



# County of Santa Cruz

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## PLANNING DEPARTMENT

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ALVIN D. JAMES, DIRECTOR

October 12, 2000

Agenda: October 17, 2000

Board of Supervisors  
County of Santa Cruz  
701 Ocean Street  
Santa Cruz, CA 95060

### Planning Department Operations

Members of the Board:

#### BACKGROUND

During Budget Hearings, your Board directed that the Planning Department provide a report and recommendations pertaining to the following program areas:

- Establishing a One-Stop processing system for small applications which would include a system of coordination between Planning, Department of Public Works, Environmental Health, Fire and all other agencies involved in the review of such projects;
- Improving the Department's phone mail policies; and
- Developing a system to evaluate the attitudes of staff, whether or not common sense assistance is being provided, promptness of response, availability of assigned staff and related cost considerations.

Since that time, the Planning Department has confronted a number of issues relating to the departmental performance that has necessitated a thorough review of the operations of the Department. This report is intended to address your Board's specific directions and provide you with an overview of the current problems in the department and suggest methods to address these issues. It is hoped that these recommendations will improve operations and allow us to better serve the community and your Board.

**STATEMENT OF PROBLEMS**

As part of our review of the operations of the department, staff has identified a number of key areas of concern. While many of the concerns can overlap, the following summary generally characterizes the main concerns identified by staff.

Management Issues

- assessing the adequacy of work products and assuring the Board’s confidence in the Department’s operations;
- providing a timely process for permit and code compliance activities; addressing work backlog issues, including permit and code compliance cases;
- filling vacancies in a timely fashion.

Operational Issues

- addressing timeliness and predictability of permit processing and code enforcement activities;
- improving coordination with other departments/agencies during the permit processing phase of a project;
- providing more careful tracking and monitoring of existing cases to ensure the requirements of the Permit Streamlining Act are met;
- establishing a process to streamline small applications;
- developing appropriate systems to address the increasingly complex nature of in-fill development projects.

Customer Service

- enhancing customer service and improving communication with the public;
- providing relevant information to customers on expectations in the planning process;
- improving telephone processes to better communicate with customers;

Staff Development/Training/Quality Control

- assuring a consistent application of County land use regulations for discretionary permit applications;
- developing a coordinated approach to expanding staff expertise;

#### Resource Issues

- providing adequate support for an enhanced urban design services;
- addressing peak workload staffing needs.

Over the past two months, the Planning Department has initiated a number of measures to address some of the concerns identified above. In addition, we believe the series of measures proposed in this letter will greatly enhance customer service, permit processing issues, and overall departmental operations.

#### **The Challenge of Staffing in the Environment of a Full Economy**

The Personnel Director has advised our office that the current national economy is presenting employers with substantial challenges in recruiting and retaining qualified employees. This is especially true in professional fields such as social workers, law enforcement, medical professionals, accountants, computer professionals, engineers and planning professionals to name a few. This is true in both the public and private sectors and is particularly notable in California with the high cost of living and exorbitant housing costs.

The labor market has certainly affected the Planning department in Santa Cruz. While according to the Personnel Department, the turnover in Planning through April 2000 was consistent with the Countywide rate, turnover since May has been unusually high. According to Personnel, these periodic spikes in turnover are not uncommon. I am informed that other departments have addressed critical shortages by retooling their Personnel practices and addressing associated management issues.

In the short months since the onset of these problems, vacancies have been reduced from a high of 24 to 9 currently. Two of the 9 positions are associated with the opening of a south county permit center and are not currently planned to be filled and 4 were newly created during budget hearings and will be filled shortly. Further, some of these positions were associated with addressing peak workload issues and were established as limited term. This designation has hindered our ability to attract candidates and we will be requesting your Board's approval of deleting this status. In consultation with Personnel, it is our understanding that the Department's current vacancy levels are consistent with other County Departments. Based on the significantly improved personnel climate in the department, your Board can expect a higher level of service from the department.

