



CITY OF MOORPARK

2021-2029 Housing Element

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HOUSING ELEMENT

4.1 Introduction

4.1.1 Background

The City of Moorpark encompasses 12 square miles and is one of 10 incorporated cities of Ventura County. It is bounded by Simi Valley to the east, the Tierra Rejada Valley and Thousand Oaks to the south, and unincorporated lands to the west and north. Lands west of the City are largely agricultural and protected from development by the Save Open Space and Agricultural Resources (SOAR) initiatives designed to preserve open space and limit urban sprawl. The City is connected to the broader region by State Route (SR-) 118 and SR-23 to the south and SR-118 to the west.



Incorporated on July 1, 1983, Moorpark's most dramatic period of growth occurred in its early years. This period saw a substantial shift in the Moorpark's center of activity, with large-scale development in many areas that had been used for agriculture. High Street and the surrounding area remained the social and retail center of Moorpark through the 1980s until commercial activity began to shift to the south, and suburban-style, multitenant retail centers grew along Los Angeles Avenue. Significant growth in home construction accelerated as the development of subdivisions such as Mountain Meadows and Peach Hill expanded the City's built footprint from the flatlands into the surrounding hillsides.

Looking forward, the City has set a course that is intended to yield community-wide benefits. Completion of specific plans will provide for a mix of housing suitable for different ages and income levels. These will not only include traditional single-family homes—condominiums, townhomes, and apartments will also enhance opportunities for residents of all incomes and ages to live in Moorpark. Mixed-use products will also be strategically introduced, lending to a more vibrant downtown, attracting commercial opportunities in activity centers, and supporting the unique blend of historic and modern themes. And special needs housing will be a priority for meeting unmet community needs.

Moorpark's 2021-2029 Housing Element is the City's comprehensive plan for addressing its current and future housing needs. The Housing Element goals and policies reflect a commitment to: maintaining the quality and character of the community; sustaining commercial and industrial business sector; complementing the historic flavor of downtown; reflecting the City's General Plan vision; identifying options and solutions to barriers for housing for all; providing housing for future generations of Moorpark residents; and furthering equal and fair housing opportunities for all residents.

4.1.2 Statutory Authority

California law requires that all local governments develop a Housing Element and housing programs to meet their "fair share" of existing and future housing needs for all income groups. Therefore, the City of Moorpark, along with all local governments in California, must prepare a Housing Element to meet its local housing needs. The Housing Element must contain goals, policies, and programs to facilitate the development, improvement, and preservation of housing commensurate with the housing need established by the City, regional government, and the State of California.

This Housing Element covers the planning period of 2021 to 2029. Requirements for the content of the Housing Element are found in Article 10.6 of Chapter 3 of Planning and Zoning Law, commencing with Government Code Section 65580 et seq. The Housing Element is the most complex chapter in the General Plan and the only element that must be completely updated on a fixed schedule and receive a letter of compliance from the State of California.

State law prescribes the scope of the Housing Element and various requirements in accordance with Section 65583 of the Government Code. The 2021-2029 Moorpark Housing Element contains the following sections:

- **Introduction.** Includes an overview, the statutory authority and requirements, related planning efforts, overview of the outreach process that informed the development of the Housing Element, and process for maintaining consistency with other parts of the General Plan.
- **Needs Assessment.** Analysis of demographic, social, and housing characteristics; special housing needs; and current and future housing needs due to population growth, demographic change, and other factors affecting housing need, including focus on fair housing.
- **Constraints Analysis.** Analysis of governmental and nongovernmental constraints that affect the development, maintenance, and improvement of housing for all income groups and people with disabilities. This chapter includes an assessment of fair housing required under AB 686.
- **Housing Resources.** Inventory of resources available to address the City's housing needs, including available land for housing, and the financial resources and administrative capacity to manage housing programs. This includes a focus on fair housing.
- **Housing Plan.** The goals, policies, and programs to address the development, improvement, and conservation of housing and provision of fair housing opportunities to meet the needs of residents. Also includes an evaluation of accomplishments of the prior element.

The 2021-2029 Housing Element update replaces the City's previously adopted 2014-2021 Housing Element and its associated implementation plan.

4.1.3 Related Planning Efforts

Moorpark's 2021-2029 Housing Element is directly related to local-, regional-, and state-mandated planning efforts. The following text describes the relationship of the Housing Element with these planning efforts and how the City maintains consistency with each effort.

General Plan

In 2020, the City of Moorpark began a comprehensive update of its General Plan, including its Housing Element. The 2021-2029 Housing Element is updated in concert with other elements of the General Plan to ensure consistency. Changes in the land use element will plan for the appropriate amount of land and land use designations necessary for the City to meet its local housing needs, and the Housing Element's goals, policies, and programs will reflect these changes. As required by California law, the safety element has been updated in concert with the Housing Element, and the safety element has provided critical information about the location of natural and human caused hazards that informed the Housing Element. As required by state law, the Housing Element will periodically be updated over the 2021-2029 planning period to maintain consistency with the Moorpark General Plan as amendments are proposed.

Regional Housing Needs Assessment

As the metropolitan planning organization for Ventura County jurisdictions, including Moorpark, the Southern California Association of Governments (SCAG) has the responsibility for allocating the regional fair share of housing needs, assigned by the State of California, to the jurisdictions under its planning authority. The allocation of housing needs is based on statewide and local projections of population, employment, and household trends. California requires local governments to ensure that adequate sites, public facilities, infrastructure, and services are available to facilitate housing production in accordance with their assigned share of the Regional Housing Needs Assessment (RHNA). The RHNA for the 2021 to 2029 planning period is 1,289 new housing units divided into affordability levels. The Housing Element contains goals, policies, and programs to address the City's share of the region's housing need.

Other Related Planning Efforts

During the 2021-2029 planning period for the Housing Element, the City of Moorpark continues to implement adopted plans and will conduct initiatives that implement the Housing Element. Three adopted specific plans provide sites to accommodate the housing goals set forth in the 2021-2029 RHNA. These plans are the Carlsberg Specific Plan, Downtown Specific Plan, and Moorpark Highlands (Phase II). The Zoning Code, and a planned comprehensive update, will be initiated following adoption of the General Plan update to implement proposed revisions to development processes, zoning districts, and other associated items. The Housing Element is consistent with its adopted specific plans and zoning codes and will be amended, as necessary, to address the City's RHNA or maintain consistency with related planning efforts, to the extent required by and in accordance with state law.

4.1.4 Public Engagement

State law requires cities to make a "diligent effort" to achieve participation by all segments of a city in the Housing Element. As the Housing Element update is part of an overall update to the General Plan, Moorpark solicited input from the public throughout the Housing Element process—during development of the draft element, public review of the draft element, and the adoption process. The City's public participation program included three major venues, described briefly below and in Chapter 4.6.3.

- **General Plan and Housing Element outreach.** An extensive public engagement and participation program was implemented for the General Plan update and Housing Element. The comments received during these venues were incorporated into the housing needs assessment, constraints analysis, and the goals, policies, and programs of the Housing Element. Venues included:
 - Community Events. Multiple community workshops.
 - Community Surveys. Conducted General Plan and quality of life surveys.
 - General Plan Advisory Committee (GPAC). More than one dozen meetings.
 - Special Needs Consultations. More than a dozen interviews with stakeholders.
- **Housing Element Posting and Hearing.** The City maintained a General Plan update website, moorparkgeneralplan.com, that provided notifications and results of opportunities for public engagement, surveys, and documents, including the draft 2021-2029 Housing Element. The draft Housing Element was posted on December 22, 2021 and was available online for 30 days before public hearing. Comments received during the public review and comment period were included in the public record and brought forward to the Planning Commission for consideration on January 13, 2022 and to the City Council on January 19, 2022. Subsequent draft revisions were also posted for review.
- **State of California Review.** Once approved by the City's reviewing authorities, the draft 2021-2029 Housing Element was transmitted to the California Department of Housing and Community Development (HCD), which is required to thoroughly review the draft for compliance with statutes and HCD regulations. HCD's letter(s) on the City's Housing Element are available online at: <https://www.hcd.ca.gov/community-development/housing-element/index.shtml>. "HCD" provided two letters requesting revisions, the first dated May 9, 2022 and the second dated September 2, 2022, to the City. The City made revisions to address comments received in each transmittal and circulated the document for the required public review prior to resubmittal to HCD.
- **Public Hearings.** Upon completion of revisions to the 2021-2029 Moorpark Housing Element and preparation of environmental clearance pursuant to the California Environmental Quality Act (CEQA), the City will hold public hearings before the Planning Commission and the City Council, for public comment. The Housing Element will be posted prior to the public hearings and made available to any party requesting a copy. The Planning Commission reviewed the draft Housing Element on January 24, 2023, and the City Council adopted the final Housing Element on February 15, 2023. The final Housing Element can be found online at: www.moorparkca.gov/HousingElement.

4.2 Community Profile

This chapter discusses Moorpark’s demographic, economic, housing, and special needs characteristics and trends in order to identify existing and future housing needs. This community profile provides a foundation for responsive goals, policies, and programs in the element.

4.2.1 Population and Household Characteristics

Population Growth

Moorpark is the sixth most populous community in Ventura County, with a population of 36,284 as of 2020, according to the Department of Finance. Moorpark experienced significant growth during its first decade following incorporation, increasing by more than 500% as large specific plan developments replaced former agricultural lands; the City was one of the fastest growing cities in the nation. Following the initial rise in development typical for most newly incorporated communities, Moorpark’s population growth slowed in later decades.

Communities in the eastern Ventura County region have seen residential development in recent decades, resulting in corresponding population growth. Shown in Table 4-1, surrounding communities saw substantial increases in population growth from 2000 to 2020. Compared to its neighbors, the City of Camarillo has grown the fastest (24%), followed by Moorpark (15%) Simi Valley (13%), Thousand Oaks (9%), and Santa Paula (7%).

Table 4-1 Population Estimates, 2000-2030

Jurisdiction	Population Estimates				% Change	
	2000	2010	2020	2030	2000-2020	2020-2030
Moorpark	31,415	34,421	36,284	40,259	15%	11%
Simi Valley	111,351	124,237	126,356	134,390	13%	6%
Thousand Oaks	117,005	126,683	126,966	133,880	9%	5%
Camarillo	57,077	65,201	70,741	74,239	24%	5%
Santa Paula	28,598	29,321	30,657	32,849	7%	7%

Sources: Department of Finance, City/County Population and Housing Estimates.

Note: Projected population is based on extrapolation of average household size in 2020 applied to the 2021-2029 RHNA.

Looking forward, the City of Moorpark expects continued residential development on remaining vacant lots, underperforming nonresidential areas, and in specific plans (such as Moorpark Highlands, Hitch Ranch, and others). As the General Plan update designates future areas for residential growth, the City will see gradual increase in population from 2020–2030, and is projecting an 11% growth rate.

Population Characteristics

Moorpark's population characteristics influence housing need. Different age groups have different needs based on lifestyles, family types, income, and housing preference. Typically, younger households seek affordable rental housing as they begin a career and build wealth. As adults spend more time in the workforce and form families, they may seek opportunities to build equity through ownership. Seniors may eventually trade down large homes that once accommodated children to smaller, more affordable homes.

Over the 2000s, Ventura County cities have aged as a whole, and Moorpark is no exception. In Moorpark, the median age stands at 38 years, an increase from the median age of 35 recorded in 2010. The largest single age group, as of 2018, is the 45 to 64 years age group, comprising 29% of residents (Table 4-2). Seniors ages 65 years and older have been the fastest growing age group, increasing 78%. Children and youth declined 12%, a decline that has been going on for some time.

Moorpark has seen more-modest race and ethnic changes in its population since 2010. The largest group, at 54% of the City's population, reported white as their race. Hispanic, the second largest group, comprised 32% of the population. Over the past eight years, all race and ethnic groups in Moorpark, apart from whites, increased in number. As a result, the white share of the population decreased while all other groups increased their shares of the City's population from 2010 to 2018.

Table 4-2 Population Characteristics in Moorpark

Population Characteristics	2010 ¹		2018 ²		Percent Change
	Number of Residents	Percent of Total	Number of Residents	Percent of Total	
Age Characteristics					
0-17 years (dependent)	9,459	27%	8,362	23%	-12%
18-24 years (youth-in-transition)	3,631	11%	3,767	10%	4%
25-44 years (family forming years)	8,825	26%	9,145	25%	4%
45-64 years (move up housing)	10,051	29%	10,632	29%	6%
65+ years (retirement years)	2,455	7%	4,368	12%	78%
Total	34,421	100%	36,274	100%	5%
Race and Ethnicity					
White	19,654	57%	19,650	54%	0%
Hispanic	10,813	31%	11,541	32%	7%
Asian	2,309	7%	2,849	8%	23%
Black	486	1%	574	2%	18%
All Others	1,159	3%	1,660	5%	43%

Sources: 1. U.S. Census, 2010.

2. American Community Survey 5-Year Estimates, 2014-2018.

Household Characteristics

Household makeup also influences housing need. For instance, single-person households often occupy smaller apartments or condominiums, such as one-bedroom units. Couples often prefer larger single-family homes, particularly if they have children. As the baby boomer generation continues to age, there has been an increased demand from empty nesters and retirees to downsize to more affordable units that are easier to maintain. These patterns underscore the need for housing opportunities for people of all ages and income levels. Table 4-3 shows the changes in household characteristics in Moorpark.

Although Moorpark is smaller than neighboring cities, it has seen significant changes in the composition of households. In 2018, married family households with children made up 30% of Moorpark's households, a 7% decline from 2010, and the married households without children made up 40% of households, a 36% increase from 2010. Moorpark's average household size in 2018 was 3.2, a slight decrease from 2010 when the average household size was 3.3.

Moorpark's slight reduction in average household size is largely the result of the increase in senior households, the decline in the number of families with children, and the significant increase in single-person households. Looking forward, Moorpark can expect a continued, gradual decline in the average household size due to demographic trends in Ventura County and Moorpark. The 2020 Census should provide greater insight into continued changes in household characteristics.

Table 4-3 Household Characteristics in Moorpark, 2010-2018

Households	2010 ¹		2018 ²		Percent Change
	Number of Households	Percent	Number of Households	Percent	
Household Type					
Total Households	10,484	100%	11,282	100%	8%
Family Households	8,586	82%	9,260	82%	8%
Married with Children	3,656	35%	3,409	30%	-7%
Married No Children	3,310	32%	4,493	40%	36%
All Other Families	1,620	15%	1,358	12%	-16%
Nonfamily Households	1,898	18%	2,022	18%	7%
Household Size					
1-person households	1,337	13%	1,605	14%	20%
2-4 person households	7,183	69%	8,027	71%	12%
5+ person households	1,964	19%	1,650	15%	-16%
Average household size	3.28	—	3.22	—	--

Sources: 1. U.S. Census, 2010.

2. American Community Survey 5-Year Estimates, 2014-2018.

Economic Characteristics

Moorpark’s job sector offers approximately 13,128 jobs, and 17,847 residents are employed (ratio of 0.74). Due to the characteristics of the local employment sector (e.g., size, industries, and wages offered), most residents commute to jobs in other communities. Fortunately, Moorpark’s transit line makes distance commuting possible to cities throughout the greater Los Angeles and Ventura County regions. Moorpark residents are highly employed; the City’s 3.8% unemployment rate in 2021 is significantly lower than the 5.3% unemployment rate countywide and is the second lowest after Fillmore.

Moorpark’s occupational profile includes a broad range of jobs and income levels, shown in Table 4-4. For Moorpark residents, the primary occupational group—management, business, science, and arts occupations—makes up 47% of all jobs. Full-time employees earn a median income of \$90,823 annually. The next largest category of occupations held by Moorpark residents is sales/office occupations, which comprise 24% of all jobs. These moderate-income jobs have earnings from \$36,216 to \$52,784 annually, depending on full-time status.

Generally, almost half of all employed residents are in services, production, and sales sectors, which offer lower wages. Services comprise 14% of all occupations held by residents, and these occupations pay between \$23,571 (all jobs) and \$31,620 for full-time work. Services comprise a broad range of jobs and often pay lower incomes than other occupations. The last two categories—production/transportation/material-moving occupations and natural resources/construction/maintenance—together total about 14% of all jobs and have median earnings ranging from \$25,979 and \$50,302.

Table 4-4 Employment Characteristics in Moorpark, 2018

Occupational Characteristics ¹	Jobs Held by Residents		Median Incomes
	Number	Percent	
All Occupations Held by Residents (within and outside of Moorpark)	19,209	100%	All Jobs: \$49,988 Full-time Jobs: \$66,560
Management, business, science, and arts occupations	9,121	47%	All Jobs: \$77,381 Full-time Jobs: \$90,823
Service occupations	2,758	14%	All Jobs: \$23,571 Full-time Jobs: \$31,620
Sales and office occupations	4,609	24%	All Jobs: \$36,216 Full-time Jobs: \$52,784
Natural resources, construction, and maintenance occupations	1,094	6%	All Jobs: \$44,435 Full-time Jobs: \$50,302
Production, transportation, and material moving occupations	1,627	8%	All Jobs: \$25,979 Full-time Jobs: \$38,209

Sources: 1. American Community Survey, 2014-2018.

2. LEHD Origin-Destination Employment Statistics, 2017.

Household Income

Household income is a fundamental factor affecting one's ability to afford housing in Moorpark, which is generally more expensive than surrounding communities. Moorpark is an affluent city in Ventura County as well as the state of California. Moorpark's median household income is approximately \$104,500—the second highest for any Ventura County city after Thousand Oaks. Moorpark also ranks in the top 5% of all communities in California with respect to median household income. Moorpark's household income profile is summarized in Table 4-5 and described below.

Moorpark's household income varies by tenure; the median income of owner-occupied households is about \$122,400—almost twice that of renter households (\$63,800). Approximately 64% of owner-occupied households earn more than \$100,000 in annual income compared to only 24% of renters. Conversely, 12% of homeowners earn below \$50,000 in income compared to 34% of renters. Moorpark's household income differences by tenure, coupled with housing prices and asking rents, have implications for housing overpayment, overcrowding, and other housing problems.

The State of California groups income categories relative to the area (or county) median income (AMI). These groups include very low-incomes (0 to 50% of AMI), low-income (50 to 80% of AMI), moderate-income (81 to 120% of AMI), and above moderate-income (120%+ of AMI). Among homeowners, the majority of households earn moderate or above moderate-incomes. Among renters, the distribution of income among households is more uniform. The high percentage of very low-income renters is due to the number of renters who are seniors and families residing in affordable housing.

Table 4-5 Household Income Characteristics

Household Income ¹	Tenure			Total Households (Percent)
	Owners	Renter	Total	
Households by Income	8,580	2,702	11,282	100%
Less than \$24,999	3%	11%	663	6%
\$25,000 to 34,999	3%	8%	499	4%
\$35,000 to 49,999	6%	15%	915	8%
\$50,000 to 74,999	10%	22%	1,488	13%
\$75,000 to 99,000	14%	16%	1,594	14%
\$100,000 to 149,999	22%	14%	2,283	20%
\$150,000 and more	42%	10%	3,840	34%
State Income Levels²				
Very Low (< \$56,450)	8%	32%	13%	–
Low (\$56,451-\$90,350)	11%	19%	13%	–
Moderate (\$90,350-\$117,350)	20%	24%	21%	–
Above Moderate (Above \$117,350)	62%	24%	53%	–

Sources: 1. American Community Survey, 2014-2018.

Household Tenure

An optimal mix of homeownership and rental opportunities is important for communities because it allows residents of all ages, incomes, and household sizes to choose the type of housing and location best suited to their needs. Vacancy rates, in combination with housing tenure, are also important because they affect the prices and rents for housing available in Moorpark. Household tenure is usually determined by the types of housing built in a community coupled with household income levels.

Moorpark has a high rate of homeownership; 76% of homes are owner occupied versus 24% renter occupied. This is the highest rate of owner occupancy in Ventura County, followed by Simi Valley and Thousand Oaks. The median owner occupancy rate for all cities in Ventura County is an estimated 59%, much lower than Moorpark's rate, whereas the median renter occupancy rate for all cities in Ventura County is an estimated 41%, much higher than Moorpark's rate. This is due in part to the prevalence of single-family homes and the higher incomes of residents than in surrounding cities.

Housing vacancies are a measure of how well the supply of housing matches the demand for housing. Typically, housing vacancy rates of 5 to 6% for apartments and 1 to 2% for homes are considered optimal. This amount of housing vacancy ensures that consumers have sufficient choices for different types of housing products, that prices are generally moderate, and that developers have a financial incentive to build housing. While higher vacancy rates lead to price depreciation, lower vacancy rates indicate a tight market and cause housing rents and prices to increase.

Table 4-6 shows the trend in housing occupancy and vacancy rates by household tenure in Moorpark. In 2018, the housing vacancy rate was 0.9% among owner-occupied housing units and 3.8% among renter-occupied housing units. Anecdotal information indicates that vacancy rates have declined further over the past few years, contributing to increasing housing rents and sales prices.

Table 4-6 Household Tenure and Vacancy, 2010-2018

Housing Tenure	2010 Composition ¹		2018 Composition ²		Change 2010 to 2018	
	# of Units	% of Units	# of Units	% of Units	#	%
Total Housing Units	10,738	100%	11,796	100%	1,058	10%
Occupied Housing Units	10,484	98%	11,282	96%	798	8%
Owner Occupied	8,182	76%	8,580	73%	398	5%
Renter Occupied	2,302	21%	2,702	23%	400	17%
Vacant Housing Units	254	2%	514	4%	260	102%
Rental Vacancy Rate		2.9		3.8		—
Homeowner Vacancy Rate		1.0		0.9		—

Sources: 1. U.S. Census 2010.
2. American Community Survey, 2014-2018.

4.2.2 Neighborhoods

Moorpark has a variety of neighborhoods defined by topography (e.g., hillsides, canyons, and washes), built infrastructure (e.g., major streets, highways, and railroads), and historical patterns of development. Understanding these neighborhoods helps in prioritizing policies and programs to meet the unique needs of each. Figure 4-1 on the following page illustrates the general location of residential neighborhoods.

Los Angeles Avenue Corridor/Downtown

The Los Angeles Avenue Corridor/Downtown occupies the center of Moorpark. It is generally bounded by the Arroyo Simi to south, Poindexter and Charles Avenue to the north, and city limits to the west/east. The northern most neighborhoods includes the High Street Corridor. High Street is the earliest developed core where residents purchased goods, worked, dined, and enjoyed entertainment and culture. It includes the adjacent Charles Street neighborhood, which consists of small-lot single-family homes and small apartments. The southern subdistrict consists of a mix of multiple-family and single-family housing, with big-box multitenant commercial centers along both sides of Los Angeles Avenue. This area includes all eight apartment properties in the City along with condominium complexes.

Championship, Gabbert, and Hitch Ranch

This area covers three subdistricts in northwest Moorpark—Championship, Gabbert, and Hitch Ranch. The Championship subdistrict is a highly amenitized community of multi-million dollar hilltop homes, expansive golf course, and high level amenities. Moving south down from the Championship is the Gabbert subdistrict, which offers larger ranch lots, equestrian uses, and semi-rural natural environment. The Hitch Ranch subdistrict extends south of Gabbert to the outer edges of Downtown. Most of the residential projects approved or pending development are located within this subdistrict. Hitch Ranch will include a highly diversified mix of single-family and attached multiple-family housing.

Mountain Meadows

The Mountain Meadows neighborhood takes its name from a 2,500-unit development that was approved by the county in the 1980s. It is bordered by Arroyo Simi on the north and by the utility lines' public right-of-way on the east, then Tierra Rejada Road to the north, and the City boundaries to the south and west. Mountain Meadows consists of master-planned, single-family-detached residential neighborhoods, which have been built in phases and include a number of smaller phases with homeowner associations. This neighborhood is distinguished by curvilinear streets, parks and open spaces, and local schools. Single-family homes sell for an average of \$850,000 or more; attached condos/townhomes sell for above \$500,000. In the westernmost area near the City's edge, housing prices exceed an average of \$1 million.

Carlsberg Specific Plan / Peach Hill

The Carlsberg Specific Plan and Peach Hill neighborhoods are bounded by Arroyo Simi and New Los Angeles Avenue to the north, Ronald Reagan Freeway to the east, and Tierra Rejada Road to the south. The Peach Hill neighborhood lies to the west, the Carlsberg neighborhood is on the east. These

neighborhoods largely consist of master-planned, single-family-detached residential neighborhoods with some of the newer neighborhoods having controlled gated access. To the east of the public utility right-of-way, the Carlsberg Specific Plan includes a mix of single-family-detached homes, commercial centers, schools, and parks. Homes have multiple amenities and sell for an average price of \$1 million. To the west, Peach Hill is a master-planned area of residences, parks, schools, and other uses. Housing is more moderately priced, averaging approximately \$750,000 over the past several years.

Moorpark Highlands

This general area is bounded by Amtrak/Metrolink railroad lines and Poindexter Lane to the south, and includes neighborhoods on Spring Road to the east, and the City limits to the north and west. This area is characterized by intensely sloped hills and limited development but does include single-family-detached residential neighborhoods. The area has two primary neighborhoods. Moorpark Highlands encompasses the residential neighborhoods, parks, and schools along Spring Road that are within the Moorpark Highlands Specific Plan. Prices average around \$900,000. The Walnut Canyon neighborhood runs along Walnut Canyon Road to the City limits to the north and west. This area captures neighborhoods accessed by Walnut Canyon Road that are along Championship Drive and Grimes Canyon Road. This neighborhood surrounds the Moorpark Country Club, and homes sell for an average price of \$1.6 million.

College Neighborhood

This neighborhood surrounds Moorpark College and is bounded by State Route 118 to the south, neighborhoods along College Heights Drive to the west, and the City boundaries to the north and east. Census tracts in this area overlap several developments to the south, such as Villa del Arroyo and Virginia Colony, but the latter areas are separated by the SR-118 and topography from the College neighborhood. In the College neighborhood, residential uses feature a mix of single-family homes, but offers more variety, including older small-lot neighborhoods, multifamily condominium / townhome complexes, and newer traditional single-family subdivisions. Moorpark College occupies the northeast edge of the City. Its location, topography, and freeways largely isolate it from the rest of Moorpark and its neighborhoods. Housing prices average \$675,000 for single-family homes, and \$450,000 for condos and townhomes.

Virginia Colony

Virginia Colony is south and east of the SR-118/23 curve and Arroyo Simi to the south and east. In many respects, Virginia Colony is physically isolated from the remainder of Moorpark, cut off by the freeway and only accessed by Princeton Avenue. Virginia Colony is one of the City's earliest developments, with 50 single-family homes and a neighborhood park. The neighborhood has a largely Hispanic population and its physical development dates back to the City's agricultural days prior to incorporation. Approximately two-thirds of the area north of the Colony is developed with two large industrial parks with large-footprint, concrete, tilt-up buildings; surface parking lots; and extensive landscaping. The Colony also contains the Villa Del Arroyo Mobile Home Estates, located just south of the SR-118.

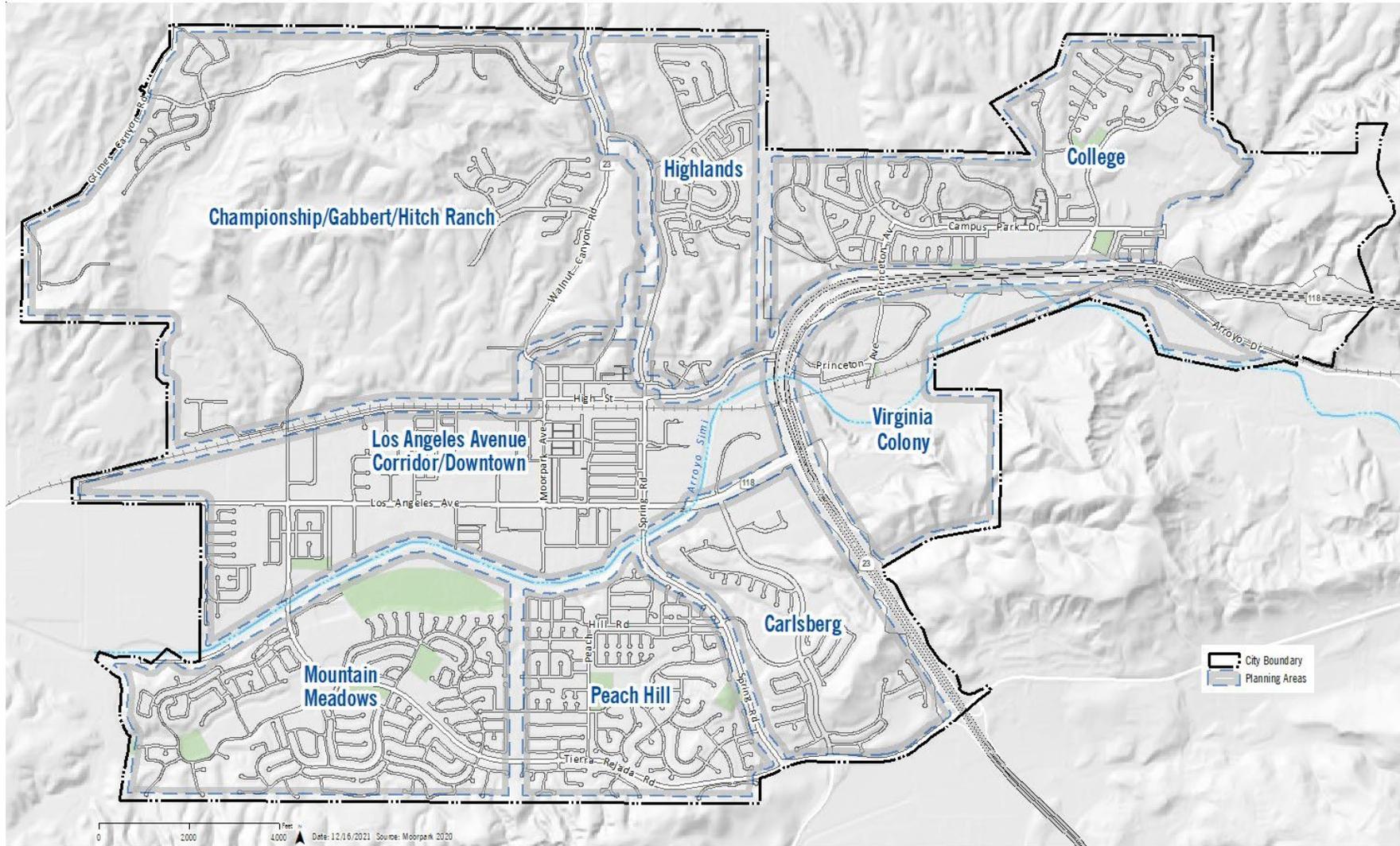


Figure 4-1 Moorpark Neighborhood Areas

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4.2.3 Housing Characteristics

This section describes housing characteristics to provide a basis for assessing the match between the demand and supply of available housing. These include housing growth trends, housing characteristics, age and condition, housing prices and rents, homeownership, and affordable housing.

Housing Growth

Moorpark's housing stock increased considerably between 2000 and 2020, by about 29%. Of the approximately 2,600-unit increase in housing built during the past twenty years, 20% was due to the development of the Waterstone, Vintage Crest, Charles Street, and Walnut Avenue Apartments. This increase was significantly higher than most cities in the county. In the four surrounding cities, Camarillo's housing stock increased the most after Moorpark in the percentage of units built (27%), followed by Simi Valley, Thousand Oaks, and Santa Paula.



Charles Street Affordable Housing

Looking forward, the City of Moorpark expects continued residential development. According to its 2021-2029 RHNA, the City of Moorpark is expected to increase its housing stock the greatest percentage, at 11% by 2030. Based on the 2021-2029 RHNA goals, the cities of Santa Paula and Simi Valley are expected to increase the next fastest, at 7% and 6%, respectively. Thousand Oaks and Camarillo are expected to increase 5% in the number of units by 2030, although their 2021-2029 RHNA is larger than the other neighboring cities. Table 4-7 shows the historical growth of housing and projected growth based on the 2021-2029 RHNA.

Table 4-7 Housing Estimates, 2000-2030

Jurisdiction	Housing Estimates				Percent Change	
	2000	2010	2020	2030*	2000-2020	2020-2029
Moorpark	9,094	10,738	11,756	13,044	29%	11%
Simi Valley	37,272	42,506	43,927	46,720	18%	6%
Thousand Oaks	42,958	47,497	48,131	50,752	12%	5%
Camarillo	21,946	25,702	27,828	29,204	27%	5%
Santa Paula	8,341	8,749	9,187	9,844	10%	7%

Sources: Department of Finance, City/County Population and Housing Estimates, 2021-2029 RHNA
 *Year 2030 is referenced since it is based on housing projections from January 2021- October 2029.

Housing Composition

Single-Family Residential

Moorpark consists primarily of single-family homes, which account for 73% of the housing stock. Moorpark is tied with Fillmore for the highest share of single-family detached housing of cities in Ventura County—and well above the countywide average (61%). This is largely the result of how Moorpark was developed with single-family residential subdivisions throughout much of Moorpark's history, including a period of rapid suburbanization following its incorporation.

Attached and Multiple-Family, 2-4 Units

As shown in Figure 4-2, only 2% of the City's housing stock is duplexes, triplexes, and quadplexes. Condominiums comprise an additional 7% and townhomes another 6%. Moorpark has five townhome and six condominium developments, which total about 1,500 units. These products are more moderately priced and are clustered around Moorpark College, Los Angeles Avenue, and in selected larger developments.

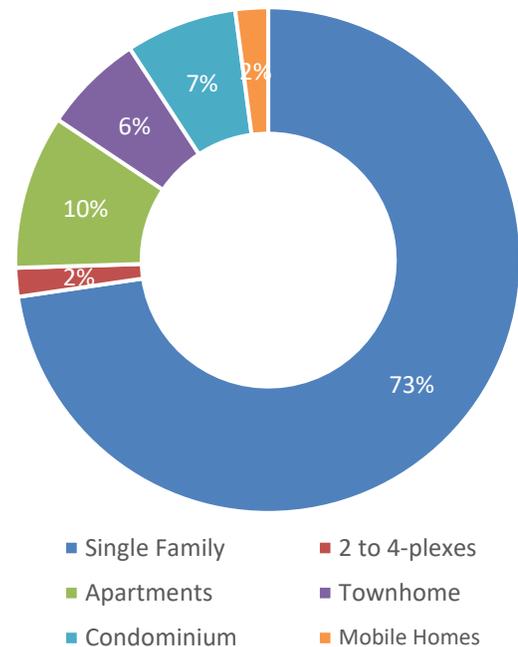
Apartments

Moorpark has eight apartment properties providing 1,132 housing units or 10% of the City's stock. Four projects are deed restricted and provide 100% affordable housing to lower income residents. Two of the affordable housing properties are age restricted to seniors, and both are disabled friendly. The other four apartment properties are market rate developments, two of which are Class A (high level of amenities) and two which are Class B/C (generally investment grade, older, less amenity-rich). Of the market rate developments, a smaller percent are deed restricted as affordable. Taken together, 25% to 30% of the City's apartment stock is deed restricted as affordable to lower income households.

Mobile Homes and Other Units

Mobile homes and accessory dwelling units (ADU) make up the remaining 2% of all housing units. The City has one mobile home park—Villa de Arroyo mobile home park—south of SR-118 in northeastern Moorpark. This project provides 240 units of affordable housing for residents. ADUs, a newer form of housing, provide an additional unknown number of housing units in the City. With changes in state law, it is anticipated that the number of ADUs will increase as part of new and existing housing developments. These are not included in the above figure as the number of units is very limited to date.

Figure 4-2 Housing Type in Moorpark



Housing Age and Condition

Moorpark takes great pride in its neighborhoods, quality housing, and overall desirability of the community. According to a recent National Community Survey (2021),¹ more than 9 of 10 survey respondents reported Moorpark as a good or excellent place to live, and nearly 8 in 10 respondents rated their neighborhood as good or excellent places to live. The quality of housing, availability and condition of amenities, and safety of neighborhoods all help to create great places to live and therefore are priorities for the City.

Most of the City's housing was built after 1980 and is generally in good condition. However, homes begin to show some wear and tear after 30 years and require improvements such as roof repair, painting, landscaping, and exterior finishes. Homes between 30 and 50 years typically require more significant maintenance and even renovation. Generally, homes built 50 or more years ago (unless well-maintained) are more likely to require substantial repairs or need renovation to meet current building codes. Apartments and multiple-family residences may require more frequent maintenance and repair given the higher intensity use. Table 4-8 summarizes Moorpark's housing stock by the decade when the structure was built.



Standard single-family home

Table 4-8 Housing Built by Decade

Decade Built	Housing Characteristics	
	Number of Units	Percent of Units
Built 2010 or later (≤ 10 years old)	332	3%
Built 2000 to 2009 (11 to 20 years old)	1,878	16%
Built 1990 to 1999 (21 to 30 years old)	1,522	13%
Built 1980 to 1989 (31 to 40 years old)	5,559	47%
Built 1970 to 1979 (41 to 50 years old)	1,325	11%
Built 1960 to 1969 (51 to 60 years old)	323	3%
Built 1950 to 1959 (61 to 70 years old)	584	5%
Built before 1950 (≥ 71 years old)	273	2%
Total Units Sampled	11,796	100%

Sources: American Community Survey 5-Year Estimates, 2014-2018

Note: Sample counts are not consistent with Department of Finance estimates as of 2020.

¹ Moorpark, CA; Community Livability Report 2020, National Community Survey, ICMA

Housing Conditions

Moorpark is generally recognized as having high quality of life, and the majority of homes are still in good structural condition. However, Moorpark has smaller, “pocket” areas that have needs—some infrastructure-related, some housing condition-related, and some related to property maintenance. Areas requiring special attention include the following.

- Virginia Colony.** Virginia Colony is south of the SR-118/SR-23 intersection. Approximately two-thirds of land uses are industrial; however, the southwest portion between Princeton and the railroad tracks is home to one of the City’s earliest developments, the Virginia Colony. This area consists of about 50 older homes along narrow streets adjacent to the railroad tracks. Many homes in this area require rehabilitation. The area has poor connectivity to the downtown and also needs infrastructure repairs to improve circulation.
- Villa Campesina.** The Villa Campesina tract consists of 62 single-family homes surrounded by Leta Yancy Road, Unidos Avenue, Juarez Avenue, James Weak Avenue, and Villa Campesina Avenue. This project was originally a sweat-equity project for farmworkers and was built by People’s Self-Help Housing. Though still in good condition, the tract is aging and could benefit from housing repair and roadway maintenance.
- Downtown Moorpark.** Downtown Moorpark is also one of the original neighborhoods, with portions of it dating back to the early 1900s. Today, the neighborhood is a mix of older single-family homes interspersed with apartments. This area has the greater overcrowding in the City, and some homes could benefit from maintenance and repair. The neighborhood has the highest concentration of Spanish-speaking households.



Virginia Colony



Downtown Area

The Housing Plan contains a program to explore options for targeted assistance to areas most in need of housing maintenance and improvement.

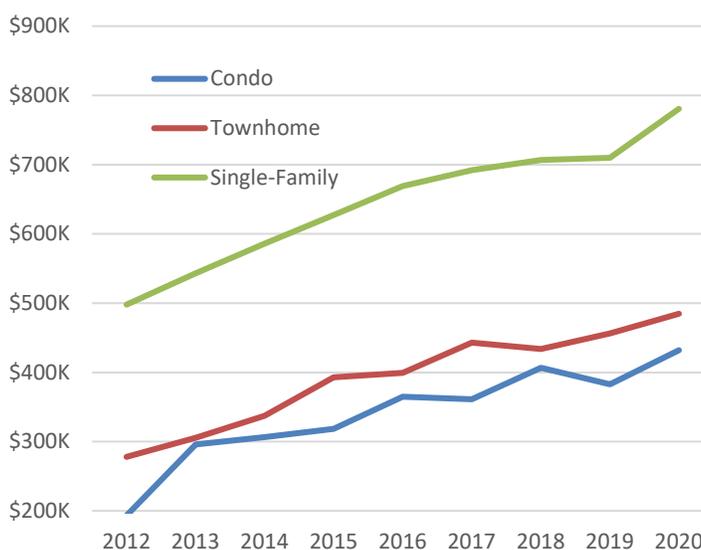
Housing Prices

Moorpark experienced significant escalation in housing prices over the decade. According to Redfin, the median price of single-family homes increased 57%, townhomes by 75%, and condominiums by 125%. Due primarily to limited housing construction over the decade, housing prices soared in 2021 to all-time highs.

Single-family homes are the primary housing type in Moorpark. As of 2020, citywide, a single-family home sold for a median price of \$781,000. Home prices varied from \$500,000 for a two-bedroom unit to more than \$1.1 million for a larger, 5-bedroom home (source: Redfin.com). Hillside homes sold for higher prices.

Townhomes and condominiums, which make up about 20% of the City's housing stock, provide housing for middle/moderate-income residents. In 2020, the median sales price was approximately \$485,000 for townhomes and approximately \$432,000 for condominiums according to Redfin. Sales price for townhomes were similar to condominiums, though townhomes were more expensive—most likely since they are more similar to single-family homes in terms of privacy, space, lot size, and yard. Mobile homes were the most affordable units, with a median sales price of \$193,500 according to Redfin. Table 4-9 displays the median sales price for housing in Moorpark as of calendar year 2020.

Figure 4-3 Housing Prices in Moorpark, 2012-20



Source: Redfin, 2012–2020

Table 4-9 Housing Sales Prices in Moorpark

Housing Type	Median Price	Median Prices by Unit Size			
		2 bed unit	3 bed unit	4 bed unit	5+ bed unit
Single-family	\$781,000	\$506,000	\$637,000	\$795,000	\$1,100,000
Condominiums	\$432,000	\$395,000	\$437,000	----	----
Townhome	\$485,000	\$467,000	\$463,000	----	----
Mobile homes	\$193,000	\$200,000	\$207,000	----	----

Source: Redfin.com, 2020.

Note: Median sales prices calculated from survey of homes sold during the full calendar year 2020.

The sample size for condominium and townhome sales is small; and therefore, the median prices may not be as representative.

Housing Rents

Moorpark has eight apartment complexes—four market rate and four deed restricted as affordable. Based on a survey of market rate apartment units, rents increased by more than 25% between 2015 and 2019, faster than changes in median household income. The percentage of increase was nearly identical regardless of the size of the apartment unit, except that three-bedroom units, the most limited in number, recorded the greatest change over the past five years.

As of 2019, the average apartment rent is \$2,170. The average rent ranges from a low of \$1,951 for a 1-bedroom unit to a high of \$2,659 for a 3-bedroom unit, the higher price due to the difference in square footage and fewer number of large apartments in the City.

Single-family homes offering two to four bedrooms (including condominiums and townhomes) typically rent in the range of \$2,500 to \$3,500 per month in Moorpark, depending on the number of bedrooms and amenities. In addition to conventional units, ADUs, both regular and junior, are an increasingly popular rental option. These units vary in rent depending on the size. Homeowners increasingly seek permits to develop such units on their property. While ADUs are most often reserved for family members, the median rent when charged is \$1,500 (see Table 4-10).

Figure 4-4 Moorpark Apartment Rents, 2015-19

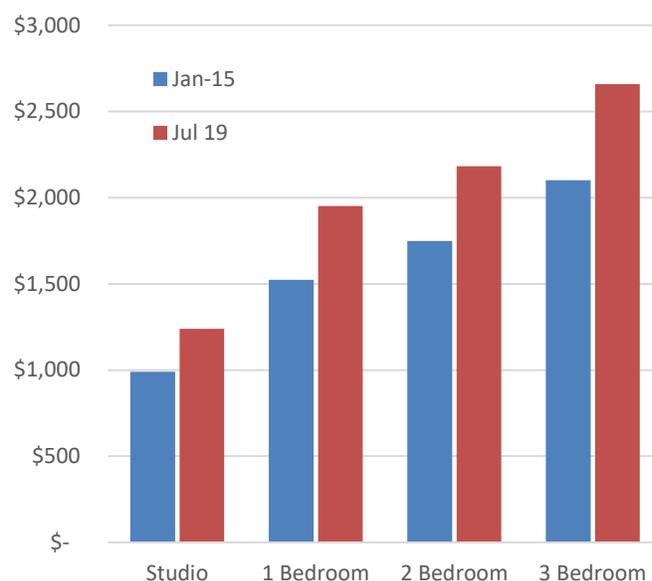


Table 4-10 Housing Rents in Moorpark

Unit by Bedroom	Survey	Rent/Sq. foot	Rent Characteristics		
			Low	High	Average
Apartments					
Studio	2 units	\$2.07	\$1,240	\$1,240	\$1,240
1 - bedroom	186 units	\$2.82	\$1,430	\$2,007	\$1,951
2 - bedroom	560 units	\$2.42	\$1,675	\$2,330	\$2,182
3 - bedroom	120 units	\$2.34	\$2,210	\$2,659	\$2,600
Accessory Dwellings		--	790	2,075	\$1,500

Source: City Survey; Dyer Sheeran Group, July 2019 Ventura County Apartment Market Survey.

Note: As discussed in the section on regional housing needs, the vast majority of ADUs are provided to family members free of rent. Where rents are charged, the median rent charged was \$1,500 based on a three-month survey in Moorpark.

Housing Affordability

Housing affordability refers to how much a household can afford to pay for an apartment, townhome, or single-family home. Typically, housing affordability is defined as the ratio of housing expenses to income, referred to as a “cost burden.” The housing industry typically assumes that the “affordable” payment for a homeowner should range from 30 to 40% of gross monthly income, with the latter figure being used in the California Association of Realtors’ first-time homebuyers’ index. For renters, the appropriate cost burden varies from 30 to 40%, with the latter being used under the federal housing choice voucher program. This Housing Element uses a midpoint of 35% cost burden for ownership (as many expenses are tax deductible) and 30% for renters as the threshold for housing overpayment.

Table 4-11 shows the amount that households of different incomes can afford for a home in Moorpark, and the following description compares housing affordability for different incomes and housing types.

Table 4-11 Affordability of Housing

Income Category	Household and Unit Size				
	1-Person (Studio)	2-Person (1 bdrm)	3-Person (2-bdrm)	4-person (3-bdrm)	5-person (4-Bdrm)
Income Limits¹					
Extremely Low	\$23,700	\$27,100	\$30,500	\$33,850	\$36,600
Very Low	\$39,550	\$45,200	\$50,850	\$56,450	\$61,000
Low	\$63,250	\$72,300	\$81,350	\$90,350	\$97,600
Moderate	\$82,150	\$93,900	\$105,600	\$117,350	\$126,750
Maximum Affordable Price²					
Extremely Low	\$36,000	\$53,000	\$69,000	\$85,000	\$99,000
Very Low	\$113,500	\$133,000	\$145,000	\$169,000	\$188,000
Low	\$198,000	\$218,000	\$253,000	\$289,000	\$317,000
Moderate	\$257,000	\$302,000	\$348,000	\$394,000	\$402,000
Maximum Affordable Rent³					
Extremely Low	\$507	\$581	\$641	\$700	\$743
Very Low	\$903	\$1,033	\$1,149	\$1,265	\$1,353
Low	\$1,495	\$1,711	\$1,912	\$2,113	\$2,268
Moderate	\$1,968	\$2,251	\$2,518	\$2,788	\$2,997

Source: PlaceWorks, 2020.

- 2020 HCD Income Limits for Ventura County based on surveys by the U.S. Dept of Housing & Urban Development.
- Assumes 30-year fixed mortgage, \$25,000 down payment, 4% interest rate, 1.2% property tax, 1% property insurance, and maximum payment of 36% debt-income ratio toward housing. Sales prices calculated using FreddieMac.
- Monthly affordable apartment rent based on monthly payments of less than 30% of gross household income and monthly utility allowance determined by the Area Housing Authority of Ventura County.

Housing Affordability by Income Level

The following summarizes the affordability of rental and ownership housing based on Table 4-11. This analysis will be used later to determine how the City can meet its RHNA requirement.

Extremely Low (affordable to 0 to 30% AMI)

Extremely low-income, four-person households can afford a home priced \$85,000, depending on household size. No market rate housing units of any type or size in Moorpark are affordable to extremely low-income households. This is also true for apartment rentals, as extremely low-income households can afford a monthly rent of about \$500 to \$750—contingent on household size—which is below the market rate rents charged in Moorpark.



Very Low-Income (affordable to 31 to 50% AMI)

Very low-income, four-person households can afford a home priced up to \$169,000, depending on household size. Given these limitations, there are no for-sale, market rate housing units of any type or size that would be affordable to very low-income households. Neither are there any adequately sized apartment units that would be affordable to these households, since very low-income households can afford a monthly rent of about \$900 to \$1,350, depending on household size. This is below most of the market rate rents being charged in Moorpark.

Low-Income (Affordable to 51 to 80% AMI)

Low-income, four-person households can afford a for-sale home priced up to \$289,000, depending on household size. Given these limitations, there are no for-sale, market rate housing units of any type or size in Moorpark that would be affordable to low-income households. Low-income renters can afford \$1,500 to \$2,268 per unit in rent, which is generally around the average rent charged for a two-bedroom unit. ADUs and junior ADUs are often affordable to lower income individuals. Separate, larger guest houses may also be affordable to low and moderate-income households.

Moderate-income (Affordable to 81 to 120% of AMI)

Moderate-income households can afford a home up to \$394,000 and rent up from \$2,000 to \$3,000. The only for-sale market rate housing units in Moorpark affordable to moderate-income households would be 2- to 4-bedroom mobile homes for households consisting of 3 to 5 persons. All other for-sale market rate housing is unaffordable to moderate-income households. Townhomes and condominiums, which historically provided affordable ownership housing, are no longer affordable to moderate-incomes. Larger guest houses of 1,000 square feet and larger are also affordable to moderate-income households. However, a moderate-income household should be able to afford any apartment in Moorpark.

Housing Problems

According to the federal government, housing problems refer to the prevalence of overpayment, overcrowding, and substandard housing in a community. Housing overpayment refers to paying too much for housing relative to one's income, and overcrowding refers to situations where residents are living in crowded housing. Substandard housing refers to housing that does not meet habitability standards. These situations are disproportionately concentrated among lower income and special needs households. As summarized below and in Table 4-12, housing problems in Moorpark include:

- **Overcrowding.** Overcrowding can be moderate or severe. Moderate overcrowding is defined as 1 to 1.5 persons per room, and severe overcrowding is anything higher. In 2018, 2% of homeowners and 6% of renters in Moorpark lived in overcrowded situations. Countywide, 3% of owners and 12% of renters live in overcrowded housing. While overcrowding rates are low citywide, approximately 25% of housing units in the downtown area are overcrowded.
- **Overpayment.** Overpayment can be either moderate or severe. Moderate overpayment refers to paying 30 to 49% of income toward housing, and severe overpayment is paying more than 50% of income. In Moorpark, 30% of owners and 65% of renters overpay for housing. Countywide, 32% of owners and 55% of renters overpay for housing. However, more than half of all the households in the downtown Moorpark area overpay for housing.
- **Substandard housing.** Substandard housing has been traditionally defined as units lacking complete kitchens, bathrooms, or heat. According to the ACS, less than 10 units have been surveyed as having incomplete kitchens or plumbing, and 344 units lack heating fuel. However, because many ADUs could be included, these statistics could be misleading. The City estimates are that up to 100 homes would be considered in need of rehabilitation beyond just normal investments typical for homes.

Table 4-12 Housing Overpayment and Overcrowding

Severity of Housing Problems	Overpayment		Overcrowding	
	Renter Households	Owner Households	Renter Households	Owner Households
None	888	6,001	2,536	8,407
Moderate	951	1,731	80	166
Severe	683	848	86	7
Total	2,522	8,580	2,702	8,580
Percent Amount				
None	35%	70%	94%	98%
Moderate	38%	20%	3%	2%
Severe	27%	10%	3%	0%

Source: American Community Survey 5-Year Estimates, 2014-2018.

4.2.4 Special Housing Needs

Special needs are those associated with specific demographic or occupational groups that call for specific housing program responses. State law specifically requires analysis of the special housing needs of people who are elderly or disabled (including developmental disabilities), female-headed households, large families, farmworkers, and people experiencing homelessness. These special-needs groups often spend a disproportionate amount of their income to secure safe and decent housing and are sometimes subject to discrimination based on their specific needs or circumstances.

This section contains a discussion of the housing needs of special needs groups, as defined in state law, who reside in Moorpark. The analysis of each special-needs group includes:

- A quantification of the total number of persons and households in the special housing needs group, including tenure (rental or ownership) where possible.
- A quantification and qualitative description of the need (including a description of the potential housing problems faced by the special needs groups).
- A general description of any existing resources or programs, and an assessment of unmet needs for each of these special need groups.

Following this analysis, the constraints analysis and program sections of the Housing Element identify potential program or policy options and resources to address unmet housing and service needs.

Table 4-13 summarizes the prevalence of each group in Moorpark.

Table 4-13 Special Housing Needs Groups in Moorpark

Special Needs Group	Prevalence	
	Number of People or households	Percent of Population or Households
Senior citizens	4,368 people	12%
People with disabilities	3,493 people	10%
Large families	1,650 households	15%
Single-parent families	457 households	4%
College students	13,569 people	--
People who are homeless	12 people	<1%
Agricultural Workers	<100 people	<1%

Sources: 1. City of Moorpark, 2020.
2. Ventura County PiTC Census, 2020.
3. Moorpark College, ACS 2014-2018.

Senior Citizens

Seniors are typically defined as persons 65 years or older, although for housing purposes the age may be as low as 55 years. Moorpark has an estimated 4,368 seniors in 2,393 senior households (ACS, 2014-2018). Among this population, most of Moorpark's senior households (2,053 or 86%) own their own homes, and 340 senior households (14%) rent housing. Reflecting the increasing health and longevity of seniors, 10% of senior households are headed by a member who is 85 years or older.

