



County of Santa Cruz

PLANNING DEPARTMENT

701 OCEAN STREET, 4TH FLOOR, SANTA CRUZ, CA 95060
(831) 454-2580 FAX: (831) 4542131 TDD: (831) 454-2123

ALVIN D. JAMES, DIRECTOR

April 6, 2001

AGENDA: April 17, 2001

Board of Supervisors
County of Santa Cruz
401 Ocean Street
Santa Cruz, California 95060

RESPONSE TO COMMENTS RECEIVED BY THE BOARD OF SUPERVISORS ON MARCH 20, 2001 DURING THE ORAL COMMUNICATIONS PERIOD

Members of the Board:

On March 20, 2001, your Board received a variety of comments from a number of speakers during the Public Comment period, expressing concern about the quality of customer service and the adequacy of service delivery by the Planning Department. Speakers who expressed concern regarding the planning department conveyed the following re-occurring themes: permit processing times are too long and frequently exceed maximum allowable deadlines, staff is bureaucratic, unresponsive and not objective, advice given is often conflicting and/or inaccurate, and, no specific criteria is given to applicants at the time of application. As discussed below, the Department has enacted a number of initiatives which are aimed at responding to many of these concerns.

The purpose of this report is to respond to the public and to provide your Board with specific responses to issues and concerns that were raised by the speakers. We want to fully assure your Board that staff is eager to undertake every effort to address these problems and undertake an aggressive program to address problems which do exist in the Planning Department. We would also like to provide your Board with information regarding the results of our investigation of specific cases raised by speakers who voiced concerns. This information is provided at Attachments 1 and 2.

Processing Times

Regarding permit processing times, your Board may recall that in the Second Quarterly Report presented on your March 13th agenda, it was reported that processing times increased for all discretionary permit application categories during the second quarter of the current fiscal year relative to the first quarter. As was indicated, the increase is largely attributable to the inexperience of new staff. We pointed out that processing times are anticipated to reduce in the third quarter as both training and experience increases staff efficiency. A department training coordinator was recently appointed and a new training program that has been put together for staff is summarized in Attachment 4. Several comprehensive orientation presentations had already been conducted for new staff even before the appointment of the new training coordinator.

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Staff Performance and Customer Service

The perception that some planning staff are bureaucratic, unfriendly, and prone to be retaliatory is of great concern to department management. We believe, as acknowledged by at least one of the speakers and reinforced by comment cards that we receive on an ongoing basis, that most staff are professional and work hard to be as helpful as possible. We have reminded department managers and supervisors that personal relations related to working with the public, is a specific criterion to be assessed as part of employee performance evaluation. In addition, last Fall our Board approved a new Customer Service/Quality Control position. The recruitment is presently underway to fill this critically important position. Furthermore, as indicated on the training schedule, a curriculum on Communication/Interpersonal Dynamics is being planned for implementation within the next few months,

The issue of staffs' unresponsiveness is being addressed by the planning department along several fronts. First, as indicated in the second quarterly report, a significant effort is being put into re-allocating Development Review staffs' project caseload and reconciling caseload imbalances. New applications are being assigned by geographic area. Two new Planning Technicians have been recently hired to improve telephone response and physical modifications to work areas are nearing completion to accommodate them. Response standards will be evaluated when the Senior Department Administrative Analyst position is filled. The departments web page has recently been revised to delineate the email addresses of each employee including department managers and supervisors. Training is planned in proper use of telephone equipment and, employees are being reminded on an ongoing basis of their responsibility to answer calls or return calls as promptly as possible.

It should be noted that planning department management often receives complaints of staff unresponsiveness only to discover that the issue is one that lies with another review agency. The mistake is understandable because the department is commonly perceived by the public to be the agency with exclusive responsibility for the review of land use permit applications. It is the agency:

- ✓ where applications are filed;
- ✓ from which incompleteness letters are issued;
- ✓ fees are paid,
- ✓ letters of approval and/or denial are issued and,
- ✓ permits are picked up.

The reality is that the planning department is one of many agencies that collectively comprise the "review and approval" agency. The role of the planning department and other agencies in the permit review process is illustrated in Attachment 5. The planning department has little or no direct control over the responsiveness of those agencies as described in greater detail in Attachment 6.

Regarding staffs objectivity, it is important to point out one of the departments' duties, as it pertains to permit processing, is to coordinate the routing of permit applications and plans to interested review agencies, persons and organizations. County Code Section 18.10.220 et seq. specifically requires that notice be given to members of your Board upon receipt of every level 4-7 discretionary permit application. Comments received from all interested persons, including individual members of your Board, are considered for inclusion in reports and recommendations to be presented for consideration by the relevant decision-making body. In trying to reconcile comments that often reflect widely divergent and, sometimes even conflicting points of view for purposes of formulating recommendations, staff is not infrequently perceived as being too accommodating or sympathetic by one side or the other to an opposing viewpoint.

It has been stated previously that staff sometimes provides inaccurate or conflicting advice to the public. In responding to that issue, department management has, as reported in the second quarter report, initiated an intense in-service training program designed to ensure the familiarization of staff with the County's development regulations. Additional training is also occurring between April and June as indicated in the attached department training program schedule. Finally, as also reported in the second quarter report, professional staff have selectively attended or are enrolled in classes on land use law, subdivisions, CEQA, and similar courses where such information

essential to the requirements of job performance but is not available within our own existing areas of expertise. Staff has also been working with County Counsel to revise the departments' binder of administrative interpretations. The task has been to eliminate conflicting language and, to state in clearer terms, administrative interpretations that have been made over time. The final product will be presented to your Board for consideration and further guidance regarding the role of administrative interpretations in the future.