#### **The Increase in Workload**

With the strong economy, construction activity over the past few years has continued to escalate. For example, a review of selected workload measures demonstrates that annual figures for

building activity in the mid 1990's totaled approximately 2,700 permit applications. In the last fiscal year, this activity had risen to over 4,000. Annual figures for building permits issued grew from 2,700 to over 4,500 for the same period; and building inspection increased from 8,000 to over 15,000. Associated revenues to the county have also nearly doubled in this same time frame.

In addition to the challenges associated with the robust economy, current development proposals are increasingly confronted with sites that have significant problems related to unsuitable or unstable geology, unfavorable hydrology, sensitive plant and animal habitats, access problems, etc. Many of these sites were intentionally passed by during earlier development cycles precisely because to develop them would require complex, time-consuming, and expensive solutions. These infill sites are now presenting additional challenges pertaining to neighborhood compatibility and other community concerns. These factors have required staff to investigate a greater number of issues and a wider variety of potential mitigation measures than in the past.

**Recent Changes to Improve Service To the Public**

Also related to the actions taken to address our current challenges, the department has worked with the Personnel department to expand the functionality of some of the support staff positions to provide a higher level of assistance to the planning professionals. Using vacant positions, the Personnel Department activated the Planning Technician classification and 3.75 clerical positions were converted to this classification. Two positions were assigned to development review group to assist the zoning administrator and project review staff and 1.75 were assigned to support code compliance and the abandoned vehicle program.

The project review staff has been reorganized so that many of the projects requiring public hearing (levels 5 - 7) are processed separately from those requiring administrative approval (levels 1 - 4). Staff have been temporarily re-assigned from our Advanced Planning section to assist with reducing the caseload associated with administrative approvals. The impact of this shift in our Advanced Planning resources on our work program is addressed in the material which is provided as Attachment 1.

Last Spring, backlogged cases in the Code Compliance division had exceeded 4,500 cases and new cases were processed in an inconsistent manner. Over the past few months, we have screened the code compliance caseload to prioritize those cases which meet thresholds of timeliness and severity based on impacts to health and safety, neighborhood preservation and environmental protection. Through consultation with County Counsel, the Department has initiated a series of administrative measures which have greatly improved program operations. We are pleased to report that the significant backlog has been reduced to approximately 600 cases, and new procedures have been instituted which establish a 120 day standard for processing new cases. In addition, the Information Services Department has undertaken an effort to provide

enhanced automated services which will increase program efficiencies. These combined efforts, which will require continued vigilance and a close working relationship with County Counsel, have significantly improved the operations of this division.

**NEW INITIATIVES**

**Geographic Teams**

As your Board is aware, in an effort to maintain balanced development in our community, Santa Cruz County has enacted numerous and complex land use regulations spanning a multitude of land use areas and governing a wide variety of types of development applications. In addition, as previously discussed, an increasing number of development applications involve highly technical planning, engineering, geologic or hydrological issues. Given the community's interest in development issues, we have a great deal of public participation in our development review process.

Staff planners presently contend with a complex and varied caseload which spans a large geographic area and encompasses a wide body of land use regulations. The project review staff process coastal permits, land divisions, lot line adjustments, second units, commercial and industrial development, agricultural development, home occupation permits, general plan amendments, rezonings, and various residential applications throughout the County.

Expectations for thorough project review and a high degree of public participation typifies our development process. Planners must prepare extensive staff reports based on highly technical and complex issues as well as coordinate with various other public agencies that have their own technical requirements. As a result, planners must obtain a high degree of proficiency in a multitude of land use regulations and provide extensive analysis on a large number of applications which involve highly technical and complex issues. As our planning process has become more complex, our capacity to administer such a sophisticated process is being sorely tested.

Our planning review process must be reevaluated from time to time to ensure that we are responsive to the changing needs of the community and your Board. As a first step, your Board instituted a new program to establish satellite permit centers to better serve the community. As a follow up to this effort, we believe it is time to reorganize our planning resources to provide more community based services. To this end, firstly, our case assignments need to distinguish between "simple" applications, such as those associated with single family dwellings (second units, lot line adjustments, variances) and the more complex and controversial land use applications, such as land divisions and commercial projects. Secondly, our limited planning resources need to be more geographically oriented. Fairness to all parties requires that the review process be structured to ensure that all concerns, including decision makers such as members of

your Board, are systematically conveyed at the earliest possible point in the process concerning proposed development projects.