Overall, some of the more pressing issues that Moorpark seniors may have living in their homes are:

- **Disabilities.** Seniors tend to have a higher prevalence than other age groups of disabilities that can make it increasingly difficult to go outside or take care of personal needs. This underscores a need for housing that is accessible to those with disabilities.
- **Income Limitations.** Seniors tend to have lower and fixed incomes due to retirement. This makes seniors, especially renters, more susceptible to increases in rental housing costs and housing overpayment, which leaves less disposable income for other expenses.
- **Overpayment.** Senior renters have the highest rates of overpayment due to their limited retirement income. Compared to senior homeowners without a mortgage, overpayment is especially prevalent for senior renters, who are subject to annual rent increases despite fixed incomes.

Many Moorpark seniors reside in conventional single-family homes. However, providing appropriate housing designed for seniors has become increasingly important. As this group approaches retirement or senior years, many may seek different types of senior housing, from smaller condominiums to independent or assisted age-restricted housing. In addition to housing, an appropriate mix of affordable support services (e.g., transportation, health care, home maintenance) provided locally can help seniors live as independently as possible. Housing options available for seniors include:

- **Age-restricted apartments.** Moorpark has two senior housing projects, with a combined total of 219 units, restricted for those aged 55 and above. Vintage Crest Apartments is a privately managed senior housing complex with 189 age-restricted units for lower-income households that was funded by Low-Income Housing Tax Credits. Tafoya Terrace Apartments features 30 units for lower-income seniors.
- **Retirement facilities.** These facilities provide a variety of living arrangements, from independent living to more supportive settings. Moorpark has one facility operated by Enduring Oaks Assisted Living with capacity for six residents. In 2019, the City approved Oakmont, a 77-unit (84-bed) assisted living and memory care facility. The City also recently approved the 390-unit Aldersgate senior project.
- **In-home supportive services.** Moorpark is home to two in-home care organizations that serve a combined total of 13 patients. Home Instead Senior Care provides in-home personal, home help, and hospice services for 4 senior patients in Moorpark. Access TLC Caregivers provides in-home healthcare, transportation, and hospice services for 9 senior patients in Moorpark.

Family Households

Providing decent and affordable housing for families is an important policy goal for Moorpark. Housing Element law identifies three types of families as having special needs—large families, female-headed families, and single-parent households with children—and requires proactive programs. The reasons for their special need status differ, but generally includes lower incomes, the presence of children and additional associated costs, and the lack of adequately sized rental and ownership housing.

Large families with five or more persons have special housing needs due to a lower per capita income, the need for affordable childcare, or the need for affordable larger units. Moorpark has an estimated 1,650 large family households, out of which 1,258 families (76%) own a home and 392 families (24%) rent housing. Single-parent households also have special needs due to their limited incomes and higher expenses. Moorpark has 457 single-parent families with children, out of which 147 are male-headed households and 310 are female-headed households. Lower income single parents, particularly renters, generally experience the highest prevalence and severity of overpayment and overcrowding.

Providing housing opportunities for families in Moorpark is a challenging task. Moorpark has housing stock to help address the housing needs of special needs families:

- **Large Units.** Of Moorpark's total 11,796 housing units, 45% have four or more bedrooms (ACS 2014-2018). Based on the City's affordable housing list, 46 four-bedroom attached units and about 50 additional apartments provide units suitable for large families.
- **Public Housing.** The Area Housing Authority of Ventura County (AHACV) accepts applications for 4-bedroom public housing units for income-qualified families with 4 members earning an income of up to \$79,900. In Moorpark, 121 heads of household receive housing choice vouchers from the AHACV.
- **Affordable Apartments.** In Moorpark, two low-income housing tax credit (LIHTC) projects (Charles Street and Walnut Apartments) are intended for low-income families. Together, these apartments provide 42 units of affordable housing to extremely low, very low, and low-income households.

Families with children have additional expenses related to health care, food, and other living expenses. In 2012, the City built the Ruben Castro Human Services Center (RCHSC), a 25,000-square-foot multiservice location for people and families needing assistance. Local nonprofits, including Catholic Charities, Interface, and the Ventura County Human Services Agency, all have offices and operate from this location. The RCHSC also houses the county's family medical clinic.

Many working parents place their children in childcare while they work. The City has 14 licensed childcare centers and large family day care homes that serve more than 700 children. However, the cost of childcare for an infant or preschooler can range from \$10,000 to \$16,000 annually per child, far beyond what most families can afford (Kidsdata.org, 2018). This is particularly difficult for single working parents, who have limited options for a spouse or significant other to care for their children.

Persons With Disabilities

Physical, mental, and/or developmental disabilities are impairments that substantially limit life activities and make it difficult to care for oneself. Because of that, persons living with disabilities have special needs for accessible housing. These conditions can also impede a person from being able to leave the home alone or to work at a job. In Moorpark, 9.6% (3,493 residents) live with a disability. The number of persons living with disabilities is anticipated to increase with the aging of Moorpark's residents.

Based on census data and California Department of Development Services, Moorpark residents have the following disabilities (many have multiple disabilities):

- **Hearing Disability.** Deafness or serious difficulty hearing—1,176 people
- **Vision.** Blind or having serious difficulty seeing—525 people
- **Independent Living.** Difficulty doing errands alone—1,106 people
- **Cognitive disability.** Impaired learning, memory, concentrating—1,508 people
- **Self-care disability.** Restricted ability to care for oneself—699 people
- **Ambulatory.** Serious difficulty walking or climbing stairs—1,372 people
- **Developmental.** An array of developmental disabilities—323 residents

Many disabled people live in independent housing. However, ensuring that housing is designed and accessible to people with a disability is difficult. The majority of single-family homes are inaccessible to people with mobility and sensory limitations. Housing units may need to have wider doorways and hallways, access ramps, larger bathrooms with grab bars, lowered countertops, and other features common to "barrier-free" housing. Location is also important for disabled people, because they often rely on public transit to travel to services, like grocers or medical offices.

In some cases, more severely disabled individuals require a group living environment where supervision and assistance with activities of daily living are provided. These include facilities that provide 24-hour nonmedical care for residents who are physically handicapped, developmentally disabled, and/or mentally disabled. Moorpark has two such facilities. An anticipated 77 housing units for seniors with age-related memory disabilities will be coming online. Outside of the City, the Tri Counties Regional Center provides advocacy for and assistance to developmentally disabled people in Moorpark.

For Moorpark disabled residents, a comprehensive approach is required to live within the community. This approach includes, among others: 1) a continuum of accessible and affordable housing options; 2) a mix of appropriate services within the City; 3) a responsive transit system that allows people to conveniently access services; 4) equal access to City services, programs, and facilities; and 5) a discrimination-free environment. The Housing Plan provides both policy and programmatic guidance for addressing the needs of Moorpark residents of all abilities.

Persons Experiencing Homelessness

Homelessness is a pressing issue for many communities, and the varied dimensions of homelessness have significant implications for the type and extent of housing and services provided. The 2020 Ventura County Continuum of Care Alliance point-in-time count (PiTC) identified 1,743 persons living on the streets or in housing facilities that serve homeless persons in the county. This is an approximately 50% increase in homeless people counted than the 1,142 count in 2017. In Moorpark, however, there were no persons counted as experiencing homelessness in 2020, according to the PiTC.

Other data sources point to a larger estimate of people who are either homeless or precariously housed. The State of California maintains data on students considered homeless. Approximately 5 to 15 students in Moorpark schools over the past several years were reported as living in 1) shared housing, 2) a hotel or motel, 3) a temporary shelter, or 4) unsheltered. Moorpark College staff indicate that up to 49% of college students are precariously housed at some point during the college year. Ventura County reported 43 households at risk of homelessness and 27 literally homeless households in Moorpark. These statistics suggest that homelessness or precarious housing situations are more prevalent.

Homelessness has regional and local dimensions. On the regional level, the County of Ventura serves as the lead agency for the County Continuum of Care (CoC), which includes public agencies, social service providers, nonprofit organizations, city leadership, and other regional stakeholders who work together across the county to end homelessness in Ventura County. The County CoC has developed a coordinated entry system, called Pathways to Home, to coordinate services provided to homeless individuals, reduce duplication of effort, and identify the most effective and efficient services to move homeless individuals out of a state of homelessness as quickly as possible.

The City has signed an Memorandum of Understanding (MOU) pledging to participate in countywide efforts to address homelessness. This includes requiring local service providers to sign onto the MOU with the CoC; developing a crisis response system for those who present as homeless in the City; pursuing permanent housing across the continuum of care of housing needs (including transitional, permanent supportive, and extremely affordable) in their Housing Elements; 4) requiring that all entities that receive funding for homeless or housing services from their City/county commit to the Pathways to Home program; and 5) committing to consult with the CoC as the City/county considers recommendations for programs and funding related to homelessness.

Services for homeless people are coordinated from the Ruben Castro Human Services Center (RCHSC), which includes the Moorpark Family Medical Clinic and the County Human Services Agency (HSA). The HSA operates the Homeless Services Program, which connects people to agencies that provide health care, mental health services, substance abuse treatment, temporary housing, and other benefits. HSA also operates a Rapid Rehousing program to get homeless people into housing as soon as possible. The RCHSC also houses Catholic Charities, Interface Children Family Services, and First 5 Neighborhoods for Learning—all of which provide direct or referral services to individuals who are homeless or precariously housed. Ruben Castro Charities also provides a food pantry operation at Moorpark College.

College Faculty, Staff, and Students

Moorpark is one of 116 cities in California with a community college. Founded in 1967, Moorpark College has long been a community asset, predating the City's incorporation in 1983. The college enrolls approximately 14,000 students and employs more than 600 faculty, administrative, and support staff. Many residents in Moorpark or family members have attended the college at some point, and the institution is a source of local pride. College students and faculty are not among the "mandated" special-needs groups cited under state Housing Element law. However, the number of Moorpark students, faculty, and staff and their contribution to the local economy and community underscore the importance of addressing the housing needs of this group.



Moorpark College campus

Moorpark College students range in age, with 76% of students below 24 years of age, and 87% below 30 years old. Students are a special needs group since they are often underemployed and might not command enough income to afford tuition, housing, and other expenses. College faculty are often adjunct, or part-time, which pays much less than full-time, tenure-track faculty, who earn between \$65,000 and \$80,000 annually. The median price of single-family homes, at \$825,000, and median apartment rents, at 2,000+ per month, are unaffordable. Indeed, student surveys estimate that up to 50% of students may be precariously housed at any given time during the academic year.

As is the case with most community colleges, Moorpark College does not provide on-campus dormitories or housing for students or employees. Because of the limited supply and high cost of suitable housing in the community, Moorpark College is a commuter school. The three largest cities where students live are Simi Valley (26%), Thousand Oaks (13%), and Moorpark (9%). The remainder come from other Ventura County cities. With the Simi Valley and Moorpark student populations combined, 35% of all students live close to campus, and 65% commute in. For Moorpark College's estimated 600 employees, the vast majority commute into Moorpark from other cities. The Housing Element can provide proactive policy and program guidance to address this unmet need.

Looking forward, Moorpark College will be studying the demand for housing that can accommodate students, faculty, and/or staff attending or employed at Moorpark College. Should the market demand study yield a favorable result, additional measures will be undertaken to partner with organizations to determine feasible options for expanding housing in the community to meet local needs. Ruben Castro Charities also operates a food pantry in the immediate vicinity of the college campus. The Housing Plan provides policy guidance and a program to work with the college to facilitate the development of suitable housing that is affordable to students, faculty, and others employed at or attending the college.

Agricultural Employees

Unlike most areas of the Southern California region, agriculture is still a sizable component of the economy in Ventura County. According to the 2017 Agricultural Census, the entire county has an estimated 1,151 farms of approximately 260,000 acres. Farm operators reported a total 22,624 hired farm workers countywide, with more than half working less than 150 days per year. With respect to migrant farmworkers, there was a total estimate of 3,595 migrant workers in Ventura County, totaling about 14% of the farmworker labor force.

Moorpark has only 400 acres of land designated for agriculture; 2% of the City's existing land is used for cropland, pasture, orchards and vineyards, nurseries, and ranches.

However, Moorpark is surrounded by agricultural land. Tierra Rejada, Apricot Lane, Underwood Family Farms, IronGate Ranch, Sierra Pacific, Water Ranches, Leavens Fairview Ranch, and various agricultural operations in the Santa Rosa Valley are a few of the agricultural operations within/adjacent to Moorpark. Major crops include apricots, avocados, berries, lemons, and other vegetables and fruits. The region is also known for a sizable number of small, sustainable, and organic farming operations.

Agricultural employment is diverse, ranging from individuals working at corporate offices to those working in processing/manufacturing operations to field laborers. In addition, the nature of agricultural crops plays an important role in the need for agricultural workers. The 2014-2018 ACS reports that 301 residents are employed in agriculture, forestry, farming, and mining inside or outside of the City. There is no authoritative census of agricultural workers nor whether they are permanent, seasonal, or migrant. Though there are more than 1,000 students in the county eligible for migrant education countywide, no children attending Moorpark schools are currently eligible for this program.

Farmworker housing is limited countywide, in part due to the lack of a reliable farmworker census. The City provides opportunities for caretaker and farm worker dwellings, though it is unclear if any exist today. The City worked with Cabrillo Economic Development Corporation to finance and develop the 62-unit Villa Campesina project for farmworkers, many of whom worked at "Egg City" before it closed. Farmworker housing is under construction in Somis, an unincorporated area five miles east of Moorpark, which will add 360 new units and serve as the largest single farmworker project in Ventura County.

The Housing Plan contains an affirmative program to update municipal codes to permit employee and agricultural housing in accordance with the California Health and Safety Code §§17021.5 and 17021.6. Code amendments will be made to reduce barriers to and facilitate farmworker housing. The Housing Plan also proposes that the City will, in cooperation with the County of Ventura, help fund a farmworker study that will assess opportunities for farmworker housing, countywide and locally.



Underwood Farms

Extremely Low, Very Low, and Low Income Households

Nearly one of every four households in Moorpark is a lower income household, which includes extremely low and very low income). Extremely low-income households (earning 0-30% of AMI) earn an annual income of \$33,800 for a four-person household in 2020, and very low-income households (earning 31-50% AMI) earn up to \$56,000. These groups consist of minimum-wage workers, seniors on fixed incomes, disabled persons, college students, etc.—all have difficulty finding affordable housing. Table 4-14 documents the prevalence of each group and their housing problems in Moorpark.

Among extremely low-income households, 81% of owners and 100% of renters overpay for housing, and less than 1% of homeowners and 7% of renters live in overcrowded housing. Though the prevalence of overpayment decreases as household income increases, a significant number of lower income households (63% of owners and 89% of renters) still overpay for housing. Looking forward, SCAG projects that low income households will increase by 610 households from 2021 to 2029. Of that total, 189 would be extremely low income, 189 would be very low income, and 233 would be low income households.

Responding to the needs of lower income households requires more than a one-size-fits-all strategy. The most appropriate program depends on the age of the household, tenure, and housing needs. For homeowners, particularly elderly living on a fixed income, providing housing support services (e.g., grants to fix homes or social services) may be most needed. For college students seeking housing, providing more options for them to secure apartment living or accessory units may be needed. For renters, they can benefit most from housing choice vouchers or subsidized rental housing. And for disabled people, the issue may be the simple lack of housing suited to their specific needs.

Table 4-14 Housing Problems of Lower Income Households

Tenure	Total Households	Percent Overpaying ¹	Percent Overcrowded ²	Any Housing Problem ³
Owners				
Extremely Low-Income	240	195 81%	0%	190 79%
Very Low-Income	415	305 73%	7%	320 77%
Low-Income	910	475 52%	0%	480 53%
All Low Income Owners	1,565	975 62%		990 63%
Renters				
Extremely Low-Income	375	315 100%	7%	315 84%
Very Low-Income	495	450 91%	19%	450 91%
Low-Income	520	470 90%	4%	470 90%
All Low Income Renters	1,390	1,235 89%		1,235 89%

Source: Comprehensive Housing Affordability Strategy, 2014-2018.

Notes:

1. Overpayment refers to households spending more than 30% of their income on housing.
2. Overcrowding refers to a housing unit with 1.0 or more persons living in a habitable room.
3. Housing problem refers to a household that experiences overpayment, overcrowding, or substandard housing.

4.2.5 Affordable Housing Projects

Affordable housing is in short supply throughout the county, with demand largely outpacing supply. Over its short history since incorporation, the City has been facilitating and assisting in the financing and development of affordable housing for its residents. Since the City's affordable housing efforts started in the early 1990s, about 725 housing units (6% of the City's housing stock) is deed restricted as affordable to lower and moderate-income households. This section describes the affordable housing provided in Moorpark along with the required analysis for projects at risk of conversion.

Figure 4-5 illustrates the City's affordable housing projects by the type of housing provided, level of affordability, and occupancy. The majority of affordable housing for lower income residents is provided by senior apartments or the mobile home park. Affordable developers have provided some single-family units affordable to lower income households, such as the Villa Campesina.

Still, market rate developers have also provided condominiums and single-family homes for lower income households. The City's primary tool for facilitating the production of affordable housing has been the inclusionary housing requirement—10 to 15% of all units in a new project must provide and deed restricted units affordable to lower or moderate-income households.

The City is also active in using its limited land holdings to reduce the overall costs of developing housing. This was the case for the Charles Street Apartments, which was developed by the Area Housing Authority and Many Mansions. The City also provides financial assistance, often through the deferral or waiver of developer fees or issuance of seller carryback loans.

Table 4-15 provides a summary of each affordable housing project that has been developed in Moorpark and the applicable funding source, where known. Taken together, 725 affordable housing units have been built with the following affordability distribution to households of different income levels: 23% very low-income, 74% low-income, and 3% moderate-income.

Figure 4-5 Moorpark Affordable Housing

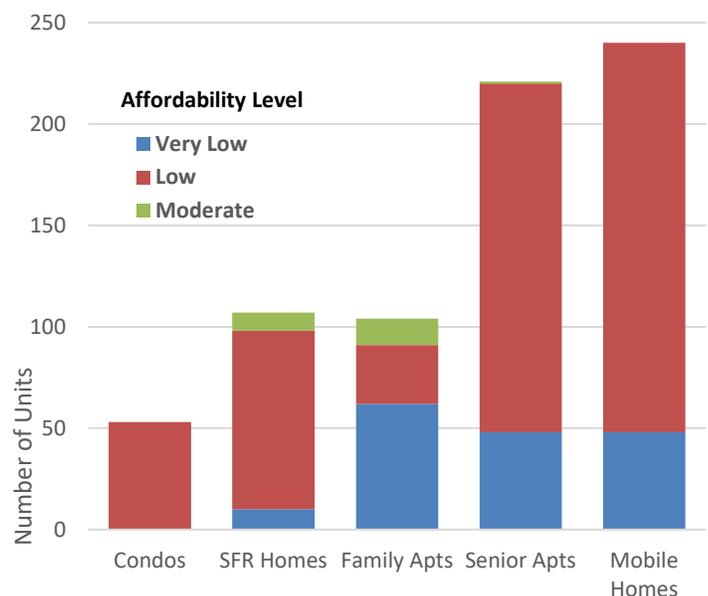


Table 4-15 Publicly Assisted Affordable Housing

Project Name and Address	Project Characteristics				
	Target Group	Total Units	Affordable Units	Funding Source	Built/Earliest Expiration Date
Tafoya Terrace 344 Charles Street	Senior Apts	31	30 lower income units	Public Housing	Built: 1986 Perpetuity
Vintage Crest 4700 Park Lane	Senior Apts	189	48 very low; 141 low-income	Revenue Bond; LIHTC; City assistance	Built: 2002 Covenant: 2057
Charles Street Terrace 396 Charles Street	Family Apts	19	15 very low 4 low-income	LIHTC; RDA land, HOME; red Fee	Built: 2012 Perpetuity
Waterstone 4767 Moorpark Ave	Family Apts	62	29 very low; 21 low; 12 Mod	DDA; Inclusionary units	Built: 2003 Perpetuity
Walnut Apartments 80 Everett Street	Family Apts	24	19 very low-income units	VCHTF; HOME; fee waiver; LIHTC	Built: 2018 Covenant: 2073
High Street Station 226 High Street	All Ages Apts	79	10 moderate-income	DDA; AHA Inclusionary	Built 2022 Perpetuity
Villa Del Arroyo 15750 Arroyo Drive	All Ages MHP	240	(20%) 48 very low-income	MHP Revenue Bonds; RDA	Built: 1978 Covenant: 2040
Villa Campesina Cabrillo EDC	Farmworkers SFR	62	62 lower income units	RDA funds; DDA CDBG Funds	Built 1989 Perpetuity
Waverly Place Pardee Home	All Ages TH/Condo	102	28 lower income units	DDA; AHA Inclusionary	Built: 2008 Perpetuity
Ivy Lane Shea Homes	All Ages TH/Condo	99	18 lower income unit	DDA; AHA Inclusionary	Built: 2015 Perpetuity
Canterbury Lane Shea Homes	All Ages TH/Condo	102	7 lower income unit	DDA; AHA Inclusionary	Built: 2010 Perpetuity
Smart Living Pardee Homes	All Ages SFR	133	7 lower income unit	DDA; AHA Inclusionary	Built: 2014 Perpetuity
Mountain View Cabrillo	All Ages SFR	59	4 VL Income 11 Low-Income	DDA; AHA Inclusionary	Built: 2002/04 Perpetuity
Brighton Hovnanian-	All Ages SFR	250	4 VL; 4 LI 9 Moderate	DDA; AHA Inclusionary	Built: 2015 Perpetuity
Moonsong Colmer	All Ages SFR	22	2 Very Low 4 Low	DDA; AHA Inclusionary	Built: 2004 Perpetuity

Source: City of Moorpark.

LIHTC: California Low-Income Housing Tax Credits
HOME: federal grants issued to cities for affordable housing
RDA: funds provided by the former Moorpark RDA

DDA: City Disposition and Development Agreement
Public housing: Owned by the County Housing Authority
VCHTF: Ventura County Housing Trust Fund

Pursuant to §65583(a)(9) of the Government Code, the Housing Element must include an analysis of multiple-family projects built with public subsidies and show whether the housing is at risk of converting to market rents. Where projects are at risk of conversion, the Housing Plan must propose a program to encourage and facilitate the preservation of these units. None of the above projects are at risk of conversion during the Housing Element planning period.

Qualified Entities

Owners of government-assisted developments cannot terminate subsidy contracts, prepay a federally assisted mortgage, or discontinue use restrictions without first providing an exclusive "notice of opportunity to submit an offer to purchase" to each identified qualified entity. State law requires the Housing Element to identify local public agencies, public or private nonprofit corporations, and for-profit organizations with the legal and managerial capacity to acquire and manage at-risk projects.

The entities in Table 4-16 are certified for Ventura County and can be found at: <https://www.hcd.ca.gov/policy-research/preserving-existing-affordable-housing.shtml>.

Table 4-16 List of Qualified Entities in Ventura County

Corporate Entity	Address	City	Developed housing in Moorpark
Century Housing Corporation	1000 Corporate Pointe	Culver City	No
A Community of Friends	836 Avalon Ave	Lafayette	No
Long Beach Affordable Housing, Inc	5855 Naples Plaza	Long Beach	No
Peoples' Self-Help Housing	3533 Empleo St.	San Luis Obispo	Yes
Housing Corporation of America	31423 Coast Highway	Laguna Beach	No
Nexus for Affordable Housing	1572 N. Main Street	Orange	No
Many Mansions, Inc.	1459 E. Thousand Oaks Bl.	Thousand Oaks	Yes
Coalition for Economic Survival	514 Shatto Place	Los Angeles	No
ROEM Development Corporation	1650 Lafayette Circle	Santa Clara	No
Abbey Road Inc.	15305 Rayen Street	North Hills	No
Innovative Housing Opportunities	19772 Macarthur Blvd.	Irvine	No

Source: California Department of Housing and Community Development, 2020.

The City of Moorpark has additional organizations involved in housing development. These include Habitat for Humanity, Area Housing Authority of Ventura County, and private developers who build market rate projects and restrict a portion as affordable to low and/or moderate-income households.

4.3 Housing Constraints

Housing constraints refer to land use regulations, housing policies, zoning, and other factors that influence the price and availability of housing opportunities. This section provides an overview of the City's General Plan, zoning ordinance, and other documents that identify public policies and governmental regulations that may limit or enhance housing opportunities in Moorpark.

4.3.1 Nongovernmental Constraints

Nongovernmental constraints with respect to Housing Elements are those that constrain the building and development community and its ability to build housing, especially housing affordable to low and moderate-income households. The most significant constraints are: high land costs, high construction costs (for labor, materials and financing), financing availability, and the availability of state funds (such as tax credits). While these considerations are generally acknowledged to affect cities throughout Southern California, there are different reasons driving each consideration in Ventura County.

Development Costs

Land cost is one of the primary costs of building housing. Land costs include the costs of raw land, site improvements, and all associated costs. Residential land in Ventura County is expensive compared to land prices in other Southern California markets, but for different reasons. Land costs are influenced by: overall availability within a given subregion; environmental conditions; public service and infrastructure availability; and aesthetic considerations such as views, terrain, and vegetation. For an investor, the allowable density of residential development also determines the per unit cost of land.



Vacant Residentially Zoned Site

According to Redfin, land for single-family homes in the suburban core is priced from \$25 to \$50 per square foot. The full development cost will be higher depending on site improvements, allowed density, location, view, and suitability for residential development. This is particularly the case for hillside lots, which have significant viewsheds. Land zoned for higher density housing is generally priced higher due to local regulations that allow for more units per acre. An acre of vacant land zoned for multifamily residential use (allowing 20 units per acre) can cost between \$50 and \$75 per square foot. Where feasible, the City has assisted affordable housing developers by purchasing and donating land.

Moorpark is surrounded by steep hillsides. These hillside residential lots differ in price because they are subject to different zoning and development regulations and have environmental constraints associated with topography, wildfire hazards, infrastructure, and other potential constraints.

Other than land, construction is also a significant part of the overall cost of developing housing. Labor and material costs are typically more standardized and vary less between different types of housing. However, the amenities offered can drive construction costs, particularly higher end amenities, exterior design features, and interior finishes. Often lesser known but equally important is the availability of infrastructure to serve development, particularly whether water, sewer, and drainage facilities need to be installed or the site can be served by existing utilities. The cost of utilities, including undergrounding of utility lines, can also materially add to the overall construction costs.



Residential neighborhood in Moorpark.

Construction cost estimates are typically provided either by cost estimation companies or developers. R.S. Means, Reed Construction Data, and other cost estimation firms provide construction cost manuals for calculating the average cost per square foot of residential construction. Since regional estimates may not accurately reflect the actual costs in Moorpark, estimates were provided by local developers. Construction costs for a good quality 1,800-square-foot home range from \$180 to \$250 per square foot. This translates into a cost of \$315,000 to \$340,000 per unit according to Habitat for Humanity. However, the cost per housing unit with a higher level of amenities or custom construction would increase the average cost per unit.

The California HCD analyzed 400 low-income housing tax credit projects and found that construction costs were about 70% of the cost of developing affordable housing. Other costs included developer fees (13%), demolition and site preparation (8%), and other fees (10%). An in-lieu housing fee study prepared in 2019 analyzed prototypical apartment projects in Ventura and Santa Barbara County and found that the average, per-square-foot, direct construction cost was \$334,000 per unit or \$372 per square foot—similar to the direct per unit costs of \$327,000 for Walnut Apartments and \$360,000 for Vendra Gardens. However, when the entire project development cost is considered, the per unit cost is much higher.

The building industry is continually interested in reducing the cost of construction, as it affects the profit margin and affordability of the home. A reduction in construction costs can be brought about in several ways: 1) a reduction in amenities and quality of building materials in new homes (still above the minimum acceptability for health, safety, and adequate performance); 2) approval (by the local building departments) of materials and construction methods that are at least equivalent to those prescribed by applicable State building codes; or 3) prefabricated, factory-built housing. If any of these three cost reduction measures are used, careful consideration must be given to long-term value of the housing.

Rather than reduce construction quality, the City's approach to reducing development costs has been to provide a combination of low-cost land, reduction or waiver in fees, and access to low-cost financing.

Growth Controls: Save Open and Agricultural Spaces

Growth management has long been a concern in Ventura County. In 1999, the City adopted the “SOAR” (Save Open Space and Agricultural Resources) Initiative. This initiative originated from public concern that rapid urban development was threatening agricultural, open space, watershed, sensitive wetlands, and riparian areas vital to Ventura County. Voters thus passed an initiative amending the General Plan to direct population growth into incorporated areas where infrastructure is in place. SOAR establishes city-urban restriction boundaries (CURB) around the perimeters of each city in Ventura County. If City leadership seeks to expand its CURB beyond the existing limits into the sphere of influence, it must have the approval of a majority of voters in the county.

In Moorpark, SOAR was re-extended by Measure E to continue until 2050. Unlike the City’s SOI boundaries, the CURB boundaries in Moorpark are not universally coterminous with its geographic boundaries. In 1998, one property near the Moorpark Marketplace was transferred to Moorpark’s jurisdiction from Ventura County. Since it is intended for open space conservation and no urban growth is permitted in this area, it is not within the CURB boundary. In 2015, the City Council studied the potential annexation of a property abutting Moorpark’s western boundary, but ultimately decided against the annexation and subsequent CURB boundary expansion. Apart from the transfer of the open space property in 1998, the CURB boundary has remained unchanged since SOAR was originally enacted.

If sufficient land resources are not available to address the City’s RHNA allocation, the SOAR Initiative allows the City Council to amend the CURB line to comply with state law regarding the provision of housing for all economic segments of the community. In order to invoke this provision, the council must make the following findings:

- The land is immediately adjacent to existing compatibly developed areas, and adequate services have or will be provided for such development.
- The proposed development will address the highest priority need identified (e.g., the provision of lower income housing to satisfy the RHNA).
- There is no existing residentially zoned land available within the CURB, and it is not reasonably feasible to redesignate land within the CURB for such purposes.
- No more than 20 acres may be brought within the CURB (annexed into a community) for the purpose of development on an annual basis.

The SOAR Initiative is intended to prevent the accelerated conversion of agricultural land and loss of open spaces that define the landscape of Ventura County. Although this measure is a growth limitation initiative, it will not prevent the City from meeting its RHNA for the following reasons: (1) the City has a large reserve of vacant land within its corporate limits; (2) the City makes wide use of development agreements to require inclusionary units or in-lieu fees; and (3) the SOAR Initiative has specific amendment procedures that allow a local government to accommodate lower-income RHNA targets.

Environmental Constraints

Moorpark's natural environment is marked with hillsides, canyons, lush vegetation, and other natural features that add visual character but also require additional care with respect to development. Primary environmental features that affect the feasibility and cost of residential development include seismic, wildfire, and flooding concerns.

Seismic Concerns

Moorpark is in a seismically active area, as is the majority of Southern California. Five major faults are near the City and capable of generating a 6.6 magnitude earthquake. These include the San Andreas Fault Zone, Oak Ridge Fault, San Cayeano Fault, and Santa Susana Fault. The Simi-Santa Rosa Fault Zone extends 17 miles east-west from the Santa Susana Mountains along the northern margin of the Simi and Tierra Rejada valleys and along the Las Posas Hills to their westerly termination. This fault system is also designated an Alquist-Priolo Earthquake Fault Zone, and it crosses southeastern Moorpark.



Wildfire Hazards

Moorpark is framed by the Santa Susana Mountains to the north and the Simi Hills and Santa Monica Mountains to the south. Topography ranges from 550 to 800 feet above sea level. Major ridgelines, canyons, woodlands, rolling hillsides and knolls, and significant stands of trees define the community. Rolling hillsides and canyons include Campus Canyon, Rustic Canyon, Happy Camp Canyon, Gabbert Canyon, Walnut Canyon, and Strathearn Canyon. The Board of Forestry and Fire Protection has designated areas to the north, south, and east as Very-High Fire Hazard Severity Zones.

Flooding Concerns

Scattered portions of the City are designated Zone A, which represents areas with a 1% annual chance of flooding and a 26% chance of flooding over the life of a 30-year mortgage. Three types of Zone A designation are present throughout the City—Zones A, AE, and AH. In addition, the Arroyo Simi, Walnut Canyon, Peach Hill Wash, and Happy Camp Canyon are designated Zone A (1% annual chance of flood hazard). Peach Hill Wash and Arroyo Simi are designated "Regulatory Floodways."

These environmental features add character but influence construction costs. The City amended the 2019 California Building Code and Residential Code to include stricter standards for foundation design and footings; swimming pools; expansive soil conditions; and fire-resistant construction, including roof materials, unreinforced footings, and engineered truss systems. These codes are designed to protect structures from damages that could result from natural hazards in Moorpark.

On- and Off-Site Improvements

Residential developers are required to provide on- and off-site improvements that are necessary to ensure public safety and quality of life, to mitigate identified environmental impacts, and to ensure orderly development of land. Such improvements are also mandated by the State Subdivision Map Act and the California Environmental Quality Act (CEQA). The City sets these requirements through the General Plan, municipal code, or typical improvement conditions placed on all new development.

The municipal code requires a mix of “on-site improvements” or “off-site improvements” adjacent or near the site. If not in place, their installation will be required as conditions of approval for the subdivision, parcel map, or site development permit. These include: (1) interior streets, driveways, and other public rights-of-way; 2) street improvements, including streetlights, street trees, traffic signals, sidewalks, etc.; 3) utilities, including water, sewer, storm drains, and dry utilities underground to support new housing; and 4) land for park and recreation or easements for utilities, drainage, and other public improvements.

As shown in Table 4-17, Moorpark’s street standards vary by roadway designation and location. A typical local residential street requires a 56-foot right-of-way, with two 18-foot travel lanes; these widths vary based on project location and circulation design needs. Streets are also required to be outfitted with utilities, street trees, light poles, and sidewalks on one or both sides. Rural collectors have the least required infrastructure. However, bicycle lanes and associated rights-of-way may be required. The City is reviewing and evaluating its street infrastructure requirements as part of the General Plan currently in-process. To that end, an updated Circulation and Infrastructure Element that will introduce revised roadway standards is anticipated for adoption in early 2023.

Table 4-17 Street Infrastructure Requirements

Street Classification	Number of Lanes	Right of Way	Curb-Curb Width	Other Street-Related Improvements
6-lane arterial	6	110-120'	90-104'	Bicycle lanes, lighting, trees, utilities, and sidewalks may be required.
4-lane Arterial	4	80-100'	60-80'	
Local Collector	2	50-70'	35-54'	
Rural Collector	2-4	70-90'	54-64'	

Source: Moorpark Municipal Code, 2020.

Note: Roadways must also meet all applicable fire safety standards required by the Ventura County Fire Protection District.

The City of Moorpark’s Capital Improvement Program (CIP) is the planning document used to plan for physical improvements to the infrastructure of the community. It contains a description and schedule of public improvements, including streets, bridges, and other facilities for the continued buildout of the City. The CIP helps to ensure that construction of public improvements is coordinated with public financing, private financing, and private development. Although development fees and improvement requirements increase the cost of housing, cities have little choice but to establish such requirements because of the limitations on property taxes and other revenue sources needed to fund public improvements.

Development Fees

Moorpark charges fees and assessments to cover the cost of processing permits and providing adequate public facilities, infrastructure, and municipal services are available to support residential projects. Fees are based on appropriate local cost studies and nexus studies and are derived in accordance with state law requirements. For planning fees, developers pay a deposit and then City staff charge direct processing time based on an hourly rate. Table 4-18 lists the fees that make up the fee burden.

Table 4-18 Residential Planning and Building Fees

Types of Fees	Notes	Residential Development	
		Single-Family	Multiple-Family
Building Permit Plan Check	Based on valuation	75% permit fee	
Mechanical, Electrical, Plumbing	Based on Valuation	50% permit fee (each)	
Engineering Fees	Based on Cost Estimate		
Planning Applications	Hourly basis	\$120 to \$270/hour	
Administrative Permit	Flat fee	\$860	\$860
Conditional Use or Variance	Deposit (hourly)	\$5,500	\$5,500
General Plan/Zoning Change	Deposit (hourly)	\$5,700	\$5,700
Tentative Parcel/Tract Map	Deposit (hourly)	\$7,900 to \$10,000	
Vesting Tentative Tract Map	Deposit (hourly)	\$28,500	\$28,500
Planned Development Permit	Deposit (hourly)	\$21,500	\$21,500
Development Agreement	Deposit (hourly)	\$34,000	\$34,000
Specific Plan	Deposit (hourly)	\$43,000	\$43,000
Planning Compliance Review	100% Map/PD deposit	\$21,500	\$21,500
Landscape & Lighting Plan Review	and inspection	100% City cost + 15% admin fee	
Environmental Reports	Deposit (hourly)	\$5,700 to \$7,200	
Environmental Analysis	Deposit (hourly)	100% of cost plus 15% fee	
Impact Fees			
Average Area of Contribution	Flat Per Unit	\$9,638	\$9,638
Citywide Traffic Mitigation	Flat Per Unit	\$12,500	\$12,500
Fire Protection Facilities	Flat Per Unit	\$979	\$722
Police Facilities	Flat Per Unit	\$1,167	\$1,167
Library Facility	Flat Per Unit	\$926	\$597
Park-In Lieu	Calculated need	\$8,240	\$10,500
Art Fee	1% Bldg Value	\$3,825	\$1,410
Air Quality Fee	Flat Per Unit	\$1,709	\$1,203
Sewer Connection (per ERU)	Flat Per Unit	\$4,985	\$4,985
VCWD#1 Construction Charge	Flat Per Unit	\$2,592	\$2,592

Source: City of Moorpark, 2021. Posted at <https://www.moorparkca.gov/DocumentCenter/View/11764/Schedule-of-Fees-and-Service-Charges?bidId=>

While fees are a necessary part of the development review and application process and are required to provide quality residential projects, fees can be considered a constraint if they are inordinately high. To assess the financial burden of fees on the development of new housing, the City developed three prototypes—accessory dwellings, single-family housing, and multiple-family housing of similar size. Typical projects built on one acre of land were calculated by assuming a single-family home project of 7 units and a 20-unit apartment project—all built on one acre of land. Finally, the total fee was compared to ICC building fee valuation tables, and land costs were added to obtain total development costs.

As summarized in Table 4-19, total development fees were \$58,900 per single-family unit and \$57,400 per multiple-family unit—approximately 17% of building permit valuation. However, once land costs are added, the fee burden declines to 11.3% and 12.5% of the total development cost for single- and multiple-family housing. It should be noted that fees are artificially higher for single-family homes since most homes are larger than the 1,200 sf prototype and land costs should be higher due to their location. While the results are below the threshold of “15%” often cited as a potential constraint, the findings underscore the need to study fees to determine the cost burden under a variety of scenarios.

Table 4-19 Residential Development Fee Burden in Moorpark

Types of Fees	Residential Fees Per 1,200 sf. Unit		
	Accessory Unit	Single-Family	Multiple-Family
City Planning/Admin Fees	\$515	\$530	\$519
City Building Fees	\$6,550	\$6,786	\$6,613
City Facility Fees	\$3,192	\$3,132	\$2,546
City Engineering Fees	None	\$1,500	\$1,500
CEQA Fees	None	\$2,000	\$2,000
City Development Fees	None	\$31,838	\$31,141
County Water and Sewer	None	\$9,046	\$9,046
School Fees	\$3,792	\$4,032	\$4,032
Total Fees Per Unit	\$14,050	\$58,864	\$57,397
Building Permit Valuation	\$326,000	345,000	\$330,000
Total Land Costs Cost Per Unit	none	\$155,571	\$108,900
Total Project Valuation	\$325,000	\$500,571	\$438,900
Fee as % Total Development Cost	4.3%	11.3%	12.5%

Source: City of Moorpark, 2020

The City is undergoing a comprehensive fee update and impact fee nexus study to analyze the costs related to new development. The intent is to modernize the fee structure and apply a consistent fee for all development that is reliable and can provide developers with assurances of costs before application.

Other Nongovernmental Factors

Other nongovernmental factors affect the timing of development. Government Code §65583(a)(6) requires an analysis of requests to develop housing at densities below those anticipated in the housing sites inventory. The analysis must also indicate the length of time between a developer receiving approval for housing development and the submittal of a building permit application. Further, the analysis must look at local efforts to remove nongovernmental constraints that create a gap in the jurisdiction's ability to meet the RHNA by income category.

Findings of this assessment are as follows:

- **Density of Development.** The City is known for lower housing densities than in urbanized counties or urbanized portions of Ventura County. It is not uncommon for affordable housing to be built at densities of 18 to 22 units per acre. Developers have obtained competitive grants to build affordable housing for large families, seniors, and disabled people. Condominiums, townhomes, and single-family homes are built at much lower densities to accommodate private yards, though the City is considering new forms of housing at higher densities. Affordable projects built at maximum densities include:

Walnut Avenue Apartments. 100% affordable project built at a density of 20 du/ac

Charles Street Apartments. 100% affordable project built at 24 du/ac (125%)

- **Timing of Development.** The length of time between receiving approval for a housing project and submittal of an application for a building permit varies. If the subdivision is new and requires infrastructure, the developer could delay submittal for a building permit until infrastructure is in place. For tracts with infrastructure in place, developers who received project approval will submit construction documents for building permit in a shorter timeframe. Recent examples include:

Walnut Avenue Apartments. Application May 2015. Occupied Sept. 2018

Shea Homes - Canterbury Lane. Application November 2010. Constructed 2015

The City is revising the application process for Residential Planned Development permits, which is the primary means of approving residential developments that are four or more units. The timeframes above will therefore change as the new procedures are in place.

- **Public Health Emergencies.** Like communities across California, the COVID pandemic has impacted the timing of residential development. Though it was initially estimated to last only six months, the pandemic has now extended to triple that length. It is not uncommon for projects to be stalled due to labor shortages, public health directives, or other market side effects (e.g., shortages and price increases for lumber). The economic disruption is causing higher rates of inflation, again putting pressure on materials and construction costs. The long-term impact of these factors is unknown, but these market disruptions affect all communities in the southern California region.

Transparency Requirements

In 2019, the California Legislature passed Assembly Bill (AB) 1483, which increases the transparency of various codes, fees, and processes required for residential development projects in a community. Specifically, AB 1483 requires all governmental agencies to publish on their websites specific financial and local zoning information. Starting January 1, 2021, any City with a website is required to make information available online. Moreover, agencies must update this information within 30 days of any changes.

Items to be provided online include:

- Current schedule of fees, exactions, and affordability requirements imposed by the city, county, or special district applicable to a proposed housing project
- All zoning ordinances, design standards, and development standards for each parcel including other regulatory requirements
- Current and five previous annual fee or financial reports and archive of impact fee nexus studies, cost of service studies done by the city, county, or special district after January 1, 2018.

Table 4-20 outlines the documentation required to be made available online and the web path where it can be found. The table also includes direct links to current versions of these documents.

Table 4-20 AB1483 Required Documents and Website Access

Required Documents	Online Location
Schedule of Fees, Exactions & Affordability Requirements	https://www.moorparkca.gov/DocumentCenter/View/11486/Schedule-of-Fees-and-Service-Charges-Mar-17-2021?bidId=
Zoning Ordinance and Development Standards	https://library.qcode.us/lib/moorpark_ca/pub/municipal_code/item/title_17
Current & Previous (5) Annual Fee and Financial Reports	https://www.moorparkca.gov/890/Financial-Information-Hub https://www.moorparkca.gov/225/Other-Financial-Reports
Impact Fee Nexus or Cost of Service Studies, and other financial reports	In progress; RFP distributed for study (2022)

Source: City of Moorpark, 2022.

The City has also launched an online financial information hub to enhance transparency about the City's finances, and state of the economy of the Moorpark community at large. The financial hub can be accessed at: <https://www.moorparkca.gov/890/Financial-Information-Hub>. The City Clerk's Division also maintains a publicly available, searchable public records archive containing City ordinances, resolutions, minutes, and staff reports at: <https://www.moorparkca.gov/777/Public-Records-Archive>.

4.3.2 Land Use and Housing Opportunities

The City of Moorpark is characterized as a suburban community containing a mix of residential neighborhoods, commercial corridors and centers, industrial districts, civic and educational facilities, parklands, and open spaces. This section describes the types, distribution, intensity, and character of land uses allowing for residential land uses in the community.

General Plan Land Use

The land use element of the General Plan prescribes land use categories that guide the type, intensity, or density of residential development in various locations of the community. Table 4-21 provides a summary of the residential land use categories in the land use element. Basically, the General Plan provides for seven primary residential land use categories, allowing for densities up to 20 units per acre. Zoning districts and specific plans, discussed in the next section, provide further guidance for residential development. The current General Plan is being updated and land use designations may change.

Table 4-21 Existing General Plan Residential Land Use Categories

Category	Purpose of Land Use Category	Permitted Density
Rural Low Residential	Allow residential estate lots on minimum five-acre lots or using clustering techniques for areas characterized by significant site constraints, or areas of important visual and natural resources.	0.2 du/ac
Rural High Residential	Allow residential uses on rural large estate lots or clustered single-family homes, with significant permanent open space, consistent with the constraints of the land.	1 du/ac
Low Density Residential	Allow single-family homes on half acre lots or larger, or by clustered single-family homes which are sensitive to the natural terrain and minimize grading requirements.	1 du/ac
Medium Low Density Residential	Single-family residential development either in standard subdivision form or using clustering techniques to minimize grading and to conserve slopes of 20% or greater.	2 du/ac
Medium Density Residential	Allow for single-family homes in standard residential subdivision form or innovative designs which utilize clustering, zero lot line, or planned development features.	4 du/ac
High Density Residential	Allow attached and detached single-family and multiple family attached units. Areas should have adequate and convenient access to local streets, neighborhood commercial and recreational facilities.	7 du/ac
Very High Density Residential	Allow attached units, apartments and condos near major community facilities, business centers and major arterials. Projects should use innovative site planning and provide onsite recreational amenities	16–20 du/ac

Source: Moorpark General Plan Land Use Element, 1992, Amended 2009.

Note: Additional mixed uses are allowed in the Downtown Specific Plan.

Housing Opportunities

State law requires the Housing Element to identify adequate sites with appropriate zoning and development standards to encourage the development of single-family and multifamily housing, factory-built housing, mobile homes, housing for homeless people, care facilities, single-room occupancy, and agricultural housing, among others. Table 4-22 highlights the zones where housing is allowed and indicates the permitting process. Each of the permit procedures (zoning clearance, administrative permit, conditional use permit, etc.) is described in Section 4.3.4, "Development Permit Procedures."

Table 4-22 Residential Land Uses by Zone

Residential Use	Open Space		Rural Residential			Urban Residential		
	OS-AE	R-A	R-E	R-O	R-1	R-2	R-P-D	RPD-20 U-N-D
Single-family Units (< 5 du)	AP	AP	AP	AP	AP	AP	AP	
Manufactured Housing	AP	AP	AP	AP	AP	AP	AP	
Factory-Built Housing	See text							
Duplex, Triplex, Quads						AP ²	AP ²	
Multiple-family (5 or more)							RPD	ZC
Mobile Homes		CUP	CUP	CUP	CUP	CUP	CUP	
Mixed Uses	See text							
Accessory Dwellings	ZC	ZC	ZC	ZC	ZC	ZC	ZC	ZC
Affordable or Senior (<5 du)					AP ²	AP ²	AP ²	
Residential Care, Small	ZC	ZC	ZC	ZC	ZC	ZC	ZC	
Transitional Housing	NZC	NZC	NZC	NZC	NZC	NZC	NZC	
Supportive Housing	NZC	NZC	NZC	NZC	NZC	NZC	NZC	
Emergency Shelter		CUP ¹	CUP ¹	CUP ¹	CUP ¹	CUP ¹	CUP ¹	
Low Barrier Navigation Ctr	See text							
Single-Room Occupancy	See text							
Dwelling, Caretaker	AP	AP	AP	AP	AP	AP	AP	
Farm Labor Dwelling	ZC ³	ZC ³	ZC ³					

Source: City of Moorpark, Zoning Code, 2020.

Notes:

ZC = zoning clearance; CUP = conditional use permit; AP = administrative permit; NZC = no zoning clearance required

¹ Allowed when in association with places of religious assembly pursuant to a conditional use permit.

² Less than 5 affordable or senior housing units when in compliance with Chapter 17.64 of the Zoning Code.

³ Allowed in accordance with requirements in MMC Chapter 17.28, Standards for Specific Uses.

Conventional Housing

The Moorpark Municipal Code (MMC) (Title 17, Zoning) permits a wide range of conventional single-family and multiple-family housing in numerous zoning districts within the community. The following describes these provisions, permits required, and compliance with state law. Later sections of the constraint analysis describe and analyze permitting processes in greater detail.

Single-Family Housing

The MMC (§17.08.010) defines a single-family dwelling as a detached building constructed in conformance with the Uniform Building Code and designed or occupied exclusively for a one family dwelling. A dwelling unit means one or more rooms providing complete independent living facilities for one family, including permanent provisions for living, sleeping, eating, cooking, and sanitation; but containing only one set of kitchen-related fixtures capable of serving only one kitchen for the exclusive use of one family. Single-family homes are allowed in all residential zones pursuant to an administrative permit.



Manufactured Housing and Mobile Homes

In accordance with Government Code §65852.3, Moorpark allows manufactured homes certified under national manufactured housing construction and safety standards on a permanent foundation in zones that allow single-family homes. The City also allows mobile homes and mobile home parks. Except for architectural design, the MMC requires adherence to the same residential development standards to which a single-family home on the same lot would adhere. The City allows for mobile homes in single- and multiple-family zones in accordance with a conditional use permit. The City has one mobile home park (Villa del Arroyo Mobile Home Estates) that provides 240 housing units. Given the limited areas remaining in the City for development, the City does not anticipate a new mobile home park.

Factory Built Housing

“Factory-built housing’ means a residential building, dwelling unit, or an individual dwelling room or combination of rooms thereof, or building component, assembly, or system manufactured in such a manner... that is either wholly manufactured or is in substantial part manufactured at an off-site location to be wholly or partially assembled onsite in accordance with state building standard.” Factory-built housing does not include a mobile home, a recreational vehicle, or a commercial modular. The current municipal code is unclear on whether such uses are explicitly permitted. The Housing Plan therefore includes a program to clarify where factory-built housing is permitted and include a by-right permitting process in accordance with state law as part of the zoning code update.

Duplexes, Triplexes, and Quadplexes

The MMC defines “multifamily dwelling” as a building, or portion of a building, containing three or more dwelling units. This would include triplexes, quadplexes, and larger projects. As is the case with most cities, Moorpark has a limited housing stock of duplexes, triplexes, and quadplexes. These uses are allowed in either the R-2 or RPD zone with an approved administrative permit. Up to four affordable or senior housing units could also be built in these zones with an approved administrative permit.

Multifamily Residential

Multifamily dwelling means a building, or portion of a building, containing three or more units. Multifamily housing is permitted in higher density urban residential zones, namely the R-2 and RPD zones. An administrative permit is required for the R-2 zone. A residential planned development (RPD) permit is required for all multiple-family housing (condominiums and apartments) in the RPD zone. These permits have been used successfully to facilitate the development of townhomes, condominiums, and apartment projects, including those offering deed restricted housing units affordable to lower income households. However, multiple-family housing with five or more units are required to secure a RPD permit.

Mixed Use Residential

The Downtown Specific Plan (DTSP) allows mixed use development within the Commercial Old Town Zone (C-O-T). Mixed commercial-residential projects are defined as those in which commercial uses occupy all or a portion of the street level of a building or group of buildings, and residential uses primarily occupy portions or all of the upper floors of the same building(s). Residential uses may be allowed on the street level so long as they are tucked behind commercial uses or hidden from the street frontage. In 2020, the DTSP was amended to allow further flexibility in development standards for mixed uses. Mixed uses are a conditionally permitted use and require an RPD permit.

Accessory Dwelling Unit

An ADU is an attached or detached unit on a lot with an existing single-family home, where the ADU provides complete independent living facilities for one or more persons, including permanent provision of living, sleeping, eating, cooking, and sanitation. An attached ADU is within the living area of the existing single-family dwelling, where “living area” means the interior habitable area of a dwelling unit, including basements and attics, but does not include a garage or any accessory structure. AB 2406 added Government Code §65852.22, providing an option for Junior ADUs. JADUs are adaptations of the ADU concept, but are allowed to be created within the walls of a proposed or existing single-family residence.

The MMC allows ADUs in all residential zones with a zoning clearance and allows JADUs and qualified ADUs without a zoning clearance depending upon the unit specifications. The MMC currently allows (J)ADUs in all zones that allow for residential uses, except for the O-S and TPD zones. The MMC §17.28.020 provides other standards related to accessory dwellings. The Housing Plan commits to an amendment of the municipal code to allow (J)ADUs in all zones allowing either residential or mixed uses and to review, and if needed, revise, regulations to ensure consistency with changes in state law.

Housing for Homeless People

State law requires cities to identify adequate sites and standards to facilitate and encourage the development of emergency shelters, transitional housing, and permanent supportive housing to address the needs of homeless people. The following briefly summarize the provisions for such housing.

Emergency Shelters

The MMC (§17.08.010) defines “emergency shelters” as housing with minimal supportive services for homeless persons that is limited to occupancy of six months or less by a homeless person, and where no individual or household may be denied emergency shelter because of an inability to pay. They are allowed conditionally in all residential zones with permitted places of religious assembly and in the C-2 zone with a zoning clearance. Emergency shelters must have a management plan, and are limited to one shelter per lot, and a distance of at least 500 feet from any other shelter (as opposed to 300 feet per state law). Overnight occupancy is limited to one bed per 70 sf. of sleeping area. Maximum occupancy is 30 beds.

