

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS
ACTION AGENDA SUMMARY

DEPT: PLANNING AND COMMUNITY DEVELOPMENT

BOARD AGENDA # B-14

Urgent _____ Routine X

AGENDA DATE JUNE 19, 2001

CEO Concurs with Recommendation YES phk NO _____
(Information Attached)

4/5 Vote Required YES X NO _____

SUBJECT:

APPROVAL OF COMMUNITY DEVELOPMENT STRATEGIC PLAN AND ASSOCIATED STAFFING REQUEST

STAFF
RECOMMEN-
DATIONS:

1. ADOPT THE COMMUNITY DEVELOPMENT STRATEGIC PLAN.
2. AUTHORIZE THE ADDITION OF THREE (3) ASSISTANT/ASSOCIATE PLANNER POSITIONS AND ONE (1) APPLICATIONS SPECIALIST III POSITION IN THE DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT.
3. AUTHORIZE FUNDING FOR THE EXISTING DEPUTY DIRECTOR (MANAGER IV) POSITION IN THE DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT.

(CONTINUED ON PAGE 2)

FISCAL
IMPACT:

The cost to the Planning Department to implement this proposal would be \$365,800 per year which includes a one time expenditure of \$29,500 for computer hardware and software licenses and office set-up costs. Anticipated increases in revenue are estimated at \$41,935 per year. Net cost to the Planning Department therefore would be \$323,865. Because all positions are expected to require three months to fill, actual net staffing costs in FY 2001-2002 would be \$219,115, plus the one-time cost of \$29,500 for equipment, totaling \$248,615. The \$250,000 identified in the current budget for preparation of "Community Plans" would be reallocated for a period of three consecutive years for contract employees to complete General Plan and Rezone activities.

BOARD ACTION AS FOLLOWS:

No. 2001-481

On motion of Supervisor Blom, Seconded by Supervisor Caruso
and approved by the following vote,

Ayes: Supervisors: Mayfield, Blom, Simon, Caruso, and Chair Paul

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1) X Approved as recommended

2) _____ Denied

3) _____ Approved as amended

MOTION:

ATTEST: CHRISTINE FERRARO TALLMAN, Clerk

By: Christine Ferraro Deputy

File No.

APPROVAL OF COMMUNITY DEVELOPMENT STRATEGIC PLAN
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STAFF
RECOMMEN
DATIONS:
(Con't)

4. AUTHORIZE FUNDING FOR ONE-TIME COMPUTER HARDWARE AND SOFTWARE PURCHASES AND OFFICE SET-UP COSTS FOR NEWLY CREATED POSITIONS.
5. AUTHORIZE THE DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT TO NEGOTIATE AND ENTER INTO THREE (3) CONTRACTS FOR ADDITIONAL HELP FOR A PERIOD OF THREE YEARS TO ASSIST IN IMPLEMENTATION OF THE STRATEGIC PLAN.
6. DIRECT THE CHIEF EXECUTIVE OFFICE TO CONDUCT A SALARY STUDY TO EVALUATE POSSIBLE SALARY SCALE INCREASES FOR ASSISTANT/ASSOCIATE PLANNER POSITIONS.
7. RECLASSIFY ADMINISTRATIVE CLERK III TO STAFF SERVICES TECHNICIAN.
8. AUTHORIZE THE CHIEF EXECUTIVE OFFICER AND THE AUDITOR-CONTROLLER TO MAKE THE NECESSARY TRANSACTIONS, BASED UPON THE ATTACHED FINANCIAL TRANSACTION FORM, AND TRANSFER THE NECESSARY APPROPRIATIONS FROM APPROPRIATIONS FOR CONTINGENCIES IN THE AMOUNT OF \$248,615.
9. AUTHORIZE THE CHIEF EXECUTIVE OFFICE TO INCORPORATE APPROVED CHANGES INTO THE PROPOSED BUDGET DOCUMENT FOR FISCAL YEAR 2001-2002.

DISCUSSION:

Based on internal and external surveys and measurements, the Stanislaus County Department of Planning and Community Development has prepared a comprehensive Community Development Strategic Plan designed to enhance customer service and serve the public interest in an efficient, cost-effective manner. This Plan is provided as Attachment A to this Report. The Community Development Strategic Plan includes descriptions of the correlations between our overall Departmental Strategic Plan, the County-City Visioning Process, and the proposed Comprehensive Economic Development Strategy. Additionally, a Human Resources evaluation is provided that includes detailed explanations of the Department's existing staff and current responsibilities, the problems the Department is currently facing, solutions already implemented, and proposed solutions including staffing recommendations, fee increases, and measurable results.

We believe that it is our role to take the lead in defining land use areas, zoning regulations and boundaries, and more broadly, in ensuring that the General Plans of the City's and the County are compatible. Additionally, the Department expects to play a major role in implementing the County-wide Vision through implementation of several of the defined action items as described above.

We therefore plan to initiate a County-wide General Plan Update, and Master Environmental Impact Report (EIR). We expect to work closely with each city and community to ensure that the final General Plan reflects an appropriate jobs-housing balance and provides in-fill of development within city boundaries and spheres of influence where appropriate. We further plan to initiate a comprehensive revision and update of the Zoning Ordinance, and will propose to amend general plan designations and rezone lands within city and community spheres to reflect anticipated growth and development as necessary and as desired.

We will additionally focus on economic development areas associated with the Interstate 5 corridor, Crows Landing Flight Facility, Salida, Kiernan Business Park, and other areas as appropriate. We will integrate the StanCOG Regional Transportation Plan, the Parks Department's Master Parks Plan, the Department of Public Works' drainage and flood control plans, and all of the Community Plans and City's General Plans into the final document. We further propose to redefine and add to our Redevelopment Area, and incorporate restoration of "brownfields", in-fill development, and urban rehabilitation into the General Plan. Agriculture will remain the dominant influence of the General Plan, and will continue to ensure not only the right-to-farm, but will encourage continued growth in our agricultural economy.

This Community Development Strategic Plan, if implemented, will result in a comprehensive General Plan Update (including the Housing Element) and related Zoning designation changes and ordinance revisions, together with a Master EIR that will increase the amount of lands designated and zoned appropriately for development, identify infrastructure requirements, provide urban growth boundaries, and ensure the long-term growth and protection of the agricultural economy within the County.

In order to implement this Strategic Plan, the Department of Planning and Community Development proposes a six-prong approach to meet staffing needs.

- Fund and fill the existing Deputy Director position to reflect overall responsibility for one of the two major divisions within the Planning and Community Development Department (RDA, Planning Services)

APPROVAL OF COMMUNITY DEVELOPMENT STRATEGIC PLAN

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- Create, fund and fill two (2) Associate Planner positions for a) oversight and supervision of current planning applications and projects, and day to day information dissemination over the phones and at the counter; and b) assistance with general plan and housing element updates and the Master EIR.
- Create, fund and fill one (1) Assistant Planner position for a) current planning applications and projects, and day to day information dissemination over the phones and at the counter; b) Information and Environmental Monitoring duties; and c) assistance with general plan and zoning updates.
- **CONTRACT** with temporary employees for a period of 30 months at either the Associate or Senior Planner level to provide temporary contract work associated with preparation of the general plan updates, zoning ordinance updates, and master EIR.
- Reclassify Clerk of the Planning Commission position from Administrative Clerk III to Administrative, Staff Services, or Planning Technician.
- Create, fund and fill one (1) Applications Specialist III/ GIS Specialist II position to provide GIS and web site maintenance services.

The Department of Planning and Community Development has experienced difficulty in recruiting and retaining qualified planners and suggests a salary study be conducted to determine if a five percent (5%) increase in Assistant/Associate planner salaries is in order to come into parity with other Counties and the City of Modesto's pay ranges. The Department further requests funds to purchase computers for new, filled, and reclassified positions.

Additionally, because current fees do not represent the actual costs associated with processing applications, planning application fees are proposed to be increased by eight percent (8%) this year and an additional eight percent (8%) next year in order to partially offset these costs with revenues. The Strategic Plan also requests a 39 % increase in Business License fees from \$36 to \$50. The Department will return to the Board with proposed fee increases at a later date.

Additional revenues that could be forthcoming if given the authority to proceed by the Board of Supervisors include fees charged to the Cities of Hughson and Waterford to provide planning services, and charges directly to clients such as Diablo Grande and other developers for on-going monitoring and compliance coordination.

APPROVAL OF COMMUNITY DEVELOPMENT STRATEGIC PLAN

The tables below summarize staffing and expenditure impacts to the Department should the proposed Strategic Plan be adopted.

DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT	Final Budget FY 2000-2001	Requested Base Budget FY2002	Requested UnMet Needs	Year End Projection if Strategic Plan is Adopted	Requested Proposed Budget to Implement Strategic Plan
Salaries and Benefits	\$968,939	\$828,224	\$261,050	\$ 1,089,274	\$ 1,089,274
Services and Supplies	\$285,450	\$282,400	\$ 29,500	\$ 311,900	\$ 311,900
Other Charges	\$83,660	\$46,397		\$ 46,397	\$ 46,397
Fixed Assets					
Other Financing Uses					
Residual Equity Transfers					
Intrafund	(\$15,000)	\$9,726		\$ 9,726	\$ 9,726
Contracts				\$ -	\$ -
Appropriations for Contingencies					
Subtotal	\$ 1,323,049	\$ 1,166,747	\$ 290,550	\$ 1,457,297	\$ 1,457,297
Less Revenue	\$204,000	\$168,000	\$ 41,935	\$ 209,935	\$ 209,935
Plus Department Fund Balance					
Net County Cost	\$ 1,119,049	\$ 998,747	\$ 248,615	\$ 1,247,362	\$ 1,247,362

APPROVAL OF COMMUNITY DEVELOPMENT STRATEGIC PLAN
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Budget Unit 0025101	On-going Yearly Change in Funding Required	One-Time Computer Hardware/ Software and Office Set-up Expenses	UnMet Staffing Needs for FY 2001-2002	UnMet Staffing Plus One-time Cost Needs for FY 2001- 2002
Fund and fill the existing Deputy Director position to reflect overall responsibility for one of the three major divisions within the Planning and Community Development Department (LAFCO, RDA, Planning	\$ 90,100	\$2,500	\$75,000	\$77,500
Create, fund and fill two (2) Associate Planner positions for a) oversight and supervision of current planning applications and projects, and day to day information dissemination over the phones and at the counter; and b) assistance with general plan and housing element updates and the Master	\$126,400	\$10,000	\$94,800	\$104,800
Create, fund and fill one (1) Assistant Planner position, fully fund existing Associate Planner Position, and underfill vacated LAFCO Senior Planner position for a) current planning applications and projects, and day to day information dissemination over the phones and at the counter; b) Information an Environmental Monitoring duties; and c) assistance with the general plan and zoning	\$51,000	\$10,000	\$38,250	\$48,250
Reclassify Clerk of the Planning Commission position from Administrative Clerk III to Administrative or Planning Technician	\$ 5,600	\$ -	\$ 5,600	\$5,600
Create, fund and fill one (1) Applications Specialist III/ GIS Specialist II position to provide GIS and web site maintenance services	63,200	\$ 7,000	\$ 47,400	\$54,400
TOTAL ADDITIONAL COST TO COUNTY	\$336,300	\$29,500	\$261,050	\$290,550
LESS REVENUE ESTIMATE				\$41,935
NET UNMET NEEDS FY 2001-2002				\$248,615
CONTRACT with temporary employees for a period of 30 months at either the Associate or Senior Planner level to provide temporary contract work associated with preparation of the general plan updates, zoning ordinance updates, and master EIR.	\$ 243,000	\$7,500		\$250,500

In order to justify the expenditures as proposed, the Department anticipates providing the following quantifiable results, all of which should result in increased customer service, greater compliance with the Board of Supervisors priorities, progress towards meeting the Departmental Mission, and less turnover of existing staff.