It should be noted that conflicting advice has also arisen as a result of the differing regulatory requirements of various review agencies and decisionmaking bodies. An example is the third case described in Attachment 1 (Application Number 99-0538).

Criteria For Approvals

A final comment raised before your Board during the Public Comment period is that no specific criteria is given to applicants at the time of application. A review the brochures and information materials the planning department distributes for public use suggests that, if anything, too much non-essential information is given out which often clouds the specific criteria and makes it difficult to understand what in fact, is required. A specific task for the Senior Department Administrative Analyst for Quality Assurance currently being recruited is to ensure that regulation-based evaluative criteria is clearly articulated in public information materials and that out of date material gets revised or eliminated to minimize confusion and/or misinterpretation.

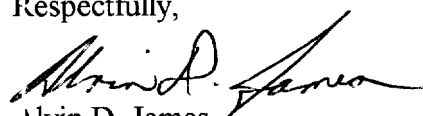
It should be noted that one speaker asked about the status of a policy previously approved by your Board entitled "Applicants Bill of Rights." An additional attachment has been provided (Attachment 3) that includes a copy of the Board Minute Order reflecting your Board's action adopting Resolution Number 437-91 which established County Policies For Permit Processing. Contained in the resolution is the "Applicant's Bill of Rights." The resolution directed, among other things, that the Planning Department provide your Board with specific recommendations and actions to "implement the Applicants Bill of Rights as part of the Planning Department's permit processing procedures and policies." As of April 28, 1992, the Planning Department reported that 89 percent of the provided recommendations had been implemented. Nearly all of the remaining recommendations (95 percent) were anticipated to implemented by the following quarter.

Conclusion

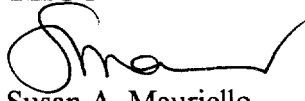
In conclusion, it is important to remind your Board of the significant progress that has been made in implementing the various customer service improvements which your Board approved last October. Attachment 7 is the table submitted to your Board on March 13, 2001 as part of the second quarter report which summarized our progress to that date. Since then we have successfully concluded our recruitment for the Urban Designer position. We expect the new employee to join the department in the next few weeks.

It is RECOMMENDED that the Board of Supervisors accept and file this report.

Respectfully,


Alvin D. James
Planning Director

RECOMMENDED:


Susan A. Mauriello
Chief Administrative Officer

- Attachments:
- 1) Brooks Application(s) Summaries
 - 2) MC Lelan Application(s) Summaries
 - 3) Minute Order and Letter to Board of Supervisors of June 18, 1991
 - 4) Department Training Program Schedule
 - 5) Figures: The Discretionary Permit Process
 - 6) Detailed Description Of The Application Review Process
 - 7) Implementation Status Of New Initiatives

Bill Brooks

There are currently three projects that I know of associated with Bill Brooks. They are as follows:

1. Application No. 99-0048, Assessor's Parcel No. 029-081-05, Chanticleer Avenue

The original owner was John Swift. It was purchased by "Chanticleer Lane" (of which I assume Bill Brooks has at least partial ownership) on July 13, 2000.

Application submittal date: 1/28/99
 Completeness date: 4/21/99
 Preliminary Negative Declaration: 5/6/99
 Final Negative Declaration: 6/6/99 (?)
 Scheduled for PC: 7/28/99
 Continued by PC for modification
 Re-scheduled for PC: 9/8/99
 Approved by PC: 9/8/99
 Total Processing Time: 223 days
 Time from application to completeness: 83 days

All building permits have been applied for and approved. The building permit applications were made on 5/2/00, they were approved on 9/11/00 and the applicant picked them up on 1/9/01. The homes are currently under construction.

An application for winter grading approval, for the road and other subdivision improvements, was made on 11/15/00 and was determined to be complete and approved on 1/23/01, a total processing time of 69 days.

2. Application Number 99-0178, Assessor's Parcel No. 026-641-04, Jose Avenue

The original owner was Adelaida Santos. It was purchased by "Yacht Harbor Oaks" (of which I assume Bill Brooks has at least partial ownership) on December 5, 2000.

Application submittal date: 3/29/99
 Completeness date: 10/20/99
 Preliminary Negative Declaration: 12/20/99
 Final Negative Declaration: 1/20/00 (?)
 Scheduled for PC: 3/22/00
 Approved by PC: 3/22/00
 Total Processing Time: 359 days
 Time from application to completeness: 145 days

The applicant submitted Application No. 01-0034 to modify the design of the homes. This application was made on 1/29/01 and determined to be incomplete on 3/1/01. Additional information was submitted on 3/14/01, and is currently under review.

3. Application Number 99-0538, Assessor's Parcel Nos. 027-051-24 & 25, 7th Avenue

The original owner was Gladys Coffee. It was purchased by Brooks Properties LLC on November 6, 2000.