Transitional Housing

The MMC (§17.08.010) defines “transitional housing” as buildings configured as rental housing developments, but operated under program requirements that require the termination of assistance and recirculating of the assisted unit to another eligible program recipient at a predetermined future point in time that shall be no less than six months from the beginning of the assistance. Transitional housing is allowed in all residential zones (no zoning clearance required) and is subject to the same zoning requirements and procedures as other residential uses of the same type in the same zone. There are no occupancy requirements, parking requirements, or special building standards for such uses.

Supportive Housing

The MMC (§17.08.010) defines “supportive housing” as housing with no limit on length of stay, that is occupied by the target population, and that is linked to an on-site or off-site service that assists the supportive-housing resident with retaining the housing, improving their health status, and maximizing their ability to live and work in the community. Supportive housing is allowed in all residential zones (no zoning clearance required) and is subject to the same requirements and procedures as other residential uses of the same type in the same zone. There are no special occupancy, parking, or building standards. Program 17 includes an update of these code provisions in compliance with Gov’t Code §65651.

Low Barrier Navigation Center

A “Low Barrier Navigation Center” is a Housing First, low-barrier, service-enriched shelter focused on moving people into permanent housing by providing temporary living facilities while case managers connect individuals experiencing homelessness to income, public benefits, health services, shelter, and housing. As required by Government Code §65662, a city must permit a Low Barrier Navigation Center development as a by-right use in areas zoned for mixed uses and nonresidential zones permitting multifamily uses if it meets specified requirements. The Housing Plan proposes a program to update the MMC to allow a low barrier navigation center in accordance with Government Code §65662.

Sites for Emergency Shelters

In conformance with Senate Bill 2 (Government Code §§65583 and 65589.5), the zoning code allows emergency shelters by right subject to objective development standards in the C-2 zone, and also at existing established places of worship in residential zones, provided that the use is established in coordination with an existing permitted religious facility. As shown in Figure 4-6, the C-2 zone in downtown is approximately 7.5 acres and includes several vacant and underutilized sites that could accommodate at least one year-round shelter for Moorpark's limited homeless population. In addition, 11 permitted places of worship throughout Moorpark can provide shelter with a conditional use permit.

The C-2 zone in downtown Moorpark is suitable for siting a small emergency shelter. Resources are available within close proximity. Within a one-square-mile area, residents can access supportive services, including Moorpark Family Medical Clinic, First Five, Catholic Charities Pantry Plus, Ruben Castro Charities, two smaller food markets, and other services. In addition, two Moorpark transit lines (Routes 1 and 2) run from 6 am to 6 pm along Moorpark Avenue, with stops one block south at Los Angeles Avenue, providing opportunities for residents to access employment nearby. Also, the library, senior center, community center, City Hall, and other public services are within a mile.

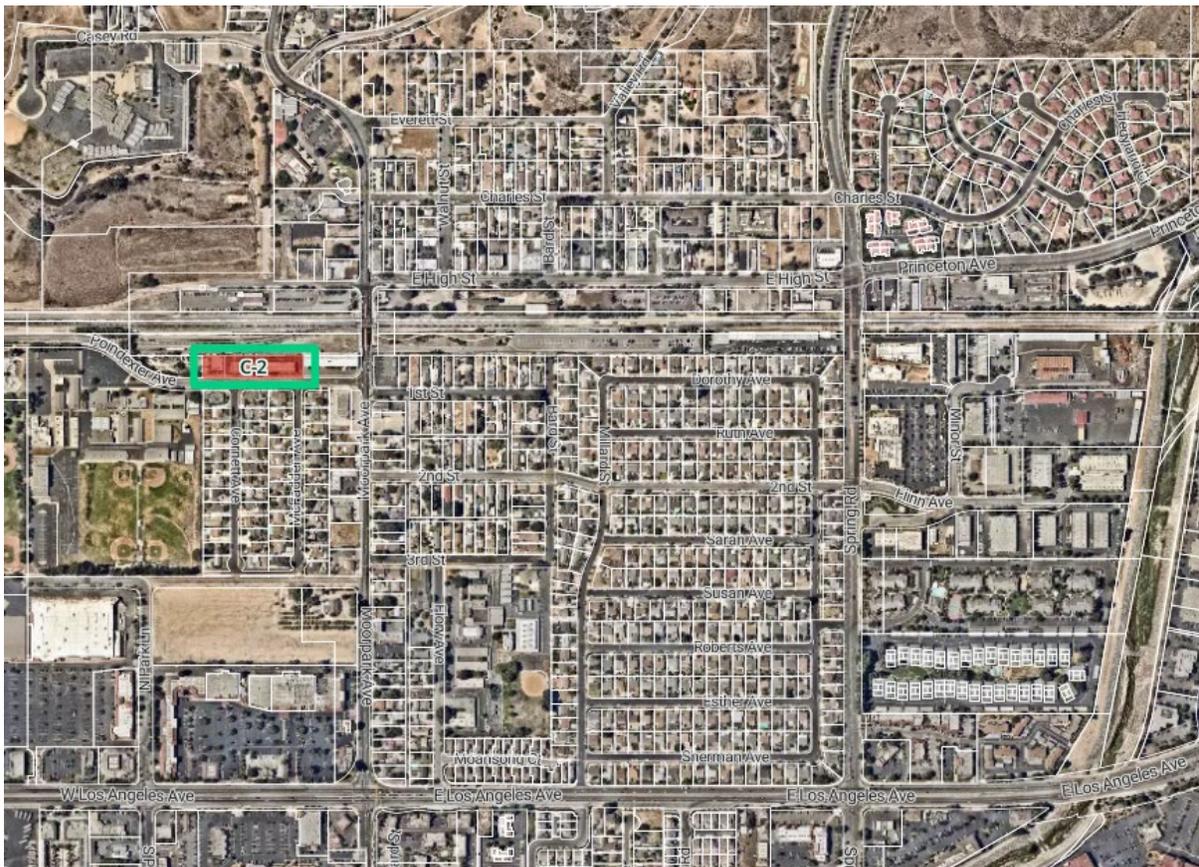


Figure 4-6 Locations Where Emergency Shelters Are Permitted

Farmworker Housing

Moorpark, like many communities in Ventura County, was an agricultural community and, due to SOAR, many agricultural uses remain in the county. However, with the residential development in Moorpark over the past 40 years, only 2% of the land remains for such uses. Nonetheless, State law requires that local Housing Elements and municipal codes and regulations make provisions for farmworker, employee, and agricultural housing. These codes are found in Health and Safety Code §§17021.5 and 17021.6.

The MMC defines farmworker dwellings as “a dwelling unit used by a farm worker, and his or her family, employed and working on or hired from the premises.” The MMC allows farmworker housing by right pursuant to a zoning clearance in rural zones (O-S, A-E, R-A, and R-E). Standards for such housing include:

- A minimum lot size of 5 acres as required for agricultural uses.
- Farm worker dwellings of no more than 12 units designed for use by a single-family or household or 36 in group sleeping quarters.
- Parking requirements of one covered space per unit or three beds in the group sleeping quarters.
- A permit from HCD as required by the Employee Housing Act and restricted farmworker occupancy.
- Occupancy limitations to reserve housing to farm workers and their families.
- General development, lighting, and maintenance requirements.

The MMC defines a caretaker dwelling as a dwelling unit used by a caretaker and their family, employed and working on the premises. Caretaker means an employee who must be on the property for a substantial portion of each day for security purposes or for the vital care of people, plants, animals, equipment, or other conditions of the site, and who does not have a possessory interest in the property. The MMC also permits caretaker housing in its agricultural, open space, and residential zones with an approved zoning clearance and adherence to development standards.

The California Health and Safety Code §17021.5 requires employee housing for six or fewer persons to be treated as a single-family structure and residential use. Section 17021.6 requires that employee housing consisting of no more than 36 beds in group quarters, or 12 units or less designed for use by a single-family or household to be treated as an agricultural use. No conditional use permit, zoning variance, or other zoning clearance is required for this type of employee housing that is not required of any other family dwelling (§17021.5 facility) or agricultural activity (§17021.6 facility) in the same zone. Such uses cannot be subject to any business taxes, local registration fees, use permit fees, or other fees to which other agricultural activities in the same zone are not subject.

Though the MMC appears to address some of the requirements, the Housing Plan proposes a program to review the current statutory requirements, including for employee housing, and if needed, revise the code to mirror the regulations in the California Health and Safety Code.

Housing for Senior and Disabled Persons

The MMC provides various codes to help encourage housing suited to people with disabilities and seniors in the community in accordance with state law. The following paragraphs highlight examples of three such housing facilities—small residential care facilities, single-room occupancy, and senior housing.

Residential Facilities

The MMC (§17.08.010) defines a residential care facility as “a facility providing nonmedical care on a 24-hour basis to people who are mentally ill, mentally handicapped, physically disabled, or elderly, or are dependent or neglected children, wards of the juvenile court, or other persons in need of personal services, supervision or assistance essential for sustaining the activities of everyday living or for protection of the individual.” State law requires that facilities serving six or fewer people be allowed by right in all residential zones and not be subject to more stringent development standards, fees, taxes, and permit procedures than required of the same type of housing in the same zone. The MMC does not list small residential care facilities in the land use table as the City abides by the requirements within state law. The MMC does not allow larger residential facilities in residential zones, although such facilities are conditionally allowed in commercial zones. The Housing Plan includes a program to revise the MMC to accommodate larger residential care facilities in accordance with the latest fair housing law.

Single Room Occupancy

Single-room-occupancy (SRO) facilities are intended to provide housing opportunities for lower-income, one- or two-person households that cannot typically afford apartments. SROs are small, one-room units occupied by a single individual and may have either shared or private kitchen and bathroom facilities. SROs can provide a valuable form of affordable housing for lower income individuals, seniors, and persons with disabilities. State law requires local Housing Elements to make provisions for such uses. The MMC defines a single room occupancy unit as a housing unit in a multiple-unit building or facility consisting of a single room with private/shared bath facilities and with private/shared cooking facilities. The MMC permits SROs in the C-2 zone that meet development standards (e.g., unit sizes, spacing requirements), receive a zoning clearance, and submit an operational plan required by MMC Chapter 17.28.

Senior Housing

With the aging of the baby boom population in many cities, senior housing is increasingly needed. The MMC does not define senior housing because such uses often cover a wide range of residential uses, such as continuing retirement communities, age-restricted apartments, assisted living, and other housing types. Several senior housing projects have been recently approved in Moorpark. The MMC allows senior housing with five or fewer units, like other multiple-family projects, subject to an administrative permit, within the R-1, R-2, and RPD zones. Larger units are permitted through a planned development permit. Recent projects approved for seniors include Aldersgate and Oakmont. To provide more clarity with respect to permitting, development standards, regulations, and density or other incentives, the Housing Plan includes a program to review and, if necessary, revise municipal code provisions regarding senior housing to facilitate and encourage the development of this type of housing in Moorpark.

Constraints on Housing People with Disabilities

Gov't Code §65583(a)(4) requires an analysis of governmental constraints on the maintenance, improvement, or development of housing for disabled people—including land use controls, building codes and their enforcement, site improvements, fees and other exactions, and local processing and permit procedures. The analysis shall also demonstrate local efforts to remove governmental constraints that hinder the locality from meeting the need for housing for persons with disabilities. Gov't Code §65583(c)(3) requires the Housing Element provide a program to address, and where appropriate and legally possible, remove governmental constraints to the maintenance, improvement, and development of housing for persons with disabilities, including providing reasonable accommodations for housing designed for, intended for occupancy by, or with supportive services for, persons with disabilities.

Municipal Code Definitions

As part of the constraints analysis for the Housing Element, select definitions in the Moorpark Municipal Code were carefully reviewed to determine whether they could be construed as a potential constraint. In identifying a potential fair housing concern, three municipal code definitions—family, dwelling unit, and disability—were particularly germane. According to the MMC, these terms are defined as follows:

- Family is defined as one or more persons living together in a dwelling unit, with common access to, and common use of all living, kitchen, and eating areas within the dwelling unit.
- Dwelling unit means one or more rooms providing complete independent living facilities for one family, including permanent provisions for living, sleeping, eating, cooking, and sanitation, but containing only one set of kitchen-related fixtures capable of serving exclusive use of one family.
- Disability means the same as that term is defined in the Fair Housing Laws. "Disabled person" or "individual with a disability" means a person who has a physical or mental impairment that limits or substantially limits one or more major life activities, anyone who is regarded as having such impairment, or anyone who has a record of such impairment, as defined in the Fair Housing Laws.

Generally, the courts have invalidated definitions of family that distinguish between related and unrelated persons or impose limits on the number of persons that constitute a family. Instead, definitions should focus on barrier-free definitions of a family such as "one or more persons living together as a single housekeeping unit in a dwelling unit." Similarly, dwelling unit definitions should not limit the number of families occupying the unit or limit the number of facilities within a home that are designed to serve multiple families, particularly common among those who have multiple generations in the same home.

While the City has not used code definitions to limit the occupancy, rental or lease, or design of housing, the Housing Plan contains a program to amend the above code definitions as part of the zoning code update and concurrent with the updated General Plan and Housing Element. Additional definitions will be reviewed and amended to ensure that the zoning code is consistent with all fair housing laws.

Building and Land Use Policies

In addition to definitions, City staff reviewed existing building codes, residential development standards, land use policies, and other local regulations to determine whether any of the above could be construed as actual or potential constraints upon the maintenance, development, or improvement of housing for persons with disabilities. To inform this assessment, the City also reviewed fair housing studies (e.g., Analysis of Impediments) conducted by Ventura County to identify areas of concern.

The following is a summary of findings.

- **Building Codes.** The City enforces the latest California Building Codes, including Chapter 11A and 11B, which contain disability accessibility standards. The City has not adopted any local amendments beyond those allowed for local climatic, geological, topographic, or environmental conditions unique to Moorpark, and none of these requirements affect the accessibility of a unit. The City does not mandate the inclusion of universal design elements in new housing.
- **Development Standards.** The City does not require additional residential development standards that would impact the provision of housing for people with disabilities. Parking reductions are allowed for senior housing and group homes. The City has been proactive in facilitating the development of group housing, most recently the development of the 77-unit Oakmont Senior Living project, which is a progressive memory care facility in the Carlsberg Specific Plan area.
- **Siting Requirements.** The City does not implement regulation that require special siting or separation requirements for residential care facilities. Such uses are permitted like other land uses in the same zone, and the City's municipal code does not specify concentration limits. The only spacing and concentration requirements that may apply are those already specified and authorized in the California Health and Safety Code and other related codes.
- **Density Ranges.** The City's Zoning Code does not have density ranges that for high density residential development that allow for new single-family residences. All multiple-family projects that are counted for the RHNA and allowed in the RPD zone allow 16 to 20 dwelling units per acre before density bonus units are counted. Furthermore, all affordable apartment projects that were built in the past decade were developed at a maximum of 20 dwelling units per acre before density bonus units were added.

As discussed later, the City has been proactive in facilitating and approving housing projects for people with a disability. The City has been active in facilitating the development of larger stand-alone facilities. The 77-unit Oakmont Senior Living project, a market-rate housing project for seniors with memory disabilities, was recently built. The City is also working with the developers of the 360-unit Aldersgate continuing care retirement community to build their facility in Moorpark.

The chapter on Affirmatively Furthering Fair Housing will further discuss the fair housing implications and issues surrounding providing housing and supportive services for disabled residents. The Housing Plan also contains programs to address the varied housing and service needs of persons with disabilities.

Reasonable Accommodation

Over the past decade, local governments have become more sensitive to creating accessible environments, from playgrounds to housing, that allow people with disabilities to live in their communities. In 2013, the City adopted Ordinance 420, establishing a process for requesting a reasonable accommodation that would allow for consideration of a modification or exception to the standards, regulations, policies, and procedures for the siting, development, and use of housing or housing-related facilities, to provide an individual with a disability the equal opportunity to use and enjoy a dwelling.

The community development director is the decision-maker for a reasonable accommodation that is not made in conjunction with a discretionary approval that would require Planning Commission review. The community development director may refer the processing of the reasonable accommodation to the Planning Commission for review if the request is submitted in conjunction with a request for a separate discretionary approval.

The reviewing authority shall approve the request for a reasonable accommodation if it finds, based on all of the evidence presented, that all of the following findings can be made:

- The requested accommodation is requested by or on the behalf of one or more disabled persons protected under the fair housing laws who will occupy the dwelling.
- The requested accommodation is necessary to give one or more disabled persons an equal opportunity to use and enjoy a dwelling.
- The requested accommodation will not impose an undue financial or administrative burden on the City, as "undue financial or administrative burden" is defined in the fair housing laws.
- The requested accommodation will not result in a fundamental alteration in the nature of the City's zoning code, as "fundamental alteration" is defined in the fair housing laws.
- The requested accommodation will not, under the specific facts of the case, result in a direct threat to the health or safety of other individuals or physical damage to the property of others.

The reviewing authority issues a written determination to approve, conditionally approve, or deny a request for a reasonable accommodation. The reviewing authority may approve an alternative to the requested reasonable accommodation if the alternative would also allow an equivalent level of access or use to the residence but also reduce the impacts to neighboring properties or the surrounding area. The written determination is final unless appealed.

The City Planning Division has received very few requests for reasonable accommodations. Only one was received and approved during the prior Housing Element planning period. Because reasonable accommodations are a valued way to allow residents to age in place and remain in their homes, the Housing Plan contains a program to publicize the program to increase participation.

4.3.3 Residential Development Standards

The City requires adherence to residential development standards, building codes, and other requirements as a condition of building housing in Moorpark. As described herein, these standards are designed to maintain the quality of housing built in the community. Additional flexibility is offered for projects that meet community goals, including the production of affordable housing.

Residential Development Standards

The zoning code (Title 17 of the MMC) provides residential development standards for different types of housing. The zoning districts are the City's codes and regulations by which it controls and permits activities and the physical form of structures. The zoning districts are more stringent than the land use designations because they apply the general vision of the land use element to reflect the specific characteristics, opportunities, and challenges for each property. Table 4-23 provides a summary of the residential development standards for the primary residential, commercial, and mixed-use zones.

Table 4-23 Residential Development Standards

Standards	Open Space	Rural Residential			Urban Residential		
	OS AE	R-A	R-E	R-O	R-1	R-2	R-P-D ¹
Building Standards							
Density (maximum)	0.1 0.25	1.0	2.0	4.0	7.0	15.0	16-20
Unit size (minimum)	n/s	n/s	n/s	n/s	n/s	n/s	n/s
Structure height max)	35' 35'	35'	35'	35'	35'	35'	35'
Lot Standards							
Net lot area (sqft.)	10 40 ac	1 ac	20,000	10,000	6,225	6,500	By permit
Max lot coverage (%)	20 10	35	35	35	50	50	By permit
Lot Width	110' 110'	100'	80'	80'	60'	60'	By permit
Lot Depth	150' 150'	150'	100'	100'	100'	100'	By permit
Building Setback							
Front Yard Setback	20' 20'	20'	20'	20'	20'	20'	20'
Side Yard (Interior lot)	10' 10'	5'	5'	5'	5'	5'	5'
Side Yard (Street lot)	10' 10'	10'	10'	10'	10'	10'	10'
Rear Yard Setback	15' 15'	15'	15'	15'	15'	15'	15'
Residential Parking (See Table 4-23)							

Source: Moorpark Municipal Code, 2020.

¹ R-P-D zoning and development standards for lot standards will vary depending on the size of the lot, environmental features, and ultimate density sought. Final standards are agreed upon through an approved development agreement.

Parking Standards

Adequate parking is an important component of well-designed residential development and is intended to contribute to the value of a project; the safety of residents; and the project's appearance and livability. The City's parking regulations are also intended to promote efficient land use, reduce street congestion and traffic hazards, promote vehicular and pedestrian safety, and improve the ability to finance a project. Table 4-24 lists the parking requirements for residential developments and the following text analyzes the impact of standards on housing and proposes programs to address needed changes.

Table 4-24 Residential Parking Requirements

Housing Type	Base Parking Standard	Guest Parking Requirement	Cumulative Spaces Per Unit
Dwellings, single or two units on an individual lot	2 garage spaces for dwellings \leq 2,800 sq. ft.	None	2.0 spaces
	3 garage spaces for dwellings > 2,800 sq. ft.	Required	3.0 spaces
Dwellings, multiple (greater than 2 units)	1 covered space per bachelor/studio unit	0.5 space/du	1.50 spaces
	1.75 covered space for each 1-bedroom unit	Incl. guest parking	1.75 spaces
	2 spaces per 2-bedm unit, 1 in a garage	0.5 space/du	2.50 spaces
Mobile Home Parks	2 tandem spaces in a garage/carport	1 space per 4 mobile homes	2.25 spaces
Care Facilities < 12 people in a single-family home	2 spaces in a garage	None Required	2 spaces
Care facilities not in a single-family home	1 space per 2 beds plus 1 space for each 500 square feet	None Required	Depends on unit size
Farmworker dwellings	1 off-street covered space for each home + one space for each 3 beds in group quarters		1 space
Senior housing restricted for residents 55 years plus	0.5 spaces per dwelling unit (0.25 spaces in a garage or carport)	None Required	0.5 spaces
Emergency shelters	Not explicitly stated		
Transitional/Supportive Hsg	Not explicitly stated		
Low Barrier Navigation Cntr	Not explicitly stated		
Mixed Use Developments	Not explicitly stated		
Single-Room Occupancy	Not explicitly stated		
Accessory Dwelling	1 parking space, + required parking for the existing single-family unit on the same lot.	None Required	

Source: Moorpark Municipal Code, 2020.

Note: Handicap parking must be provided where required by the California Accessibility Code.

Residential parking space requirements can, if too stringent and not related to consumer demand or project needs, affect the cost and supply of housing to the extent that such standards make it infeasible to obtain the requisite density or revenue necessary to finance new projects. However, the City of Moorpark has not received specific comments from residential developers that the City's current parking space requirements constrain the production of market rate or affordable housing. In fact, the City Council has approved the following pipeline residential projects which meet all City parking requirements without any adjustments (e.g., variance, exceptions, etc.), demonstrating the appropriateness of City standards:

- Beltramo –three- and four-bedroom unit single family homes
- Everett Street Condos – two- and three-bedroom unit condominiums
- Green Island Condos – two-and three-bedroom unit condominiums
- Hitch Ranch Apartments – bedroom unit mix forthcoming

To facilitate residential development, the City has at times, reduced parking standards through development agreements to encourage the production of affordable housing. Parking waivers may be granted by the City Council after review and recommendation by the Planning Commission. However, the procedural requirements for a parking waiver are the same as for a variance (MMC §17.44.040(C)). This process can, in some cases, take considerable time due to the public hearing requirements.

Although the City has had recent successes in accommodating residential development, a review of current city municipal codes identified the need to make clarifications in its parking standards. Program #30, Parking Modifications, details several specific action items to be undertaken:

- Accessory dwelling units. Amend zoning code to permit ADUs as a by-right use on any lot that allows single- or multifamily housing or mixed-use zone in accordance with Gov't Code §65852.2(a); make other code amendments, including parking, as required by HCD to comply with state law.
- Homeless housing. Amend zoning code to modify parking standards for emergency shelters and reduce the 500 foot spacing requirement to 300 feet, as required by Gov't Code §65583 (a)(4)(A)(ii) and §65583 (a)(4)(A) (v). Also, clarify parking standards for transitional and supportive housing.
- Mixed uses. Develop a process and standard to address the parking requirements for mixed use developments that accommodate parking needs of both uses in a flexible and market driven manner.
- Density bonus. Update City's density bonus ordinance, including provisions for reduced/modified parking spaces, to comply with recently enacted state law (AB 2345, SB 290, and others).
- Parking reduction requests. Amend municipal code to allow for administrative reduction in parking space requirements pursuant to applicant's parking study; forward staff recommendations to the appropriate project hearing body for consideration.

Analysis of Development Standards

The following is an analysis of all relevant land use controls as potential constraints on a variety of housing opportunities, including but not limited to: building standards, lot standards, building setbacks, open space, and parking in order to identify standards or regulations that might constrain or limit maximum density or the development of housing. Key findings are as follows.

- **Building Standards.** The City's municipal code includes conventional single- and multiple-family residential zones, each with progressively greater levels of allowed residential densities. The highest density zone, RPD-20, allows for a density of 16 to 20 units per acre. As discussed later, this density has been successfully applied to various apartment projects to facilitate the production of affordable housing. The municipal code regulates building height in feet; there are no limitations regarding the number of stories as long as height limits are not exceeded.
- **Lot Standards.** Maximum lot coverage is 35% for housing in single-family residential zones, 50% in multifamily residential zones, and potentially greater in RPD zones depending on the specifications of the permit. Building setbacks are common to most cities and include a 20-foot front yard setback, a 15-foot setback for the rear yard, and small 5- to 10-foot side setbacks. These lot standards are typical for Ventura County cities and are suitable for most residential developments. The City is developing an ordinance to allow exceptions, if needed, at the request of developers.
- **Open Space.** The municipal code does not require a specific open space standard for housing; it is regulated by the maximum lot coverage. There are no specific "on-site" open space standards—such requirements would be proposed with and regulated through an RPD permit. As authorized by state law, developers are required to pay a Quimby Fee to dedicate funding or land commensurate with the amount of park and recreational facilities that would reasonably serve the new residential structure(s). Otherwise, open space is determined by lot coverage and setback requirements.
- **Parking.** As stated in the prior table, parking standards are graduated based on the size and number of bedrooms. For multiple-family housing, the parking standard is also graduated and includes: one (1) covered space for each studio or bachelor unit, 1.75 covered spaces for each one-bedroom unit, and two (2.0) spaces for each two-bedroom unit, one of which is in a garage. All multiple-family units (EXCEPT one bedroom units) require 0.5 guest spaces per unit. As such, the "effective" one-bedroom requirement is only 1.25 parking space/unit (assuming the 0.5 guest space/unit requirement is added to it. Therefore, a normal mixed unit project would average two or fewer spaces per unit.

The City's development standards have not, individually or cumulatively, constrained housing production. While meeting all requirements can be challenging for infill sites where the land use is being intensified above its current use, the City has the ability to modify such standards through the exception process. Furthermore, the City will be adopting a citywide 15% inclusionary ordinance that applies to all parcels. Therefore, any project that meets this requirement would be eligible for a state density bonus and entitled to by-right modifications of development standards, including parking noted above.

Flexibility in Development Standards

The MMC offers provisions for obtaining relief from the strict application of residential development standards. These zoning code provisions include the variance and administrative exception, which are detailed in MMC §17.44.040, Discretionary Permits. These provisions are distinct from modifications allowed through a density bonus because neither tool requires the provision of affordable housing.

Variance

A variance may be granted to allow deviations from residential standards such as setbacks, height, lot coverage, lot area and width, signs, off-street parking, landscaping and wall, fencing, and screening standards. A variance may not be granted to authorize a use or activity as a substitute to an amendment to these zoning regulations. Except when a variance is filed as part of a planned development permit or conditional use permit, variance requests are heard and decided by the Planning Commission through a public hearing process. Prior to approving, conditionally approving, or denying an application for a variance, the Planning Commission adopts written findings by resolution and based upon substantial evidence in view of the whole record to justify the decision. The decision-making authority may approve, conditionally approve, deny or modify, wholly or partly, the application being reviewed. Given the findings and process required for obtaining a variance, however, this tool is not often used.

Administrative Exception

An administrative exception may be granted by the community development director for minor adjustments to the zoning regulations. An administrative exception may be granted only once from the development code or approved PDP and may be granted only in the following situations:

- To allow a decrease of up to 20% in any required minimum setback, provided that such exception may be granted only once from the minimum standard adopted by this code.
- To allow walls, fences or hedges to exceed the height limit regulations by a maximum of one foot in setback areas, except in a required sight triangle.
- To allow an increase up to 10% for maximum building coverage, sign area, or sign height.

Conversations with developers emphasized the need for exceptions to facilitate the development of housing. Given the irregular shape and size of individual parcels, concern arose about the difficulty of finding an appropriate site and then “parking it” before determining the layout and building footprint that can be accommodated. While the density bonus program allows for parking reductions for affordable projects, there is not a similar provision for market rate projects, particularly townhomes. In addition, open space requirements can be challenging given drainage standards that require onsite percolation.

The administrative exception is not often used. The Housing Plan contains a program to review the administrative exception process to determine whether additional flexibility in existing development standards and other development standards is warranted in this code provision.

Suitability of Zoning for Affordable Housing

Pursuant to Government Code §65583.2(c)(3), the Housing Element must demonstrate the adequacy of density standards to accommodate a city’s regional need for all income levels. To meet this statutory requirement, the Housing Element should provide an analysis demonstrating how adopted densities accommodate the regional housing need for lower income households. The analysis shall include, but is not limited to, factors such as market demand, financial feasibility, or information based on development project experience within a zone or zones that provide housing for lower income households.

Government Code §65583.2(c)(3)(B) allows local governments to use “default” density standards that are “deemed appropriate to accommodate housing for lower income households.” The default density option is not a mandated density. The default density standard provides a streamlined option for local governments to meet the density requirement. No analysis to establish the appropriateness of the default density is required, and the HCD must accept that density as appropriate in its review. The default density for Ventura County is currently 20 dwelling units per acre under state law.

The default density of 20 units per acre continues to be appropriate for Moorpark. During the past decade, the City has been successful in facilitating and encouraging the production of affordable units in the RPD-19 and RPD-20 zones. Table 4-25 lists three recent projects developed and approved during the 4th, 5th, and the 6th cycle Housing Elements that are affordable to lower income households.

Table 4-25 Suitability of RPD-20 Zone for Affordable Housing

	Affordable Projects		
	Charles Street	Walnut Avenue	Essex (Vendra)
Characteristics			
Year Built	2012	2018	Approved 2021
Zoning District	RPD-20U	RPD-20U	RPD-19U
Project Units	20	24	200
Project Density Achieved	21	24	18.9
Percent of Maximum Density	100%+	125%	100%
Incentives			
Donated Land	Yes	Yes	No
Fee Deferred/Waiver	Yes	Yes	Yes
Density Bonus	Yes	Yes	No
Regulatory/Financial Incentives	Yes	Yes	Yes

Source: City of Moorpark, 2020.

Affordable Housing Incentives

The MMC §17.64.010 was enacted to encourage the provision of housing affordable to very low, low, and moderate-income households. Specifically, the City's intent is not only to encourage the provision of housing affordable to very low, low, and moderate-income households, but to encourage the provision of housing for senior citizens, transitional foster youth, disabled veterans, and homeless persons, consistent with the latest adopted Moorpark General Plan, the requirements of Government Code §65915 et seq., and the MMC.

Under §17.64.030, the City Council shall grant a density bonus and, if requested by the applicant, concessions or incentives and/or waivers or reductions of development standards and/or parking ratios for eligible residential and mixed-use commercial development projects in accordance with state density bonus law and this chapter through the approval of a residential or mixed-use commercial planned development permit, development agreement in accordance with Chapter 15.40 of the MMC, and/or disposition and development agreement, and a housing agreement.

For density bonuses higher than required by state law, the City Council must find that: (a) the project will help to meet a local housing need for family housing as identified by the Housing Element of the General Plan; and (b) the project will be compatible with surrounding development. The City Council may grant density bonuses higher than required by state law in accordance with the following standards:

- When 100% of units in a housing project are restricted as affordable to low- or very-low-income households for the project's life, a density bonus up to 100% greater density than allowed by the existing zone may be granted by the City Council when considering project entitlements. The 100% density bonus is inclusive of all density bonuses allowed under state and local law.
- When at least 60% of units in a housing development project are restricted as affordable to low- or very-low-income households for the life of the project, a density bonus up to a maximum of 75% greater density than allowed by the existing zone may be granted by the City Council when considering project entitlements. The 75% density bonus is inclusive of all density bonuses allowed under Government Code §65915 et seq. and Chapter 17.64 of the zoning code.
- Density bonuses higher than required by state law may not be granted for age-restricted senior housing projects and housing projects for foster youth, disabled persons, and homeless persons.

Concessions and/or incentives determined by the City Council necessary in order to develop affordable units in lieu of or in addition to density bonuses may include, but are not limited to: a) a reduction in development standards by an amount not to exceed 20%, or a reduction in architectural design requirements beyond the minimum standards adopted by the City; and b) other regulatory incentives or concessions proposed by the developer or the City, which result in identifiable cost reductions.

The Housing Plan contains a program to review and revise the density bonus provisions to accommodate recent changes in state law since municipal code provisions were last updated in 2017.

Affordable Housing Production and Preservation

Inclusionary Housing

The City's practice has been to require that 10 to 15% of all units in Specific Plan projects and 15 to 20% of all units in projects in the former redevelopment area be affordable to low and moderate-income households. Through a negotiated development agreement and affordable housing agreement, developers unable to provide onsite or offsite units are assessed in-lieu fees based upon the estimated cost of providing affordable units, or acquiring units or building units off-site, or providing land donations. The City Council's fee expenditure policy prioritizes how in-lieu housing fees should be spent: 1) first priority, for affordable housing production; 2) second priority, for subsidies for affordable housing; 3) third priority, for housing rehabilitation; and 4) fourth priority, for housing assistance.

The City's inclusionary program has been successful in creating affordable ownership and rental housing. Recent examples of affordable housing properties include the following: 1) 62 units of very low, low, and moderate-income affordable units at the Waterstone Apartments; and 2) 28-units affordable to lower income households at the Waverly Place Townhomes. While successful in facilitating affordable housing, the program is limited and covers only a portion of the City. Moreover, the program is initiated when a development agreement is required—such as when a developer proposes a project that requires a legislative action. In practice, these discretionary actions extend the timeframe required to approve projects, adding significant costs. The Housing Plan proposes a program to develop an inclusionary program that can be applied citywide and that will be accompanied by a nexus fee.

Affordable Housing Preservation

In addition to building housing, the City has been successful in preserving its existing affordable homes. As of 2022, the City has 725 units of affordable housing, which includes its one mobile home park. As discussed earlier in this element, the City has negotiated long-term covenants on its affordable projects. These covenants and affordability agreements help to stabilize the supply of affordable rental and homeownership properties, many of which are affordable to extremely low, very low, and low income individuals and families. The City's 725 affordable housing units are preserved for the long term (through at least the 7th cycle planning cycle), and new projects coming online have covenants of similar length. As such, there are presently no apartment properties at risk of conversion from lower income uses.

The City has enacted a condominium conversion program to preserve apartment properties or mitigate displacement. While many of the provisions mirror state law, the City's ordinance contains additional protections. For instance, an application for a condominium conversion must, among other items, ensure that a minimum of 20% of the units are or will be reserved for the life of the project as affordable, consisting of 10% low income units and 10% very low income units. The affordability of the units is guaranteed through a recorded affordable housing agreement between the property owner and the City. In addition, a conversion can occur only when it is below the vacancy rate set forth in the General Plan at the time of approval. These provisions help to stabilize the rental housing market.

Building Codes and their Enforcement

The California Health and Safety Code requires cities to adopt the most recent edition of California Building Standards Codes (known as Title 24) related to building standards for buildings, building equipment, and other features. These codes are updated every three years by the California Building Standards Commission based on amendments proposed by various regulatory and professional organizations. The most recent edition of the building codes was for 2019 and was effective January 1, 2020. These codes replace the 2016 edition previously codified in the MMC.

In 2019, the City Council adopted Ordinance No. 474, adopting the California Building Codes (with amendments as allowed) as part of the MMC. This includes the 2019 version of the Ventura County Fire Code and the 2018 International Property Maintenance Code. Other codes adopted included the 2019 version of the California Building Code, Residential Code, Plumbing Code, Mechanical Code, Electrical Code, Green Building Code, Energy Code, and Historical Building Code. These codes reflect amendments made since the 2016 model codes were adopted.

Cities may adopt revisions to address local topographic, climatic, or hazards within their community. In addition, the legislature passed AB 2911 related to construction of new buildings and structures, and with vegetation and brush management to reduce the potential for wildfires in hazard zones. The City's amendments to the code include stricter standards for foundation design, swimming pools, expansive soil conditions, fire-resistive construction, unreinforced footings, and engineered truss systems. Amendments to the Fire Code address state requirements of the Board of Forestry and Fire Protection. These amendments are not unlike other jurisdictions in the vicinity of the City that have similar concerns.

The Code Compliance Division is responsible for ensuring that properties and buildings are maintained in compliance with City codes. In that effort, Code Compliance staff coordinates compliance actions with the Building and Safety Division, Engineering Division, Police Department (County Sheriff), City Attorney, and other City departments. The Code Compliance Division responds to citizen complaints and conducts surveys to identify, investigate, and remediate municipal code violations, housing and occupancy violations, property maintenance concerns, and other public nuisances. The City does not target code compliance efforts in any one neighborhood, but responds based on complaints.

The Code Compliance Division works with the community to investigate and resolve violations of the MMC; conditions of approval; and local, state, and federal law. On March 7, 2012, the City Council adopted Resolution 2012-3091 establishing Policy 4.3: Code Compliance Program, to create a clear and concise guide to achieve and maintain compliance with the MMC. This guidance is provided on the City's website to ensure clarity about expectations for property conditions and the process for addressing code compliance issues in the community.

In summary, the City's building and property maintenance codes are similar to those in surrounding cities and are enforced in a uniform and consistent manner, and therefore are not considered constraints to the feasibility of developing, maintaining, or improving housing in Moorpark.

Opportunities for Energy Conservation

Government Code §65583(a)(7) requires an assessment of housing needs and inventory of resources and constraints, including an analysis of opportunities for energy conservation with respect to residential development. This section inventories and analyzes the opportunities to encourage the incorporation of energy-saving features, energy-saving materials, and energy-efficient systems and design for residential development. Maximizing energy efficiency/conservation can contribute to reduced housing costs, promote sustainable community design, reduce dependence on vehicles, and reduce greenhouse gases.

The City incorporates energy conservation opportunities through its building codes, land use and zoning, permitting standards, and municipal codes:

- **Building Practices.** The City adopted the 2019 editions of the Green Building Standards Code and the California Energy Code, published by the International Code Council. These codes govern the development, improvement, and rehabilitation of housing with respect to energy efficiency and conservation. According to the California Energy Commission’s FAQs, the 2019 standards will increase the cost of building a new home by \$9,500 (but will save \$19,000 in energy and maintenance costs over three decades) and add about \$40 per month for the average home based on a 30-year mortgage (but save consumers \$80 per month on heating, cooling, and lighting bills).
- **Permitting Standards.** The City adopted an expedited, streamlined permitting process for small residential rooftop solar energy systems and electric-vehicle charging stations in compliance with §§65850.5 and §65850.7 of the Government Code (Ord. 455 §2, 2017; Ord. 435 §2, 2015). The permit process, standard plan(s), and checklist(s) substantially conform to recommendations for expedited permitting, including checklist and standard plans in the California Solar Permitting Guidebook adopted by the Governor’s Office of Planning and Research.
- **Clean Power Procurement.** The City is a member of the Clean Power Alliance, a nonprofit entity, formed through a joint powers authority and made up of 31 public agencies to bring clean, renewable power choices to communities. Clean Power Alliance offers three rate options—Lean Power, which provides 36% renewable content at the lowest possible cost; Clean Power, which provides 50% renewable content at competitive; and 100% Green Power, which provides 100% renewable content at a higher cost. The City’s default option is Clean Power.
- **Planning and Zoning.** In 1994, the City adopted the R-P-D zone. The intent was to encourage: 1) coordinated neighborhood design and compatibility with existing or potential development of surrounding areas; 2) efficient use of land, particularly through the clustering of housing and the preservation of the natural features of sites; 3) variety and innovation in site design, density, and housing options; 4) lower housing costs through the reduction of street and utility networks; and 5) a more varied, attractive and energy-efficient living environment as well as greater opportunities for recreation than would be possible under other zone classifications. The RPD has become the primary method of reviewing developments with five or more units in Moorpark.

Design Review

Design review is accomplished through three means—specific plans, through the RPD process for projects of five units or more, or through specific requirements of overlay zones. The design review process for all projects begins with a joint application submitted to the Community Development Department. City staff meet with the developer to discuss the project and, upon request by the applicant, provide appropriate direction and example projects that meet City design standards. Once the project schematics are completed, staff reviews the application to make sure it is complete, then prepares a written report assessing the overall design and consistency with City development standards.

Following staff review of the application, the Planning Commission then reviews the project to ensure it complies with the following findings:

- Is consistent with the intent and provisions of the City's General Plan and zoning chapter.
- Is compatible with the character of surrounding development.
- Would not be obnoxious, harmful, or impair the utility of neighboring property.
- Would not be detrimental to the public interest, health, safety, and welfare.
- Is compatible with the scale, visual character, and design of surrounding properties.

The City of Moorpark does not have stand-alone residential design guidelines that are applied citywide. Instead, residential design standards are through a specific plan, overlay zone (safety or hillside related), or negotiated on a project-by-project basis during the development review process. At times, the lack of standards has resulted in delays for approving and conditioning applications for projects. While the City has historically been successful in facilitating the development of large-scale residential projects (e.g., Moorpark Highlands, Carlsberg, and Downtown mixed-use), the present process will be amended to address the requirements of recently enacted Gov't Code §66300, effective January 1, 2020.

Looking forward, the City seeks to provide greater certainty to the development community regarding the City's expectations for residential development and comply with applicable state law. The State of California requires streamlined housing approval by establishing a by-right, ministerial approval process for multifamily residential development. An important step to streamlining project approvals is the replacement of subjective design "guidelines" with objective design "standards" required per state law. Senate Bill 35 (Government Code §65913.4) requires local governments to establish objective development and design standards to facilitate and encourage the development of residential uses.

To comply with this legislation, the Housing Plan contains a program to draft and adopt objective development and design standards for all residential and mixed-use projects that can improve certainty for the development community, and also meet the City's and community's expectations regarding the quality of new housing projects that provide lasting quality of life for residents.

4.3.4 Development Permit Procedures

The City's development review procedures are designed to streamline permitting and ensure that residential development proceeds in an orderly manner and contributes to the community. Different mechanisms are used to approve residential projects based on the size, complexity, and potential impact. The approach is to allow by-right administrative approval for smaller projects with low potential for land use conflicts, with more complex projects being reviewed by the Planning Commission and City Council.

The most commonly used planning and development permit processes are summarized below and are articulated in further detail in the MMC §17.44.040, Discretionary permits and exceptions.

Zoning Clearance

The zoning clearance is applied to projects that are allowed by right. It is used to ensure that the proposed development is consistent with the General Plan land use designation and meets requirements of the zoning code. The zoning clearance is a ministerial permit granted by the Director of Community Development without a public hearing. Approval is typically granted within one to three days from submittal of a complete application. Examples of projects requiring only zoning clearance include ADUs, large family daycare homes; room additions; fences and walls greater than six feet in height; retaining walls greater than three feet in height; swimming pools, wading pools and spas; and maintenance and minor repair to buildings involving structural alterations.

Administrative Permit

An administrative permit is required prior to the initiation of uses and structures in a given zone where review and approval by the Community Development Director (without a public hearing) is required to assure compliance with the provisions of the Moorpark Municipal Code. An administrative permit application is subject to site plan and architectural review. Projects typically include standard construction single-family homes to ensure that structures are compatible and meet existing codes. These projects typically qualify for minor CEQA clearance, such as a categorical exemption. Project approval is typically received within one month from the submittal of a complete application. To facilitate the approval of administrative permits, the City provides a standard application on its website.

Conditional Use Permit

A conditional use permit is required for certain residential/group quarters (e.g., mobile home parks, boarding houses, emergency shelters in residential zones) where adjacency and operational requirements are needed. Development projects are required to meet site development standards and submit site plans and architecture plans. For residential developments, the decision-making body is the Planning Commission, with appeals heard by the City Council. Typical review and approval time ranges from three to nine months, depending on project complexity and required CEQA review. The Planning Commission must make standard findings to approve a conditional use permit. To facilitate the review and approval of the conditional use process, the City Council makes a standard application available on its website.

Prior to approving, conditionally approving, or denying an application for a conditional use permit, the planning commission shall adopt written findings, by resolution, based on substantial evidence in view of the whole record to justify the decision. In order for a conditional use permit to be approved, the planning commission shall find that the proposed use:

- Is consistent with provisions of the General Plan, zoning ordinance, and other applicable regulations.
- Is compatible with both existing and permitted land uses in the surrounding area.
- Is compatible with the scale, visual character, and design of surrounding properties.
- Would not be obnoxious or harmful, or impair the utility of neighboring property or uses.
- Would not be detrimental to the public health, safety, convenience, or welfare.

Residential Planned Development Permit

When Moorpark incorporated in 1983, the county's zoning and development code was originally brought into the City's zoning code. At that time, much of the City was zoned for agricultural purposes. Development sprang up quickly, and former agricultural lots were proposed for residential development. The two means for processing larger scale or higher density residential projects were either specific plans or residential planned development permits. These tools were suited to deal with the unique topography in Ventura County, environmental constraints, and the specific needs of developers and builders.

Residential planned development permits are still required for new projects of five or more dwelling units and for projects associated with land subdivision, land use or zone change, or development agreement. As part of the RPD permit process, the City often negotiates development agreements with larger property owners and developers to obtain commitments to affordable housing, such as a 15% inclusionary housing agreement, "in-lieu" fees, or land donation for affordable housing. Over time, the RPD permit has been used to permit larger projects and obtain affordable housing. Many of the pipeline projects with affordable units were processed through the RPD permit process.

Prior to taking an action for a planned development permit, the City Council shall adopt written findings, by resolution, based upon substantial evidence in view of the whole record to justify the decision. In order for a planned development permit to be approved, the City Council shall find that:

- The site design, including structure location, size, height, setbacks, massing, scale, architectural style and colors, and landscaping, is consistent with the provisions of the General Plan, any applicable specific plans, zoning ordinance, and any other applicable regulations.
- The site design would not create negative impacts on or impair the utility of properties, structures, or uses in the surrounding area.
- The proposed uses are compatible with existing and permitted uses in the surrounding area.

Environmental Review

The California Environmental Quality Act (CEQA) and the State CEQA Guidelines are intended to enhance the long-term protection of the environment, encourage public participation in the process, and inform decision makers of the potential environmental impacts from a project. They present objectives, criteria, and procedures for the evaluation of proposed residential development projects. The form of environment review may include the preparation of a categorical exemption, negative declaration (ND), mitigated negative declaration (MND), or environmental impact report (EIR). For typical residential projects, the environmental review is often accomplished with an Initial Study IS/ND if the project is consistent with the General Plan, or an M/ND if impacts can be mitigated. However, an EIR is required for residential projects whose impacts that cannot be mitigated to the applicable threshold of significance. In general, these are larger projects that will require additional time due to the complexity involved with complying with CEQA, additional technical studies needed to assess the project impacts, and mandated public review. Complying with CEQA is required but adds to the overall development processing time.

Time Frame

The time frame for reviewing and approving permit applications and discretionary approvals is based on the location, potential environmental constraints, the need to ensure adequate provision of infrastructure and public facilities, and the impact of large-scale developments on the City. For larger projects subject to the RPD, the City allows concurrent processing of actions (e.g., General Plan amendment and zone change) to expedite processing of development applications. Table 4-26 lists time frames for the processing, reviewing, conditioning, and approving applications for residential development. Simultaneous entitlement processing is also provided to expediting the review process. These procedures ensure the development review process meets legal requirements without causing unwarranted delays.

Table 4-26 Development Time Frames

Permits and Review	Timeframe	Factors Affecting Time
Pre-application Review	4 months	Complexity; special study needs
Variance	6 months	Complexity and level of review
Zone Clearance	1–3 days	Scale of project
Administrative Permit	1 month	Completeness of application
Conditional Use Permit	3–6 months	Scale of project; environmental
Planned Development	6–8 months	Scale of project/completeness
Subdivision Map	6–12 months	Environmental/design issues
Zone Change ¹	12+ months	Complexity and level of review
General Plan Amendment ¹	12+ months	Complexity and level of review
Environmental Impact Report ¹	12+ months	Scale and complexity of project

Source: City of Moorpark, 2020.

¹ A negotiated development agreement is typically associated with these applications and can further impact the timing of the entitlements.

Initiatives to Mitigate Constraints

As mentioned above, the cumulative time frame to process residential development projects varies. Projects requiring an RPD permit can be processed in less than a year, but if the project triggers a development agreement or other legislative action, the project can take two or three years. Smaller by-right projects can take well under a year to move through the development application process. The City has not received a Senate Bill 35 request for expedited permit processing, but a program will be included in the Housing Plan to develop a procedure for meeting timelines required under state law.

In 2019, an audit was conducted of the City's Community Development Department by Management Partners, which included an analysis of the entitlement and development permit process. The resulting report "Community Development Organizational Audit" includes a detailed analysis of the historic development process, a process map, analysis of technologies used and other aspects related to the overall process required of new development applications in the City. As a result, the report included an "Implementation Plan" with various tasks that were advisable to streamline development review, remove constraints, and ensure that development would have clear expectations outlined prior to application. Appendix A includes the management study and recommendations thereof.

The City has begun implementing the Plan through the General Plan and Zoning Code Update. With the adoption of updated land uses and residential densities, the need for General Plan Amendments and Zone Changes will be far reduced, if no longer necessary, to develop in a manner consistent with the City's vision. The Zoning Code update would include changes that would also streamline development review and remove constraints previously experienced during development in the City. For example, where a project may have required a legislative action to amend the General Plan or Zoning Code, the expectation is that the Land Use Plan would incorporate land uses and densities that would no longer require such legislative actions. As such, the current use of Development Agreements to negotiate the terms of the legislative change would no longer be used except in certain limited circumstances.

By updating the General Plan and zoning, projects that comply with both would be streamlined through the Permit Streamlining Act. The City has begun to streamline permit application and processes, which includes online application submittal and future use of a comprehensive permit tracking software called Energov, which will likely be released by 2023. The City has also begun to streamline the internal review process of new applications through the Development Review Committee (DRC). In practice, development would have required numerous meetings and changes to work through the DRC process. Staff now aims to have a project reviewed no more than two times by the DRC prior to proceeding to hearing (once for site plan review and a second time for conditions of approval). Staff also makes review by the DRC available prior to the filing of a formal application, to ensure that potential developers are able to receive critical feedback up-front. Along with other implementations already accomplished, this additional coordination has streamlined the review of new applications in a more expedited way.

Taken together, the City time frame to process applications, from submittal to entitlement will be significantly shortened and streamlined, facilitating new mixed-use and residential development.

4.4 Fair Housing Assessment

This section addresses the fair housing requirements for Housing Elements. It begins with an overview of key requirements, describes outreach efforts to date, and then provides the requisite analysis. Programs to address concerns are detailed in the Housing Plan.

4.4.1 Introduction

One of the most significant trends in state Housing Element law has been in the arena of fair housing. With the passage of AB 686 in 2019, all Housing Elements due on or after January 1, 2021, must contain an Assessment of Fair Housing (AFH) consistent with the core elements of the analysis required by the federal Affirmatively Furthering Fair Housing (AFFH) Final Rule of 2015.

AFFH means “taking meaningful actions that, taken together, address significant disparities in housing needs and in access to opportunity, replacing segregated living patterns with truly integrated and balanced living patterns, transforming racially and ethnically concentrated areas of poverty into areas of opportunity, and fostering and maintaining compliance with civil rights and fair housing laws” (Government Code §8899.50(a)).

Defining Fair Housing Choice

Fair housing choice means that individuals and families have the information, opportunity, and options to live where they choose without unlawful discrimination and other barriers related to race, color, religion, sex, familial status, national origin, disability, or other protected characteristics.

AFFH Guidance Memorandum, California HCD (2021)

The California Department of Housing and Community Development (HCD) has issued guidance for incorporating fair housing into the update of the Housing Element. The following AFH conforms to these requirements, including its structure to address three primary areas required by the State.²

- **Fair Housing Assessment.** A summary of fair housing issues, patterns of segregation, or other barriers to fair housing, and prioritization of contributing factors.
- **Sites Inventory.** The identification of sites for housing to accommodate all income levels of the City’s RHNA that also further integrated communities (see Housing Resources Chapter).
- **Housing Programs.** Programs that affirmatively further fair housing, promote housing choice for protected classes, and address contributing factors identified in the AFH.

Before discussing fair housing issues in accordance with AB 686, the following provides a brief overview of the development history of the community that shaped the context for this assessment. Informative maps are also provided to support the findings of the fair housing assessment and can be found online at the California Department of Housing and Community Development website.³

² Affirmatively Furthering Fair Housing Guidance for All Public Entities and for Housing Elements, California Department of Housing and Community Development (April 2021 Update)

³ AFH maps can be accessed online at: <https://affh-data-resources-cahcd.hub.arcgis.com/>

History of Development

Eight years prior to its incorporation, the town of Moorpark was established in 1900 between two agricultural communities: Fremontville, to the southwest, and Epworth, to the northwest. When the Southern Pacific Railroad announced plans to relocate its Coast Line route from Los Angeles to San Francisco by way of Chatsworth, through the Santa Susana Mountains, and on to Ventura, land speculation ensued. Robert W. Poindexter gave the Southern Pacific Railroad an easement through his property to allow the route. Poindexter and his wife, Madeline, surveyed the area and laid out the town site in 1900. Trains soon followed and a postal office was established.

For most of the 20th century, and harkening to its past history, agriculture was the predominant industry in Moorpark. Throughout the first half of the century, Moorpark was known for its dry land farming for apricots. Its extensive apricot production endowed Moorpark with the title "Apricot Capital of the World." As irrigation techniques improved, however, walnuts and citrus became the major crops, the vestiges of which can be found in the namesake of parks and developments in the City. After World War II, the poultry industry became big business, with turkey, chicken, and egg ranches in the City. The town also became home to "Egg City," a 200-acre and 3.5-million chicken farm that was the largest in the world.

