



CITY OF EUREKA  
Business Ready Study







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Business Ready Study

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Prepared by:



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# 01 Introduction

## 1.1 Background and Objectives

As the largest population center in Humboldt County, the City of Eureka is a hub for employment and retail commerce. The City is committed to improving the quality of life of its residents, employees, and visitors through positive actions to attract, retain, diversify and expand businesses. It is the City's intent to create an environment in which businesses can thrive and continue to contribute positively to Eureka's job growth and local economy.

To further this objective, the City received a Community Development Block Grant (CDBG) to prepare the Eureka Business Ready Study. The purpose of this study is to identify ways that the City can better interact with and assist Eureka's business community, and explore opportunities to foster the creation of new jobs and expansion of existing businesses. Key components of this Study include:

- **Customer Service Analysis** to identify ways to improve the City's internal processes in order to enhance users' "counter experience" and the delivery of customer service by staff and the City's officials;
- **Development Review Process Analysis** to identify issues that could create a "roadblock" for businesses and ways the process and its implementation can be made more supportive of commerce; and
- **Zoning Code Analysis** to identify issues that could hinder business and job development and ways the Code and implementation process can be improved to be more "Business Friendly".

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*It is the  
City's  
objective  
to attract,  
retain,  
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and  
expand  
businesses*

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In addition to the above, a concurrent analysis was completed to identify potential business incubator and economic gardening programs in Eureka to assist small businesses that have high growth potential. That analysis is presented under separate cover.

The Business Ready Study is one component of a larger series of City-led initiatives to promote business in Eureka. Other related efforts include the City's Strategic Plan 2014-2020-2030, the Eureka Economic Development Strategic Plan, Eureka Business Assistance Loan and Grant Programs, the Eureka Foreign Trade Zone, the recently established Eureka Economic Development Commission, and the City's ongoing General Plan and Local Coastal Program updates.

## 1.2 Methodology

The Business Ready Study, and its key findings and recommendations, evolved from a sequence of review, outreach, analysis, and documentation. Included was an assessment of existing City zoning regulations and processes; analysis of relevant planning and economic development strategies and programs; review of best practices from other comparable communities; feedback from the users of City services including local developers, relators, businesses, contractors, and consultants; insights from industry and economic development professionals actively engaged in and intimately familiar with the North Coast market; and review and observations of the ESA Team based upon its prior work in Eureka and other communities.

The feedback, thoughts, and suggestions received significantly shaped this Study. Specific outreach efforts undertaken included:

- **Developer Cafés.** The City hosted two developer cafés on Wednesday May 27<sup>th</sup> and Thursday May 28<sup>th</sup> 2015. Representatives from the local development community, and those that provide support services to the development community, were invited to share their thoughts and ideas relating to the development and regulatory environment within Eureka. A total of 20 representatives participated (see **Appendix A**).
- **Business On-line Survey.** The City posted an on-line survey available from Friday July 17<sup>th</sup> to Monday August 10<sup>th</sup>, 2015. The survey presented a series of 33 questions targeted to local businesses soliciting their experiences with and input on the City's customer service approach, development review process, and zoning regulations. A total of 200 respondents participated in the survey (See **Appendix B**).
- **Business Interviews.** A broad cross section of local businesses, industry leaders, economic development professionals, and targeted industry stakeholders were engaged in face-to-face or telephone interviews

between May and August of 2015. Input was received on the range of potential industry clusters that may benefit from small business incubation and economic gardening activities; the assistance that may be needed to facilitate business startup and expansion in Eureka; and the City's business and regulatory challenges. A total of approximately 50 local organizations and businesses were directly interviewed.

To supplement the above, working sessions were held with City staff to get their perceptions on the issues, challenges, and opportunities of providing customer service in Eureka and of administering the City's processes and regulations.

## 1.3 Study Contents and Organization

The Business Ready Study is organized into the following chapters:

### 01 Introduction

Study background, objectives, methodology, and organization.

### 02 A Business Ready City

Definition of what a business ready local government means in Eureka and local business' perceptions on how the City is doing.

### 03 Key Findings

Summary of findings and observations on the City's interactions, processes, and regulations:

- Customer Services Findings;
- Development Review Process Findings; and
- Zoning Code Findings.

### 04 Recommended Actions

Specific recommendations to enhance the City's interactions, processes and regulations:

- Customer Service Actions;
- Development Review Process Actions; and
- Zoning Code Actions.

### Appendices

Summary of Developer Cafés and Business On-line Survey input.



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## 02 A Business Ready City

### 2.1 Introduction

This chapter provides an overview of the key considerations that influence business location and expansion, and the important role that local government plays in creating a positive business environment. Based upon input received from Eureka's business and development communities, this chapter defines a business ready local government and presents overall perceptions of how the City of Eureka is performing.

### 2.2 The Business Environment

The term "business ready" is commonly applied to those jurisdictions that have been successful in supporting business needs. While "business ready" may mean slightly different things to different people, one common understanding is that of fostering a welcome environment for businesses to be created, grow, and thrive.

There are a number of considerations that influence why businesses choose to locate, expand, and invest in a community. These include:

- Access to markets
- Proximity to suppliers and resources
- Presence of complementary businesses
- Availability and cost of land and business space

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*A Business Ready City fosters a welcome environment for businesses to be created, grow and thrive*

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- Skills, reliability, and cost of the local labor force
- Proximity to higher education
- Reliability of roadway and utility networks
- Level of public safety
- Community quality of life and image
- Responsiveness of local government
- Availability of business support programs
- Certainty of zoning and other local regulations

There is no single characteristic that defines a community as attractive to business. Rather it is a collection of elements comprising an entrepreneurial “ecosystem.”

## 2.2 The Role of Local Government

Local government plays a critical role in ensuring a friendly and supportive environment for businesses. Entrepreneurs generally do not relocate to start their business; they do it locally. As a result, local governments are the intersection through which most business creation flows. In general, local governments are best positioned to create realistic economic development strategies grounded in the specific strengths of their community, and to mobilize available resources for their implementation.



The relation of the business community with local officials significantly influences how businesses negotiate through the local environment, administer investment, select locations, and approach expansion. The level, quality, and speed of attention paid by city leadership in addressing issues of concern, partnering on solutions, and implementing change are increasingly important tools for economic growth. This includes actions by local government to reduce regulatory and non-regulatory barriers, as well as lessening the costs and risks of uncertainty, in order to support local business attraction, retention, and investment.

## 2.3 Defining Business Ready in Eureka

As a starting point for the Business Ready Study, input was sought from the business and development communities to define what a business ready local government means in Eureka. In essence, what does success look like? A number of attributes were identified, with the most common noted below and illustrated on **Figure 2-1**:

- Helpful and responsive staff
- Clear and understandable requirements
- Timely and efficient processes
- Flexibility to adjust to unique circumstances
- Reasonable and fair fees
- Consistent interpretation and implementation of City rules and regulations

Other attributes mentioned less frequently included: regular communication with the business community; responsiveness of appointed and elected officials; and availability of business assistance programs.

The above attributes form the foundation for the recommendations included in this study and act as a catalyst for change. They describe the end state that the City and business community would like to achieve and help guide City staff and officials in the decision making process. The definition of business ready also serves as indicator of future success and a measure to track progress.

Figure 2-1: A Business Ready Eureka



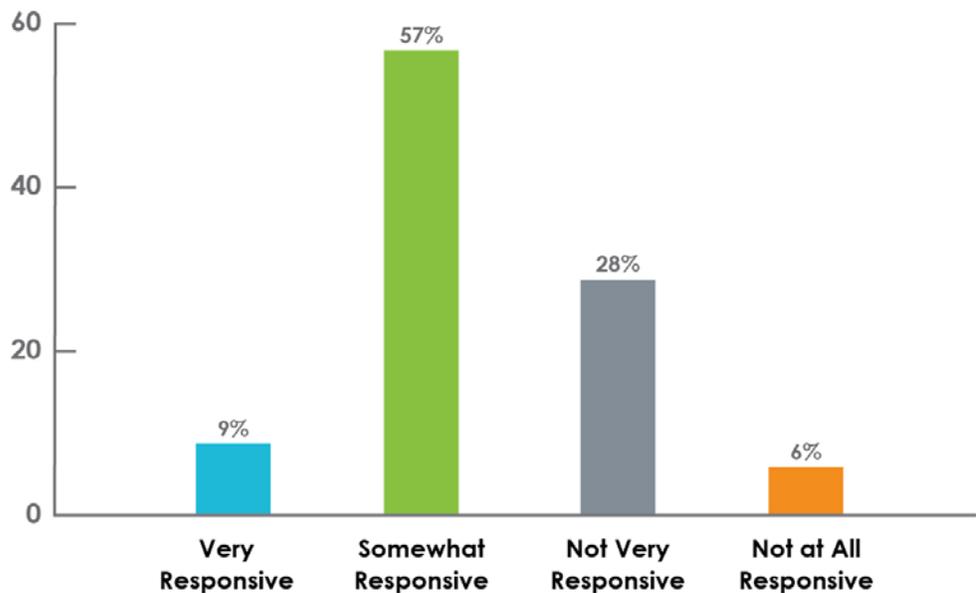


## 2.4 An Opportunity for Improvement

A majority of business and developer representatives that participated in the Business Ready Survey indicated that, overall, the City is somewhat to not very responsive to the issues and concerns of businesses in Eureka (see **Figure 2-2**). Participants of the developer cafés generally voiced that the City was less responsive than the respondents to the Business On-line Survey. Overall, the results indicate that the City of Eureka has a meaningful opportunity to improve its relations with, and assistance to, the local businesses and development communities.

Figure 2-2: City Responsiveness

**Business On-line Survey:**  
How responsive is Eureka's City government to business issues and concerns?



**Some of the City's actions, programs, and other undertakings noted as being most supportive of business include:**

- Police Department responsiveness to addressing loitering and other homelessness issues
- Investment in Old Town making it more attractive and tourist friendly
- Support of the Farmer's Market, Arts Alive and other special events
- Recent completion of the Waterfront Commercial (CW) zoning text amendment to expand permitted uses
- Efficient business license renewal process
- Past assistance through redevelopment programs and the Enterprise Zone

- Assistance in securing housing grants and Economic Development Administration funds
- Direct access to elected officials
- Maintenance of City-owned waterfront fishing infrastructure

**Some of the primary concerns expressed by businesses about working with the City of Eureka include:**

- Inconsistent permitting requirements, interpretations, and decisions
- Slow processing of permits and responses to inquiries
- Poor communication with applicants and between departments
- Outdated and unclear regulations
- Limited flexibility to respond to unique situations
- Increasing fees
- Excessive coastal regulations and processes
- Lack of transparency in City regulations and processes
- Inadequate City budget and resources
- Inability to control homelessness
- Excessive bureaucracy and red tape
- Limited understanding of the fishing industry's needs
- Lack of City follow-through on new ideas



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## 03 Key Findings

### 3.1 Introduction

This chapter summarizes key findings relating to the City's existing customer service model, development review processes and zoning regulations. The findings are based upon input received from Eureka's business and development communities and evaluation of the City's relevant practices, procedures, and requirements. The key findings in this chapter form the framework for the Recommended Actions presented in Chapter 4.

### 3.2 Customer Service Findings

1. **Continue to Improve City Staff's Customer Service Skills.** Feedback on the performance of City staff was mixed. In general, Business On-line Survey respondents tended to have a more positive perception of their interactions with City staff than Developer Café participants. When asked a series of questions about their interactions with individual departments, a majority of Business On-line Survey respondents (generally 65% and above) indicated that they were satisfied or very satisfied with those interactions, and that they felt that the departments responded very quickly or quickly to their requests and issues, provided a very clear or clear response, were helpful or very helpful, and were very or somewhat courteous and professional. There was not a significant difference in the level of satisfaction expressed between departments, with the exception of the Fire Department which received very positive input, as well as a number of positive comments

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*The findings in this chapter reflect the input of Eureka's business and development communities*

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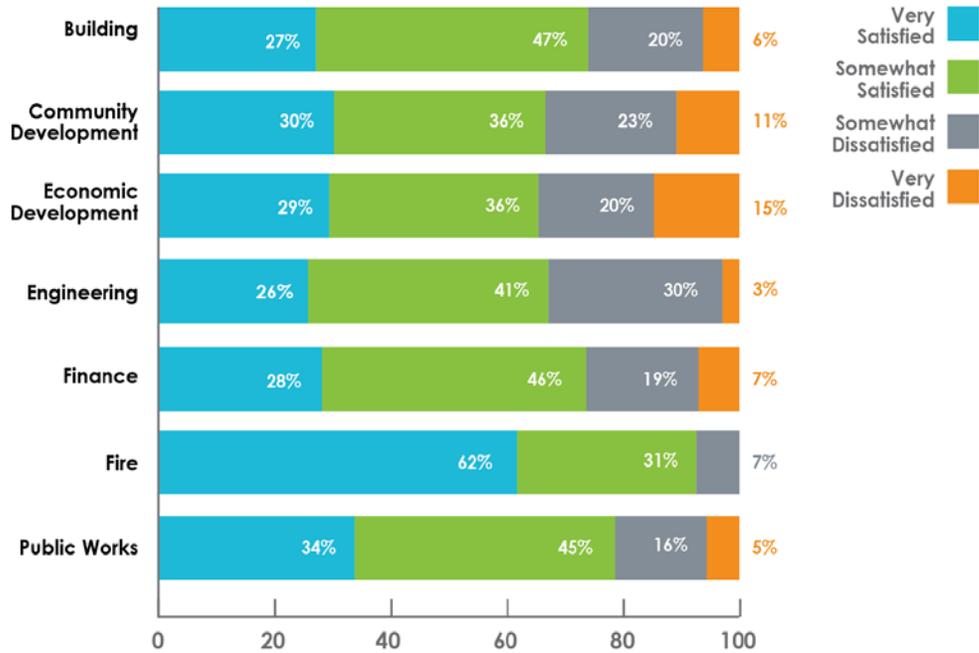


received about interactions with the Police Department. At the same time, a significant number of specific comments were received from both Business On-line Survey respondents and Developer Café participants expressing frustration with interactions with staff. It was noted that in some cases staff was not helpful or responsive, did not follow through, exhibited a lack of knowledge, displayed a negative attitude, and suffered from lack of staffing and turnover.

**Business On-line Survey:**

If you have had interactions with the listed City departments on business and/or development related issues, please indicate how satisfied or dissatisfied you were.

Figure 3-1: City Responsiveness

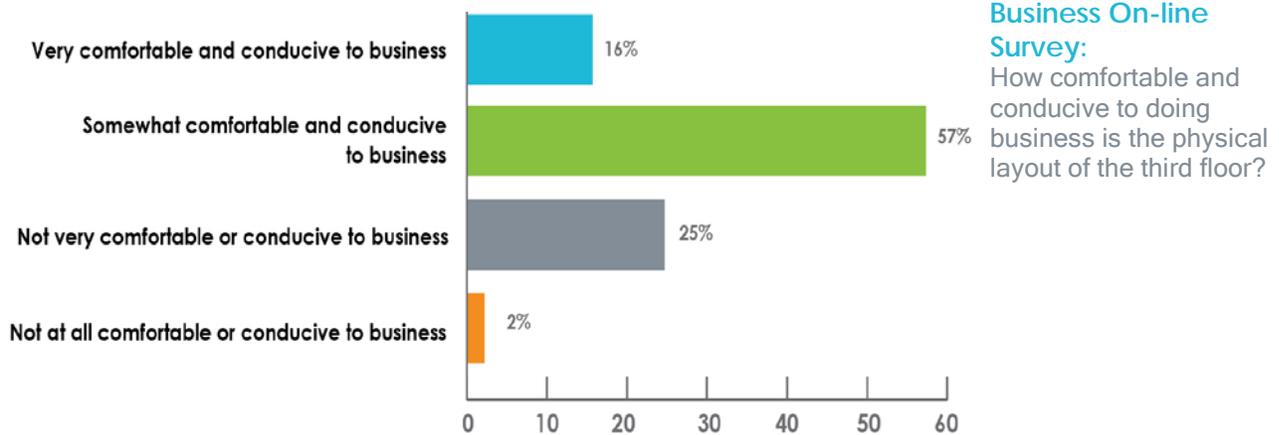


- 2. Instill a Positive Staff Attitude.** A number of comments were received from both Business On-line Survey respondents and Developer Café participants identifying that there are times where staff can exhibit a negative attitude. Some commenters noted that staff can be adversarial in moving projects forward versus being seen as a partner in helping make projects happen. Many conveyed a desire for staff to be more proactive in problem solving, help to define a path forward, display a “can do” attitude, and treat customers as clients. It was noted that recent senior level staff hires have helped to bring a more positive attitude to the City.
- 3. Enhance Staff Consistency and Certainty.** A number of comments were received from both Business On-line Survey respondents and Developer Café participants explaining that their experiences working with the City were inconsistent. Sometimes their experiences were really good and sometimes really bad, contributing to a lack of certainty. It was noted that some staff members are more responsive, helpful, flexible, and friendly than

others. Many expressed a desire for staff to consistently interact with the public in the same professional, responsive, and open manner.

4. **Create a more user-friendly and accessible 3<sup>rd</sup> floor.** While not seen as the highest priority by most Business On-line Survey respondents and Developer Café participants, numerous suggestions were received to improve the user experience on the 3<sup>rd</sup> floor of City Hall. These included providing better signage, creating a central point of contact, providing more sit down areas and locations for private conversations, making the space feel like one versus multiple departments, and expanding hours, including being open during the lunch hour.

Figure 3-2: Third Floor Layout



### 3.3 Development Review Process Findings

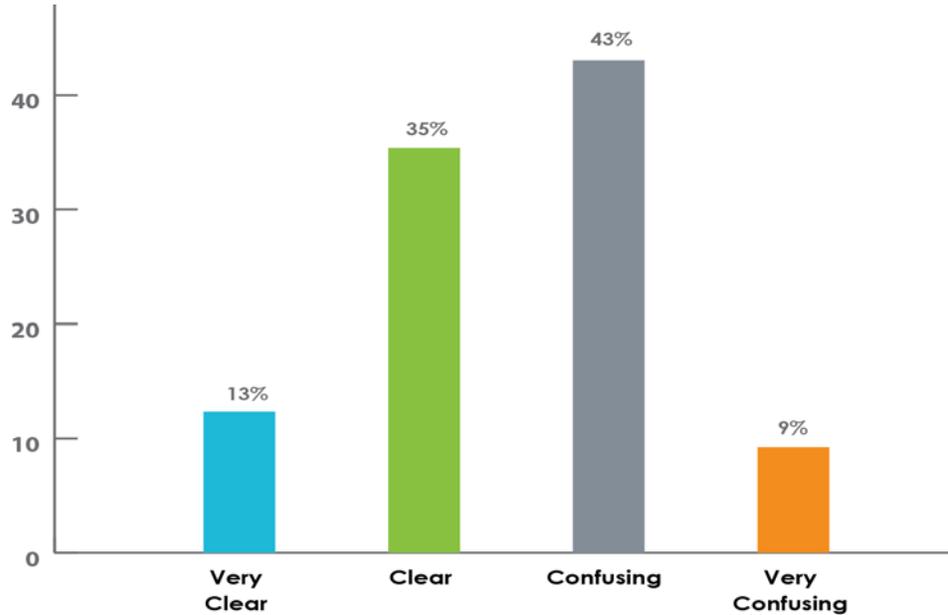
1. **Clarify Development Review Process and Application Submittal Requirements.** Over 52% of Business On-line Survey respondents found the City’s permitting and review process to be confusing or very confusing. Additionally, nearly 43% of these same respondents also found the City’s application requirements to be confusing or very confusing. These perspectives were echoed by Developer Café participants. It was noted that the process often seems arbitrary and subject to interpretation and change. It was also commented that the lack of clarity and consistency in the process results in uncertainty that hinders business investment.



Figure 3-3: Development Review Process

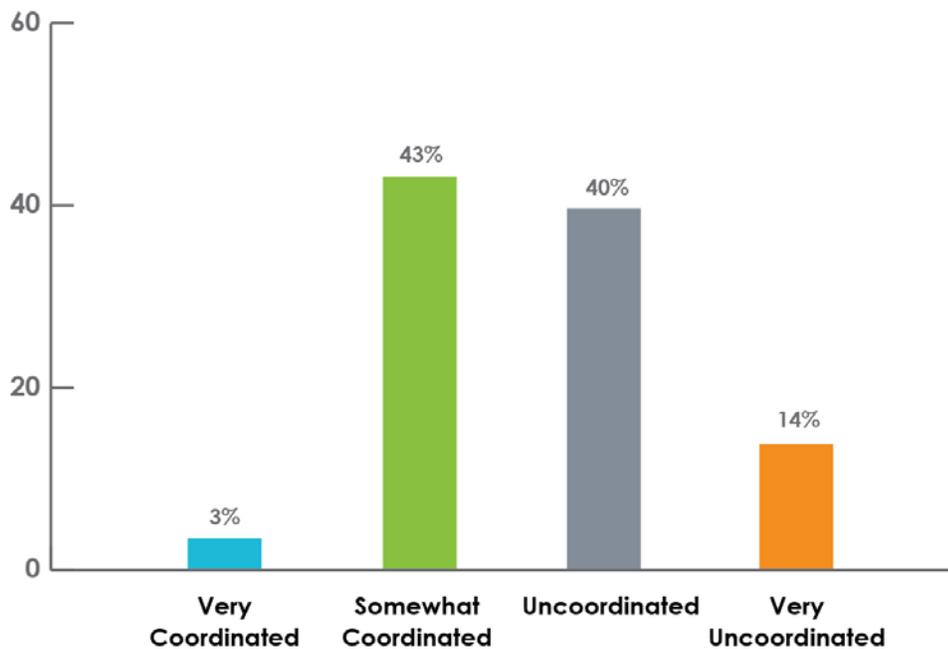
**Business On-line Survey:**

If you have processed a request/application for a development permit through the City, how understandable was the City's Development Review Process?



- 2. Improve Internal Coordination.** Almost 57% of Business On-line Survey respondents indicated that communication between City departments was uncoordinated or very uncoordinated during the application review process. Several similar comments were received from Developer Café participants. The need to clarify review responsibilities and eliminate the duplication of services between City departments was identified. It was noted that, at times, there are instances of confusion and conflicting messages between departments. It was also commented that there is a need to more aggressively hold City departments to specified application review timelines.
- 3. Improve External Coordination.** Over 53% of Business On-line Survey respondents and a large number of Developer Café participants described coordination between City departments and outside agencies as uncoordinated or very uncoordinated. California Coastal Commission regulations and processes were most commonly identified as a hindrance to business and development and a needed focus for improved coordination. It was noted that there is often a lack of clarity as to when Coastal Permits are required, and that associated regulations can be very complicated. In addition, it was indicated that there is a need to more aggressively hold outside agencies to application review timelines, as well as a desire for the City to actively represent the interests of Eureka's business community in working with outside agencies, regulations, and processes.

Figure 3-4: External Coordination

**Business On-line Survey:**

How would you best describe the coordination and communication between the City and outside agencies during the application/review process?