- A comprehensive General Plan update and Rezoning effort including a compatibility analysis and update of designations within all City Spheres and Community Plan areas and associated Draft Master EIR within 30 months;
- A comprehensive update of the Zoning Ordinance and proposal to the General Plan Committee within 24 months resulting in a more customer-friendly ordinance leading to more effective planning;
- A state-mandated Housing Element Update to the General Plan Committee within 24 months;
- Additional partnerships and coordination with Cities such as Waterford and Hughson;
- Additional Planners recruited resulting in quicker and better service to our customers in addition to providing more backup for existing staff, adequate staffing for existing and additional projects, and reduced overtime.
- Less turn-over of Associate/Assistant Planners;
- Opportunity for additional grants received resulting in more RDA, CDBG, HOME Program, Economic Development projects County-wide;
- Implementation of Web-based zoning and application information within 24 months with a projected (depending on implementation of Third Wave program) result of greater customer service, and decreased phone calls and counter visits;
- Revised fee schedule resulting in increased revenues from each application (approximately \$6,535 per year for 18 to 24 months, \$6,769 for the next 18 to 24 months, and ultimately \$7,068 once the full 16% increase is in effect.);
- Revised application forms within 12 months, which can be incorporated into a web-based application; and

- GIS-based use permit and business license tracking system in place and operating within 24 months (depending on implementation of Third Wave recommendations).

The Department of Planning and Community Development has surveyed, measured, compared, and evaluated existing conditions, and has come to the conclusion that overall, the Department is experiencing difficulty maintaining the high standard of Customer Service expected by the Board. The department is committed to the County Mission and implementing the County Vision, but will find it difficult to excel without staffing increases.

The Department has evaluated state-mandated processes including those for CEQA review, general plan amendments, tentative maps, and other development permits, and has streamlined them as much as possible within the existing state-mandated time frames with the staff available. Additional process revision and information gathering and dispersal techniques may be possible, but additional staff is needed to implement these changes.

The Department plans to initiate a County-wide General Plan Update, Rezoning where appropriate, update of the Zoning Ordinance, and a Master Environmental Impact Report (EIR) to reflect anticipated growth and development as necessary and as desired. Again, additional staff is required.

Therefore, the Department proposes to add three (3) Assistant/Associate Planner positions, add an Applications Specialist III/ GIS specialist position, reclassify the Planning Commission Clerk position from an Administrative Clerk III to a Technician, fund and fill the existing Deputy Director of Planning position (Manager IV), and enter into agreements with three (3) contract employees to provide additional project management and task-specific assistance.

To provide for comparative salary scales, provide for better human resource retention, and encourage professional growth and advancement, it is suggested that a salary study for Assistant/Associate Planners be conducted.

In order to partially recover increased costs, the Department proposes to increase application and service fees by eight percent (8%) effective immediately, with an additional increase of four percent (4%) within 18 to 24 months, and an additional four percent (4%) within an additional 18 months. We will return to this Board with specific fee proposals at a later date.

**POLICY
ISSUES:**

This proposal is consistent with policies of the Board of Supervisors and implementation of Baldrige Award criteria. Specifically, adoption of this proposal is consistent with the Board's priorities of providing Community Service Delivery and Efficient Government Operations. This proposal also meets the stated mission of the Board to serve the public interest in an efficient, cost-effective manner, to promote the public health, safety, welfare and the local economy, to provide excellent customer service, and to explore and create new possibilities and partnerships.

APPROVAL OF COMMUNITY DEVELOPMENT STRATEGIC PLAN

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STAFFING

IMPACT:

Amend the salary and position allocation resolution as follows:

- Add Three (3) Assistant/Associate Planner positions.
- Add One (1) Applications Specialist III/GIS specialist position.
- Reclassify one (1) Administrative Clerk III Position (Planning Commission Clerk) to Staff Services Technician
- Fund the existing Deputy Director of Planning position (Manager IV)

ATTACHMENTS:

Attachment A: Community Development Strategic Plan

Attachment B: Human Resources Evaluation

AUDITOR-CONTROLLER BUDGET JOURNAL

BUDGET JOURNAL SCREEN

Budget Organization: **Stanislaus Budget Org**
 Budget: **LEGAL BUDGET**
 Accounting Period From:
 To:



BATCH SCREEN

Journal Batch: BO --
 Category: **Budget**

Line	Coding Structure						Period	Description	
	Fund 4	Org 7	Account 5	G/L Proj 7	Loc 6	Misc 6	AMOUNT		
1	0100	0016071	89000			.0	(248,615.00)	Appropriations for Contingencies	
2	0100	0025101	50000			.0	219,115.00	Salaries and Benefits	
3	0100	0025101	62600			.0	29,500.00	Office Supplies	
4						.0			
5						.0			
6						.0			
7						.0			
8						.0			
9						.0			
10						.0			
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12						.0			
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19						.0			
20						.0			
21						.0			
22						.0			
23						.0			
24						.0			
25						.0			
Totals								0.00	

Explanation: Transfer funds per approved changes into the Proposed Budget for FY 2001-2002.

Requesting Department		Auditors Office Only	
<i>Kennell</i> Signature Date: <u>6/12/01</u>		Patricia Ho Shom Signature Date: <u>6/14/01</u>	
		Prepared By Date:	Admin Approval (\$75K+) <i>LR</i> Date: <u>6/15/01</u>



Stanislaus County
Department of Planning and Community Development

Community Development Strategic Plan

AND

Human Resources Evaluation

June 19, 2001

Striving to be the Best

**DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT
COMMUNITY DEVELOPMENT STRATEGIC PLAN
AND HUMAN RESOURCES EVALUATION - SUMMARY**

HUMAN RESOURCES NEEDS	Ongoing Yearly Cost	FY 2001-2002 Cost
Fund and fill the existing Deputy Director position	\$90,100	\$75,000
Create, fund and fill two (2) Associate Planner positions	\$126,400	\$94,800
Create, fund and fill one (1) Assistant Planner position AND fully fund existing Associate Planner Position	\$51,000	\$38,250
Reclassify Clerk of the Planning Commission position from Administrative Clerk III to Staff Services Technician	\$5,600	\$ 5,600
Create, fund and fill one (1) Applications Specialist III/ GIS Specialist II position	\$63,200	\$47,400
Provide Funding to Purchase Computer hardware and software licenses for newly created positions		\$ 15,000**
Provide Funding for Office walls, chairs, and desks for newly created positions		\$ 14,500**
TOTAL ADDITIONAL EMPLOYEE COST TO COUNTY	\$336,300	\$365,800
CONTRACT with Three (3) temporary employees for a period of 30 months	\$250,000	\$243,000
Provide Funding for Computer hardware and software purchases for Contract Employees		\$7,500**
Provide Funding for Office walls, chairs, and desks for newly created positions		\$ 7,500**
TOTAL CONTRACT EMPLOYEE COST		\$258,000

** ONE TIME EXPENSES FOR FY 2001-2002

PROPOSED OR ANTICIPATED INCREASES IN REVENUE	Estimated Amount
Increase Business License Fees from \$36 to \$50	\$15,400
Increase Application Fees by eight percent (8%)	\$6,535
Possible Contract Services with Cities of Waterford and Hughson	Unknown
Direct charges to Clients for Services (Diablo Grande, others)	Est. \$20,000
TOTAL ESTIMATED REVENUE INCREASES	\$41,935

MEASURABLE RESULTS
A comprehensive General Plan update and Rezoning effort including a compatibility analysis and update of designations within all City Spheres and Community Plan areas and associated Draft Master EIR within 30 months
A comprehensive update of the Zoning Ordinance and proposal to the General Plan Committee within 24 months resulting in a more customer-friendly ordinance leading to more effective planning
A state-mandated Housing Element Update to the General Plan Committee within 24 months;
Additional partnerships and coordination with Cities such as Waterford and Hughson
Additional Planners recruited resulting in quicker and better service to our customers in addition to providing more backup for existing staff, adequate staffing for existing and additional projects, and reduced overtime.
Implementation of Web-based zoning and application information within 24 months with a projected result of greater customer service, and decreased phone calls and counter visits;
Revised application forms within 12 months, which can be incorporated into a web-based application;
GIS-based use permit and business license tracking system in place and operating within 24 months



Stanislaus County

Department of Planning and Community Development

Community Development Strategic Plan

Striving to be the Best

April, 2001

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Community Development Strategic Plan

Striving to Be the Best

Mission Statement

The Department of Planning and Community Development provides services to internal and external customers in the fields of land use planning, permitting, redevelopment, and code compliance. Our Department is committed to protect the health, safety and welfare of the people of Stanislaus County, promote economic development, diversify the county's agricultural and economic base, provide high quality streamlined permit processing services to all customers, and always maintain compliance with state planning laws.

Community Development Strategic Plan

Overall Departmental Strategic Planning

In order to accomplish our mission, the Department has developed a general departmental Strategic Plan. The overall strategic plan includes eight (8) general goals and objectives. Two of these objectives include development and implementation of comprehensive General Plan and Zoning Ordinance updates and building and maintaining an adequate departmental workforce.

This overall Strategic Plan functions as an "umbrella" plan for the entire Department and in addition to the goals and objectives described above, includes strategies for meeting those goals, and success factors and performance standards designed to measure our successes. The overall Strategic Plan will be used to further implement the various activities and programs that the Department sponsors.

County Vision

We believe a portion of our overall role in County government is to assist the Board of Supervisors in implementing their vision for future land-use, economic development, and resource protection. This vision includes the following:

Land Use

Vision: We will demonstrate our resolve to produce a world class example of "DOING IT RIGHT" so that Stanislaus County remains blessed with a bounty of fertile land for agriculture. Population growth will be accommodated in communities of varying sizes ranging from larger metropolitan areas to mid-sized cities, to small rural towns and enclaves. Communities will plan, grow and evolve in a compact, efficient fashion. Large expanses of agricultural land and other open space will secure buffers between urban areas and preserve the beauty of views and vistas throughout the County.

Economic Development

Vision: We will have a highly competitive, vibrant and diverse regional economy that provides economic opportunity for everyone close to home and results in both individual and regional prosperity.

Environment

Vision: Our precious natural resources will be used wisely. The air will be healthy to breathe, the water pure to drink and sufficient for our needs. We will enjoy an abundance of open space and a diversity of plant and animal life that is sustained in a variety of natural habitats.

Action Items

Several action items have been defined through the visioning process related to land use, economic development and resource protection. Among others, these include the following:

The cities and County of Stanislaus will adopt general plans, policies and agreements that will achieve the following:

1. More compact and clearly defined urban boundaries that avoid unnecessary conversion of farmlands.
2. Protection of farmland outside the urban boundaries.
3. Expansion of city limits to include urbanized unincorporated areas that are substantially surrounded by a city.
4. Compact urban development which encourages redevelopment of blighted areas, "in fill" development of vacant and underutilized land, and a variety of affordable housing.
5. Urban limit lines, providing for areas of open space, agriculture, very low density, rural development, or green belts in which urban development cannot occur.
6. A method for distributing tax revenues that will encourage good land use decisions.
7. Transportation policies that support and implement the land use vision

The cities and County of Stanislaus will foster economic growth and develop a diversified economic base which provides maximum employment opportunities and jobs/housing balance, including:

1. Designation of Modesto as the central city in Stanislaus County which functions as the hub for large scale business and financial services such as agri-business and other regional-serving facilities in the northern San Joaquin Valley.
2. New jobs in a variety of industries and at all wage levels.
3. A competitive workforce, prepared to meet the needs of a world class economy.
4. A tourist destination attraction highlighting the region's major products and natural resources.
5. Regional retail commercial centers along the Highway 99 corridor in urbanized areas.
6. Expansion of other major economic sectors which are compatible with agriculture.
7. Development of freeway-oriented industrial commercial uses in the I-5 corridor at the Westley, Patterson, Crows Landing, and Newman interchanges to provide expanded employment centers for the residents of Stanislaus County
8. New urban residential development on the County's west side located only within the two incorporated cities and Diablo Grande.