The town's shops and businesses, small homes, and a school grew around the railroad depot, eventually establishing Moorpark's downtown. The town's race/ethnicity was predominantly White and Hispanic. Prior to World War II, the town was largely segregated. The town's Hispanic population was concentrated in the Charles Street District, with the railroad tracks serving as a physical barrier dividing Hispanic and White populations. On either side of the tracks, Whites and Hispanics had their own businesses, segregated schools, and cultural celebrations. Hispanic residents living "out of town" established Virginia Colony between the railroad tracks and the Arroyo Simi where land prices were more affordable.

Through the mid-1900s, Moorpark remained a very small town of less than 4,000 persons. Beginning in the early 1980s, the county approved large subdivisions, beginning with Peach Hill and Mountain Meadows, replacing former agricultural fields. Over the next decade, Moorpark's population increased more than 500% as new residential subdivisions attracted families (primarily White) from the San Fernando Valley. By 1990, Whites made up 70% of Moorpark's total population of 25,494 and the Hispanic population made up 20%. As White families populated Moorpark's new suburban development, Hispanic residents remained the majority in the older downtown and Virginia Colony neighborhoods.

The 1990s and 2000s saw the development and completion of several larger specific plans (e.g., Carlsberg and Highlands) over former agricultural land. In 1998, Moorpark also adopted the Downtown Specific Plan that encompasses the downtown area and the City's oldest neighborhoods along and surrounding Moorpark Avenue and High Street, which envisions transforming downtown into a vibrant commercial and residential destination in the heart of the City. Ten large residential developments are planned for the upcoming decade. Looking forward, the City is undertaking a comprehensive General Plan update that will fundamentally shape community development priorities through the buildout of Moorpark.

4.4.2 Fair Housing Assessment

To assess patterns of segregation and integration, this section contains an analysis of four characteristics: race and ethnicity, income, familial status, and population with a disability according to the American Community Survey (ACS), 2015-2019. Where data is available, updated 2020 census data is provided.

Integration, Segregation, and Disproportionate Need

Race and Ethnicity

Moorpark's history has followed a less typical pattern of demographic change. Prior to incorporation, Moorpark was largely an agricultural town; the City had 4,000 residents and 54% were Hispanic, primarily residing in the downtown. Following incorporation, Moorpark entered a significant period of growth with the development of larger residential subdivisions, attracting residents from nearby San Fernando Valley. Within less than a decade, Whites were the majority, comprising 70%, while Hispanics made up 22% of the population. Since then, and consistent with regional trends, Moorpark's population has diversified. As of the 2020 Census, White residents comprise 50%, Hispanics 33%, and Asians 11% of the population.

Today, Moorpark generally features a mixed Hispanic-White or Hispanic-White-Asian mix. The City continues to see a greater level of diversification in its population (Figure 4-7). However, the racial/ethnic mix in neighborhoods still show patterns of concentrations. Newer residential developments in north and south Moorpark have the highest concentration of Whites and Asians (see Table 4-27). However, Hispanics comprise the majority of residents in central Moorpark, the Downtown and Virginia Colony. The College Neighborhood shows the highest diversity of racial and ethnic groups. Of particular note, the Asian population has significantly increased in northern Moorpark in the past decade.

Table 4-27 Predominant Population by Neighborhood

General Neighborhood	Percentage White	Percentage Hispanic	Percentage Asian	Majority Race-Ethnic
Championship-Gabbert-Hitch	49%	25%	18%	White -Hispanic-Asian
Moorpark Highlands	48%	32%	12%	White -Hispanic-Asian
College	52%	33%	8%	White -Hispanic-Asian
Downtown/LA Avenue north	12%	80%	5%	White- Hispanic
Downtown/LA Avenue south	42%	41%	8%	White-Hispanic
Virginia Colony	46%	45%	3%	White- Hispanic
Mountain View	65%	19%	8%	White -Hispanic
Peach Hill	66%	18%	8%	White -Hispanic
Carlsberg	67%	12%	12%	White -Hispanic-Asian

Sources: University of California, Neighborhood Index, figures updated for 2020 U.S. Census
 Note: Highlighted race and ethnicity denotes predominant group in the neighborhood

Household Income

Moorpark is one of the most wealthy communities in Ventura; its median household income of \$107,000 is second only to Thousand Oaks and is 125% of the county household median income of \$88,000. As is the case countywide, income levels vary among different groups depending on age, education, and race. Moorpark's White population earns a median income of about \$108,000—nearly identical to the citywide median. Hispanics earn a median income of \$82,000, which is 18% below the citywide median. Asians earn the highest median income of \$132,000, which is 23% of the citywide median income.

As shown in Figure 4-8, Moorpark neighborhoods can be grouped into three economic levels:

- **Highest Income.** Moorpark neighborhoods north of downtown (Championship-Gabbert-Hitch Ranch, and Highlands) and in southern Moorpark (Mountain Meadows, Peach Hill, and Carlsberg) are associated with highly positive economic outcomes. These neighborhoods offer predominantly detached single-family homes and, in some limited areas, attached ownership products. Several of the neighborhoods have median household incomes exceeding \$150,000–\$180,000, but the population is still diverse and does not exclusively feature one race and ethnic group. These areas score similar to high resource cities in the east county, including Camarillo, Thousand Oaks, and Simi Valley.
- **Moderate-income.** The College neighborhood in northeast Moorpark is associated with more moderate-high economic outcomes, and the median household income ranges from \$97,000 to \$118,000. This income level is considered within the moderate-income range for a four-person household based upon regional median incomes calculated by the State of California. The neighborhood includes a diversity of housing opportunities—single-family homes, condominiums, and townhomes—at prices that are generally affordable to more moderate-income households. The race and ethnicity of residents in these areas is generally a mix of Whites and Hispanics.
- **Lower Incomes.** Like many communities across Ventura County, Moorpark has several areas with lower incomes that show the lowest economic outcomes. In the Los Angeles Avenue Corridor-Downtown neighborhood and Virginia Colony, the median household income is generally less than \$72,000, which is considered low-income according to the State of California. In these areas, it is not uncommon for 40% to 60% of residents to be lower income. As noted, these areas features small-lot single-family homes, attached products, and apartments. Demographically, the population is predominantly and disproportionately Hispanic compared to other neighborhoods.

Comparatively, Ventura County as a whole has block groups that are either predominantly White or Hispanic, typically coinciding with the county's high- and low-resource areas, respectively. The eastern part of the county, inclusive of Thousand Oaks, Simi Valley, and Camarillo, is predominantly White. Cities with a substantial agricultural base (e.g., Oxnard, Santa Paula, and Filmore) have a predominantly Hispanic population, and are largely designated as low- and moderate-resource areas. The same finding applies to the unincorporated county along Highway 126 and southeast of Oxnard, which features both a predominantly Hispanic population and an agricultural base industry.

Racially/Ethnically Concentrated Areas of Poverty and Affluence

The AFH must analyze the distribution of household income across the community, with particular attention to how it correlates with concentrations of race and ethnic groups. The purpose is to identify areas of racial/ethnic concentrated areas of poverty or affluence that may suggest fair housing concerns.

The countywide population distribution shows a general trend of areas with predominantly White populations coinciding with high or highest resource areas, suggesting the County's White population may have the highest access to positive outcomes in terms of health, economic, and educational attainment. The general trend for the County's Hispanic population suggests the opposite, as areas with predominantly Hispanic populations coincide with moderate- or low-resource areas, which may lead to only somewhat positive outcomes (moderate-resource areas) or negative outcomes (low-resource areas) in terms of health, educational, and economic attainment. In areas of poverty, lack of access to educational and economic opportunity may perpetuate poverty, which can disproportionately impact communities of color more likely to live in areas of poverty, as seen in Ventura County.

Areas of Poverty

Moorpark does not contain any racially or ethnically concentrated areas of poverty (R/ECAPs). A R/ECAP is a federal designation developed by the Department of Housing and Urban Development (HUD) that is applied to areas in which 50% or more of the population identifies as non-White and 40% or more of the residents are living in poverty. While the northern portion of the Los Angeles Avenue Corridor/Downtown is approximately 80% Hispanic, the prevalence of poverty is less than 10%. Therefore, these areas are not considered R/ECAPs. In Ventura County, a limited number of R/ECAPs are present in both the cities of Oxnard and Santa Paula, all coinciding with low resource-designated areas and predominantly Hispanic population. At least 50% of households in the R/ECAPs are renter-occupied and in Santa Paula, the R/ECAP correlates with the highest use of housing choice vouchers.

Areas of Affluence

Racially concentrated areas of affluence (RCAAs), while not formally defined, signify the opposite of R/ECAPs; that is, areas largely exclusive to non-Hispanic White households who earn the highest incomes. For this analysis, a RCAA refers to an area made up of at least 80% White households earning a median income exceeding 150% (\$148,200) of the 2021 HCD median income for Ventura County since Ventura County's median income trend is 150% higher than the statewide median. Moorpark's neighborhoods south of the Arroyo (Mountain Meadows, Peach Hill, Carlsberg) are made up of predominantly White residents (70%) earning a household median income of \$150,000–\$185,000. The south side of Thousand Oaks features comparable median incomes with a majority White population (60% to 80%), with neighborhoods that could be considered RCAAs. Surrounding Ventura County, most areas that could be considered RCAAs are in coastal communities, such as Malibu in Los Angeles County.

Familial Status

As shown in Table 4-3 of the Housing Needs Assessment, Moorpark is a family-oriented community, with family households representing 82% of all households in the City. Due to an increase in senior households over the past several decades, family households are largely married with no children (40% of family households). Family households that are married with children represent about 30% of family households and all other family households represent 12%. Nonfamily households represent an additional 18% of total households. The high presence of married couple families and the prospect of dual-income households likely correlates with the high price of housing.

Countywide, Moorpark's family composition is similar to Ventura County as a whole, whereby married families with children account for approximately 30% to 35% of total households in each community, except for the City of Ventura. However, there is a larger share of single-person households in the county. Figure 4-9 shows that of Moorpark households with children, at least 80% of those households have married parents in nearly all areas of the City, including all areas designated as highest resource. In contrast, the Los Angeles Avenue Corridor-Downtown shows a slightly lower percentage of households with married couples with children (60%–80%). But even then, the differences are not appreciable.

Single-parent households with children represent a relatively small proportion of family households with children citywide (only 6%), which is half the county average and the lowest figure of any city in the county. This is likely due to the high cost of housing and limited number of apartment units. While there are variations throughout the community, with slightly higher variations in central Moorpark. This is likely because of the predominance of apartment rentals, which would likely be the most attainable type of housing for single-parent households. Still, the percentages of single-parent families shown do not reveal a disproportionate concentration compared to other communities in the broader region.

Ruben Castro Charities (RCC) is the main provider of services to lower-income families and individuals. RCC is a non-profit community-based organization committed to eliminating generational poverty by fostering relationships, education, and agency coordination. Every week, two food pantries in Moorpark operated by Ruben Castro Charities serve approximately 610 individuals—including 160 children, 336 adults, and 114 seniors. RCC operates from two locations in the community—in Downtown Moorpark and near Moorpark College. First 5 and other organizations also operate out of the Ruben Castro Human Services Center, providing a wide range of services to Moorpark residents.



Population with Disability

Moorpark has a relatively small population of persons living with a disability, about 9.6%, or 3,493 residents, have a disability (ACS 2015-2019). Figure 4-10 shows that certain areas have a slightly higher concentration of persons with a disability (between 10% and 15%). Countywide, the population with a disability represents a small percentage, with most cities similarly reflecting Moorpark (persons with disabilities comprising either less than 10% of the population, with some census tracts with a slightly more concentrated population, up to 20%). Camarillo and Ventura are the only cities with a census tract where 20–30% of residents have a disability, with the former largely attributable to its aging population.



Oakmont Assisted Living, under construction.

Though the prevalence of disabled individuals is relatively modest, community stakeholders indicated that there is a shortage of housing for people with disabilities in Moorpark as well as countywide. The Vintage Crest Senior Apartments and the Tafoya Terrace are the only two subsidized apartments with units accessible to people with disabilities. As of 2020, the Housing Authority reported 10 disabled persons lived in the Tafoya Terrace apartments and an additional 31 Moorpark residents with disabilities lived in housing with Section 8 assistance. The Fair Housing Amendments Act of 1988 requires that all apartment properties built after 1991 have certain design features that make them readily adaptable for disabled residents, but the apartments themselves may not be accessible at this time.

Community stakeholders indicated the need for the development of additional residential group homes. While the Municipal Code allows residential care facilities in accordance with state law, none are in the City. Part of the reason for the lack of residential care facilities is the expense of buying a single-family home. Second, most care facility operators depend on a mix of community day programs or services. Day care operators generally locate in larger communities where a greater population of people with disabilities live and can access such services via transit. Moorpark does not have a large enough population base of disabled residents to attract a nexus of community day service providers.

Residential projects serving people with disabilities are in the pipeline. The 77-unit Oakmont Senior Living project, a market-rate housing project for seniors with age-related memory disabilities, is under construction. The 360-unit Aldersgate continuing care retirement community is also in the planning and approval stage. The City is also proposing to revise its municipal codes regarding the permitting of residential care facilities and review its reasonable accommodation provisions to accelerate the frequency of its use. The City continues to implement its Transition Plan and make improvements to its facilities, infrastructure, and services to facilitate use by people with disabilities.

Disproportionate Needs and Displacement Risk

Overcrowding

Moorpark's rate of overcrowding is one of the lowest countywide; only 2% of homeowners and 6% of renters live in overcrowded situations. In comparison, overcrowding rates are comparatively low to Ventura County as a whole, where 3% of owners and 12% of renters lived in overcrowded housing. However, overcrowding in Moorpark is disproportionately concentrated in the Los Angeles Avenue Corridor-Downtown. Within the northern portion, 25% of households experience overcrowding (Figure 4-11). The prevalence of housing overcrowding in this subarea exceeds the overcrowding seen in other east county cities, including Simi Valley, Camarillo, and Thousand Oaks, and is reflective of the rate of overcrowding experienced in Oxnard, Santa Paula, and Ventura.

The northern portion of the Los Angeles Avenue Corridor-Downtown is the City's oldest neighborhood, with a mix of older single-family homes that are smaller in size and moderately priced. The area is predominantly Hispanic, and earns a median income that is 75% of the citywide median. So, while the area provides the most affordable housing in Moorpark, the high rate of overcrowding suggests that appropriately sized housing may not be affordable to residents. The City has facilitated the development of affordable housing nearby, including ownership units, that are three- and four-bedroom units and can readily accommodate larger families. Income-restricted housing secured through the City's negotiated inclusionary housing program allows lower-income households to afford housing.

Overpayment

Because of the price of housing, Moorpark's rate of housing overpayment is also high. For Moorpark households, 30% of owners and 65% of renters overpay for housing (Table 4-12). The high prevalence of renter overpayment is due to a shortage in apartment units, low vacancy rates, and high rents—all which increase the risk of displacement. In comparison, Ventura County also has some of the highest housing prices in southern California and, as a result, 32% of homeowners and 55% of renters countywide also overpay for housing. As shown in Figure 4-12, rental housing overpayment is prevalent countywide; all cities show at least 20% of renting households experience overpayment and all cities have tracts where at least 60% of renting households experience overpayment.

Within Moorpark, the supply of rental units is a key issue that affects housing overpayment. The City has only eight apartment properties, all located in the greater Downtown. Four properties provide deed-restricted affordable units. Of the four market-rate properties, three are Class A properties with a high level of amenities and high rents. In the Downtown, more than 6 in 10 renting households overpay for housing. To address this need and as highlighted in the discussion of the 2021-2029 RHNA, the Housing Plan proposes the development of hundreds of apartments near this area of Moorpark. One such example is the 200-unit Essex property, which just was approved for a low-income housing tax credit. The Housing Plan also provides a program to publicize the County housing choice voucher program. These efforts help address the limited supply of affordable rental properties in Moorpark.

Housing Conditions

Housing in Ventura County was predominantly built between 1970 and 1979, comprising 23% of the county's total housing stock. This predates Moorpark's most significant period of housing development by a decade, with 47% of Moorpark's housing stock built between 1980 and 1989 (Table 4-8). Typically, homes 30 to 50 years of age need repair and rehabilitation. Moorpark's housing stock is generally in good condition, but there are pockets, as discussed below, that require maintenance and rehabilitation during the upcoming planning period. According to the 2020 Ventura County Regional Analysis of Impediments, "Ojai, Santa Paula, and the City of San Buenaventura have the largest proportions of housing units potentially in need of rehabilitation," notably west Ventura County cities. Conversely, the east Ventura County cities of Moorpark, Camarillo, and Thousand Oaks have the lowest rates of substandard housing.

As discussed in Section 4.2, housing stock greater than 50 years old is more likely to require substantial repairs or need renovation to meet current building codes. In Moorpark, housing exceeding 50 years of age is located in the City's original neighborhoods in Downtown and Virginia Colony. These neighborhoods are historically Hispanic and continue to have a higher concentration of Hispanic population than the rest of the City, also coinciding with lower median incomes. In the downtown north of SR-118, housing conditions may be exacerbated by high rates of overcrowding. Villa Campesina, a 62-unit tract originally constructed as farmworker housing in 1989 and located in the southern portion of the Los Angeles Avenue Corridor has increasing need for housing and roadway maintenance.

Homeless People

The 2020 Ventura County Continuum of Care Alliance PiTC identified 1,743 homeless people countywide on their one-day census count, but did not report any persons experiencing homelessness in Moorpark. Other data sources find that Moorpark residents are experiencing homelessness or are precariously housed. Approximately 5 to 15 students in Moorpark schools were reported as living in shared housing, a hotel or motel, a temporary shelter, or unsheltered. Moorpark College staff indicate that up to 49% of college students experience housing insecurity (e.g., couch surfing, etc.) housed at some point during the college year. Ventura County's Homeless Management Information System reported 43 households at risk of homelessness and 27 literally homeless households in Moorpark.

Stakeholders and local homeless service providers echoed the underrepresentation of persons and families experiencing homelessness in Moorpark. Stakeholders identified the need to provide more housing opportunities for extremely low-income households and precariously-housed households to prevent possible displacement. The Housing Plan proposes a more affirmative program to: (1) review and revise existing municipal land use ordinances affecting housing for homeless people; (2) support a more robust homeless count to better understand the needs of this group; (3) and implement the memorandum of understanding with the County to implement its Pathways to Home program.

Displacement Risk

Displacement risk refers to the risk of an involuntary move by a household due to landlord actions, market changes, or other disruptions outside the control of the household. For instance, displacement risk could be increased by one or more of the following conditions: 1) increasing levels of overpayment and overcrowding due to rising housing costs; 2) significant investment or disinvestment in housing, transportation, jobs, or physical infrastructure that results in people leaving their homes or neighborhood; or 3) vulnerability to local hazards and disaster (e.g., flood, fire, seismic, geologic, etc.).

Displacement due to Housing Problems

The Urban Displacement Project has identified the Los Angeles Avenue Corridor–Downtown neighborhoods as areas that are subject to a higher displacement risk. This is due to the high levels of renters and the higher prevalence and severity of housing overpayment and overcrowding. Nearby, similarly small areas of Thousand Oaks, Simi Valley, and Camarillo have “sensitive communities.” However, the vast majority of cities in western Ventura County have significant areas designated as sensitive communities due presumably to the high housing rents in much of Ventura County.

Overpayment and overcrowding are indicators of displacement risk. In the northern portion of the Los Angeles Avenue–Downtown neighborhoods, from 2010 to 2019, overpayment declined from 70 to 62 percent among renters and from 30 to 26 percent among homeowners. In the southern half, the percentage of mortgage-paying homeowners who overpaid for housing declined from 47 to only 34 percent, but the prevalence of overpayment among renters increased from 53 to 68 percent. Overcrowding was prevalent (25 percent plus) in the northern (not southern) half of this neighborhood.

While displacement risks continue to be a concern, the Housing Plan and AFH discussed later propose the following actions to mitigate displacement risk in this area:

- Reinitiate the City’s homeownership programs and seek opportunities and funding sources to extend preferences or marketing strategies to improve homeownership among residents.
- Develop affirmative marketing strategies for government-assisted homeownership and rehabilitation opportunities in neighborhoods with a high percentage of renters.
- Seek collaborative partnership with nonprofits capable of making home repairs to expand housing rehabilitation and security within this neighborhood and Virginia Colony.
- Encourage development of missing middle housing, including smaller courtyards, triplex/duplexes, cottage housing, and other small-lot developments to expand affordable housing options.
- Develop more apartments with affordable inclusionary units to increase the supply of housing and reduce the incidence of market-driven rent escalation in neighborhoods.
- Continue to encourage use of rental vouchers, preserve existing affordable housing, and implement condominium conversion protections to protect the supply of affordable housing.

Displacement Concern due to Historic Investment

As has been noted in the housing element, the Los Angeles Corridor-Downtown and Virginia Colony are the oldest neighborhoods and date back more than 50 years before city incorporation. These areas have historically had the oldest infrastructure, housing, and community facilities. The City has targeted the areas identified as at risk for displacement with significant new investment. As discussed later under “Concentration of Fair Housing Issues,” the City targeted millions in funds to build hundreds of units of affordable housing for seniors, families, and disabled individuals. The City also invested in water and sewer infrastructure, rail transit, roadway rehabilitation, and commercial façade programs.

The City continues to earmark funds to improve the physical and economic infrastructure in this area, which improves the quality of life and opportunities for residents. In 2022, the City will earmark approximately \$8.0 million of ARPA funds for a new downtown Library, slated for construction in 2023. In 2025/2026, the City will refurbish playgrounds citywide including in parks. With respect to housing, the City has approved and anticipates the construction of the Aldersgate project (390 units for seniors and disabled people), and will pass a \$75 million bond to finance the development of Vendra Gardens, a 200-unit apartment property for low income families. As such, while these neighborhoods have had the greatest needs, the City continues to make investments to improve quality of life.

Displacement Concern due to Hazards/Disasters

Moorpark’s natural topography, while a source of beauty and community pride, is also susceptible to natural hazards that increase the risk of displacement of residents. The natural hillsides that frame Moorpark’s northern and southern flank are designated as a very high fire severity zone according to CALFIRE due to the terrain and natural vegetation. In addition, several earthquake faults cross the southern flank of the community while the northern hillsides are susceptible to earthquake induced landslides. The primary type of development in these areas is single-family residential development.

The central portion of Moorpark, referred to as Los Angeles Corridor-Downtown, and Virginia Colony, is home to the majority of apartments, condominiums, mobilehomes, deed restricted affordable housing, and older single-family residential homes. This neighborhood has a high prevalence of renters, seniors, disabled residents, and lower income households. Unlike the periphery of the City, this area is designated as a flood zone and is subject to the 100-year or 500-year flood risks. The City has made strides toward protecting this area through the adoption of a floodplain management ordinance.

To mitigate potential displacement concerns due to hazards, the City is updating its Safety Element as part of the update of the comprehensive General Plan. Policies will incorporate the most recent version of the Ventura County Hazard Mitigation Plan, Moorpark Annex, most recently certified by FEMA in 2022, into the Safety Element by reference, as permitted by California Government Code 65302.6. The City is updating evacuation routes and developing a multi-hazard evacuation plan, in coordination with surrounding cities, to ensure evacuation routes remain open and functional during emergencies. The City is also incorporating the Ventura County Fire Department Strategic Fire Plan into the Safety Element.

4.4.3 Assessment of Opportunity

Community resources—their quantity, quality, and distribution—are known to affect opportunity for residents in a community. In some cases, the effect may be direct and immediate, such as an environmental hazard. In other cases, the effect may be long-term, such as the quality of education. As such, the California Government Code §65583 (10)(A)(ii) requires local governments to undertake an assessment of opportunities and resources available to a community as part of the AFH.

To assist in that effort, the State of California has developed maps of access to community resources, such as job opportunities, schools, safe and clean neighborhoods, and other indicators to understand communities and provide evidence for making policies that can advance community objectives. This effort has been dubbed “opportunity mapping” and is recommended for all jurisdictions. Tax Credit Allocation Committee (TCAC)/HCD divides the state into regions and then develops scores for communities along their environmental, economic, and educational resources based on their relative standing in a region. Moorpark falls in the Central Coast region, which extends 300 miles north to Santa Cruz County.

While the methodology and scoring has multiple levels and dimensions, the TCAC/HCD scorecard ranks communities into three general categories, with different subcategories for more nuanced scoring:

- **High(est) Resource:** This category applies to the top 40% of highest-scoring census tracts. The highest resource categories, which include the top 20%, include Thousand Oaks and Ojai. In these areas, residents have access to highly positive outcomes in terms of health, economic attainment, and education attainment. Moorpark is designated as having “High(est) Resource.”
- **Moderate Resource:** This category includes the next 30% of census tracts in the region. In Ventura County, Camarillo and Simi Valley include significant areas designated as “moderate resource.” Moderate Resource (Rapidly Changing) is a filter applied to census tracts based on index scores just below the High Resource threshold but experiencing rapid increases in key dimensions.
- **Low Resource:** This includes the bottom 30% of remaining census tracts in the region. Cities in Ventura County that are largely designated as “low resource” include Oxnard and Santa Paula. This category is indicative of areas that may have limited access to positive environmental, economic, and education factors resulting in negative or perpetuated outcomes (e.g., poverty).

As shown in Figure 4-14, the majority of Moorpark is designated in the high to highest resource areas, exemplified by access to educational, employment, environmental, and other resources that lead to positive economic, social, and health outcomes. The primary areas of concern are the older portions of the broader downtown and Virginia Colony. These older neighborhoods have the greatest infrastructure, economic, and social needs compared to surrounding newer neighborhoods.

The following discussion provides an assessment of the type and distribution of opportunities in the community (economic, environmental, transit, etc.) and its implications for different neighborhoods.

Educational Opportunities

The Moorpark Unified School District (MUSD) serves the entirety of the City of Moorpark, in addition to areas of unincorporated Ventura County surrounding Moorpark along SR-23 and SR-118. Moorpark Unified has 12 schools in the district, which include 5 elementary schools, a K-8 school, 2 middle schools, a high school, a “middle college” (high school-college dual enrollment program), a home independent study program, and an adult education program. As shown in Figure 4-15, the entirety of Moorpark features positive to highly positive outcomes for educational attainment, based on fourth-grade reading and math scores, high school graduation rate, and student poverty.

When compared to Ventura County as a whole, Moorpark stands out as having access to positive outcomes for educational attainment. Camarillo is the only other city that features similar access to positive outcomes for educational attainment citywide. The other east county cities (Simi Valley and Thousand Oaks) show disparities in access to educational attainment, with place of residency determining whether students have access to positive or negative outcomes for educational attainment. In the western county, the cities of Oxnard, Santa Paula, and Fillmore uniformly feature poor access to positive educational outcomes, coinciding with the county’s predominantly low- and moderate-resource areas. Poverty, housing instability, and food security, among other factors, can in turn affect school performance.

Each year, the California Department of Education publishes performance metrics for each school, including student assessment results for English Language Arts (ELA) and Math as they compare to the state on meeting grade-level standards. Reporting of educational indicators was suspended in 2020 due to the COVID-19 pandemic; therefore, 2019 is the most recent data available. In 2019, 38% of MUSD students qualified as socioeconomically disadvantaged, measured by the number of students eligible for free or reduced-priced meals or have parents/guardians who did not receive a high school diploma.

A majority of Moorpark’s socially disadvantaged students fell below the grade-level standard for ELA (55%) and math (55%) and had higher rates of chronic absenteeism (10%) than other student population groups, including English Learners (7%) and White students (7%). Improving housing stability for lower-income families with children, particularly extremely low-income households, may support academic performance for socially disadvantaged students and increase access to positive outcomes for educational attainment overall. Moorpark’s Housing Plan can help further housing security by providing a significant number of deed restricted affordable housing for lower income households.

Moorpark residents have steadfastly supported local bond measures to improve public schools. In 2002, voters passed Measure R for \$33 million. In 2008, voters approved Measure S, a second bond issuance of \$39.5 million. Priorities for this bond were split between 21st century technology in classrooms, remodel and upgrades at Moorpark High School, and maintenance projects throughout MUSD. A Citizens Bond Oversight Committee was established to monitor expenditures, progress, and annual financial and performance audits. MUSD also prepares an annual Local Control and Accountability Plan (LCAP) that sets aside additional funding to target at-risk and lower-performing students districtwide.

Economic Opportunity

Moorpark is known for strong economic opportunity. According to TCAC/HCD maps, economic opportunity reflects not just proximity to jobs, but the prevalence of poverty, (un)employment rates, and educational levels. The City does have access to local and regional jobs, as shown in Figure 4-16, and most residential neighborhoods across the City are associated with the highest economic tiers and highly positive economic outcomes, indicating these neighborhoods have few barriers to economic mobility. The only exceptions to this pattern are the Los Angeles Avenue Corridor/Downtown and College neighborhoods, but for different reasons than job proximity.

Key markers of economic opportunity are as follows:

- **Household Poverty.** Poverty is a key indicator of economic opportunity. Citywide, the poverty rate is very low, at only 4.4%. Within Moorpark, the number of individuals living in poverty ranges from 1% to 4% per census tract. The main concentrations of poverty are in the downtown neighborhoods, where the poverty rate ranges from 5% to 11%, or within the eastern portion of Moorpark College neighborhood where the poverty rate stands at approximately 6%. Again, though, the overall poverty rate is low in Moorpark, particularly in relation to the county as a whole.
- **Employment.** Moorpark is known for a low unemployment rate of 4%; however, it ranges between 1% to 9% in neighborhoods according to the 2015-2019 ACS. Moorpark's unemployment rate is below the 5% countywide rate, and one of the lowest behind Camarillo, Simi Valley, and Thousand Oaks, but better than Oxnard and Ojai, which exceeds 6%. In downtown, the unemployment rate ranged from 5.0–6.8%, but exceeded 9.0% in the Villa Del Arroyo and Virginia Colony areas. It should be noted that unemployment figures at the neighborhood level do not take into account the COVID pandemic.
- **Education.** According to the 2015-2019 ACS, Moorpark residents 25 years and older are well educated – approximately 45% have a bachelor's or higher degree—the second-highest rate in the county behind Thousand Oaks (51%) and higher than the county (33%). The prevalence of residents with bachelor's degrees in comparison cities include 42% for Camarillo, 36% for Ventura, and 34% for Simi Valley. At the other end, a small share of Moorpark's residents do not have a high school diploma or equivalency (9%), behind Thousand Oaks (6%), Camarillo (7%), and Simi Valley (8%). However, the lack of a high school diploma/equivalency is highest in Downtown (35%) and Virginia Colony.
- **Employment Access.** Moorpark has a smaller employment base due to the size of the community as most employees commute to other cities in the region for work; nearly 9 of every 10 workers commutes, which is typical for a suburban community. The average commuting time is just under 30 minutes. According to HUD's job proximity index, much of the City is located within a reasonable distance to job centers, with the exception of southern Moorpark. While of note, the proximity of employment access, when overlaid onto TCAC's economic score map, does not align well, suggesting that job proximity may not be a significant determinant of economic opportunity in Moorpark.

Transportation

Public transportation options in the City are varied and include rail, local fixed-route bus, county intercity express bus, paratransit, and dial-a-ride services. The Moorpark train station along High Street within the Downtown area is served by both Metrolink's Ventura County Line and Amtrak's Pacific Surfliner. The station has 270 free parking spaces, charging stations, and bicycle parking. Metrolink has approximately 200 boardings and alightings (200 round trips) per weekday, particularly frequented by commuters. Amtrak has approximately 50 combined boardings and alightings per day.

The City of Moorpark's local transit service is called "Moorpark Transit." The City began financing its bus service in January 1989 with the 1/4-cent sales tax authorized by the Transportation Development Act. Moorpark Transit is a fixed-route bus service that operates weekdays between 6:15 a.m. and 6:00 p.m. Two routes are provided and are similar in the destinations served. Both routes run along the major roadways in the city—Los Angeles Avenue, Tierra Rejada Road, Moorpark Avenue, Spring Road, etc. The routes serve destinations such as City Hall, the Metrolink/Amtrak station, Moorpark College, shopping centers along Los Angeles Avenue, schools, and parks and recreational facilities.

Countywide intercity express bus service is provided by Ventura County Transportation Commission (VCTC) Transit's East County and Cross County Limited Services. East County lines use SR-23 and SR-118 to provide service south to Thousand Oaks and east to Simi Valley, and the Cross County Limited uses SR-118 to provide service east to Simi Valley and west to Somis, with further service provided to Camarillo, Oxnard, and Ventura via SR-34 and US-101. For both lines, stops in the City include Moorpark Station, the industrial district along Princeton Avenue (East County only), and Moorpark College. Both routes also intersect with other VCTC bus routes, linking Ventura County and the San Fernando Valley.

Local paratransit that complies with the Americans with Disabilities Act (ADA) is available in the form of a dial-a-ride system to persons with disabilities who are certified by the City and VCTC. Travel within the City is available from 6:00 a.m. to 6:00 p.m. on weekdays and Saturday service is available from 8:00 a.m. to 6:00 p.m. Intercity paratransit to other Ventura County cities and connections to Gold Coast Transit and LA Access are available during the same time frame. Additional dial-a-ride services in the City are available for seniors aged 65 and over, with nearly identical service to paratransit, except without a connection to LA Access. Hours of operation are the same as other paratransit services.

Transit accessibility has been a long-term issue for the county and individual communities that wish to expand transit options. To that end, the City recently approved the start of a Pilot Mobility On Demand Rideshare Program. The goal of the Pilot project is to explore the feasibility of replacing portions of the City's fixed-route bus service with a general dial-a-ride service. The intent of the rideshare program is to provide more efficient service to the City's residents at a reduced cost. Vehicles with a capacity of 8 to 12 passengers would pick up and drop off at designated "virtual stops" throughout the City. The service is anticipated to operate from 6:00 a.m. to 6:00 p.m., Monday through Friday.

Environmental Health and Safety

Access to healthful environmental conditions is known to impact the health of residents. Among others, these conditions could be environmental (e.g., pollution or lack thereof), socioeconomic factors (e.g., resident health, education, income levels), or other factors. The State of California's CalEnviroScreen tool is often used to identify these environmental, health, and socioeconomic conditions and compare a community's "score" to cities statewide. A census tract with a score in the 75th percentile or above is considered a disadvantaged community. Ventura County's disadvantaged communities are primarily located along Highway 126, corresponding with areas of high agricultural use, where poor environmental conditions are likely due to pesticide use, impaired water quality, and traffic or in areas with existing or prior industrial uses (Figure 4-17). To the east, the San Fernando Valley (from which many residents of Moorpark migrated from) is also known for its heavy industrial uses and disadvantaged status.

Moorpark enjoys healthful environmental conditions in most neighborhoods; none score high (poor) enough to be considered a disadvantaged community according to CalEnviroScreen. However, the Los Angeles Avenue-Corridor-Downtown neighborhoods have the highest levels of pollution and poor socioeconomic conditions. These neighborhoods are the oldest in the City, constructed in Moorpark's limited flatlands along the Arroyo Simi and bounded by significant hillsides that characterize northern and southern Moorpark. These areas are subject to poorer housing conditions (e.g., overcrowding, lead paint, etc.), pesticides from adjacent fields, impaired water along the Arroyo, and hazards from legacy industrial uses. Los Angeles Avenue, a major arterial and truck route frequented by 1,000 trucks daily, contributes to localized poor air quality. Socioeconomic conditions (e.g., low-income, overcrowding, low educational attainment, linguistic isolation, and other conditions) are prevalent.

Moorpark is prone to significant hazards of fire, flooding, and fault lines, posing risk to existing and future residential projects. The Los Angeles Avenue Corridor-Downtown and Virginia Colony neighborhoods were developed in the City's limited flat area, which has since been designated as a Special Flood Hazard Area. As discussed, the majority of proposed units to accommodate the 2021-2029 RHNA will be built in the southern portion of the Championship-Gabbert-Hitch Ranch neighborhood area, which falls outside of the Special Flood Hazard Area, but is within a very high fire hazard severity zone. The City's building and planning departments require that residential projects be designed and built in accordance with building and development standards required by state and local code to mitigate these hazards.

While the City does not have "disadvantaged communities" based on state-defined models, environmental conditions have a disproportionate impact on different neighborhoods. The Los Angeles Avenue Corridor-Downtown and Virginia Colony are most affected by both these underlying conditions. The City is undertaking the first comprehensive update to its General Plan in more than 30 years. As part of that effort, the General Plan will include a revised Safety Element, including safety and environmental justice policies, that will be designed to address the underlying environmental, social, and safety conditions that affect the quality of life in these two neighborhoods.

Fair Housing Enforcement and Outreach

The City enforces fair housing and complies with fair housing laws and regulation through a twofold process: review of local policies and code for compliance with state law and the referral of fair housing complaints for investigation and resolution by the regional fair housing provider.

Review of Local Policies

The City reviewed its zoning regulations as part of preparation of the 2020 Ventura County Regional AI to ensure compliance with fair housing law, and will continue to regularly examine land use policies, permitting practices, and building codes to comply with fair-housing laws. Periodic reviews of the zoning regulations and policies confirm that, as the City grows and changes, it continues to ensure and enforce that all persons have access to sound and affordable housing. Regular reviews of policies and practices ensure that all persons have access to sound and affordable housing to the extent that such housing is available. The Housing Element will ensure compliance with fair housing law through the following:

- Density Bonus Law (Government Code §65915 et seq.). Although the City has a density bonus ordinance, it has not been updated since 2017. The City will amend its density bonus program in accordance with AB 2753, 2372, 1763, 1227, and 2345 that were passed between 2018 and 2020.
- No-Net-Loss (Government Code §65863). The City, through its General Plan update, will designate sufficient land to maintain adequate sites at all times during the planning period commensurate with its assigned RHNA and will periodically review its land inventory to ensure site availability.
- Housing Accountability Act (Government Code, §65589.5). The City will not disapprove, or condition approval in a manner that renders infeasible, a housing development project for very low-, low-, or moderate-income households or an emergency shelter unless specified written findings are made.
- Objective Development and Design Standards (Government Code §65913.4). The City will draft and adopt objective development and design standards that can improve certainty for the development community regarding the design of residential and mixed-use projects.
- Homeless Accommodations. The City will revise its codes for emergency shelters, transitional housing, supportive housing, and will amend its codes to allow for low-barrier navigation centers as a by-right land use in accordance with Government Code §65582, §65583, and §65660 et seq.
- Farmworker and Employee Housing. The City will revise its zoning codes to allow for farmworker housing, agricultural housing, and employee housing as a by-right residential use in accordance with §17021.5 and §17021.6 of the Health and Safety Code.
- Application Processing (Government Code §65589.5). The City will rely on regulations set forth in state law for processing preliminary application for housing development projects, conducting no more than five hearings for housing projects that comply with objective General Plan and development standards, and making a decision on a project within 90 days after certification of an EIR or 60 days after adoption of an MND or an EIR for affordable housing projects.

Fair Housing Compliance

The City complies with fair housing law regarding complaints by referring inquiries to the Housing Rights Center (HRC), HUD's Office of Fair Housing and Equal Opportunity (FHEO), and the California Department of Fair Employment and Housing (DFEH). HRC is a nonprofit fair housing service and civil rights organization responsible for providing outreach, education, and case resolution services to Ventura County, including Moorpark. The services are available in English, Spanish, Cantonese, Mandarin, Korean, Armenian, and Russian. HRC hosts an annual countywide fair housing conference for fair housing providers and advocates and organizes workshops for landowners, property managers, and others. HRC advertises its venues in Spanish and English, using bilingual media outlets and social media platforms. HRC also provides information on its website (<https://www.housingrightscenter.org/>), including rental housing opportunities available for every community on a monthly basis.

Moorpark has a relatively modest caseload, due to the limited number of properties in the community. During fiscal year 2020-2021, HRC served 13 Moorpark residents: 10 residents requested general housing services and 3 residents brought forward discrimination inquiries. More than 90% of clients in Moorpark were classified as earning extremely low-income and 38% had a disability. A majority of the clients were in-place tenants (85%), as opposed to rental home-seekers. Of those seeking tenant/landlord services, 20% sought support with evictions and 30% sought general tenant/landlord information. HRC did not provide the basis for discrimination for the three discrimination cases, but two cases received counseling and one was referred to DFEH for further action.

HRC shared that the lack of affordable housing, particularly designed for accessibility for persons with disabilities and seniors, is a significant barrier to Moorpark residents securing affordable housing. Due to this shortage, persons with disabilities and seniors are more likely to live in housing that is not modified with accessibility equipment. HRC shared that a significant number of cases countywide are related to reasonable accommodation, which can be difficult to receive approval. HRC identified that the lack of education of housing rights for both tenants and landlords may contribute to low participation in HRC housing services and discrimination inquiries. Providing informational material in Spanish and connecting with local partners would help reach Hispanic communities. Of HRC's clients from Moorpark, only one client identified as Hispanic, despite Hispanics comprising 32% of Moorpark's population.

As part of the Fair Housing Assessment Program (FHAP), the California DFEH dual-files fair housing cases with HUD's Region IX FHEO. FHAP reported only two fair housing discrimination in Moorpark from January 1, 2013, through April 27, 2021, an eight-year period. The first complaint was filed in 2017 by the DFEH against a Moorpark landlord alleged discrimination because of marital and familial status and sexual orientation, as evidenced by the language used to advertise an available rental unit. A civil complaint was filed in Ventura County Superior Court and the case was settled in March 2019, with the landlord required to pay damages and fees, participate in mandatory fair housing training, and submit periodic compliance reports. The second complaint alleged refusal to rent/negotiate for rental and failure to make reasonable accommodation. This case was closed due to a no cause determination.

Concentration of Fair Housing Issues

The City of Moorpark incorporated in 1983, but its history dates well back to the early 1900s. Prior to incorporation, Moorpark was known for its agricultural industries. Original founders established a variety of agricultural industries, including walnuts, dry land crops, and later citrus and apricots. After World War II, agriculture continued to play a large role in the economy, but the poultry industry became big business in Moorpark, with turkey, chicken, and egg ranches dotting the landscape. Moorpark had only 4,000 residents up to 1980, concentrated primarily in the downtown in its older housing stock. Agricultural uses dotted the surrounding landscape until the county approved specific plans in the 1980s.

As development sprung up around the City on vacant land, new residents moved in, and many of the original farmworker families stayed in the Downtown and Virginia Colony Tract because these areas had the most affordable housing as well as cultural institutions and services for residents. As housing prices continued to rise throughout Ventura County and housing replaced crops, lower income residents continued to stay in these neighborhoods, albeit experiencing higher levels of overpayment and overcrowding. The existing housing stock continued to age along with the condition of infrastructure.

The City of Moorpark, Moorpark Unified School District, and nonprofit partners have made extensive efforts to improve the Los Angeles Avenue Corridor-Downtown and Virginia Colony. An abbreviated sample of efforts since 2000 is summarized below:

- 2000: City approved \$15 million in bonds for acquisition of Villa Del Arroyo MHP
- 2001: City approved \$11 million in bonds for infrastructure improvements downtown
- 2002: MUSD issued \$33 million in bonds for school rehabilitation
- 2002: City approved \$16 million in bonds for Vintage Crest Senior Apartments
- 2008: MUSD issued \$39 million in bonds for schools and Moorpark College
- 2012: City provided \$14 million in RDA funds to build the Ruben Castro Human Services Center
- 2012: City provided \$2.5 million to assist in the development of the Charles Street Apartments
- 2018: City provided \$3.8 million to assist in the development of Walnut Family Apartments

Today, the broader downtown has the greatest concentration of public facilities and services of any neighborhood in Moorpark. However, revitalization work remains to be done. As mentioned earlier in this Housing Element, the housing conditions and infrastructure of this neighborhood continues to need improvement along with programs to improve the economic condition and security of local residents. The Housing Plan contains additional programs to target new housing, rehabilitate housing, provide capital improvements, and continue services to these neighborhoods to improve quality of life and mitigate concerns over potential displacement as the neighborhood receives quality of life improvements.

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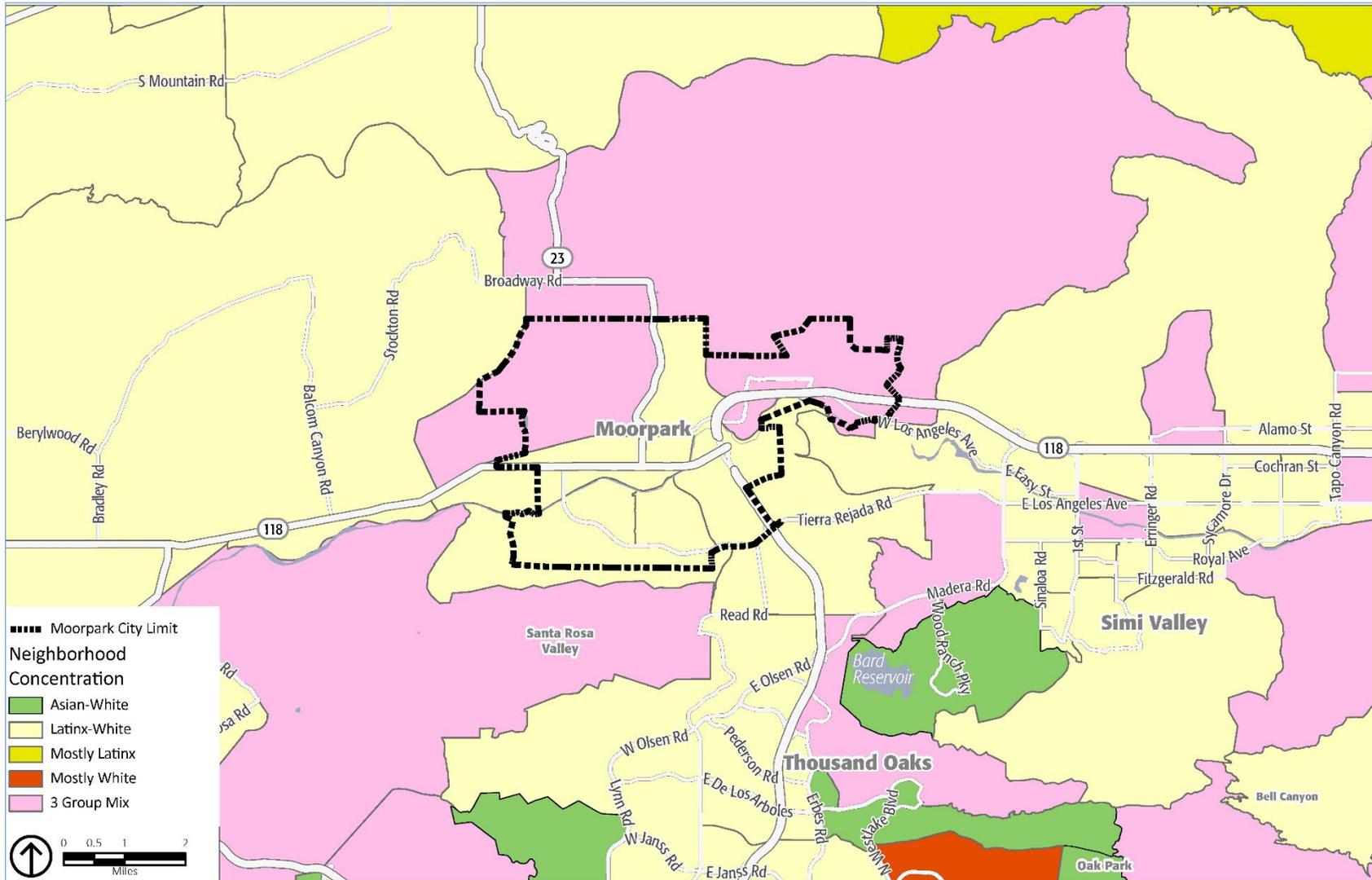


