



COMMUNITY DEVELOPMENT DEPARTMENT ASSESSMENT, COST RECOVERY & FEE STUDY

LAKE COUNTY, CALIFORNIA

MATRIX
CONSULTING GROUP

THE MATRIX APPROACH



A fact-based, tailored approach built on 200+ community development and 400+ user fee studies and extensive California experience.



An experienced, dedicated in-house team with direct user fee, planning, engineering, and building operational expertise.



Extensive engagement with staff, customers, and stakeholders, including focus groups, surveys, and process mapping workshops.



A clear path to implementable solutions, with 85% of our recommendations enacted within three years.



ORGANIZATIONAL & OPERATIONAL TASK PLAN



KICKOFF & INTERVIEWS

Project kickoff and conduct staff interview



PROCESS DIAGRAMMING

Workshops with staff to outline "as is" process and develop process diagrams



TECHNOLOGY REVIEW

Assess current technology systems and functionality



CURRENT STATE PROFILE

Develop overview of current approaches, processes, and workload



CUSTOMER INPUT

Online survey and focus groups with recent development customers



COMPARISONS

Best practices and comparative jurisdiction diagnostic assessment.



EVALUATION & ANALYSIS

Evaluate operations, process, technology, workload, organizational structure, housing/ economic development integration, etc.



REPORT & PRESENTATION

Draft and final reports will be compiled. Present findings to the County Board



FEE & COST RECOVERY TASK PLAN



PROJECT SCHEDULE

Work Program	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
PART A – ORGANIZATIONAL AND OPERATIONAL ASSESSMENT						
Task A1 – Project Initiation & Staff Interviews	■	■				
Task A2 – Diagram Operational Functions & Permitting Workflows	■	■	■	■		
Task A3 – Technology & Systems Review	■	■	■	■		
Task A4 – Current State Profile of Operations		■	■			
Task A5 – Customer Service & Stakeholder Assessment		■	■	■	■	
Task A6 – Benchmarking & Best Practices Assessment		■	■	■	■	
Task A7 – Housing & Economic Development Integration Review			■	■	■	■
Task A8 – Evaluation, Analysis & Recommendations			■	■	■	■
Subtask 8a – Management Systems & Performance Effectiveness			■	■	■	■
Subtask 8b – Communication & Interdepartmental Coordination			■	■	■	■
Subtask 8c – Organizational Restructuring Options			■	■	■	■
Task A9 – Final Report & Presentation (Part A)				■	■	■
PART B – DEVELOPMENT FEE AND COST RECOVERY STUDY						
Task B3 – Develop Schedule of Current & Potential Fees		■	■			
Task B4 – Conduct Time Study Workshops		■	■	■	■	
Task B5 – Develop Fully Burdened Hourly Rates			■	■		
Task B6 – Perform Total Cost Analysis			■	■	■	■
Task B7 – Benchmarking Survey			■	■	■	■
Task B8 – Review & Revise Fee Study Results				■	■	
Task B10 – Draft & Final Fee Study Report					■	■
Task B11 – Stakeholder Presentations						■



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