Application submittal date: 7/29/99
 Completeness date: 11/09/00
 Total Processing Time to date: 602 days
 Time from application to completeness: 468 days

The processing time line for this project is much more complex than the previous two. The subject property was listed as a proposed park site in the General Plan, and, because of this, required review of the Parks and Recreation Commission and the Board of Supervisors to determine if the County wished to acquire the parcels for a future park site. County Code Section 13.10.418 requires that when a parcel has a "D," or designated park site designation, the Parks and Recreation Commission must consider possible County acquisition. Per County Code, this consideration is to occur when a complete application is submitted. In this case, there were other circumstances that prohibited a determination of completeness (see below), so with agreement of the Director of the Parks, Open Space and Cultural Services Department (POSCS), the parcels were reviewed by the Parks and Recreation Commission on February 23, 2000. That commission recommended that the parcels not be acquired. The possible acquisition was then considered by the Board of Supervisors on April 4, 2000, who declined acquisition of the parcels.

The other issues affecting completeness of this application was a requirement that a Plan Line be prepared for improvements to 7th Avenue. The Plan Line was required by the Redevelopment Agency, in their capacity as a member of the Engineering Review Group (ERG), in their memo to the Planner on August 24, 1999. This requirement was transmitted to the applicant in the original letter of incompleteness on August 27, 1999. County Code Section 15.10.050(a)3.A. states "If a plan line study is required, the development permit application shall be considered incomplete until such time as the Board of Supervisors approves the appropriate plan line". The ERG recommended that the Planning Department continue processing the application and that approval of the 7th Avenue Plan Line be deferred until the first public hearing of the development. However, because the Planning Commission is the approving body for this application and the Plan Line must be approved by the Board of Supervisors, the Planning Department has construed the recommendation from the ERG to mean that the Plan Line approval must occur before the project can be submitted to the Planning Commission. n
 the ERG recommendation, however, the application was interpreted by Planning staff as being

“adequate” for purposes of continued processing on November 13, 2000, and is now in line for preparation of an Initial Study for Environmental Review. The requirement for completion of the Plan Line prior to public hearing was transmitted to the applicant in the letter of completeness.

Charles and Deborah MC Lelan

The MC Lelan's have two separate applications. The first is **Application No. 99-0027, on Assessor's Parcel No. 028-191-30, located at 445 Hampstead Way** in the Live Oak Planning Area. The rear of the parcel fronts on Corcoran Lagoon. The application is to construct an approximately 1,800 square foot addition to an existing 1,900 square foot, single family home. The history of this application is as follows:

Application submittal date:	1/14/99	
Completeness date:	2/24/00	
Scheduled for ZA:	4/21/00	Continued for re-design
Scheduled for ZA:	5/19/00	Continued, re-design not completed
Scheduled for ZA:	07/21/00	Continued for re-design
Scheduled for ZA:	09/01/00	Information not submitted
Scheduled for ZA	10/06/00	Information not submitted
Scheduled for ZA	11/03/00	Denied

Because the applicant did not receive timely notice of the time for the 1 1/3 ZA hearing, the Planning Department agreed to a further public hearing to allow the applicant the opportunity to **testify**. Because of scheduling difficulties between the applicant and the neighbors, the hearing has not yet been scheduled. After meeting with the applicant on March 21, both the applicant and the Planning Department have agreed that the hearing will be scheduled for April 20. The applicant will request a continuance at that time, and intends to submit revised plans.

The second application is **No. 99-0311, on Assessor's Parcel No. 028-181-28, located at 2323 Melanie Place** in the Live Oak Planning area. The rear of this parcel also fronts on Corcoran Lagoon. The application is to construct an approximately 3,500 square foot addition to an existing 1,740 square foot dwelling. The history of this application is as follows:

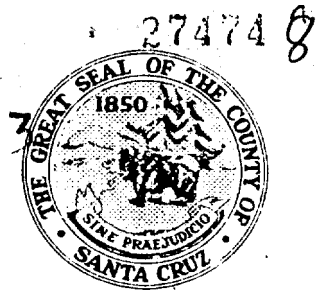
Application submittal date:	5/14/99	
Completeness date:	6/6/00	
Scheduled for ZA:	7/21/00	Continued for re-design
Scheduled for ZA:	09/01/00	Continued for findings for denial
Scheduled for ZA:	9/15/00	Denied
Appealed, Scheduled for PC	12/13/00	Continued for re-design

The applicant is currently working with David Reetz of Supervisor Beautz' office and the neighbors of the project to achieve a design that would be acceptable both to the applicant and the neighbors.

C O U N T Y O F S A N T A C R U Z

STATE OF CALIFORNIA

ATTACHMENT



AT THE BOARD OF SUPERVISORS MEETING

On the Date of June 18, 1991

REGULAR AGENDA Item No. 096

(Consideration to adopt resolution Establishing County Policies for Permit Processing; to reaffirm Board support to accomplish the goals of reforming the permit processing system of the Santa Cruz County Planning Department; to direct quarterly evaluations be submitted to the Board concerning applicant satisfaction relative to the permit processing system; and to take related actions; approved Recommendation No. 1 to reaffirm Board support; approved Recommendation No. 2, adopting RESOLUTION NO. 437-91, as revised, and requested the Planning Director to return with a report as to implementation, with consideration of workload and financing issues; and directed Planning staff to report back on the geologist issue on July 30, 1991...