Figure 4-7 Moorpark, Predominant Race-Ethnic Groups

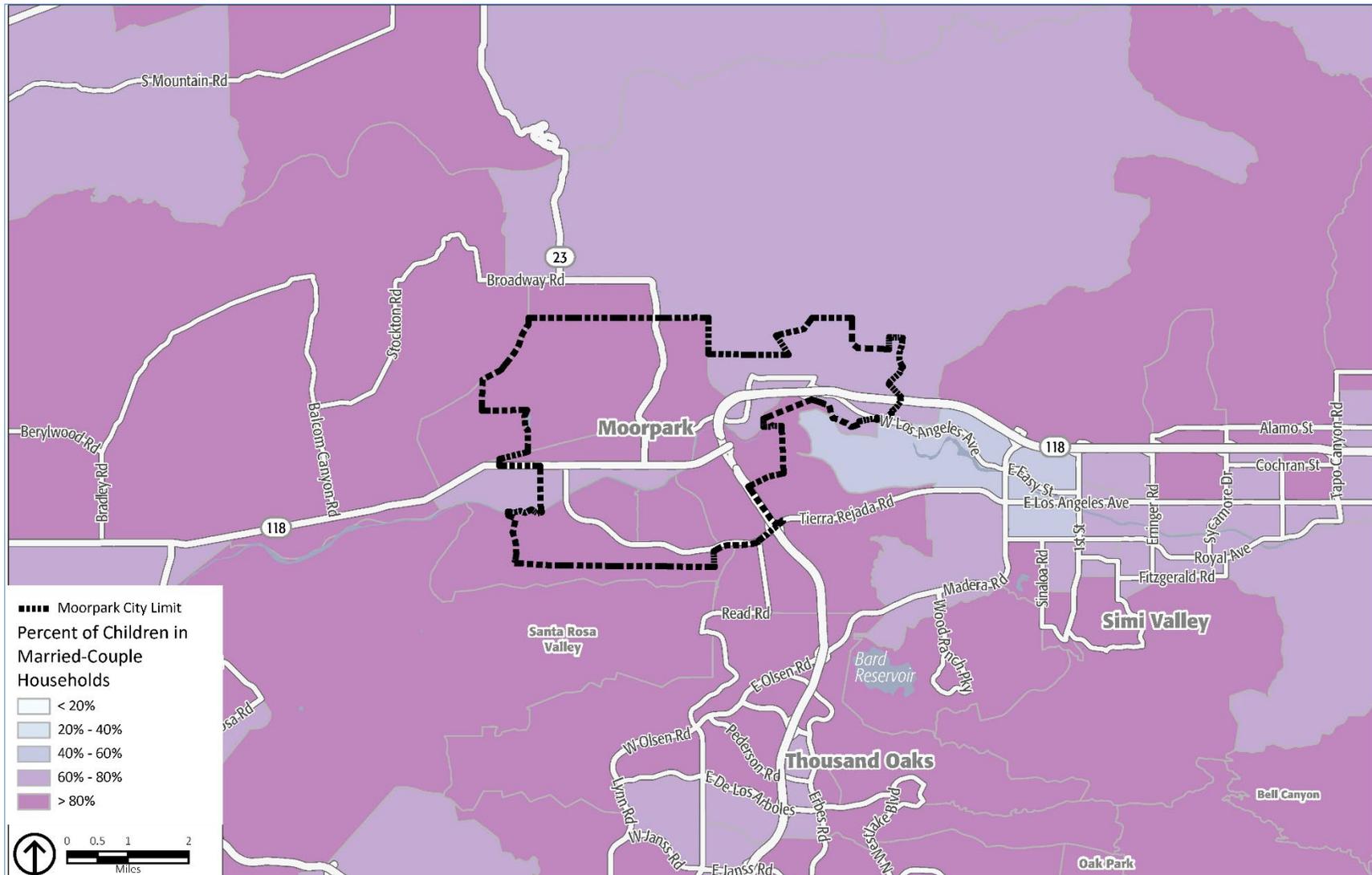


Figure 4-9 Moorpark, Prevalence of Children in Married Family Couples

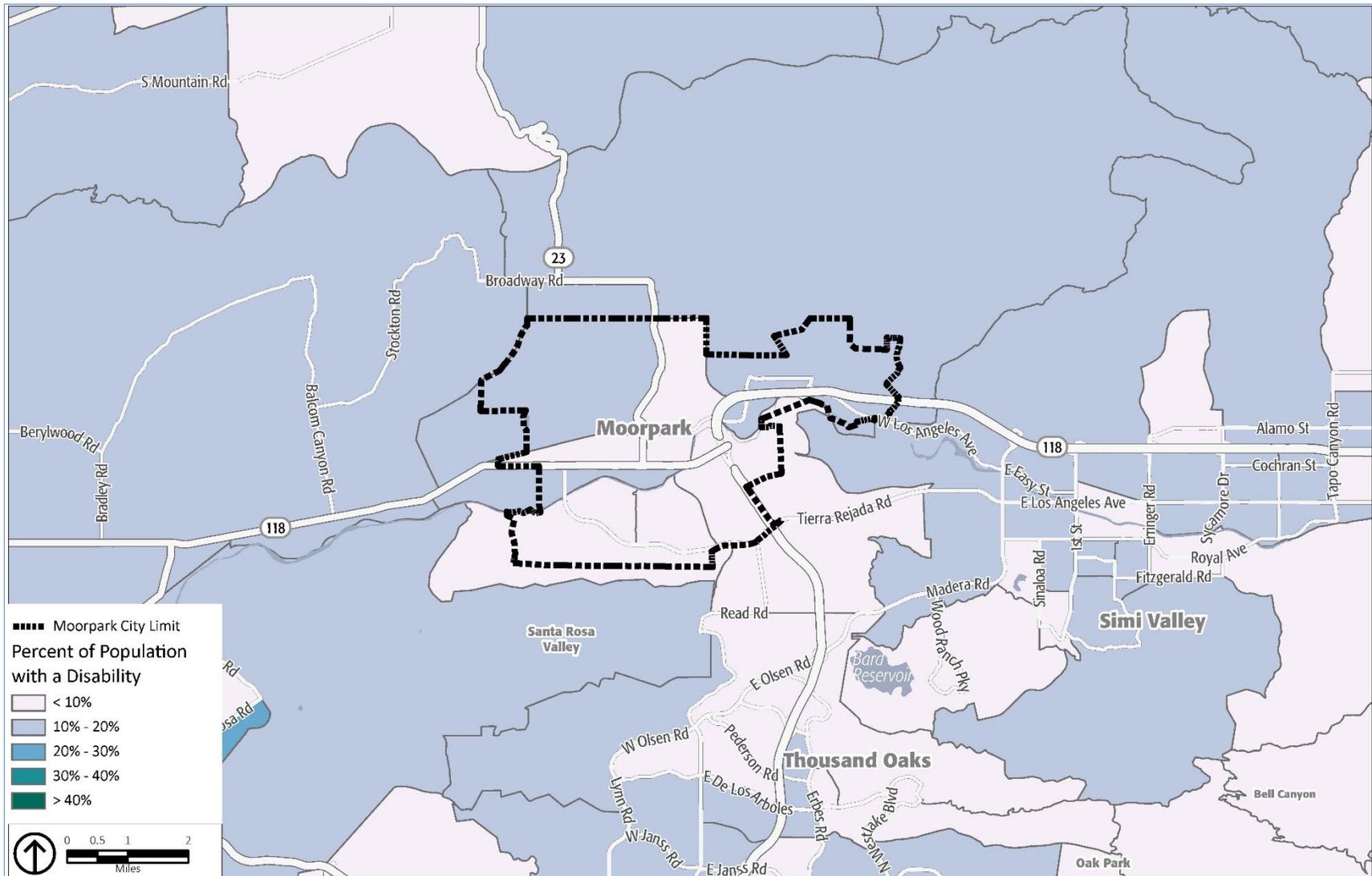


Figure 4-10 Moorpark, Prevalence of People with a Disability

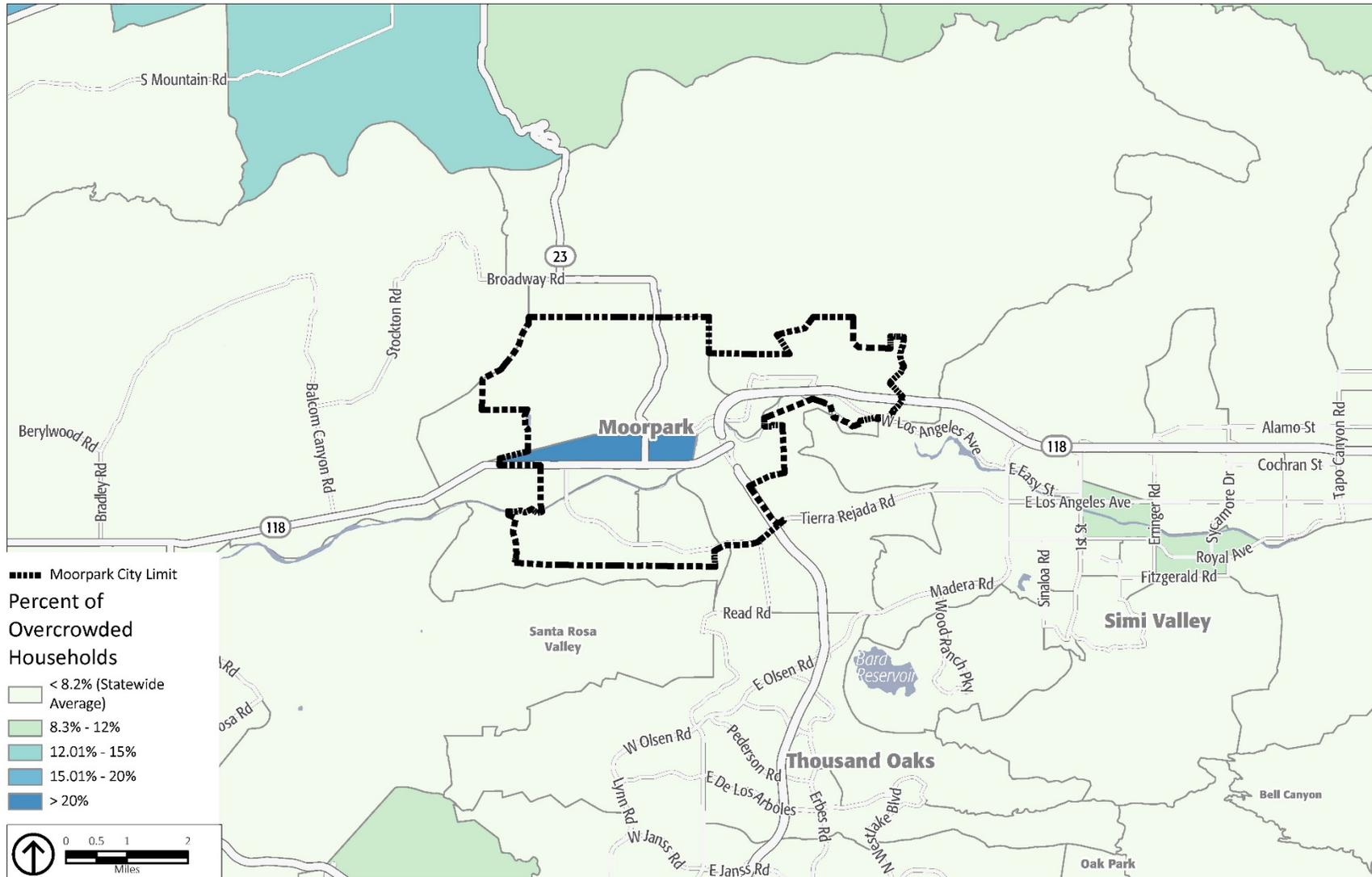


Figure 4-11 Moorpark, Prevalence of Overcrowding

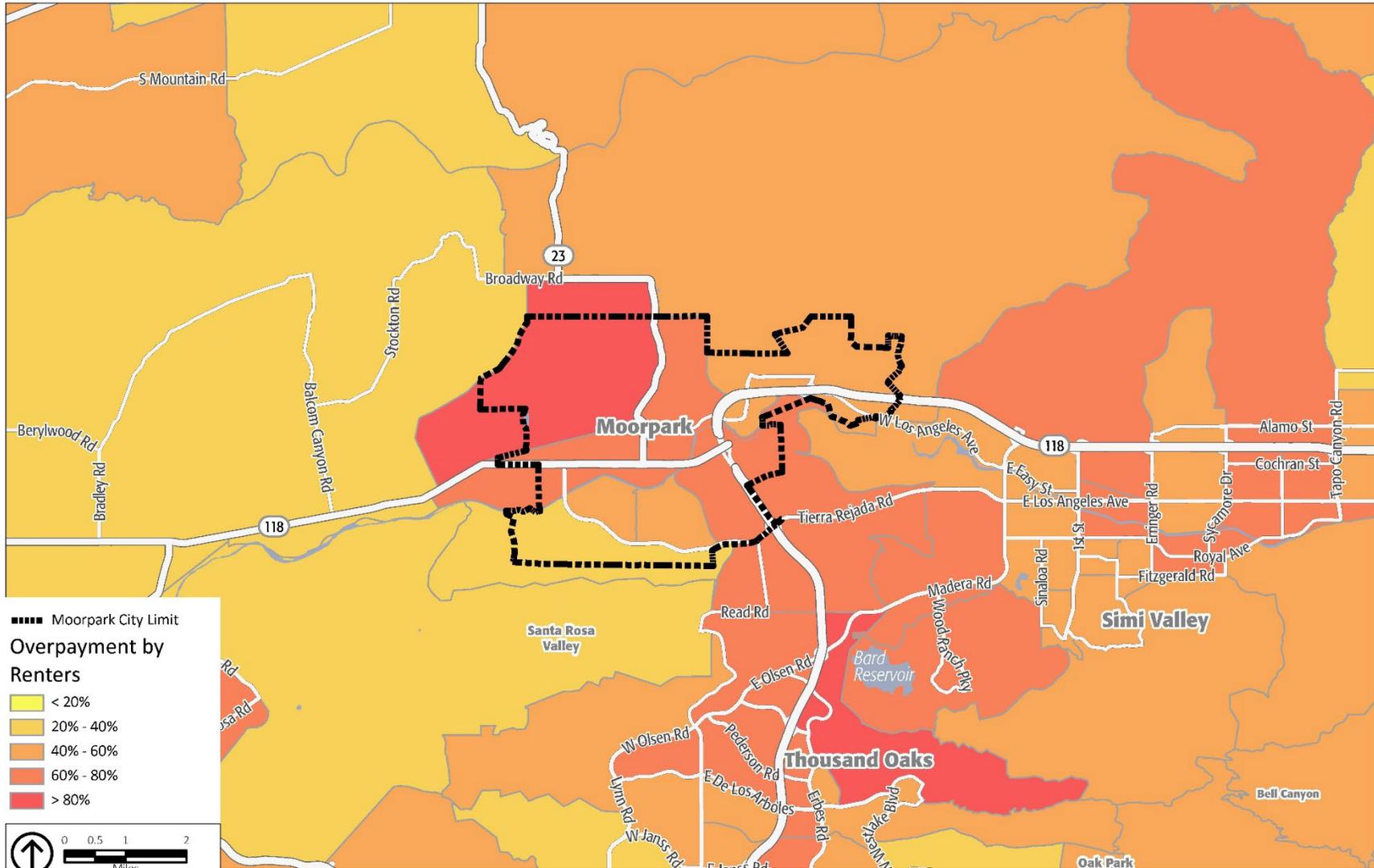


Figure 4-12 Moorpark, Prevalence of Renter Overpayment

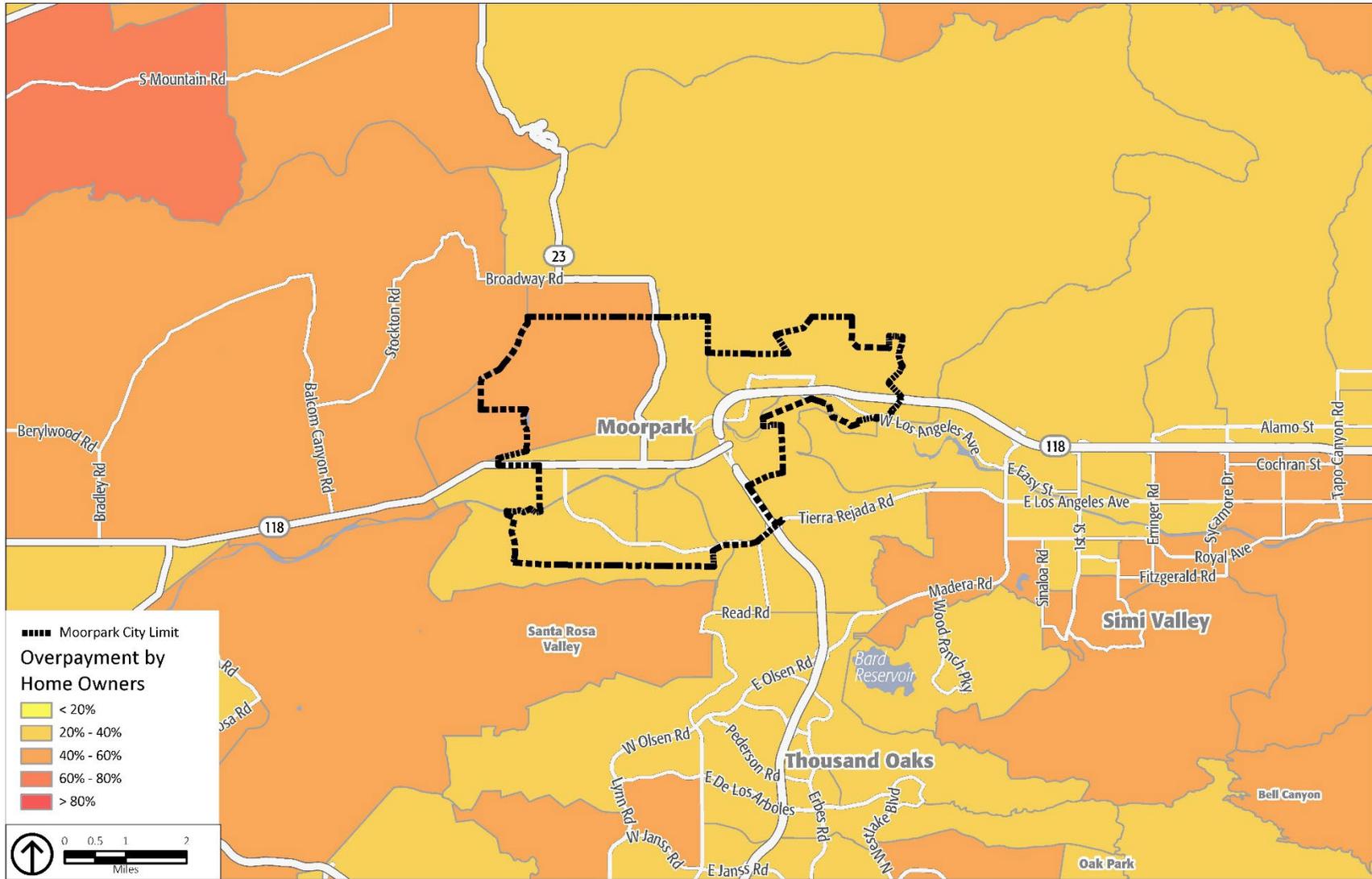


Figure 4-13 Moorpark, Prevalence of Homeowner Overpayment

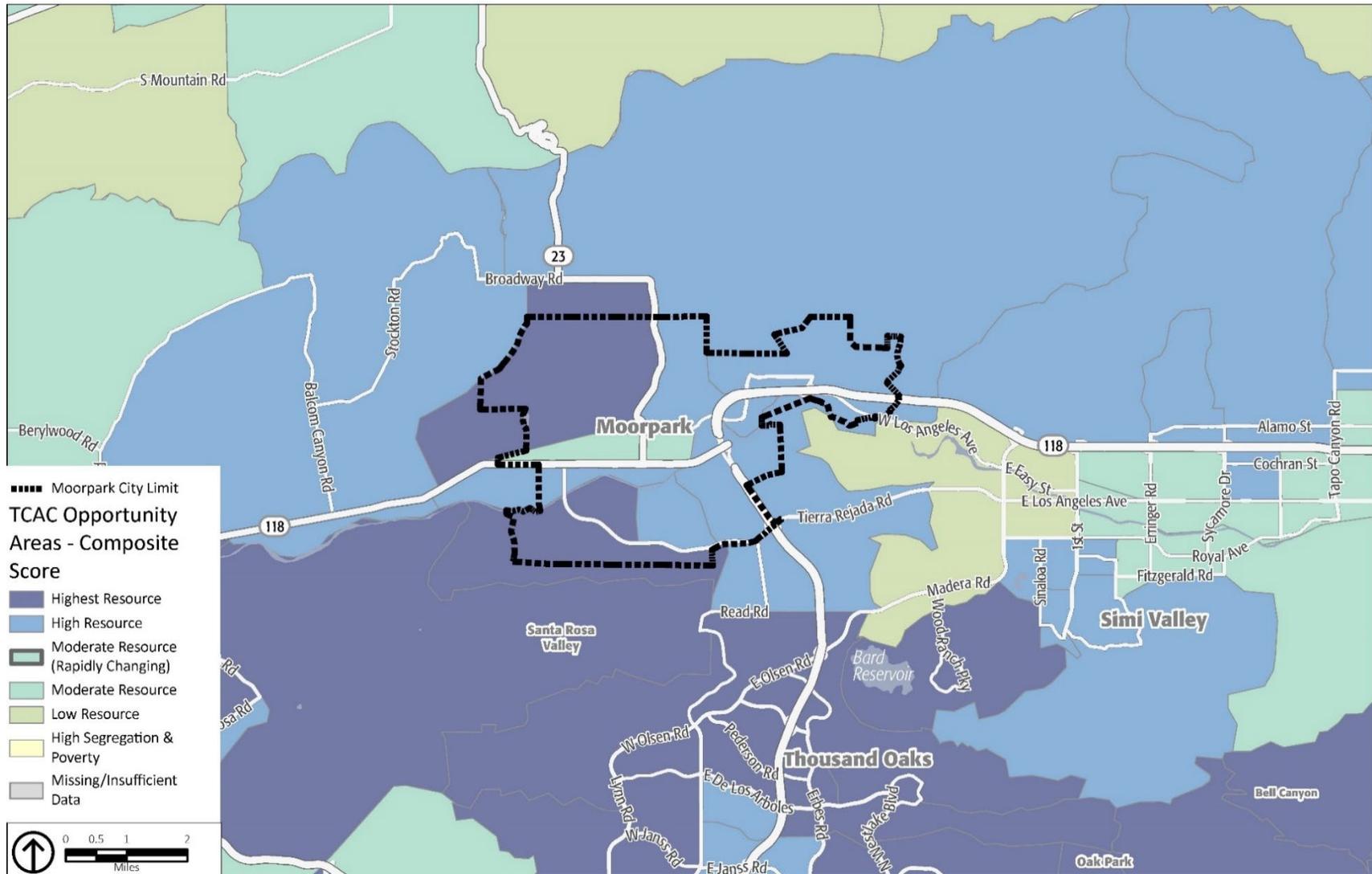


Figure 4-14 Moorpark, Opportunity Resources, Composite

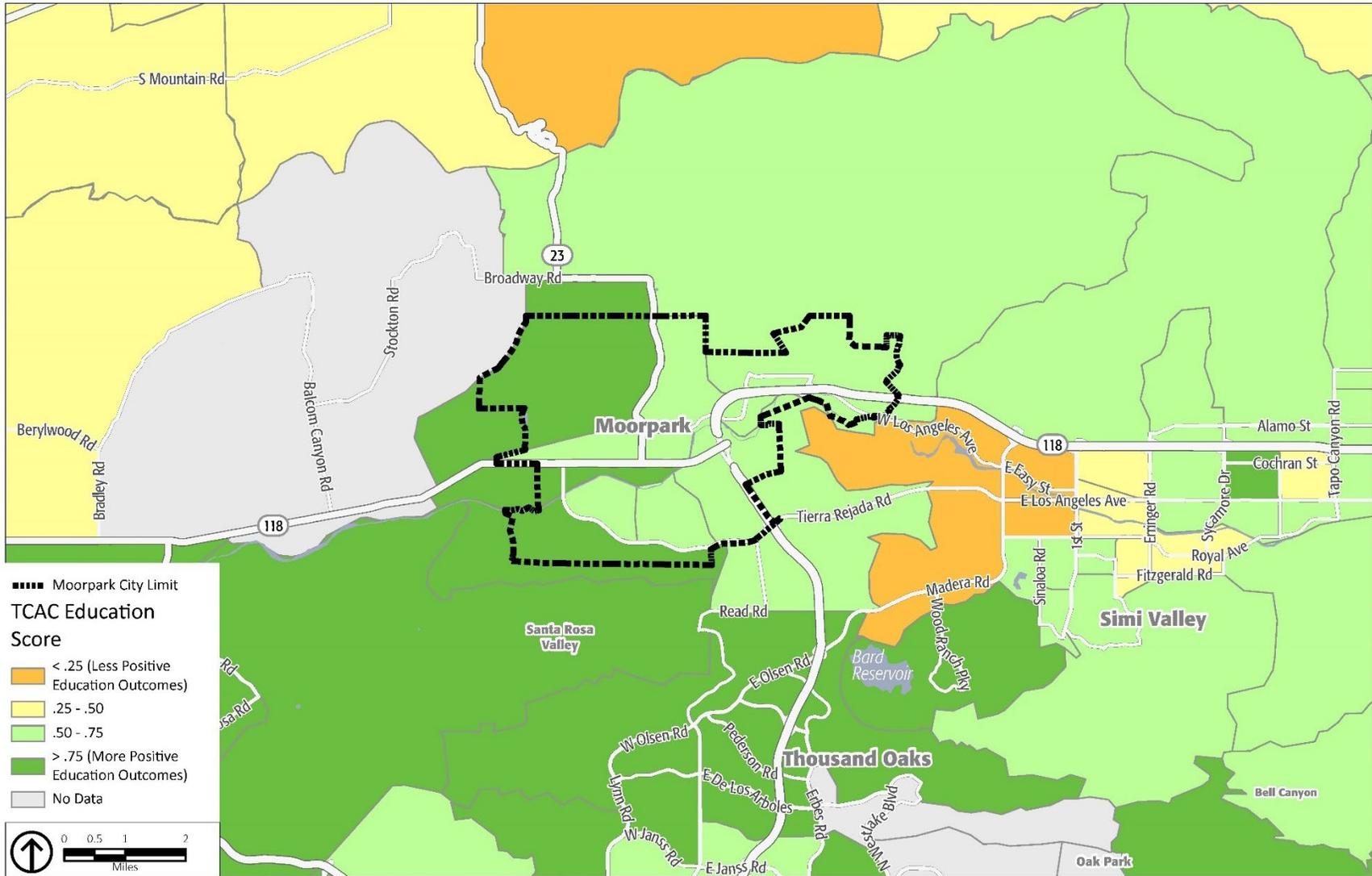


Figure 4-15 Moorpark, Educational Resources

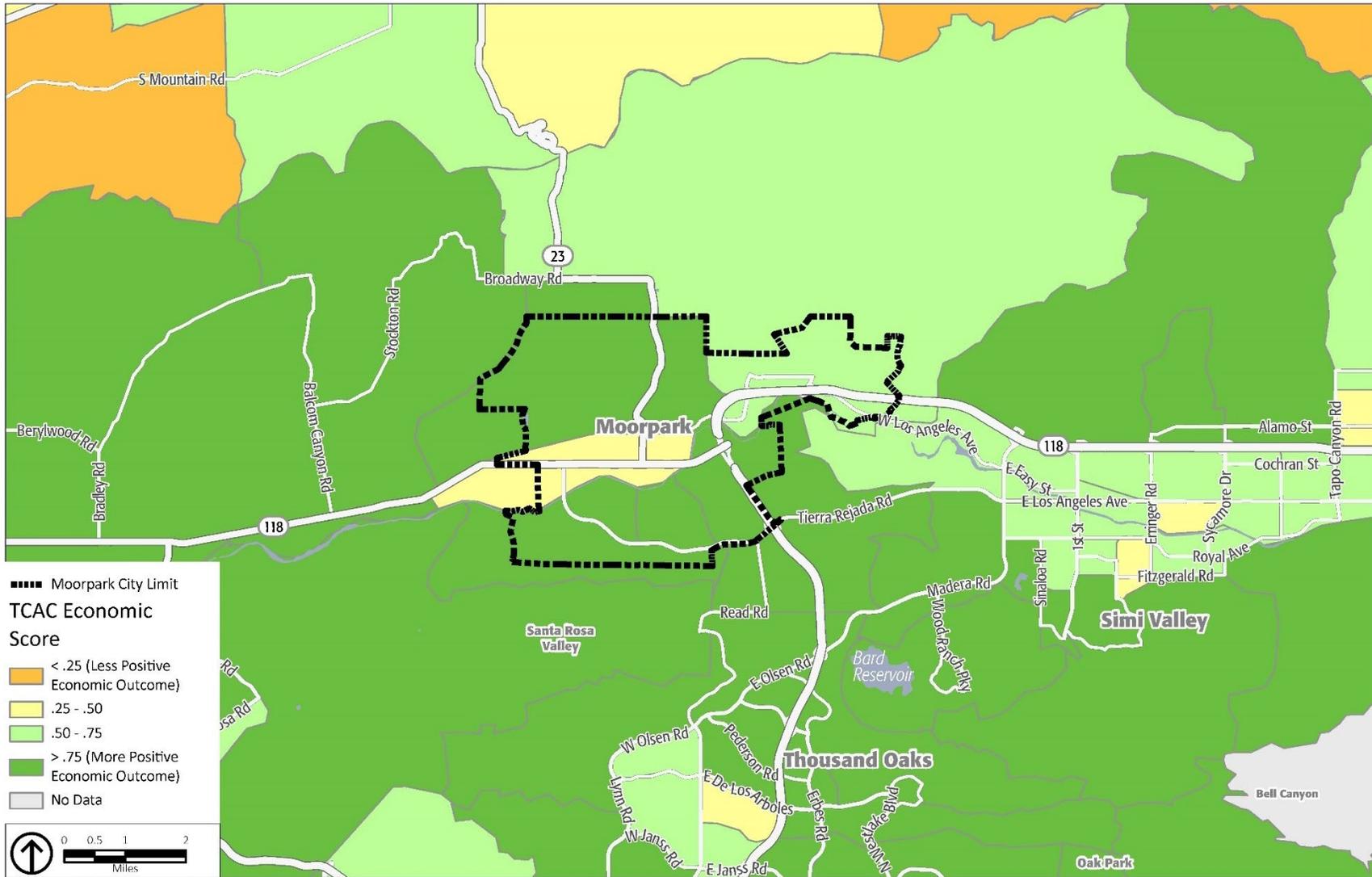


Figure 4-16 Moorpark, Economic Resources

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4.4.4 Contributing Factors

Through discussions with stakeholders and fair housing advocates, and preparation of the community needs assessment, the City identified factors that contribute to fair housing issues in Moorpark. A contributing factor is one that creates, contributes to, perpetuates, or increases the severity of one or more fair housing issues. A fair housing issue is a condition in a program or geographic area that restricts fair housing choice or access to opportunity, and includes such conditions as ongoing segregation or lack of integration, R/ECAPS, significant disparities in access to opportunity, disproportionate housing needs, and evidence of discrimination or violations of civil rights law or regulations related to housing.

Moorpark's approach to addressing fair housing issues fall within the following general strategies: (1) expanding opportunities to encourage a wider range of housing types and prices; (2) significantly reducing regulatory and governmental constraints to housing production; (3) implementing specific mobility strategies that promote inclusion and protection from displacement; (4) encouraging development of new affordable housing in all areas, including high resource areas; (5) implementing place-based strategies to revitalize neighborhoods; and (6) furthering fair housing.

Key issues are described as follows.

Issue 1: Limited Housing Opportunities

Moorpark's suburban fabric is defined predominantly by single-family homes, which account for 73% of all homes—the second-highest proportion among Ventura County cities. The City has eight apartment properties offering 1,132 housing units, including affordable properties, or 10% of the City's stock. This is directly related to the lack of land zoned for multiple-family residential along with discretionary regulatory processes. As discussed in Issue 2, the lack of available zoned land has led to the necessity of processing all applications for residential development through discretionary entitlements that require legislative decisions for zone changes, General Plan land use changes, etc. The City is completing a General Plan update that will address many of the underlying land use supply and availability challenges.

Issue 2: Regulatory Constraints

The production of housing, both market rate and affordable, requires that local regulations facilitate and do not unduly impede development. In Moorpark, the development of higher-density housing types has been historically inhibited by zoning, density limits, development standards, and the discretionary RPD process. Fees and development agreements have also served to constrain housing production, leading to lengthy delays. The development community echoed these concerns during consultations, reiterating that discretionary permitting leads to lengthy delays. Proactive strategies are needed to rebalance the current type, price, and affordability of housing in the City and address the City Council's strategic goal to create housing opportunities for all. The City is conducting a comprehensive update to the Zoning Code that will address underlying governmental constraints.

Issue 3: Lack of Special-Needs Housing

The AFH, Community Profile, and stakeholder interviews emphasized the need for housing opportunities for individuals and families with special housing needs. These included aging seniors and people with disabilities, college students and faculty, homeless individuals, lower-income single-parent families, and other need groups. As discussed in the Community Profile, suitable housing for many of these groups does not exist in Moorpark, and the breadth of services is limited, in part due to the small size of the City and its financial limitations. Nonetheless, the City recognizes a need to address the needs of its special-needs groups in a more proactive manner. The Moorpark Municipal Code was inherited from the county prior to the City's incorporation. While select updates have been made, the City will commence a comprehensive update of changes to state law.

Issue 4: Neighborhoods Requiring Investment

Although Moorpark is a new city, it predates 1900. The Downtown and Virginia Colony, the oldest neighborhoods, have a disproportionate concentration of low-income and minority populations, greater need for housing rehabilitation, older infrastructure, and greater prevalence and severity of housing problems. In the oldest portions of these neighborhood, 48% of single-family detached units are occupied by renting households, while in the corridor south of Los Angeles Avenue, 57% of all housing units are rented. In addition, all of the City's eight apartment buildings, providing more than 1,100 units, are in these neighborhood. Place-based strategies to encourage community revitalization involves approaches that are focused on conserving and improving assets in areas of lower opportunity, such as targeted investment in neighborhood revitalization, preserving or rehabilitating existing affordable housing, and improving infrastructure, parks, transportation, and other community amenities.

Issue 5: Fair Housing Services

Fair housing providers revealed a relatively small number of complaints, due in part to the few apartment properties in Moorpark and the lack of a local fair housing service provider. However, there is a need for greater levels of outreach and advocacy. The provider noted a significant shortage of housing affordable to extremely low-income households. Legal aid and eviction counseling is limited countywide, particularly for undocumented residents. For those facing eviction, early intervention is critical to ensure that the situation is resolved. This can be challenging given that many linguistically isolated and undocumented residents lack access to resources. At the same time, there is a lack of education for tenants and landlords on housing rights and resources. For low-income residents, many live in older housing requiring repairs and rehabilitation and are concerned with displacement due to recent upturn in sales prices and rents.

Table 4-28 includes fair housing issues discussed in the prior section, along with contributing factors, meaningful actions and commitments, and timelines.

Table 4-28 Fair Housing Issues, Contributing Factors, and Meaningful Actions

AFH Fair Housing Issues and Contributing Factors	Meaningful Actions and Specific Commitment by Program	Timelines
Issue #1: Limited housing opportunities that limit the choices of residents in finding housing		
<ul style="list-style-type: none"> Lack of available land zoned at appropriate densities to facilitate the production of a range in housing types 	<ul style="list-style-type: none"> 13a. Maintain inventory of residential sites needed to address the 2021-2029 RHNA; periodically review list of sites for compliance with no-net-loss requirement 13c. If housing types and affordability levels are different than anticipated and cause a RHNA shortfall, redesignate sites within 180 days to address shortfall 	<ul style="list-style-type: none"> Annual Review
<ul style="list-style-type: none"> Need for concentrated efforts to facilitate and navigate the development process to ensure timely project completion 	<ul style="list-style-type: none"> 14a. Outreach to property owners and developers of pipeline projects as a means to identify and address potential obstacles to developing their property 14b. Support funding applications (tax credit, bonds, etc.) to help applicants be awarded local, state, and federal monies for affordable housing projects 14c. Continue coordination with applicants using a "Conditions Compliance Checklist" to approve and ensure remaining entitlements are followed 	<ul style="list-style-type: none"> Annual Annual Continuously
<ul style="list-style-type: none"> Limited affordable housing, especially in high resource areas 	<ul style="list-style-type: none"> 5a-b . Conduct a nexus study as a prerequisite to design an inclusionary requirement and 5b. Draft and adopt a citywide inclusionary program and expenditure priorities 6a. Develop and adopt AHTF program parameters 6b. Seek mechanisms to grow trust fund, and fund affordable housing in conjunction with the City's land acquisition, assemblage, and disposition program 	<ul style="list-style-type: none"> 2022 2023 2023 2024
Issue #2: Need to revise permitting, regulatory codes, standards, and fees that constrain development		
<ul style="list-style-type: none"> Lack of more formal program to provide regulatory assistance for housing 	<ul style="list-style-type: none"> 23a. Review and revise the City's density bonus regulations to ensure consistency with changes in state law 23b. Review the administrative exception ordinance and add authority to allow flexibility in other specific development standards cited as potential constraints 	<p>All three: Concurrent with Zoning Code update by Dec 2023</p>
<ul style="list-style-type: none"> Permitting system that constrains development of a range in housing types 	<ul style="list-style-type: none"> 24a. Review and revise R-P-D process to remove threshold of 5 or more units, review and revise as needed the approving authority, criteria, etc. 24b. Review other administrative and conditional permit processes as part of the overall update of the zoning code 	

Table 4-28 Fair Housing Issues, Contributing Factors, and Meaningful Actions

AFH Fair Housing Issues and Contributing Factors	Meaningful Actions and Specific Commitment by Program	Timelines
<ul style="list-style-type: none"> Lack of objective design standards that allow for certainty for developers 	<ul style="list-style-type: none"> 12a. Prepare and adopt objective development and design standards (zoning, subdivision, or design review) for all projects in accordance with state law 	<ul style="list-style-type: none"> 2024
<ul style="list-style-type: none"> Fees that have not been updated in many years, with varying reimbursements 	<ul style="list-style-type: none"> 21a. Review development-related fees to determine their appropriateness (nexus), amount charged, and reasonableness; revise fees based on findings 21b. Periodically assess cumulative impact of fees and service charges; make revisions as needed to achieve cost recovery and further City goals and objectives 	<ul style="list-style-type: none"> July 2023 Annual
Issue #3: Lack of housing opportunities for special needs groups		
<ul style="list-style-type: none"> Shortage of accessory dwelling units citywide 	<ul style="list-style-type: none"> 15a. Amend zoning code to permit ADUs as a by-right use in accordance with Government Code §65852.2(a) 	All four: Concurrent with Zoning Code update by Dec 2023
<ul style="list-style-type: none"> Shortage of housing for homeless people 	<ul style="list-style-type: none"> 17a/b. Amend zoning code to permit transitional, supportive, and navigation centers per state law 	
<ul style="list-style-type: none"> Shortage of housing and services for disabled people 	<ul style="list-style-type: none"> 19a. Amend zoning code to define and permit residential care facilities in accordance with state law 	
<ul style="list-style-type: none"> Shortage of housing for farmworkers 	<ul style="list-style-type: none"> 20a. Amend zoning code to define and permit employee housing in accordance with state 	
<ul style="list-style-type: none"> Special needs groups have significant unmet needs 	<ul style="list-style-type: none"> 27a. Work with current housing partners and expand the breadth of collaborative partnerships to augment existing administrative and financial resources. 27b. Produce and update a brochure advertising all services provided by City partners and publicize on the City's website. Update annually 	<ul style="list-style-type: none"> Annual 2023
Issue #4: Need for improving older neighborhoods through reinvestment, displacement protection, education, and wealth generation opportunities		
<ul style="list-style-type: none"> Older homes require more frequent and substantive maintenance and repair 	<ul style="list-style-type: none"> 3c. Conduct code compliance inspections totaling an average of up to 150 residences on an annual basis 2a. Seek, apply for, and allocate funding for housing rehabilitation program. 2b. Develop program to include assistance for ownership units, mobile homes, and rental units 2c. Contact nonprofits capable of making home repairs and/or assisting in financial assistance on an annual basis 	<ul style="list-style-type: none"> Annual 2023 2024 Annual
<ul style="list-style-type: none"> Downtown contains the oldest infrastructure requiring rehabilitation 	<ul style="list-style-type: none"> 4a. Prepare, implement, and report the CIP to City Council to improve community infrastructure 4b. Develop GIS-based pavement management system to guide street maintenance and repair 	<ul style="list-style-type: none"> Annual 2023

Table 4-28 Fair Housing Issues, Contributing Factors, and Meaningful Actions

AFH Fair Housing Issues and Contributing Factors	Meaningful Actions and Specific Commitment by Program	Timelines
	<ul style="list-style-type: none"> 4c. Target efforts, to the extent feasible, to areas which have experienced disinvestment 	<ul style="list-style-type: none"> Annual
<ul style="list-style-type: none"> Residents require services that generate wealth, protect jobs, provide income security 	<ul style="list-style-type: none"> 27a Work with current housing partners and expand the breadth of collaborative partnerships to augment existing administrative and financial resources 27b Produce and update a brochure advertising all services provided by City partners and publicize on the City's web page. Update annually 	<ul style="list-style-type: none"> Annual 2023
<ul style="list-style-type: none"> Reinvestment in the area could raise property values and rents, displacing resident 	<ul style="list-style-type: none"> 10a-b. Conduct discussions with owners of affordable housing as to their needs, ensure proper notification, and provide technical assistance where feasible 10c. Continue to implement condominium conversion ordinance and review for effectiveness 10d. Prepare an annual report for the Planning Commission, City Council, and stakeholders regarding status on achieving housing program goals. 	<ul style="list-style-type: none"> Annual Annual Annual
Issue #5: Fair Housing Measures		
<ul style="list-style-type: none"> Legal aid and eviction counseling is limited countywide, particularly for undocumented Linguistically isolated and undocumented residents lack access to resources Lack of education for both tenants and landlords on housing rights and resources 	<ul style="list-style-type: none"> 28a. Implement initiatives in Table 4-28 of the Housing Element to affirmatively further fair housing 28b Contract with Fair Housing agency to provide services and annually assess the need for changing level or mix of services 28c Report progress as part of the Annual Progress Report for the Housing Element and annually review contract for needed program change 	<ul style="list-style-type: none"> Ongoing with annual review

4.5 Housing Resources

This section summarizes the City's share of the region's need for housing (RHNA) for the 2021-2029 Housing Element planning period and the credits that can be deducted from the City's requirements. Following this analysis, this section demonstrates the suitability of sites for the RHNA and various financial and organizational resources that the City can utilize to address its housing needs.

4.5.1 Regional Housing Needs Allocation

The RHNA is one of the more critical mandates required of every local government in California. The California Legislature has stated that the availability of housing is of vital statewide importance, as is the early attainment of decent housing and a suitable living environment for every Californian. To implement that mandate, the HCD is required to develop housing needs projections for every region in California, including southern California. Housing planning needs are projected for an eight-year period, from 2021 to 2029, for the southern California region.



The Southern California Association of Governments (SCAG) is responsible for assigning housing production goals for each city. In accordance with state law, SCAG must consider specific housing planning considerations, but is allowed to develop a tailored model for the region. SCAG's regional housing need model takes into account the availability of land, adequacy of infrastructure and services, market demand for housing, fair housing implications, employment and transit, local population growth estimates, and many other housing and planning factors. Table 4-29 shows the City's 2021-2029 RHNA for use in the Housing Element.

Table 4-29 Moorpark's Regional Housing Needs Allocation, 2021-2029

Household Income Levels	RHNA Requirement		
	Definition of Affordability by Household Income Level	Number of Units	Percent of Units
Extremely Low	Households earning 0-30% of AMI	189	14.6%
Very Low	Households earning 31-50% of AMI	188	14.7%
Low	Households earning 51-80% of AMI	233	18.1%
Moderate	Households earning 81-120% of AMI	245	19.0%
Above Moderate	Households earning above 120% of AMI	434	33.6%
Total		1,289	100%

Source: Southern California Association of Governments, 2020.

It is important to note that local governments are not required to build housing or financially subsidize the development of new housing. However, cities are responsible to ensure that adequate sites are available during the planning period to accommodate housing at the designated affordability levels. Sites must be available at all times during the planning period.

Generally, local governments are allowed to address their assigned RHNA in four ways:

Option 1: Housing Production

The City can count housing that receives a certificate of occupancy after July 1, 2021 to satisfy the RHNA. Proposed housing projects can also be included if they are likely to be approved and built from July 2021 to October 2029, subject to adequate documentation. Moorpark's strategy for meeting the RHNA is unique compared to most southern California jurisdictions. The City has a sufficient number of projects in the pipeline to fully meet the RHNA goals. A major priority of this Housing Element is to facilitate and encourage the development so that the units will be built within the 2021-2029 planning period.

Option 2: Accessory Dwellings

While HCD has historically allowed accessory dwelling units to count toward the RHNA production goals, amendments to state law have expanded the ability to use this strategy for the Housing Element. Cities may count the production of ADUs toward their RHNA in accordance with specific statutory guidance and state administrative guidance. The City is using a "safe-harbor" approach (average number of ADUs built from 2018 to 2020), as allowed under state law to count ADUs toward the 2021-2029 RHNA. However, the City fully expects to exceed the safe harbor estimate for ADUs.

Option 3: Available Land

Housing Element law allows cities to count the residential development capacity on vacant and underutilized sites that are appropriately zoned for housing. The City appears to be able to accommodate its 2021-2029 RHNA without additional sites. However, the General Plan update underway anticipates redesignating sites that will meet any shortfall in the 6th cycle RHNA, provide a buffer to avoid no net loss provisions, or provide for the 7th cycle RHNA. These sites are anticipated to provide more opportunities for housing at different densities and types than are allowed under the municipal code.

Option 4: Alternative Credits

Government Code §65583.1 allows, under prescribed conditions, units that will be substantially rehabilitated, converted from market rate to affordable, converted from nonresidential to residential, or where affordability is preserved to be counted towards the adequate sites requirement and regional housing needs goals. Because the City's affordable multifamily housing projects are deed restricted as affordable in perpetuity and are currently in excellent condition, the Section 65583.1 option is not feasible for credit toward the 2021-2029 at this time.

The remainder of this section discusses the City's RHNA strategy.

4.5.2 Housing Production

As of 2020, Moorpark has 10 approved or pending residential development projects. The following describes general characteristics of several projects credited toward the 2021-2029 RHNA. These residential projects and their precise affordability levels are summarized in Table 4-27.

- Everett Street Terraces.** Everett Street Terraces is approved (2022) for a 2.44-acre site on the north side of Everett Street, east of Walnut Canyon Road. The project includes 60 condominiums, an outdoor pool and spa, play area, and various site improvements. The residential project will provide 15% (3 very low and 6 low-income units) of its total units as affordable to lower income households, in accordance with anticipated development and affordable housing agreements.
- Pacific Communities.** Pacific Communities is an approved residential project on a 39-acre site on the south of Los Angeles Avenue and east of Maureen Lane. The project will include 153 small-lot, single-family residential units and 131 detached condominiums. Within this total, 9% (25 units) will be deed restricted as affordable to lower income households in accordance with its development agreement and affordable housing agreement.
- Aldersgate Project.** Aldersgate is an approved, continuing-care retirement community, and one needed to accommodate the growing senior population. This residential project is located north of downtown near Hitch Ranch. Of the 390 units, 260 units will be independent units, and 130 units will be assisted living (memory care), of which 26 are deed restricted rental units affordable to lower income households, in accordance with its development agreement and affordable housing agreement.



Everett Street Terraces



Aldersgate

- High Street Depot.** The High Street Depot is the first mixed-use, transit-oriented development in the downtown, adjacent to the Metrolink station and along the historic Southern Pacific rail. This project is intended to facilitate and accelerate the broader revitalization of downtown Moorpark in accordance with the Downtown Specific Plan. As approved, this project will include 79 apartment units, community green space, 14,000 square feet of commercial space, and 11 deed restricted units affordable to moderate-income households, in accordance with its approved development and affordable housing agreement.
- Green Island Villas.** Green Island Villas is a residential project approved for development on a vacant, 4.0-acre lot at 635 Los Angeles Avenue, in the heart of downtown Moorpark. The project is a 63-unit ownership townhome/condominium project, which includes a 15% inclusionary requirement consisting of 10 lower income housing units, in accordance with its development agreement and affordable housing agreement. The project has submitted for building permits and is awaiting approval to proceed with construction.
- Oakmont.** Oakmont is an assisted living and memory care project on a 2.8-acre lot at 13960 Peach Hill Road. Currently under construction, this residential project will provide 77 residential units of progressive care through high levels of assisted living, fulfilling its aging-in-place philosophy. This complex is the first large-scale senior assisted living project in Moorpark and is intended to address the needs of seniors requiring specialized health care and assistance and desiring to stay in the city. The project is a market rate project and is not subject to an affordable housing agreement.

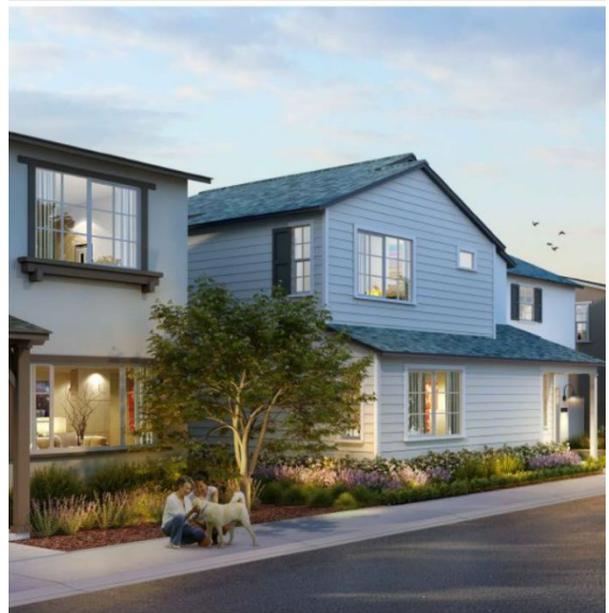


High Street Depot



Oakmont Assisted Living

- Beltramo.** Beltramo is an approved (2022) residential project on a 7.4-acre site at the southeast corner of Los Angeles Avenue and Beltramo Ranch Road. The project consists of 47 single-family detached homes and 95,000 square feet of combined open green space, including a 1-acre green space. The project is anticipated to provide 15% affordable units (7 lower income units) in accordance with its development agreement and affordable housing agreement.
- North Ranch.** This residential project proposed on a 68-acre site on the west side of Gabbert Road, north of Poindexter Ave. The project includes 139 single-family units, detention basins, and manufactured slopes. Included are 20 affordable units (18 moderate and 2 very low income) in accordance with its development agreement and affordable housing agreement. The project was approved by the City Council on January 4, 2023.
- Essex (Vendra Gardens).** Vendra Gardens is proposed for a 10.6-acre site on the south side of Casey Road, west of the City Hall. Located at a former high school site, the project will include 200 apartment units, with 100% of the units affordable to very low and low-income large families. The developer submitted a funding application request (CA 21-693) for 4% tax credits and was awarded funding in December 2021. The apartment project is subject to its approved development agreement and affordable housing agreement. The project will move forward with plan finalization in 2022.



Beltramo Ranch



Hitch Ranch Specific Plan

The Hitch Ranch Specific Plan encompasses a 277-acre site north of Poindexter Avenue and west of Moorpark Avenue. The Specific Plan area will accommodate a residential community with park facilities, private recreational facilities, open spaces, and equestrian trails. Of the 755 units, 642 units are anticipated to be above moderate-income units, and 113 units (15%) will be deed restricted as affordable to lower income households in accordance with the affordable housing agreement. The Specific Plan EIR and project application were approved by City Council in July, 2022.

The DA for Hitch Ranch indicates that 113 units will be affordable to very low and low income households as defined in state law in accordance with the RHNA categories. The overall project is anticipated to begin construction in 2024 and be completed by 2029. In terms of phasing, the DA specifies that at the date of the issuance of the building permit for the 400th unit, the building permit for the affordable housing buildings will occur. At the date of the issuance of the building permit for the 600th market rate unit, the affordable housing units would have received a certification of occupancy. Therefore, the affordable housing units would be built within the middle phase of the Hitch Ranch project.

As part of the DA, the developer of Hitch Ranch is obligated to dedicate a 23.44-acre vacant site to the City. Specifically, the site will be delivered with 20 du/ac zoning intact and in “blue top” condition, meaning the site is fully graded, suitable for development, and ready to accept utilities delivered to the boundary of the City site. Once the City takes title to the land, the site will be suitable for multiple-family housing. There will be no delay due to off-site infrastructure needed to accommodate the affordable housing project.

The City intends to sell the land to a developer and execute a DA and Affordable Housing Agreement (AHA) for units that will address any shortfall in the 2021-2029 RHNA. The current assumption is that the affordability distribution will be split evenly between low- and moderate-income households though it may change to accommodate any deficit that occurs as other projects are finalized. Staff anticipates circulating a RFP/RFQ in 2025 and initiating development of the City Site for the described affordable housing within a year of that date.

The City continues to work with Hitch Ranch developers to ensure all requirements are followed. As the project proceeds, the City will be working closely to ensure that all terms of the DA and AHA are fully addressed and the City receives its donated site in accordance with the DA and AHA.



Hitch Ranch Land Plan

Accessory Dwelling Units

ADUs have become an increasingly attractive option for providing housing across California. The relatively low cost to build accessory dwelling units and the straightforward permitting process are attractive to homeowners. ADUs offer an opportunity for homeowners to provide accommodations for their family or extended family members. In other cases, ADUs can also offer opportunities for seniors, college students, or other individuals to rent housing.

The City continues to receive and approve applications for ADUs on a consistent basis and updates its ordinances as required by state law to facilitate the construction of new ADUs. The following applications and building permits have been submitted since 2018.

- 2018, 9 applications submitted, 3 permitted
- 2019, 14 applications submitted, 4 permitted
- 2020, 25 applications submitted, 19 permitted
- 2021, 15 applications submitted, 15 permitted

Over four years, an average of 10 ADUs received building permits. However, the use of averages for making projections is inappropriate since the data show a significant discontinuous trend; 2018 and 2019 are distinctly different than 2020 and 2021 due to the adoption of the City's ADU ordinance in 2020. When policy interventions create a new baseline, the accepted practice for analyzing policy interventions is a discontinuous regression design. In other words, when the City's ADU ordinance was adopted in 2020, it created two distinct periods of analysis—pre City ADU ordinance adoption (average 3.5 units annually) and post City ADU ordinance adoption (17 units annually). Using a four-year average misses and significantly underestimates the impact and effectiveness of the City's ADU ordinance.

If the City assumes an average production of 10 ADUs annually, 80 units would be expected over the 2021-2029 planning period. The City is working with the Ventura Council of Governments to assist and support projects that facilitate the development of ADUs. VCOG has received a LEAP grant to retain a consultant who will develop prototypical plans for a modular ADU that meets local codes. In addition, the consultant is developing alternative plans for garage conversions with standard 20x20 dimensions. These plans will be promoted on VCOG's dedicated regional ADU webpage. Once complete in 2023, the City anticipates adapting these resources to accelerate the production of ADUs in the community.



Prototype of an Accessory Dwelling

Additional Projects to Be Submitted

The City has additional residential/mixed-use projects that could reasonably be expected to develop during the time frame of the 2021-2029 Housing Element. While not as advanced as the prior residential projects, which have formal applications and nearly completed CEQA clearance, the City can nonetheless expect additional applications for housing, in particular given the update of the General Plan and the redesignation of new sites for housing. Several future sites are briefly summarized below.

- **Moorpark Gateway.** The City has received a preliminary application for the Moorpark Gateway, a project in northeast Moorpark. The developer proposes a master plan for a mixed-use development consisting of a 230-room hotel, three apartment structures totaling 300 units, and 9,000 sf of commercial and restaurant space. The six-story apartment structures will be built over a partially subterranean parking structure. While only in the initial stages, this project offers a significant opportunity for additional housing, including affordable inclusionary units. This project originally received a GPA in 2015, but is now proposing a modification to allow residential uses (see illustration of project to the right).



Hilltop Site

- **Other Residential Projects.** Additional residential projects are in the development review pipeline but are not fully described herein nor presently being counted toward the 2021-2029 RHNA. Moreover, it is also expected that as a result of the General Plan update, additional sites will likely be redesignated for housing. Until then, the following projects represent additional potential capacity:
 - 95-unit townhome development (Spring Road)
 - 110 single-family home development (Vistas)
 - 21 single-family home development (Birdsall)

Should these and other residential projects advance further into the development pipeline, they may be available as contingency (“buffer”) to meet the 2021-2029 RHNA and address the no-net loss requirements in state law. Until then, these projects are listed for informational purposes only and will not be used for meeting the baseline RHNA requirements. Nonetheless, these trends demonstrate the high demand for housing in the community and support the contention that housing will be built commensurate with the City’s 2021-2029 RHNA during the 6th cycle planning period.

Infrastructure Availability

The Housing Element must demonstrate that there is or will be sufficient water, sewer, and other dry utilities capacity and infrastructure, including the availability and access to distribution facilities to accommodate the City's regional housing need for the planning period (Gov't Code, §65583.2(b)). This analysis is needed to show that housing can reasonably be expected to be developed during the planning period and that there are no infrastructure deficiencies that would unduly delay the timing of the project.

Table 4-30 lists each project credited toward the City's 2021-2029 RHNA, the type of CEQA clearance approved for each project, and findings of adequacy of infrastructure. As summarized below, all of the residential projects have or will have adequate infrastructure in place. In any case, the availability of existing infrastructure or ability to construct any required infrastructure should not constrain the development of these residential projects.

Table 4-30 Infrastructure Adequacy for 2021-2029 RHNA Projects

RHNA Projects	Adequacy of Infrastructure and Services					
	CEQA Clearance	Water Supply + Infrastr.	Sewer Capacity + Infrastr.	Storm Drainage Capacity	Electricity, Gas, Other Utilities	Solid Waste
Oakmont	Exempt	NI	NI	NI	NI	NI
High Street Depot	MND-2020	LSI	LSI	LSI	LSI	LSI
Green Island Villas	ND-2019	LSI	LSI	LSI	LSI	LSI
Aldersgate	MND-2018	NI	NI	NI	NI	NI
Vendra Gardens	MND-2018	LSI	LSI	LSI	LSI	LSI
Beltramo Ranch	MND-2022	LSI	LSI	LSI	LSI	LSI
Everett Street	MND-2022	LSI	LSI	LSI	LSI	LSI
Hitch Ranch	EIR-2022	LSI	LSI	LSI*	LSI*	LSI
Hitch Donated Site	EIR-2022	LSI	LSI	LSI*	LSI*	LSI
Pacific Communities	MND-2017	LSI	LSI	LSI	LSI	LSI
North Ranch	MND-2023	NI	NI	NI	NI	NI

Source: CEQA clearance documents, City of Moorpark, 2022.

Notes:

NI: No Impact

LSI: Less than significant impact

LSI* Less than significant impact with mitigation

1_ Although the City has three other projects—Spring/Duncan/Ashley, Birdsall, and Vista—that have completed their CEQA clearance, these projects are not credited toward the 2021-2029 RHNA at this time. Instead, they presently serve as potential buffer projects.