The cities and County of Stanislaus will protect and enhance the environment by:

1. Restoration of riparian environments and preservation of river corridors for public access and use including regional park facilities and trail systems.
2. Ensuring that environmental policies affecting the region are developed with the involvement of local governments in Stanislaus County.
3. Protection, conservation and development of water resources for local domestic use and irrigation.

Comprehensive Economic Development Strategy

County staff is currently reviewing a Comprehensive Economic Development Strategy based on the visioning process completed by the nine cities and the County. The purpose of the Comprehensive Economic Development Strategy is to promote economic development and opportunity, foster effective transportation systems, promote the enhancement and protection of the environment, and promote the balance of resources through sound management and development.

Historically, Stanislaus County has relied (and continues to rely) upon agriculture and associated processing industries as engines of economic and income growth. While the Stanislaus County economy has grown and diversified, it has not changed structurally. In fact, with the exceptions of agriculture, manufacturing and their support activities, job growth has been largely population driven. Additionally, the population growth that has occurred has been, for the most part, a consequence of housing affordability and other non-job related considerations. In most instances, faster growing sectors of the Stanislaus County economy have contained jobs with lower earnings while slower growing industries such as manufacturing have had higher paying jobs with benefits.

The close proximity of Stanislaus County to the San Francisco Bay Area is a positive characteristic in that businesses from manufacturing and service industries are considering relocation. Land and utility costs along with affordable housing in comparison with regions from which they are moving is significantly lower. The disadvantage in this is that local business and residents interested in expanding or 'moving up' are beginning to be priced out of their respective markets, and that often, adequate parcels of land that have appropriate zoning are not readily available

In response to these, and other concerns, the Comprehensive Economic Development Strategy proposes several Strategic Goals including the following:

Strategic Goal 3: Develop plans and public policies that meet current and emerging economic development needs.

Community Development Strategy

We believe that it is our role to take the lead in defining land use areas, zoning regulations and boundaries, and more broadly, in ensuring that the General Plans of the City's and the County are compatible. Additionally, the Department expects to play a major role in implementing the County-wide Vision through implementation of several of the defined action items as described above.

We therefore plan to initiate a County-wide General Plan Update, and Master Environmental Impact Report (EIR). We expect to work closely with each city and community to ensure that the final General Plan reflects an appropriate jobs-housing balance and provides in-fill of development within city boundaries and spheres of influence where appropriate. We further plan to initiate a comprehensive revision and update of the Zoning Ordinance, and will propose to amend general plan designations and rezone lands within city and community spheres to reflect anticipated growth and development as necessary and as desired.

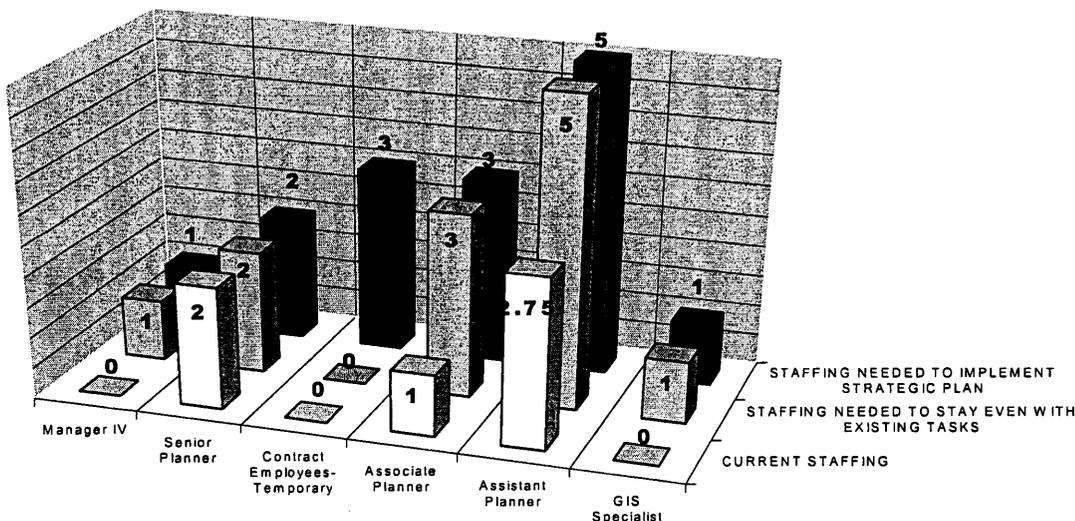
We will additionally focus on economic development areas associated with the Interstate 5 corridor, Crows Landing Flight Facility, Salida, Kiernan Business Park, and other areas as appropriate. We will integrate the StanCOG Regional Transportation Plan, the Parks Department's Master Parks Plan, the Department of Public Works' drainage and flood control plans, and all of the Community Plans and City's General Plans into the final document. We further propose to redefine and add to our Redevelopment Area, and incorporate restoration of "brownfields", in-fill development, and urban rehabilitation into the General Plan. Agriculture will remain the dominant influence of the General Plan, and will continue to ensure not only the right-to-farm, but will encourage continued growth in our agricultural economy.

This Community Development Strategic Plan, if implemented, will result in a comprehensive General Plan Update (including the Housing Element) and related Zoning designation changes and ordinance revisions, together with a Master EIR that will increase the amount of lands designated and zoned appropriately for development, identify infrastructure requirements, provide urban growth boundaries, and ensure the long-term growth and protection of the agricultural economy within the County.

Human Resources Evaluation

The Planning Department has conducted significant research and measurement of our human resources that are currently available to reach these goals, and has developed a comprehensive evaluation of existing tasks, staffing, and revenue generating capability of the Department. A detailed Human Resources Evaluation has been prepared and is included as an Attachment to this Plan. The principal finding of the human resources evaluation is that current staffing levels are not adequate to meet the existing tasks assigned to the department, and in order to stay even with current tasks, an additional four (4) positions should be created within the Department. To implement the Strategic Plan, three (3) additional positions or contract employees are required.

The following chart shows existing staffing levels, staffing levels required to remain equitable with current tasks, and staffing level proposed to implement the Community Development Strategic Plan:



Therefore, in order to implement this Strategic Plan, the Department of Planning and Community Development proposes a six-prong approach to meet staffing needs.

- Fund and fill the existing Deputy Director position to reflect overall responsibility for one of the three major divisions within the Planning and Community Development Department (LAFCO, RDA, Planning Services)

- Create, fund and fill two (2) Associate Planner positions for a) oversight and supervision of current planning applications and projects, and day to day information dissemination over the phones and at the counter; and b) assistance with general plan and housing element updates and the Master EIR,
- Create, fund and fill one (1) Assistant Planner position for a) current planning applications and projects, and day to day information dissemination over the phones and at the counter; b) Information and Environmental Monitoring duties; and c) assistance with general plan and zoning updates.
- **CONTRACT** with temporary employees for a period of 30 months at either the Associate or Senior Planner level to provide temporary contract work associated with preparation of the general plan updates, zoning ordinance updates, and master EIR.
- Reclassify Clerk of the Planning Commission position from Administrative Clerk III to Administrative, Staff Services, or Planning Technician.
- Create, fund and fill one (1) Applications Specialist III/ GIS Specialist II position to provide GIS and web site maintenance services.

We further suggest that clerical salaries be evaluated on a county-wide basis, and suggest a five percent (5%) increase in assistant/associate planner salaries. We further request funds to purchase computers and software licenses for new, filled, and reclassified positions. Additionally, we propose to increase planning application fees by eight percent (8%) this year and an additional eight percent (8%) next year in order to partially offset costs with revenue.

Additional revenues that could be forthcoming if given the authority to proceed by the Board of Supervisors include fees charged to the Cities of Hughson and Waterford to provide planning services, charges directly to clients such as Diablo Grande and other developers for on-going monitoring and compliance coordination, and possible increases in RDA or CDBG grant moneys allocated for salary and benefits. We have further requested a 39 % increase in Business License fees from \$36 to \$50.

The tables below and on the following page summarize staffing and expenditure impacts to the Department should the proposed Strategic Plan be adopted. These include one-time computer hardware and software purchases for newly filled positions, and potential changes in on-going yearly salary expenses.

DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT	Final Budget FY 2000-2001	Requested Base Budget FY2002	Requested UnMet Needs	Year End Projection if Strategic Plan is Adopted	Recommended Proposed Budget
Salaries and Benefits	\$968,939	\$828,224	\$336,300	\$ 1,164,524	\$ 1,164,524
Services and Supplies	\$285,450	\$282,400	\$ 29,500	\$ 311,900	\$ 311,900
Other Charges	\$83,660	\$46,397		\$ 46,397	\$ 46,397
Fixed Assets					
Other Financing Uses					
Residual Equity Transfers					
Intrafund	(\$15,000)	\$9,726		\$ 9,726	\$ 9,726
Contracts				\$ -	\$ -
Appropriations for Contingencies					
Subtotal	\$ 1,323,049	\$ 1,166,747	\$ 365,800	\$ 1,532,547	\$ 1,532,547
Less Revenue	\$204,000	\$168,000	\$ 6,535	\$ 168,000	\$ 168,000
Plus Department Fund Balance					
Net County Cost	\$ 1,119,049	\$ 998,747	\$ 359,265	\$ 1,364,547	\$ 1,364,547

Budget Unit 0025101	On-going Yearly Change in Funding Required	One-Time Computer Hardware/ Software and Office Set-up Expenses	UnMet Staffing Needs for FY 2001-2002	UnMet Staffing Plus One-time Cost Needs for FY 2001-2002
Fund and fill the existing Deputy Director position to reflect overall responsibility for one of the three major divisions within the Planning and Community Development Department (LAFCO, RDA, Planning Services)	\$ 90,100	\$2,500	\$75,000	\$77,500
Create, fund and fill two (2) Associate Planner positions for a) oversight and supervision of current planning applications and projects, and day to day information dissemination over the phones and at the counter; and b) assistance with Strategic Plan.	\$126,400	\$10,000	\$94,800	\$104,800
Create, fund and fill one (1) Assistant Planner position, fully fund existing Associate Planner Position, and underfill vacated LAFCO Senior Planner position for a) current planning applications and projects, and day to day information dissemination.	\$51,000	\$10,000	\$38,250	\$48,250
Reclassify Clerk of the Planning Commission position from Administrative Clerk III to Administrative, Staff Services, or Planning Technician	\$ 5,600	\$ -	\$ 5,600	\$5,600
Create, fund and fill one (1) Applications Specialist III/ GIS Specialist II position to provide GIS and web site maintenance services	63,200	\$ 7,000	\$ 47,400	\$54,400
TOTAL ADDITIONAL COST TO COUNTY	\$336,300	\$29,500	\$261,050	\$290,550
LESS REVENUE ESTIMATE				\$41,935
NET UNMET NEEDS FY 2001-2002				\$248,615
CONTRACT with temporary employees for a period of 30 months at either the Associate or Senior Planner level to provide temporary contract work associated with preparation of the general plan updates, zoning ordinance updates, and master EIR.	\$ 243,000	\$7,500		\$250,500

The proposed budgets include \$250,000 for three contract employees. These contract employees would be responsible for overseeing preparation of the General Plan Update, Rezoning Activities, and management of the Master EIR contract. In order to implement the Strategic Plan as proposed, the \$250,000 identified for preparation of Community Plans would be used to provide consultant labor for these three activities. These additional funds would be required in three consecutive years to complete the General Plan/Rezone/EIR process.

Measurable Results

In order to justify the expenditures as proposed, the Department anticipates providing the following quantifiable results, all of which should result in increased customer service, greater compliance with the Board of Supervisors priorities, implementation of many of the action items described in the County-wide Vision, progress towards meeting the Departmental Mission, and less turnover of existing staff.