Consideration to adopt resolution Establishing County Policies for Permit Processing; to reaffirm Board support to accomplish the goals of reforming the permit processing system of the Santa Cruz County Planning Department; to direct quarterly evaluations be submitted to the Board concerning applicant satisfaction relative to the permit processing system; and to take related actions;

Upon the motion of Supervisor Levy, duly seconded by Supervisor Beautz, the Board, by unanimous vote, approved Recommendation No. 1 to reaffirm Board support of permit processing reform; approved Recommendation No. 2, amended to reflect the revised title of the resolution, adopting RESOLUTION NO. 437-91, as revised to delete "environmental" in the third line from the bottom of Page 1; requested the Planning Director to return with a report as to implementation, with consideration of workload and financing issues; and directed Planning staff to report back on the geologist issue on July 30, 1991

cc:

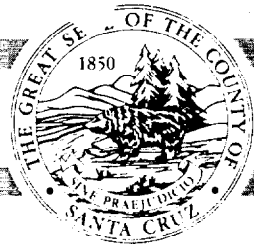
Planning
CAO
County Counsel

State of California, County of Santa Cruz-ss.

I, Susan A. Mauriello, Ex-officio Clerk Of the Board of Supervisors of the County of Santa Cruz, State Of California, do hereby certify that the foregoing is a true and correct copy of the order made and entered in the Minutes Of said Board Of Supervisors. In witness thereof I have hereunto set my hand and affixed the seal of said Board of Supervisors, on July 5, 1991.

Page 1 of 1

by _____, Deputy Clerk



BOARD OF SUPERVISORS

COUNTY OF SANTA CRUZ

GOVERNMENTAL CENTER

701 OCEAN STREET SANTA CRUZ, CALIFORNIA 95060-4069
(408) 425-2201 ATSS 525.2201 FAX (408) 458.7077

JANET K. BEAUTZ
FIRST DISTRICT

ROBLEY LEW
SECOND DISTRICT

GARY A. PA-I-I-ON
THIRD DISTRICT

RAY BELGARD
FOURTH DISTRICT

FRED KEELEY
FIFTH DISTRICT

AGENDA: 6/18/91

June 13, 1991

**BOARD OF SUPERVISORS
County of Santa Cruz
701 Ocean Street
Santa Cruz, CA 95060**

Dear Members of the Board:

Attached you will find a copy of a report prepared by my office entitled "Reform of the Permit Processing System of the Santa Cruz County Planning Department: The Results of an Applicant Survey & Recommendations for Action." This report was intended to obtain a representative picture from permit applicants concerning the permit processing system. The survey results, findings, conclusions, and recommendations for action, basically, indicate the following:

1. The major permit processing reform begun by the Board of Supervisors in March 1989 is proving to be initially successful.
2. Full implementation of the Zucker System Report recommendations will contribute significantly to additional reforms of the permit processing system
3. Implementation of the ALUS and EMIS computer-based systems will contribute significantly to permit processing reforms.
4. Neither the Zucker System Report nor the ALUS/EMS systems fully address the following key findings of the Confidential Applicant Survey, and, therefore, additional actions are needed by the Board of Supervisors to establish these as part of the permit processing system
 - a. A "Road Map" for the applicant which provides full and complete information about the permit processing system including information required for a complete application, specific steps in the process, estimated time frames for each step, clear and specific criteria in making decisions, and, disclosure of appeals available to the applicant.

**BOARD OF SUPERVISORS
June 13, 1991
Page 2**

- b. A procedure for alerting applicants at the earliest possible time of delays in permit processing.
- c. A "single point of contact" in the Planning Department who is responsible for the applicant's application.

Because of the findings of this report, and in order to continue the Board's ongoing efforts to achieve complete reform of the permit processing system of the Santa Cruz County Planning Department, I RECOMMEND that the Board of Supervisors take the following actions:

- 1. Reaffirm through adoption of these recommendations and appropriate actions in relationship to the County's 1991-92 Fiscal Year Budget, that the Board of Supervisors is fully committed to accomplishing the goals of reforming the permit processing system of the Santa Cruz County Planning Department, as indicated by the Board of Supervisors on March 7, 1989; and,**
- 2. Adopt the attached Resolution establishing the "Applicant's Bill of Rights" and direct the County Administrative Officer and the Assistant County Administrative Officer/Planning Director to return to the Board of Supervisors with specific recommendations and actions which will implement the "Applicant's Bill of Rights" as part of the Planning Department permit processing procedures and policies; and,**
- 3. Direct the Assistant County Administrative Officer/Planning Director to develop and implement a system of regular evaluation of applicant satisfaction concerning the permit processing system, and further direct the ACAO/Planning Director to make the results of such evaluations available on a quarterly basis to the Board of Supervisors, together with any appropriate recommendations for actions to improve the permit processing system**

Thank you for your consideration of this matter.

Sincerely,



**FRED KEELEY, Supervisor
Fifth District**

**FK: ted
Attachments**

**cc: Assistant CAO/Planning Director
County Administrative Officer**

0176485

BEFORE THE BOARD OF SUPERVISORS
OF THE COUNTY OF SANTA CRUZ, STATE OF CALIFORNIA

ATTACHMENT

11
3

RESOLUTION NO. 437-91

On the motion of Supervisor Levy
duly seconded by Supervisor Beautz
the following resolution is adopted

RESOLUTION ESTABLISHING COUNTY
POLICIES FOR PERMIT PROCESSING

WHEREAS, the people of the County of Santa Cruz adopted by vote in 1978, a comprehensive growth management and environmental protection system; and

WHEREAS, the Board of Supervisors has implemented such a growth management system through a variety of ordinances, regulations, and policies; and