Project Status and Feasibility

The City's residential projects selected to address the 2021-2029 RHNA are anticipated to be built by the midpoint of the Housing Element planning period (Table 4-31). While several of these residential projects extend from the prior planning cycle, all projects have or will have received final CEQA and project approval by the end of 2022. Table 4-31 shows each proposed residential project, completion status, and remaining steps in the entitlement process required before the developer can submit for building permits.

The Housing Plan contains a specific program to continue to work with the developers of these projects, to outreach to them, provide assistance needed to facilitate the timely completion of their applications (including CEQA and DA/AHA), and other final steps in the entitlement process.

Table 4-31 Status of Projects Proposed for 2021-2029 RHNA Credit

RHNA Projects	Stage of Development Process and Estimated Time Frame					
	Expiration	CEQA Apprv'd	Plan Apprv'd	DA/AHA Apprv'd	Bldg Permit	Anticipated Completion
Oakmont						Project complete
High Street Depot	10/22 ¹	Yes	Yes	Yes	2022	2024
Green Island Villas	02/23 ¹	Yes	Yes	Yes	Est. 2023	2024
Pacific Communities**	03/23	Yes	Yes	Yes	Est. 2023	2025
Aldersgate**	09/22 ¹	Yes	Yes	Yes	Est. 2023	2025
Vendra Gardens**	N/A	Yes	Yes	Yes	Est. 2022	2025
Beltramo Ranch	1	7/2022	7/2022	Yes	Est. 2023	2024
Everett Street	1	9/2022	9/2022	Yes	Est. 2023	2024
Hitch Ranch**	1	6/2022	6/2022	Yes	Est. 2023	2024+
Hitch Donated Site**	1	6/2022	6/2022	pending	Est. 2023	2024+
North Ranch**	1	1/2023	1/2023	Yes	Est. 2023	2025

Source: City of Moorpark, 2022.

Notes:

DA: Development Agreement

AHA: Affordable Housing Agreement

Plan Approval: Final Development Plans Approved

** Projects listed in the prior 2014-2021 Housing Element.

¹ Projects are generally eligible for at least a 2-year extension and up to 6 years if a tract map is filed.

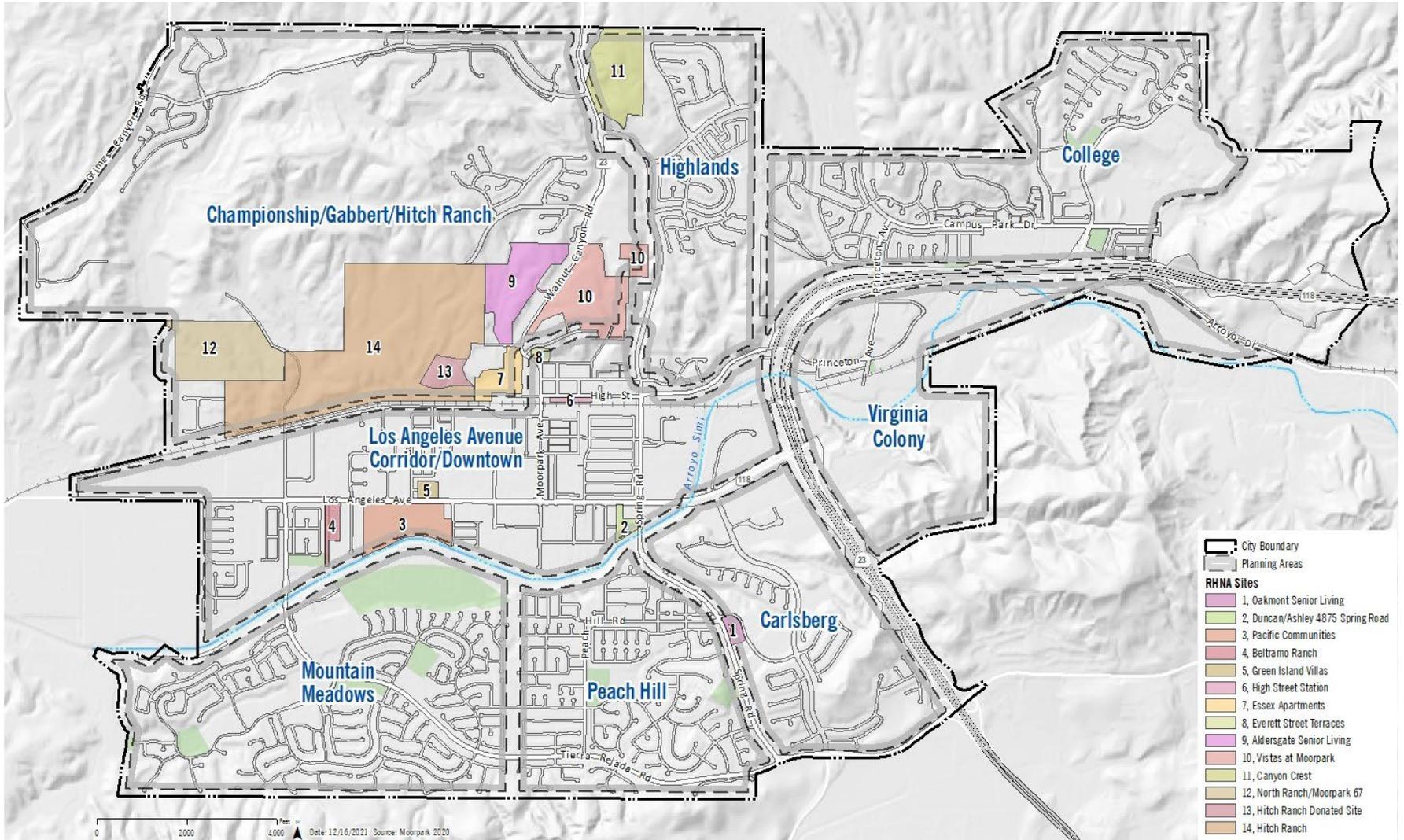


Figure 4-18 Approved or Pending Developments in Moorpark

4.5.3 Fair Housing Implications for Sites

This section addresses the fair housing implications of the proposed projects/sites that will address the 2021-2029 RHNA. Included is an assessment of: 1) the impact of the projects to the existing household income distribution in each planning area; 2) how the projects/sites are related to fostering opportunity; and 3) how the sites/projects influence other parts of the fair housing assessment (e.g., segregation, integration, disproportionate housing needs, and displacement risk).

Income Distribution and Inclusive Communities

Moorpark is relying on ten residential projects/sites to achieve its 2021-2029 RHNA. These projects are primarily in two neighborhoods: 1) Championship-Gabbert-Hitch Ranch; and 2) Los Angeles Avenue-Downtown-Virginia Colony. To determine the potential impact of these projects on each neighborhood, federal data was used to estimate the household income distribution of each neighborhood at the census tract level. Approved and soon-to-be-developed residential projects by affordability level were added to the neighborhood's existing household income distribution. Table 4-32 shows how the income distribution of each neighborhood is anticipated to change due to new projects.

Four of six Moorpark neighborhoods will show no change in income distribution because either no projects were proposed or the few small projects proposed had no material effect on the neighborhood. The vast majority of growth in Moorpark (80% plus) will be in the high resource neighborhood of Championship-Gabbert-Hitch neighborhood, and that will result in a more inclusive community. The LA Avenue-Downtown-Virginia Colony, a low resource neighborhood, will house several new projects that reduce the low to moderate share and increase the above moderate income share of residents, which overall will bring a greater balance of household incomes to this historically disadvantaged area. These projects will not require the demolition or replacement of any affordable housing in this area.

Table 4-32 Impact of New Projects on Housing Affordability by Neighborhood

Neighborhood	Current Income Distribution			Proposed Income Distribution		
	Lower	Moderate	Above	Lower	Moderate	Above
Championship-Gabbert-Hitch	26%	14%	60%	29%	13%	58%
Mountain Meadows	16%	13%	70%	<----- No Change ----->		
Peach Hill	11%	23%	66%	<----- No Change ----->		
LA Avenue-DT-Virginia Colony	50%	26%	25%	44%	22%	33%
Highland/Carlsberg	16%	15%	69%	<----- No Change ----->		
Moorpark College	24%	28%	49%	<----- No Change ----->		

Source: HUD User, CHAS, 2014-2018, City of Moorpark, 2022.

Championship-Gabbert-Hitch Ranch

Residential projects will result in over 2,000 new units in this neighborhood. This includes a 100% affordable project (Vendra Gardens) which will provide 198 apartments affordable to lower income families and Hitch Ranch Specific Plan, which will provide 369 units affordable to lower-income households. The Aldersgate continuing-care retirement community will provide 260 senior units, with approximately 15% of the units set aside (or 26 deed restricted units) that are affordable to lower income households. The following discussion assesses the impacts of residential development according to fair housing concerns.

Integration/Segregation

Proposed projects will result in a broader range of incomes within this neighborhood. The neighborhood is not a RCAA or R/ECAP since it contains some racial/ethnic diversity, but the neighborhood has a median income of more than \$150,000. Different race-ethnic and age groups in Moorpark have a strong correlation with income levels, with lower incomes often correlated with Hispanics and African Americans. Although it is not possible to predict the race/ethnicity, age, familial status, disability, or other status of residents, the increase in affordable housing in this neighborhood would be expected to draw a broader mix of residents with different incomes and age levels, furthering the City Council's strategic goal for housing, achieving the City's RHNA goals, and affirmatively furthering fair housing opportunity.

Access to Opportunity

Housing proposed in the Hitch subdistrict will provide higher access to opportunity than neighborhoods located along Championship Drive, and others accessed from Walnut Canyon. Residents of all income levels will have convenient access to social and commercial services, multiple grocery stores, excellent schools, medical offices and pharmacies, and civic uses (e.g., library, senior center, family clinic, etc.). Public transit is offered along Walnut Canyon south of Wicks Road and the High Street Station provides access to Metrolink and Amtrak. Seniors living at Aldersgate will have access to the City's paratransit and senior dial-a-ride services. Residents will also benefit from excellent environmental quality of the area.

Disproportionate Burden

New development will not exacerbate overcrowding, overpayment, or displacement. These conditions typically occur in lower income, older, or substandard units. Homeowners or renters who desire to purchase or rent homes will largely be moderate and above moderate income households and would not be expected to overpay or overcrowd. Lower income units are deed restricted, and such lease agreements are structured to avoid overpayment (which inevitably leads to overcrowding and displacement). While new housing projects will add new residents, there is no evidence to suggest that it will materially create concentrations of residents based on familial status, race/ethnicity, or disability. In fact, the breadth of units and affordability levels will foster a more inclusive community, consistent with AFH goals. Moreover, new development will not replace any existing housing unit, thus preventing displacement.

Los Angeles Avenue Corridor-Downtown

Moorpark's Los Angeles Avenue Corridor-Downtown neighborhood encompasses the middle of the City, extending from the eastern to western city limits. It is home to all of the City's eight apartment complexes, including five that offer 100% affordable or rent-restricted units. Moreover, most of the City's commercial, office, and service sectors are in this area. Five projects are planned during the 2021-2029 period that will provide just under 500 new units in this neighborhood, which will add 19 percent to the number of existing housing units in this neighborhood. The proposed new projects will include the 300-unit Pacific Communities project and the Green Island Villas, Beltramo, Spring Road, and High Street Depot.

Integration/Segregation

The City is cognizant of the neighborhood needs—it has a disproportionate concentration of Hispanics, 50% of households earn low incomes, older housing needs rehabilitation, and one in four households in specific subdistricts are overcrowded. There are no other known concentrations based on familial status, age, disability, or other status. However, the neighborhood needs reinvestment in infrastructure. The integration of new housing, given the projects envisioned, would attract wealthier households, including White, Asian, or other race and ethnic groups. While some demographic change can be expected, that would be tempered by the provision of lower and moderate income units. Taken together, the projects would broaden out the income distribution but the area would still be low to moderate income.

Access to Opportunity

This area offers convenient access to proficient schools, after school programs, social services, and commercial uses, such as grocery stores, pharmacies, and medical clinics. Public transit is highly available in the Downtown, with frequent bus stops providing access to shopping centers, schools, and parks along Los Angeles Avenue, Moorpark Avenue, and Spring Street. The High Street Depot is adjacent to the Metrolink/Amtrak station. The new projects incorporate green space; for instance, the Beltramo project proposes over 95,000 square feet of combined green space. High Street Depot and Green Island Villas are intended to catalyze revitalization of the planning area. Thus the introduction of mixed income housing would benefit from all of the amenities concentrated in downtown Moorpark.

Disproportionate Burden

New development will not exacerbate overcrowding, overpayment, or displacement. These conditions typically occur in lower income, older, or substandard units. Homeowners or renters who desire to purchase or rent homes will largely be moderate and above moderate income households and must prove the ability to afford housing. Lower income units will be deed restricted, and such lease agreements would preclude overpayment (which leads to overcrowding and displacement). Renewed interest and investment in the area could exacerbate housing concerns expressed by residents, particularly renters. In light of these concerns, the Housing Plan contains programs to mitigate displacement concerns and improve housing security, such as homeownership assistance, targeted marketing and housing preference policy, condominium conversion protections, at-risk inventory protections, voucher policy, etc.

4.5.4 Summary of Projects and Credits Toward the RHNA

Table 4-33 shows a summary of the pipeline residential projects that have been approved, pending approval, or are under construction and which will receive a certificate of occupancy/final inspection during the 2021-2029 planning period. Six projects were in the prior 2013-2021 Housing Element. Project affordability is assumed to be market rate and affordable to above moderate income households unless the project rent or sales prices are controlled by an Affordable Housing Agreement. Comparing the RHNA credits across income levels shows a deficit among the very low income category but a strong surplus among low income RHNA credits. Therefore, as allowed by law, when the City combines the two categories into a “lower” income category, the low income component of the RHNA is fully addressed.

Table 4-33 Approved and Planned Residential Projects in Moorpark

Project Name	Project Specs		Affordability Level				Project Status	
	Type-	Units	Afford. Reqd	Very Low	Low	Mod		Above Mod
Oakmont	Assist	77	N/A	Not eligible for RHNA credit				
High Street Depot	Apts	79	DA/AHA	—	—	11	68	A
Green Island Villas	Town	63	DA/AHA	—	10	—	53	A
Pacific Comm.	SFR	284	DA/AHA	—	25	—	259	A
Aldersgate	Apts	260	DA/AHA	—	26	—	234	A
Essex (Vendra)	Apts	200	DA/AHA	69	129	—	2	A
Beltramo Ranch	Condo	47	DA/AHA	—	—	—	47	A
Everett Street	Condo	60	DA/AHA	3	6	—	51	A
North Ranch	SFR	139	DA/AHA	2	—	18	119	A
Hitch Ranch SP	Mix	755	DA/AHA	56	57	—	699	A
City Site	Apts	468	DA/AHA	—	234	234	—	P
Accessory Dwellings	ADU	80	Market	12	25	34	9	—
RHNA Credit				653		297	1,541	
2021-2029 RHNA				610		245	434	
Balance				RHNA Met		RHNA Met		

Source: City of Moorpark, March 2020.

Notes: ** Project listed in the prior 2013-2021 Housing Element.

Project status is one of three phases:

C = Under Construction: projects where building permits have been approved and construction is underway

A = Approved: projects which have received approvals and entitlements.

P = Pending approval: projects working through the process (e.g., CEQA, DA/AHA, or application)

4.5.5 Financial and Administrative Resources

Most California cities rely on a combination of public, private, and not-for-profit agencies to provide financial assistance needed to develop, rehabilitate, and preserve affordable housing and/or provide services for low and moderate-income residents. Financial and administrative resources for addressing the City's housing needs are summarized below.

Financial Resources

The City of Moorpark relies on local, state, federal, and nonprofit entities to provide funding that can finance the development, rehabilitation, and preservation of affordable housing. Recent projects in the City have used the following funding sources:

City Bonds

Moorpark has used bond to finance the development and preservation of affordable housing. In 2000, the City issued local mobile home revenue bonds to finance the acquisition, rehabilitation, and preservation of the Villa Del Arroyo Mobile Home Park. As part of this project, 48 units were deed restricted as affordable to income-qualified residents. In addition, in 2016, the City of Moorpark issued Multifamily Housing Revenue Bonds to finance the development of the Vintage Crest Senior Apartment project, which provided 189 units of affordable housing to lower income seniors. According to the City's 2019 Consolidated Annual Financing Report, however, each of these bond programs does not constitute an indebtedness of the City; the bonds are paid through proceeds and revenues earned by the individual housing projects that have received public financing.

Low-Income Housing Tax Credits

The low-income housing tax credit (LIHTC) program is the largest source of federal and state funds used by the affordable housing development community to finance the construction and rehabilitation of low-income affordable rental housing. The California Tax Credit Allocation Committee is responsible for reviewing and approving applications of projects and allocating federal and state tax credits. The committee verifies that the developer meets all the requirements of the program and ensures the continued affordability and habitability of the projects for 55 years. Although the application process is competitive, 115 affordable housing projects in Ventura County have received tax credit funds since 2000. In Moorpark, three affordable rental housing projects (Vintage Crest Apartments, Charles Street Apartments, and Walnut Family Apartments) have been financed through tax credits.

Community Development Block Grants

Federal funding for housing programs is available through the Department of Housing and Urban Development (HUD). Since the City is not an entitlement jurisdiction, Moorpark receives its Community Development Block Grant (CDBG) allocation through the County of Ventura rather than directly from HUD. The CDBG program is flexible. Eligible activities include, but are not limited to, acquisition and/or disposition of real estate or property, public facilities, and improvements, relocation, rehabilitation, and

construction (under certain limitations) of housing, homeownership assistance, and clearance activities. The County is the final decision-making body regarding CDBG projects, and the City plays an advisory role in recommending applications to fund. In the past, the City's public service allocation has typically been used to fund social service organizations. The CDBG allocation for Moorpark generally varies and depends on the number and type of funding applications submitted countywide, county funding available, and alignment with CDBG priorities.

Housing Choice Vouchers

The City maintains membership in the Area Housing Authority of the County of Ventura (AHACV), which administers the Section 8 Housing Assistance Payments (HAP) Program. The HAP Program assists elderly and disabled households by paying the difference between 30% of an eligible household's income and the actual cost of renting a unit. The Housing Authority also operates Tafoya Terrace, a 30-unit affordable senior apartment project in Moorpark, and Charles Street Terrace, a 20-unit affordable large-family apartment project adjacent to Tafoya Terrace. While these two apartment developments are available to tenants who receive Section 8 certificates, they are not restricted to only Section 8 tenants. The AHACV currently owns 73 units of public housing and provides an additional 123 rental vouchers to income-qualified households annually, totaling \$1.7 million in housing payments in 2019.

In-Lieu Fees and the Housing Trust Fund

Since 1997, the City has collected or has agreements in place for the collection of in-lieu fees from developers for the purposes of providing affordable housing pursuant to development agreements. The in-lieu fees and amounts are project specific and vary based on the terms of the development agreement. Annual increases in the fees are tied to the Consumer Price Index (CPI). The in-lieu fee revenue collected from developers is placed in the housing trust fund, which is used (as specified by regulations) to assist in the development, rehabilitation, or preservation of affordable housing in Moorpark. In past years, the City has often used housing in-lieu fees to purchase residential land, which is then sold or transferred to developers of affordable housing who will build projects in Moorpark. The City has approximately \$3.3 million in housing funds for affordable housing as of January 1, 2022.

Housing Trust Fund

Ventura County Housing Trust Fund (VCHTF) was created in 2008 to respond to the needs of affordable housing developments, which often experience funding gaps during the planning or construction phases. The VCHTF works to leverage funds by combining private resources with foundation and public agency funds to build a revolving loan fund dedicated to expanding affordable and workforce housing. VCHTF often makes loans early in the development cycle, before traditional funding is available, and thus provides the financial support and credibility needed to attract other money. Today, VCHTF has become a state and federal Certified Development Financial Institution (CDFI), receiving financial support from all 10 cities in Ventura County. VCHTF has provided bridge funds for most of the cities in Ventura, including three loans totaling \$1,125,000 to finance the development of the Walnut Street Apartments. As part of the Housing Element, the City is planning on establishing a local housing trust fund.

Administrative Resources

Ventura County has a large network of local nonprofits, government agencies, organizations, and developers who are active in providing affordable housing and social services to low and moderate-income families and individuals in Moorpark. Some of the many nonprofit agencies operating in Moorpark are noted below.

First 5 Ventura County

First 5 provides PACT (Parent and Child Together) classes and resources for families. Families can access screenings, referrals, parent education, and more services to families with children aged 0 to 5. Services provided include family education training on parenting issues; information, guidance, and referrals for children with special needs; resources for childcare and childcare providers; medical/dental/vision/nutrition screenings and workshops; Healthy Families/MediCal application assistance; adult English as a second language and literacy classes; and other services.

Catholic Charities and Moorpark Community Service Center

Catholic Charities is a nonprofit organization that provides various social services such as eviction prevention assistance, utility payments, and emergency rental payments. Since 1978, Catholic Charities has operated the Moorpark Food Pantry, which collects various donations of perishable and nonperishable food items, clothes, and personal hygiene items to be distributed to the neediest families in the community. Other services are provided to meet unexpected needs that a family or individual may have. Catholic Charities operates out of the Ruben Castro Human Services Center.

Cabrillo Economic Development Corporation

The Cabrillo Economic Development Corporation's (CEDC) mission is to provide comprehensive housing services and community economic development activities through a community-building approach that facilitates self-sufficiency for individuals and families who are most lacking in opportunity in Ventura and Santa Barbara counties. CEDC also has construction, property management, homeownership, counseling, and community building divisions. CEDC, in cooperation with Peoples' Self-Help Housing Corporation, was involved in developing the 62-unit Villa Campesina project in Moorpark.

Habitat for Humanity of Ventura County

Habitat for Humanity is a nonprofit organization dedicated to building affordable housing and rehabilitating damaged homes for lower income families. Located countywide, Habitat has an office in Simi Valley. Habitat builds and repairs homes for families with the help of volunteers and homeowner/partner families. Habitat homes are sold to partner families at no profit with affordable, no-interest loans. Volunteers, churches, businesses, and other groups provide most of the labor for the homes. Land for new homes is usually donated by government agencies. Since Habitat launched its "Preserve a Home" program in 2011, 12 homes have been rehabilitated in the county.

Many Mansions Inc.

Many Mansions is a nonprofit housing and community development organization founded in 1979 to promote and provide safe, well-managed housing to limited income residents of cities in Ventura County. Many Mansions develops, owns, and self-manages special needs and permanent affordable housing. The organization also provides resident services, housing counseling, a food bank, and homeownership counseling. Many Mansions built the Walnut Avenue Apartment projects in Moorpark and is under contract to build additional affordable housing projects in Moorpark.

Housing Rights Center

Along with many other communities in Ventura County, Moorpark contracts with the Housing Rights Center to provide a wide range of fair housing services for residents. These services include landlord and tenant counseling regarding their rights and responsibilities, including questions about security deposits, evictions, repairs, rent increases, harassment, and more. The Housing Rights Center also offers investigations of discrimination and fair housing education and outreach. The Housing Rights Center participated in the regional analysis of fair housing for Ventura County.

Ruben Castro Charities

In 2012, the City of Moorpark built the Ruben Castro Human Services Center (RCHSC), a multiservice and “one stop” location where social service organizations provide services to vulnerable people in the community. Local nonprofits, including Catholic Charities, Interface, and the Ventura County Human Services Agency, have offices and operate from this location. The RCHSC also has the benefit of housing the County of Ventura’s Moorpark Family Medical clinic. The center is conveniently located in downtown Moorpark.



Area Housing Authority

The Area Housing Authority of the County of Ventura (AHACV) is an independent, nonprofit agency serving the unincorporated areas of Ventura County and the cities of Camarillo, Fillmore, Moorpark, Ojai, Simi Valley, and Thousand Oaks. The AHACV provides a range of services, but its primary responsibility is to manage the federal housing voucher program. The AHACV provides 123 rental housing vouchers to income-qualified households, owns and manages 73 public housing units, and partners with other agencies to provide housing and related services for residents of Moorpark. As of January 2020, the Housing Authority provides rental assistance to approximately 200 households in Moorpark.

4.6 Housing Program Evaluation

Section 65588(a) of the California Government Code requires that local governments evaluate the effectiveness of their existing Housing Element; the appropriateness of goals, objectives, and policies; and the progress in implementing housing programs from the previous planning period. The following sections summarize the progress achieved in meeting the quantified objectives of the 2014–2021 Housing Element and a program-by-program assessment of the programs in the prior Housing Element.

4.6.1 Quantified Objectives

The 2014-2021 Moorpark Housing Element contained specific quantified objectives for the development, rehabilitation, and preservation of housing in Moorpark. Table 4-34 lists those quantified objectives and the progress made toward each objective. The progress is derived from the annual progress reports for the Housing Element provided to the California Department of Housing and Community Development in accordance with §65400 of the Government Code.

In summary, the City met its housing production goal for units affordable to above moderate-income households, but fell short for its very low, low, and moderate-income goals because these goals require public subsidies. Rehabilitation projects also fell short due to limitations in the structure of the program. Finally, no affordable multiple family projects are at-risk of conversion; therefore, no activity occurred.

Table 4-34 2014-2021 Housing Element Objectives and Accomplishments

Goals and Progress	Affordability Level of Units				Total Units
	Very Low	Low	Moderate	Above Moderate	
Goals					
Housing Production ¹	289	197	216	462	1,164
Housing Rehabilitation ²	20	15	0	0	35
Housing Preservation ³	0	0	0	0	0
Progress					
Housing Production ¹	15	39	11	518	583
Housing Rehabilitation ²	0	1	0	0	1
Housing Preservation ³	0	0	0	0	0

Source: City of Moorpark, October 2020.

¹ The quantified objective for housing production is equivalent to the City's 2014 regional housing needs allocation.

² Rehabilitation activity is constrained by the number of applications submitted and by applicants' qualifications.

³ No multifamily housing projects were at risk of conversion to market rents; therefore, there is no quantified objective.

Progress Toward Addressing Special Needs Groups, 2014-2021

Moorpark is home to a number of groups with special housing needs, including seniors, large families, disabled persons, single-parent families, homeless people, and farmworkers. The 2014-2021 Housing Element thus included Goal 3, "Expand and Protect Housing Opportunities for Lower Income Households and Special Needs Groups," to guide objectives for housing and related service programs. The following summarizes progress made over the 2014-2021 period with respect to housing and supportive services.

- **Disabled Residents.** The City updated its Transition Plan and continued to modify infrastructure, facilities, and services to improve accessibility. This included an inclusive playground at Tejada Park. The Housing Authority allocated 41 vouchers to households with a disability in Moorpark. The City also approved the Oakmont Living project for residents with a disability. Regionally, transit agencies provided subsidized low cost transit to residents with a disability. Moorpark College and the local school district also provided specialized educational services to disabled students.
- **Large and Female-Headed Families.** The City worked with Many Mansions to approve development of the Walnut Family Apartments, which contains 24 units (one-, two-, and three-bedroom floorplans). The Housing Authority provided 88 vouchers to lower income families. The City also worked with developers to build 43 single-family homes in three- and four-bedroom unit formats. The City also continued to maintain the long-term affordability of all its housing, including mobile homes. The First Five Learning Center continued to provide services to children of lower income families.
- **Seniors.** The City approved an application for the 390-unit Aldersgate senior retirement community (as well as Oakmont Living), which will be developed during the 6th cycle. The Housing Authority continued to assist 60 elderly households with housing choice vouchers. The City provided a variety of services (e.g., recreation, health, fitness, etc.) to seniors at its Active Adult Center. Locally, Ruben Castro Charities, through its pantry locations, serve 50 senior households each month. The City also completed construction of the Ruben Castro Human Services Center in 2013 for local service agencies.
- **Homeless.** The City has historically had one of the smallest homeless populations in Ventura County. In 2019, the City signed an MOU with the county committing to participation in a regional service system (Pathways to Home), use of the County's HMIS system, and annual financial contributions to the county's 2-1-1 system. Furthermore, the City committed to addressing local housing needs (transitional, supportive, extremely affordable, etc.). The City also supported the Ruben Castro Charities, which provides food pantry and other services to residents at risk of homelessness. The City also participated in the biennial homeless census to track emerging needs in Moorpark.
- **Farmworkers.** The City updated its municipal code definitions regarding farm workers and agricultural housing. In 2012, Clinicas health clinic opened, which serves low income individuals and farmworkers. The Ruben Castro Charities also provides services to low income residents, including farmworkers.

4.6.2 Progress in Implementing Housing Element Programs

The 2014–2021 Housing Element contained 22 housing programs to implement the goals and policies of the Housing Element. Table 4-35 describes the progress made in implementing each program based on annual progress reports submitted to the Department of Housing and Community Development. Also included is an evaluation of the appropriateness of the program for the 2021-2029 Housing Element based on City staff evaluation and interviews with stakeholders and workshop sessions with the GPAC. Additional programs will be added to the Housing Element based on staff evaluation, changes to state law, and comments received during the engagement process for the 2021-2029 Housing Element.

Progress is summarized below.

Table 4-35 Moorpark’s 2014-2021 Housing Element Progress

Programs	Program Specifics and Progress	
	Objective	Progress and Continued Appropriateness
Program 1. Housing Rehabilitation	Provide loans for a maximum of 25 single-family homes and 10 mobile homes	<ul style="list-style-type: none"> One mobile home loan was issued in the 2014-2021 cycle although the City has issued 60 rehab loans since the 1990s. In recent years, however, structural issues with the program have led staff to investigate repurposing funds from housing rehabilitation to other planning and program efforts. Housing rehabilitation remains a concern, but the issue is localized in several areas or concentrated among lower income households. The City will continue the housing rehabilitation program for the 2021-2029 Housing Element, but seek different funding sources, partners (e.g., Habitat), and strategies to better target efforts.
Program 2. Code Enforcement	Continue code enforcement activities	<ul style="list-style-type: none"> Code Compliance responds to code violations to reduce the incidence of building and property maintenance hazards. Typical issues include illegal garage conversions, unpermitted subdivisions, unpermitted patio enclosures, people living in non-habitable structures and RVs, and drug houses. City staff see 4 to 8 cases per month for each category, usually concentrated in the Downtown. Code compliance remains an important tool for maintaining quality of life and addressing blight and unsafe housing and property conditions. The City will continue this program for the 2021-2029 Housing Element. Active nonprofits may also be encouraged to help residents remedy violations.
Program 3. RHNA Sites	Ensure no net loss of residential capacity for the RHNA throughout 2014-2021	<ul style="list-style-type: none"> The City identified sufficient sites to accommodate the entire 2014–2021 RHNA as part of the Housing Element. Since adoption of the Housing Element, the City continues to implement this effort in accordance with SB 166. The program will continue for the 2021-2029 Housing Element period since housing is a key council goal.

Table 4-35 Moorpark’s 2014-2021 Housing Element Progress

Programs	Program Specifics and Progress	
	Objective	Progress and Continued Appropriateness
		Additional housing sites will be added as part of the General Plan update, allowing the City to ensure no net loss of residential capacity through 2029.
Program 4. Downtown Specific Plan	Continue to implement the Downtown Specific Plan.	<ul style="list-style-type: none"> In 2020, the City amended the Specific Plan to allow mixed land uses. Subsequently, the City approved plans for the 69-unit High Street Station, which included 11 units deed restricted as affordable to moderate-income households. As part of the General Plan update, the City will implement the Downtown Specific Plan to facilitate additional residential and mixed use development. This program will continue for the 2021-2029 Housing Element period.
Program 5. Farmworker Housing	Implement zoning regulations in conformance with the Employee Housing Act.	<ul style="list-style-type: none"> The Municipal Code continues to allow farmworker housing for employees of a farming operation in the zoning districts allowing rural residential and agricultural uses. No applications were submitted to develop farmworker housing. The program will continue for the 2021-2029 Housing Element. The City anticipates revising zoning code provisions for employee housing and working with local and regional partners to address the need for farmworker housing.
Program 6. Accessory Dwelling Units	Continue to encourage and facilitate such uses	<ul style="list-style-type: none"> City staff updated ADU standards and process to comply with state law in effect as of 1/1/20. Handouts and customer references were updated. More than 40 ADU permits were issued from 2017 to 2020 and interest remains strong. As a key strategy for the RHNA, this program will continue for the 2021-2029 Housing Element. The City will examine ways to incentivize additional ADU production and work with VCOG cities on a regional strategy to facilitate ADUs.
Program 7. Emergency Shelters and Transitional and Supportive Housing	Continue to comply with SB 2. Amend Zoning Code to update definitions of uses consistent with SB 745 of 2013.	<ul style="list-style-type: none"> In conformance with Government Code §§65583 and 65589.5, the zoning code allows emergency shelters by right subject to objective development standards in the C-2 zone, and at existing places of worship in residential zones. Definitions of transitional and supportive housing were also amended. Though the City’s homeless population is small, this program will continue for the 2021-2029 Housing Element. The City will update the zoning code to allow navigation centers and reexamine codes that address housing for homeless people.
Program 8. Single Room Occupancy	Continue to allow SROs by right in the C-2 zone.	<ul style="list-style-type: none"> The City continues to maintain compliance. No applications were submitted requesting an SRO project. This program will continue to be implemented much like other municipal codes and will be reviewed and updated as state law changes.

Table 4-35 Moorpark's 2014-2021 Housing Element Progress

Programs	Program Specifics and Progress	
	Objective	Progress and Continued Appropriateness
		<ul style="list-style-type: none"> Because the action was simply a code amendment, this will not be included as a separate program in the 2021-2029 Housing Element.
Program 9. "Section 8" Rental Housing Voucher	Participate, advertise, and encourage rental property owners to register units with the Housing Authority.	<ul style="list-style-type: none"> Moorpark continues to participate in and advertise Section 8 Housing, which is provided and managed by the Area Housing Authority of the County of Ventura. Presently, there are 200 households using Section 8 vouchers in Moorpark. Section 8 remains a key program to assist low-income renters and will continue for the 2021-2029 Housing Element. Opportunities for increasing the use of vouchers, particularly in new apartments, will also be explored.
Program 10. Mortgage Credit Certificate Program	Continue to participate in program and advertise.	<ul style="list-style-type: none"> From 2017-2019, 5 MCC loans were issued. The lack of loans in recent years is due to the escalation of housing prices and changes in tax laws. The program has yielded modest results, but first time homeownership remains a priority. The MCC program will be deleted for the 2021-2029 Housing Element, but the City will explore funding sources to start a new homeownership program for residents.
Program 11a. Mobile Home Affordability	Monitor Villa Del Arroyo's compliance with its Regulatory Agreement	<ul style="list-style-type: none"> The City monitors Villa Del Arroyo's compliance agreement to ensure that the 48 affordable units remain occupied by very-low-income families. Villa Arroyo may be eligible for assistance under AB 83 (Housing Trailer bill), so this project may warrant further review in the Housing Element. This program will continue for the 2021-2029 Housing Element. The City will also explore options to maintain/improve the condition of the mobile home park to retain its long-term viability.
Program 11b. Resale Refinance and Option to Purchase	Monitor Resale Refinance Restriction and Option to Purchase Agreements.	<ul style="list-style-type: none"> The City continues to monitor the status of affordable projects that received public financing to ensure that occupancy and affordability terms are maintained in accordance with their agreements. Currently none of the projects are at risk of conversion. While there are no affordable projects at risk of conversion, it will remain important to retain this program as there may be options for improving existing properties. This program will continue for the 2021-2029 Housing Element.
Program 12. Inclusionary Program	Implement fee expenditure priorities; Use inclusionary funds to assist	<ul style="list-style-type: none"> The City continues to implement these fee expenditure priorities: 1) affordable housing production; 2) subsidy of affordable housing; 3) housing rehabilitation; and 4) housing assistance. From 2014 to 2021, the City facilitated development of 19 VLI units.

Table 4-35 Moorpark's 2014-2021 Housing Element Progress

Programs	Program Specifics and Progress	
	Objective	Progress and Continued Appropriateness
	development of up to 20 VLI units by the end of 2014.	<ul style="list-style-type: none"> While the program continues to be successful, since the City is updating its General Plan and zoning code, the City will explore the adoption of an inclusionary requirement and formal expenditure policy to ensure development of affordable housing.
Program 14. Land Assemblage	Assist in purchase and assembly of land to accommodate the City's fair share of housing needs.	<ul style="list-style-type: none"> The City continues to encourage the provision of quality, affordable housing through use of land write-downs, assemblage of land, direct financial assistance, and/or regulatory incentives. The Successor Agency negotiated a DDA on property it owns on Everett Street to provide for 23 very low/low-income affordable units. This program has been effective in facilitating and encouraging the development of affordable housing and therefore will continue for the 2021-2029 Housing Element.
Program 15. Regulatory and Financial Assistance	Provide regulatory assistance for projects that address local housing needs at least twice during the planning period.	<ul style="list-style-type: none"> The City provided regulatory assistance to the Area Housing Authority to facilitate development of Charles Street Terrace. The City also granted a \$2 million fee reduction for undergrounding utility lines for projects. The City is renegotiating DAs to assist in the development of affordable housing. This program has been effective in facilitating and encouraging the development of affordable housing and therefore will continue for the 2021-2029 Housing Element.
Program 16. Assistance to CHDOs	Continue to work with local CHDOs by providing assistance for affordable housing.	<ul style="list-style-type: none"> The City assembled 3 parcels on 136 First Street, 1.6 acres for Pacific Communities, and other parcels for potential affordable housing (e.g., Charles Street, Fremont Street, and Walnut Canyon). The City recently worked with a CHDO to assist in the development of the Walnut Street Apartments. For the 2021-2029 Housing Element, the City will seek to expand its potential collaborative partners to facilitate the provision of affordable housing and services to residents.
Program 17. Density Bonus	Continue to monitor state Density Bonus law and update local regulations as needed	<ul style="list-style-type: none"> The City updated its density bonus ordinance in 2017. Since its adoption, a density bonus was granted for the Walnut Street Apartments, and other projects are underway. This program will continue for the 2021-2029 Housing Element. However, the ordinance will also be updated for the latest changes in density bonus provisions in state law and for consistency with the inclusionary housing ordinance.
Program 18. R-P-D Designation and PDP Process	Continue to use R-P-D Zone to encourage a variety of housing	<ul style="list-style-type: none"> The City continues to use the R-P-D zone and PDP process to facilitate the development of affordable housing, most recently for the Walnut Street Apartments for families. This is

Table 4-35 Moorpark’s 2014-2021 Housing Element Progress

Programs	Program Specifics and Progress	
	Objective	Progress and Continued Appropriateness
	to address local needs.	<p>the primary zone used to facilitate the production of multiple family and affordable housing at higher densities.</p> <ul style="list-style-type: none"> This program will continue for the 2021-2029 Housing Element. However, the role of the RPD will diminish because amendments to existing General Plan designations and zoning will allow for additional capacity without an RPD.
Program 19. Off-Street Parking	Continue to monitor parking conditions in residential developments.	<ul style="list-style-type: none"> The City’s Code Compliance continues to monitor off-street parking congestion in residential neighborhoods and respond to complaints as necessary. Off-street parking remains an issue at times in overcrowded areas or hillsides. While off-street parking remains an issue, this effort will continue but will be subsumed under the larger Code Compliance Program for the 2021-2029 Housing Element.
Program 20. Fair Housing Services	Continue provision of fair housing services and publicize services throughout	<ul style="list-style-type: none"> The Housing Rights Center, as the fair housing provider for Ventura County cities, continues to provide counseling and legal guidance for residents and landlords regarding all fair-housing-related concerns. HRC holds workshops as well. Given the City Council’s direction on housing opportunity, this program may be expanded for the 2021-2029 Housing Element, not only to increase housing choice and opportunity, but to address other fair housing concerns.
Program 21. Reasonable Accommodation	Continue to implement the ordinance	<ul style="list-style-type: none"> In 2016, the City issued one zoning clearance 2016-366 for a Reasonable Accommodation to convert one garage space to a wheelchair-accessible pantry for the resident. No other reasonable accommodations were identified. As this program is a key “aging in place” strategy, the reasonable accommodation program will continue for the 2021-2029 Housing Element. To increase participation, the program will be advertised online and through other venues.
Program 22. Childcare Facilities	Consider incentives for co-locating childcare facilities and affordable housing; prioritize funds for projects with family support and childcare	<ul style="list-style-type: none"> The City partners with First 5 to provide childcare, preschool type services at the Ruben Castro Human Services Center and manage a preschool at the Arroyo Vista Center. During the 2014-2021 cycle, no developers used childcare facilities to receive development incentives such as the density bonus. This program will be folded into the density bonus update program for the 2021-2029 Housing Element.

Sources: City of Moorpark, Annual Progress Reports, 2014-2020; Interviews with City staff and program managers; housing stakeholders.

4.6.3 Housing Element Outreach

State law requires cities to make a "diligent effort" to achieve participation by all segments of the city in the Housing Element. The Housing Element update was part of an overall update to the General Plan, so Moorpark solicited input from the public throughout the Housing Element process—during development of the draft element, public review of the draft element, and the adoption process. A high-level summary of the City's program for public engagement and participation follows.

Community Survey

The City administered an online survey via SurveyMonkey from June 17, 2020, through August 31, 2020. The City advertised the survey using postcard mailers, social media, "M-Powered" newsletters, Moorpark TV, and the General Plan project website at MoorparkGeneralPlan.com. The survey was available in English and Spanish. Participants were asked about how important it was to provide more of certain housing types in Moorpark. The most important housing characteristic reflected was the need for a mix of housing types (reported by 70% of the respondents), closely followed by affordable rental housing (noted by 69% of residents). Feedback received through this survey was considered by the City and GPAC and was reflected in the City's Strategic Plan goals.

General Plan Advisory Committee

As part of the General Plan update, a GPAC was appointed to provide input, feedback, and recommendations to City staff, the Planning Commission, and City Council on key components of the General Plan update. All GPAC meetings were duly advertised and open to any member of the public who could attend either in person or online. All agendas and materials can be found at: <http://moorparkgeneralplan.com/participate/gpac/>. GPAC meetings were also covered by the local press, with articles posted in the Moorpark Acorn, and other organizations.

Between 2020 and 2021, the GPAC held one dozen meetings covering topics relevant to the Housing Element, including housing sites; housing needs and trends; and housing goals, policies, and programs. GPAC agendas indicated that assistance and information in Spanish would be available upon request. Meeting dates and topics that provided foundation material for the General Plan update and the development of the 2021-2029 Housing Element were:

October 1, 2020. GPAC Orientation	April 29, 2021. Development Types and Housing
October 22, 2020. Visioning	May 27, 2021. Land Use and Opportunity Sites
December 10, 2020. Visioning	July 10, 2021. Land Use Workshop
November 12, 2020 Existing Conditions	September 2, 2021. Housing Issues
February 25, 2021. Opportunity Sites	December 9, 2021. Housing Goals and Programs
March 18, 2021. Opportunity Sites	December 16, 2021. Land Use Opportunity Areas

Special Needs Consultations

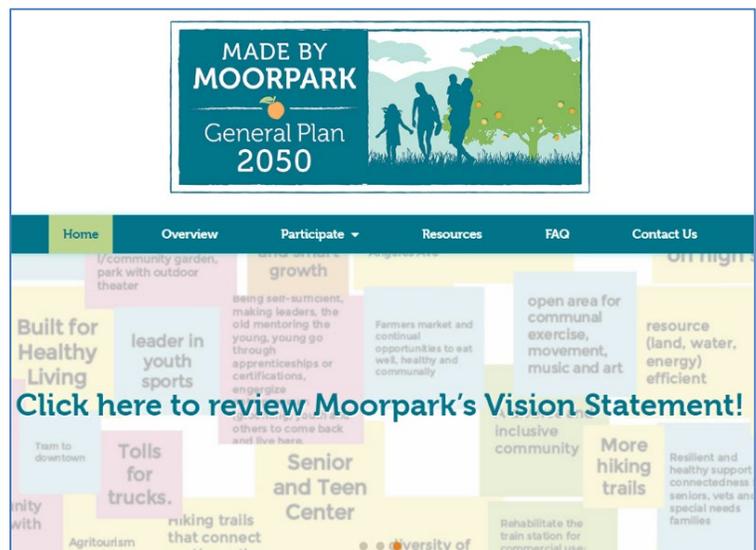
The City conducted direct consultations with community stakeholders and developers during the update of the Housing Element. These included groups such as senior service providers, service providers to people with disabilities, college representatives, service agencies for lower income populations, developers and architects, nonprofit housing developers, and fair housing organizations. These consultations helped to refine the issues and priorities for the 2021-2029 Housing Element.

Interviews included:

- Farmworker Housing Interests (House Farmworkers)
- Homeless Service Providers (County of Ventura)
- Senior Service Agencies (City of Moorpark, Area Agency on Aging)
- Disabled Person Organizations (Independent Living Center, Tri County Regional)
- Fair Housing (Housing Rights Center, DEFH, and HUD)
- College Student, Faculty, and Employees (Moorpark College)
- Affordable Housing Developers (People's Self Help, Habitat, etc.)
- Market Rate Housing Developers (Private Developers and Architects)

Website Presence

The City made a diligent effort to keep the public informed about the status of the General Plan update and 2021-2029 Housing Element update. A General Plan website was set up to inform residents of the update, including the Housing Element. The website included presentations made to the advisory committee, planning reference documents, information from community surveys, draft Housing Element, review letters from HCD, and other materials. The website can be accessed online at: <http://moorparkgeneralplan.com>.



Incorporation of Outreach Results

Through more than a dozen GPAC meetings and many supplemental discussions with community stakeholders, new and expanded housing programs were proposed for the Housing Element. Table 4-36 lists those programs. Further information on each program is found in the Housing Plan.

Table 4-36 Highlights of Selected Program Changes Based on Outreach

Comments by Goal Area	Program Specifics and Progress	
	Synopsis	Incorporated
Goal 1: Housing and Neighborhood Quality	Need for stronger housing rehabilitation and neighborhood improvement; extend to mobile homes and underserved areas such as Downtown and Virginia Colony	<ul style="list-style-type: none"> Restart housing rehabilitation program Include capital improvement plan Priority for underserved areas
Goal #2: Housing Assistance	Need to establish citywide inclusionary requirements and sustainable long-term fund to support housing production. Also need funding to allow new/existing residents to purchase homes	<ul style="list-style-type: none"> New citywide inclusionary program – not dependent on project-by-project DDAs. New Affordable housing trust fund program Restart/refund homeownership program Develop priority list for fund expenditure
Goal #3: Housing Opportunities	Significant need to expand the type, breadth, and tenure of affordable and market rate housing	<ul style="list-style-type: none"> Stronger ADU program Stronger homeless housing/services program New College/Faculty Housing program New Seniors/disabled people program New Farmworker Housing program
Goal #4: Remove Housing Constraints	Developers, stakeholders, and City staff recognized the many constraints to the production of housing – permit processing, fees, lack of land and need for collaborative partners	<ul style="list-style-type: none"> New Development Fee Study program New Permit Process Streamlining program New comprehensive Zoning Code update New collaborative partnership program Expanded land acquisition/disposition program
Goal 5. Fair Housing	While systemic fair housing issues were not found, the City needs to significantly expand housing opportunities for all ages and incomes	<ul style="list-style-type: none"> Fair housing program expanded New housing opportunity programs targeting the City's special needs groups Housing and reinvestment strategies targeting underserved areas/groups Homeownership programs to help residents build wealth

Sources: City of Moorpark, Stakeholder Interviews, 2021.

4.7 Housing Plan

The Housing Plan is Moorpark’s statement of priorities for addressing its housing needs. It contains a series of goals, policies, and implementation programs to address local housing needs in accordance with statutory requirements set forth in Housing Element law. The goals represent end states that the City desires to achieve over the Housing Element period. Policies provide strategic guidance to achieve the future end state desired by the City. Programs refer to implementation activities that the City is committed to undertaking to achieve or further achievement of a policy and/or goal.



As the City looks forward through 2029 and beyond, the Housing Plan (e.g., goals, policies, and programs) is intended to reflect three major emphases: 1) state law requirements to address the maintenance, preservation, improvement, and development of housing for residents of all economic segments in a manner that affirmatively furthers fair housing; 2) local needs that require a broader mix of affordable, accessible, and quality housing that serves the needs of all residents; and 3) City Council strategic goal to identify options and solutions to barriers for housing for all economic and age ranges.

4.6.1 Housing Goals and Policies

Housing and Neighborhood Quality

Moorpark residents cherish their neighborhoods and the peaceful and desirable environment provided. In south Moorpark, the Mountain Meadows, Peach Hill, and Carlsberg neighborhoods provide a mix of single-family suburban neighborhoods, predominantly comprised of single-family homes. The Downtown is the City's historic core, dating back to the founding of the community. It provides the greatest variety of housing—single-family to townhomes to apartments—in highly differentiated districts. The College area is master planned, providing single-family and townhome units. Moorpark Highlands and other areas north of downtown provide residential hillside settings.



Maintaining neighborhoods and housing in good condition is a priority to ensure desirable residential environments. The City continues to undertake efforts to provide supporting infrastructure and public facilities; offer a mix of quality parks and open spaces; and offer programs to maintain and improve the quality of housing. These efforts will ensure the long-term health and viability of neighborhoods.

Goal HE-1: Provide neighborhoods of well-maintained homes, ample public services and facilities, open spaces and recreation, and infrastructure that provide quality places to reside.

Policies

HE-1.1 **Building Code Compliance.** Ensure that all new housing construction adheres to applicable building, safety, health, and energy conservation requirements.

HE-1.2 **Code Compliance.** Monitor and enforce building and property maintenance code standards and enlist volunteer participation in maintaining housing and residential neighborhoods.

HE-1.3 **Neighborhood Amenities.** Provide public safety services, infrastructure maintenance, and other public services to maintain the quality of neighborhoods, and the environment.

HE-1.4 **Housing Condition.** Facilitate the repair, revitalization, and rehabilitation of residential dwellings to provide safe and healthful housing for all residents.

HE-1.5 **Historic Preservation.** Support the designation, preservation, and maintenance of historically and/or architecturally significant buildings.

HE-1.6 **Neighborhood Revitalization.** Prioritize funding to rehabilitate housing, provide services, and improve infrastructure in older neighborhoods that have experienced limited investment.

Housing Assistance

Recent years have seen housing prices outpace increases in household income. The high demand for housing coupled with a limited supply of housing has made it more difficult to find and afford housing. Increased housing prices and rents have made it more difficult for younger families to buy or rent housing and, in some cases, have led to families leaving the City to buy housing. The unaffordability of rental and ownership housing has made it particularly difficult for college students and faculty, farmworkers, seniors, people with a disability, and others to find and retain housing.



Responding to these housing needs requires a sustainable housing strategy that will provide long-term solutions. Housing production is required to address the shortage of housing that underlies price increases. Homeownership assistance is required to attract and retain younger households and other demographic groups. Rental assistance is equally important, allowing households the ability to accumulate wealth and to retain their homes. Preservation of existing affordable housing also helps existing lower income residents retain their housing.

Goal HE-2: Facilitate expansion, improvement, and preservation of housing options and support the provision of housing assistance for lower, moderate-income, and special needs households.

Policies

- HE-2.1 **Financial Assistance.** Use public financial resources, to the extent feasible, to support provision of housing for lower income and special needs households.
- HE-2.2 **Rental/Ownership Assistance.** Support county efforts to provide rental assistance and provide homeownership assistance to expand options for low-moderate-income buyers.
- HE-2.3 **Preservation of Affordable Housing.** Support the conservation and preservation of mobile home park, publicly subsidized housing, and other sources of affordable housing.
- HE-2.4 **Inclusionary Housing.** Require 15% of newly constructed units in qualified ownership and rental housing developments to be affordable to lower-moderate-income households.
- HE-2.5 **Collaborative Partnerships.** Participate in and support collaborative partnerships that provide funding and assistance for the development, improvement, and preservation of housing.
- HE-2.6 **Supportive Services.** Provide assistance, where feasible, financial and administrative resources to community-based organizations serving Moorpark residents.

Housing Opportunities

While Moorpark has developed as a primarily single-family residential and suburban community, the City is gradually changing along with the rest of Ventura County. Broader demographic trends (aging, diversification, household composition, income levels, etc.) coupled with ongoing economic shifts in employment and income levels have changed the role of the City in the region and its population. As the City matures and progresses toward its buildout, the City can expect demographic changes and a continued need for a broader range of housing types. Housing diversity will be a key theme to retain residents.



Moorpark strives to have a balanced supply of housing products affordable for all income levels, including groups with special needs. With the high cost of housing in the City, there is an acknowledged need for also addressing a missing middle, including courtyard housing, affordable townhomes, triplexes and fourplexes. Moreover, providing expanded housing options for lower income residents will continue to be needed. The intent of this goal is to assist in the provision of housing to meet the full needs of the community, including renter and owner households of varying lifestyle needs.

Goal HE-3: Facilitate well-designed housing that is diverse in product type, occupancy, location, affordability, and tenure and that meets the existing and future needs of residents.

Policies

HE-3.1 **Housing Sites.** Identify adequate sites to be made available and zoned at the appropriate densities, to achieve housing goals set forth in the RHNA.

HE-3.2 **Adequate Service Levels.** Ensure residential sites and developments have appropriate and adequate levels of public services, facilities, circulation, and other infrastructure and services.

HE-3.3 **Housing Design.** Encourage exemplary design in housing architecture, site layout, and landscaping consistent with the General Plan, design standards, and sustainability principles.

HE-3.4 **Mixed Use Development.** Promote and encourage mixed-use residential and commercial uses, where appropriate, to create more vibrant neighborhoods and activity centers.