- A comprehensive General Plan update and Rezoning effort including a compatibility analysis and update of designations within all City Spheres and Community Plan areas and associated Draft Master EIR within 30 months;
- A comprehensive update of the Zoning Ordinance and proposal to the General Plan Committee within 24 months resulting in a more customer-friendly ordinance leading to more effective planning;
- A state-mandated Housing Element Update to the General Plan Committee within 24 months;
- Additional partnerships and coordination with Cities such as Waterford and Hughson;
- Additional Planners recruited resulting in quicker and better service to our customers in addition to providing more backup for existing staff, adequate staffing for existing and additional projects, and reduced overtime.
- Less turn-over of Associate/Assistant Planners;
- Opportunity for additional grants received resulting in more RDA, CDBG, HOME Program, Economic Development projects County-wide;
- Implementation of Web-based zoning and application information within 24 months with a projected (depending on implementation of Third Wave program) result of greater customer service, and decreased phone calls and counter visits;
- Revised fee schedule resulting in increased revenues from each application (approximately \$6,535 per year for 18 to 24 months, \$6,769 for the next 18 to 24 months, and ultimately \$7,068 once the full 16% increase is in effect.);
- Revised application forms within 12 months, which can be incorporated into a web-based application; and
- GIS-based use permit and business license tracking system in place and operating within 24 months (depending on implementation of Third Wave recommendations).



Stanislaus County
Department of Planning and Community Development

Human Resources Evaluation

Striving to be the Best

April, 2001

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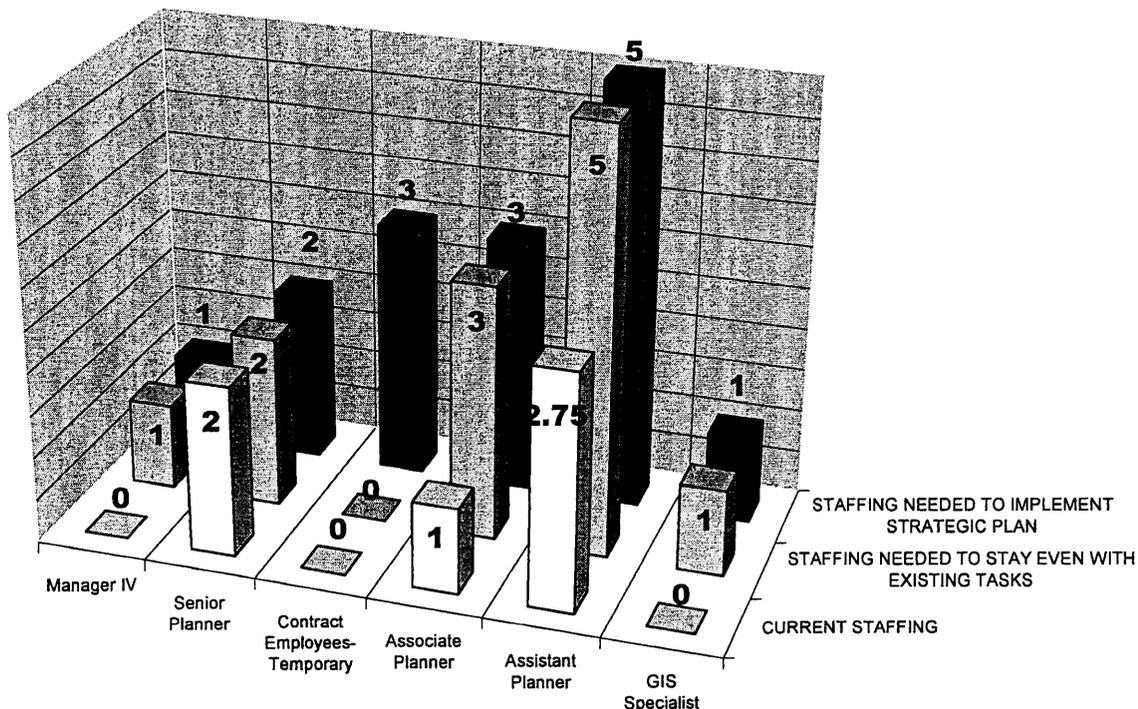
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EXECUTIVE SUMMARY

It is our goal to implement the Board of Supervisor's priorities as they relate to Planning and Community Development. Specifically, it is our desire to fulfill our role in the Visioning Process as defined by the County and the nine Cities. We envision this role to include taking the lead in defining land use areas, zoning regulations and boundaries, and more broadly, in ensuring that the General Plans of the City's and the County are compatible. Agricultural will remain the dominant influence of the General Plan, and will continue to ensure not only the right-to-farm, but will encourage continued growth in our agricultural economy.

We therefore plan to initiate a County-wide General Plan Update, and Master Environmental Impact Report (EIR). We expect to work closely with each city and community to ensure that the final General Plan reflects an appropriate jobs-housing balance and provides in-fill of development within city boundaries and spheres of influence where appropriate. We further plan to initiate a comprehensive revision and update of the Zoning Ordinance, and will propose to amend general plan designations and rezone lands within city and community spheres to reflect anticipated growth and development as necessary and as desired. We will additionally focus on economic development areas associated with the Interstate 5 corridor, Crows Landing Flight Facility, Salida, Kiernan Business Park, and other areas as appropriate. We will integrate the StanCOG Regional Transportation Plan, the Parks Department's Master Parks Plan, the Department of Public Works' drainage and flood control plans, and all of the Community Plans and City's General Plans into the final document. We further propose to redefine and add to our Redevelopment Area, and incorporate restoration of "brownfields", in-fill development, and urban rehabilitation into the General Plan.

This Community Development Strategic Plan, if implemented, will result in a comprehensive General Plan and Zoning Ordinance Update together with a Master EIR that will increase the amount of lands designated and zoned appropriately for development, identify infrastructure requirements, provide urban growth boundaries, and ensure the long-term growth and protection of the agricultural economy within the County. To implement this Strategic Plan, the Department of Planning and Community Development must increase their level of staffing as shown below:



Human Resources Evaluation

We propose a six-prong approach to resolve these staffing shortages.

1. Fund and fill the existing Deputy Director position to reflect overall responsibility for one of the three major divisions within the Planning and Community Development Department (LAFCO, RDA, Planning Services)
2. Create, fund and fill two (2) Associate Planner positions for a) oversight and supervision of current planning applications and projects, and day to day information dissemination over the phones and at the counter; and b) assistance with general plan and housing element updates and the Master EIR,
3. Create, fund and fill two (2) Assistant Planner positions for a) current planning applications and projects, and day to day information dissemination over the phones and at the counter; b) Information and Environmental Monitoring duties; and c) assistance with general plan and zoning updates.
4. **CONTRACT** with temporary employees for a period of 30 months at either the Associate or Senior Planner level to provide temporary contract work associated with preparation of the general plan updates, zoning ordinance updates, and master EIR.
5. Reclassify Clerk of the Planning Commission position from Administrative Clerk III to Administrative, Staff Services, or Planning Technician.
6. Create, fund and fill one (1) Applications Specialist III/ GIS Specialist II position to provide GIS and web site maintenance services.

We suggest that clerical salaries be evaluated on a county-wide basis, and suggest a five percent (5%) increase in assistant/associate planner salaries. We further request funds to purchase computers and software licenses for new, filled, and reclassified positions. Additionally, we propose to increase planning application fees by eight percent (8%) this year and an additional eight percent (8%) next year in order to partially offset costs with revenue.

Additional revenues that could be forthcoming if given the authority to proceed by the Board of Supervisors include fees charged to the Cities of Hughson and Waterford to provide planning services, charges directly to clients such as Diablo Grande and other developers for on-going monitoring and compliance coordination, and possible increases in RDA or CDBG grant moneys allocated for salary and benefits. We have further requested a 39 % increase in Business License fees from \$36 to \$50.

The tables on the following page summarize staffing and expenditure impacts to the Department should the proposed Strategic Plan be adopted. These include one-time computer hardware and software purchases for newly filled positions, and potential changes in on-going yearly salary expenses.

Human Resources Evaluation

	On-going Yearly Change in Funding Required	One-Time Computer Hardware/ Software and Office Setup Expenses	UnMet Needs for FY 2001- 2002
Budget Unit 0025101			
Fund and fill the existing Deputy Director position to reflect overall responsibility for one of the three major divisions within the Planning and Community Development Department (LAFCO, RDA, Planning Services)	\$90,100	\$2,500	\$92,600
Create, fund and fill two (2) Associate Planner positions for a) oversight and supervision of current planning applications and projects, and day to day information dissemination over the phones and at the counter; and b) assistance with general plan and housing element updates and the Master EIR	\$126,400	\$10,000	\$136,400
Create, fund and fill two (2) Assistant Planner positions AND fully fund existing Associate Planner Position for a) current planning applications and projects, and day to day information dissemination over the phones and at the counter; b) Information and Environmental Monitoring duties; and c) assistance with general plan and zoning updates.	\$114,750	\$10,000	\$124,750
Reclassify Clerk of the Planning Commission position from Administrative Clerk III to Administrative or Planning Technician	\$ 5,600	\$ -	\$5,600
Create, fund and fill one (1) Applications Specialist III/ GIS Specialist II position to provide GIS and web site maintenance services	63,200	\$ 7,000	\$70,200
TOTAL ADDITIONAL COST TO COUNTY	\$400,050	\$29,500	\$429,550
CONTRACT with temporary employees for a period of 30 months at either the Associate or Senior Planner level to provide temporary contract work associated with preparation of the general plan updates, zoning ordinance updates, and master EIR.	\$ 243,000	\$7,500	\$250,500

The proposed budgets include \$250,000 for three contract employees. These contract employees would be responsible for overseeing preparation of the General Plan Update, Rezoning Activities, and management of the Master EIR contract. In order to implement the Strategic Plan as proposed, the \$250,000 identified for preparation of Community Plans would be used to provide consultant labor for these three activities. These additional funds would be required in three consecutive years to complete the General Plan/Rezone/EIR process.

In order to justify the expenditures as proposed, the Department anticipates providing the following quantifiable results, all of which should result in increased customer service, greater compliance with the Board of Supervisors priorities, progress towards meeting the Departmental Mission, and less turnover of existing staff.

Human Resources Evaluation

- A comprehensive General Plan update and Rezoning effort including a compatibility analysis and update of designations within all City Spheres and Community Plan areas and associated Draft Master EIR within 30 months;
- A comprehensive update of the Zoning Ordinance and proposal to the General Plan Committee within 24 months resulting in a more customer-friendly ordinance leading to more effective planning;
- A state-mandated Housing Element Update to the General Plan Committee within 24 months;
- Additional partnerships and coordination with Cities such as Waterford and Hughson;
- Additional Planners recruited resulting in quicker and better service to our customers in addition to providing more backup for existing staff, adequate staffing for existing and additional projects, and reduced overtime.
- Less turn-over of Associate/Assistant Planners;
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- Implementation of Web-based zoning and application information within 24 months with a projected (depending on implementation of Third Wave program) result of greater customer service, and decreased phone calls and counter visits;
- Revised fee schedule resulting in increased revenues from each application (approximately \$6,535 per year for 18 to 24 months, \$6,769 for the next 18 to 24 months, and ultimately \$7,068 once the full 16% increase is in effect.);
- Revised application forms within 12 months, which can be incorporated into a web-based application;
- GIS-based use permit and business license tracking system in place and operating within 24 months (depending on implementation of Third Wave recommendations);