WHEREAS, the concepts of growth management and environmental protection continue to be critically important for and broadly supported by our community; and

WHEREAS, it is equally important that the permit processing system which, in part, implements growth management and environmental protection policies, be as broadly supported as the policies themselves; and

WHEREAS, the Board of Supervisors has undertaken an aggressive program of reforming the permit processing system of the Santa Cruz County Planning Department; and

WHEREAS, the permit processing reform effort has resulted in measurable improvements' in the system; and

WHEREAS, more progress needs to be made concerning permit processing reform, and the Board of Supervisors is taking actions to achieve such progress; and

WHEREAS, an essential element of a meaningful permit processing reform effort is for the County to provide clear and helpful information to applicants for permits; and

WHEREAS, it is in the best interests of the people of the County of Santa Cruz to now set forth policies for the processing of permit applications by the County of Santa Cruz in a manner which will have the effect of upholding all of the policies of growth management and environmental protection, while, at the same time, establishing a reliable set of permit processing guidelines;

NOW, THEREFORE, BE IT RESOLVED by the Board of Supervisors of the County of Santa Cruz that the following policies are hereby

adopted for the processing of permit applications by the County of Santa Cruz:


1. An applicant is to be provided with complete information concerning the process which will be followed regarding the application, including specific steps in the process and estimated time frames for each step;
2. An applicant is to receive at the earliest possible time, all of the elements required by the County of Santa Cruz which would constitute a complete application;
3. An applicant is to be provided with clear and specific criteria which will be used by the County of Santa Cruz in making decisions pertaining to the application;
4. An applicant is to be provided with information concerning any and all appeals processes available concerning decisions made by the County of Santa Cruz which relate to the application;
5. An applicant is to be entitled to request and be provided with a "single point of contact" for processing the application;
6. An applicant is to be provided, at the earliest possible time, with notice regarding any delays in processing the application beyond the time frames established by the County of Santa Cruz for processing the permit.

PASSED AND ADOPTED by the Board of Supervisors of the County of Santa Cruz, State of California, this 18th day of June 1991, by the following vote:

AYES:	SUPERVISORS	Beautz, Levy, Patton, Belgard, Keeley
NOES:	SUPERVISORS	None
ABSENT:	SUPERVISORS.	None
ABSTAIN:	SUPERVISORS	None




 Chair of the Board of Supervisors

ATTEST: 

 Clerk of the Board

Approved as to form:



 DWIGHT L. HERR, COUNTY COUNSEL

DISTRIBUTION: County Counsel
Planning Department

COUNTY OF SANTA CRUZ
INTEROFFICE CORRESPONDENCE

DATE: April 10, 2001

TO: Executive Management and Program Managers in County Planning

FROM: Kim Tschantz, Departmental Training Coordinator

SUBJECT: Department Training Program Schedule

Attached is the staff training schedule for the beginning of County Planning's new training program. The program is based on providing training services in four tracks: 1. New Employee Orientation 2. Professional Development 3. Communication/Interpersonal Dynamics and 4. Office Technology (computers, etc.) Some of you are scheduled to speak at one or more scheduled training sessions. In that instance, I have highlighted the dates of the training session on your individual copy of the attached schedule. Please contact me immediately if a conflict arises which prevents you from making your presentation at the scheduled date and time.

The New Employee Orientation begins on the afternoon of April 16 and continues in two hour sessions for an additional 6 sessions. All new employees listed on Attachment 2 should attend these sessions. Please advise any employees listed in Attachment 2 that are employed in your section that their participation in the orientation is mandatory. If you would like other employees to attend some of the orientation sessions, please send me an e-mail note so I can add them as space allows.

The Professional Development trainings are focused on more experienced employees or, at least, those which are no longer in the "new employee" category. The first 5 sessions are scheduled during the Development Review staff meeting time and are focused with that staff in mind. The April 18 and May 16 trainings include the Environmental Planning staff as well. If there are staff in other sections that you would like to attend any of these trainings, please send me an e-mail note so I can add them as space allows. As space is limited for these 5 sessions, it may be necessary to repeat these session in some form if there are several requests to attend these sessions.

The Communication/Interpersonal Dynamics track will be developed in the next few months after we have achieved substantial progress in the other three tracks. The Office Technology track begins with computer training classes. I have scheduled them to begin in June at New Horizons to ensure that Microsoft Word

Memo on New Training Program Schedule
April 10, 2001
Page 2

and related software are installed on Planning employee computers prior to staff taking the classes. Please remember to e-mail me the listing of your staff's computer proficiency/needs levels by April 13 so I can enroll them in the correct class. Also let me know if anyone on your staff needs to learn other software applications beyond Microsoft Word and Outlook.

Lastly, please remember to let me know who will be representing your section's staff on the Computer User Group by April 13. Thanks.