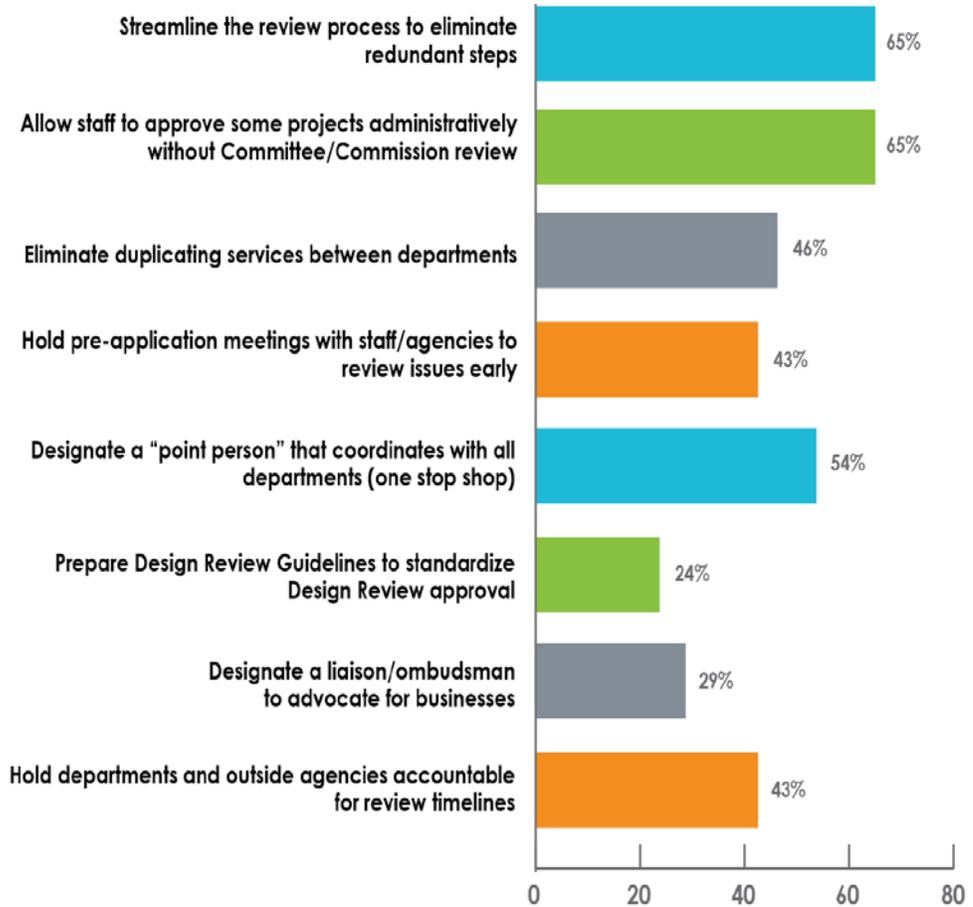
4. **Increase Process Transparency and Communication.** Approximately 36% of Business On-line Survey respondents and a similar percentage of Developer Café participants indicated that they were dissatisfied or very dissatisfied when trying to gain information on the status of their projects during the development review process. Significant emphasis was placed on improving both pre- and post-application communication between City staff and the project applicant. Suggestions included holding pre-application meetings with staff/agencies to review issues early in the process and designating an application “point person” to coordinate with departments.
5. **Streamline the City’s Development Review Process.** Over 60% of Business On-line Survey respondents identified the City’s review process as slow or very slow. This was also the overwhelming perspective of Developer Café participants. When given a variety of recommendations to improve the City’s Development Review process, the top two selections were to streamline the process to eliminate redundant steps and roadblocks, and to grant staff the authority to administratively approve some projects without Committee or Commission review. It was noted that the length of the review process adds cost and time to establishing/expanding businesses and to the development process in Eureka.



Figure 3-5: Development Review Process Suggestions

**Business On-line Survey:**

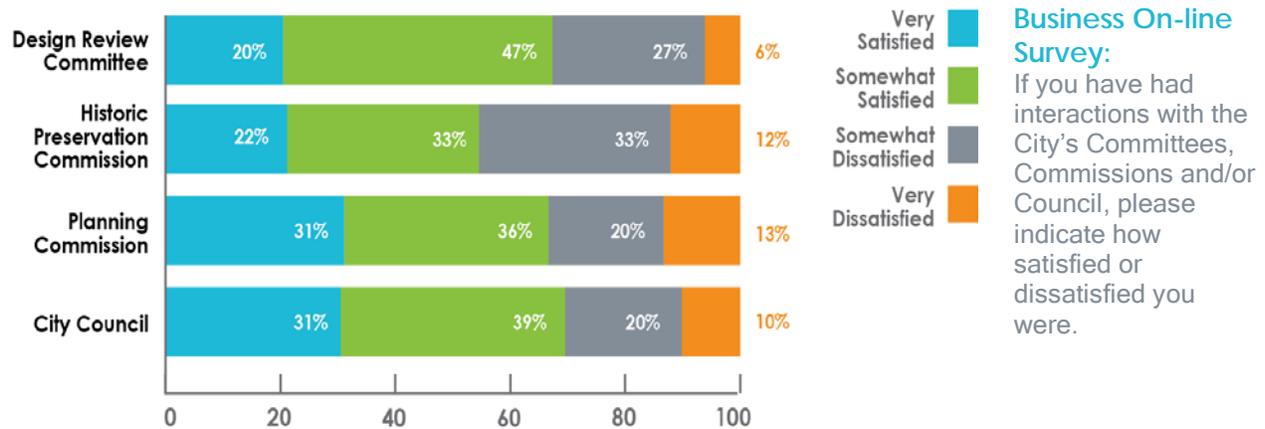
Which actions do you feel would most improve the City’s development review process?



- 6. Reanalyze the roles of the Historic Preservation Commission and Design Review Committee.** In general, Business On-line Survey respondents tended to have a more positive perception of their interactions with the City’s committees, commissions and Council than Developer Café participants. When asked a series of questions about their interactions with these review authorities, a majority of Business On-line Survey respondents (generally 65% and above) indicated that they were satisfied or very satisfied with those interactions, and that they felt that the review authorities were helpful or very helpful, and that they were dealt with fairly and respectfully. There was not a significant difference in the level of satisfaction expressed between the committees, commissions and Council, with the exception of the Historic Preservation Committee, where over 45% of respondents were somewhat dissatisfied or very dissatisfied with their interactions. A significant number of specific comments were received from both Business On-line Survey respondents and Developer Café participants indicating that both the Design Review Committee and the Historic Preservation

Commission were difficult to get through, that both should have an advisory rather than a decision-making role, and that staff's management of the City's commissions/committees could be stronger.

Figure 3-6: Council and Committee Interaction



- Evaluate City Fees.** A number of both Business On-line Survey respondents and Developer Café participants commented that City processing fees are a concern. It was noted that such fees are continually increasing and add an additional burden to business creation/expansion and development in Eureka.

### 3.4 Zoning Code Findings

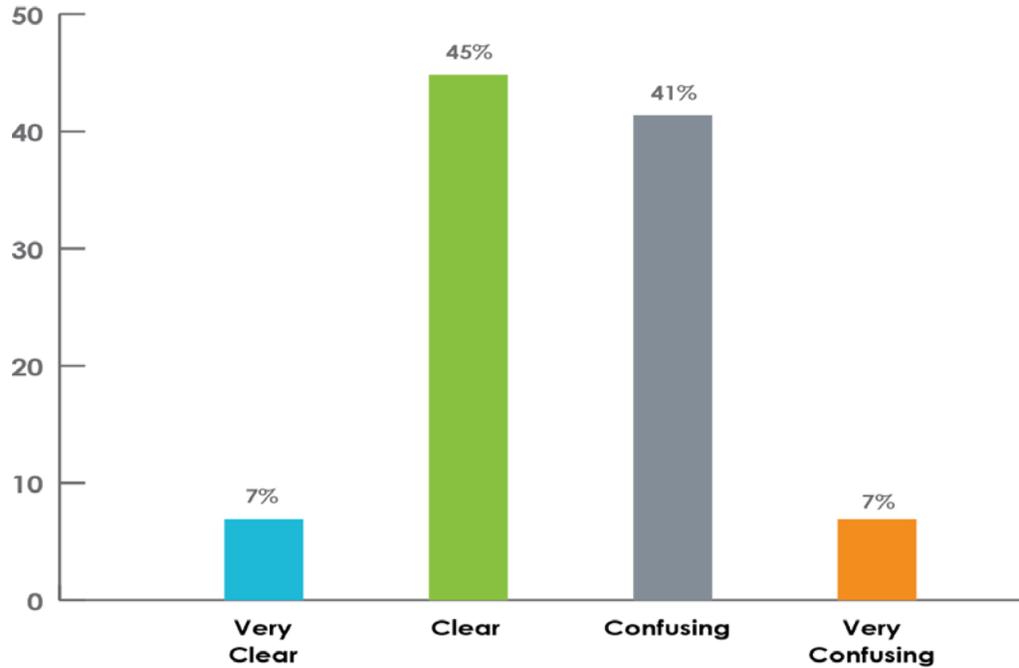
- Simplify and Update Zoning Regulations.** Approximately 48% of Business On-line Survey respondents, and a majority of Developer Café participants, noted that the City's regulations are confusing or very confusing. Observations were made that it can be difficult to find specific requirements, some regulations are dated and unclear, and requirements are not always interpreted or applied consistently.



Figure 3-7: Zoning Code Requirements

**Business On-line Survey:**

If you have interacted with the City on its zoning regulations, how clear and easy to understand were with the requirements?

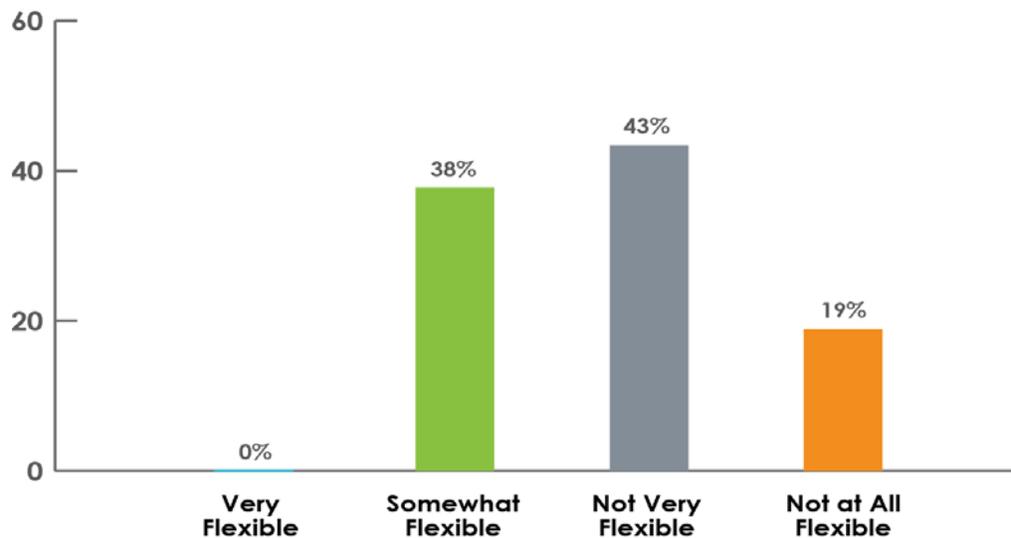


- Increase Regulatory Flexibility.** Over 62% of Business On-line Survey respondents, and a majority of Developer Café participants, indicated that the City’s zoning regulations are somewhat inflexible or inflexible. Specifically, it was noted that there is not sufficient flexibility to adjust the regulations to account for different circumstances, that a one-size-fits-all approach is often employed, and that staff does not have adequate authority to reasonably adjust the regulations when appropriate.

Figure 3-8: Zoning Flexibility

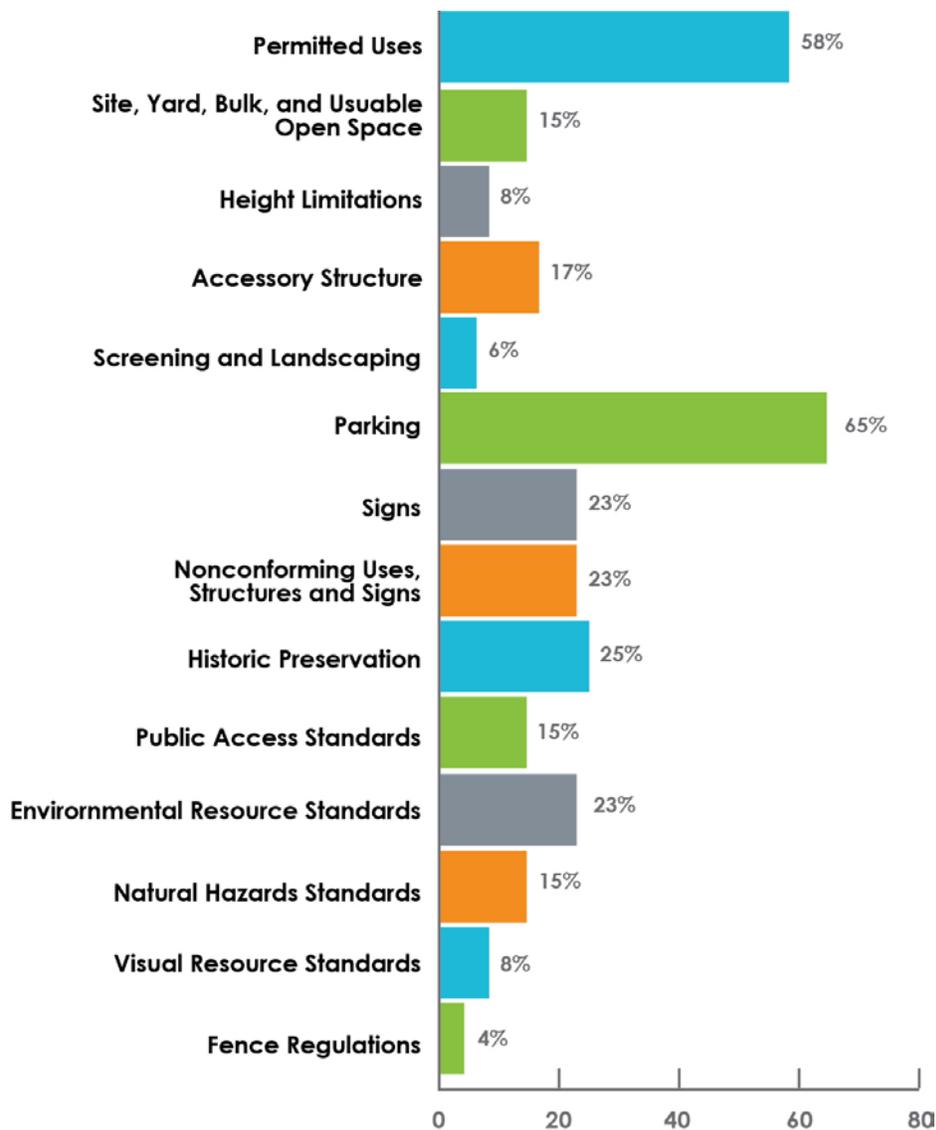
**Business On-line Survey:**

How flexible did you find the zoning regulations in addressing your issues?



- Focus on Permitted Uses and Parking Requirements.** Primary regulations of concern include permitted uses and parking. It was noted that the list of permitted and conditional uses is limiting, incomplete, dated, and oftentimes subject to discretionary approval. It was also reported that parking requirements often exceed perceived demand. Developer Café participants in particular noted that parking requirements do not account for unique situations such as Old Town or other business district settings. While not mentioned as frequently, other common areas of concern included limitations on signage, restrictions on nonconforming uses, and regulations relating to historic preservation and environmental resources.

Figure 3-9: Zoning Code Suggestions



**Business On-line Survey:**

Are there particular Zoning Code provisions that you feel hinder or prevent desirable development from occurring in Eureka?



4. **Incentivize Desirable Development.** Over 76% of Business On-line Survey respondents, as well as a number of Developer Café participants, felt that the City should incorporate new or improved zoning provisions to promote economic development, sustainability or other desirable development in Eureka. It was noted that there are a number of incentives the City can offer for development such as fee reductions or deferrals, streamlined development review, density or intensity bonuses, and/or revised development standards (parking, setbacks, height, etc.).



## 04 Recommended Actions

### 4.1 Introduction

This chapter presents a series of recommendations to enhance the City's customer service model, development review processes, and zoning regulations to better respond to the needs of local businesses. The lead department and targeted timeframe for each action are also identified.

In defining a strategy to be more business and investment friendly, it is important that the City of Eureka balance the needs of the business and development communities with the expectations of residents, quality of life, environmental stewardship, and community character. In some communities, the quest to become friendly to business has invited concern that those communities are in a race to the bottom, compromising long-term community goals in pursuit of short-term windfalls. The recommendations in this chapter are intended to guide an informed and judicious business friendly strategy that factors in both short-term and long-term considerations and community objectives.

Being business friendly is an ongoing and evolving effort. As a result, the recommendations in this chapter should be regularly reviewed to assess progress and reflect changing conditions, new opportunities, availability of resources, and other factors.

**It is recommended that the City annually:**

- Reissue the Business On-line Survey;

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*The actions in this chapter are intended to guide an informed and judicious business friendly strategy*

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- Reconvene the Developer Cafés; and
- Review progress and suggested updates/changes with the City Council.

It is suggested that the above effort be coordinated with the City’s annual goal setting and budgeting process.

## 4.2 Customer Service Actions

Excellent customer service lies at the core of a successful business ready city. It makes a significant difference when City staff and officials approach a business or developer with the attitude of “helping” them comply with a regulation or process versus “making” them comply. The emphasis on excellent customer service must come from the top, be communicated to every layer of the organization, and be reinforced continuously.

### Objectives:

1. Continue to Improve City Staff’s Customer Service Skills;
2. Instill a Positive Staff Attitude;
3. Enhance Staff Consistency and Certainty; and
4. Create a more user-friendly and accessible 3<sup>rd</sup> floor.

Customer Service Recommended Actions	Lead Department(s)	Targeted Timeframe
<b>A-1 Customer Service Training.</b> Provide all staff members with a consistent customer service training program. Place particular emphasis on responsiveness, follow-through, presenting a positive attitude, problem solving, and professionalism.	Development Services	2016
<b>A-2 Employee Evaluations.</b> Include customer service expectations and performance as part of annual employee goal setting and evaluations.	Development Services	2016
<b>A-3 Customer Input.</b> Provide “rate your experience” score cards at the counter, to all project applicants, and on-line. Regularly review, analyze, and report feedback received.	Development Services	2016
<b>A-4 Inter-departmental Meetings.</b> Hold regular meetings with those departments responsible for development processing to communicate and coordinate on issues, clarify roles and responsibilities, review	Development Services	2016

Customer Service Recommended Actions	Lead Department(s)	Targeted Timeframe
performance, and continually define opportunities for improvement.		
<b>A-5 Staff on Duty.</b> Ensure that all departments have assigned counter/phone staff available during business hours.	Development Services	2016
<b>A-6 Timely Response.</b> Establish a formal policy that all phone calls, emails, and other inquiries are responded to on the same day when possible, and no later than within 24 hours of receipt.	Development Services	2016
<b>A-7 Written Materials</b> Prepare/update brochures, handouts and other materials to aid customers in understanding of department responsibilities, City regulations and requirements, and the review/permitting process.	Development Services	2016
<b>A-8 Technical Training.</b> Provide focused technical training for staff to ensure they are knowledgeable of their area of responsibility, provide consistent responses/direction, and understand their role in the larger process.	Development Services	2016-2017
<b>A-9 Counter Hours.</b> Modify counter hours to be consistent across all departments. Ensure that departments are open during the lunch hour. Consider offering expanded (late or early) hours at least one day per week for customer convenience.	Development Services	2016-2017
<b>A-10 Point of Contact.</b> Establish a highly visible point of contact to greet and direct all customers when arriving on the 3 <sup>rd</sup> floor.	Development Services	2016-2017
<b>A-11 Standard Questions.</b> Develop a list of key questions and associated training for the designated Point of Contact and counter clerical staff so customers can be directed quickly and correctly to the appropriate City department and staff.	Development Services	2016-2017
<b>A-12 Signage.</b> Improve signage on the 3 <sup>rd</sup> floor to more clearly identify departments and responsibilities. Install signage throughout City Hall (such as in the elevator and stairways) directing customers to specific departments.	Development Services	2016-2017
<b>A-13 Sit Down Work Areas.</b> Create/improve sit down work areas on the 3 <sup>rd</sup> floor for customers and City staff to review information. Provide computers at all counter	Development Services	2016-2017



Customer Service Recommended Actions	Lead Department(s)	Targeted Timeframe
and sit down spaces to allow for convenient access to information.		
<b>A-14 Unified Space.</b> Rearrange space/counter to eliminate barriers between Planning and Building. Create a unified space.	Development Services	2016-2017
<b>A-15 Business Workshops.</b> Conduct regular workshops with the business and development communities throughout the year. Such workshops can be used to educate the community and collect input and ideas on City regulations, processes and services. Workshops can be organized around specific topics such as zoning regulations, review processes, improvement requirements, plan checks and building permits, crime prevention, emergency preparedness, recycling and waste reduction, and other relevant subjects.	Development Services	2016-2017
<b>A-16 Website.</b> Update the City's website to contain all information for a customer to navigate the plan review and permit processes. Post all City forms and materials. Include contact information for each department, and provide the ability to schedule appointments with staff online. Restructure the website so that customers can find needed development review information easier.	Development Services	2016-2017
<b>A-17 Waiting Area.</b> Create a comfortable seating area for customers to wait for staff assistance.	Development Services	2017-2018
<b>A-18 Private Space.</b> Provide spaces, either staff offices or designated rooms, where staff can have private conversations with clients when desired.	Development Services	2017-2018
<b>A-19 GIS/Tracker.</b> Integrate GIS Viewer with TRAKiT for greater convenience, efficiency, and access to information. Integrate Building Department files into TRAKiT.	Development Services	2017-2018
<b>A-20 One-stop Permit Center.</b> Determine the feasibility of establishing a one-stop permit center. One-stop permit centers provide a single place for residents, businesses, and developers to submit and coordinate projects and permits to ensure efficient and effective service. The types of services offered may include obtaining permits, licenses, plan checks, and information/assistance on developing properties and operating businesses. This eliminates the need	Development Services	2017-2018

Customer Service Recommended Actions	Lead Department(s)	Targeted Timeframe
<p>for applicants to make multiple stops with different departments to get all of the necessary information and approvals. The number of departments represented at a one-stop permit center varies from City to City. At a minimum, planning, building, and engineering are represented, but some jurisdictions include other departments involved in the permit and approval process (utilities, finance and public safety). The more departments represented, the more services and streamlined approvals that can be offered. One-stop permit centers require adequate space to accommodate staff and customers, along with staff representation from multiple departments and/or staff cross-training.</p>		
<p><b>A-21 Business/Development Assistance Center.</b> Determine the feasibility of establishing a business/development assistance center. Such centers can be virtual or physical, and provide businesses and developers with a resource to quickly access information regarding City permits, planning and zoning information, City incentives and resources, vacant lands, building vacancies, financing options, local tax regulations, and contracting and partnering opportunities. Such centers typically include a business/developer liaison as a primary point of contact to facilitate inquiries and support. The business assistance center can be integrated as an element of a one-stop permit center.</p>	<p>Development Services</p>	<p>2018 and beyond</p>

### 4.3 Development Review Process Actions

The development review process is often one of the first points of contact new or expanding businesses have with the City. The experience during this process can largely define how “business friendly” the community is perceived to be. While not in control of outside agency requirement, how the City interfaces with these agencies and staff’s knowledge about their processes and regulations can influence project approval.

**Objectives:**

1. Clarify Development Review Process and Application Submittal Requirements;
2. Improve Internal and External Coordination;
3. Increase Process Transparency and Communication;



4. Streamline the City’s Development Review Process;
5. Reanalyze the roles of the Historic Preservation Commission and Design Review Committee;  
and
6. Evaluate City Fees.