In view of these objectives, it is proposed that planners be assigned to planning teams, each of which would be responsible for virtually all the discretionary permit activity in a particular geographical area. There would be a designated leader for each team who would have responsibility for acquiring a thorough understanding of the assigned geographic location. It is envisioned that the teams would liaison with other departments and establish on-going working relationships. The teams would also work with community groups, decision makers and others to address particular re-occurring planning issues which are often associated with their geographic area(s). This approach would allow the Department to develop geographically-based specific expertise, both in terms of planning issues (e.g. town plans, coastal regulations, specific area policies), as well as a more detailed understanding of the physical and environmental issues which are associated with specific areas of the County (water, geology, and endangered plant and animal species). In addition, each team will be in a better position to respond to the concerns raised by Board members and other community representatives and thus apply County regulations with greater sensitivity to local concerns. We believe that the result will be a more efficient and responsive permit processing system. This approach will also allow us to meet the original goals established by the Board when the satellite permit centers were first envisioned and will more closely link services to the communities we serve.

It is proposed that each team will have a team leader who will handle the most complex projects in their geographic area and, as needed, coordinate with the other team members to ensure that minor projects are being processed in an efficient manner. While the Planner will remain the principal focal point for projects, the team leader will also be available to assist with problem resolution and provide coverage during periods of staff vacancy. It is planned that the geographic teams will organize their work and team meetings will be held weekly to review with other affected agencies to finalize permits and review proposed conditions. We will be working with other agencies to advise them of the time lines for input on projects or we will assume that no comments will be provided. This will assure timely processing by the Planning Department and provide reasonable deadlines for our partners in the permit processing system.

The chart on the following page depicts the proposed structure of the district teams:

PROPOSED DISTRICT PLANNING TEAMS		
DISTRICT TEAM	PLANNING AREAS	STAFFING
NORTH COUNTY	- North Coast - Bonny Doon,	One Team Leader
SAN LORENZO VALLEY	- San Lorenzo - Skyline - Carbonera (west of Hwy 17)	One Team Leader One Resource Planner
MID COUNTY	- Carbonera (east of Highway 17) - Live Oak - Soquel - Summit	One Team Leader One Planner One Resource Planner
APTOS/LA SELVA	- Aptos - La Selva - Aptos Hills - Eureka Canyon - San Andreas	One Team Leader One Planner One Resource Planner
SOUTH COUNTY	- Pajaro - Salsipuedes	One Team Leader One Planner

It is worth noting that, from time to time, it may be necessary to make adjustments to the assignments of the team members to balance workloads and to respond to peak filing periods. In addition, while the majority of the development review functions will be handled on a geographic basis, there are certain functions that should continue to be handled on a County-wide basis in coordination with the geographic teams. These include: Design Review, Geology/Engineering, Environmental Review, Quarries, Biotic Review, and Timber/ Agriculture.

**Satellite Permit Centers**

Several years ago, your Board undertook efforts to begin a community based service delivery system in the San Lorenzo Valley, by establishing the Felton Permit Center. In addition to providing services at the neighborhood level, the permit center includes the environmental health staff and provides a forum for closer coordination with other agencies that are integral to the permit process. The Permit Center has been in operation for two years. During FY 99-00, over 2,300 people were served at the center. Staff believes the Center has proven to be an excellent resource for the community.

In order to address the workload demands and to provide expanded and better service to the public, it is recommended that the Felton Permit Center expand its hours of operation from three to five days per week. Given the volume of activity to date, this schedule will allow staff to

better meet the needs of the community.

The Planning Staff has also been working on replicating the Felton Center in the Aptos community where development activity is high. The department continues to explore appropriate sites and we anticipate returning to your Board in February, 2001 with an update on the status of this effort.

### **One Stop Permit Processing for Minor Projects**

As you know, Santa Cruz County has enacted numerous and complex land use regulations spanning a multitude of land use areas and governing a wide variety of types of development applications. Presently, a multi-agency pre-application process exists (Development Review Group - DRG) to assist relatively large scale and/or complex project applicants. However, small scale projects, which comprise a significant percentage of the overall number of development applications, do not have a functional system in place to coordinate input and ensure an expedient review. To this end, a One Stop permit program for small projects is needed.