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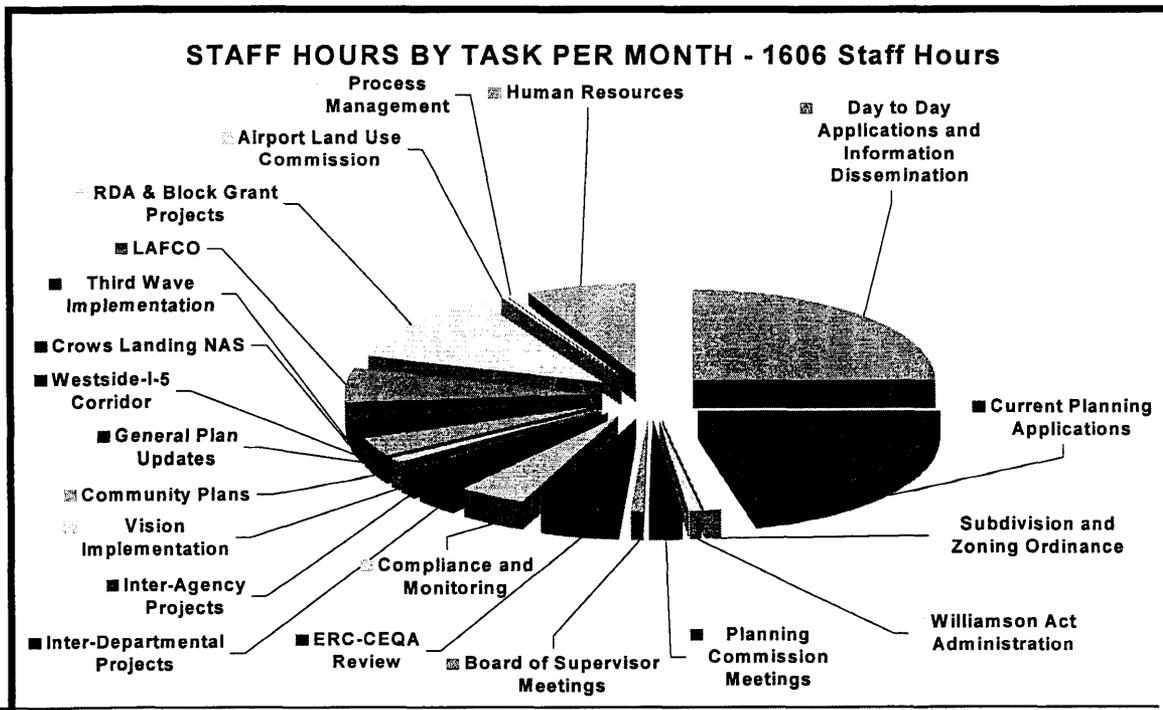
Striving to Be the Best

Mission Statement

The Department of Planning and Community Development provides services to internal and external customers in the fields of land use planning, permitting, redevelopment, and code compliance. Our Department is committed to protect the health, safety and welfare of the people of Stanislaus County, promote economic development, diversify the county's agricultural and economic base, provide high quality streamlined permit processing services to all customers, and always maintain compliance with state planning laws.

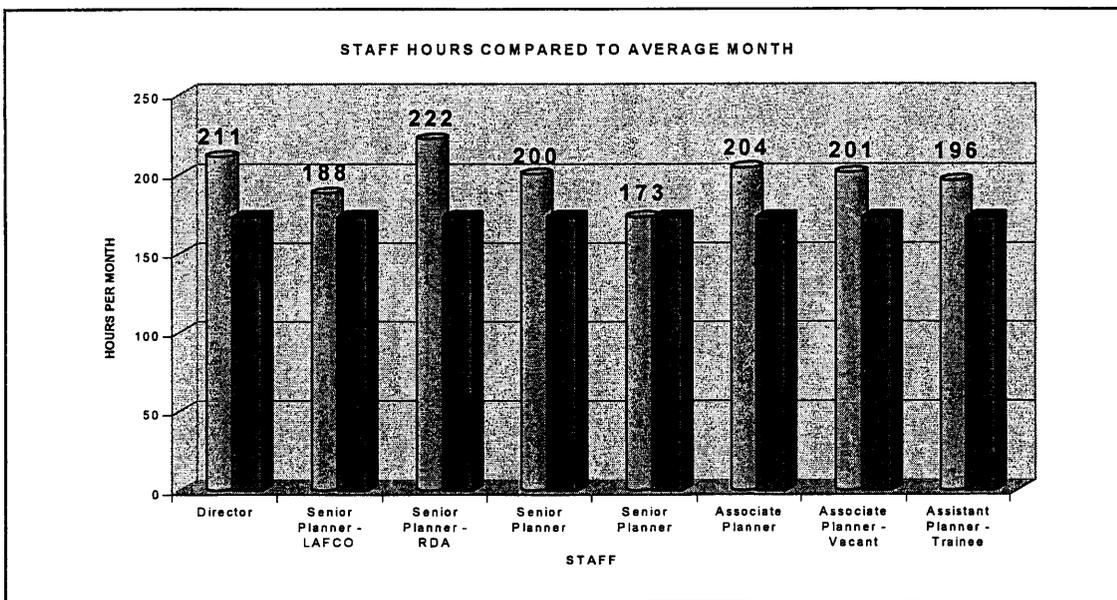
Our Staff and Their Current Responsibilities

At our current level of funding and staffing, our Department and the Redevelopment Agency are currently authorized 17 full-time professional, administrative, and clerical positions. Of these, the Deputy Director position is not funded and is vacant, and one Assistant/Associate Planner position is funded at 75% and vacant. A senior planner position is underfilled with an Assistant Planner Trainee. A continuous recruitment for Assistant/Associate Planners was on-going to fill the vacant planner position, but because of the lack of full-time funding, it has not been filled. There is no plan to fill the un-funded Deputy Director position because of budgetary constraints. Similarly, because of budget constraints, the Senior Planner position will remain under-filled.



Human Resources Evaluation

The Figure above represents a total of **1606** staff hours spent every month on various tasks by 8 planners, including the Director. (Note: A normal work-month of 173 hours per person yields 1384 hours.) Attachment A includes a listing of existing staff and their duties. Also included are the results of internal surveys that measure estimated hours spent on each type of project by each planner. Additionally, Attachment A includes specific staff assignments, back-up available, and the total estimated hours spent each month by entire planner staff performing those tasks. The chart below summarizes hours spent by each planner every month in comparison to an average month consisting of 173 work-hours.



Based on surveys and tracking over the past two years, the Department of Planning and Community Development staff processed over 350 current planning applications in 1999 and over 290 in 2000. This includes parcel and subdivision maps, lot line adjustments, general plan amendments, rezone requests, mobile home permits, staff approvals and variances. The decrease was due to the sunsetting of the Homesite split ordinance which significantly decreased the number of Parcel Maps we processed. These applications have, in part, been supplanted by an increase in Lot Line Adjustments.

We further process approximately 1000 business licenses per year, and as of January 1, 2001, are now providing the new service of reviewing and tracking about 1500 business license renewals each year (As of January 30, 2001, our department has spent over 40 hours at this task.). We answer about 25,000 phone inquiries from customers each year (100+ per day), and provide counter service to about 2500 visitors per year (10 per day). We review approximately 50 percent of all building permits issued. Our zoning enforcement officers investigate approximately 700 zoning complaints each year. The Table below shows a comparison of the number of applications and activities received during 1999 and 2000.

Our staff prepared all reports and presentations for all of the applications and attended all Planning Commission and Board Meetings when and as appropriate. We prepare all California Environmental Quality Act (CEQA) documentation for all applications and have recently begun assisting other departments such as the Department of Public Works and the Parks Department with their own CEQA compliance.

Human Resources Evaluation

The Department is responsible for processing all land use planning authorizations and providing all day-to-day dissemination of information regarding zoning, planning, and other land use issues. We are also responsible for the administration and implementation of LAFCO, the Stanislaus County Redevelopment Agency (RDA), The Stanislaus-Ceres Redevelopment Commission, Community Development Block Grants (CDBG), the HOME Partnership Investment Program and Consortium, the Public Facilities Fees Deferral Program, the Airport Land Use Commission (ALUC), and the Economic Development Action Committee (EDAC).

TYPE OF APPLICATION OR ACTIVITY	1999	2000
Staff Meetings	52	52
Exceptions	10	7
General Plan Amendment	11	13
Lot Line Adjustment	63	72
Merger	4	6
Ordinance Amendment (Minor)	1	1
Ordinance Amendment (Major)	0	1
Parcel Maps	90	33
Rezones	19	21
Specific Plan	0	0
Staff Approvals	29	28
Tentative Maps	11	2
Use Permits	22	28
Variances	11	5
Williamson Act Contract (New)	45	11
Williamson Act Contract (NonRenewal)	4	17
Williamson Act Contract (Cancellation)	0	3
ABC Licenses	unknown	15
Mobile Home Permits (New)	41	28
Mobile Home Permits (renewals)	536	610
Business Licenses (New - ~23/week) [per yr based on wkly avg]	1196	1196
Building Permit Review (~50% of Total)	1400	1489
Zoning Complaints Investigated**	768	592
Phone Calls Handled (~ 105/day/250work days) Per yr based on weekly avg	26250	26250
Counter Visits (~ 10/day/250 work days) Per yr based on Counter Survey data	2500	2500

1999 Bus. License, Phone Calls & Counter visits estimated

**Zoning Enforcement Duties re-assigned to DER in Feb. 2001

2000 Bus. License, Phone calls & Counter Visits based on survey data, & representative sample

We are additionally responsible for participating in special projects and long range planning issues. These include the I-5 Corridor and Business Park development, acquisition and planning for development of the Crows Landing Flight Facility, monitoring of previously approved projects such as Diablo Grande and other subdivisions and Use Permits, various General Plan and Community Plan updates, Zoning and Subdivision Ordinance revisions, assistance with implementation of the visioning process and the renaissance project, and a variety of inter-agency and inter-departmental projects.

Human Resources Evaluation

The Department takes these responsibilities seriously and strives to provide the best service possible. We attempt to respond quickly, efficiently, and accurately to the special task requests from all of our customers including the CEO and Board members. We recently spent over 120 staff hours over just a few days on an inventory of "antiquated subdivisions" in response to a Board request in relation to proposed ordinance revisions.

A Problem Identified

We Are Not Meeting Board Priorities

The Stanislaus County Board of Supervisors' stated Goals and Priorities include providing Safe, Healthy Communities, Community Service Delivery, Efficient Government Operations, Multi-jurisdictional Cooperation, Economic Development, and Community Leadership. Our mission, as a county government is to: Serve the public interest in an efficient, cost-effective manner; Promote the public health, safety, welfare and the local economy; Provide excellent customer service; and to Explore and create new possibilities and partnerships.

The Department of Planning and Community Development has, in our view, and in our customers' views, succeeded, and will continue to succeed, in meeting many of these goals and priorities. **However, we strongly feel that we are falling well short of providing excellent service to many of our internal and external customers. Although our work may be done in a cost-effective and efficient manner, and it does get completed on time, we feel we are not devoting the time necessary to assure accuracy. Additionally, we are essentially ignoring certain tasks and have no back up staff available for those tasks that we do perform.**

Additionally, in order to implement this Strategic Plan, and reach the measurable results as defined, additional staff or contract employees will be required.

Our Staff Time is Stretched Very Thin

Staff Duties. We have an excellent, driven, committed, responsible, and professional staff that has consistently worked with efficiency and accuracy. For example, the responsibilities thrust upon (and taken by) our Assistant Planner of last year were handled with such ability that she was appropriately promoted to Associate Planner in September 2000. Our Trainee is handling responsibilities more apropos to an Assistant Planner, and is scheduled for promotion in June. Our professional and clerical staff are required to prepare and circulate documents under the pressure of constant deadlines prescribed by State Law and public hearing schedules. Two of our senior planners are responsible for major programs (LAFCO, Redevelopment and Block Grants) without the benefit of any backup or assistance from other staff.

Our staff are our primary internal customers, and they are burned out. Retention of Planning Staff at the Assistant and Associate level is very poor. Over the past five years, five out of seven Assistant/Associate Planners have left the Department. Exit interviews with those Planners indicate a variety of reasons for this turn-over. The reasons included lack of professional growth opportunities and "pigeon-holing" into specific tasks, salary scale differences between Stanislaus County and another offered job, and personal reasons (pregnancy and family relocation). Additionally, we have offered positions to two highly qualified individuals, only to have them decline employment because of other more lucrative offers elsewhere.