Attachments: 1 - Training Schedule

2 - New Employees Scheduled for the Orientation Program

**cc: Each Board of Supervisors member
New Employee Orientation Presenters in Other Departments**

Training\schedulememo.wpd

STAFF TRAINING SCHEDULE FOR APRIL AND MAY, 2001

COUNTY PLANNING

TRACK 1 - NEW EMPLOYEE ORIENTATION

April 16, 2-4 pm, RDA Conf. Room - Mission of the Planning Dept. A. James
Mentoring & Overview of Orientation K. Tschantz
Personnel Basics B. Shackelford

April 17, 2-4 pm, RDA Conf. Room - Overview of the Permit Process K. Hart & C. Graves
The Development Review Section C. Graves
The Environmental Planning Section K. Hart

April 25, 2-3 pm, ISD Training Room - ROLM Phone System Features A. Crommer, ISD
3: 15-4: 15 pm, Planning's Bayview Conf. Room* -
The Building Inspections Section J. deCoursey
The Code Compliance Section D. Laughlin

April 26, 2-4 pm, Planning Conf. Room - Overview of the County's Computer
Environment T. Estabrooks
Overview of the County's GIS B. Levin
The Advanced Planning Section M. Deming
The Resources Section B. LaClergue

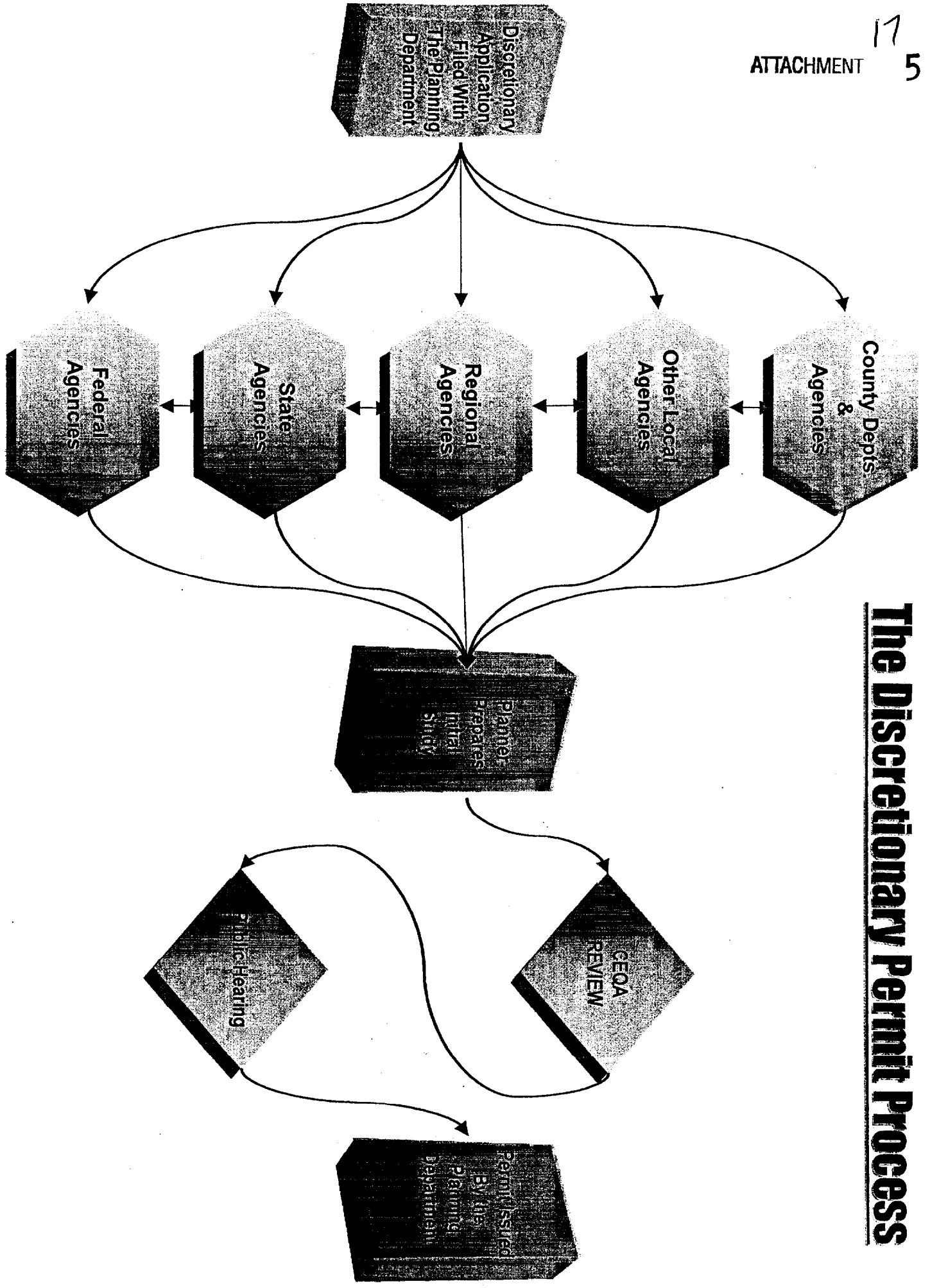
May 3, 2-4 pm, Planning Conf. Room - Emergency Response and the File Room
M. Dever
The Clerical and Fiscal Support Sections L. Gray & N. McCollum
The Planning Commission and the Board K. Tschantz & ?