Development Review Process Recommended Actions	Lead Department(s)	Targeted Timeframe
<p><b>B-1 Case Manager.</b> Assign a Community Development Department case manager for each project application. In addition to working with the applicant on the review, revision, and discretionary approval of the application, the case manager would serve as a point of contact to help facilitate communication with other departments, post City permit/plan approvals, inspections and outside agency approvals.</p>	<p>Development Services</p>	<p>2016</p>
<p><b>B-2 Business Licenses.</b> Provide staff, including clerical staff, consistent training on the handling and processing of business licenses. Consider offering longer-term business licenses valid for multiple years.</p>	<p>Development Services</p>	<p>2016</p>
<p><b>B-3 Permit Processing Assessment.</b> Create a statistical breakdown of permits applied per year, permits approved and denied, and process duration. This data can serve as a baseline to determine the City’s success in streamlining its review process, can help identify trends relating to specific types of permits, and can help focus areas requiring City attention.</p>	<p>Development Services</p>	<p>2016</p>
<p><b>B-4 Fee Study.</b> Prepare a study of the City’s fees to process development applications, improvement plans, inspections, permits, and other development-related services. At a minimum the study should identify; (1) City costs to provide various services; (2) if these costs are reasonable and if the current cost recovery levels are adequate; (3) how the fees and costs compare to other City’s that Eureka competes with for businesses and development; (4) recommended fee changes showing various levels of cost recovery; and (5) a recommended methodology to calculate fee increases in future years.</p>	<p>Development Services</p>	<p>2016</p>
<p><b>B-5 Pre-application Meetings.</b> Hold pre-application meetings for, at a minimum, large or complex</p>	<p>Development Services</p>	<p>2016-2017</p>

Development Review Process Recommended Actions	Lead Department(s)	Targeted Timeframe
<p>applications. Such meetings present an opportunity for the City to offer early input, explain the process and requirements, and uncover potential issues with a project before considerable time and money are spent by the applicant. These meetings can enhance communication between the City and applicant, help the applicant submit a complete application, reduce the potential for subsequent surprises and project changes, and lead to a more efficient process from the start. Representatives from key departments should participate. For projects that require review from outside agencies, such agencies should also be invited to attend. Many jurisdictions establish a standard process and a weekly or bi-weekly block of time where applicants can schedule pre-application meetings.</p>		
<p><b>B-6 Early Committee/Commission Input.</b> Offer the option for project applicants to receive early input on their proposal from the applicable City approving committee and/or commission. While informal and non-binding, such input early in the process can help an applicant assess project feasibility, potential project revisions and conditions, and reduce the potential for expensive surprises and project changes post-application submittal. Review may occur by the full committee and/or commission at a regularly scheduled meeting, or might involve a smaller sub-committee of the approving authority. For instance, a sub-committee could be made available for a standard bi-weekly or monthly block of time where applicants can schedule a pre-application review.</p>	Development Services	2016-2017
<p><b>B-7 Application Submittal Requirements.</b> Reanalyze the submittal requirements for the City's various entitlements and permits to clarify and streamline where feasible. Update the City's written and electronic materials to clearly state submittal requirements. One of the most effective ways to ensure that complete applications are submitted is to make sure the submittal requirements are clear, well documented, and well communicated.</p>	Development Services	2016-2017
<p><b>B-8 Project Evaluation Meetings.</b> Establish project evaluation meetings (PEMs) for, at a minimum, large or complex applications. The PEM would occur following initial distribution and review of the project application, and would include the commenting City</p>	Development Services	2016-2017



Development Review Process Recommended Actions	Lead Department(s)	Targeted Timeframe
<p>departments and any applicable outside agencies. At the PEM, department and agency written comments would be presented and discussed with the applicant, needed information and/or project revisions defined, and draft conditions of approval presented. Such meetings provide an opportunity for enhanced staff/agency and applicant communication, help to facilitate issue resolution, and can contribute to a more transparent and efficient review and approval process.</p>		
<p><b>B-9 Outside Agency Meetings.</b> Hold regular meetings with the outside federal, state, and local regulatory agencies to communicate and coordinate on issues, discuss specific project issues, clarify roles and responsibilities, and continually define opportunities for enhanced coordination.</p>	Development Services	2016-2017
<p><b>B-10 Enforce Timelines.</b> Hold departments and outside agencies accountable for defined review timelines. This effort should include meetings with internal departments and outside agencies to define/reinforce common expectations, accountability protocols and formal written requirements for review.</p>	Development Services	2016-2017
<p><b>B-11 Commission Authority.</b> Reanalyze the roles and responsibilities of the Historic Preservation Commission and Design Review Committee. The focus should be on clearly defining review and approval authority, eliminating redundant or multiple approval authority review of a project, and enhancing streamlined review</p>	Development Services	2016-2017
<p><b>B-12 Sign Approvals.</b> Revise the Sign Ordinance to allow staff to administratively approve signs. At a minimum, administrative sign approval should be provided for when: (1) proposed replacement signs are substantially consistent with the original sign (dimension, design, and materials); (2) proposed signs are consistent with Sign Ordinance requirements and Design Review Guidelines; and (3) proposed signs are consistent with an approved Master Sign Program.</p>	Development Services	2016-2017
<p><b>B-13 ADA Requirements.</b> Ensure that the Design Review process defines all ADA requirements to avoid unanticipated project changes/improvements.</p>	Development Services	2016-2017

Development Review Process Recommended Actions	Lead Department(s)	Targeted Timeframe
<p><b>B-14 Coastal Permits.</b> Revise the Zoning Code to more clearly define when a Coastal Permit is required, and the requirements associated with such permits.</p>	<p>Development Services</p>	<p>2016-2017</p>
<p><b>B-15 Plan Checks.</b> When feasible, limit or eliminate outside plan checks to ensure a more efficient and consistent review and permitting process.</p>	<p>Development Services</p>	<p>2016-2017</p>
<p><b>B-16 Staff Resources.</b> Implement a strategy to ensure that extra staff can be brought on in a rapid manner or consider third party staff that could be readily available for a growing workload. With boom and bust cycles occurring in the business and development sectors, permitting numbers can rise and fall. Protocols should be in place to secure a smooth transition when added staff is needed. Conversely, in the event of a decline in development and permitting, the City should define and maintain minimum staffs levels to continue providing an adequate level of service. Cross-training should be incorporated to allow for a more flexible range of staff capabilities.</p>	<p>Development Services</p>	<p>2016-2017</p>
<p><b>B-17 Outside Agency Training.</b> Provide all City project review staff members with training on outside federal, state, and local regulatory agency requirements and processes. Such training should be implemented in coordination with the appropriate agencies to ensure a common understanding of issues, perspectives, and requirements. At a minimum, such agencies should include the California Coastal Commission, Caltrans, Humboldt Transit Authority, Humboldt Local Agency Formation Commission, Humboldt Bay Municipal Water District, Humboldt Community Services District, Pacific Gas and Electric, Humboldt Bay Fire, Eureka City Schools District, California Department of Fish and Wildlife, State Water Resources Control Board, United States Fish and Wildlife Service, US Army Corps of Engineers, local Native American Tribes, North Coast Unified Air Quality Management District and Humboldt County.</p>	<p>Development Services</p>	<p>2017-2018</p>
<p><b>B-18 Design Review Guidelines.</b> Adopt Design Review Guidelines to clarify the City’s design requirements and expectations, facilitate the City’s Architectural Review and Site Review Processes, and enhance opportunities for streamlined review. At a minimum,</p>	<p>Development Services</p>	<p>2017-2018</p>



Development Review Process Recommended Actions	Lead Department(s)	Targeted Timeframe
<p>the Design Review Guidelines should address site planning, circulation and parking, architectural design, streetscapes and public spaces, landscaping, lighting and signage. Both citywide and area specific requirements should be developed.</p>		
<p><b>B-19 Administrative Review.</b> Provide for administrative review of smaller projects and for all projects determined to be in compliance with the Design Review Guidelines.</p>	Development Services	2017-2018
<p><b>B-20 Expedited Review.</b> Establish a process for expedited review of projects that that meet certain economic development, revenue generation, affordable housing or other City objectives.</p>	Development Services	2017-2018
<p><b>B-21 Electronic System.</b> Determine the feasibility of creating an electronic system in which applicants are able to submit required applications and supportive documentation online and track the progress of their application. Several agencies have transitioned a significant portion of their application process to an online format, and this technology has the ability to vastly improve the efficiency of the application process within the City while also establishing a more rapidly up to date and transparent system. Online features could include online application and plan submission; online access to records, forms, and earlier reports (within a given parcel, for example); and on-line tracking of project status. In addition, the on-line system could be coordinated with an automated, telephone-based system, which applicants could also use for updated project information should they prefer telephone access over internet access.</p>	Development Services	2018 and beyond

## 4.4 Zoning Code Actions

The Zoning Code establishes the allowed uses and physical development standards that businesses must consider in deciding to open and/or expand, and developers must respond to in the design of a project. These regulations have direct implications on the cost and feasibility of doing business in the City and, as a result, can often be an area of concern, misunderstanding and contention. It is important that the City’s Zoning Code carefully balance the need to protect the public health and safety, rights of adjacent owners, and community character with the goals of supporting vibrant business growth and appropriate development opportunities.

**Objectives:**

1. Simplify and Update Zoning Regulation;
2. Increase Regulatory Flexibility;
3. Focus on Permitted Uses and Parking Requirements; and
4. Incentivize Desirable Development.

Zoning Code Recommended Actions	Lead Department(s)	Targeted Timeframe
<p><b>C-1 Rules and Interpretations.</b> Establish an article of the Zoning Code that consolidates and clearly describes the “rules” for the construction of language (e.g., shall, should, will, etc.), use of numbers, application of common measurements (e.g., height, lot width and depth, lot coverage, setbacks, etc.), determination of boundaries and yards, and common exceptions. The intent is to aid usability and reduce the need for formal interpretations. Graphics should be provided to illustrate rules as appropriate. Provisions for interpretations should also be included in this article.</p>	Development Services	2016
<p><b>C-2 Timber Harvest.</b> Update the Zoning Code timber harvest definition to establish a more appropriate acreage threshold.</p>	Development Services	2016
<p><b>C-3 Home Occupations.</b> Revisit the Zoning Code Home Occupation “additional traffic” language. It appears subjective.</p>	Development Services	2016
<p><b>C-4 Second Dwelling Units.</b> Revisit the Zoning Code square footage limitation on second units. Input has been received that the 640 square foot maximum is too limiting.</p>	Development Services	2016
<p><b>C-5 Organization.</b> Restructure the Zoning Code in a manner that is easy to understand, navigate, and administer. A structure similar to the following below is commonly used by cities:</p> <ul style="list-style-type: none"> <li>■ Article 1: Purpose and Application</li> <li>■ Article 2: Rules and Interpretations</li> <li>■ Article 3: Use Type Classifications</li> <li>■ Article 4: Zoning District Regulations</li> <li>■ Article 6: Use Specific Regulations</li> <li>■ Article 5: Citywide Regulations</li> </ul>	Development Services	2016-2017



Zoning Code Recommended Actions	Lead Department(s)	Targeted Timeframe
<ul style="list-style-type: none"> <li>■ Article 7: Administration and Permits</li> <li>■ Article 8: Definitions</li> </ul>		
<p><b>C-6 Use Type Classifications.</b> Replace the Zoning Code’s current listing of discrete uses with defined use types. This approach provides for a broader mix of uses by combining individual uses (e.g. bicycle shops, book stores, sporting goods stores), into broader “use types” (retail sales) based upon functional and compatibility characteristics. Listings of individual uses can be overly specific, not account for all potential uses, and easily become cumbersome and dated. Use types provide more flexibility to accommodate changing conditions, markets, and opportunities over time.</p>	Development Services	2016-2017
<p><b>C-7 Broaden Principal Uses.</b> Revise the Zoning Code to broaden and modernize principally permitted uses and allow more uses by right. In addition, create a clearer process and criteria to make determinations about uses that are not specifically listed.</p>	Development Services	2016-2017
<p><b>C-8 Central Commercial.</b> Revise the Zoning Code to restructure the Central Commercial zone district allowed uses to enable more diverse growth and activity. Currently, a variety of uses are not clearly permitted which may result in additional requirements and burdens to businesses desiring to invest and develop in Downtown.</p>	Development Services	2016-2017
<p><b>C-9 Incubators.</b> Revise the Zoning Code regulations to facilitate approval of those uses identified in the Business Incubator Feasibility Study. These include incubator space for: architecture, engineering, and design; research and development; computer systems and software; media production; telecommunications; management and administrative services; and other professional services.</p>	Development Services	2016-2017
<p><b>C-10 Zoning District Regulations.</b> Refine and reorganize the County’s Zoning Districts into common land use groupings to enable allowed use types, supplemental regulations, <u>and</u> development standards to be presented together. This approach organizes the applicable regulations into inherent groupings and ensures that the key regulations for each grouping are consolidated into a single location. Typical use</p>	Development Services	2016-2017

Zoning Code Recommended Actions	Lead Department(s)	Targeted Timeframe
<p>chapters found in contemporary zoning codes include residential, mixed-use, commercial, industrial, public and semi-public, and special purpose/overlay districts.</p>		
<p><b>C-11 Useable Open Space.</b> Update the Zoning Code useable open space requirements, Currently they are very confusing and difficult to apply</p>	<p>Development Services</p>	<p>2016-2017</p>
<p><b>C-12 Use Specific Regulations.</b> Present use or activity specific regulations currently located in various sections of the existing Zoning Code in one location for ease of use and reference. Common use specific regulations often include accessory uses and structures, airports, alternative energy facilities, cold weather and emergency shelters, medical marijuana dispensaries, mobile/manufactured homes, nonconforming uses and structures, recycling collection facilities, relocation of buildings and structures, right to farm, storage of inoperable vehicles, temporary uses, wireless telecommunication facilities, and similar uses.</p>	<p>Development Services</p>	<p>2016-2017</p>
<p><b>C-13 Non-conforming Uses.</b> Revisit the Zoning Code Non-conforming regulations. The 90 day timeline is very tight and less than that applied by many other jurisdictions.</p>	<p>Development Services</p>	<p>2016-2017</p>
<p><b>C-14 Citywide Regulations.</b> Present general site and development standards applicable to all or a majority of zone districts in the City in one location for ease of use and reference. Common citywide regulations often include signs, parking and loading, landscaping, drainage, walls and fences, screening, outdoor lighting, tree preservation/removal, and similar regulations.</p>	<p>Development Services</p>	<p>2016-2017</p>
<p><b>C-15 Parking Regulations.</b> Update the Zoning Code to incorporate more complete, modern, and flexible parking regulations.</p>	<p>Development Services</p>	<p>2016-2017</p>
<p><b>C-16 Director Approval.</b> Reduce the number of uses that require parking requirements to be prescribed on a case-by-case basis by the Community Development Director. Fewer Director-determined parking regulations can add certainty for proposed projects and help streamline the approval process.</p>	<p>Development Services</p>	<p>2016-2017</p>



Zoning Code Recommended Actions	Lead Department(s)	Targeted Timeframe
<p><b>C-17 Maximum Parking Standards.</b> In addition to <u>minimum</u> parking standards, establish <u>maximum</u> parking standards to prevent an overabundance of parking and paved areas. Maximum parking standards are most commonly applied to larger scale commercial uses, but could be applied to other uses.</p>	Development Services	2016-2017
<p><b>C-18 Parking Overhang.</b> Update the Zoning Code to allow parking spaces to overhang into required landscape areas.</p>	Development Services	2016-2017
<p><b>C-19 Hazardous Tree Removal.</b> Eliminate the Zoning Code permit requirement for the removal of tree in the rear yard of a residence. This requirement results in a significant burden on residents and an enforcement issue for the City.</p>	Development Services	2016-2017
<p><b>C-20 Administration and Permits.</b> Incorporate an approval authority table and process flow charts to make it easier for customers to understand the required process. Include common application processing procedures (e.g. pre-application meetings, application preparation and filing, application completeness, application referral, environmental review, project evaluation and staff reports, approving authority, public hearing requirements, decisions on multiple applications, public noticing, approving authority actions, effective date, expirations and extensions, amendments to permits, resubmittals, permit revocation) into a single section to enhance ease of use and consistency, and to reduce redundancy.</p>	Development Services	2016-2017
<p><b>C-21 Graphics.</b> The Zoning Code should be updated to include the strategic use of graphics that help to clarify regulations, creating a more readable and understandable document. The incorporation of useful figures, schematics, flow charts, and similar graphics could be particularly effective in illustrating development standards, parking and sign regulations, design concepts, and processing sequences.</p>	Development Services	2016-2017
<p><b>C-22 Mapping and electronic access.</b> As part of the Zoning Code update, consideration should be given to how the City's Zoning Map and Zoning Code can be structured to potentially facilitate future GIS and electronic document applications. This ultimately could include community based interactive</p>	Development Services	2016-2017

Zoning Code Recommended Actions	Lead Department(s)	Targeted Timeframe
<p>applications, such as parcel searches and digital cross referencing, substantially expanding access to and the usability of information. This could ensure more seamless zoning code and mapping capabilities for the City and the public.</p>		
<p><b>C-23 Coastal Regulations.</b> Work with the Coastal Commission to expand the range of uses allowed within the Coastal Zone, and the ability to establish non-coastal “temporary” uses.</p>	<p>Development Services</p>	<p>2017-2018</p>
<p><b>C-24 Area Specific Parking Standards.</b> Prepare parking studies for the Waterfront, Old Town, Downtown, Henderson Center, and other intensive commercial/ mixed-use areas to assess potential parking needs, parking capacities and recommended actions to address parking and loading regulations. Such regulations should provide flexibility and standards that reflect the unique differences between older and newer areas of the City and consider alternative ways to satisfy parking needs. Alternatives may include accounting for on-street parking; incorporating on-street diagonal spaces to increase available spaces; applying demand-based pricing for on-street parking; providing valet parking; creating off-site and joint parking lots; reductions to account for pedestrian circulation and proximity of transit; reductions for mixed-use development; reductions associated with off-peak parking demand and fluctuating needs; and other appropriate options.</p>	<p>Development Services</p>	<p>2017-2018</p>
<p><b>C-25 Offer Incentives.</b> Determine the feasibility of establishing a wide range of incentives for projects that meet certain economic development or other objectives. Incentives can be provided to projects that achieve certain job or revenue generation thresholds; incorporate sustainable design; increase affordable housing; or achieve other key City goals. Incentives can include fee deferrals to reduce up-front development costs; expedited development review processing; expedited plan check review; modified/reduced development standards (setbacks, height, parking, etc.); signage exceptions; and density/intensity bonuses.</p>	<p>Development Services</p>	<p>2017-2018</p>



## RECOMMENDED ACTIONS

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# Appendices



## APPENDICES

## Appendix A: Developer Café Summary



## APPENDICES



# CITY OF EUREKA Business Ready Study

Developer Cafés #1 & #2  
May 27 & 28, 2015  
Oberon Grill

## Developer Café Summary

City staff and ESA hosted two Developer Cafés on Wednesday May 27<sup>th</sup> and Thursday May 28<sup>th</sup> 2015 at the Oberon Grill. Representatives from the local development community, and those that provide support services to the development community, were invited to share their thoughts and ideas relating to the development and regulatory environment within the City of Eureka. Participant's included:

### **May 27, 2015**

- Dave Schneider, SDI, Developer/Landowner
- Pat McDonald, Pacific Builders
- Sarah Atkins, Atkins Drafting
- Rob McBeth, O&M Industries
- Don Davenport, Winco Development
- Rob Holmlund, City Community Development Director
- Brian Gerving, City Public Works Director/Chief Building Official
- Dan Dameron/Harriet Ross, ESA

### **May 28, 2015**

- Charlotte McDonald, Eureka Main Street
- Jill McDonald, Coldwell Banker, Cutten Realty
- Kevin McKenny, KH McKenny
- Travis Schneider, Pacific Affiliates
- Kash Boodjeh, AIA, K Boodjeh Architects
- George Schmidbauer, Schmidbauer Lumber
- Kelly Martin, Martin 4 Development
- Mark Jones, Contractor
- Don Smullin, Eureka Chamber of Commerce
- Phillippe Lapotre, Architect
- Mike Nelson, LACO
- Dan Johnson, Danco Group
- Glenn Goldan, Relator
- Chris Mikkelsen, Kramer Properties, Inc.
- Greg Williston, SHN Engineers & Geologists
- Rob Holmlund, City Community Development Director



- Brian Gerving, City Public Works Director/Chief Building Official
- Dan Dameron/Harriet Ross, ESA

In general, participants indicated that there are a number of opportunities for Eureka to become more development/business ready and improve its regulations and customer service model. To help facilitate input and ideas, participants were asked a series of questions. The following provides a summary of responses:

### **1. What does Development/Business Ready mean in Eureka?**

- Timely and efficient processes that have definitive timelines. Be proactive.
- Clear and understandable regulations, requirements and processes, including coastal regulations.
- Certainty in the development review process.
- Helpful, consistent, responsive staff input delivered with a good attitude.
- Availability of an inventory of sites that are “shovel ready” for development of certain uses.
- Availability of information such as GIS, and the ability to monitor the progress of permits online.
- Ability to submit plans electronically.
- “Fair share” fees for water, sewer, storm drain, and other infrastructure so development knows exactly what they are expected to pay.
- Flexibility to change the process and requirements when problems or opportunities arise.
- The City needs to help staff “define success.” What is a “successful” outcome?

### **2. What issues arise when working with the Zoning Code?**

- Parking standards require too many parking spaces and make infill projects difficult to implement; there is often adequate parking on the street.
- List of principally permitted uses not extensive/flexible enough.
- Permits sometimes required for permitted uses.
- Permit process cumbersome and perceived as subjective and difficult.
- Need common sense in interpreting codes.
- Staff does not have adequate authority to make interpretations.
- Tsunami run-up zone has added complexity to project design.

### **3. What are your Suggestions for Improving the Zoning Code?**

- Make regulations clearer and more certain; difficult to implement when regulations are subjective.
- A project should be allowed if it is a permitted use within a particular zone
- Instead of parking assessment district, eliminate parking requirements in a specific district.
- Modify parking requirements to be more sensitive to the differences/constraints between old and new areas of the City; add flexibility to parking such as diagonal spaces; look at parking assessments to fund parking lots; allow cars over-hanging from parking into designated landscape areas.
- Create inventory of available developable spaces.

- Off-peak parking.
- Reconfigure F Street within Henderson Center to be one-way with angled parking.
- Allow buildings to retain parking as established at time of construction.
- Revise regulations for historic properties and infill properties.
- Modernize use classifications.
- Minimum standards don't necessarily result in quality development.
- Eliminate level of service (LOS) regulations in core districts.
- Broken window policing.
- Use more combining zones.

#### **4. How can the Development Review Process be Improved?**

- Eliminate “the process”; there is no “process.”
- Streamline and simplify overly-complex review/approval processes; eliminate redundant steps. Process is so complicated no one can understand it.
- Holding time is too long and the City takes too long to process permits, etc.
- CCC regulations and process are too complicated and hinder development; expedite the California Coastal Commission process.
- Expand administrative approvals for some projects to give staff more authority
- Empower staff to go beyond the code and do what makes sense.
- Make the process easy for the Director to apply flexibility.
- Allow ministerial approval of small projects and give more authority to staff to approve projects. Simpler projects should be given simpler treatment.
- We need to make a matrix of administrative vs. discretionary permits.
- Limit outside plan check.
- Hold pre-application meetings with all departments to eliminate conflicting messages and consolidate communication; include outside agencies; has been helpful in other cities such as Arcata; Redding; Placerville; Turlock; and Bend, OR, and Northwest crossing design guidelines too.
- Pre-application meetings:
  - The City should post a sign at the Counter encouraging applicants to request a “pre-application meeting.”
  - The City should establish a standard procedure for pre-application meetings and should do them more often, even for small projects.
- Standardize design review to be preset and clear, allowing for lessened or eliminated formal design review. Ensure development review does not trigger CEQA.
- Prepare design review guidelines; offer design guidelines checklist.
- Designate a “point person/ombudsman/liaison” that coordinates with all departments (one stop shop).
- Designate a liaison/ombudsman to advocate for developers/businesses; single point of communication; track and enforce internal process timeframes and review deadlines.
- Establish a development standard committee.
- Change “Design Review Committee approval” to “DR Advisory Panel recommendations.”



- Eliminate unnecessary meetings and/or set up recurring meetings for the applicant to ask questions.
- Make calls and set up meetings. Email/letter communication is not enough.
- The City should set up post-submittal meetings for applicants.
- Create a long-lasting process that makes sense and can be implemented well into the future.
- Track problems and solutions so that mistakes are not repeated.
- Eliminate/reduce regulations and allow the free market to determine uses.
- Hold outside agencies, such as Fish and Wildlife or CalFire, accountable for review timelines.
- Eliminate duplicating services and “double checks” between departments; for example, both the City’s Fire Department and Building Department requires Plan Check; Fire Department Plan Check often causes delay.
- Improve communication between City departments; currently it is poor.
- Designate personnel that will work to attract new businesses.
- Offer incentives or exemptions for sustainable design, including the use of native plants.
- Allow logical swaps; give \$50 discount to any permit applicant if they complete a feedback survey and an interview.
- The City needs to develop strategies for helping applicants through project changes. It is often the case that staff advises an applicant regarding how to make a project comply with City code, then the applicant changes (re-designs) the project, and then the applicant later discovers that his/her project does not comply with City code. The applicant is then frustrated that staff gave them bad advice and staff is frustrated that the applicant changed their project. We need to develop a system for avoiding this type of conflict, which happens frequently.