Human Resources Evaluation

The current market for Planners is very tight. Numerous counties, cities and private companies are recruiting for planners, and with our existing salary scale and budget constraints, it is difficult to compete for the best personnel.

Staff Surveys. We surveyed our staff to determine how many hours per month they spent on each task for which we are responsible. The results are shown in Attachment A to this Report. Basically, most of our planning staff put in substantial hours above and beyond those of a regular work week, **and none feel that they are doing a thorough job.** All management and non-management staff feel professionally obligated to finish a task regardless of the time it takes. However, non-management staff feel that "unauthorized overtime" would be frowned upon. (It would not, and they have recently been reminded and instructed to record all time spent in performance of their duties in accordance with State Law and our own personnel policies).

Assuming a total of 173 work-hours available for each staff person each month, a normal work-month would include 1384 staff hours for the department (2 Senior Planners, 3 Assistant/Associate Planners, 1 RDA Senior Planner, 1 LAFCO Senior Planner, 1 Director) x 173 hours each). Vacation, holidays and sick leave are not considered. Based on our surveys, total Planner staff time spent on various job-related tasks (1606 hours) is 222 hours greater than that available assuming a normal 40 hour work-week. This equates to approximately sixteen percent (16%) greater than that available during a normal work-month. Without considering vacations, holidays, or sick leave, we need 1.2 more staff just to get to a normal staff work load. But, again, **it should be noted that none of our staff feel they are doing an adequate and thorough job even with the additional hours spent.** Additionally, vacation time is often thought of by some staff as being more trouble than it is worth because of the anticipated work load upon their return.

Vacation Accruals are at the Limit. Several of our staff, including the Director, the RDA Senior Planner, and the Assistant Planner Trainee, have accrued vacation time at or near the limit allowable by County Policy. The Director is no longer accruing vacation time because he is at the current limit. Our RDA Senior Planner is near the limit and is forced to take unscheduled time-off in order not to lose the accrual benefit. Our Assistant Planner Trainee reached the limit last year and "cashed-out" a small portion to help pay for UC Davis Classes.

Lack of Back-up and Flexibility. The survey also shows that many tasks, and the staff assigned to those tasks, have no back-up or assistance. For example, if our Senior Planners responsible for LAFCO or RDA are sick or absent, only the Director has the ability to provide back-up customer service. This is not due to lack of interest or ability, but merely to lack of time for other staff to learn the intricacies and the details of the specific duties because they are working over full-time on their own duties. Further, there are no opportunities to begin grooming younger staff for senior positions as was recommended at the Summer 2000 Management Retreat.

The lack of back-up staff for many tasks results in "pigeon-holing" staff into specific tasks - such as answering phones and counters, and writing staff reports and CEQA documents. Our Assistant and Associate Planners have typically been assigned these duties to the exclusion of all other duties. Exit interviews with Associate level planners who have left the Department in the past five years indicate that this is one of the primary reasons for staff burn-out. One Associate Planner recently left County service to work for the City of Modesto, and another left to work at the City of Sacramento. Based on exit interviews, the reasons for leaving included, among others, the "pigeon-holing" aspect of the job and differences in salary and benefits.

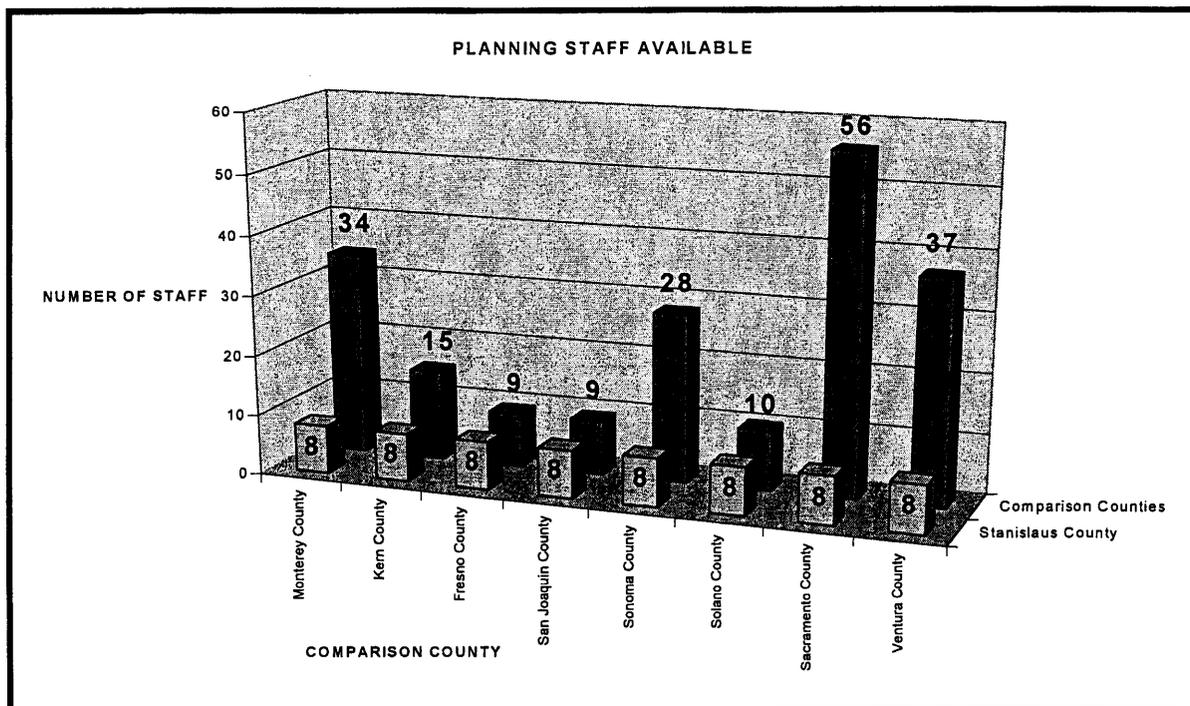
We are bound by state mandated time frames within which we must respond and process our current planning applications. With the current staff available and the number of applications we receive each year, we have little room for flexibility, expansion of staff cross-training opportunities, or professional growth. Additionally, some non-priority projects are delayed simply because of the lack of staff. In order to maintain existing staff, and be able to recruit and hold on to new staff, we must be able to offer flexibility in the tasks assigned. We cannot do this with the staffing level we are at today.

Human Resources Evaluation

Our Work Load and Associated Staffing Does Not Compare to Other Counties

We conducted a survey of eight (8) comparative Counties to determine what level of staffing each had in relation to the tasks for which they were responsible. The results of those surveys are provided Attachment B to this report. In summary, none of the Counties we surveyed were responsible for all of the tasks that we are. Three had coastlines which required additional planning activity, and all but two had ports located on rivers or in ocean fronting harbors. Five of the Counties had separate Code Compliance Divisions. All had independent LAFCO's, and all but one had independent Redevelopment Agencies.

Looking just at professional planning staff, excluding LAFCO and RDA, all had more positions filled and funded than did Stanislaus County. All had either a Deputy Director or a Supervising/Principal Planner position filled. Many either had a separate GIS/Data Section within their department, or had staff positions funded and filled to work with GIS.



The chart above compares staffing in eight other County Planning Departments to the staffing in Stanislaus County's Planning Department. Several of the Counties had larger, overall "Development Services" or "Natural Resources" Departments within which the Planning function was a part. Only staff associated with similar tasks as ours were included in the count. Staff in separate divisions (ie. Code Compliance, Administrative or GIS) were not included in the comparison.

Our Salary Scale for Planners and Clerical Staff Do Not Compare to Other Counties or the City of Modesto

We also conducted a salary survey to compare our current salary structure to that of the eight comparative Counties and the City of Modesto. Results of the survey are shown in Attachment C to this Report.

Human Resources Evaluation

Our professional series planner's salaries appear to be relatively consistent with those offered at other Counties. Our salaries for Assistant Planner are slightly lower (within 5%) than three of the eight Counties and slightly higher (within 5%) than another four. Assistant Planners in Sacramento County are paid 13% more than ours. Associate Planner's are in a similar situation, except that our salaries are higher (by an average of 5%) than five of the eight counties. The greatest difference is with Sacramento County, which is significantly higher in all categories (>10%). When compared to the City of Modesto, our Planners make between 3% and 7% less.

The Table below summarizes high and low salary ranges for Planning Department positions in both the County and the City of Modesto.

STAFF POSITION	Stanislaus County	City of Modesto	Modesto is	Stanislaus County	City of Modesto	Modesto is
	Low Range			High Range		
Planning Aide/Tech/Trainee	\$ 2,510	\$ 2,509	-0.04% lower	\$ 3,052	\$ 3,050	-0.07% lower
Assistant Planner	\$ 2,953	\$ 3,149	6.64% higher	\$ 3,591	\$ 3,836	6.82% higher
Associate Planner	\$ 3,529	\$ 3,652	3.49% higher	\$ 4,291	\$ 4,449	3.68% higher
Senior Planner	\$ 3,865	\$ 4,235	9.57% higher	\$ 5,796	\$ 5,160	-10.97% lower
Principal/Supervising Planner	N/A	\$ 5,160		N/A	\$ 6,287	
Deputy Director	\$ 4,371	\$ 5,557	27.13% higher	\$ 6,556	\$ 6,770	3.26% higher
Director	\$ 6,269	\$ 7,441	18.70% higher	\$ 9,406	\$ 9,301	-1.12% lower
Administrative Clerk I	\$ 1,639	\$ 1,866	13.85% higher	\$ 1,993	\$ 2,268	13.80% higher
Administrative Clerk II	\$ 1,694	\$ 2,059	21.55% higher	\$ 2,058	\$ 2,503	21.62% higher
Administrative Clerk III	\$ 1,913	N/A		\$ 2,327	N/A	
Administrative Secretary	\$ 2,144	\$ 2,521	17.58% higher	\$ 2,608	\$ 3,072	17.79% higher
Senior Executive Secretary	\$ 2,580	\$ 2,852	10.54% higher	\$ 3,870	\$ 3,476	-10.18% lower

As discussed above, the current market for Planners is very tight. Numerous Counties, Cities and private companies are recruiting for planners, and even moderately qualified individuals have a variety of offers and opportunities. In order to compete for the best people, we must be competitive in salary and benefits, and provide opportunity for professional advancement and growth. With our existing salary scale and budget constraints, it is difficult to compete for the best personnel. We simply cannot be the best, if we do not have the flexibility to hire and/or train the best applicants available.

We have been extremely lucky with recruiting our three most recent Assistant/Associate Planners. Only one, so far, has chosen to take a position elsewhere (City of Modesto). In order to maintain existing staff, and be able to recruit and retain new staff, we must be able to offer flexibility in the tasks assigned, opportunity for professional growth and advancement, and a competitive salary and benefit package. We feel we cannot currently compete for the best people with the market the way it is now without some ability to increase salary scales for Associate/Assistant Planners and without the ability to provide flexibility in job assignments.

Additionally, our clerical staff salaries do not compare to those of the City of Modesto, or with many of our comparison Counties. Basically, an Administrative Clerk can walk across the hall at 10th Street Place, and earn upwards of 20 percent more money for doing the same job. Although our department has not lost any Clerical staff to the City yet, this problem is not confined to only our department. All clerical staff within all departments are in a similar situation. We are aware that this is a county-wide issue that cannot be resolved in only one department. However, from a human resources and employee morale perspective, this should be remedied.