It is proposed that your Board direct staff to establish a One Stop Permit Process for small scale projects and that it be established as a Pilot program that would initially be operated out of the Felton Permit Center. It is envisioned that the program would consist of representatives from the various departments and agencies currently involved in the review of development applications and would tailor services to small scale development projects. Deadlines for submission of comments from within and outside the department would be established, and projects would be reviewed in a consent agenda format. It is our hope that this pilot program will become the basis for an expanded County-wide program.

### **Customer Service/Quality Control**

The Planning Department has mixed reviews in the area of customer service. Its' problem areas are largely related to the need for improved communication with the various "publics" that the agency serves, as well as the need for better training.

In order to address the many issues discussed above on a department wide basis, it is proposed that we create a dedicated resource to address the many customer service issues in the department and establish a Quality Control program. The customer service program will provide for a systematic method to review departmental performance, measure customer service and identify areas where staff training or departmental systems are in need of change. The quality control program will provide for a quantitative and qualitative review of work completed and provide for the establishment of workload standards in the department. This component will also create the systems necessary to determine the actual amount of work effort in the department associated with various stages of the land use application process. This function will also:



- Ensure that all systems and processes in the department perform at levels consistent with excellent customer service expectations.
- Establish standards for response times in the Planning Departments' various service delivery areas. Instruments would be created to accurately solicit and evaluate customer service needs (e.g. comment cards, surveys, questionnaires, etc.), as well as staff performance relative to service delivery.
- Improve overall communication linkages with the agency's range of customers. This program would work closely with existing counter operations (General Information Desk, Zoning and Building Counters, and Satellite Permit Center Counters) to standardize service protocols, to implement measures to guarantee the provision of necessary backup and support as required and, to identify strategies for more effective management of peak period service demand.
- Establish protocols for telephone, written, and over-the-counter communications, to ensure that department responses to public inquiries are courteous, consistent, and timely.
- Ensure that departmental correspondence (reports, letters, agendas, minutes and other forms of written communications) are responsive, well written, thorough, accurate, consistent, and timely.
- Ensure that regulations, reports, and other products get reviewed for quality and accuracy on an ongoing basis. Out of date material must be eliminated on a timely basis to minimize confusion and/or misinterpretation. Administrative interpretations must be written and organized in a manner that facilitates access and understanding.
- Workload standards will be evaluated from a perspective that ensures that products produced by staff are thorough, consistent, accurate, responsive and timely.
- Recommend areas where additional staff training is required.

### **Staff Training**

The task of staff training is also an area where additional efforts are required. Given the complexity of the land use process and regulations, the problems related to the provision of misinformation or inconsistent interpretation necessitate additional resources be dedicated to staff training. This program would provide for:

- Consistent and adequate staff training on an ongoing basis is needed. This observation is true at all times, but never more critical than when the department has a large number of new employees.
- Ensure that, as code requirements change and new policies are adopted, analytical methodologies get refined and administrative interpretations evolve with new information. New ways of accessing old information are continually made available through the use of new technology.
- Ensure that adequate time is made available to learn the techniques required to effectively utilize the new technology.

This program would provide support services and information to assist the various units to successfully provide their services. It is anticipated that a training officer would be designated to assess the training needs of the department and devise strategies and methods to satisfy those needs, Efforts would range from making arrangements within the agency that create opportunities for existing employees with expertise and/or information to share with others in need of it, to taking advantage of formal training from outside sources as appropriate and necessary in the most cost effective way.

### **Urban Designer Services**

As your Board is aware, for several years the Department had an Urban Designer who provided technical assistance to the Development Review staff. The Urban Designer provided valuable input on site plans, building design, neighborhood compatibility, landscape plans, and other design considerations associated with development proposals. Partly due to budgetary considerations, and partly due to the decline of development activity, this position was deleted in the early 1990's. Since that time, it has become apparent that this capability is still needed in the Planning Department and in the community.