##### **5. What is your Customer Service experience with the City Staff?**

- Inconsistent experience working with Eureka; sometimes really good and sometimes really bad, making expectations for working with the City difficult
- Staff attitude sometimes poor. Staff purpose is to help. Be excited to see the customer. There are no adversaries.
- Staff does not tend to problem-solve; regularly says “no” instead of providing a path forward. Overly-strict code interpretations.
- Staff is generally perceived to not want projects to move forward or creates road blocks; staff needs to help people through the process
- Planning and Building generally perform well; City could do more to ensure that a planner is always available during business hours
- Engineering is perceived as an obstacle
- Staff does not have adequate authority to make decisions and expedite the City’s processes
- Recent new hires have been positive
- The City needs a “rate your experience score card.”
- No missed phone calls at the front desk! Private industry would never let this happen.

**6. How are your interactions with City Council, Planning Commission, and Design Review Commission?**

- Experiences vary with Planning Commission depending on individual members
- The Design Review Committee and the Historic Preservation Commission are much more difficult to get through
- The Design Review Committee is not consistent and is perceived as a waste of time.
- The Design Review Committee and the Historic Preservation Commission should have an advisory role relative to the Planning Commission and not have decision-making authority
- Staff management of commissions/committees is very important and could be stronger
- The City lacks consistent direction from the City Council as priorities change with each new council; City Council creates difficulty for Staff, asking them to make things work that are not within Code
- Encourage applicants to send complaints to the Planning Commission.

**7. Any thoughts on the physical layout of the 3<sup>rd</sup> Floor?**

- Issue is not layout of space, but service by staff. Alterations to layout should be a lower priority
- The present layout does not provide a positive environment
- Allow applicants to sit down with staff at a round table instead of standing at a counter
- Add a clear initial point of contact and/or a liaison/ombudsman to the Third Floor floorplan.
- Signage tells a story.



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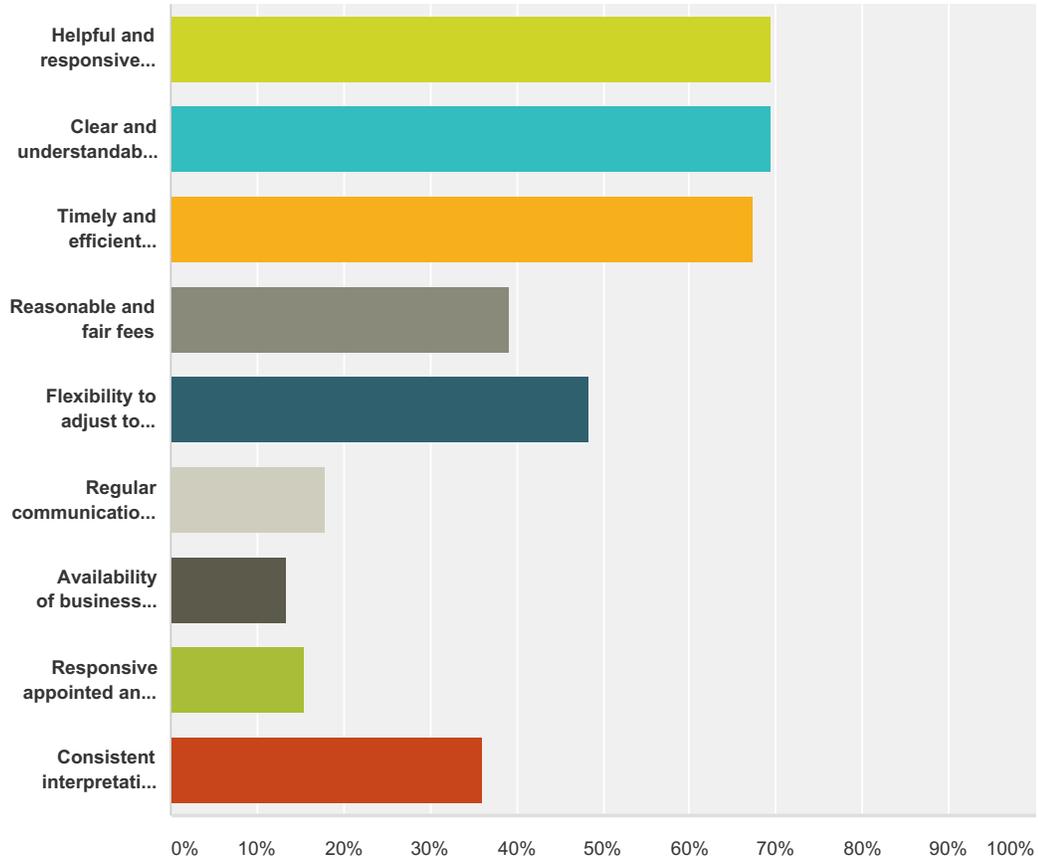
## Appendix B: Business On-line Survey Results



## APPENDICES

### Q1 Which qualities do you feel are most important in establishing a business friendly City government? Pick up to 4.

Answered: 194 Skipped: 6

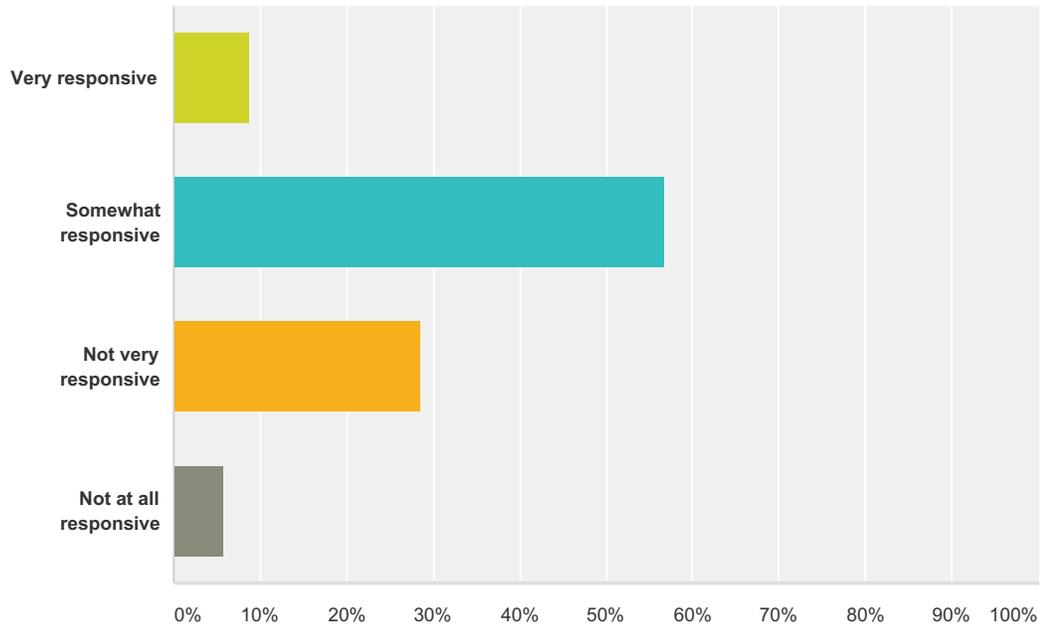


Answer Choices	Responses
Helpful and responsive staff	69.59% 135
Clear and understandable requirements	69.59% 135
Timely and efficient processes	67.53% 131
Reasonable and fair fees	39.18% 76
Flexibility to adjust to unique circumstances	48.45% 94
Regular communication with the business community	18.04% 35
Availability of business assistance programs	13.40% 26
Responsive appointed and elected officials	15.46% 30
Consistent interpretation and implementation of City rules and regulations	36.08% 70
<b>Total Respondents: 194</b>	



## Q2 How responsive is Eureka’s City government to business issues and concerns?

Answered: 171 Skipped: 29



Answer Choices	Responses	
Very responsive	8.77%	15
Somewhat responsive	56.73%	97
Not very responsive	28.65%	49
Not at all responsive	5.85%	10
<b>Total</b>		<b>171</b>

### Q3 In which ways has the City been most supportive of/helpful to your business?

Answered: 105 Skipped: 95

#	Responses	Date
1	EPD is very responsive to our business' issues with homeless people loitering at our door front, sleeping in our covered areas and even assistance with needle disposal.	8/10/2015 3:59 PM
2	None	8/6/2015 3:54 PM
3	N/A - I am no longer actively in business	8/5/2015 8:50 PM
4	I guess, by merely asking the questions...	8/5/2015 7:38 PM
5	Supporting the Farmers Market.	8/5/2015 2:36 PM
6	None that I can think of	8/5/2015 2:06 PM
7	NA	8/5/2015 1:14 PM
8	Business license renewals and property tax reports have been fine (I'd like to see an online version of the property tax form to streamline it.) but Henderson Center and the business community in general is in deplorable shape. The weeds are waist high in some places, the curbs are broken and falling apart. It's so run down that I feel it almost encourages the homeless issues we have. I personally walk the streets each day and pick up handfuls of garbage. The trash cans are old old old and many don't have lids any more so the trash blows out of them. We really need a clean up effort. We have a lot of new businesses moving to Henderson Center at the moment but if a new shopping center opened outside of the city boundaries right now (such as Cutten) I think a lot of businesses and shoppers would skedaddle.	8/5/2015 1:02 PM
9	Most recently "the City" has been very supportive of our business by working towards a "CW" Zone Text Amendment and Local Coastal Plan Amendment.	8/4/2015 2:03 PM
10	None	8/3/2015 5:50 PM
11	Actually, not at all. They call us for support, but despite having a significant number of full time employees in the downtown, the city has declined nearly every request. The latest took place without even a conversation to understand the history nor our need. We even pay to have the city's landscaping maintained around our building. Despite the lack of support, we hope to be able to maintain our presence in the downtown.	7/31/2015 8:31 AM
12	NONE	7/29/2015 5:24 PM
13	liquor license	7/28/2015 1:39 PM
14	Timely responses to building permits and needed reviews.	7/28/2015 1:27 PM
15	The police and main street have really helped keep vagrants out of the old town area (2nd & F)	7/28/2015 9:27 AM
16	They are readily accessible and helpful	7/27/2015 11:29 AM
17	Arts Alive notices.	7/24/2015 3:13 PM
18	I could set my water bill up on auto pay. That seems pretty lame in comparison to what helpful could look like.	7/23/2015 2:44 PM
19	I work with the City on a daily basis; the relationship I have with the staff is most helpful in allowing me to conduct business in Eureka	7/23/2015 12:32 PM
20	haven't experienced this	7/22/2015 11:27 PM
21	Knowledgable and helpfull Planning Department staff. (Especially Kristen) I think Robert is learning fast and has been a great help on some of my projects. Knowledgable and helpfull Building Department staff. (Especially John Fitzhugh), over the top in knowledge and helpfulness	7/22/2015 5:34 PM
22	Kristen has been very consistent with her approach to helping our clients on 'use' and how it relates to current zoning.	7/22/2015 4:26 PM
23	Through partnerships.	7/22/2015 2:05 PM



## APPENDICES

24	the planning department is very helpful, however, the building and public works need to learn how to be more helpful. As a person who works on many types of projects, i find myself having to make too many unnecessary submittals. The front desk help at the building department do not seem very happy helping with all are needs. Even though the department are close in proximity they operate independently.	7/22/2015 1:55 PM
25	All departments have been willing to meet on short notice to explain code and compliance issues.	7/22/2015 12:12 PM
26	provided business assistance in the past through Redevelopment programs and the Enterprise Zone	7/22/2015 12:09 PM
27	Old Town police presence. Also, Old Town Square & Gazebo and restroom upkeep, and cooperation with Main Street for special events.	7/22/2015 10:24 AM
28	By working to make Old Town a more attractive and family/tourist friendly environment. Recently law enforcement has made an officer available to us to help control some of the homeless and keep them from camping out in our doorways. I'd like to see more done in that situation, but at least it's a beginning.	7/22/2015 9:11 AM
29	Listening to our concerns about traffic safety.	7/21/2015 10:07 PM
30	None	7/21/2015 8:26 PM
31	They have not	7/21/2015 5:42 PM
32	They (sort of) maintain the public use areas of Old Town, which is nice...it makes the area cleaner and more welcoming for customers.	7/21/2015 2:10 PM
33	Fees are posted and easy to apply	7/21/2015 1:39 PM
34	Mainly street/ sidewalk maintainance	7/21/2015 1:04 PM
35	Don't know. Never even seen anything or heard about what they do.	7/21/2015 12:50 PM
36	They have been extremely helpful with water quality, leasing, public works, planning and property.	7/21/2015 12:47 PM
37	Met with Community Development Director, Rob Holmlund, and others to discuss business issues. City staff followed up with site selection ideas and encouragement.	7/21/2015 11:28 AM
38	Prompt responses to my questions.	7/21/2015 11:16 AM
39	Providing a special Old Town police officer	7/21/2015 10:56 AM
40	communication	7/21/2015 8:39 AM
41	I have had to acquire two temp food permits and the first process was longer than I wanted, but the second one was outstanding in the quick return.	7/20/2015 10:44 AM
42	I think Rob has shaken things up and it is encouraging to see.	7/20/2015 10:35 AM
43	Malinda has made every effort to work with HCD to accomplish our shared goals	7/20/2015 7:24 AM
44	None particularly	7/19/2015 2:11 PM
45	I don't ask for help.	7/19/2015 11:18 AM
46	Building and maintaining city owned waterfront fishing infrastructure.	7/18/2015 7:38 PM
47	I am not a business owner.	7/18/2015 6:51 PM
48	Attempting to expand permitted uses in the Waterfront Commercial areas.	7/18/2015 5:53 PM
49	Some projects I've been involved with have had city staff who were actively looking to assist.	7/18/2015 11:34 AM
50	Police patrols / community outreach of officers Goodale and Altic (and the chief of police) in the Old Town area.	7/18/2015 12:32 AM
51	None	7/18/2015 12:10 AM
52	By efficiently processing permits and approvals for the expansion of our business and the addition of additional equipment.	7/17/2015 7:18 PM
53	Unsure	7/17/2015 5:14 PM
54	Willingness to understand and respond to unusual circumstances	7/17/2015 3:13 PM
55	N/a	7/17/2015 3:03 PM
56	has not been	7/17/2015 1:59 PM
57	use of redevelopment funds which are no longer available.	7/17/2015 10:53 AM





## APPENDICES

86	My business isn't based in Eureka so I have very little direct interaction with the city, but I do appreciate the city's efforts to stimulate the local economy and make the city more business friendly.	7/16/2015 4:07 PM
87	City building, planning and eng have been very supportive of helping with projects. I have noticed a great improvement since the changing of the guard with department leadership. The attitude is how can I help you with your project! It is a can do and not a can not attitude!	7/16/2015 4:06 PM
88	Staff has been open to meeting with us on various things.	7/16/2015 3:50 PM
89	County agencies r more supportive. Eureka's Good Ol' Boys network and the No Growth/Change idiots have truly ruined this town. Wanna open a new business? No problem as long as it's another tatoo parlor!	7/16/2015 3:44 PM
90	Recent changes in the permit process has helped.	7/16/2015 3:43 PM
91	The City of Eureka has been helpful determining lot lines for us and clearing up property line disputes. We haven't really seen the City being all that helpful to businesses in Eureka. The then city manager promised to help us after the 2010 earthquake, but never followed through with that promise.	7/16/2015 3:39 PM
92	Working to access EDA funds to provide dock and warehouse facilities and provide these at attractive rates.	7/16/2015 3:25 PM
93	They have not been supportive of our business. They do not play a role in the success of this community. They do not seem to know what their true assets are.	7/16/2015 3:16 PM
94	Upfront with regulations and what is needed - business owners need only to follow instructions and stop asking for waivers	7/16/2015 3:10 PM
95	I do not have a business but I live in eureka and do business there. Staff is not welcoming and not good listeners.	7/16/2015 3:07 PM
96	None.	7/16/2015 2:54 PM
97	helpful and responsive staff, clear directions for permit applications, improving access to public meetings via internet and Cable Channel 10	7/16/2015 2:41 PM
98	Working in partnership with nonprofits and their private sector contractors on projects to increase housing, trails, parks, etc.	7/16/2015 2:24 PM
99	by staying out of it.	7/16/2015 2:22 PM
100	redevelopment loans	7/16/2015 2:16 PM
101	n/a	7/16/2015 2:07 PM
102	Hearing concerns facing local businesses.	7/16/2015 2:06 PM
103	hiring/buying local	7/16/2015 2:03 PM
104	we need more bussiness that want locate we have an economic develepment issue the city is fine	7/16/2015 1:59 PM
105	test	7/16/2015 12:54 PM

## Q4 What is your greatest source of concern in working with the City?

Answered: 117 Skipped: 83

#	Responses	Date
1	The inconsistent application of permitting regulations, and the ability of inspectors to add on to the scope of work without any citation of current code. This added significant cost and time to our renovation.	8/10/2015 4:01 PM
2	Incompetent elected officials.	8/6/2015 3:54 PM
3	crime	8/6/2015 8:14 AM
4	Bureaucracy	8/5/2015 8:50 PM
5	Im not sure	8/5/2015 7:42 PM
6	Assisting new businesses like restaurants in opening their business. There is one such restaurant in the center that is apparently receiving roadblocks at each turn.	8/5/2015 2:37 PM
7	Crime	8/5/2015 2:06 PM
8	Personally the city has been great in most respects. I hear horror stories from businesses trying to open a new shop about poor communication and red tape but that was not our experience. My biggest concern is probably clear communication to the business community. Who is responsible for the street fronts? How can we work together to eliminate or at least reduce crime, how can we network to create more local shopping and less online shopping. What are the possibilities that would benefit all of us? What are other communities doing that is working? Are there grants available to help with a beautification project?	8/5/2015 1:06 PM
9	Finding efficient ways to update or "modernize" existing municipal codes, design review guidelines, and zoning standards.	8/4/2015 2:05 PM
10	Laws that prohibit business from being successful. Inefficiency	8/3/2015 5:51 PM
11	Pattern and practice indicates that they don't want us here in Eureka. Business is the enemy.	7/31/2015 8:33 AM
12	The city has done everything it could over the last forty-five years to hamper and get rid of and discourage small businesses (since 1969 that I know about.)	7/29/2015 5:28 PM
13	getting permits and right of ways	7/28/2015 1:40 PM
14	There are two things that are my greatest concerns. One is that all be treated the same, regardless of whether they are a "known" entity the City staff have dealt with before. Each application, etc. is a new day and all should be routed and treated the same. The other is related to reviews of permit applications by a variety of departments. In the past I have encountered difficulties and confusion between departments regarding staff knowing the purview of their department and of other ones, remaining within it, communicating amongst departments on recommendations/approvals, and separating notes from requirements on permits.	7/28/2015 1:34 PM
15	The amount of time needed to get the proper permits	7/28/2015 9:27 AM
16	Timely processing of permits.	7/27/2015 8:51 PM
17	The lack of maintenance of City facilities such as the condition of streets. This lowers property values and the image of the City and reduces the desire to invest here.	7/27/2015 11:31 AM
18	Homeless and criminal element.	7/24/2015 3:13 PM
19	Knee jerk reactions. Difficulty for a new business to navigate through what has to be done to set up as a business.	7/23/2015 2:45 PM
20	There are a few staff members that are not very responsive, making it very difficult to process permits in a timely manner	7/23/2015 12:38 PM
21	personnel in Community Development who form opinions and personal agendas with different projects.	7/22/2015 11:29 PM
22	Outside Plan Check. (It's bad for everybody.)	7/22/2015 5:35 PM
23	Old zoning overlays with newer / updated uses. Parking requirements outside of the parking assessment area. Some buildings in Henderson Center / Downtown have no parking and there shouldn't be a variance needed. Time and money....	7/22/2015 4:28 PM



## APPENDICES

24	Understanding what opportunities might be out there to help a start-up or struggling business.	7/22/2015 2:06 PM
25	too long of process, i know planning and permitting is not easy, but too many road blocks make the process longer and more costly. we have to work together and make our clients happy. we are your clients and so are they.	7/22/2015 1:56 PM
26	Possible lack of flexibility for unusual parcels or needs.	7/22/2015 12:13 PM
27	sometimes arbitrary interpretation of codes and not being flexible	7/22/2015 12:10 PM
28	The drug addicts and crazies that wander around and sleep in the doorways.	7/22/2015 9:12 AM
29	permit process	7/21/2015 10:08 PM
30	Lack of real response to constantly repeated/requested concerns regarding Old Town signage and stop signs to get to our business.	7/21/2015 8:28 PM
31	Overstaffed pompous employees more concerned witbier lunch break than helping citizens	7/21/2015 5:44 PM
32	Timely response to concerns and issues	7/21/2015 4:41 PM
33	Slowness in responding to inquiries and overly bureaucratic processes	7/21/2015 4:07 PM
34	Working together in dealing with lical issues like the homeless, parking & accessibility, smoking/trash, etc	7/21/2015 1:43 PM
35	Grey areas of rules and how they are intrepreted	7/21/2015 1:39 PM
36	.	7/21/2015 1:01 PM
37	Them not listening to our needs. Any the city not having money to help with our needs	7/21/2015 12:51 PM
38	Waterfront based repairs/replacements.	7/21/2015 12:47 PM
39	At times staff doesn't appear to have the latitude to be flexible to unique situation, elected officials have to make decisions.	7/21/2015 11:30 AM
40	The overall economy remaining depressed.	7/21/2015 11:17 AM
41	My concerns and questions are usually ignored or overlooked.	7/21/2015 10:57 AM
42	flexibility	7/21/2015 8:39 AM
43	Unclear instructions and rules. Also finding the information weather it be online or by phone.	7/20/2015 10:45 AM
44	The planning department has become more difficult over the years. Eureka used to be a "can do" city and Humboldt County was difficult. That seems to have switched.	7/20/2015 10:36 AM
45	Quick responses to questions and submittals. Time is money!	7/20/2015 10:11 AM
46	Hidden agendas of staff and other members of the community who are perceived of having undue influence. I sense that requirements are not all disclosed upfront	7/19/2015 2:13 PM
47	n/a	7/19/2015 11:18 AM
48	Lack of long term historical background concerning commercial fishing industry requirements for a healthy fishing industry within the city limits (staff and city council)	7/18/2015 7:41 PM
49	It's important that applicants not be told of a "new" requirement each time they deal with staff.	7/18/2015 6:53 PM
50	Lack of adequate staffing in Dept's. due to budget constraints.	7/18/2015 5:54 PM
51	Unevenness of staff attitudes.	7/18/2015 11:34 AM
52	Methamphetamine users / theft / number of crimes committed by repeat offenders. High cost of rent for places where others do not want to come and do business due to high crime rates in the area or harassment on the street by individuals who look sketchy or approach families while cussing, arguing loudly, etc. People not feeling safe in the area.	7/18/2015 12:34 AM
53	sufficient staff to do the job timeliness etc.	7/18/2015 12:29 AM
54	Lack of involvement and caring for local businesses	7/18/2015 12:14 AM
55	Ever increasing fees at all levels of government.	7/17/2015 7:20 PM
56	The property tax base. With the climate now moving in the warmer direction, Eureka should be upgrading and renovating properties, and courting technology companies to the local area. We already have some of the fastest internet in California.	7/17/2015 7:18 PM

