and services, including the Community Services activities, as well as major City projects and initiatives and important community events. Staff from the General Government Department and Community Services Department creates content and articles for each quarterly edition of the City Views publication.

The annual cost to produce four quarterly editions of City Views is \$22,200.

Community Services Class & Activity Brochure

The Community Services Department offers a variety of classes for all ages and interests. Community members can learn how to dance, play an instrument, join a sports league, get in shape with fitness and nutrition programs, and participate in other activities, camps, and events. An Activity Brochure is published in every edition of City Views. In addition, all activities are listed on the City’s website and hard copies of the Activity Brochure are available at the community center.

The Community Center also offers a variety of Emeritus classes in association with Saddleback College. Under the Emeritus Program seniors are eligible to participate in a number of courses and activities such as foreign language, art, and physical activity. Emeritus Program classes are listed in the Activity Brochure and on the City’s website.

Community Services Email Blast Services – Active.net

Approximately 15,178 users are registered in the Active.net system to receive email blasts. These users, which include both residents and non-residents, are automatically registered with Active.net when registering for Community Services programs/classes. An average of 6 email blasts are sent out per quarter advertising recreation programs such as new classes/activities, City events, and registration reminders.

Social Media

Using various social media platforms the City is able to directly communicate with and engage its residents and community. The City utilizes one Facebook account, which is managed by Community Services, and one Twitter account that is managed by the General Government Department. In addition, Laguna Hills Police Services manages its own Facebook and Nextdoor accounts. Since the City’s social media platforms are not the primary method of engaging with the community, the City’s social media accounts are only used occasionally.

Facebook

Both the Laguna Hills Police Services and Community Services Facebook accounts allow the City to engage in two-way communications with its followers. Through Facebook the City can push notifications to the surrounding community and create posts that contain event subscription, images, videos, and lengthy text. The Community Services Facebook account is generally used to inform its followers about current classes and programs, upcoming events, clubs, and other activities associated with the Community Center. The Laguna Hills Police Services Facebook account informs its followers about public safety events, programs, classes, seasonal safety tips, and occasionally special bulletins related to criminal activity.

Through Facebook, the City is able to pay for targeted ad space to advertise for special City events. During calendar year 2015, the Community Center spent \$244 for targeted ad space through the Facebook platform.

Twitter

The General Government Department manages the City's only Twitter account. Twitter is a unique social media platform due to its 140-character limit per posting. Consequently, the City engages its followers on Twitter by publishing succinct posts related to specific City business such as Commission vacancies, scheduled power outages, and a myriad of other events, news, and activities.

There is no cost to the City for utilizing Twitter.

Nextdoor

Laguna Hills Police Services manages its own Nextdoor account. Nextdoor is a social media platform that creates a private environment for subscribers that live in specific neighborhoods of Laguna Hills to connect and communicate with one another. Laguna Hills Police Services staff occasionally utilizes this platform to notify Laguna Hills neighborhoods of special events, programs, and trends in criminal activity.

There is no cost to the City for utilizing Nextdoor.

Table 2: Social Media Platform Usage

Platform	Followers
Facebook – Community Center	748
Twitter – City	616
Facebook – Police Services	1,151
Nextdoor – Police Services	1,200

AlertOC

In partnership with the County of Orange the City utilizes a mass notification system called AlertOC which is designed to keep Laguna Hills residents and businesses informed of emergencies through voice messages, texts, emails, and hearing impaired devices. For

an additional cost, the City has the option to utilize this platform for one-way communication regarding City events, programs, and news with residents and businesses which have opted into this portion of the program.

Public Engagement Principles – ACC-OC Report

While the primary focus of this report has been the various technologies available to the City and its role in public engagement, the public management and outreach process as a whole includes more than merely the use of technology. The Association of California Cities – Orange County released a report entitled: *The Blueprint for Advanced Public Engagement Countywide* (Attached) in April 2015. Detailed in the report are six (6) major principles that cities can use as best practices to supplement operations and overall strategy related to public engagement: (1) institutionalize public engagement as part of city operations; (2) incorporate public engagement and communications into emergency planning practices and documents; (3) broaden reach beyond core participants in business; (4) use research to understand and respond to community priorities; (5) set and communicate clear, consistent, and relevant expectations of projects and core initiatives; and (6) create a safe, secure, and encouraging environment for public dialogue at city meetings/functions.