As we have discussed, as development activity has increased, there are numerous commercial and residential projects which would benefit from a more thoughtful design evaluation. In addition, the County's landscape criteria are out-of-date, as are the County's parking standards. Amendments to the Design Review ordinance have not yet been completed. The County's Floor Area Ratio regulations need to be refined. Your Board has also expressed an interest in considering additional regulations for "large houses". To address these needs, your Board allocated \$50,000 for contract urban design services in the Planning Departments' FY 00-01 budget. Staffs' preliminary investigation of the availability of potential contractors to provide urban design services suggests that it may be difficult in the current labor market to secure an adequate arrangement. As we have more carefully evaluated our needs, including the policy work which needs to be undertaken, the County's need would be better addressed by adding an Urban Designer position to the Planning Department, rather than contracting for design services.

### **Phone Changes**

The Planning Department's current approach regarding the use of phone mail has proven problematic. In order to provide for an enhanced phone service that better serves the public, the Department will institute a more user friendly approach which would ensure that all incoming calls will be answered by a Receptionist or Planning Technician, who would be trained to provide direct assistance. In some cases, incoming callers may be referred to appropriate individuals or agencies who would be in a better position to provide a more complete response. Incoming callers would also be given the opportunity to leave a detailed voice mail message if immediate assistance **cannot** be provided. This approach, combined with the staff training and quality control issues discussed above, will greatly enhance the Department's service to the public.

### **Organizational Management**

The **current** organizational structure of the Department is not conducive to the efficient administration of various support functions throughout the multitude of programs in the Department. To provide for a more direct link between the direct service delivery sections of the Department and the administrative support functions for issues such as telephone/voice mail services; permit center services, staff support, personnel and special projects, the Administrative Services section of the department should be consolidated with the Building Division. The reconstituted Building Division would continue to consist of the traditional Building function but would have added responsibility for supporting the administrative needs of the entire department. The re-alignment would allow the Planning Director to focus in a more detailed manner on the programmatic challenges facing the department and on systemic issues that have undermined the departments' customer service delivery. An organizational chart depicting all of the proposed changes is included as Attachment 2.

### **PERSONNEL/BUDGET ISSUES AND RECOMMENDATIONS**

Table 1 on the following page summarizes the personnel additions that are being requested to implement the new initiatives discussed earlier. In addition to the positions directly associated with the new programs discussed in this letter, three new Typist Clerk positions are being recommended because the Department's overall clerical resources are inadequate to keep up with the pace and volume of work which has been higher than at any time since the early 1990's.

TABLE 1: SUMMARY OF PERSONNEL PROPOSALS	
Position	Function
1 .O Sr. Department Admin. Analvst	Implement Customer/Quality Control Programs
1 .O Planner IV	Implement New Training Program
2.0 Planner I-IV	Implement Geographic Team program
1 .O Urban Designer	Implement enhanced urban design services
3.0 Planning Tech.	Implement telephone response program (General Info. Desk, Building Division and Development Review)
1 .0 Planning Tech	Extended Felton Permit Center and the new pilot One Stop permit program for small projects
2.0 Typist Clerk II	Staff support to keep pace with high volume of work associated with the permit processing function
1 .0 Tvnist Clerk II	Staff support to Advanced Planning

The personnel actions described above involve twelve new positions, at an estimated annualized cost of \$535,000. This cost will be partially offset by revenues for applications which are processed and associated overhead costs which combined are estimated to total \$337,000, thereby resulting in a cost of approximately \$198,000. For the current year, costs would be approximately half of the annualized cost and are projected to be fully offset with revenue, salary savings and the reduction in contract costs associated with the urban design function (\$50,000).

In order to provide for the facility changes and furniture associated with these added staff, funds were set aside in the Plant Acquisition budget for various projects at 701 Ocean Street. We would intend to realign these various accounts to provide the necessary financing to accommodate these mid year changes.

Therefore, it is RECOMMENDED that the Board of Supervisors take the following actions:

1. Accept and File this report.
2. Direct the Planning Director to implement the programs described in this report and authorize the CAO to make necessary realignments in the Plant Acquisition Budget as described above.
3. Approve the addition of the positions provided in Table 1 and remove the limited term designations for positions in the Planning Department.