CITY OF EUREKA BUSINESS READY STUDY

57	Timeliness and lack of 'wanting to help'.	7/17/2015 5:15 PM
58	Unresolved criminal, drug and homeless problems throughout the City are a significant deterrent to business development in my opinion and according to opinions of citizens and visitors I hear.	7/17/2015 3:23 PM
59	insurance requirements that are out of sync with REMIFF, special forms that are not industry standard.	7/17/2015 2:01 PM
60	staff change over. Coastal zone development challenges	7/17/2015 12:46 PM
61	Timeliness. Staff should be oriented towards helping. Most initial responses should be, "Let's see what we can do to help you accomplish your goals" This is preferable to the negative initial responses I often hear about from others.	7/17/2015 10:59 AM
62	quicker permit process	7/17/2015 10:53 AM
63	Hidden agendas of senior staff	7/17/2015 10:48 AM
64	Lack of staff knowledge and willingness to do the extra "thing" to make my experience better. Sometimes starting a conversation with "how can I help you" is all that is needed to get off on the right footing with a business. Secondly, no surprises. "Time kills deals" and costs me money.	7/17/2015 10:31 AM
65	Lack of real jobs - not grant supported makework - nor more retail - is driving professional people away from the City. We are also losing medical community support because there is no more revenue coming from outside the community like there was when timber and lumber were sold internationally. Without medical resources, we will see older people moving away, and younger people won't come here because they are smart and already see the medical support in the community is eroding. status quo is not acceptable We either grow with real jobs or we shrink, which is what the City is doing now, with its complete dependence on government money from elsewhere. The City budget cannot even pay for required maintenance and replacement of its public assets..	7/17/2015 9:58 AM
66	applicants who complain simply because the issue has not gone their way...or complaints about issues that are out of the control of the City (i.e. Water Quality, Air, UBC, etc.)	7/17/2015 9:51 AM
67	PARKING HOMELESSNESS	7/17/2015 9:40 AM
68	the city is after taking care of their budgetary concerns and needs for improvements to City infrastructure that is sometimes a burden on the developer.	7/17/2015 8:36 AM
69	Elected officials that have never ran a business	7/17/2015 8:35 AM
70	Communication	7/17/2015 8:11 AM
71	transparency	7/17/2015 8:08 AM
72	that planning and engineering depts will never get the changes needed	7/17/2015 7:11 AM
73	The awful North and south entrances to the City deter travelers and possibly locals from realizing that Eureka has great resources off of 101 which is basically an esthetic mess, hodgepodge of architecture, old and new. There are some exceptions but they are hindered by blight, speeding traffic and out-of-control signs.	7/17/2015 6:24 AM
74	I fear teh city is not looking forward enough to new opportunities and new technologies. The lack of co-working space, lack of a developed "community kitchen" and lack of an "incubator" type atmosphere, points to me that the old guard of Eureka is still thinking that timber and fishing will bring back the glory days. Obviously, this is a fantasy. The future of Eureka will be rooted in tourism, technology, folks working remotely and people living here because of the great standard of living and the progressive community.	7/17/2015 6:13 AM
75	Use of outside business when local businesses have capacity m	7/17/2015 5:55 AM
76	slow response time, high fees, infrequent meetings	7/17/2015 1:58 AM
77	Budget shortfalls	7/16/2015 10:25 PM
78	overworked, inefficient and poorly trained employees	7/16/2015 8:36 PM
79	not getting projects that would help the wealth of the city improve approved	7/16/2015 8:21 PM
80	Public Safety	7/16/2015 8:21 PM
81	Adequate free parking for clients and staff	7/16/2015 7:58 PM
82	Lack of concern	7/16/2015 7:17 PM
83	Lack of concern.	7/16/2015 6:14 PM
84	Cooperation and consistency between departments!	7/16/2015 5:34 PM



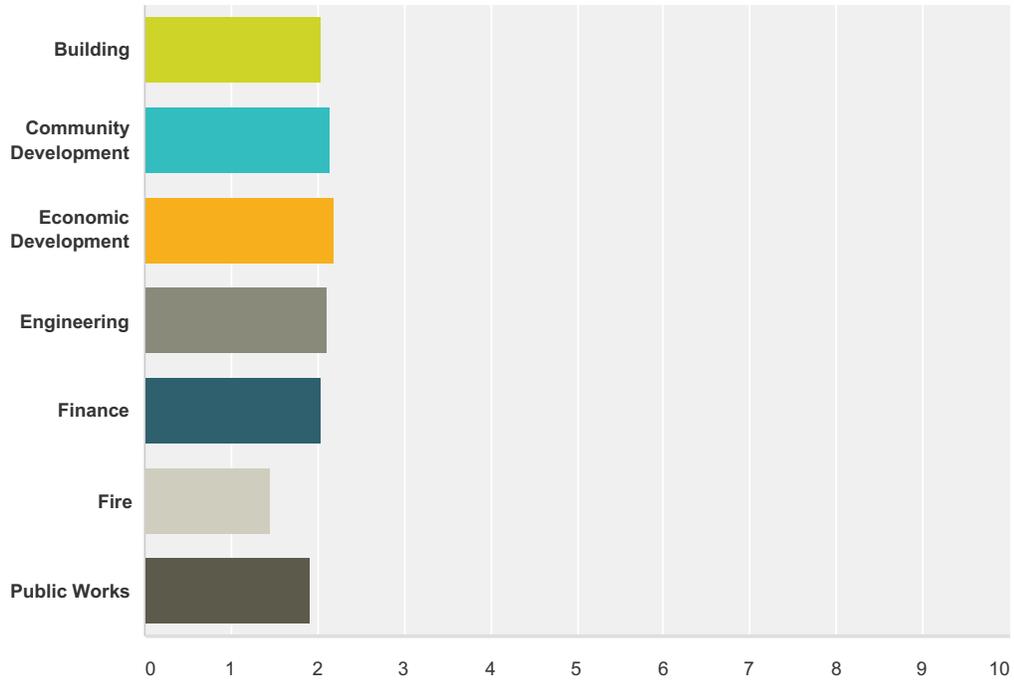
CITY OF EUREKA BUSINESS READY STUDY

110	The length of time to get building permits reviewed by City staff and the subcontractors that the City hires to review plans, which seems to take a very long time.	7/16/2015 2:25 PM
111	Too many laws and requirements without any help from city staff to navigate through the process. It seems staff feels they are adversaries instead of partners in making Eureka a more vibrant city.	7/16/2015 2:23 PM
112	1) the Coastal Commission ;) 2) staff turnover; lack of continuity	7/16/2015 2:08 PM
113	The City doesn't follow through with ideas to solve those concerns.	7/16/2015 2:07 PM
114	tweekers, theft	7/16/2015 2:05 PM
115	mixed messages. different answers from different people	7/16/2015 2:04 PM
116	eoconomic develepment	7/16/2015 1:59 PM
117	test	7/16/2015 12:55 PM



**Q5 If you have had interactions with any of the following City departments on business and/or development related issues, please indicate how satisfied or dissatisfied you were: (Check for all departments that you have had interactions with)**

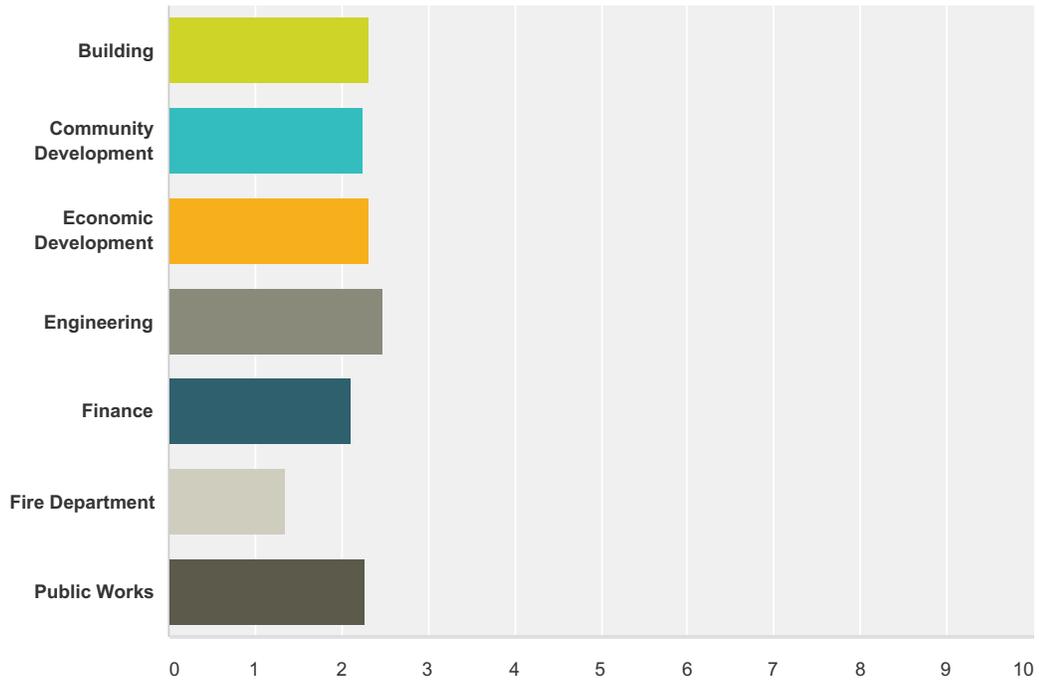
Answered: 123 Skipped: 77



	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total	Weighted Average
Building	27.08% 26	46.88% 45	19.79% 19	6.25% 6	96	2.05
Community Development	30.11% 28	36.56% 34	22.58% 21	10.75% 10	93	2.14
Economic Development	29.33% 22	36.00% 27	20.00% 15	14.67% 11	75	2.20
Engineering	25.71% 18	41.43% 29	30.00% 21	2.86% 2	70	2.10
Finance	28.07% 16	45.61% 26	19.30% 11	7.02% 4	57	2.05
Fire	61.73% 50	30.86% 25	7.41% 6	0.00% 0	81	1.46
Public Works	33.71% 30	44.94% 40	15.73% 14	5.62% 5	89	1.93

### Q6 How quickly did the department respond to your request/issue(s)? (Check for all departments that you have had interactions with)

Answered: 107 Skipped: 93

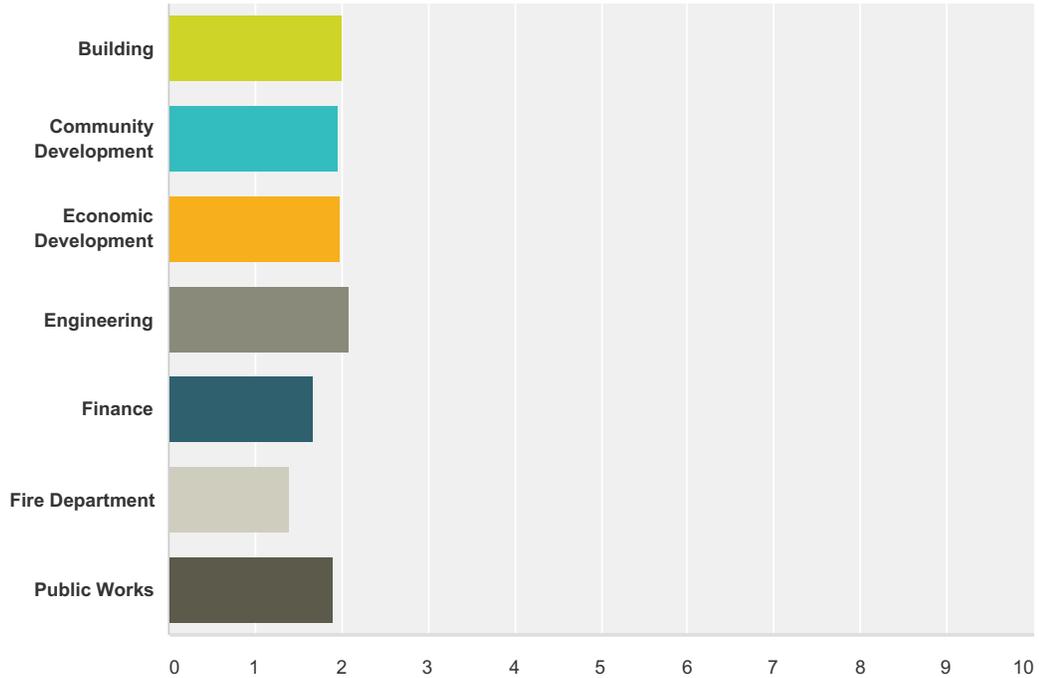


	Very Quickly	Somewhat Quickly	Somewhat Slowly	Very Slowly	Did Not Respond	Total	Weighted Average
Building	22.89% 19	39.76% 33	21.69% 18	14.46% 12	1.20% 1	83	2.31
Community Development	32.47% 25	33.77% 26	11.69% 9	20.78% 16	1.30% 1	77	2.25
Economic Development	33.33% 17	27.45% 14	13.73% 7	25.49% 13	0.00% 0	51	2.31
Engineering	18.03% 11	36.07% 22	26.23% 16	18.03% 11	1.64% 1	61	2.49
Finance	34.04% 16	36.17% 17	14.89% 7	14.89% 7	0.00% 0	47	2.11
Fire Department	71.21% 47	24.24% 16	3.03% 2	1.52% 1	0.00% 0	66	1.35
Public Works	26.09% 18	40.58% 28	15.94% 11	14.49% 10	2.90% 2	69	2.28



### Q7 How clear and accurate was the response that the department provided you? (Check for all departments that you have had interactions with)

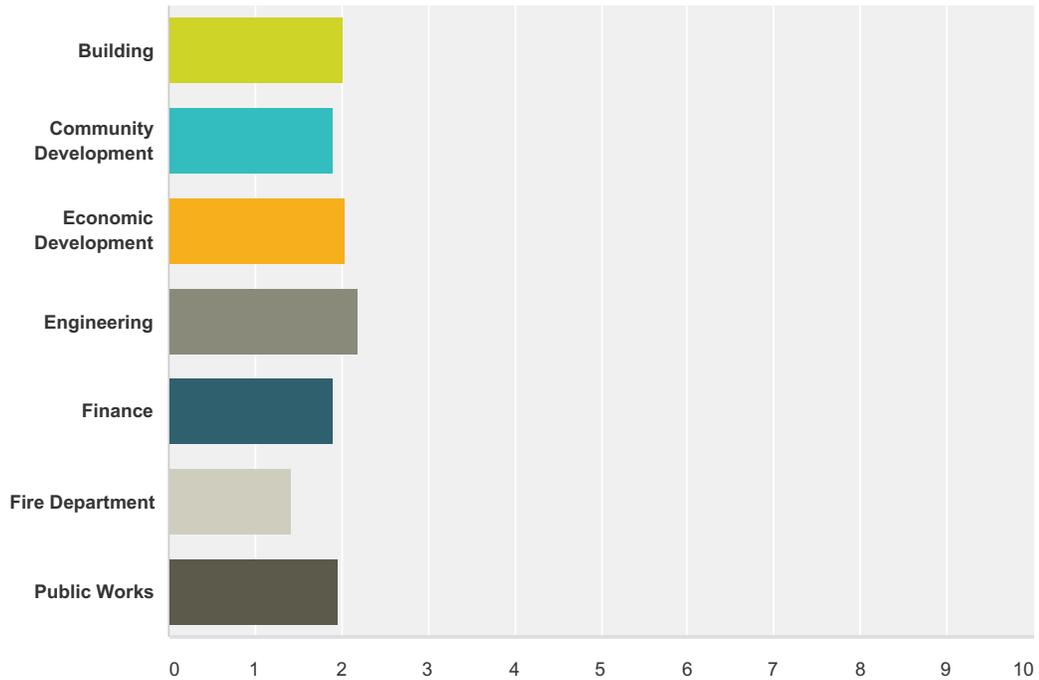
Answered: 100 Skipped: 100



	Very Clear	Somewhat Clear	Somewhat Unclear	Not Clear at All	Total	Weighted Average
Building	27.14% 19	50.00% 35	17.14% 12	5.71% 4	70	2.01
Community Development	33.33% 22	39.39% 26	24.24% 16	3.03% 2	66	1.97
Economic Development	38.64% 17	31.82% 14	22.73% 10	6.82% 3	44	1.98
Engineering	20.83% 10	54.17% 26	20.83% 10	4.17% 2	48	2.08
Finance	47.37% 18	39.47% 15	10.53% 4	2.63% 1	38	1.68
Fire Department	64.91% 37	31.58% 18	3.51% 2	0.00% 0	57	1.39
Public Works	36.07% 22	42.62% 26	18.03% 11	3.28% 2	61	1.89

### Q8 How helpful was the department in addressing your request/issue(s)? (Check for all departments that you have had interactions with)

Answered: 95 Skipped: 105

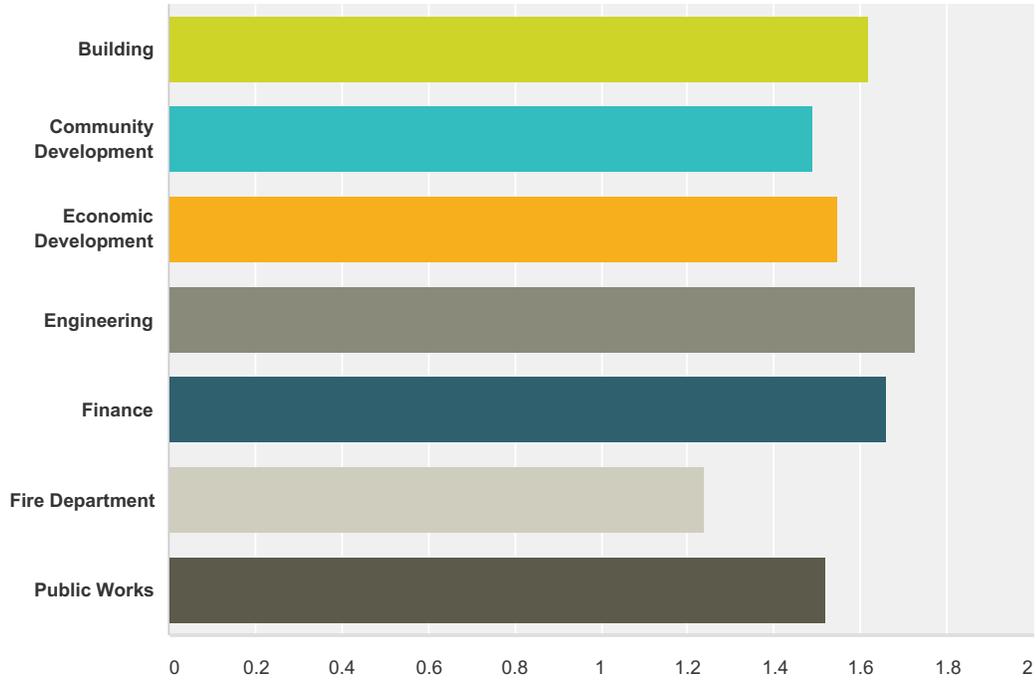


	Very Helpful	Somewhat Helpful	Slightly Helpful	Not Helpful	Total	Weighted Average
Building	34.78% 24	33.33% 23	26.09% 18	5.80% 4	69	2.03
Community Development	45.16% 28	25.81% 16	22.58% 14	6.45% 4	62	1.90
Economic Development	38.64% 17	29.55% 13	20.45% 9	11.36% 5	44	2.05
Engineering	23.91% 11	41.30% 19	26.09% 12	8.70% 4	46	2.20
Finance	39.39% 13	39.39% 13	12.12% 4	9.09% 3	33	1.91
Fire Department	64.00% 32	30.00% 15	6.00% 3	0.00% 0	50	1.42
Public Works	33.90% 20	38.98% 23	23.73% 14	3.39% 2	59	1.97



### Q9 Were you treated courteously and professionally? (Check for all departments that you had interactions with)

Answered: 98 Skipped: 102



	Very Courteously	Somewhat Courteously	Not Very Courteously	Not at All Courteously	Total	Weighted Average
Building	50.70% 36	39.44% 28	7.04% 5	2.82% 2	71	1.62
Community Development	62.69% 42	29.85% 20	2.99% 2	4.48% 3	67	1.49
Economic Development	59.57% 28	27.66% 13	10.64% 5	2.13% 1	47	1.55
Engineering	44.23% 23	44.23% 23	5.77% 3	5.77% 3	52	1.73
Finance	51.43% 18	34.29% 12	11.43% 4	2.86% 1	35	1.66
Fire Department	83.05% 49	11.86% 7	3.39% 2	1.69% 1	59	1.24
Public Works	58.06% 36	33.87% 21	6.45% 4	1.61% 1	62	1.52

## Q10 If any of your interactions were less than satisfying, please indicate what, if anything, could have improved your experience?

Answered: 54 Skipped: 146

#	Responses	Date
1	Clear code citations, a means to redress concerns (no hearing boards for years! no supervisor to complain to!)	8/10/2015 4:04 PM
2	Knowledge of procedures	8/6/2015 3:57 PM
3	The people that work in Finance are not friendly or helpful. They also don't really know the correct information	8/6/2015 8:16 AM
4	Henderson Center needs more parking and the City has resources for this. They should work to bring in a new parking lot.	8/5/2015 2:40 PM
5	Why was police not included?	8/5/2015 2:08 PM
6	We have had "less than satisfying" interactions with Mr. Slattery, Director of the Parks and Recreation Department.	8/4/2015 2:06 PM
7	The departments were slow and unclear with their answers. Staff members contradicted each other. Multiple staff members were not knowledgeable and could only quote code. Multiple staff members were rude and did not want to work with us on a resolution, but instead drag the issue around in a circle with no resolution.	8/3/2015 5:56 PM
8	Public works has not responded to road problems in a year and a half. The county departments are more responsive, courteous, and competent.	7/29/2015 5:30 PM
9	My interactions with the Engineering Department were not in the last year. The individuals still work for the Department however. At the time there was a clear lack of understanding of the purview of the Engineering department. The letter used to communicate with us had distinction sections that were not used well. There were several items listed as "to be corrected" that were in fact "notes", there were requests made that were contrary to building code, made by Engineering. The letter was very poorly worded, making some items difficult to understand what was being requested. The individual we dealt with was rude and came late and unprepared to the site visit. She brought a 2 foot long level to measure the sidewalk slope on a 9 foot wide section, for example. She was rude to a fellow staff member in front of customers. She screamed across the office at me when I arrived to pick up a letter that she had told me would be available for pick up. The other customer service person was very courteous and highly embarrassed by the outburst at both of us. A better form to the letter, clear guidance for staff on wording (including definitions), better communication of comments amongst departments so that they are aware of each other and do not countermand each other. A timely response from all departments on such issues. Building and Community Development reviewed the application/project in a matter of days and provided their feedback; Engineering took more than 1 month and more than 75% of their letter was regarding the purview of another department that had already not had a problem with their concerns, was requesting items contrary to Building code, was requesting us to notify the County of Plat problems, and requested that we do damage to our neighbors' fence where no work was being performed on or within 100 feet of that fence. Better training would be a great help as well.	7/28/2015 1:49 PM
10	A more positive attitude about the need for business in Eureka and the true desire to assist in making it happen.	7/27/2015 8:53 PM
11	Call returned by at least next day or sooner	7/27/2015 11:33 AM
12	Just that general customer service over the top friendliness.	7/23/2015 2:50 PM
13	It's really just the lack of responsiveness and attention to "due dates" in Building and Engineering that are holding up permit processing	7/23/2015 12:41 PM
14	The departments are supposed to provide customer service to applicants and the like. City staff should interact and treat customers as clients, be helpful, be able to explain the process and provide people with the appropriate resources to create successful projects.	7/22/2015 11:34 PM
15	I have been permitting with the City since 1982. The permitting requirements have gotten more complicated through the years. This has nothing to do with Staff, but some requirements in regard to Site or Plot Plans seem to be unnecessary.	7/22/2015 5:36 PM
16	Efficiency. Very good personnel in both Community Planning and Building Departments	7/22/2015 4:31 PM