The City regularly utilizes many of the best practices highlighted in this report. Most notably, the participatory process and public outreach approach has been utilized in the updating of the City's General Plan and the biennial budget process. However, with the availability and proliferation of technology this provides an opportunity to, once again, evaluate the effectiveness and discuss the City's community engagement efforts.

FISCAL IMPACT:

Costs related to current community engagement and public outreach efforts have been budgeted in the Fiscal Year 2015-17 Biennial Budget.

ATTACHMENTS:

- Public Engagement Principles: The Blueprint for Advanced Public Engagement Countywide – April 2015



Public Engagement Principles

The Blueprint for Advanced Public Engagement Countywide

April 2015

Goal: To institutionalize, expand and refine the use of public engagement in California local governments.

Background: The ACC-OC launched a public engagement committee in 2014 at the direction of its Board and members. In addition to exchanging information and best practices, the PEC is charged with developing core principles to encourage more robust public engagement in California cities. These principles were developed in collaborative fashion with the input from city, business, non-profit and utility leaders.

Intent: These principles are intended to supplement a city's operations and overall strategy. They do not focus on one department or issue (e.g. planning and land use). Rather, these broad concepts can be adapted to any and all city initiative.

PRINCIPLE: Institutionalize public engagement as part of city operations

TACTICS:

- Identify outreach opportunities in and develop plans for forward-planning policies, including, but not limited to:
 - Land planning (e.g. specific land use projects, General Plan updates, revitalization)
 - Budget
 - Transportation planning policies
 - Community services, parks, and recreational planning policies
 - Public safety
 - Infrastructure
 - Economic and community development
- Ensure involvement and buy-in for engagement from city staff
- Develop “triggers” for public engagement based on size, significance, scale of project as well as resources available; recognize that public engagement is a scalable practice
- Encourage outreach from project applicants and help to facilitate the process

- Provide incentives for applicants to implement robust public engagement programs
- Facilitate exchange of cultural information to assist applicants engaging diverse audiences
- Provide guidance on scope and reach of stakeholder community; encourage periodic updates to those most affected
- Incorporate outreach into early planning of major projects (i.e. establish proactive communications as you would economic analysis or project design)

PRINCIPLE: Incorporate public engagement and communications into emergency planning practices and documents

Incorporate core elements into a citywide crisis communications plan, including:

- Anticipate crises: develop crisis communications plan
- Establish fact-gathering process: Identify a chain of command and flow of information to ensure core facts flow from upward consistently and accurately.
- Establish crisis communications team: This is your core decision-making unit. At a minimum, this team should include the City Manager, department head, and communications lead
- Establish spokesperson(s): In most cases, it will be Mayor and/or City Manager; public safety crises will include Police Chief; consider variables where subject expert matter may also be valuable spokesperson
 - Note: The spokesperson may or may not be controlling social media; ensure that social media coordinator is working from spokesperson messaging and facts (*i.e. don't let social media outpace or deviate from the message*)
- Develop stakeholder priority list: Identify organizations and individuals, including utilities, businesses, regional elected/agencies, individuals and media, that should be contacted in emergencies
- Identify and prioritize tactics: How do your stakeholders communicate? Prioritize implementation of most effective communications vehicles
- Perform annual or regular drills to practice communications; or en
- Incorporate communications into regional collaboration, especially with regional information centers

PRINCIPLE: Broaden reach beyond core participants in civic business

TACTICS:

- Explore and utilize new forms of communication, including:

- Online engagement software and programs
- “Traditional” social media, like Facebook and Twitter
- Ensure a robust, user-friendly and accessible website
- Establish relationships with local institutions including:
 - Cultural/ethnic organizations
 - Civic organizations
 - Local high schools, community colleges and universities
 - Faith-based groups – churches, houses of worship, ministerial associations, etc.
 - HOAs

PRINCIPLE: Use research to understand and respond to community priorities

TACTICS:

- Measure customer service through independent, credible resources (e.g. JD Powers)
- Measure resident priorities; move beyond simple “satisfaction surveys” and into deeper qualitative and quantitative assessments of true public service priorities to help budgeting and resource allocation purposes

PRINCIPLE: Set and communicate clear, consistent and relevant expectations of projects and core initiatives

TACTICS:

- Develop public information/engagement web and/social media pages for major initiatives or projects
- Define constraints and opportunities
- Open dialogue to gain input/feedback on project within context of barriers and constraints
- Understand key audiences; avoid jargon and confusing terminology that are commonplace in public policy, but seldom understood by general public
- Emphasize two-way communications and dialogue; include response mechanisms – digital, print or otherwise – when presenting public policy ideas or projects
- Work to understand communications preferences from residents

PRINCIPLE: Create safe, secure and encouraging environment for public dialogue at city meetings/functions

TACTICS:

- Develop a clear and concise decorum policy that discourages intimidation and/or aggressive language



City of Laguna Hills

City Council Meeting Agenda

Staff Report

DATE: FEBRUARY 6, 2016

TO: MAYOR AND COUNCIL MEMBERS

**FROM: MELISSA AU-YEUNG
ASSISTANT TO THE CITY MANAGER**

**ISSUE: PRESENTATION ON FUTURE TRENDS AND BEST PRACTICES BY RYDER
SMITH FROM TRIPEPI SMITH & ASSOCIATES**

SUMMARY:

Tripepi Smith & Associates is a marketing-technology-public affairs consulting firm that regularly assists public organizations. Ryder Todd Smith, President, will be at the meeting to give a presentation on future trends and best practices in community engagement and public outreach utilizing technology.



City of Laguna Hills

City Council Meeting Agenda

Staff Report

DATE: FEBRUARY 6, 2016

TO: MAYOR AND COUNCIL MEMBERS

FROM: MELISSA AU-YEUNG
ASSISTANT TO THE CITY MANAGER

ISSUE: CITY COUNCIL MEETING SCHEDULE

SUMMARY:

Over the past two years there have been numerous City Council meetings with only a few, or even no, non-routine items on the agenda. For example, in 2015 there were three meetings that contained no administrative report items. Rather than cancel those meetings, the City Council conducted the meetings and the meetings lasted anywhere from fifteen minutes to 45 minutes. As a result, the City Council has discussed the possibility of reducing the number of meetings it conducts over the year.

Staff conducted a survey of all the other Orange County cities regarding their City Council meeting schedules. Currently, all but four cities – the Cities of Laguna Woods, Los Alamitos, Orange, and Villa Park – hold two City Council meetings a month. However, of those 29 cities that conduct two City Council meetings a month, 10 cities will occasionally cancel Council meetings due to a lack of non-routine agenda items.

Preparing for and conducting City Council meetings twice per month keeps staff and the City Council on a continuous City Council agenda and meeting cycle. Even with little or no non-routine agenda items, preparing an agenda packet requires a significant dedication of staff time and/or resources. Periodically cancelling a City Council meeting based on a lack of agenda items would allow staff time to work on other projects. When that occurs, as it did for the January 26, 2016 City Council meeting, routine agenda items could then be considered at the following City Council meeting.

At this time, staff is not making recommendations but has provided this information to the City Council so the City Council can deliberate and provide policy direction for future City Council meetings.