Board of Supervisors

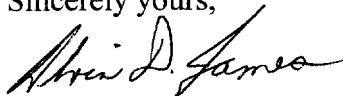
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- 4. Direct the Planning Director to report to the Board in February 2001 on the status of the Aptos Permit Center.
- 5. Approve changes to the advanced Planning Work program as outlined in Attachment 1.

Sincerely yours,



ALVIN JAMES  
Planning Director

RECOMMENDED  


SUSAN A. MAURIELLO  
County Administrative Officer

cc: Planning Commission

## **Attachment 1**

### **PLANNING DEPARTMENT ADVANCED PLANNING FY 2000-2001 WORK PROGRAM**

Each year, your Board reviews and approves a Work Program for the Advanced Planning Section of the Planning Department. The purpose of this review is for your Board to establish priorities and provide direction for various planning studies, special projects, and the development or revision of land use policies. In turn, the Planning Department allocates its available staff resources for policy work in accordance with the approved Work Program.

#### **Fiscal Year 1999-2000 Work Program**

On September 28, 1999, your Board approved the 1999-2000 Work Program for the Planning Department's Advanced Planning Section. This Work Program included tasks covering a wide range of topics. Our most notable achievements include our technical work on the 2000 census, the completion of a major portion of the timber regulations, various General Plan/Zoning amendments, the release of the preliminary drafts of the Seacliff Village Plan and Corralitos Community Plan, and the initiation of two contracts relating to historic resources (Castro Adobe and historic resource inventory revisions).

#### **Advanced Planning Staff Reassignments**

While a great deal was accomplished last year, there are a number of projects that were not completed. The primary reason for the delay is that staff have been reassigned from our Advanced Planning Section to our Development Review Section to help address the issues created due to the staff shortages in that Section. This temporary reassignment impacted all four of the planners in our Advanced Planning Section. The Principal Planner in charge of our Advanced Planning Section was reassigned full-time to our Development Review Section last May to manage this Section while the recruitment and selection process for a replacement manager was underway. At the same time, the Supervising Planner was also reassigned to Development Review to oversee the Zoning Counter. The two remaining planners were assigned a limited caseload and have been assisting at the Zoning Counter, in addition to their responsibilities. The net effect of these temporary reassignments, coupled with some staff turnover, has been a reduction in our capacity to undertake advanced planning policy work.

We anticipate that the Advanced Planning Section will return to full strength by early next year. Over the next few months, the Principal Planner who is presently co-managing our Development Section will transition back into Advanced Planning. We plan to fill our remaining planner vacancy, and the Advanced Planning staff will complete the processing of the development applications which have been assigned to them. Our full capacity will then be restored.

#### **Fiscal Year 2000-01 Work Program**

Because of the circumstances discussed above, we are proposing the following Work Program for the balance of this fiscal year. We are recommending that our resources be directed to those on-going tasks which are required by ordinance or by long-standing Board direction, along with the commencement of those projects that we believe are of the highest priority and which can be accomplished with our anticipated staff resources.

### ONGOING TASKS

- General Plan Consistency Review of Development Applications - Review project applications for large projects (subdivisions, commercial, etc), or where a rezoning and/or General Plan amendments is requested.
- General Plan/Local Coastal Program Amendment Rounds Coordination - Process General Plan/Local Coastal Program amendments processed by the Planning Department and other County departments, including preparation of submittals to the California Coastal Commission.
- General Plan Annual Report - Prepare State required report on the General Plan.
- Annexation Review/Inter-agency LAFCO coordination - Review any annexation proposals before LAFCO for consistency with County land use policies.
- Historic Resource Commission - Prepare agenda materials, respond to Commission requests, and process all Commission paperwork.
- Inter-agency Technical Advisory Committee - Participate in monthly meetings of advisory body to the Santa Cruz County Regional Transportation Commission.
- Census Questions - Respond to demographic inquiries from the public and other County agencies.
- Growth Report - Prepare annual report regarding the growth goals for the coming year, including a recommended growth rate and a building permit allocation to implement that rate.
- Castro Adobe Re-Use Study - Oversee contract completion and presentation to the Historic Commission (target completion date is December, 2000).
- Historic Resource Inventory Revisions - Coordinate with contractor undertaking revisions and corrections to the Historic Resource Inventory for eventual review by the Board of Supervisors.