HE-3.5 **Expanded Housing Options.** Support and facilitate a broader range of housing options for college students and faculty, farmworkers, disabled people, seniors, and homeless people.

HE-3.6 **Missing Middle Income.** Support the development of missing middle-income housing, including smaller courtyard housing, triplex/duplexes, cottage housing, and other small-lot developments.

Housing Constraints

Moorpark, like many communities in the region, faces potential constraints to housing production. Environmental features include hillside topography, floodplains that span the length of the City, nearby fault lines, and wildfire hazard zones on the north and southern hillsides. These features require special attention to mitigate potential impacts. The City also has a diminishing stock of vacant land. As the City is the newest incorporated community in 1983, many local ordinances were inherited from county ordinances.

Moorpark is updating its General Plan and zoning code to address many of the issues that affect the development of residential uses that offer communitywide benefit. The City must be increasingly flexible and creative in the ways it can reduce regulatory, market, or environmental barriers to development while still ensuring environmental impacts are fully addressed and that residential projects are well designed and add value to the community. These methods must extend beyond singular strategies of relaxing development standards but also must include ways to encourage the consolidation of lots and facilitate the creative reuse of underutilized sites. The following goals and policies address potential constraints.



Goal HE-4: Where appropriate, mitigate to the extent feasible, constraints to the production, maintenance, and improvement of housing.

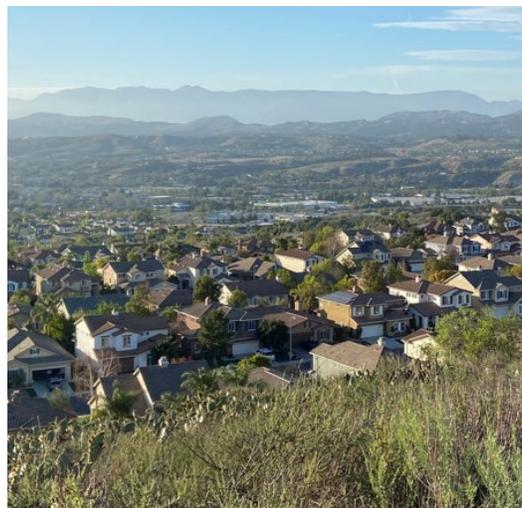
Policies

- HE-4.1 **Municipal Ordinances.** Periodically review City regulations, ordinances, and fees/exactions to ensure they do not unduly constrain the production, maintenance, and improvement of housing.
- HE-4.2 **Regulatory Concessions.** Offer regulatory incentives and concessions for affordable housing, including relief from development standards and density bonuses where appropriate.
- HE-4.3 **Permit Processing.** Provide for streamlined, timely, coordinated, and concurrent processing of residential projects to minimize holding costs and encourage the production of housing.
- HE-4.4 **Infill/Mixed Use.** Support infill residential and mixed use development at suitable locations and provide, where appropriate and feasible, incentives to facilitate their development.
- HE-4.5 **Administrative Exceptions.** Offer administrative exceptions to standards, where feasible, that will be needed to facilitate and encourage the production of housing.
- HE-4.6 **Land Assemblage.** Facilitate the acquisition, consolidation, and disposition of land in accordance with state law to support the development of affordable housing.

Fair Housing

State law requires that all communities affirmatively further fair housing. These provisions guarantee protections to all residents, prohibiting housing discrimination through public or private land-use practices, decisions, and authorizations based on protected status according to state and federal fair housing law. Affirmatively furthering fair housing requires meaningful and deliberate actions to overcome disparities, promote fair housing choice, and foster inclusive communities free from discrimination and other barriers that restrict access to opportunity based on protected characteristics.

While the City is predominantly a high(est) resource community, the City is actively committed to expanding housing opportunities for all of its residents regardless of where they reside. This includes providing a diversity of housing and services that are available in each respective neighborhood. The City Council remains firmly committed to improving the equity in housing for residents of all incomes.



Goal HE-5: Further equity in the provision, type, and affordability of housing and the availability of services for all Moorpark residents.

Policies

- HE-5.1 **Fair Housing Services.** Support fair housing services to residents, property owners, landlords, lenders, and others in the provision, financing, and occupancy of housing.
- HE-5.2 **Prohibit Discrimination.** Work to end discrimination in either the sale, rental, financing, or occupancy of housing on the basis of state or federal protected classes.
- HE-5.3 **Equitable Access to Resources.** Work to ensure that all neighborhoods have equitable access to public facilities, supporting infrastructure, and community services.
- HE-5.4 **Inclusive Public Participation.** Provide an open and receptive forum for City residents, commissions, stakeholders, and City staff to discuss opportunities to improve fair housing.
- HE-5.5 **Municipal Practices.** Administer municipal programs and activities relating to community development and housing in a manner that affirmatively furthers fair housing.
- HE-5.6 **Housing Stability, Health and Equity.** Expand the availability of a diverse housing stock that is suitable for different lifestyle needs, is affordable, and in healthful condition.
- HE-5.7 **Place-Based Investment.** Focus resources to improve and maintain the resources and opportunities available in older areas of Moorpark which require greater investment.

4.6.2 Housing Programs

Housing and Neighborhood Rehabilitation

Program 1: Historic Preservation

Although incorporated in 1983, the City of Moorpark dates back more than a century to the original agricultural communities of Epworth and Fremontville in the late 1800s and early 1900s. The town of Moorpark was founded in 1900, centered around the downtown and railroad line. The Downtown Core, its street layout, infrastructure, scattered housing projects, and vestiges of the City's agricultural past are scattered in the core of the community and potentially the northern sphere. The City's knowledge of historic resources is limited to defined county landmarks, surveys of a few properties, general knowledge of the City's history and resources, and a historic preservation ordinance. A general district assessment would help establish a baseline of resources and indicate a need for more formal historic planning.

Objective(s):

- Initiate a general identification and assessment of historic resources in the downtown to assist in determination of the need for more formal preservation activities.
- Work with Moorpark Historical Society and other local and regional partners to assist in identifying resources.
- Explore programs to assist the City in preserving historic resources or older housing that is of local importance.

Program 2: Housing Rehabilitation

The City periodically administers a housing rehabilitation loan and/or grant program to assist Moorpark residents in making repairs and improvements to their homes. While the program is not funded at this time, there remains a continued need to assist residents in repairing their homes, addressing code violations, and making accessibility improvements. A field survey identified that homes in the Virginia Colony, Downtown, and Villa Del Arroyo Mobile Home Estates could benefit from rehabilitation assistance. Other homes scattered throughout the City might also be assisted. To address this unmet need, the City will seek funding and collaborative partners to provide financial assistance needed to restart the housing rehabilitation program. This program will assist in ensuring that housing provides a safe and healthful environment for residents, particularly for households with limited financial means, and will improve housing security by allowing residents to live in safe and healthful housing.

Objective(s):

- Seek, apply for, and allocate funding for housing rehabilitation program.
- Develop program to include assistance for ownership units, mobile homes, and rental units.
- Contact nonprofits capable of making home repairs and/or providing financial assistance.

Program 3: Housing Code Compliance

Code compliance is one of the most tangible ways to maintain quality housing and neighborhoods. The City's Building Code, Housing Code, Property Maintenance Code, and other regulations establish minimum standards for the construction and maintenance of buildings, property, and structures. The City's Code Compliance program enforces these regulations to protect the health, safety, and welfare of the public, maintain quality neighborhoods, and ensure a high quality of life. The program also includes enforcement of the no-smoking/vaping ordinance in apartment properties and compliance with parking restrictions in neighborhoods. In addition to City codes, homeowners may need to comply with Codes, Covenants, and Restrictions adopted by homeowner associations that are more restrictive than City ordinances and that are outside the purview of City staff. To encourage code compliance, the City provides information about relevant codes and resources available to address code violations.

Objective(s):

- Require adherence to local property regulations and requirements.
- Ensure that new housing meets state building codes, including green building designs.
- Conduct code compliance inspections averaging up to 150 residences or properties on an annual basis.
- Implement new Energov system to track code compliance cases, building permit issuance, and entitlement permitting.

Program 4: Capital Improvement Plan

Every year, the Public Works Department submits a Capital Improvement Program (CIP) that identifies needed improvements to capital facilities such as streets, storm drains, parks and facilities, water facilities, and wastewater systems, etc. The CIP is correlated with goals, policies, and programs of the General Plan and adopted Americans with Disabilities Act (ADA) Transition Plan to expand access to facilities, infrastructure, and services. The City will be retaining a consultant to identify and quantify the condition of pavement and associated infrastructure. Expenditures are prioritized based on community needs and the availability of funding. Programs can be neighborhood specific or have broader community benefit. This process will help the City maintain the quality of its operating infrastructure, address and prevent the accumulation of deferred maintenance, and ensure that resources are wisely expended. As part of the program, the City will also prioritize improvements to the disadvantaged areas noted in the AFH.

Objective(s):

- Prepare, implement, and report the CIP to City Council to improve community infrastructure
- Develop a geographic information system (GIS)-based pavement management system to guide street maintenance and repair.
- Target efforts, to the extent feasible, to areas that have experienced disinvestment.

Housing Assistance Programs

Housing assistance programs include those designed to assist extremely low-, very low-, low-, and moderate-income households secure and retain affordable housing in the community.

Program 5: Inclusionary Housing/Nexus Study/Fee

The City implements an informal inclusionary housing program and requires developers to set aside up to 15% of new units as affordable to lower- and moderate-income households. This program has facilitated the production of several hundred apartments, condos, and single-family housing units affordable to income-eligible households. However, the current inclusionary requirement only applies to projects requiring a legislative action (e.g., a zone change or General Plan amendment). With the enactment of SB 166, many cities are adopting inclusionary ordinances to ensure that affordable housing is built, to avoid “no-net loss requirements,” and to assist the City in meeting state obligations. Having a formal program will streamline the process as it will avoid a project-by-project negotiation and complex development agreement. The program can be structured to require different levels of affordability for rental or ownership projects, thus tailoring the program to market conditions.

Objective(s):

- Conduct a nexus study as a prerequisite to design an inclusionary requirement.
- Draft and adopt the inclusionary housing program and expenditure priorities.
- Monitor program effectiveness on an annual basis.

Program 6: Affordable Housing Trust Fund

While the State of California has made increasingly more financial assistance available for affordable housing, it has also become more competitive to secure funds for local governments. To help address the gap in funding, the City seeks to establish a Moorpark Affordable Housing Trust Fund (AHTF) Program to fund the provision of long-term below market rate housing for very low-, low-, and moderate-income households and enhance housing opportunities for all economic segments of the community. The AHTF is anticipated to be used for a wide variety of housing-related purposes, including the provision of loans to qualified developers, public entities, groups, and individuals to encourage the development of new housing and obtain credit toward the City’s current and future RHNA mandate.

Objective(s):

- Develop and adopt AHTF program parameters (priority, eligibility, and assistance levels).
- Seek mechanism to establish, grow, and maintain the affordable housing trust fund.
- Issue RFQs for affordable housing in conjunction with the City’s acquisition, land assemblage, and disposition program to further City affordable housing goals and priorities.

Program 7: Assist in the Development of Affordable Housing

The provision of housing for extremely low-, very low-, and low-income households is a priority of the State of California and a requirement for the City's Housing Element. Moorpark will develop an affordable housing assistance program to assist in the development of extremely low-, very low-, and low-income housing by leveraging a variety of affordability tools, incentives, partners, and financing. For instance, the City will develop an inclusionary ordinance that requires the provision of affordable housing as part of new projects (Program #5). The second component (Program #23) will be the implementation of regulatory and financial incentives (e.g., density bonus, administrative exceptions, and other regulatory relief) to improve project feasibility. The third component (Program #6) will be the establishment of the Moorpark Affordable Housing Trust Fund to provide a self-sustaining fund to support the long-term delivery of affordable housing. The combination of affordability requirements, development incentives, funding sources, and administrative capacity will be the basis for the City's new housing program.

Objective(s):

- Recruit a new Program Manager, Housing, or equivalent position to implement housing program
- Develop the City's affordable housing assistance program, including funding and revenue stream
- Fund affordable housing projects that achieve the goals of the Housing Element and General Plan

Program 8: Housing Choice Voucher (Section 8)

The housing choice voucher program is administered by the Area Housing Authority of the County of Ventura (AHACV) that provides rental assistance to extremely low- and very low-income households. The program offers a rent "voucher" that is equal to the difference between the current fair market rent for an apartment and what a tenant can afford to pay (i.e., based on 30 percent of their household income). The AHACV sets preferences for the following six groups: Residency (lives or works in City), AHA Preference, Elderly, Disability, Veteran/Active Serviceperson, or Families Terminated Due to Insufficient Funding. A tenant may choose to live in housing that costs above the normal 30-percent payment standard if they pay the extra rental cost. Housing vouchers can be allocated to projects ("project-based") or to renters (tenant-based). Presently, about 200 income-eligible households benefit from the housing choice voucher program in Moorpark. While the AHACV is solely responsible for administering this federal program, the City can support county efforts through referrals and public information/advertisements.

Objective(s):

- Participate in the housing choice voucher program and refer eligible households to the County Authority for rental vouchers.
- Publicize program through a housing resource brochure and on the City's website, including outreach and education on the state's source of income protection (SB 329, SB 222)
- Publicize housing choice program to homeowners every two years to maintain at least 189 vouchers issued by the AHACV and encourage participation

Program 9: Homeownership Assistance

Moorpark has always been known for its high rate of homeownership. However, housing prices have soared over the past decade. Local surveys indicate that residents and businesses see the need for expanding homeownership opportunities, particularly as a means of retaining and attracting employees, providing young adults the option to stay in Moorpark rather than move to other lower-cost cities, and allowing individuals to downsize to other homes. Traditionally, the City has supported the mortgage credit certificate program, but it has had limited success because of housing prices. Nevertheless, with the adoption of an inclusionary ordinance, the increase in the number of forecasted affordable single-family homes, and the pursuit of other complementary affordable housing funds, the opportunity exists to retool the homeownership program to better align with the real estate market in Moorpark.

Objective(s):

- Retool the homeownership opportunity program, with a focus on moderately priced single-family homes, condominiums, and townhomes.
- Prioritize funding and opportunities to Moorpark residents and those working or attending educational institutions in the community.
- Apply for up to two funding grants before 2025 and two after 2025; and if successful, seek to assist up to 10 households during the planning period.

Program 10: Affordable Housing Preservation

Moorpark has more than a dozen affordable housing projects serving lower moderate-income residents. Traditionally, these projects have received public assistance in return for affordable housing units. The City has four apartment properties that receive public subsidies. In addition, the City has mobile homes, condominiums, townhomes, and single-family homes that also have deed restrictions guaranteeing long-term affordability or, due to market sales prices, are affordable to low- and moderate-income residents. Some of the projects have options to terminate affordability covenants during the 7th cycle Housing Element, while others are restricted as affordable in perpetuity. While no affordable housing project is at risk of conversion to non-low-income uses in the next 10 years, the City supports the long-term preservation of these properties. Moorpark will initiate discussions with owners of at-risk properties.

Objective(s):

- Initiate and maintain discussions with owners of affordable housing properties as to their needs. As feasible, identify and/or offer options to maintaining the long-term affordability of the properties.
- If needed, coordinate technical assistance and education to tenants and work with owners regarding proper notification procedures should properties become at risk of conversion.
- Continue to implement condominium conversions, require adherence to regulation requiring housing affordability, and periodically review for effectiveness.
- Prepare an annual report for the Planning Commission, City Council, stakeholders, and the public regarding status and progress in achieving housing goals.

Housing Opportunities Programs

Housing production programs are specifically designed to expand the number, type, and availability of housing in the community through specific programs to address different need groups.

Program 11: Downtown Specific Plan

Moorpark has long envisioned a downtown that provides a vibrant and pedestrian-oriented environment with shopping, entertainment, and housing for residents. Such an opportunity would capitalize on the Metrolink extension and the economic activity that accompanies increased rail activity. The Downtown Specific Plan encompasses the Moorpark Downtown and Old Moorpark area. The plan envisions transforming Downtown Moorpark into a vibrant commercial and residential destination that harkens back to its earliest days as the center of the community. The plan outlines the envisioned uses for each parcel, including residential, multifamily, mixed-use, and commercial uses. In addition, the plan prescribes roadway improvements and circulation changes and lists the various infrastructure features and services. The City recently approved the development of the High Street Depot, the City's first mixed-use project adjacent to the railroad right-of-way. The City anticipates continuing to support development and revitalization of the downtown as part of implementation of the Housing Element.

Objective(s):

- Continue to implement the Downtown Specific Plan and support the introduction of residential, mixed uses, and other land uses within the area.
- Revise and adopt current specific plans to include objective development and design standards for all projects to be drafted in accordance with Gov't Code §65913 and 66300.

Program 12: Objective Development and Design Standards

Ensuring well-designed residential projects is essential to creating a desirable living environment and preserving and enhancing the character of neighboring areas. Design review is accomplished through three means—specific plans, RPD process, or through specific requirements of overlay zones. Following staff review of the application, the Planning Commission then reviews the project based on findings. Currently, the City does not have stand-alone residential design guidelines that are applied citywide. Instead, design standards are negotiated on a project-by-project basis. At times, the lack of standards has resulted in delays for approving and conditioning applications for residential development projects. Looking forward, the City seeks to provide greater certainty to the development community regarding the City's expectations for residential development in accordance with applicable state law.

Objective(s):

- Prepare and adopt objective development and design standards (zoning, subdivision, or design review) for all projects in accordance with Gov't Code §65913 and 66300.

Program 13: Housing Sites Inventory

This Housing Element provides an inventory of residential projects in the development pipeline that contain vacant and underutilized sites that will fully accommodate the city's 2021-2029 RHNA. To facilitate and encourage development, the City will maintain an inventory and map of these sites for residential development and other sites that will be redesignated after adoption of the General Plan. Many of the residential projects in the pipeline were included in the prior 2014-2021 Housing Element. Projects and needed sites will be monitored to ensure that there is no net loss in residential development capacity during the planning period. However, if sites become insufficient for the RHNA or projects are not completed in a prescribed timeframe, additional sites will be redesignated in accordance with state law.

Objective(s):

- Maintain inventory of residential sites needed to address the 2021-2029 RHNA; periodically review list of sites for compliance with no-net-loss requirement.
- Allow by-right residential projects consistent with zoning that offers 20% of units affordable to low-income households and are proposed on sites from the 2014-2021 Housing Element.
- If housing products and affordability levels are different than anticipated and cause a shortfall in the RHNA, redesignate sites within 180 days to address the shortfall.

Program 14: Developer Assistance

The City is relying on the development of ten (pipeline) residential projects along with accessory dwelling units to satisfy its 2021-2029 RHNA. All of these pipeline residential projects have been proceeding through various stages of the entitlement process—application, CEQA clearance, developer agreement, affordable housing agreement, building permit, and construction. As such, various assistance is beneficial at times to ensure that these projects continue to move forward. The City will play an active role in facilitating the timely approval and development of each of these projects. In addition, the City is working with other applicants on future/proposed mixed-use development projects following adoption of the General Plan. To ensure timely completion, the City commits to continue proactively working with developers and property owners throughout each step of the projects. If projects are not completed in a timely manner, the City will undertake measures to find additional sites or projects (see Program #13).

Objective(s):

- Outreach to property owners and developers of pipeline projects as a means to identify and address potential obstacles to developing their property
- Support funding applications (e.g., tax credit, bonds, etc.) to help applicants be awarded local, state, and federal monies
- Continue to coordinate with applicants using a "Conditions Compliance Checklist" to approve stages of the project and ensure remaining conditions are followed

Program 15: Accessory Dwelling Units

An ADU is a self-contained living unit with cooking, eating, sleeping, and full sanitation facilities, either attached to or detached from the primary residential unit on a single lot. ADUs can be an effective strategy for providing intergenerational housing and reducing overcrowding. The City has periodically amended its municipal codes to allow for ADUs consistent with changes in state law. The municipal code allows Junior (J)ADUs in all residential zones with a zoning clearance and allows JADUs and qualified ADUs without a zoning clearance depending on the unit specifications (except O-S and TPD zones). The City is working with VCOG to develop prototypical modular ADUs that can be adapted to Moorpark. Until then, the City is projecting 80 ADUs over the planning period in accordance with the safe-harbor approach.

Objective(s):

- Amend zoning code to permit ADUs as a by-right use on any lot that allows single- or multifamily housing or mixed-use zone in accordance with Gov't Code §65852.2(a); make other substantive changes and municipal code amendments required by HCD to comply with state law.
- Record progress in ADU production on the annual progress report for the Housing Element by April 1 of each year; monitor every year and, if production falls short of goals and shortfall in sites become apparent, take measures to rezone sites or other actions to address shortfall within six months.
- Review and implement options for encouraging ADU productions, such as prototype plans, fee waivers, expedited procedures, and affordability monitoring programs

Program 16: Single-Family, Mobile Homes, and Manufactured Housing

The MMC defines a single-family dwelling as a detached building constructed in conformance with the Uniform Building Code, or a mobile home constructed on or after June 15, 1976, designed or used exclusively for occupancy by one family and containing one dwelling unit. In accordance with California Government Code §65852.3, Moorpark allows manufactured homes certified under national manufactured housing construction and safety standards on a permanent foundation in zones that allow single-family homes. The City also conditionally permits mobile homes and mobile home parks. Current definitions contained in the MMC raise concerns. The definition of a single-family dwelling raises fair housing concerns as it could be interpreted to limit families occupying a home. In addition, the codes are unclear on whether, how, and where factory-built housing is permitted, although this land use must be allowed like any other single-family residential land use in the community. Concurrent with the zoning code update, amendments will be made to address these issues.

Objective(s):

- Remove the references to potentially restricting single-family residential units designed or used exclusively to one family to address any potential fair housing.
- Review and, as necessary, revise provisions for mobile homes and factory-built housing in accordance with Gov't Code §65852.3 and other applicable provisions of state law.

Program 17: Homeless Services

Homelessness is a pressing issue for many cities, and the varied dimensions have significant implications for the type of housing provided to homeless people and their service needs. While the City has had a point-in-time count of zero, outside agencies report potentially higher numbers countywide. As required by state law, the City amended its municipal code to allow for emergency shelters, transitional housing, and supportive housing, but additional amendments will be made. The City has also signed an MOU with the County pledging participation in countywide efforts to address homelessness. Locally, the City supports the Ruben Castro Center, which is home to Ruben Castro Charities, Moorpark Family Medical Clinic, the County Human Services Agency (HSA), Catholic Charities, Interface Children Family Services, and First 5—all of which provide direct or referral services to individuals who are unhoused.

Objective(s):

- Amend zoning code to clarify the process and the zones where transitional and supportive housing is permitted in accordance with Gov't §65583 (4)(A)(ii) and 65651.
- Amend zoning code to modify parking standards for shelters and reduce the 500 foot spacing requirement to 300 feet, as required by Gov't Code §65583 (a)(4)(A)(ii) and §65583 (a)(4)(A) (v).
- Amend zoning code to permit a Low-Barrier Navigation Center as a by-right use in areas zoned for mixed uses and nonresidential zones permitting multifamily uses (Government Code §65662).
- Support a more robust point-in-time count of people experiencing homelessness in the county and city to obtain more accurate information for planning purposes.

Program 18: College Housing Services

Moorpark College has long been a highly valued community asset, providing education, employment, and enrichment opportunities to the community. Presently, the college is a commuter school for both faculty and students due to the high price of ownership and rental housing in the community. Moreover, as is the case statewide, college students often face precarious and uncertain housing situations. Looking forward, Moorpark College seeks to help address the increasing unmet need for housing affordable for faculty and students, and help to retain and attract both. The State Legislature has recently made available one-time competitive grants for community colleges. The Ventura Community College District and Moorpark College will be applying for planning grants. Should the planning study yield a favorable result, the College seeks additional options for partnering with the City for expanding housing opportunities.

Objective(s):

- Support the College's efforts to apply for a housing planning feasibility study; if study demonstrates a need, support college in application for a construction grant.
- Support other housing initiatives to address student and faculty needs.
- Assist in the development of housing that is attainable to this group.

Program 19: Housing for Seniors and Disabled People

Moorpark has a large senior population that is the fastest-growing segment. The City is responding by approving retirement communities and specialized housing for memory care. The City also provides services to seniors through its Active Adult Community Center. The City implements a transition plan to update its facilities, services, and programs to make them accessible and provides low-cost transit. Despite these efforts, affordable senior housing is in short supply as are housing options and services for disabled people. To address the unmet needs of seniors and people with disabilities, Moorpark seeks to pursue a “housing for all ages and stages” philosophy and work with its local and regional partners on implementing a coordinated, comprehensive, and compassionate service delivery system.

Objective(s):

- Amend zoning code to define and permit residential care facilities serving six or fewer clients in accordance with the Community Care Facilities Act (Health and Safety Code §1502 et seq).
- Assist developers, homeowners, and others at the planning and building safety counter regarding how to incorporate universal/accessible housing features and/or reasonable accommodation process; publicize and advertise the housing directory and reasonable modification process via web, email, etc. Seek to assist at least 10 parties/individuals over the planning period.
- Support efforts to provide community support services; expand affordable/accessible transit and community walkability in accordance with the City's Transition Plan.

Program 20: Farmworker Housing

Moorpark’s history is rooted in agriculture. Over time, most of the traditional field agricultural operations in the City have been replaced by residential development, with significant agricultural operations remaining in the county’s unincorporated areas. Developing a coherent strategy for addressing local and regional housing needs for farmworkers has been challenging because of the lack of a reliable count of farmworkers and lack of understanding of their need for housing. The County is leading a regional effort to document the housing needs of farmworkers. The City seeks to participate in this countywide effort and contribute resources to address its share of the region’s need for farmworker housing and/or services.

Objective(s):

- Amend zoning code to define and permit employee housing as a by-right use in zones allowing single-family housing in accordance with Health and Safety Code §17021.5.
- Work with the County-led coalition to support, fund and implement a countywide survey of farmworkers, employers, and housing providers to define housing conditions, needs, and barriers.
- Support and participate in the Housing Trust Fund and the creation of a dedicated source of funding for affordable housing that will meet the needs of farmworkers.
- Use the survey results to develop targeted programs and strategies to address the verified needs of farmworkers and to support agricultural businesses with a stable and healthy workforce.

Housing Constraints Programs

Program 21: Developer Fee Study

Moorpark charges planning and engineering fees to recoup the cost of services provided by City staff. In addition, development impact fees are assessed for proposed residential developments to ensure that sufficient public services, facilities, and infrastructure are available to support that development. In some cases, additional fees may be charged to make other needed improvements, such as underground utility lines or off-site improvements (roads or flood control improvements) needed for a proposed project. These types of fees and charges are common for cities throughout California and are intended to ensure quality housing and surrounding residential neighborhoods. As part of the Housing Element update, the Housing Plan proposes a process for City staff to initiate a review of fees charged and make revisions needed that balance the need for full cost recovery, ensure proposed residential developments are adequately planned for, and consider the cumulative effect on housing development.

Objective(s):

- Review residential development-related fees to determine their appropriateness (nexus), amount charged, and reasonableness; revise fees based on the findings.
- Periodically assess the cumulative impact of all fees and service charges and make revisions as needed to achieve cost recovery and further City goals and objectives.

Program 22: Land Acquisition/Consolidation/Disposition

An effective strategy to facilitate housing is through land assemblage, consolidation, and disposition. While the City no longer has a Redevelopment Agency, the City has acquired a number of parcels over the years as part of normal course of business and not through eminent domain. The Successor Agency has an inventory of parcels, subject to disposition in accordance with state law. Developers also have the option of providing donated land in lieu of inclusionary requirements and several have agreed to do so. Moorpark has managed its land assets and assisted in the development of affordable housing by providing low cost/leases to organizations in return for deed-restricted affordable housing. The City intends to continue this practice where feasible in accordance with state law requirements.

Objective(s):

- Continue to acquire, consolidate, and dispose of land in return for the production of deed-restricted affordable housing.
- As assets are acquired, periodically release an RFQ to advertise the sale or lease of the land for long-term deed-restricted affordable housing.
- Create a publicly accessible map which includes sites that are acquired, being consolidated, or otherwise being disposed of for affordable housing.

Program 23: Regulatory Assistance

Developers often face challenges in building affordable housing due to parcel size and configuration, state and local regulatory requirements, and financing to mention a few. To mitigate these barriers, local governments often attempt to provide regulatory and financial assistance, where feasible, to encourage the production of affordable housing. The City's current menu of regulatory assistance programs include a state-mandated density bonus program (last revised in 2017), an administrative exception program, and variance process among others. In addition, the City uses its RPD zone to allow for regulatory relief from development standards to produce more creative housing projects. As part of the preparation of the Housing Element, interviews with developers indicated a significant need for further flexibility in residential development standards to make residential projects more feasible to build. Further review of the municipal ordinances revealed a need to adjust several provisions of the codes.

Objective(s):

- Review and revise the City's density bonus regulations to ensure consistency with changes in state law (e.g., AB 2345) over the past planning period.
- Review the administrative exception ordinance and add authority to allow additional flexibility in other specific development standards cited as potential constraints.

Program 24: Permit Process Streamlining

The City historically used the R-P-D and PD permitting process to review, condition, and approve residential developments that are larger than four units. While this process has resulted in the development of more than 100 affordable units, it typically requires a DA/AHA, which results in significant delays in time. With the enactment of state law for expedited permit processing and to reduce the delay in processing future projects, revisions to permit processing procedures are warranted and beneficial to the City, developers, and residents. To that end, the City has committed to examining, among other items, its discretionary permit processes (R-P-D and PD permits), including its criteria, findings required, and approval authority for action. Review of other minor permitting processes may be beneficial to provide appropriate regulatory relief. In 2020, the Staff concluded an audit of the Community Development Department work program prepared by Management Partners. This audit identified 34 recommendations to improve the efficiency and effectiveness of the development process and review. Staff have rapidly set to work on making these changes. As an example, Recommendation No. 2 to update the General Plan and Zoning Ordinance are currently underway and will be completed within the next year.

Objective(s):

- Review and revise the R-P-D permit process to remove the threshold of five or more units, and review and revise as needed the approving authority, criteria, and other provisions.
- Review other administrative and conditional permit processes as part of the overall update of the zoning code following adoption of the General Plan.
- Continue to implement other regulatory and management measures from the City's 2020 management audit of planning and permitting processes in the City.

Program 25: Zoning Code Update

Moorpark was incorporated in 1983 concurrent with the development of large-scale residential subdivisions approved by Ventura County prior to incorporation. When the City incorporated, the county codes were incorporated into the Municipal Code as a baseline. The Municipal Code has been periodically updated on an incremental basis for various changes in state law and to address local concerns. However, the municipal codes have not been revised in 40 years and many provisions pre-date incorporation. State law has been amended many times over the past several decades, making obsolete certain municipal codes or regulatory processes. Moreover, the General Plan update will require additional zoning districts and other amendments to implement its vision and land use element. As such, the City will undertake a comprehensive update of its zoning code following adoption of the General Plan and Housing Element.

Objective(s):

- Review and revise land use designations and zoning districts to eliminate any inconsistencies and to implement the land use element of the updated General Plan.
- Identify and make required changes to the Municipal Code in compliance with state and federal statutes, including building, safety, land use, and permitting requirements.
- Modify municipal codes (see Programs 15-20) to affirmatively further fair housing, including allowing residential care facilities serving seven or more residents as a by right use in all residential zones.
- Amend municipal code to allow for administrative reduction in parking space requirements pursuant to applicant's parking study; forward staff recommendations to the appropriate project hearing body for consideration.

Program 26: Water and Sewer Priority

The 2006 Senate Bill 1087 (Gov't Code §65589.7 and Water Code §10631.1) requires that water providers develop written policies that grant priority to proposed development that includes housing affordable to lower income households. The legislation also prohibits water providers from denying or conditioning the approval of development that includes housing affordable to lower income households unless specific written findings are made. Senate Bill 1087, described above, also mandates priority wastewater collection and treatment service to housing developments providing units affordable to lower income households. The City will comply with this legislation by continuing to ensure priority service provision to affordable housing developments and provide the adopted Housing Element to such agencies within 30 days of adoption. Ventura County Waterworks District 1 does not have such policies.

Objective(s):

- Provide the adopted 2021–2029 Moorpark Housing Element to the Ventura County Water Works District 1 within 30 days of adoption for inclusion in its planning projections.
- Coordinate with Ventura County to ensure affordable housing developments receive priority water and sewer service if and when development is restricted by capacity shortages.

Program 27: Collaborative Partners

Collaborative partnerships are needed to facilitate the provision of affordable housing, community services, and housing-related services. The City actively works with and partners with local organizations and government agencies that offer housing-related services. These include the County of Ventura, Ruben Castro Charities, Moorpark College, First Five, Area Housing Authority, affordable housing developers, Moorpark Unified School District, and many other others. As the City expands its efforts to address unmet local housing needs, it will be important to expand the depth and breadth of collaborative partners. Additional partners will include, among others, the following: service organizations : (Tri-County Regional Center, SCIL, etc.); Moorpark Community College; nonprofit affordable housing developers; and housing advocacy groups serving special-needs groups. These partnerships, among others, will help implement housing programs and further the goals and policies of the Housing Element.

Objective(s):

- Meet with with housing partners (e.g., county, developers, stakeholders, realtors) to augment existing administrative and financial resources and coordinate on future projects.
- Produce and update a brochure advertising all services provided by City partners and publicize on the City's web page. Update annually.

Program 28: Fair Housing

The City contracts with the Housing Rights Center to provide a broad range of services associated with fair housing. This includes education, testing, investigation, and case resolution services related to tenant and landlord issues. The City has a generally modest number of cases due to the limited number of apartment properties. The City conducted an extensive AFH (see Section 4.4) in order to identify fair housing issues, contributing factors, and meaningful actions to address the fair housing issues in Moorpark. This effort was informed by multiple GPAC meetings, stakeholder interviews, community workshops, and supplemental materials. Table 4-28 summarizes approximately three dozen meaningful actions the City will undertake to affirmatively further fair housing.

Objective(s):

- Implement initiatives in Table 4-28 of the Housing Element to affirmatively further fair housing.
- Contract with Fair Housing agency to provide services and annually assess the need for changing level or mix of service, including but not limited to: tenant and landlord education, homeownership counseling, testing and investigations, and case processing.
- Report progress as part of the Annual Progress Report for the Housing Element and annually review contract for needed program changes.

Program 29: Place-Based Program

The Los Angeles Avenue Corridor and the Virginia Colony are the oldest areas of Moorpark, dating back long before the City's incorporation in 1983. Developed many decades before residential subdivisions were built, these neighborhoods have the greatest need for infrastructure, housing, and social services. The City continues to earmark funds for both areas. In 2022, the City will earmark \$8.0 million of ARPA funds for a new Library, slated for construction by 2023/2024. In 2025/2026, the City will refurbish playgrounds citywide including parks in these neighborhoods. The City has approved and anticipates the construction of the High Street Depot and Aldersgate project (390 units for seniors/disabled), and will pass a \$75 million bond to finance Vendra Gardens, a 200-unit apartment property for low income families. Princeton Avenue, which connects to Virginia Colony, is also being improved.

Objective(s):

- Facilitate the completion of Vendra Gardens, Aldersgate, and High Street Depot from 2023 to 2025
- Allocate \$8 million in American Rescue Plan funds to develop a new City Library to commence in 2023.
- Refurbish and replace playgrounds citywide, including the greater downtown by 2025/2026
- Continue to seek other community development projects for the greater downtown
- Update the General Plan Safety Element, incorporating Ventura County's MultiHazard Plan, Fire Strategic Plan, and FEMA flood plans; identify and maintain evacuation routes to ensure safety for residents, business, and animals; and integrate with the City's Emergency Operation Plan as required.

Program 30: Parking Management

Although the City has had success in facilitating new residential development under current parking space standards, a review of current municipal codes identified the need to make clarifications in several parking standards. The following modifications will be undertaken as part of the update of the zoning code.

Objective(s):

- Amend zoning code to align ADU requirements with Gov't Code §65852.2(a); make other code amendments, including parking, as required by HCD to comply with state law.
- Amend zoning code to make parking standards for emergency shelters consistent with Gov't Code §65583 (a)(4)(A)(ii); clarify parking standards for transitional/supportive housing.
- Develop a process and standard to address the parking requirements for mixed use developments that accommodate parking needs of both uses in a flexible and market driven manner.
- Update City's density bonus ordinance, including provisions for reduced/modified parking spaces, to comply with recently enacted state law (AB 2345, SB 290, and others).

- Allow for administrative reduction in parking space requirements pursuant to applicant's parking study; forward staff recommendations to the appropriate project hearing body for consideration.
- To ensure the City's parking requirements are not a constraint to residential development, especially new housing units affordable to lower and moderate-income households, the City shall continue to review and monitor all parking requirements and specifically requirements for 1.75 spaces for 1-bedroom multifamily housing. If it is determined that this requirement is not in line with regional requirements or is a constraint to the development of housing, the City will revise their parking requirements, as appropriate.

Table 4-37 Program Summary, 2021-2029 Planning Period

Program	Responsible Party & Fund	Program Specifics and Progress	
		8-Year Objectives	Time Frame
1. Historic Preservation	ComDev ⁴	<ul style="list-style-type: none"> 1a Initiate a general identification and assessment of historic resources in the downtown to assist in determination of the need for more formal preservation activities 	2023
	General Fund	<ul style="list-style-type: none"> 1b Work with Moorpark Historical Society and other local and regional partners to assist in identifying resources 	2023
		<ul style="list-style-type: none"> 1c Explore programs to assist the City in preserving historic resources or older housing that is of local importance 	2024
2. Housing Rehab.	ComDev	<ul style="list-style-type: none"> 2a Seek, apply for, and allocate funding for housing rehabilitation program. 	2023
	General Fund	<ul style="list-style-type: none"> 2b Develop program to include assistance for ownership units, mobile homes, and rental units 	2024
		<ul style="list-style-type: none"> 2c Contact nonprofits capable of making home repairs and/or assisting in financial assistance on an annual basis 	Annual
3. Code Compliance	ComDev	<ul style="list-style-type: none"> 3a Require adherence to local property regulations and requirements 	Annual
	General Fund	<ul style="list-style-type: none"> 3b Ensure that new housing meets state building codes, including green building designs 	Annual
		<ul style="list-style-type: none"> 3c Conduct code compliance inspections totaling an average of up to 150 residences on an annual basis 	Annual
		<ul style="list-style-type: none"> 3d Implement new Energov system to track code compliance cases, building permit issuance, and entitlements 	Fall 2022
4. Capital Improvement Plan	Public Works ⁵	<ul style="list-style-type: none"> 4a Prepare, implement, and report progress on the CIP to City Council to improve community infrastructure. 	Annual
	Varied	<ul style="list-style-type: none"> 4b Develop GIS-based pavement management system to guide street maintenance and repair 	2023
		<ul style="list-style-type: none"> 4c Target efforts, to the extent feasible, to areas which have experienced disinvestment 	Annual
5. Inclusionary Housing/Nexus Study/Fees	ComDev	<ul style="list-style-type: none"> 5a Conduct a nexus study as a prerequisite to design an inclusionary requirement 	2022
	General Fund	<ul style="list-style-type: none"> 5b Draft and adopt the inclusionary housing program and expenditure priorities 	2023
		<ul style="list-style-type: none"> 5c Monitor program effectiveness on an annual basis 	Annual
6. Affordable Housing Trust	ComDev	<ul style="list-style-type: none"> 6a Develop and adopt AHTF program parameters (priority, eligibility, and assistance levels) 	2023

⁴ Community Development Department

⁵ Public Works Department

Table 4-37 Program Summary, 2021-2029 Planning Period

Program	Responsible Party & Fund	Program Specifics and Progress	
		8-Year Objectives	Time Frame
Fund	General Fund	<ul style="list-style-type: none"> 6b Seek mechanism to establish, grow, and maintain the affordable housing trust fund 6c Issue RFQs and fund an affordable housing in conjunction with the City's acquisition, land assemblage, and disposition program to further affordable housing goals and priorities 	Annual 2024
7. Assist in Development of Affordable Housing	ComDev	<ul style="list-style-type: none"> 7a Recruit a new Program Manager, Housing, or equivalent position to implement housing program 	2023
	General Fund	<ul style="list-style-type: none"> 7b Develop the City's affordable housing assistance program, including funding and revenue stream 7c Fund affordable housing projects that achieve the goals of the Housing Element and General Plan 	2024 As projects proposed
8. Housing Choice Voucher (Section 8)	ComDev	<ul style="list-style-type: none"> 8a Participate in the housing choice voucher program and refer eligible households to the AHACV for rental vouchers 	Annual
	Federal funds	<ul style="list-style-type: none"> 8b Publicize program through a housing resource brochure and on the City's website, including outreach and education on the state's source of income protection (SB 329, SB 222) 	2022
	Federal funds	<ul style="list-style-type: none"> 8c Publicize housing choice program to homeowners every two years to maintain at least 189 vouchers issued by the AHACV and encourage participation 	Biennial
9. Home-ownership Assistance	ComDev	<ul style="list-style-type: none"> 9a Retool the homeownership program, focusing on moderately priced single-family homes, condominiums, and townhomes 	2023
	Funding TBD	<ul style="list-style-type: none"> 9b Prioritize funds and opportunities to residents and those working or attending educational institutions in the City 9c. Apply for up to two funding grants before 2025 and two after 2025; and if successful, seek to assist up to 10 households during the planning period. 	2024 Periodically
10. Affordable Housing Preservation	ComDev	<ul style="list-style-type: none"> 10a Periodically initiate and maintain discussions with owners of affordable housing properties as to their needs. As feasible, identify and/or offer options to maintaining the long-term affordability of the properties 	Annual
	General Fund	<ul style="list-style-type: none"> 10b If needed, coordinate technical assistance and education to tenants and work with owners regarding proper notification procedures should properties become at risk of conversion 	Annual
	General Fund	<ul style="list-style-type: none"> 10c Prepare an annual report for the Planning Commission, City Council, stakeholders, and the public regarding status and progress in achieving housing goals 	Annual

Table 4-37 Program Summary, 2021-2029 Planning Period

Program	Responsible Party & Fund	Program Specifics and Progress	
		8-Year Objectives	Time Frame
11. Downtown Specific Plan	ComDev	<ul style="list-style-type: none"> 11a Continue to implement the Downtown Specific Plan and support the introduction of residential, mixed uses, and other land uses within the area. 	Ongoing
	General Fund	<ul style="list-style-type: none"> 11b Revise and adopt updated Downtown Specific Plan to include objective development and design standards in accordance with Gov't Code §§65913 and 66300 	2024
12. Objective Development Design Standards	ComDev	<ul style="list-style-type: none"> 12a Prepare and adopt objective development and design standards (zoning, subdivision, or design review) for all projects in accordance with Gov't Code §65913 and 66300. 	2024
	General Fund		
13. Housing Sites Inventory	ComDev	<ul style="list-style-type: none"> 13a Maintain inventory of residential sites needed to address the 2021-2029 RHNA; periodically review list of sites for compliance with no-net-loss requirement 	Annual
	General Fund	<ul style="list-style-type: none"> 13b Allow by-right residential projects consistent with zoning that offers 20% of units affordable to low-income households and are proposed on sites from the 2014-2021 Housing Element 13c If housing products and affordability levels are different than anticipated and cause a shortfall in the RHNA, redesignate sites within 180 days to address the shortfall 	As projects proposed
14. Developer Outreach	ComDev	<ul style="list-style-type: none"> 14a Outreach to property owners and developers of pipeline projects as a means to identify and address potential obstacles to developing their property 	Annual
	General Fund	<ul style="list-style-type: none"> 14b Support funding applications (e.g., tax credit, bonds) to help applicants be awarded local, state, and federal monies 	Annual
		<ul style="list-style-type: none"> 14c Continue to coordinate with applicants using a "Conditions Compliance Checklist" to approve stages of the project and ensure remaining conditions are followed 	Continuously
15. Accessory Dwelling Units	ComDev	<ul style="list-style-type: none"> 15a Amend zoning code to permit ADUs as a by-right use on any lot that allows single- or multifamily housing or mixed-use zone in accordance with Government Code §65852.2(a) 	Dec. 2023
	General Fund	<ul style="list-style-type: none"> 15b Record progress in ADU production on the annual progress report for the Housing Element by April 1 of each year; monitor every year and, if production falls short and shortfall in sites become apparent, take measures to rezone sites or other actions to address shortfall within six months. 	Annual
		<ul style="list-style-type: none"> 15c Review and implement options for encouraging ADU productions, such as prototype plans, fee waivers, expedited procedures, and affordability monitoring programs 	Annual

Table 4-37 Program Summary, 2021-2029 Planning Period

Program	Responsible Party & Fund	Program Specifics and Progress	
		8-Year Objectives	Time Frame
16. Single-family, Mobile Homes, and Mfgr Homes	ComDev	<ul style="list-style-type: none"> 16a Remove the references to potentially restricting single-family residential units designed or used exclusively to one family to address any potential fair housing 	End of 2023
	General Fund	<ul style="list-style-type: none"> 16b Review and, as need, revise provisions for mobile homes and factory-built housing in accordance with Government Code §65852.3 and other provisions of state law 	Dec. 2023
17 Homeless Services	ComDev	<ul style="list-style-type: none"> 17a Support a more robust point-in-time count of people experiencing homelessness in the county and city to obtain more accurate information for planning purposes 	2022
	General Fund	<ul style="list-style-type: none"> 17b Amend zoning code to modify parking standards for shelters and reduce the 500 spacing requirement to 300 feet as required by Gov't Code §§65583 (a)(4)(A)(ii) and (v). 	End of 2023
		<ul style="list-style-type: none"> 17c Amend zoning code to clarify the process and the zones where transitional and supportive housing is permitted in accordance with Gov't Codes §65583 (4)(A)(ii) and §65651. 	End of 2023
		<ul style="list-style-type: none"> 17d Amend zoning code to permit Low-Barrier Navigation Center by-right in areas zoned for mixed uses and nonresidential zones permitting multifamily uses (Gov't Code §65662.) 	End of 2023
18 College Housing Services	ComDev	<ul style="list-style-type: none"> 18a Support the College's efforts to apply for a housing planning feasibility study; if study demonstrates a need, support college in application for a construction grant 	2022 and ongoing
	General Fund	<ul style="list-style-type: none"> 18b Support housing initiatives to address student and faculty needs 	As projects opportunity arises
		<ul style="list-style-type: none"> 18c Assist in the development of housing attainable to this group 	As projects opportunity arises
19. Housing for Seniors and Disabled People	ComDev	<ul style="list-style-type: none"> 19a Amend zoning code to define and permit residential care facilities serving six or fewer clients in accordance with the Health and Safety Code §1502 et seq. 	End of 2023
	General Fund	<ul style="list-style-type: none"> 19b Assist developers, homeowners, and others at the planning and building safety counter regarding how to incorporate universal/accessible housing features and/or reasonable accommodation process; publicize and advertise the housing directory and reasonable modification process via web, email, etc. Seek to assist at least 10 parties/individuals over the planning period. 	As requested
		<ul style="list-style-type: none"> 19c Support efforts to provide community support services; expand affordable/accessible transit and community walkability in accordance with the City's transition plan 	Annual

Table 4-37 Program Summary, 2021-2029 Planning Period

Program	Responsible Party & Fund	Program Specifics and Progress	
		8-Year Objectives	Time Frame
20. Farmworker Housing	ComDev	<ul style="list-style-type: none"> 20a Amend zoning code to define and permit employee housing as a by-right use in zones allowing single-family housing in accordance with Health and Safety Code §17021. 	End of 2023
	General Fund	<ul style="list-style-type: none"> 20b Work with County-led coalition to support, fund and implement a countywide survey of farmworkers, employers, and housing providers to define housing conditions, needs, and barriers 	2022 and ongoing
		<ul style="list-style-type: none"> 20c Use results to develop targeted programs and strategies to address the verified needs of farmworkers and to support agricultural businesses with a stable and healthy workforce 	2023 and ongoing
21. Developer Fee Study	ComDev	<ul style="list-style-type: none"> 21a Review residential development-related fees to determine their appropriateness (nexus), amount charged, and reasonableness; revise fees based on findings. 	July 2023
	General Fund	<ul style="list-style-type: none"> 21b Periodically assess the cumulative impact of all fees and service charges and make revisions as needed to achieve cost recovery and further City goals and objectives. 	Annual per City Ord.
22. Land Acquisition/ Consolidation / Disposition	ComDev	<ul style="list-style-type: none"> 22a Continue to acquire, consolidate, and dispose of land in return for the production of deed-restricted affordable housing 	As land becomes available and is suitable
	General Fund	<ul style="list-style-type: none"> 22b As assets are acquired, periodically release an RFQ to advertise land sale or lease for deed-restricted affordable housing 	
			<ul style="list-style-type: none"> 22c Create a publicly accessible map which includes sites that are acquired, being consolidated, or otherwise being disposed of for affordable housing purposes
23. Regulatory Assistance	ComDev	<ul style="list-style-type: none"> 23a Review and revise the City's density bonus regulations to ensure consistency with changes in state law (e.g., AB 2345) over the past planning period 	By Dec 2023
	General Fund	<ul style="list-style-type: none"> 23b Review the administrative exception ordinance and add authority to allow additional flexibility in other specific development standards cited as potential constraints 	
24. Permit Process Streamlining	ComDev	<ul style="list-style-type: none"> 24a Review and revise the R-P-D permit process to remove threshold of 5+ units, and review and revise as needed the approving authority, criteria, and other provisions 	By Dec 2023
	General Fund	<ul style="list-style-type: none"> 24b Review other administrative and conditional permit processes as part of the overall update of the zoning code following adoption of the General Plan 	
		<ul style="list-style-type: none"> 24c Continue to implement regulatory and management measures recommended from the 2020 City's management audit of planning and permitting processes in the City 	

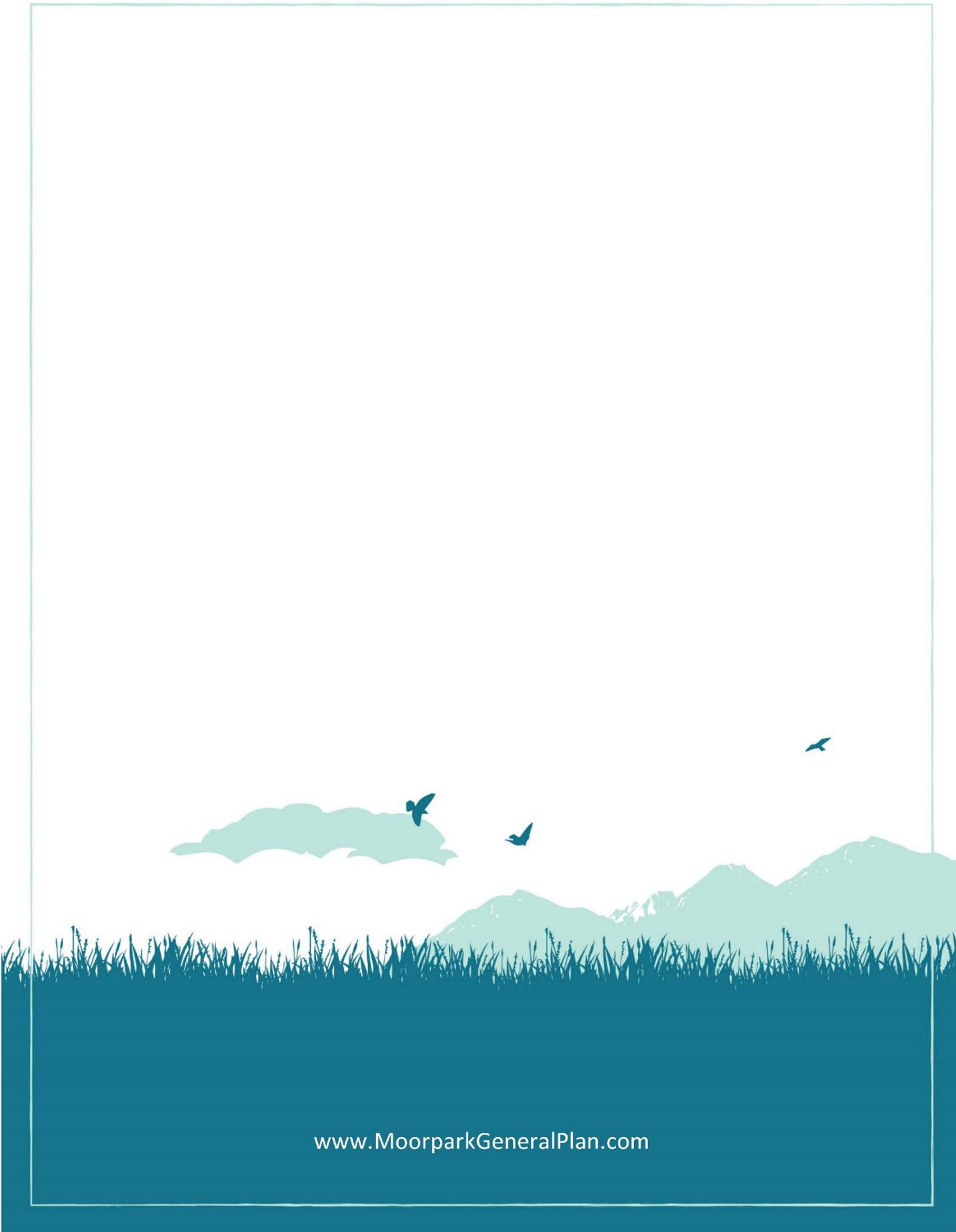
Table 4-37 Program Summary, 2021-2029 Planning Period

Program	Responsible Party & Fund	Program Specifics and Progress	
		8-Year Objectives	Time Frame
25. Zoning Code Update	ComDev	<ul style="list-style-type: none"> 25a Review and revise land use designations and zoning districts to implement the updated General Plan 	By Dec 2023
	General Fund	<ul style="list-style-type: none"> 25b Identify required changes to the municipal codes for compliance with state and federal statutes, including building, safety, land use, and permitting requirements 25c Modify municipal codes (Programs 15–20) to further fair housing, including allowing residential care facilities serving seven or more clients as a by-right use in residential zones. 	Dec 2023
26. Water and Sewer Priority	ComDev General Fund	<ul style="list-style-type: none"> 26a Provide adopted 2021-2029 Moorpark Housing Element to the Ventura County Water Works District 1 within 30 days of adoption for inclusion in its planning projections. 	Within 30 days of adoption 2023
		<ul style="list-style-type: none"> 26b Coordinate with Ventura County to ensure affordable housing receives priority water and sewer service if and when development is restricted by capacity shortages. 	
27. Collaborative Partners	ComDev General Fund	<ul style="list-style-type: none"> 27a Meet with housing partners (e.g., county, developers, stakeholders, realtors) to augment existing administrative and financial resources and coordinate on future projects. 	Annual
		<ul style="list-style-type: none"> 27b Produce and update a brochure advertising all services provided by City partners and publicize on the City's web page. Update annually. 	Annual
28. Fair Housing	ComDev Gen Fund	<ul style="list-style-type: none"> 28a. Implement initiatives in Table 4-28 of the Housing Element to affirmatively further fair housing. 	2021-2029
		<ul style="list-style-type: none"> 28b Contract with Fair Housing agency to provide services and assess the need for changing level or mix of services 	Annual
		<ul style="list-style-type: none"> 28c Report progress as part of the Annual Progress Report for the Housing Element and annually review contract for needed program changes 	Annual
29. Place-based Program	CommDev	<ul style="list-style-type: none"> 29a. Facilitate completion of the Vendra Gardens and the Aldersgate housing projects from 2023 to 2025 	2023-2025
	CommSvc	<ul style="list-style-type: none"> 29b. Allocate \$8 million in ARPA funds to develop a new City Library to commence in 2023. 	2023
	General Fund;	<ul style="list-style-type: none"> 29c. Refurbish and replace playgrounds citywide, including the greater downtown by 2025/2026 	2025/2026
	Grants	<ul style="list-style-type: none"> 29d. Continue to seek other community development projects for the greater downtown 	Continuously
		<ul style="list-style-type: none"> 29e. Update the General Plan Safety Element, incorporating Ventura County's MultiHazard Plan, Fire Strategic Plan, and FEMA flood plans; identify and maintain evacuation routes to ensure safety for residents, business, and animals; and integrate with City's Emergency Operation Plan as required. 	2023 and ongoing

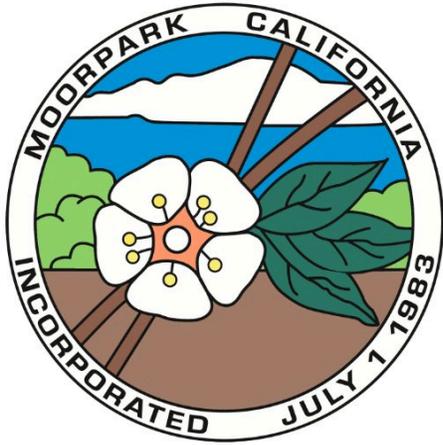
Table 4-37 Program Summary, 2021-2029 Planning Period

Program	Responsible Party & Fund	Program Specifics and Progress				
		8-Year Objectives	Time Frame			
30. Parking Management	CommDev General Fund	<ul style="list-style-type: none"> 30a. Amend zoning code to align ADU requirements with Gov't Code §65852.2(a); make other code amendments, including parking, to comply with state law. 30b. Amend zoning code to make parking standards for emergency shelters consistent with Gov't Code §65583 (a)(4)(A)(ii); clarify transitional/supportive housing parking. 30c. Develop a process and standard to address parking requirements for mixed use that accommodate parking needs of both uses in a flexible and market driven manner. 30d. Update City's density bonus ordinance, including provisions for modified parking spaces, to comply with recently enacted state law (AB 2345, SB 290, and others). 30e. Amend municipal code to allow for administrative reduction in parking space requirements pursuant to applicant's parking study; forward staff recommendations to the appropriate project hearing body for consideration. To ensure City parking requirements are not a constraint to residential development, especially new housing units affordable to lower and moderate-income households, the City shall continue to review and monitor all parking requirements and specifically requirements for 1.75 spaces for 1-bedroom multifamily housing. If it is determined that this requirement is not in line with regional requirements or is a constraint to the development of housing, the City will revise their parking requirements, as appropriate. 	<p>Make code amendments by Dec 2023</p> <p>Review and Monitor annually as part of the APR</p>			
Quantified Objectives						
	Ext. Low	Very Low	Low	Moderate	Above	Total
New Construction	189	188	233	245	434	1,289
Rehabilitation	5	15	15	-0-	-0-	35
Preservation	17	152	533	23	-0-	725
Sources: City of Moorpark, 2021.						