May 9, 2:30-4 pm, Planning Conf. Room - Follow-up on Previous Topics K. Tschantz
*(Participants are expected to attend at least
½ hour of the Planning Commission meeting
on May 9 during 9 am- 12 noon)*

May 10, 2-4 pm, Planning Conf. Room - Other Departments that Interface with Planning

- Public Works J. Presliegh, DPW
- Redevelopment Agency T. Burns, RDA
- Environmental Health S. Schneider, Env. Health

* "Planning Conf. Room" is the **Bayview Conference Room** unless otherwise indicated



The Discretionary Permit Process

**COUNTY DEPTS.
& AGENCIES**

Planning Department:

- Advanced Planning
- Environmental Planning
- Environmental Health
- Zoning Review
- Code Compliance
- Commissions
 - Water
 - Agricultural Preservations
 - Housing Advisory
 - Planning
 - Historical Preservation

Department of Public Works:

- Drainage
- Road Engineering
- Driveway/Encroachment
- Surveyor
- Sanitation

Environmental Health
Parks Department
Redevelopment Agency
Supervisor for District
Children's Commission
Seniors Commission
Accessibility

STATE AGENCIES

Water Quality Control Board
Cal Trans
Coastal Commission
Fish and Game
Housing & Community Development
Lands Commission
Office of Planning and Research
State Parks
Cal Dept of Forestry/ County Fire

REGIONAL AGENCIES

County of Monterey
County of San Benito
County of San Mateo
County of Santa Clara
Air Pollution Control Dist
AMBAG
LAFCO
Transportation Commission
Transit District

FEDERAL AGENCIES

National Marine Fishery Service
US Fish & Wildlife Service
Army Corps of Engineers
FEMA
Soil Conservation Service

LOCAL AGENCIES

- Salsipuedes Sanitation District
- Aptos – La Selva Beach Fire Prot District
- Aromas Fire District
- Boulder Creek Fire Department
- Ben Lomond Fire Department
- Branciforte Fire Protection District
- Central Fire Protection District
- City of Santa Cruz Fire Department
- City of Watsonville Fire Department
- Felton Fire Department
- Pajaro Valley Fire District
- Scotts Valley Fire District
- Zayante Fire Department
- Bonny Doon Union Elementary
- Happy Valley Union Elementary
- Lakeside Joint School District
- Live Oak School District
- Loma Prieta Joint School District
- Mountain Elementary
- Pacific Elementary
- Pajaro Valley Unified School District
- San Lorenzo Valley Unified School District
- Santa Cruz City School District
- Scotts Valley Union Elem School District
- Soquel Union Elem School District
- Central Water District
- Citizens Utilities District
- Lompico Water District
- San Lorenzo Valley Water District
- Santa Cruz City Water Department
- Scotts Valley Water Department
- Soquel Creek County Water District
- Watsonville Water Department
- Environmental Health Small Water Company
- City of Capitola
- City of Santa Cruz
- City of Scotts Valley
- City of Watsonville
- Pacific Gas & Electric
- Pacific Telephone

DETAIL DISCUSSION OF THE APPLICATION REVIEW PROCESS

A variety of organizations, both within and outside the county, collectively comprise the “review and approval agency” of which the Planning Department is only one. The department’s role is unique among the participating review agencies in that it has both a **coordinative** review responsibility and a **substantive** review responsibility. Its function in the application review process is fundamentally simple. The agency performs the following steps in connection with applications’:

1. **intake**
2. **coordination** (routing to review agencies)
3. **notification** (completeness/incompleteness to applicant; public notice to interested parties)
4. **evaluation** (analysis and mitigation)
5. **consolidation** (includes reconciliation of **conflicting** review agency requirements)
6. **verification** (inspection scheduling)

In its’ coordinative review role, the Planning Department has little direct control over the process. Its’ efforts to facilitate the process include requesting cooperation of the applicant and all review agencies (e.g., Development Review Group function), tracking application status and processing times, and facilitating issue resolution where possible via meetings, telephone calls, etc. Factors largely beyond the departments’ control and which typically impact application processing completion times are wide-ranging and include the following:

- timely and complete submittal of requested original or additional information
- timely review of materials routed by pertinent review agencies
- completion of actions prerequisite to permitting (e.g. consideration of sites proposed for development but having a Park Designation zoning classification, Plan Line analysis, etc.)
- Issue resolution between applicant and specific review agency other than Planning
- required comment periods
- due process considerations related to public hearings
- required modifications resulting from decisions of authorized decisionmakers (Zoning Administrator, Planning Commission, Board of Supervisors).

The various combinations and permutations of factors that can combine to affect the length of time that a given application is in processing is suggested in the three applications with which Mr. Brooks is believed to be associated (shown as Attachment 1).

¹ Steps 1 - 5 are conducted in one cycle when only a “ministerial” permit application (such as for building or grading) is involved. It is conducted in two cycles when a “discretionary” permit (such as a development or coastal permit) is also required in addition to the building permit.

IMPLEMENTATION STATUS OF NEW INITIATIVES**Geographic Teams:**

- ▶ Geographic Teams have been established and service area boundaries have been established
- ▶ Team Leaders have been selected
- ▶ Existing Development Review Project Caseloads have been re-allocated by Geographic areas, except for projects which are nearing completion, which are still assigned to the original Planner
- ▶ Management in process of reconciling caseload imbalances
- ▶ New applications are being assigned by geographic area

satellite Permit Centers:**▶ Felton Permit Center**

The **Felton** Permit Center is now open weekdays from **8:30** am to 12:00 p.m. and from 1:00 p.m. to **4:30** p.m. Individuals can stop in at any time during these hours to obtain general land use information, make appointments to submit permit applications, check on the status of a permit and drop off electronic or paper application materials or revisions to plans.

Beginning Monday, March 5, staff will be available each afternoon to provide general information and to issue building permits for projects which do not require construction plans such as replacing a hot water heater, repairing a deck, re-roofing a house or doing minor repairs. For more complex types of building permits that have approved applications, staff is available to issue permits by appointment.