We Are Not Completing Tasks

Our Department is responsible for a variety of tasks as shown in Attachment A. Several of these tasks, however, are simply being ignored because other tasks take priority over our available staff time. For example, almost every project application that comes through the door (approximately 120 so far this year) must follow what is essentially a State mandated process. First, we are required by state law to determine whether an application is complete within 30 days of its receipt. Although this may sound simple, we typically refer each project out to other responsible departments and agencies prior to making this determination in order to establish whether additional information is required or if significantly greater environmental review may be required (ie. whether or not an EIR may be necessary)

An environmental review document (CEQA Initial Study) must also be prepared and circulated for each project and each application. Conditions of Approval and Mitigation Measures must be developed, often negotiated with the project proponent, and coordinated with the responsible departments and agencies. Public hearing notices must be published in the newspaper, posted, and mailed to surrounding landowners. Finally, a staff report and presentation must be prepared for the Planning Commission (and maybe for the Board of Supervisors) Every project application that is submitted, is afforded this activity, on specific mandated deadlines, and each takes substantial planner and clerical time to complete. This staff time obviously needs to be expended, but it certainly takes time away from other potential duties or tasks. With only one or two staff available to complete these tasks, it is easy to see how other tasks are of lower priority.

An example of a task that is not currently being met is the requirement that our General Plan be updated every five (5) years. State law mandates that a County General Plan be updated on a regular basis. Although we may technically meet this requirement by processing General Plan Amendments each year, we do not work on updating the raw data our General Plan is based on. Nor do we have the time to review and update, if necessary, the various elements within our General Plan. For example, the State has mandated that we, and all other Counties) update our Housing Element. We do not have staff available to complete this task.

Similarly, our Zoning Ordinance could use generalized update and revision. Staff has done some preliminary identification of areas where the Ordinance could be improved, but certainly does not have the time to prepare a comprehensive revision. In addition, it has been strongly urged we take the lead to develop a single, county-wide zoning ordinance that would comprehensively include all nine Cities and the County.

There are numerous State and Federal Block Grants available for a variety of Community Development programs. We currently apply and receive money for several. However, there are additional funds available (up to several millions of dollars) that we do not apply for simply because of the lack of staff time available to prepare the applications and administer the programs.

Additionally, the Board of Supervisors authorized \$250,000 in fiscal year 2000-2001 for the Department to begin work on updating Community Plans. We completed the Denair, Keyes, and Salida Community Plan Updates in the last few years, but we have had no time to spend on any new community plan updates. Because of the work-load associated with all of the other tasks we are involved with, staff has had no time to even begin organizing for additional Community Plan updates, or to prepare any required Requests for Proposals to hire a consultant to complete the job. Other tasks that we feel we are falling short on include monitoring Use Permits and various conditions of approval, developing and maintaining Inter-Agency and Inter-Departmental Partnerships, updating the County CEQA Guidelines and Implementation Policies, designing more user-friendly and information-rich Application procedures and forms, and updating our web site and providing zoning, general plan and application information on the web and in CD format.

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These are tasks that we want to do, and in some cases, are obliged to do, but that we simply do not have the staff to complete (or in many cases, even start).

There Are New Tasks Coming Our Way

We anticipate that in addition to the existing work load we currently have, several new burdens on staff time are approaching. In accordance with the "Third Wave" report and the anticipated implementation of the GIS plan in that report, we expect to be responsible for maintaining and updating the Zoning, General Plan, Williamson Act, and other layers within the GIS system.

We are now required to administer and track business license renewals, in addition to issuing business licenses over the counter. In the month of January 2001, our department staff spent over 40 hours reviewing and issuing renewal business licenses. This DOES NOT include any time for GIS based tracking of existing business licenses or renewals. Diablo Grande is also planning to begin construction in Spring or Summer 2001, and with new duties assigned, it is unlikely that the Environmental Coordinator/Mitigation Monitor will be able to meet the time needs of this very important customer.

With recent approval of the revisions to various ordinances relating to "antiquated subdivisions", the Planning Department has already seen a marked increase in requests for Staff Approvals and/or Use Permits associated with requests to build houses on undersized properties in the A-2-40 & A-2-160 Zones. Some of these requests may need to be referred out to other agencies and departments, and may also require staff reports and hearings before the Planning Commission. Both Planners and Clerical staff can expect an increase in workload.

The County is in the process of acquiring the Crows Landing Flight Facility, and two staff, including the Director and a Senior Planner are members of the Task Force assigned to expedite acquisition, planning, and marketing. Our Associate Planner has recently been introduced to the project and will provide planning and back-up assistance.

Other potential projects that are currently on our doorstep, or may be in the near future include updating the City of Hughson's and City of Waterford's General Plans (with a potential to provide on-going Planning Services), the further planning and processing of Sperry Road and Westley Development and other I-5 Corridor development and mitigation banking, Inter-Departmental CEQA Coordination related to Public Works, Department of Environmental Resources, and Parks Department projects, and coordination of biological and/or natural resource related issues or projects. With Crows Landing Air Facility and Sperry Road Business Park projects on the horizon, we additionally foresee the need to update the Airport Land Use Plan.

Further, implementation of a comprehensive General Plan and Zoning Ordinance Update and associated EIR will require additional staff.

Our Administrative Support Staff is Often Overly Time-pressured and Overburdened

Our current administrative staff of four provides all clerical support for the current planning application procedures, referral and landowner notifications, temporary mobile home permit renewals, zoning enforcement tracking, Staff report preparation, Planning Commission Clerk duties, Board of Supervisor's Office coordination, long range planning, Community Development Block Grant administrative support, LAFCO administrative support, Redevelopment Agency administrative support, Airport Land Use Commission administrative support, EDAC administrative support, designated receiver responsibilities, and executive secretary duties. Our Staff Services Coordinator is responsible for budget development and tracking, implementation of personnel and

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safety policies, payroll, Redevelopment and Block Grant project tracking, Mello Roos project tracking, and miscellaneous duties associated with day-to-day current and long range planning activities.

In the past year, our Planning Commission Clerk of five years was internally promoted to Assistant Planner Trainee, another clerk took a promotional transfer out of the department, and a third is off on extended sick leave. Our Senior Executive Secretary has recruited and trained permanent and temporary replacements for all three positions within the past year (All with great success).

Much of the workload associated with the administrative and clerical support is driven by deadlines mandated by the various processes with which we must maintain compliance. Planners typically type their own reports, but clerical staff is still required to compile, revise, advertise, post, record, refer, and track activities. All of the duties described above for the Planning Staff require some form of clerical or administrative support. If Planning staff is behind in a project, or rushing to meet a deadline, or in one of the many ways described above as being short on a specific project, the clerical staff is too. They are often the last stop for a project before it meets its final deadline, and the pressure to perform can often be overwhelming.

Just as the Planning Staff is currently overwhelmed by a plethora of responsibilities, the clerical and administrative staff is similarly overburdened. With the envisioned addition of the new responsibilities expected and with the inclusion of tasks we are currently responsible for, but have yet to begin, our administrative staff will experience a comparable increase in responsibility and deadline pressure.

We Have Budgetary Constraints

Less than 1/10 of 1% of the entire County Budget is currently spent on behalf of the Department of Planning and Community Development. Eighty-six (86) percent of that total is spent on salary and benefits, with a great majority of the remainder allocated specifically for Community Plans. We absorb all of the land use applications, County-sponsored projects related to economic development, redevelopment, annexations, special districts, etc, but don't have the budget to fund, fill, and retain sufficient staff to get the jobs done.

Our Department is funded from three major sources: General Fund, LAFCO, and RDA. The Table below shows our existing staff and the sources of funding for each. Major projects such as Diablo Grande are also responsible for paying for staff time spent on their projects. However, since Diablo Grande has not been active, funding has been minimal. The primary revenues for the Department come from application fees, but these fees do not meet current expenditures.

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		EXISTING POSITIONS AND FUNDING SOURCES		
		Planning	RDA	LAFCO
Executive	Director	75%	25%	
	Deputy Director (VACANT)			
Planning Services, LAFCO, ReDevelopment	Senior Planner RDA		100%	
	Associate Planner (NEW – Filled)		100%	
	Senior Planner LAFCO	66%		33%
	Senior Planner	95%		
	Senior Planner	100%		
	Senior Planner (Underfilled with Assistant Planner)	80%		
	Assistant/Associate Planner (VACANT - RECRUITING)	75%		
	Associate Planner	100%		
	Assistant Planner Trainee	100%		
	Graphics Technician	100%		
Administrative	Senior Exec. Secretary	50%	50%	
	Administrative Clerk III	100%		
	Administrative Clerk III	100%		
	Administrative Clerk III	100%		
	Staff Services Coordinator	75%	25%	
TOTAL BUDGET - SALARIES		\$968,939	\$160,200	\$45,600
<p>Note: Zoning Enforcement duties were transferred to DER in February 2001 with associated funding</p>				

The remaining 5% comes from major projects such as Diablo Grande

20% of funding currently transferred from Sr. Planner position to partially fund Assistant Planner Trainee.

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Our Fees are Out of Date

The Department has conducted a fee structure analysis in order to evaluate costs and revenues associated with our application and service fees. Based on this analysis, the current Planning Fees do not completely cover costs associated with staff time, materials, and expenses required to process applications. Because of the amount of work associated with processing land use applications, it is unlikely that fees could ever be raised to a level high enough to fully cover those costs. For example, the current fee for processing a Use Permit is \$1104. However, total costs are much higher. If we charged our adjusted hourly rate for labor to cover salary and benefits, the total cost of an average permit would be over \$ 3900. The table below shows an estimate of actual time spent processing one use permit

Associate/Assistant Planner	60 hours @ \$ 46.22/hr	\$2773.20
Senior Planner	4 hours @ \$61.46/hr	\$245.84
Director	1/2 Hour @ \$104.47/hr	\$52.23
Administrative Clerk	10 hours @ \$27.77/hr	\$277.70
Graphics Technician	10 hours @ \$39.40/hr	\$394.00
Copies, Postage, Advertising, Travel, etc		<u>\$200.00</u>
TOTAL		\$3942.97

All other land use application processing shows a similar discrepancy between actual time spent (not to mention the time that is actually needed to do a quality job) and the actual costs of that staff time. Obviously, we cannot charge fees commensurate with our actual time spent on a project.

The fees have not been raised in approximately six years. Since then, salaries have increased by 16 percent, and relative costs of processing applications, including printing, postage, and advertising have also increased. We obtained fee schedules from Fresno, Kern, Monterey, Sacramento, San Joaquin, Solano Sonoma, and Ventura Counties, and found that our fees are well below the average.

For example, a Use Permit in Stanislaus County costs \$1,104. In Fresno County, the same permit can cost between \$4,486 and \$5,976 depending on the type of permit issued or whether a variance is also required. (As noted above, this is about the actual cost) Similarly, tentative maps in Stanislaus County are processed for \$1,719 plus \$7 per lot. In San Joaquin County, vested Tentative Map Applications cost \$5,245 plus \$15 per lot, and in Fresno County, the charge is \$2208 plus \$225 per lot. Sonoma County charges actual cost for General Plan Amendments and Rezones, and Sacramento County charges over \$12,000 for a General Plan Amendment and over \$10,000 for a Rezone. Several of the Counties structure their fees so that other departments review time and any further action other than minimal processing require additional fees. Many fees are defined as "minimum" and have built-in mechanisms for recovering some, if not all, of the actual costs.

Stanislaus County's fees are among the lowest of those evaluated.