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PROPOSED NEW PROJECTS (2000-01)

- Policy Binder Your Board has indicated that completion of this project is one of your top priorities.
  - Watsonville Urban Limit Project - This project is required by the agreement entered into by the County, the City and the California Coastal Commission as a part of the Third High School LCP amendment process. The approved MOU set a one year deadline for amending our LCP.
  - Amendment to the Ben Lomond Town Plan- This amendment will complement the ordinance amendments that were brought to your Board by Environmental Health to allow in-fill commercial development.
  - Timber Follow-up- This project involves coordination with the Coastal Commission, County Counsel and our legal advisors to complete the processing of the timber regulations approved which were by your Board in December 1999, and which are now pending before the Coastal Commission.
- Live Oak Four Corners Specific Plan - This project is intended to create a land use and design plan for four major commercial intersections in Live Oak. Because there are undeveloped parcels at these locations, it is important to complete this project.
- Seacliff Community Plan - It is important to complete this Plan since your Board has adopted a moratorium on new development in this area until July 200 1.

**FUTURE PROJECTS**

We are recommending that further work on the following projects be deferred. We have grouped these into two basic categories: First Priority Projects, and Second Priority Projects. If additional staff time becomes available later in the year, we will begin work on the First Priority projects as noted below. The Second Priority Projects will be reviewed for consideration in the next Work Program.

**FIRST PRIORITY PROJECTS**

- Amendments to the Design Review Ordinance- Your Board approved a series of amendments, conceptually, to codify new requirements for application submittals and processing.
- Feasibility Study for County-wide Habitat Conservation Plan- Your Board allocated funds



in our FY 00-01 budget to fund a feasibility study to determine the benefits and costs of preparing of a Countywide Habitat Conservation Study.

- Corralitos Community Plan - The draft plan was released to the community and the community is in the process of revising the document.

Davenport Town Plan - Initial meetings have occurred with the community, but further community work needs to be done to identify the purpose and scope of the Town Plan. The draft management plan for the Coast Dairies property is also being developed, which will impact the Town Plan.

- Via Gaviota amendments -This project will address the unusual development standards of this neighborhood.
- Rezoning/Land Use Designation Amendments - These amendments include a number of corrections and clean-up actions on specific properties in Aptos and Carbonera (Paradise Park).

SECOND PRIORITY PROJECTS

- Timber Production Zone District Ordinance Amendments - Revisions to the TP zone district density and uses, and minimum parcel size for rezoning to the TP zone.
- Rural Rezoning/Highway 9 nilot study - A program to rezone all properties consistent with the underlying General Plan designation. The Highway 9 component of this project would have re-examined the General Plan and zoning of the commercially designated or zoned properties along Highway 9, outside of the town plan areas.
- Non-conforming: non-residential uses - These ordinance amendments would extend the revisions of the non-conforming ordinance to non-residential uses.
- Open Space Easement Policy - The proposed policy would clarify the extent of lands appropriate for inclusion in Open Space Easements.
- Large House Amendments - Amendments to the County’s large house ordinance to address site standards and design issues. This project was a direction of your Board originating from an application for a large house on the north coast.
- Right-to-Farm Ordinance - This would result in a local version of the State Right-to-Farm law.

- ADA Language Clean-up - This project will amend the County Code and General Plan to change the word handicapped to accessible or disability, as appropriate.
- Review of disaster response policies - This project is intended to establish recommended policies for use after future disasters.

The reassignment of our Advanced Planning staff to Development Review has brought assistance to a high priority area, but it did impact our ability to undertake many important policy projects, as discussed throughout this material. While it will be necessary to effectuate a transition of staff over the next months, we anticipate that our Advanced Planning capability will be restored to its former staffing level in early 2001. For the balance of this fiscal year, if your Board concurs, our limited staff resources will be directed to on our ongoing responsibilities, and the commencement of few new projects as discussed earlier in this report. In addition, we will review our outstanding policy projects and upcoming work (e.g, the comprehensive General Plan) in conjunction with our FY 01-02 budget and will work with the County Administrative Office to address any remaining staffing issues as part of next year's budget.

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