Appendix A



www.MoorparkGeneralPlan.com



**City of Moorpark, California
Community Development Organizational Audit
Comprehensive Executive Summary**

December 2019

**Management
Partners**





December 11, 2019

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

Dear Mr. Brown:

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

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

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

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

Sincerely,

A handwritten signature in blue ink, appearing to read "Gerald E. Newfarmer". The signature is fluid and cursive, with the first name being the most prominent.

Gerald E. Newfarmer
President and CEO

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Overview

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

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

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

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

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

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

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

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

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

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

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

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

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

Stakeholder and Staff Comments

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

Themes from Stakeholder Outreach

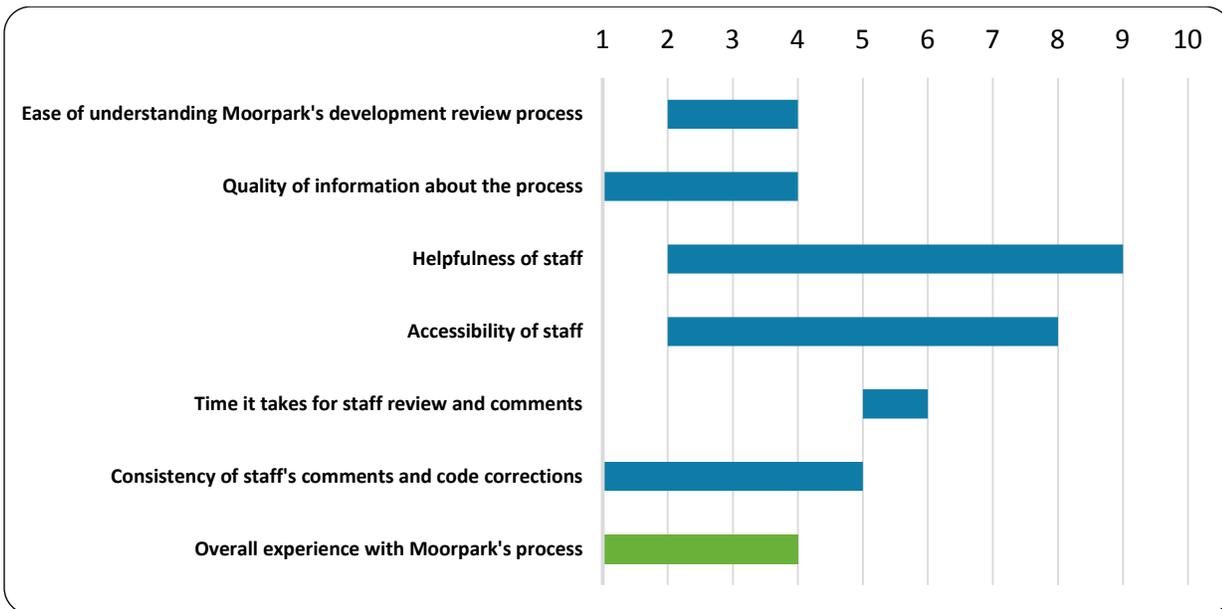
Management Partners interviewed several stakeholders with broad development experience with residential, commercial and industrial projects in Moorpark. City staff assisted by identifying prospective stakeholders, and Management Partners was solely responsible for the confidential interviews, with no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

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

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

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

Figure 1. Stakeholder Ratings



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

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

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

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

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

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

Themes from Staff Interviews

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

Themes arising from the staff interviews included:

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

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

Context for Development

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

Moorpark's Use of Residential Planned Development Permits

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

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

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

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

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

General Plan, Zoning Status and Use of Development Agreements

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

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

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

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

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

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

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

Development Impact Fees and Exactions

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

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

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

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

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

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

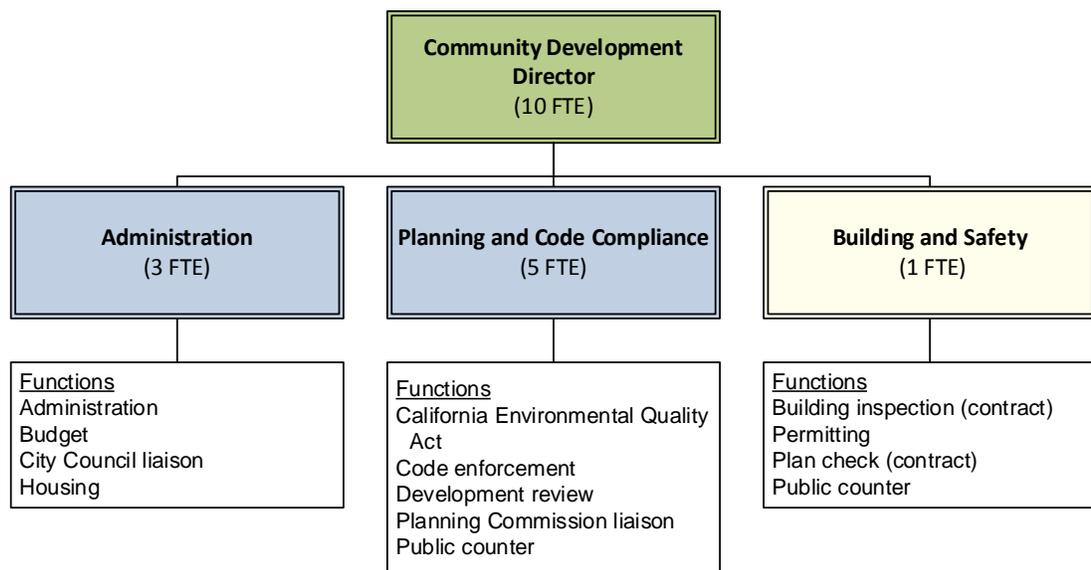
Organization Structure and Workload

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

Organization Structure is Typical of Similar Cities

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

Figure 2. Organization Structure of the Community Development Department



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

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

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

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

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

Workload

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

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

Table 1. Planning Permitting Workload

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

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

Source: Moorpark Community Development Department

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

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

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

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

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

Development Review Process

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

Process Mapping

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

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

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

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

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

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

Improving the Development Process

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Business Technologies

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

EnerGov

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

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

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

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

Electronic Plan Review

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

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

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

Transition to Paperless System

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

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

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

Enterprise Resource Planning Software

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

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

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

City Website and Handouts

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

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

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

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

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

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

Management System

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

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

Cycle and Task Times

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

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

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

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

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

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

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

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

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

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

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

The following are other timeframes that should be established.

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

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

Measuring Performance

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

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

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

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

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

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

Standardized Conditions

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

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

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

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

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

Staff Engagement and Training

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

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

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

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

Key ingredients will include the following:

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

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

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

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

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

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

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

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

Use of On-Call Consultants

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

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

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

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

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

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

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

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

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

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

Analytic Capacity

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

Among the tasks needing attention are the following:

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

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

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

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

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

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

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

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

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

Fees, Cost Recovery and Cost Center Management

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

Pre-Application Reviews and Fees

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

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

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

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

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

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

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

Cost Recovery

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

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

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

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

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

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

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

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

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

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

Basis for Calculating Building Fees

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

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

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

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

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

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

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

Implement Surcharges to Recover Business System Costs

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

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

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

Workplace Environment

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

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

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

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

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

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

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

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

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

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

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

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

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

Conclusion

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

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

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

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

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

Attachment A – List of Recommendations

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

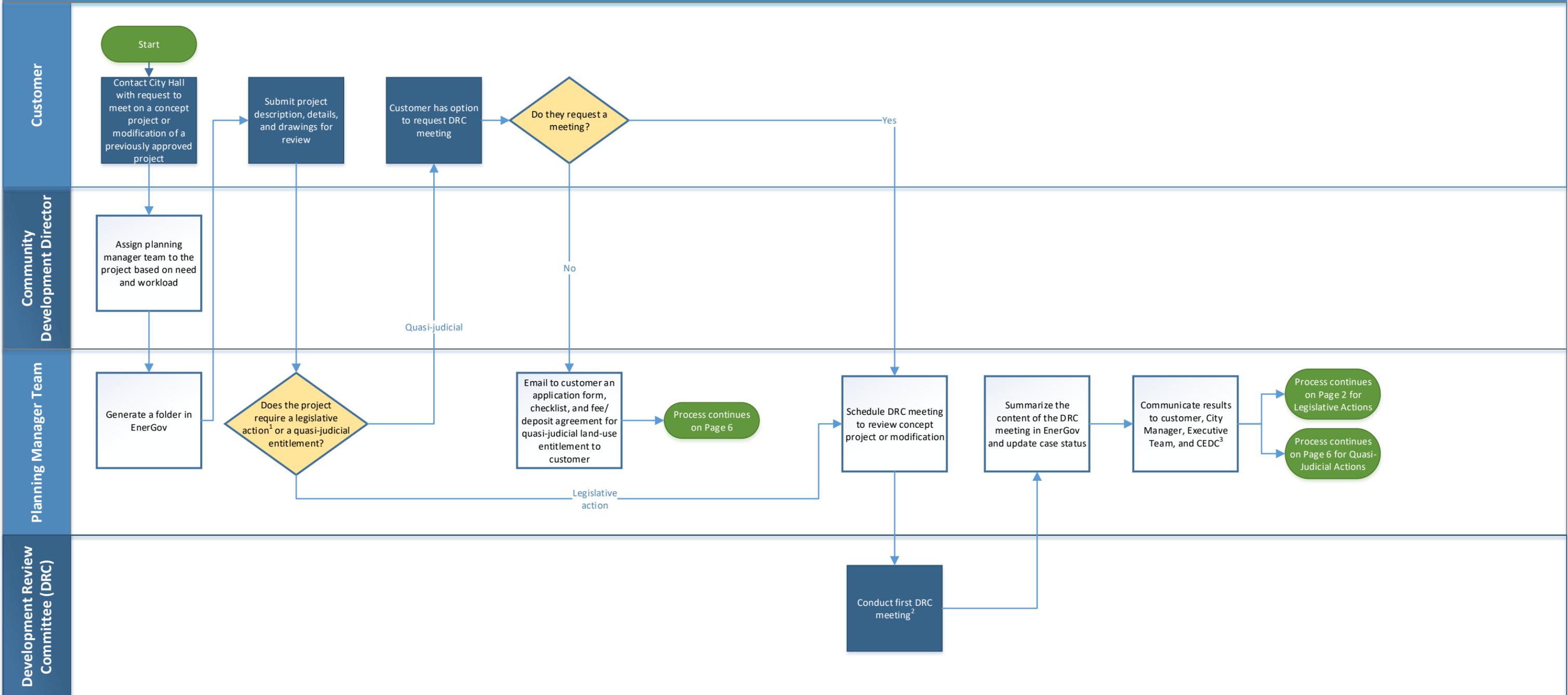
Recommendation 33. Conduct a facility needs assessment to determine options for relocating development review functions to City Hall, or remodeling facilities to provide a modern and workable office environment.

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

Attachment B – Draft Process Maps for Major Discretionary Projects

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

Project Concept Review



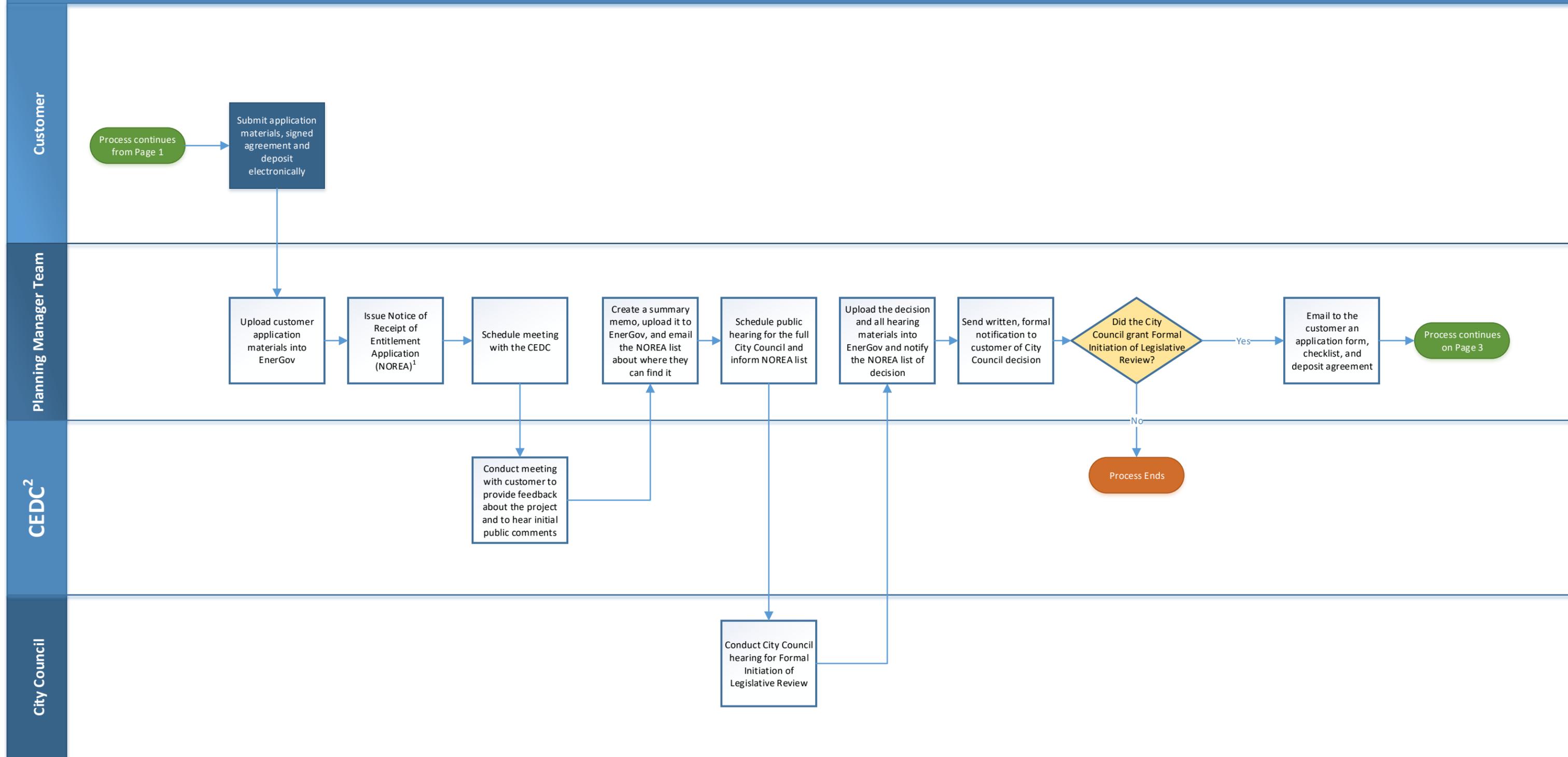
Notes
¹Legislative Actions include General Plan Amendments (GPA), Zoning Code Amendments (ZCA), and/or Development Agreements (DA)
²This is the only DRC meeting that the customer attends.
³City Council Community and Economic Development Committee (CEDC)

Legend and Notes

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

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

Formal Initiation of Legislative Process



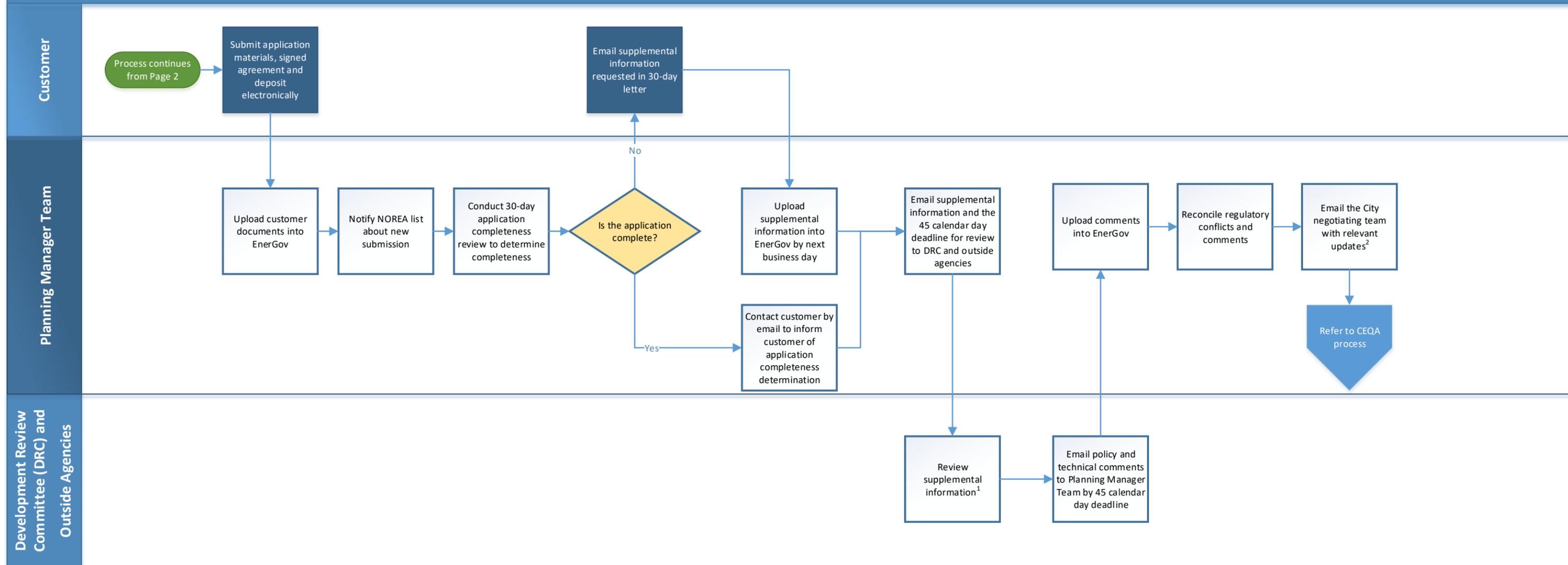
Notes
¹List of recipients could include the City Manager, Executive Team, Development Review Committee, CEDC, and nearby properties.
²City Council Community & Economic Development Committee (CEDC)
³Should analysis by an outside consultant be required and controlled by the City, a separate deposit agreement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

Legend and Notes

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

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

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



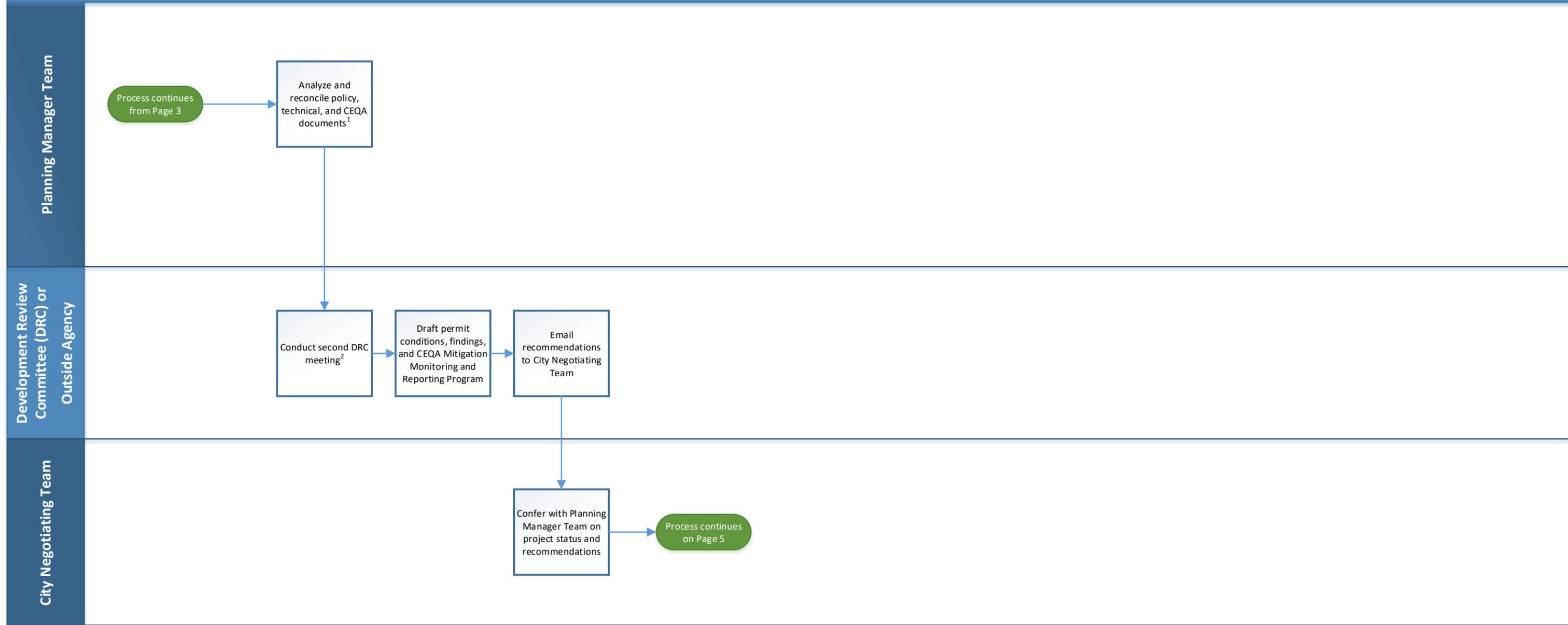
Notes
¹Identify regulatory conformity or conflict, further technical needs, preliminary findings, and draft permit/map conditions.
²Include project status, summary of comments, preliminary findings, significant conditions

Legend and Notes

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

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

Reconcile Policy, Technical, and CEQA reviews



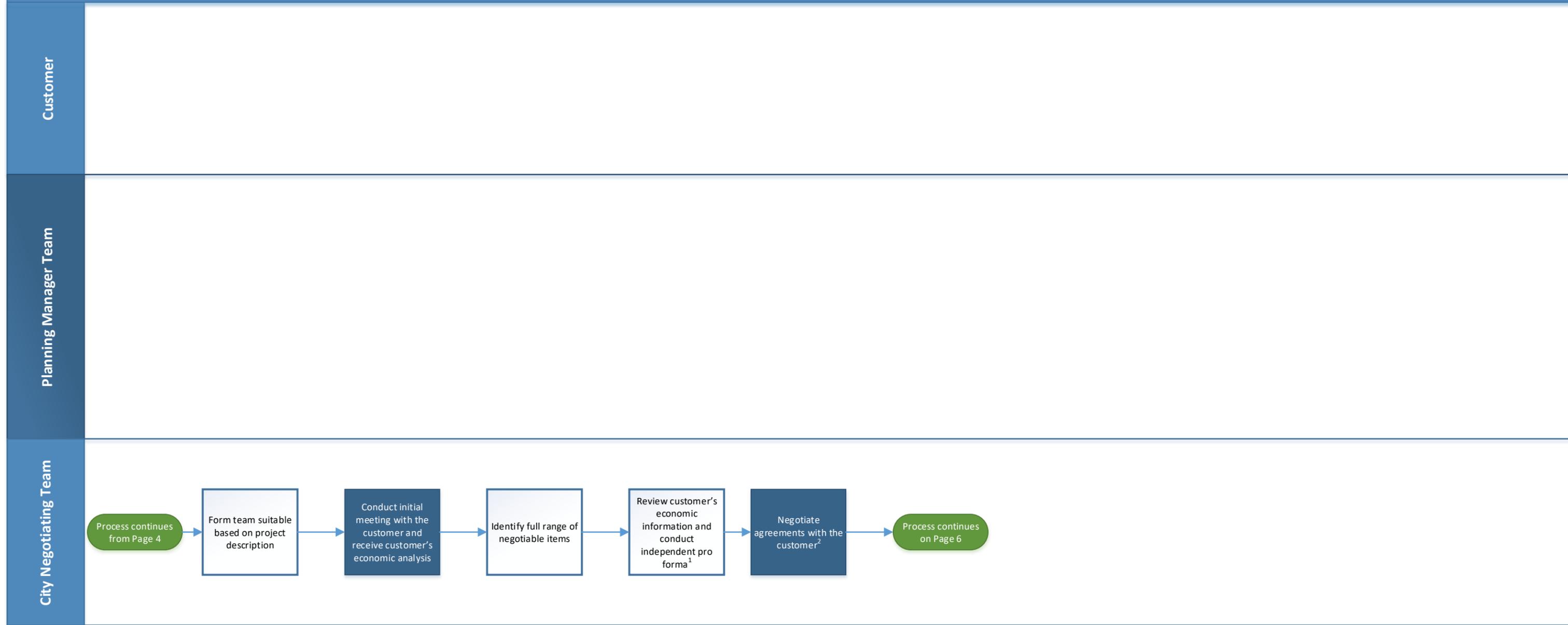
Notes
¹Policy and technical comments, draft conditions, CEQA mitigation measures and alternatives, and preliminary findings
²Reconcile comments, conditions, mitigation measures, alternatives, and findings

Legend and Notes

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

Map 1 – Major Discretionary Development Project (Page 5 of 7)

Negotiate Agreements



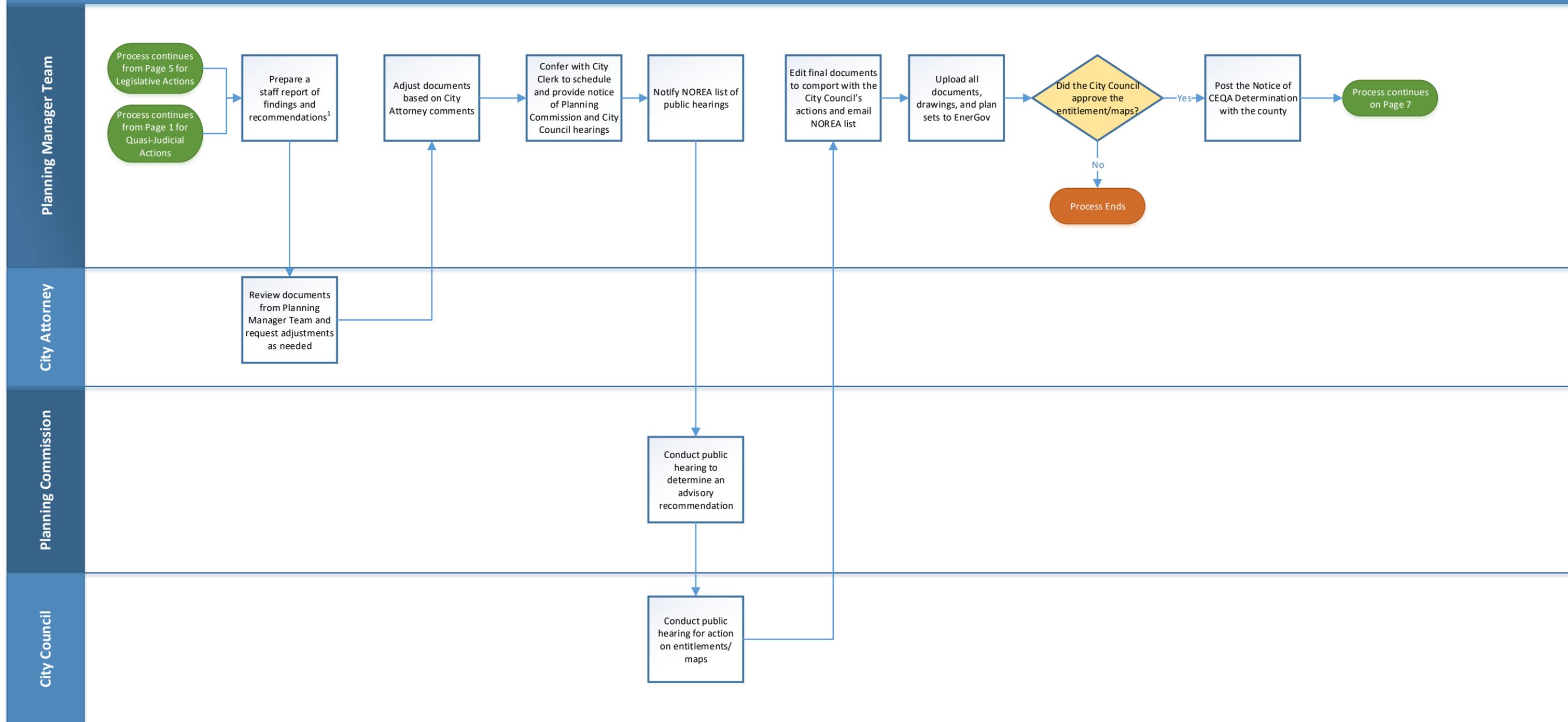
Notes
¹Check development evaluation, economic development multiplier, public service cost, and tax revenue generation. Note that the City recently executed a services agreement with Keyser Marston Associates for economic analysis.
²For example, a draft development agreement and/or affordable housing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

Legend and Notes

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

Map 1 – Major Discretionary Development Project (Page 6 of 7)

Preparation and Conduct of Public Hearings



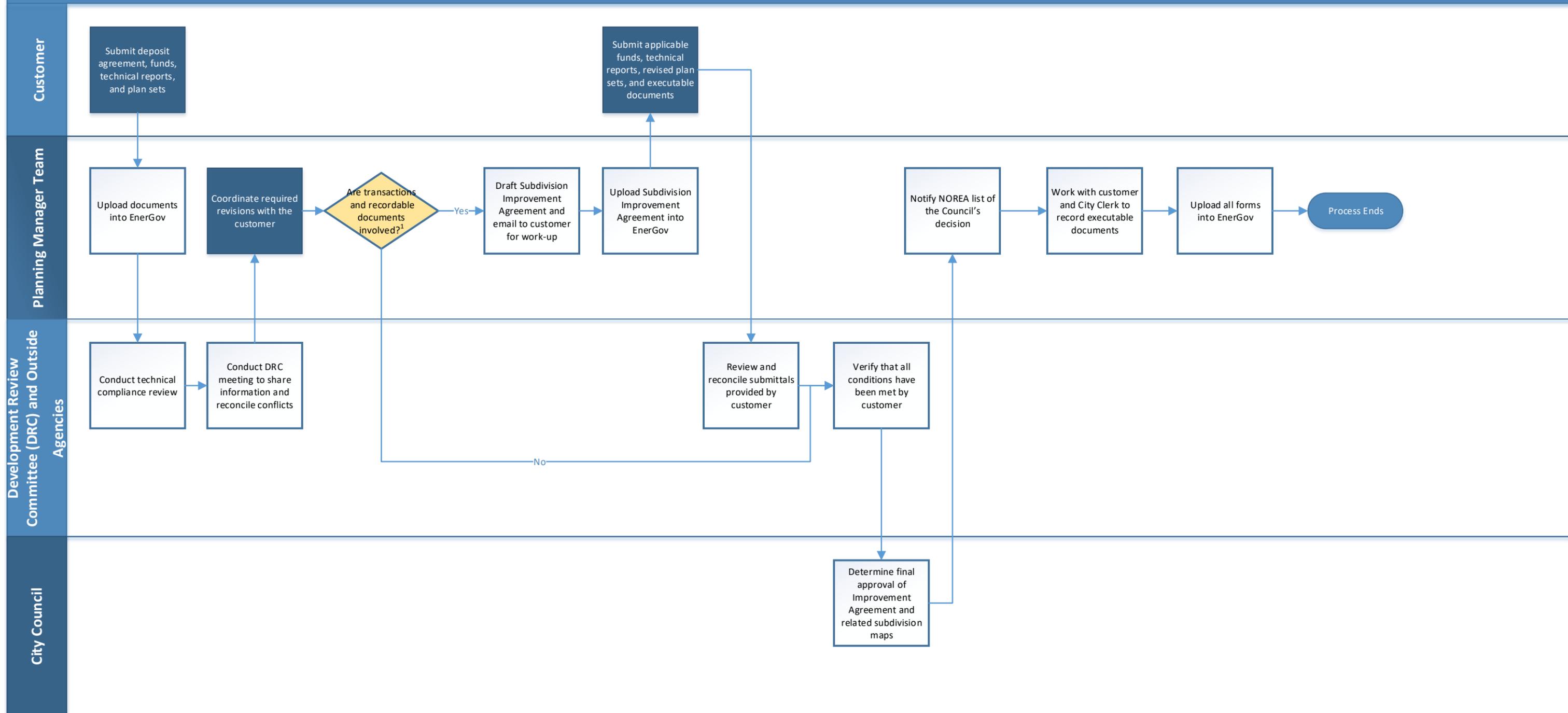
Notes
¹Include Mitigation, Monitoring, and Reporting Program (MMRP), resolutions, and ordinance amendments
²Include project status, summary of comments, preliminary findings, significant conditions

Legend and Notes

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

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

Condition Compliance



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

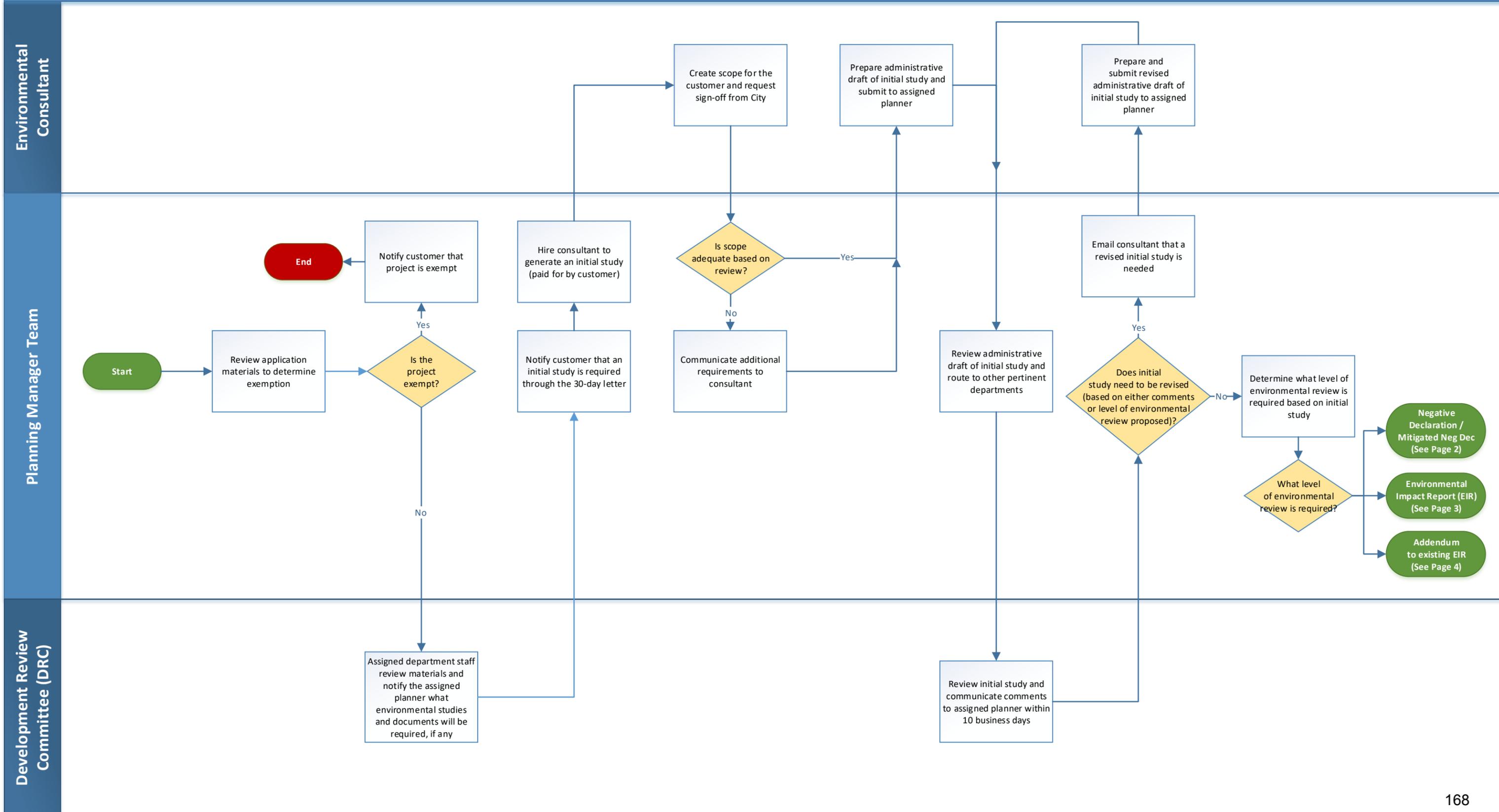
Legend and Notes

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

Attachment C – Draft Process Maps for CEQA Review

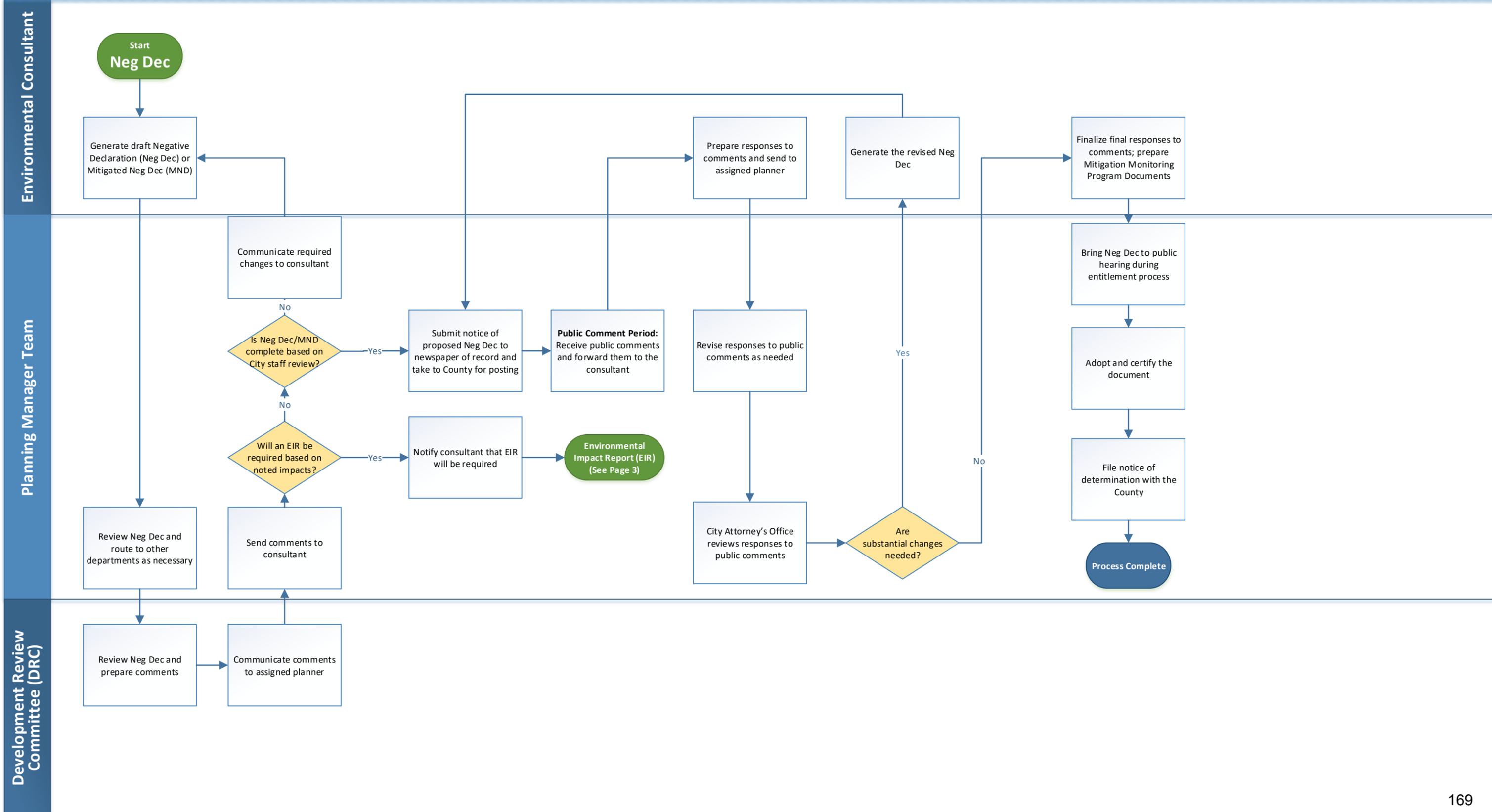
Map 2 – CEQA Review (Page 1 of 4)

Determination of Exemption and Initial Study



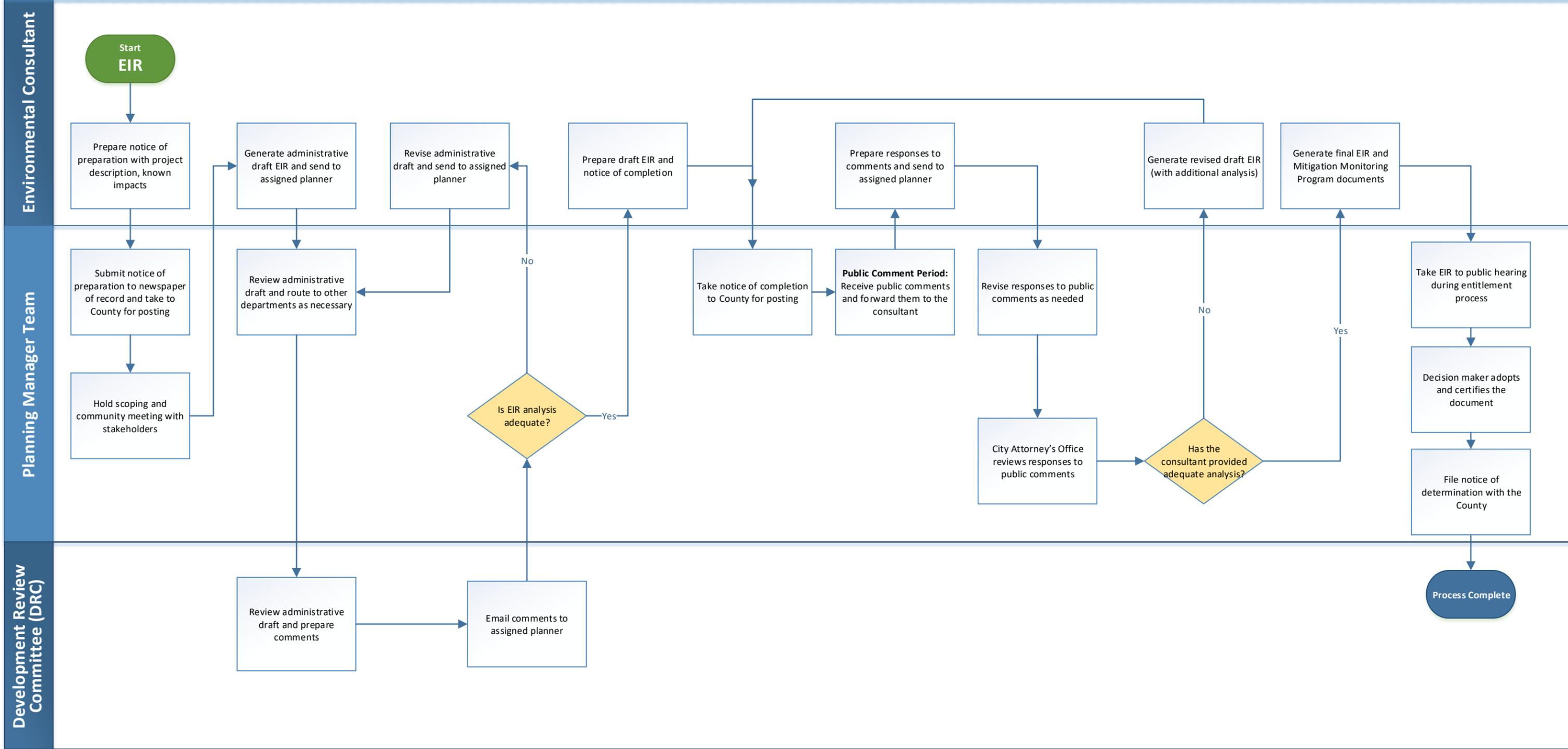
Map 2 – CEQA Review (Page 2 of 4)

Negative Declaration / Mitigated Negative Declaration



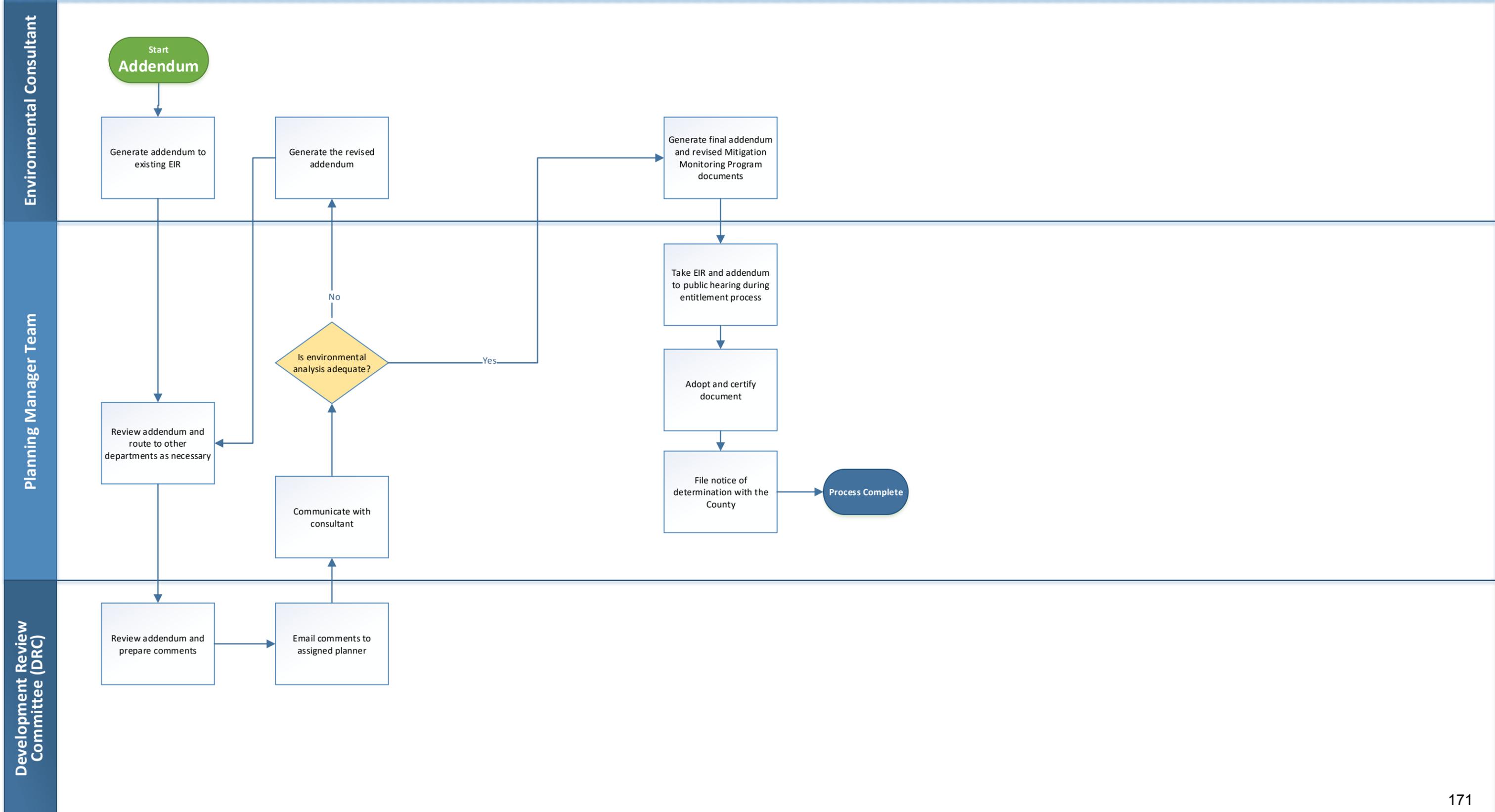
Map 2 – CEQA Review (Page 3 of 4)

Environmental Impact Report (EIR)



Map 2 – CEQA Review (Page 4 of 4)

Addendum to Existing EIR



Moorpark Community Development Department Draft Implementation Action Plan

October 2019



Making the Most of the Draft Implementation Action Plan

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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33	Conduct a facility needs assessment to determine options for relocating development review functions to City Hall, or remodeling facilities to provide a modern and workable office environment.	<ul style="list-style-type: none"> • Consider whether public counter staff and functions could be relocated to City Hall, or if the current facility could be remodeled • Assess which options would be most conducive for assisting customers in a comfortable, professional environment • Determine the feasibility of providing a “one-stop” center for customers • Provide a briefing for the City Manager 	2	Community Development Director	This will require collaboration with directors from the other departments whose staff or operations could be affected.
34	Develop a counter schedule that provides time for mobilization and demobilization each day, as well as time for meetings, training and other important administrative functions.	<ul style="list-style-type: none"> • Evaluate options for counter hours that maintain focus on customers but provide balance for common administrative functions • Provide a briefing for the City Manager • Publicize the new front counter schedule 	1	Community Development Director	