ATTACHMENTS:

- Orange County Cities' City Council Meeting Frequency

City	Number of City Council Meetings per Month	Cancel Meeting Due to Lack of Agenda Items (Yes/No)
Aliso Viejo	2	No
Anaheim	2	No
Brea	2	Yes, occasionally
Buena Park	2	Yes, occasionally
Costa Mesa	2	No
Cypress	2	No
Dana Point	2	No
Fountain Valley	2	Yes, occasionally
Fullerton	2	No
Garden Grove	2	No
Huntington Beach	2	No
Irvine	2	No
La Habra	2	Yes, occasionally
La Palma	2	No
Laguna Beach	2	No
Laguna Niguel	2	Yes, occasionally*
Laguna Woods	1	n/a
Lake Forest	2	No
Los Alamitos	1	n/a
Mission Viejo	2	No
Newport Beach	2	No
Orange	1	n/a
Placentia	2	Yes, occasionally*
Rancho Santa Margarita	2	Yes, occasionally
San Clemente	2	No
San Juan Capistrano	2	No
Santa Ana	2	No
Seal Beach	2	Yes, occasionally
Stanton	2	Yes, but rarely
Tustin	2	No
Villa Park	1	n/a
Westminster	2	Yes, occasionally
Yorba Linda	2	No

*Based on website information available



City of Laguna Hills

City Council Meeting Agenda

Staff Report

DATE: FEBRUARY 6, 2016

TO: MAYOR AND COUNCIL MEMBERS

FROM: DONALD WHITE
ASSISTANT CITY MANAGER

ISSUE: CITY HALL WORK SCHEDULE AND HOURS OF OPERATION

SUMMARY:

One of the outcomes of the Kelly Associates report on the Community Development Department is a discussion of the City's current work schedule and hours of operation. They have offered two recommendations that if implemented would result in City Hall closing every other Friday and during the lunch hour. At this time, staff is not making any recommendations but has agendized this item so that the City Council can deliberate the merits of our current schedule and operating hours versus a change that would result in City Hall being closed at lunch and every other Friday.

BACKGROUND:

Within the Kelly Associates report entitled: "An Organizational Assessment of the Community Development Department," is two recommendations related to City Hall hours of operation and work schedule. Currently, the City is open for business Monday through Thursday, from 7:30 a.m. to 5:30 p.m. and on Friday from 8:00 a.m. to 5:00 p.m. Non-management employees work a 9/80 schedule where they are off every other Friday. Schedules are coordinated so that employees are off on alternating Fridays resulting in reduced staffing on Fridays. The building/planning counter is open Monday through Thursday from 1:00 p.m. to 5:30 p.m. and on Friday from 1:00 p.m. to 5:00 p.m. The front reception area remains open during the lunch hour from 12:00 p.m. to 1:00 p.m. Management employees work a traditional five-day week.

In their report, Kelly Associates noted problems with reception and counter coverage given current staffing levels. The following two recommendations are from their report:

1. An additional solution is to close the reception area at lunch, for an initial six-month period, and assess whether this relieves some of the coverage issues while not negatively impacting customer service. (Recommendation 12.4)

2. Finally, relating to reception, counter, and phone coverage, the City should re-evaluate the 9/80 system and consider whether to replace the half-staffed Fridays with a program where City Hall is closed every other Friday with alternating Friday operating at full staff. (Recommendation No. 12.5)

Attached to this report is a listing of all other cities in Orange County with their work schedule and hours of operation. The following observations are pertinent to this discussion:

- Of the 33 cities, 9 are open Monday – Friday from 8:00 a.m. to 5:00 p.m.
- 2 cities are on a 4/10 schedule where they are closed every Friday.
- 7 cities are on a 9/80 schedule where they are open every Friday, similar to Laguna Hills.
- 15 cities are on a 9/80 schedule where they are closed every other Friday.
- 5 cities close for the lunch hour.

Staff also made a tally of visitors to the front reception between the hours of 12:00 p.m. and 1:00 p.m. over eight work days beginning on January 8, 2016. The number of visitors for City business ranged from 0-3 with an average of 2. It should be noted that over half of the visitors were there for the building/planning counter which opens at 1:00 p.m.