## APPENDICES

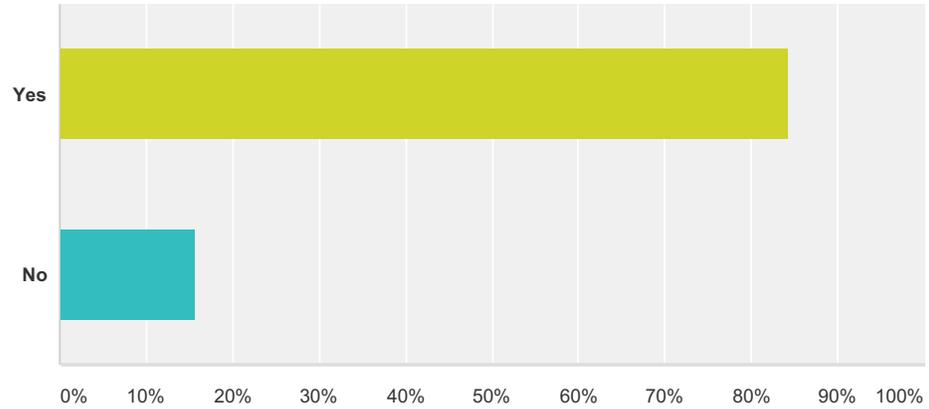
17	front desk at building just checking boxes, not concerned with the other departments. to many departments not acting as one cohesive unit	7/22/2015 2:10 PM
18	We had conflicting info from different planning dept staff. Need to have one answer.	7/22/2015 12:13 PM
19	Unfortunately, I have had no response to the previous questions because I have just recently been elected president of our co-op and have not had personal dealings with the city.	7/22/2015 9:14 AM
20	Any follow through response what-so-ever.	7/21/2015 8:33 PM
21	Better training, have them work towards getting a job done rather than focusing on reasons why a job can't be done	7/21/2015 5:49 PM
22	Quicker more definitive responses and direction.	7/21/2015 4:17 PM
23	Stop the run around	7/21/2015 1:41 PM
24	less condescending attitude, more willingness to consider alternatives, project specific flexibility	7/21/2015 8:44 AM
25	Timeliness in paying invoices.	7/20/2015 11:18 AM
26	In planning, there used to be a "Yes, lets figure out how" attitude. Now it seems more of a "No, unless you can convince me otherwise" It is hard to put a finger on it really, and I don't mean to be unfair, its just the feeling that comes across.	7/20/2015 10:40 AM
27	More openness and proactive discussion	7/19/2015 2:15 PM
28	The engineering Dept. is understaffed, and I presume over whelmed. The Dept. ?? that is responsible for landscape maintenance in the focal portions of our town seems non- existent.	7/18/2015 6:02 PM
29	Some staff better than others.	7/18/2015 11:37 AM
30	Availability of individuals. Also, not being sent from one place to another to another to another just to get some information. It feels like, although they are different agencies working in the same area, they do not communicate with one another enough to know whose job is what. The fire department has it down pretty good and were willing to engage and answer questions on the fly without a big runaround. More people should operate like that.	7/18/2015 12:37 AM
31	Streamline Business License process	7/18/2015 12:16 AM
32	The mindset of some of the departments appears to be, "what can I do to make this difficult" rather than, "how can we figure out a way to make this happen"	7/17/2015 2:03 PM
33	Inconsistent guidance	7/17/2015 12:48 PM
34	Less negative; more helpful would be good.	7/17/2015 11:01 AM
35	Smile more often, we are taxpayers and customers after all. Don't forget role of public servant.	7/17/2015 10:50 AM
36	The employees need to remember they are there to "serve the public" not the other way around. My positive interactions with the City have always been when the employee tries to be helpful even if the rules or policies are working against them.	7/17/2015 10:35 AM
37	Most significant was that many issues are intertwined between depts. - and an inordinate group think dependence on special community groups - so responses were qualified to decision making by others. Seems there are too many rules and too many decisions requiring more than one decision maker. Everybody is friendly and wants to help, but they don't feel they have the power , alone, to make decisions.	7/17/2015 10:07 AM
38	take on the attitude of part of the team not a agency hurdle	7/17/2015 8:11 AM
39	engineering / public works all seems to operate based on one person that seems to find a way to hold things up and never seems to be able to keep up because she adds to much to the work (for her own ways) She simply lacks clear training and direction.	7/17/2015 7:17 AM
40	Departments are not communicating with each other. This creates a "run-around" effect that wastes time on both sides of the counter. It makes it look like staff does not know what they are doing. In reality, they probably do, but only within their own department...or worse, they are competing and not cooperating. I am sure this can be fixed. It would help if the departments could see that they are a part of building a healthy community and have a mutual goal to create a prosperous outcome. Getting a business license involves three departments, upstairs and downstairs and back again a few more times. Needs to be a one-stop operation.	7/17/2015 6:29 AM
41	The City hires outside businesses. For example the Eureka Business Ready Study is being facilitated by a Bay Area company while several local consulting firms have the capacity to complete the work plan. In fact, using local business brings familiarity of the local context.	7/17/2015 5:59 AM





### Q11 If you were referred to a different department/agency, were you referred to the right department/agency?

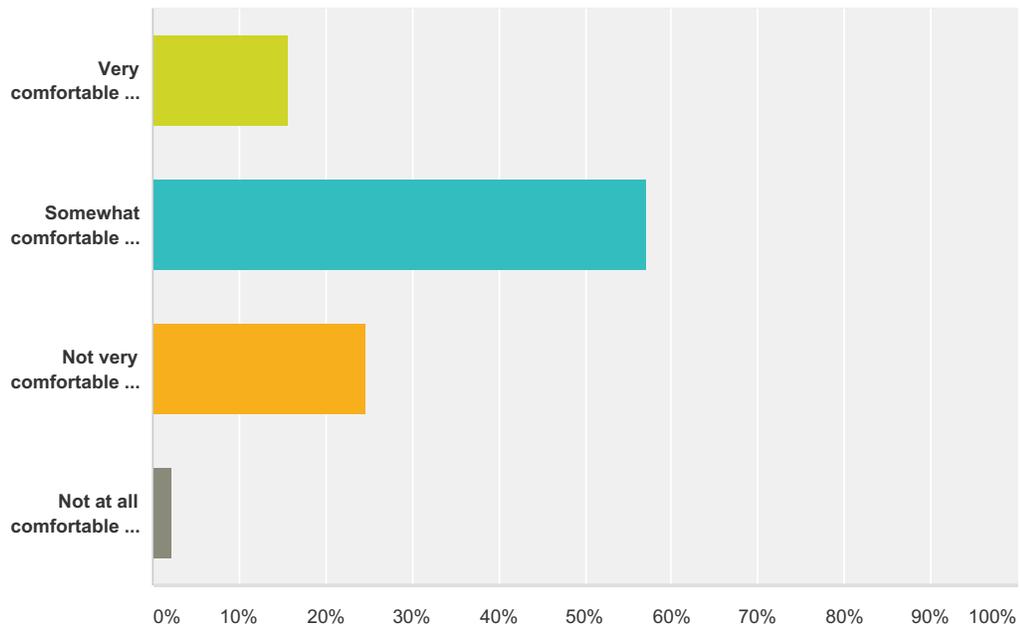
Answered: 64 Skipped: 136



Answer Choices	Responses
Yes	84.38% 54
No	15.63% 10
<b>Total</b>	<b>64</b>

**Q12 This question and the next question are about the physical layout of the third floor of City Hall (Community Development, Building, Engineering and Public Works Departments). How comfortable and conducive to doing business is the physical layout of the third floor? (If you have not visited the third floor, skip to Question 14)**

Answered: 89 Skipped: 111



Answer Choices	Responses
Very comfortable and conducive to business	15.73% 14
Somewhat comfortable and conducive to business	57.30% 51
Not very comfortable or conducive to business	24.72% 22
Not at all comfortable or conducive to business	2.25% 2
<b>Total</b>	<b>89</b>



## Q13 Do you have any suggestions to improve the layout/character of the third floor?

Answered: 46 Skipped: 154

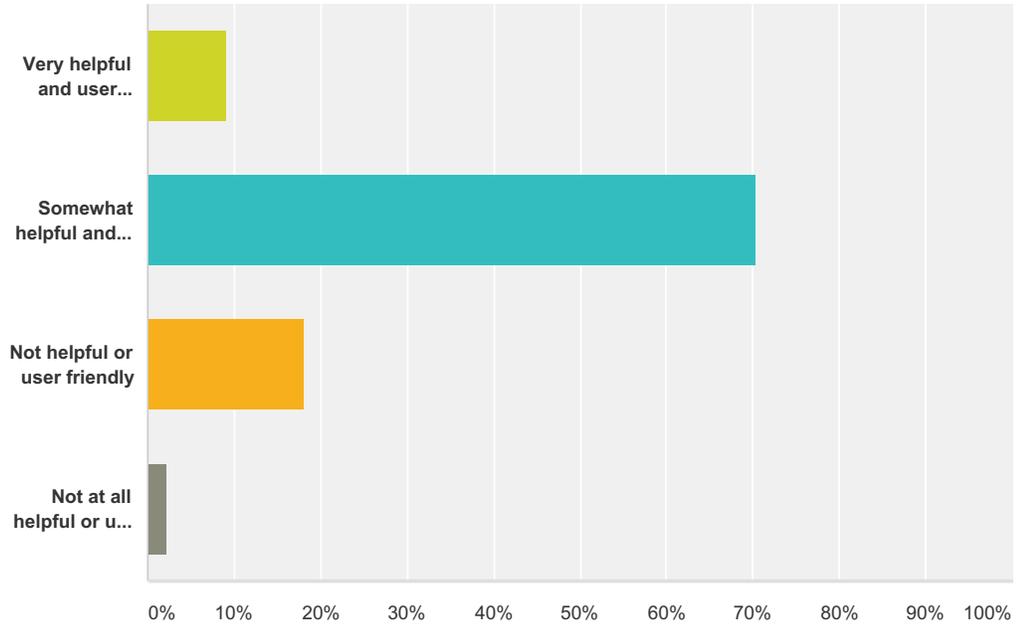
#	Responses	Date
1	None	8/6/2015 3:58 PM
2	New lighting, brighter painting, better signage. I think modernizing the look would be helpful and probably not too expensive	8/5/2015 1:19 PM
3	I'm not always comfortable with other members of the "public" having the ability to hear questions or concerns that I have at the front counter. I'm certain, however, that if I asked for private discussion it would be afforded me.	8/4/2015 2:08 PM
4	Clear division between the departments or no division between the departments	8/3/2015 5:58 PM
5	Reorganize all the city departments.	7/29/2015 5:31 PM
6	Public Works is located a little apart from the rest of the Departments due to the location of the elevator shaft, so flow to that department is difficult to change. However, the approach to that department is not as obvious or as open as the other 3 departments. It might be better to be more easily approached and for customers to be noticed by staff. The others seem to work well in terms of access and staff being able to see customers waiting.	7/28/2015 1:53 PM
7	I like the open counter area. However when one department does not have a counter person other departments should try to help. It is not a good policy to get a "not my department" response.	7/27/2015 8:54 PM
8	No	7/27/2015 11:34 AM
9	Move the building counter from in front of the elevator - there can be several people waiting there, and it get congested. Would be nice for building to also have a seated are (sim. to Com Dev. and Eng)	7/23/2015 12:42 PM
10	I do, but the City doesn't have money for major renovations at this time. Our town needs help and the City needs to pull together to figure out how to get our community back. Renovations and new furniture can wait.	7/22/2015 11:36 PM
11	Open during Lunch Hour	7/22/2015 5:37 PM
12	Just making each department understand we are all working together to assist in our clients progress, and too help in reducing the time and cost to obtain a permit.	7/22/2015 2:12 PM
13	consolidate front end staff at one location	7/22/2015 12:14 PM
14	Place a concierge desk at elevator door with a person that can help direct people or provide forms	7/21/2015 5:51 PM
15	Less over the counter interactions and more conference across the table style	7/21/2015 4:18 PM
16	update to this century	7/21/2015 1:42 PM
17	No	7/21/2015 8:45 AM
18	You are in a pretty open environment so everyone can hear your business. Sometimes that can be awkward.	7/20/2015 10:42 AM
19	The lay-out is not a problem. I've performed business with other permitting agencies with very similar and efficient layout.	7/18/2015 6:05 PM
20	Accessibility for individuals with mobility issues is a problem throughout Eureka. Making people feel welcomed and not like their being there is a hassle. Have someone who knows where an individual can go to get the information they need. Sometimes people just start at one place because they honestly don't know who does what at the city or county level. Please do not make them feel stupid for being at the wrong place or get exasperated when they are trying to explain what they are trying to find out. Their time is precious, too.	7/18/2015 12:40 AM
21	Better signage	7/18/2015 12:16 AM
22	no	7/17/2015 3:26 PM
23	don't use this survey to waste money on a remodel.	7/17/2015 2:04 PM
24	Depends. For contractors and those who use City processes regularly, it doesn't matter. For homeowners who try to breach the labrinth, it might make sense to have a central communication desk.	7/17/2015 10:39 AM





### Q14 If you have accessed the City's website, how helpful and user friendly did you find it?

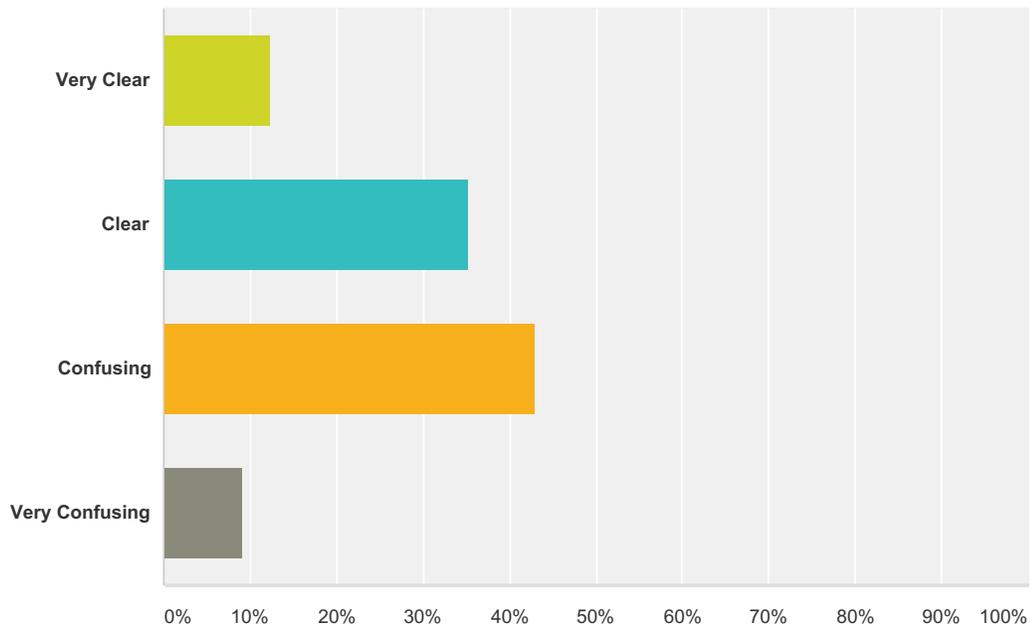
Answered: 88 Skipped: 112



Answer Choices	Responses
Very helpful and user friendly	9.09% 8
Somewhat helpful and user friendly	70.45% 62
Not helpful or user friendly	18.18% 16
Not at all helpful or user friendly	2.27% 2
<b>Total</b>	<b>88</b>

**Q15 If you have processed a request/application for a Development Permit through the City (e.g. site/architectural review, conditional use permit, variance, subdivision/parcel map, costal development permit or similar) how understandable was the City’s Development Review Process?**

Answered: 65 Skipped: 135

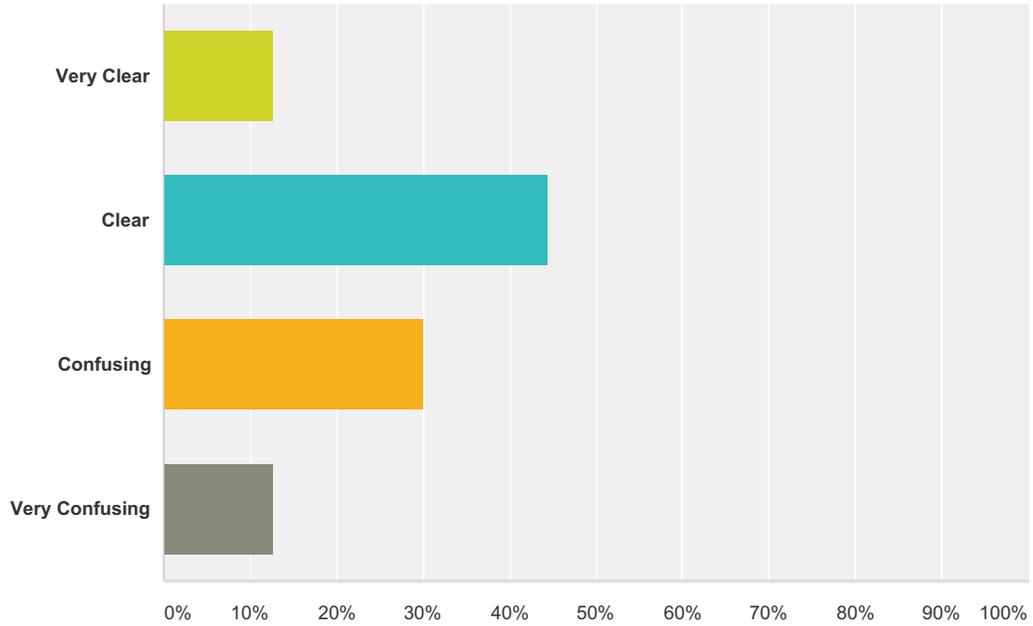


Answer Choices	Responses	
Very Clear	12.31%	8
Clear	35.38%	23
Confusing	43.08%	28
Very Confusing	9.23%	6
<b>Total</b>		<b>65</b>



### Q16 How clear were the requirements for the items to be submitted with your application?

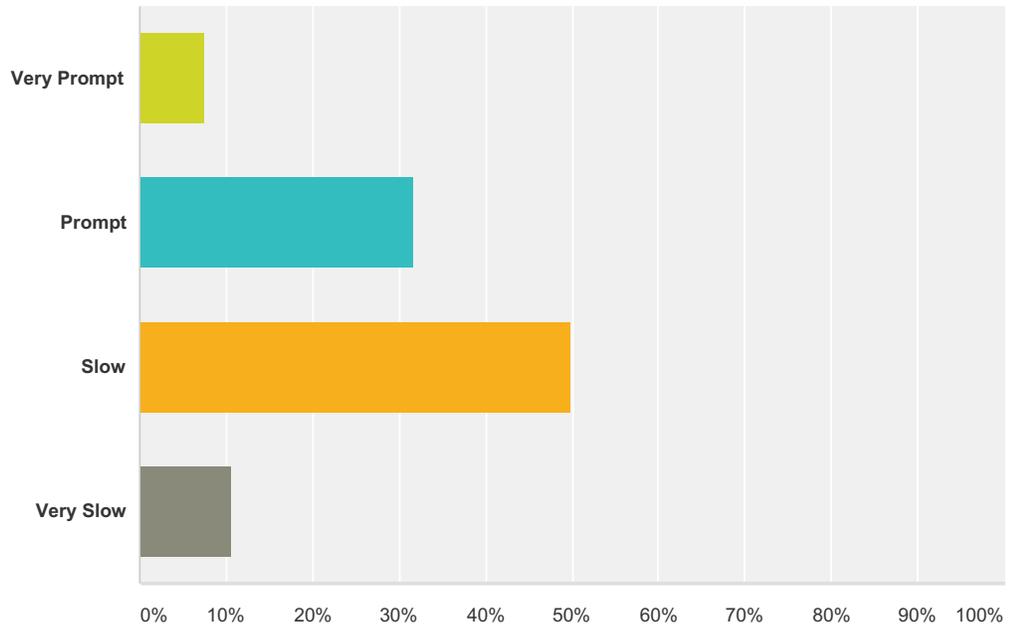
Answered: 63 Skipped: 137



Answer Choices	Responses
Very Clear	12.70% 8
Clear	44.44% 28
Confusing	30.16% 19
Very Confusing	12.70% 8
<b>Total</b>	<b>63</b>

### Q17 How would you describe the speed of the process?

Answered: 66 Skipped: 134

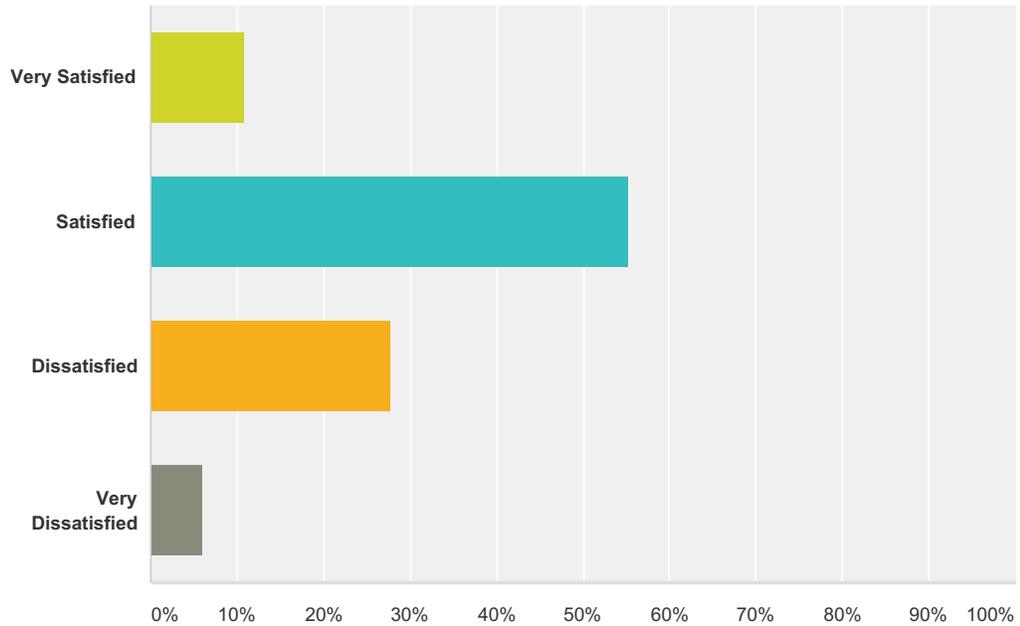


Answer Choices	Responses
Very Prompt	7.58% 5
Prompt	31.82% 21
Slow	50.00% 33
Very Slow	10.61% 7
<b>Total</b>	<b>66</b>



### Q18 If you asked about the status of your project during the review process, how satisfied were you with the ability to gain information?

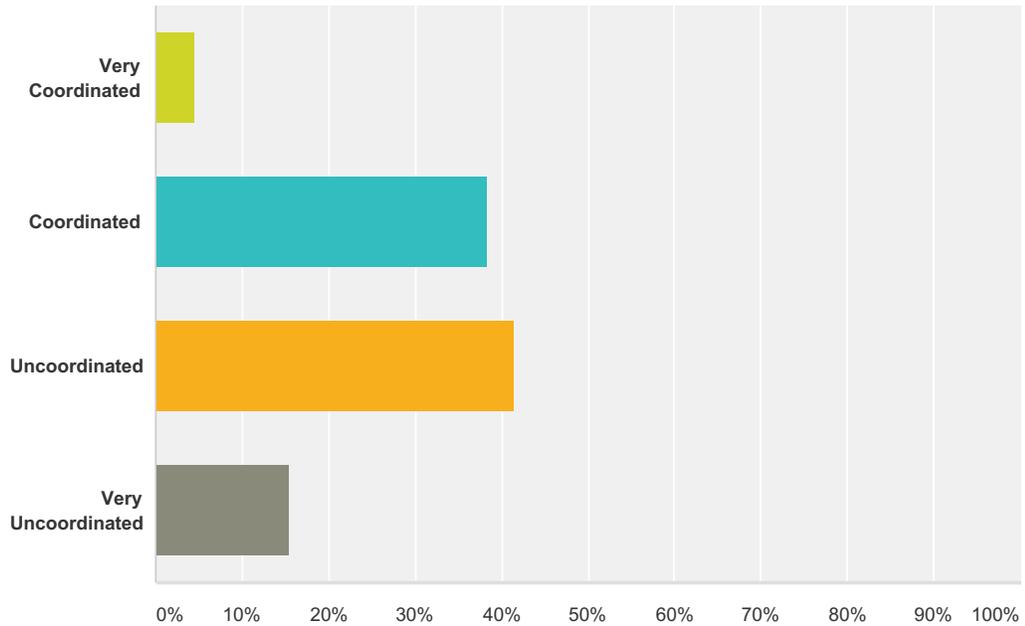
Answered: 65 Skipped: 135



Answer Choices	Responses
Very Satisfied	10.77% 7
Satisfied	55.38% 36
Dissatisfied	27.69% 18
Very Dissatisfied	6.15% 4
<b>Total</b>	<b>65</b>

### Q19 How would you best describe the coordination and communication between City departments during the application/review process?