▶ Aptos Permit Center

The Board of Supervisors approved the lease for the Aptos Permit Center on February 13, 2001. The lease documents have been executed. Permits for tenant improvement by the landlord are in process and should be issued in the first week in March. Staff will request on the Board's March 13, 2001 agenda, authorization to implement administrative and budgetary actions necessary to complete establishment of the Center.

One Stop Permit Processing for Minor Projects:

- Two projects are in the planning and development stages, one for "minor" building permits, and one for discretionary projects.
- Discussions have commenced with reviewing agencies regarding minor building permits. Effective March 19, 2001, a Plan Checker will be stationed at the **Felton** Permit Center. This additional staffing resource is key to a successful program.
- Anticipated implementation of this new service at the end of May at the **Felton** Permit Center.
- The one-stop concept for minor discretionary projects is also being refined. In the coming

Staff Training Schedule for April-June, 2001
County Planning Department
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TRACK 2 - PROFESSIONAL DEVELOPMENT

April 5, 2-4 pm, Board Chambers - An In-depth View of the Discretionary Permit
Process K. Hart & C. Graves

April 18, 2-4 pm, Planning Conf. Room* - CEQA and How to Write a Great Initial Study
K. Tschantz

May 2, 2-4 pm, Planning Conf. Room - How to Write a Great Staff Report
C. Graves & K. Tschantz
How to Make legally Defensible Findings
J. Lewis, County Counsel

May 16, 2-4 pm, Planning Conf. Room - CEQA Revisited (incl. Mitigation Monitoring)
Staff Report and Findings Follow-up
K. Tschantz and others

June 6, 2-4 pm! Planning Conf. Room - Effective Oral Presentations TBA

Planned for June - Commercial Development Regulations with Glenda Glenda Hill

Planned for August and September - Knowing the Environmental Protection
Regulations and General Plan Policies

* "Planning Conf. Room" is the Bayview Conference Room unless otherwise indicated

TRACK 3 - COMMUNICATION/INTERPERSONAL DYNAMICS

Nothing is planned to be scheduled for this track until autumn or winter 2001

TRACK 4 - OFFICE TECHNOLOGY

April 24, 1:30-2:30 pm, Planning Conf. Room - First Computer User Group meeting
G. Conley, T. Estabrooks & M. Dever

Planned for June - Microsoft Word Classes at New Horizons New Horizons staff

Planned for August & September - Outlook Classes at New Horizons New Horizons staff

quarter, we will select a few projects in the San Lorenzo Valley as test cases for the new program. The program will generally model the Development Review Group (DRG) process for larger projects.

Customer Service/Quality Control:

- The Senior Department Administrative Analyst position assigned responsibility for Customer Service/Quality Control is currently under recruitment.
- Three meetings have been held with representative users of the department's services since October, 2000 to discuss customer service/quality control issues. Additional meetings will be scheduled.

Staff Training:

- Recently, the department appointed a training coordinator; department training needs are being assessed.
- Two comprehensive orientation training programs have been conducted for new employees.
- New Planners are presently participating in an intense m-service training concerning the County's development regulations.
- Professional staff have attended or are enrolled in classes on land use law, subdivisions, CEQA, and similar courses.

Urban Designer Services:

- Initial interviews were conducted in December, 2000, for the existing list. A new recruitment was conducted and interviews are scheduled for the week of March 5th.

Phone Changes:

- Three meetings have been held with ISD Telecommunications staff to review options for improving staff's telephone responsiveness. Training related to equipment usage is being planned for existing staff. Physical modifications to accommodate new staff specifically assigned to improve phone response are being implemented. Recruitment for the new positions has recently been concluded and the new hires are expected to arrive shortly. Response standards will be evaluated when the Senior Department Administrative Analyst position is filled.

Organizational Management:

- Support Services staff and Planning Technicians have been reassigned to the Planning and Building Divisions.
- Responsibility for the Felton Home Elevation project has been assigned to the Building Division.
- Space and Personnel issues are being coordinated to support Planning Department new initiatives.

Personnel Actions:

Update of Personnel Activity Since October, 2000:

Support Services - New Hires:

- 3 Typist Clerk II
- 1 Clerical Supervisor II
- 1 Records Clerk
- 1 Imaging Technician
- 1 Accounting Technician
- 1 Dept Info Systems Analyst

Support Services - Promotions:

- 1 Planner IV to IV/B - Trainer
- 1 Typist Clerk III

Building - New Hires:

- 1 Bldg Permit Tech I
- 1 Bldg Inspector I

Building - Promotions:

- 1 Bldg Permit Tech I
- 1 Sr Bldg Permit Tech
- 1 Planning Tech

Code Compliance - New Hires:

- 1 Code Compliance Investigator I - Code
- 1 Code Compliance Investigator III - Code
- 1 Planning Tech

Development Review - Counter - Promotions:

- 1 Planner I (Transfer)
- 2 Planner IV
- 1 Principal Planner

Development Review - Projects - New Hires:

- 1 Planner II
- 3 Planner III
- 3 Planning Tech

Development Review - Projects - Promotions:

- 3 Planner IV
- 1 Principal Planner

- 2 Planning Tech

Advanced Planning - New Hires:

- 1 Planner III

Resources Planning - New Hires:

- 1 Res Planner II