Moving to a 9/80 work schedule where the City would be closed every other Friday and closed for the lunch hour would arguably improve operational efficiencies and productivity. The downside would be a reduction in staff's overall availability to the public. At this time staff is not making any recommendations but has provided this information so that the City Council can deliberate the merits of our current schedule and operating hours versus a change that would result in City Hall being closed at lunch and every other Friday.

ATTACHMENTS:

- Orange County Cities' Work Schedules and Hours of Operation

City	9/80 (Yes/No)	Hours of Operation	Closed during Lunch (Yes/No)
Costa Mesa	No	M-F: 8-5 p.m.	No
Huntington Beach	No	M-F: 8-5 p.m.	No
Laguna Beach	No	M-F: 8-5 p.m.	No
Laguna Niguel	No	M-F: 8-5 p.m.	No
Laguna Woods	No	M-F: 8-5 p.m.	No
Mission Viejo	No	M-F: 8-5 p.m.	No
Placentia	No	M-Th: 7:30-6 p.m.	No
Rancho Santa Margarita	No	M-F: 8-5 p.m.	Yes: 12-1 p.m.
Seal Beach	No	M-F: 8-5 p.m.	Yes: 12-1 p.m.
Stanton	No	M-Th: 7-6 p.m.	Yes: 12-1 p.m.
Villa Park	No	M-F: 8-5 p.m.	No
Cypress	Yes – Not True*	M-Th: 7:30-5:30 p.m. & Fri: 8-5 p.m.	No
Dana Point	Yes – Not True	M-Th: 7:30-5:30 p.m. & Fri: 7:30-4:30 p.m.	No
Irvine	Yes – Not True	M-Th: 7:30-5:30 p.m. & Fri: 8-5 p.m.	No
Newport Beach	Yes – Not True	M-Th: 7:30-5:30 p.m. & Fri: 7:30-4:30 p.m.	No
San Juan Capistrano	Yes – Not True	M-Th: 7:30-5:30 p.m. & Fri: 7:30-4:30 p.m.	No
Tustin	Yes – Not True	M-Th: 7:30-5:30 p.m. & Fri: 8-5 p.m.	No
Anaheim	Yes – Not True	M-F: 8-5 p.m.	No
Brea	Yes – True**	M-Th: 7:30-5:30 p.m. & Fri: 8-5 p.m.	No
Buena Park	Yes – True	M-F: 7:30-5:30 p.m.	No
Fountain Valley	Yes – True	M-Th: 7-5 p.m. & Fri: 7-4 p.m.	No
Fullerton	Yes – True	M-Th: 7-5:30 p.m. & Fri: 7:30-5 p.m.	No
Garden Grove	Yes – True	M-Th: 7-5:30 p.m. & Fri: 7:30-5 p.m.	No
La Habra	Yes – True	M-Th: 7:30-5:30 p.m. & Fri: 7:30-4:30 p.m.	No
La Palma	Yes – True	M-F: 7:30-5:30 p.m.	No
Lake Forest	Yes – True	M-Th: 8-6 p.m. & Fri: 8-5 p.m.	Yes: 11:45-1 p.m.
Los Alamitos	Yes – True	M-Th: 7:30-5:30 p.m. & Fri: 7:30-4 p.m.	No
Orange	Yes – True	M-F: 7:30-5:30 p.m.	No
San Clemente	Yes – True	M-Th: 7:30-5:30 p.m. & Fri: 8-5 p.m.	Yes: 12:30-1:30 p.m.
Santa Ana	Yes – True	M-F: 8-5 p.m.	No
Westminster	Yes – True	M-Th: 7:30-5:30 p.m. & Fri: 7:30-4:30 p.m.	No
Yorba Linda	Yes – True	M-Th: 7:30-5:30 p.m. & Fri: 8-5 p.m.	No
Aliso Viejo	Yes – True	M-Th: 7:30-5:30 p.m. & Fri: 7:30-4:30 p.m.	No

*Not True – City Hall is open every Friday.

**True – City Hall is closed on alternate Fridays.