Answered: 65 Skipped: 135

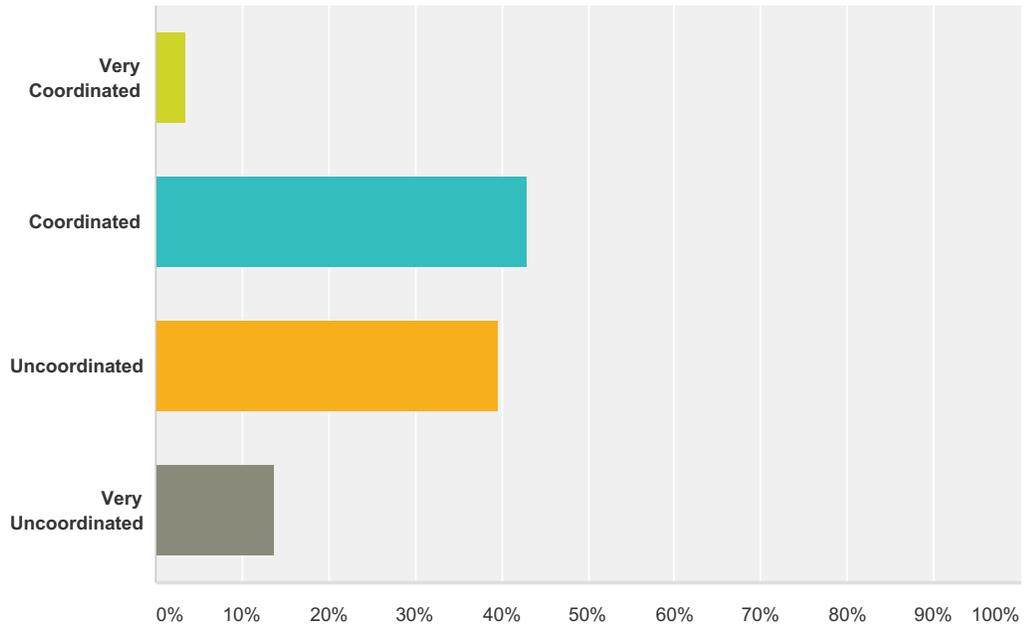


Answer Choices	Responses
Very Coordinated	4.62% 3
Coordinated	38.46% 25
Uncoordinated	41.54% 27
Very Uncoordinated	15.38% 10
<b>Total</b>	<b>65</b>



### Q20 How would you best describe the coordination and communication between the City and outside agencies during the application/review process?

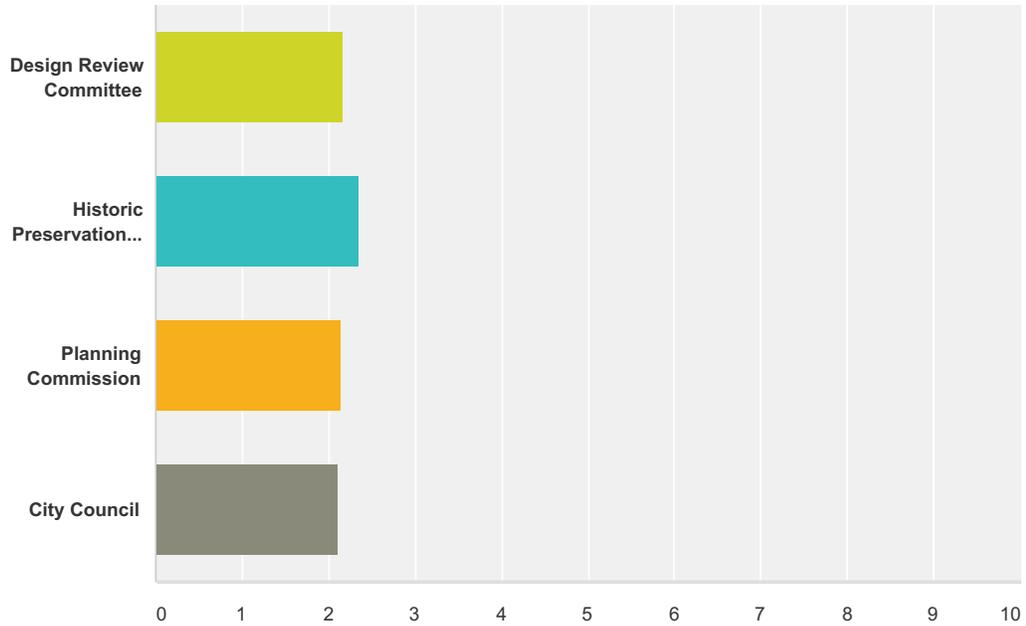
Answered: 58 Skipped: 142



Answer Choices	Responses
Very Coordinated	3.45% 2
Coordinated	43.10% 25
Uncoordinated	39.66% 23
Very Uncoordinated	13.79% 8
<b>Total</b>	<b>58</b>

**Q21 If you have had interaction(s) with any of the following City Committees, Commissions and/or Council, please indicate how satisfied or dissatisfied you were: (Check for all that you have had interactions with)**

Answered: 72 Skipped: 128

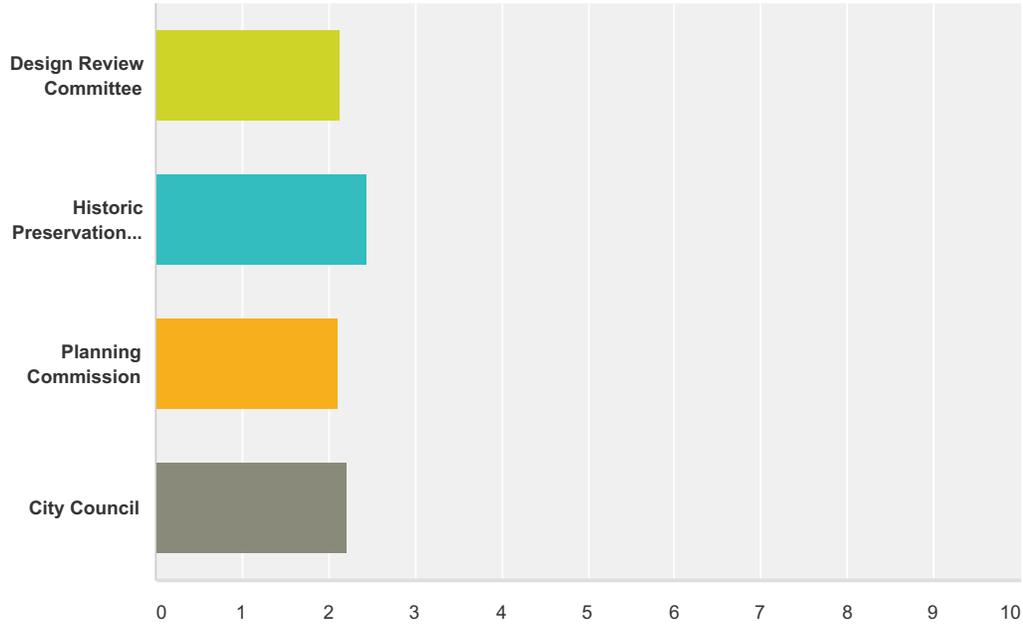


	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total	Weighted Average
Design Review Committee	20.41% 10	46.94% 23	26.53% 13	6.12% 3	49	2.18
Historic Preservation Commission	21.21% 7	33.33% 11	33.33% 11	12.12% 4	33	2.36
Planning Commission	31.11% 14	35.56% 16	20.00% 9	13.33% 6	45	2.16
City Council	30.51% 18	38.98% 23	20.34% 12	10.17% 6	59	2.10



**Q22 Please indicate how helpful the City Committee, Commission and/or Council was in addressing your request/issue(s)?  
(Check for all that you have had interactions with)**

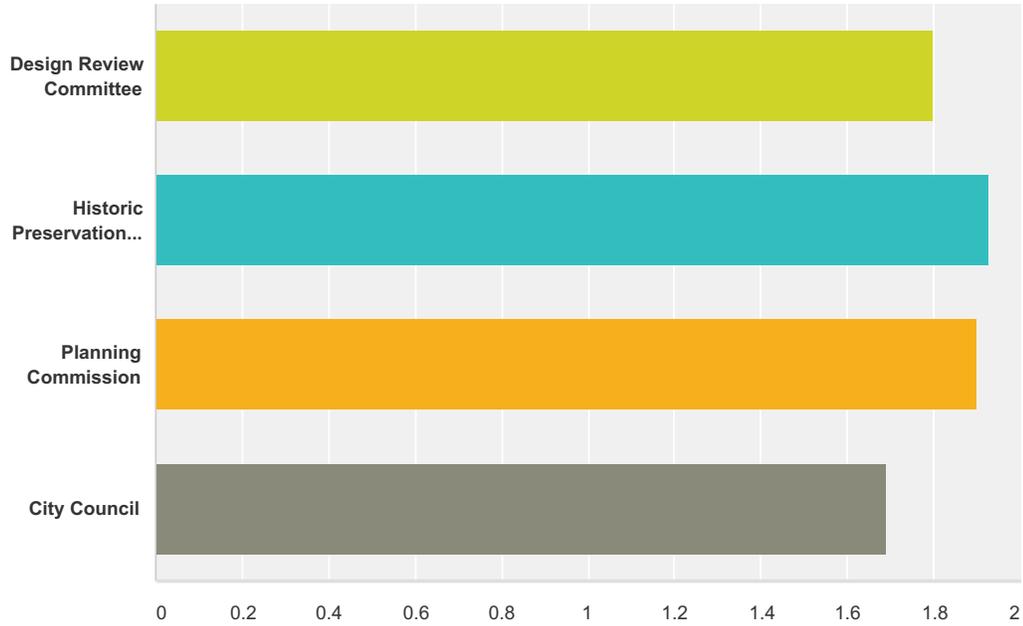
Answered: 61 Skipped: 139



	Very Helpful	Somewhat Helpful	Slightly Helpful	Not Helpful	Total	Weighted Average
Design Review Committee	28.26% 13	39.13% 18	23.91% 11	8.70% 4	46	2.13
Historic Preservation Commission	25.81% 8	22.58% 7	32.26% 10	19.35% 6	31	2.45
Planning Commission	32.50% 13	37.50% 15	17.50% 7	12.50% 5	40	2.10
City Council	31.37% 16	33.33% 17	17.65% 9	17.65% 9	51	2.22

**Q23 Overall, do you feel you were dealt with fairly and respectfully? (Check for all that you have had interactions with)**

Answered: 62 Skipped: 138



	Very Fairly	Somewhat Fairly	Not Very Fairly	Not Fairly at All	Total	Weighted Average
Design Review Committee	36.96% 17	50.00% 23	8.70% 4	4.35% 2	46	1.80
Historic Preservation Commission	32.14% 9	50.00% 14	10.71% 3	7.14% 2	28	1.93
Planning Commission	37.50% 15	45.00% 18	7.50% 3	10.00% 4	40	1.90
City Council	50.00% 27	37.04% 20	7.41% 4	5.56% 3	54	1.69



## Q24 If any of your interactions were less than satisfying, please indicate what, if anything, could have improved your experience?

Answered: 22 Skipped: 178

#	Responses	Date
1	Clear code citations for "arbitrary" requirements from building inspector, transparency with regulations for the building department, a means to redress our grievances (which is a 1st Amendment right!)	8/10/2015 4:08 PM
2	I feel that numerous members of the various commissions and committees are not qualified to hear my application or business matter. Additionally, there have been times when they apparently don't understand their charge or role in the process. Some members arrive to meetings unprepared and uninformed, often to the detriment of our applications.	8/4/2015 2:29 PM
3	City agencies should be competent and professional.	7/29/2015 5:34 PM
4	My problem with the Planning commission has been a member(s) being going after speakers in an aggressive manner when they did not agree with the speaker. The speaker was simply stating information in a polite manner and was immediately verbally countered and interrupted by a member. With regard to the Design Review committee, members need more training on keeping their personal taste out of the discussion. It is not appropriate to deny a sign, due to green not being an "appetizing" color for a restaurant. The denial was not due to materials, placement or size and the color was a dark green. Also, "ugly" and "inharmonious" in the case of a historic neighborhood should include the use of finishing materials that are not found on any structures nearby and proportions that far exceed those surrounding the proposed structure.	7/28/2015 2:04 PM
5	people who are working with the public need to have social and customer service skills that make an applicant feel welcomed and informed. Get people in there who want to serve the community and are willing to guide people and their projects for the better good of our community.	7/22/2015 11:41 PM
6	If the Historic Preservation Commission didn't exist.	7/22/2015 5:38 PM
7	it has taken me a year to obtain a permit for an existing facility that is also utilized by the City. We had a very good first meeting but after that, it took a lot of time getting approvals from each department. then the coastal commission process is very unclear. especially the seven items that we need to respond to	7/22/2015 2:17 PM
8	flexibility	7/21/2015 8:47 AM
9	It has been a while since I have been to these committees. My responses may no longer be relevant.	7/20/2015 10:44 AM
10	Patience and understanding that we are not working for the city and therefore might not know how things run. Please do not take for granted that everyone knows your job and get annoyed when they ask you information that they are supposed to get from another department. Please do not act like our questions are stupid or that it is a nuisance to have to talk to us. We also get annoyed at driving all over town and wasting an entire day because someone did not take the time to hear what we were trying to ask and therefore sent us to another place, which sent us to another place, which sent us to another place, which sent us to the place we had gone in the beginning.	7/18/2015 12:44 AM
11	Commitment to customers needs	7/18/2015 12:21 AM
12	City Council members need to realize it is the business community and property owners who provide the jobs and pay the majority of the taxes in the City. It is high time they treated the business community as a team member rather than the opposition.	7/17/2015 10:40 AM
13	coordination between departments. Crystal clear forms. One-stop center for business needs	7/17/2015 6:33 AM
14	design board meetings should be more than once a month. they should have people on the board who actually have an artistic eye. they DO NOT have an eye for color! conditional use permit app should be shorter, cheaper, and differentiate between big and small business. it should take less time.	7/17/2015 2:11 AM
15	Inhaling a greeter in the lobby.	7/16/2015 8:34 PM
16	Design review member should not state things as facts that they are only guessing about. A business person shouldn't have to defend/argue/correct misinformation about a committee person's statements. Also, a design review member should never state that a person's building is UGLY or an EYESORE or use other negative comments, especially when that person is present.	7/16/2015 4:54 PM

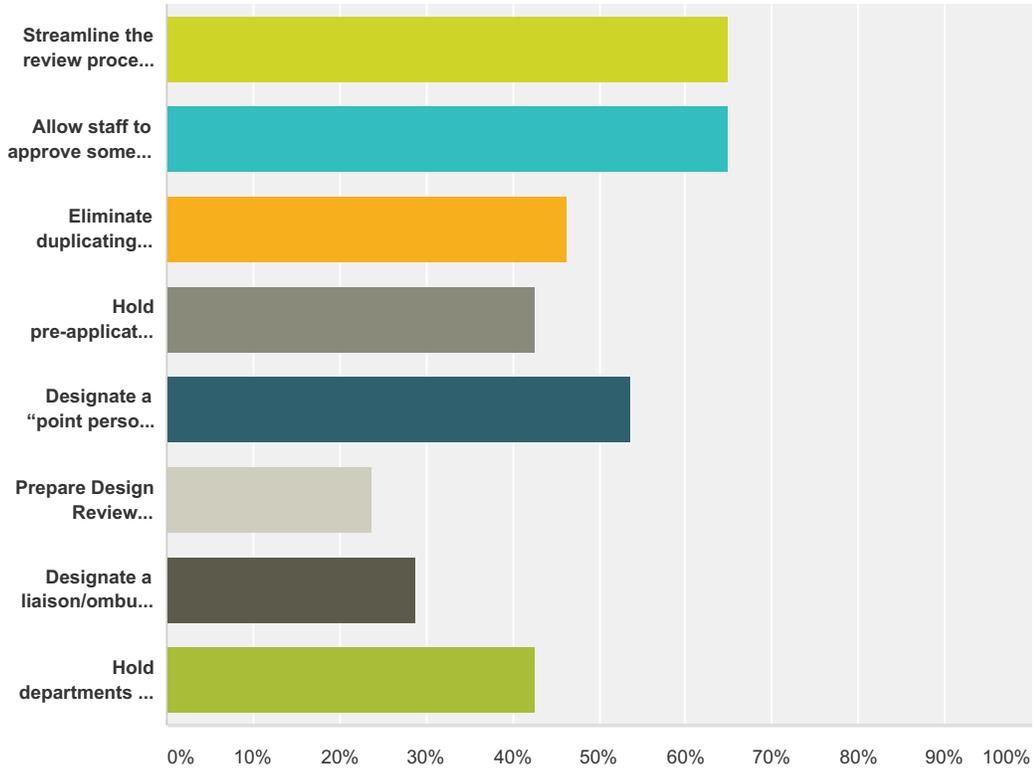
CITY OF EUREKA BUSINESS READY STUDY

17	vvd	7/16/2015 4:24 PM
18	New people without their own agendas. And not all "locals only." Remember, locals-only have all but wiped out everything that makes Eka special. And prevented anything that would improve things. So we're left with nothing but drug money to support the town. Additionally, what's there to draw people here? Empty buildings, bums, stores that aren't open regular hours. Place looks like Crescent City, a dump. Dead, but still standing.	7/16/2015 4:05 PM
19	They kept changing the specification for our remodeling on our historic home...take down the fence, you can put the fence up, take down the fence. Very annoying and time consuming.	7/16/2015 3:14 PM
20	The previous city council was somewhat ignorant of the role and not very respectful of the role of nonprofit businesses in the business community, who bring in millions of dollars of taxpayer money back to the city where is is spent largely in the private sector.	7/16/2015 2:40 PM
21	my interactions were as a member of the HPC.	7/16/2015 2:12 PM
22	test	7/16/2015 12:56 PM



## Q25 Which actions do you feel would most improve the City’s Development Review process? (Pick up to 4)

Answered: 80 Skipped: 120



Answer Choices	Responses
Streamline the review process to eliminate redundant steps	65.00% 52
Allow staff to approve some projects administratively without Committee/Commission review	65.00% 52
Eliminate duplicating services between departments	46.25% 37
Hold pre-application meetings with staff/agencies to review issues early	42.50% 34
Designate a "point person" that coordinates with all departments (one stop shop)	53.75% 43
Prepare Design Review Guidelines to standardize Design Review approval	23.75% 19
Designate a liaison/ombudsman to advocate for businesses	28.75% 23
Hold departments and outside agencies accountable for review timelines	42.50% 34
<b>Total Respondents: 80</b>	

## Q26 Do you have any other suggestions or concerns relating to the City's Development Review process?

Answered: 18 Skipped: 182

#	Responses	Date
1	Perhaps post the guidelines online so people can prepare and save up for the expensive process.	8/10/2015 4:10 PM
2	Explore the processes used in other cities who you deem to have gone from a poor place to a good place in terms of the processes	8/5/2015 1:28 PM
3	I would like to see a simple set of Design Guidelines with the purpose to distill qualities of scale, proportion, access, and material, and not to prescribe style.	8/4/2015 2:35 PM
4	Change the attitudes of those in the process or change the people in the process. Remodeling the floor does nothing if you do business in the same way. They work to stop things from happening as opposed to assisting in the completion of a project.	7/31/2015 8:43 AM
5	Research other cities' Development Review Procedures.	7/29/2015 5:36 PM
6	As part of the design review guidelines, offer examples, including ones that are historically sensitive. Consider improving appearance requirements for the 101 corridor. Eureka is unique and we depend on the character of our area to bring tourists through and to stay. We all benefit from improving the appearance of our City. Clarifying the review process will also help draw businesses to our City. If they feel that the system is too onerous or uncertain, they will look elsewhere to locate their business.	7/28/2015 2:11 PM
7	Increase ministerial review options by encouraging good design features.	7/23/2015 12:45 PM
8	thank you for asking. I know this is not an easy process. I have been working in the community for many years and the process is taking longer each year. our clients is who we are working to satisfy. When clients are not happy then they try and find ways around the process	7/22/2015 2:20 PM
9	Pre-application meeting where a project can be discussed, a City staff project "advocate" selected and the process schedule defined. The "advocate" would be responsible to represent the project with other City departments explaining the intent during the review process. The topic of discussion should how can we make this work instead how does it not comply.	7/21/2015 10:21 AM
10	No matter what process, committee, plan, department, or type of business, we have to address the issue of substance abuse in our community. This is the #1 thing that is driving business away and making individuals not want to risk starting a business in Eureka. It is a huge expense to risk losing everything because of people with substance abuse problems either stealing from us, driving customers away, making employees feel unsafe, etc. It costs this community too much to ignore it any longer. It has to be faced in terms of jail, mental health services, treatment facilities, targeting manufacturers, crime deterrents, social services (including child welfare), the medical community, landlords, and so forth. This should be a forum focusing on community engagement, not finger pointing. Issues pertaining to substance abuse and mental illness are affecting everyone. You can not walk down the street without having it in your face and more than one business has chosen to forego doing business in Eureka because of the blatant, obvious drug and alcohol issues in the area. It is a community-wide problem and will take a community-wide effort to do something constructive and positive to make a dent in the issue. "Selective" community networks will not work, nor will assigning certain departments. Everyone needs to be in on the discussion, including engaging some of the addicts themselves in talking about how we should be dealing with the issue as a community. It is bad enough that it is everyone's problem now.	7/18/2015 12:55 AM
11	Forward this survey to Crescent City, they need even more help/improvement than Eureka	7/18/2015 12:23 AM
12	Fee waiver for certain types of job/economic development promoting projects. Coordinated permitting with outside agencies for certain projects. Put all standards in one place. Eliminate references to references in standards.	7/17/2015 10:53 AM
13	Reduce parking requirements in old town and downtown to encourage development. Rezoned properties to create more manufacturing and/or general industrial space.	7/17/2015 10:42 AM

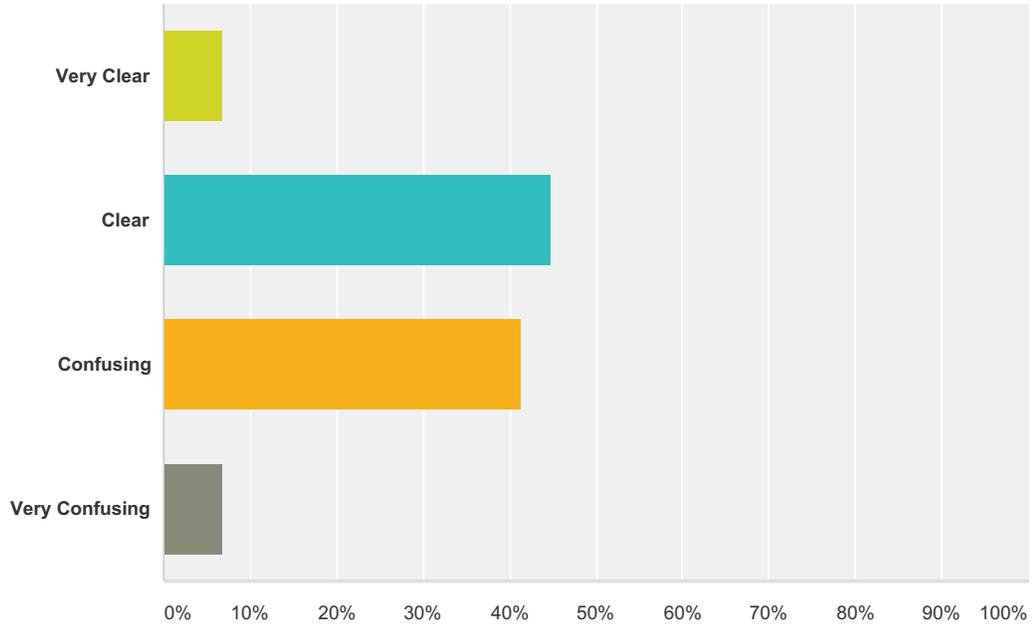


## APPENDICES

14	<p>This is a stretch, but when I think of customer service, I think of it being easy and friendly and supportive. Having the services separated by hallways and stairs seems counter productive. When you go into a bank, all the services are clearly marked and within reach. That is not true at City Hall. The first thing you see at the entrance are serious expressions on Council Members, not a friendly welcome and service to the community. The whole lay-out is contrary to serving the community.</p>	7/17/2015 6:37 AM
15	<p>meetings more frequently. when city officials are required to show up, MAKE SURE THEY SHOW UP!</p>	7/17/2015 2:13 AM
16	<p>No</p>	7/16/2015 8:35 PM
17	<p>Please understand you work for us. Historically, the business community has been mistreated by the third floor and that needs to stop. I think the City has made strides in this area, but more work needs to be done. As a business owner, I should not have to come before the Council to air grievances against City Staff when Staff should be doing their job correctly and fairly in the first place. Like I said, the City is working in the right direction with Bryan and Rob at their respective helms. These two know what they're doing and they need to be given the authority to run their departments unfettered. I have complete trust in their judgement and they have proven their commitment to not only the business community, but to the community at large. Keep in mind my negative comments within this survey represent some things I'm sure both Bryan and Rob have already corrected. Finally, I want to say thank you for putting this survey out to the business community. We care and appreciate your willingness to listen. I would suggest putting together a working group of Staff and business owners to work through this process as it moves forward. Thanks again for listening!</p>	7/16/2015 6:36 PM
18	<p>All of the above on the previous list</p>	7/16/2015 3:55 PM

**Q27 If you have interacted with the City on its zoning regulations, how clear and easy to understand were the requirements?**

Answered: 58 Skipped: 142

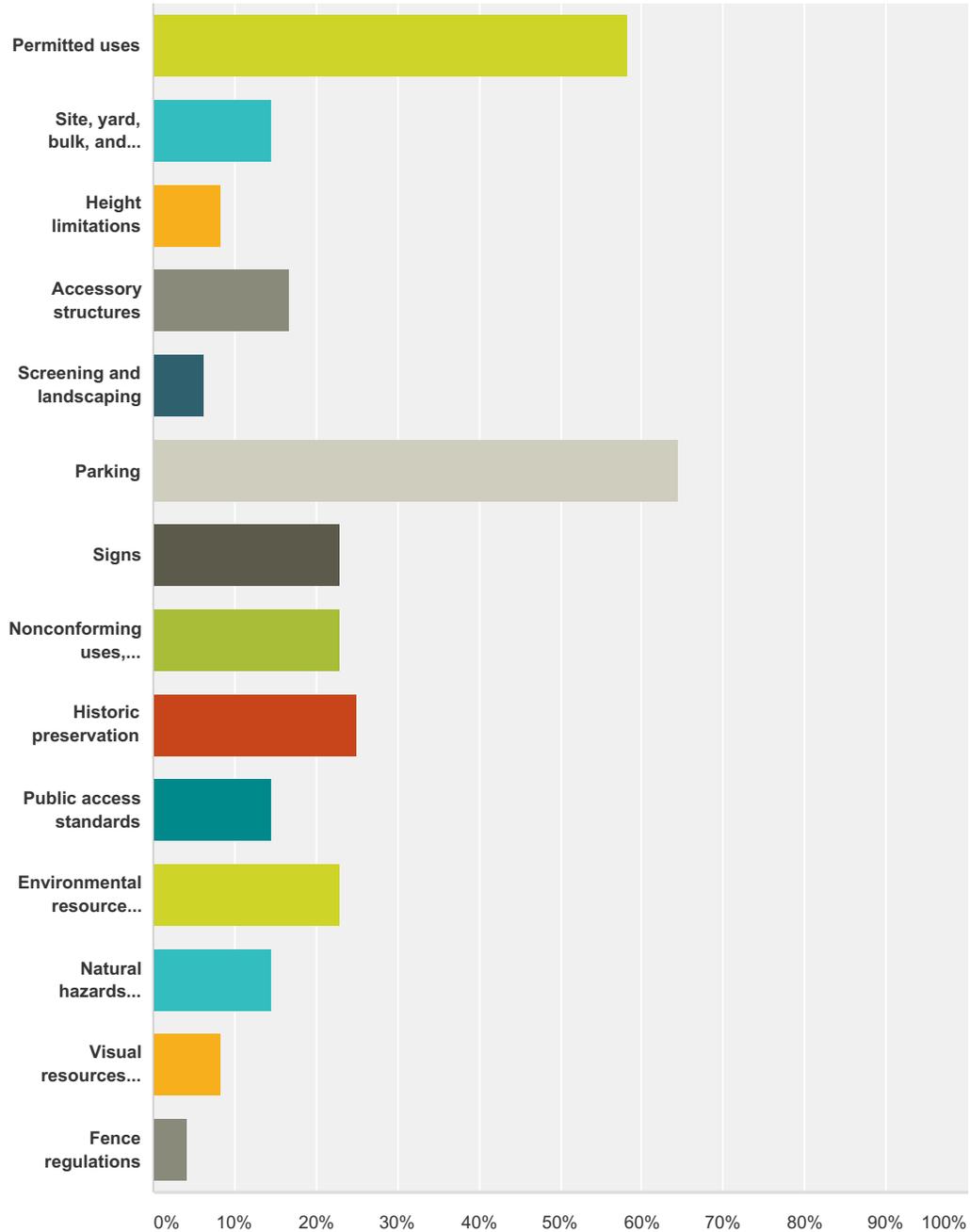


Answer Choices	Responses	
Very Clear	6.90%	4
Clear	44.83%	26
Confusing	41.38%	24
Very Confusing	6.90%	4
<b>Total</b>		<b>58</b>



## Q28 Are there particular Zoning Code provisions that you feel hinder or prevent desirable development from occurring in Eureka?

Answered: 48 Skipped: 152



Answer Choices	Responses
Permitted uses	58.33% 28
Site, yard, bulk, and usable open space	14.58% 7

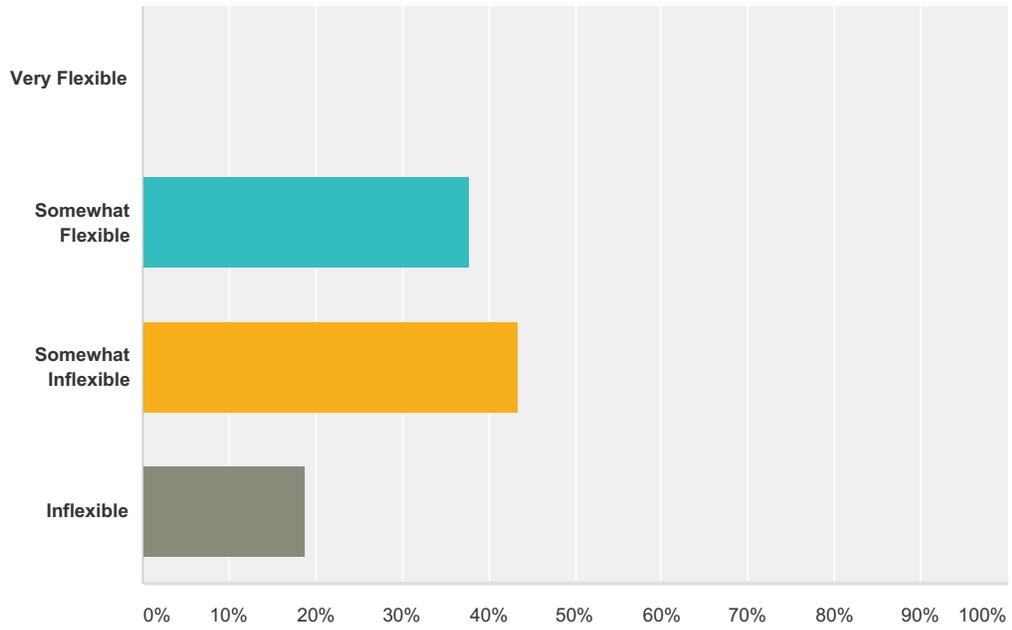
CITY OF EUREKA BUSINESS READY STUDY

Height limitations	8.33%	4
Accessory structures	16.67%	8
Screening and landscaping	6.25%	3
Parking	64.58%	31
Signs	22.92%	11
Nonconforming uses, structures and signs	22.92%	11
Historic preservation	25.00%	12
Public access standards	14.58%	7
Environmental resource standards	22.92%	11
Natural hazards standards	14.58%	7
Visual resources standards	8.33%	4
Fence regulations	4.17%	2
<b>Total Respondents: 48</b>		



### Q29 How flexible did you find the zoning regulations in addressing your issues?

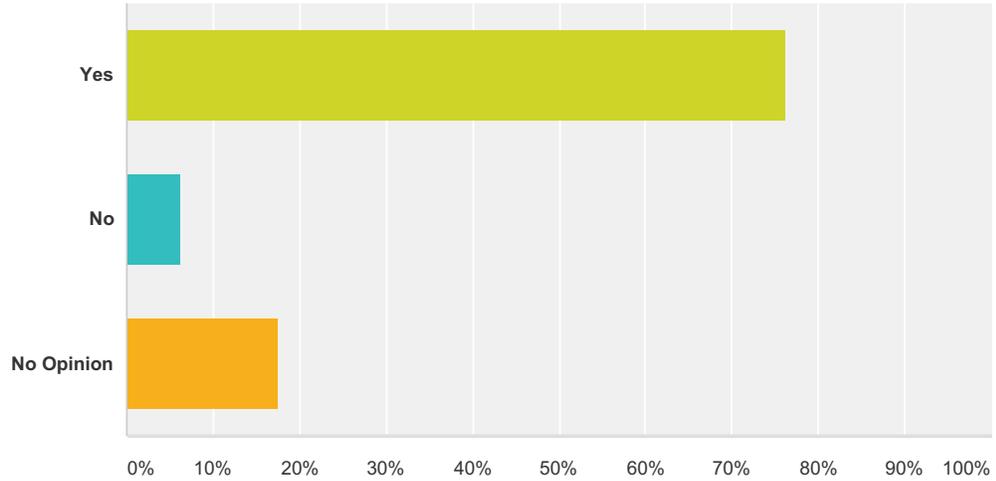
Answered: 53 Skipped: 147



Answer Choices	Responses
Very Flexible	0.00% 0
Somewhat Flexible	37.74% 20
Somewhat Inflexible	43.40% 23
Inflexible	18.87% 10
<b>Total</b>	<b>53</b>

**Q30 Do you feel that new or improved provisions are needed to promote sustainability, economic development, or otherwise incentivize desirable development on Eureka?**

Answered: 80 Skipped: 120



Answer Choices	Responses
Yes	76.25% 61
No	6.25% 5
No Opinion	17.50% 14
<b>Total</b>	<b>80</b>



## Q31 Do you have any other suggestions or concerns relating to the City's zoning regulations?

Answered: 24 Skipped: 176

#	Responses	Date
1	I would suggest that the City work to implement more progressive regulations. I think that in many ways, we're limited by outdated regulations and standards.	8/4/2015 2:40 PM
2	We need primary industrial jobs that pay a living wage. If one came here, we could and most likely would not accommodate them. Again, the pattern and practice of the City is to keep jobs out of the city limits.	7/31/2015 8:46 AM
3	Zoning regulations are not the problem. The city council and council choices are the problem. Also, Humboldt county has the worst health care in the state and the highest crime rate in the state. Until these problems are solved/lessened and economic incentives are provided, the business climate will be poor.	7/29/2015 5:42 PM
4	Work with the Ca. Coastal Commission on redefining Coastal-related business zoning within City limits. It currently applies to some areas that are not adjacent to deep water and would be better suited to other business types. Please do not decrease environmental or historical guidelines, they protect the future of this city, not hinder it.	7/28/2015 2:15 PM
5	Need to be brought up to date to include various decisions by the PC	7/27/2015 11:39 AM
6	Broaden uses in Old Town. Stop delaying development projects and do anything possible to move them forward. We have some amazing plots going unused and running to ground because they are delayed eternally.	7/23/2015 3:01 PM
7	Simplify, simplify, simplify standards and details vary so greatly (i.e.. parking for residential single family vs. multi-family covered vs. uncovered parking), it's hard to keep straight. FAR vs. standard coverage. Update parking standards and principally permitted uses	7/23/2015 12:47 PM
8	Flexibility, flexibility flexibility	7/21/2015 10:23 AM
9	I think they work fairly well until you get into the coastal areas or wetland areas. Then it is out of the City's jurisdiction, and a project falls apart.	7/20/2015 10:50 AM
10	Eureka needs more readily available space for light industry	7/19/2015 2:21 PM
11	Staff and council should take their direction from oral and written public input concerning proposed land use and zoning changes in the general plan update process.	7/18/2015 7:52 PM
12	Look at other coastal cities to see if they have more "modern" zoning guidelines.	7/18/2015 6:13 PM
13	In terms of zoning, I would want to know more about the empty businesses you see and the vacant lot areas. Can we do something a little more creative with the dilapidated-looking regions near the railroad tracks, buildings that could use a little spiffing up (maybe make those with petty theft convictions do some community service and clean-up projects and help them learn some job skills in the process). I'd rather see a community gardening project or two - even if it's done with raised beds due to poor soil conditions - and maybe a dog park or something. Get some shipping containers and have the homeless make small studio apartments out of them. Let them put in community service hours and pass a drug test to get to stay in them - I don't know, just thinking outside the box here and trying to come up with some creative problem-solving that would address multiple problems simultaneously. Let's get together for some creative problem-solving and stop thinking with the same mindset that got us into this mess in the first place. Let's start by cleaning up the city and then worry about zoning later on.	7/18/2015 1:03 AM
14	Try to get Coastal Commission to let loose of the Eureka waterfront and remove "coastal dependent" use requirements. Monterey has an Intercontinental Hotel with concrete footings "IN THE BAY"! We have endured 4 decades of unfairly constrained uses on our waterfront. The fishing and industrial uses are gone forever; open it up for tourism uses now.	7/17/2015 11:05 AM
15	quicker permitting process	7/17/2015 10:58 AM
16	More uses by right.	7/17/2015 10:54 AM
17	Increased space for manufacturing or light industrial. Design Guidelines need to created to allow administrative permit to be issued. At onetime a committee was created to work on this issue.	7/17/2015 10:46 AM
18	There needs to be more flexibility! Cookie cutter, one size fits all projects regulations serve to drive new business/industry out if Eureka and we cannot afford that.	7/16/2015 6:39 PM

CITY OF EUREKA BUSINESS READY STUDY

19	As our local economy is suffering, every energy must be focused on recruiting and encouraging business to thrive. That must be the first priority.	7/16/2015 5:12 PM
20	gdfgdfg	7/16/2015 4:24 PM
21	Less regulations	7/16/2015 3:49 PM
22	Consistency. Being pleasant, smile,	7/16/2015 3:16 PM
23	Update the uses and parking requirements in existing structures and business districts. Look at Arcata's parking and zoning.	7/16/2015 3:15 PM
24	The city needs industrial land so we can attract manufacturing.	7/16/2015 2:37 PM



## Q32 Do you have any other thoughts or recommendations on how the City can improve its services to local businesses?

Answered: 48 Skipped: 152

#	Responses	Date
1	I realize a restructuring has recently taken place, but new businesses cannot be expected to thrive when it is so expensive and time consuming to renovate existing commercial buildings within city limits. I would NEVER go through it again, I would choose a different town to give my tax dollars to if given the choice again.	8/10/2015 4:13 PM
2	Appoint a jobs commission to seek companies willing to here to create jobs with tax incentives.	8/6/2015 4:04 PM
3	Be available and accessible weekends and evenings - those are often the only times small businesses have available to deal with red tape.	8/5/2015 8:54 PM
4	Communication, written guidelines on who is responsible for what	8/5/2015 1:30 PM
5	What services?	7/31/2015 8:47 AM
6	1. New and Small Business Incentives are needed. 2. The police department must change their social interaction with all citizens (homeless, psychologically impaired, seniors, suspects.) The police need to treat all persons with respect. 3. New development should blend with the historic fabric of Eureka. Too many large buildings are positioned next to historic buildings and in historic neighborhoods. This has given Eureka a haphazard and uncomfortable atmosphere and hampers business.	7/29/2015 5:49 PM
7	Work with landowners to ensure that their properties are maintained. Blight nearby does not encourage new businesses to move in. Work with landowners to re-lease empty shop fronts rather than keeping them empty, but a write-off. When entering into exclusive rights to negotiate or other build agreements with City-owned properties, clearly stipulate an end date to break ground. Many lots owned by the City, particularly on the waterfront have languished in never ending sole source type contracts with no demonstrable movement. If no movement in 3 years they give up the rights and the RFP is re-advertised giving others the opportunity to help the City succeed and thrive.	7/28/2015 2:21 PM
8	Be as flexible as possible in allowing businesses to expand. Look for ways to make it happen rather than ways to hinder.	7/27/2015 8:56 PM
9	No	7/27/2015 11:48 AM
10	Think like a business - better, faster, leaner. If something irritates you when you walk into a business, it will irritate the business as ell to twal in and be treated that way. Businesses pay a lot in taxes to fun infrastructure. Make sure the funds are spent in a way that makes sense to those paying the bill.	7/23/2015 3:05 PM
11	Need communication between departments (fire dept. comments often don't get passed along), and notification to applicant - when a project review is complete, what else is needed, etc. (building comments seem to have to be requested), departments should be held to review deadlines, as well as referral agencies.	7/23/2015 12:49 PM
12	Pre-application meetings have major benefits for both parties, especially with Design Review. Getting the committees and City involved in the earlier stages of design allows for a more successful project. I think most people get discouraged when they spend so much time and money putting together a project and project application only to have the committees place conditions of approval on their projects. This can easily be avoided if committees are involved earlier in the process. The other challenge becomes on how the City informs the pubic on the process.	7/22/2015 11:47 PM
13	A flat fee deposit for Permit Submittal. Instead of a fee based on a valuation per project or based on square footage per project for residential) A flat fee would streamline the submittals and save time for the applicant or agent doing alot of different projects.	7/22/2015 5:39 PM
14	Efficiency and zoning flexibility	7/22/2015 4:35 PM
15	clients are very important to consultants and the city. we can't provide a reasonable budget when the process is unclear and changing. I respect the jobs that you have to do, and dealing with people is not easy.	7/22/2015 2:27 PM
16	Address homelessness and need for increased drug detox and rehab facilities. Address need for decent public restrooms. Parking enforcement in Old Town area 5 days per week. No smoking signage near retail businesses. Commercial rent control; other incentives for reducing empty storefronts.	7/22/2015 10:49 AM
17	Just do it.	7/21/2015 8:38 PM

CITY OF EUREKA BUSINESS READY STUDY

18	More helpful and knowledgeable employees	7/21/2015 6:11 PM
19	I see many businesses close because the owner decided to retire. Some of these owners would like to sell the business to keep it open. Can't the city have some sort of program to help these owners? Perhaps low interest loans to prospective buyers and some sort of agency that works to keep existing businesses open. Small businesses are a huge asset to our community..	7/21/2015 11:05 AM
20	Once a project has been found to be added value for the City (pre-application meeting) the City should advocate for its success internally throughout the review process. A project advocate would be designated at the pre-app meeting.	7/21/2015 10:26 AM
21	Really go to bat for a project and help them get through Coastal, Fish and Game, Army Corps, etc.	7/20/2015 10:50 AM
22	This is a good start	7/19/2015 2:21 PM
23	The transient and criminal element that is pervasive in the Eureka core / Old Town area is a real problem. Not just the image of our community, but the better quality of life that is escaping these individuals. Are we helping or enabling many of these folks ???	7/18/2015 6:18 PM
24	Let's set aside administrative rationalism for a couple months and have community discussions where everyone can propose their dreams for Eureka (including dreams they have for their own businesses) and then categorize, prioritize, and invite everyone back to have a community brainstorm - with no ideas too absurd to consider - and let us ALL have a say in what we think would be good to have or do. We often feel too disenchanting and disenfranchised from any planning process. There are limitless possibilities when everyone gets a chance to think creatively. The city feels too bureaucratic and not like it is part of the community - just bureaucracy that too few people trust. Let us get to know you and let you get to know us a little better. Community outreach can also offer an opportunity to better explain exactly what everyone does and, most importantly, WHY they have to do it. Help us to find value in the city and its employees. Please take the time to find value in us, too.	7/18/2015 1:10 AM
25	True commitment to businesses needs	7/18/2015 12:26 AM
26	Remind staff at all levels that the citizens and businesses are customers and think how they would feel if they went to their CPA or grocery store and couldn't get straight answers, good information, or just a decent attitude in some cases.	7/17/2015 2:12 PM
27	Provide service.	7/17/2015 11:06 AM
28	To be business friendly. Not discourage development	7/17/2015 10:58 AM
29	Quick check for simple over the counter permits.	7/17/2015 10:55 AM
30	Need well maintained public facilities, and remove homeless. Also need low cost downtown parking like at Bayshore Mall.	7/17/2015 10:54 AM
31	Lessen the impacts from the transient and homeless populations.	7/17/2015 10:47 AM
32	Make the streets safer. Keep local Chambers of Commerce and visitor centers open. Help to attract more people both visitors and locals to want to get out into our community and explore what we have to offer.	7/17/2015 9:12 AM
33	1. Is there a way to reach out to private building owners and ask for reduced rents in the numerous empty store fronts in Eureka? This could spur new businesses and make our community look more successful. Sort of a "Fake it till we make it" idea. 2. Of course the homeless issue is huge, why would I want to start a business, pay rent surrounded by homeless. Why don't we let them stay behind the mall, instead of constantly evicting them, so they come into Old Town, and neighborhoods? Maybe zone that area as a homeless area, or better yet, incentive them to move on down the road. If the public was educated not to give these people any money, they would migrate to a different community. 3. I think City leaders sitting down with Arcata economic development people would be very valuable, Arcata has done great work, and is looking very forward. 4. Working with private industry to offer discounted rates on internet and other essential business services for people with a business license could incentivize people to start their business here. 5. Celebrate the people in Eureka making a stand here, such as Dick Taylor Chocolate, Natural Decadence, the Cider Works, the Speak Easy, Los Bagels, ...We need to promote our successes and build momentum on their shoulders. We need to highlight talent in our community, people like Amy Kumler and Amy Stewart, who could work anywhere in the nation, and choose Eureka. Do this all via a website? 6. We must get the high energy usage tax in effect, to get grow houses out of our community. Drug related violence, is one of the main reason my family and I consider moving away. Make it hard for marijuana growers. In the long run, with legalization approaching, Eureka would be doing itself a favor not to rely on the black market economy to keep our businesses running. 7. The SBDC has traditionally been a very big resource for small business folks, its lost a lot of its State funding, anyway to support this organization? 8. Increase bandwidth, so technology companies can come here, we need another internet cable to I-5 or 101. 9. It is going to take some very creative, "out of the box" solutions to increase our economy and improve our community. Looking at other similar communities across the nation, who have made economic gains by finding new approaches would be a great start. We don't have to re-invent the wheel, but obviously we need to have a more modern approach to Eureka for our future, since it will clearly be different than our past.	7/17/2015 6:49 AM



APPENDICES

34	Strong leadership statement that Eureka is making changes and will focus on bringing out the best qualities in Eureka...the Bay, the parks, the extraordinary housing and neighborhoods, the architectural and historic features that make Eureka, Eureka, not "just anyplace". Clean-up the entrance infrastructure. Not just a big sign to welcome people (lipstick on a pig), but real clean-up of signs, trash. Other cities in the US and Europe are making bike and pedestrian traffic a priority. Re-direct all resources to people not cars. The trail between Eureka and Arcata will be one very significant effort in this direction. People will be surprised by this one change. The trails along the waterfront are a very important part of this transition. Build a convention Center on the waterfront. Keep working on the waterfront businesses and activities. Get folks off of 101 and into the heart of this great city.	7/17/2015 6:46 AM
35	Initiate a local business ordinance that allocates preference to business located in Eureka. Other cities have implement local preference regulations. Quit hiring businesses such as ESA to deal with business development. This Eureka Business Ready study is being completed by a firm located in the Bay Area. The \$75,000 awarded to this firm is leaving the county which is counter intuitive.	7/17/2015 6:06 AM
36	be more available. lower fees. show up to meetings!!!	7/17/2015 2:15 AM
37	The City could be more active in pursuing grants and other funding streams to enhance profitability and productivity of Eureka-based businesses. Funding streams should be easy to access for business owners.	7/16/2015 8:43 PM
38	No	7/16/2015 8:38 PM
39	Provide more free parking	7/16/2015 8:01 PM
40	Again, realize you work for us and the citizenry not the other way around.	7/16/2015 6:40 PM
41	A city ran welcome center/tourism center that houses Eureka Main Street.	7/16/2015 4:56 PM
42	Teach basic customer service skills to staff that interacts with the public.	7/16/2015 4:56 PM
43	fghfthfghgfbh ghg gh gh gh gh g hg hg h gh g	7/16/2015 4:24 PM
44	Have city staff, chamber and public safety people walk the business districts and meet with business owners in their spaces. See and hear the issues first hand. Determine the crown jewels for coastal dependent zoning and preserve them. Rezone everything else to something more flexible.	7/16/2015 3:59 PM
45	Support the Chamber Visitor Center, do not de-fund it.	7/16/2015 3:03 PM
46	A Planner on Duty is a great benefit for general assistance or help with Planning questions. Depending on the question, I decide which Planner to ask. It would nice to have a Planner on Duty so I know I am not bothering the Planner who is not on Duty.	7/16/2015 2:56 PM
47	This survey took too long - at least 20 minutes, and I ran out of time.	7/16/2015 2:43 PM
48	Have an outside agency help encourage, coordinate issues in the City. Chamber of Commerce, etc. It is important to have a liaison outside the City to help with City challenges.	7/16/2015 2:17 PM