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The following summarizes our comparison between major application costs:

COUNTY	General Plan Amendment	Lot Line Adjustment	Parcel Map	Tentative Subdivision Map	Rezone	Use Permit	Variance
Stanislaus Co	\$ 1,489	\$ 424	\$ 954	\$1719 + \$7/lot	\$ 1,484	\$ 1,104	\$ 1,044
Monterey	\$ 4,927	\$ 2,411	\$ 7,876	\$12,792 + 238/lot	\$ 2,690	\$ 2,672	\$ 2,658
Kern	\$ 1,185	\$ 180	\$ 585	\$1155 + \$41/lot	\$850+ \$25/lot	570 +\$25/lot	\$ 285
Fresno	\$ 3,714	\$ 820	\$780 +16.50/lot	\$2208 +225/lot	\$ 3,055	\$ 4,486	\$ 2,975
San Joaquin	\$ 4,200	\$ 737	\$ 1,455	\$5245 + \$15/lot	\$ 2,850	\$ 2,800	\$ 1,935
Sonoma	COST	\$ 606	\$881 + \$144/lot	\$1730 + \$154/lot	COST	\$ 2,306	\$ 1,298
Solano	\$ 2,781	\$ 1,766	\$ 2,760	\$ 4,189	\$ 2,024	\$ 3,452	\$ 695
Sacramento	\$ 12,371	\$ 1,304	\$ 3,987	\$ 7,065	\$ 10,176	\$ 5,223	\$ 3,228
Ventura	\$ 2,500	\$ 460	\$ 1,760	\$2530 + \$40/lot	\$ 1,050	\$ 1,050	\$ 1,100

In order to provide more balance between actual processing costs and the fees charged, we recommend an increase in Planning Application Fees. We believe, however, that raising fees comensurate with those of other Counties would not be appropriate, and a sixteen percent increase may be too much at one time. We therefore recommend a minimal eight percent (8%) increase in Planning application fees.

A Problem Solved

We Have Taken Some Action

Staff Retreats and Surveys. In order to realistically evaluate our department's current and future needs, staff has conducted several retreats and formal and informal surveys over the past two years. In February 2000 Staff forwarded recommendations to the Director regarding a variety of internal issues, including a proposed staffing recommendation. The recommendations were developed in response to growing departmental responsibilities and the upcoming retirement of one senior planner (retired in March 2000). The Department has fully or partially implemented 16 of the 21 recommendations submitted in February 2000. Most of the non-implemented recommendations include purchases of equipment or coordination with the "Third-Wave" technology program relating to GIS.

The staffing proposal included a five-year scenario in which it was anticipated that other current staff may retire and/or be reassigned other duties. Specifically, we assumed that LAFCO would become independent, and that we would possibly lose another senior planner to administration of that newly independent Commission, and that our graphics technician would retire within 5 years.

This Staffing Proposal and Strategic Plan, if approved, would implement the staffing program developed in February 2000, and submitted as recommendations to the Director.

Task Sharing. Based on the results of our staff retreat, and the subsequent recommendations to the Director, we have recently initiated a program of sharing the "phones and counter" duties with all staff, including all senior planners to allow Associate and Assistant Planners un-interrupted time to complete staff reports and CEQA documents, and in order to alleviate some of the pressures associated with this task. We have additionally scheduled a weekly work session where the professional staff track the status of projects and work to consensus on controversial or difficult projects. We have also begun a cross-training program wherein Associate and Assistant Planners are included in some of the major projects we are involved with, and often senior planners take on the more difficult applications for processing.

Recruitments We initiated a continuous recruitment for Assistant/Associate Planners.

Action Has Been Taken By Others

LAFCO Independence. The Knox-Corteze-Hertzberg bill (**AB2838**) was signed by the Governor this last year. This bill mandates that all Local Agency Formation Commissions become independent entities by January 1, 2001. The Department currently administers LAFCO with the Director serving as the Executive Officer and one Senior Planner servicing as Assistant Executive Officer. Our Senior Executive Secretary provides administrative support.

It is expected that LAFCO will be completely independent of the Planning Department by July 1, 2001. It is not clear whether the new LAFCO will contract for services with the Department or not. Further, it is also unclear as to whether the Senior Planner, or more appropriately, the position in the Department will follow. LAFCO currently pays only a small portion of the Senior Planner, Director, or Administrative Support staff salaries. Approximately \$30,000 per year is provided through the interfund to cover salaries and benefits with an additional \$10,000 to cover services and supplies. All remaining salary support is currently provided by the County (in the Planning Department budget) in addition to an additional \$13,420 for services and supplies and

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other charges. The Senior Planner currently assigned to LAFCO duties, also provides one half-day support for phone and counter coverage and has been responsible for implementing the Salida Mello-Roos project, as well as supervision of the Zoning Enforcement function of the Department. Should the position, and the related funding follow LAFCO into independence, additional unmet staffing and funding needs would be forthcoming.

Recent Recruitments for Planners have had Limited Success. We have attempted to recruit Assistant/Associate level planners, but have had limited success. We have been extremely fortunate with two recent hires and hope to be able to retain them through implementation of this plan. However, acquisition of new planners is difficult, and retention is even more so. In the past five years we have hired and lost three Associate/Assistant level planners to other planning jobs (one to the City of Modesto, one to the City of Sacramento, one to private consulting). Two qualified applicants were offered positions, but declined because of better offers (one in private industry, one with the City of Oakdale). One planner was hired, but chose not to work because of a new baby. Others on our lists were either not qualified or were a poor fit.

Board of Supervisors and Redevelopment Agency Actions. As part of the overall Strategic Plan for the Department, one Associate Planner position was approved by the Board of Supervisors and the Redevelopment Agency to assist the Senior Planner with RDA, CDBG, EDAC, and HOME projects. In addition, we propose to conduct a desk audit to reclassify the existing Senior Planner position from a Manager III level to a Manager IV position. **NOTE: THIS PROPOSAL WAS APPROVED BY THE BOARD ON MARCH 13, 2001 AND BY RDA ON MARCH 20, 2001.**

We Propose To Take Further Action

Additional Recruitments. With a continuous recruitment, we are building a list of qualified individuals that hopefully will be available to fill current and future positions.

Professional Development and Training. Professional development and training opportunities for Assistant and Associate level planners and clerical staff are available, but are currently limited by budgetary and time constraints. One staff member is currently enrolled in the Certificate program for Land Use Planning through UC Davis Extension and is paying for the training herself. All staff have attended Institute classes, including Leadership 2000, Format training, Ethics, and others. It is a goal of the Department to provide and expand on the opportunities for all staff to grow as professionals and individuals., and we intend to continue our policy of support.

We Need Your Help With The Rest.

In order to effectively implement the goals and priorities of the Board of Supervisors and ensure that we can accomplish our mission, the Department of Planning and Community Development and the Redevelopment Agency need additional funding and staff positions. Salary scales for Associate and Assistant Planners and clerical staff should be increased to reflect comparative salary scales, especially with those of the City of Modesto and the fee structure should be revised to reflect the increases proposed.

A proposed phased staffing program follows that we believe effectively and efficiently meets these needs. Additionally, we propose salary increases for clerical and some planning staff, and a six percent increase in application fees. Approval by the CEO and by the Board of Supervisors is required to implement the proposed program, and we request that approval.

Staffing Proposal to Implement the Strategic Plan

The Department of Planning and Community Development and the Redevelopment Agency currently have 17 full-time positions with funding available for 16. The Redevelopment Agency now has two full-time positions, and funds those positions and a percentage of our administrative and executive positions. LAFCO funds about one-third of a Senior Planner position that is almost wholly devoted to LAFCO tasks.

The following provides a summary of full-time, professional planner staffing we require in order to complete tasks we currently need to accomplish and those that we anticipate fulfilling in the next 30 months:

TASK	EXISTING STAFF	STAFFING NEEDED TO STAY EVEN WITH EXISTING TASKS	STAFFING NEEDED TO IMPLEMENT STRATEGIC PLAN
Day-to-Day Applications & Information Dissemination (Phones & Counter)	1	3	3
Current Planning Applications	2	3	3
Subdivision & Zoning Ordinance	0.1	1	1.5
Williamson Act Administration	0.1	0.1	0.1
Planning Commission Meetings	0.2	0.1	0.1
Board of Supervisors Meetings	0.1	0.1	0.1
ERC-CEQA Review	0.1	0.2	0.2
Compliance and Monitoring	0.2	0.5	1
Inter-Departmental Projects	0.1	0.25	0.25
Inter-Agency Projects	0.1	0.25	0.25
Vision Implementation	0.1	0.2	0.2
Community Plans	0.1	0.25	1
General Plan Updates	0	1	3
Westside/ I-5 Corridor	0.2	0.25	0.25
Crows Landing NAS	0.1	0.25	0.25
Third Wave Implementation (GIS)	0.1	1	1
LAFCO	0	0	0
RDA Projects	0	0	0
Airport Land Use Commission	0.1	0.1	0.1
Process Management	0.2	0.25	0.25
Human Resources	0.1	0.25	0.25
TOTAL	5	12.05	15.8

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Based on the staffing requirements described above, we propose the following increases in staffing to resolve current shortages. These totals exclude administration of LAFCO and RDA programs but do include current and long range planning programs.

PLANNING AND COMMUNITY DEVELOPMENT STAFFING (Excluding LAFCO & RDA)	CURRENT STAFFING	STAFFING NEEDED TO STAY EVEN WITH EXISTING TASKS	STAFFING NEEDED TO IMPLEMENT STRATEGIC PLAN
Manager IV	0	1	1
Senior Planner	2	2	2
Contract Employees-Temporary	0	0	3
Associate Planner	1	3	3
Assistant Planner	2.75	5	5
GIS Specialist	0	1	1
TOTAL STAFF	5.75	12	15

The following summarizes our proposal:

- Fill the existing Deputy Director position to reflect overall responsibility for one of the three major divisions within the Planning and Community Development Department (LAFCO, RDA, Planning Services)
- Create, fund and fill two (2) Associate Planner positions for a) oversight and supervision of current planning applications and projects, and day to day information dissemination over the phones and at the counter, and b) assistance with general plan and housing element updates and the Master EIR,
- Create, fund and fill two (2) Assistant Planner positions for a) current planning applications and projects, and day to day information dissemination over the phones and at the counter; b) Information and Environmental Monitoring duties; and c) assistance with general plan and zoning updates.
- **CONTRACT** with temporary employees for a period of 30 months at either the Associate or Senior Planner level to provide temporary contract work associated with preparation of the general plan updates, zoning ordinance updates, and master EIR.
- Reclassify Clerk of the Planning Commission position from Administrative Clerk III to Administrative, Staff Services, or Planning Technician.
- Create, fund and fill one (1) Applications Specialist III/ GIS Specialist II position to provide GIS and web site maintenance services.

Fund and fill the existing Deputy Director position (Planning Services)

A Deputy Director position has been allocated to the Planning Department for 11 years, but has never been funded. The Director is currently responsible for overall management and administration of the Department without any back-up or assistance. With the Director becoming more involved with inter-agency and inter-departmental partnering, and with increasing responsibilities of Planning Staff, it is more important than ever to provide back-up and assistance to the Director in these services, as well as with personnel and other administrative matters.

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We request that funds be allocated to cover salary and benefits associated with the position. **Total cost to the Department would be an additional \$90,100 per year beyond existing budget amounts. Additional one-time cost of \$2500 is required to purchase necessary computer hardware and software for the position.**

Create, fund and fill four (4) Associate/Assistant Planner positions

Retirement. One Senior Planner with over 32 years of experienced retired from the Department in March 2000. This position remains vacant, but portions of the funds allocated for that position have been transferred for use to help pay the salary of our Assistant Planner. We plan to keep the position underfilled, but have lost a vast repertoire of experience with the retirement. Several other Senior Planners and the Director are nearing retirement age and replacements must be trained.

Phones, Counter and Day-to-Day Project Staffing. The current level of staffing does not provide adequate time for day-to-day project work and coverage of phones and counter visits. With over 300 applications for maps, lot line adjustments, use permits, staff approvals, rezones, general plan amendments, and other projects every year (most of which require CEQA review), together with approximately 1500 building permit reviews, 1100 new business licenses, and responding to over 25,000 phone calls each year, our existing staff of two senior planners, one associate planner, and two assistant planners are overly taxed with managing all day-to-day planning activities. On an average day, simply responding to telephone inquiries and counter visits require two full time employees. Providing staff coverage for project applications requires an additional three full time staff. Any special projects, economic development assistance, inter-departmental or inter-agency assistance, compliance monitoring, client consultation or other planning work requires additional time and staff.

Environmental Monitor. Our Department previously had two zoning enforcement positions. However, both of these two positions and the associated funding have transferred from Planning to the Department of Environmental Resources. As stated in the previous section, we believe that follow-up monitoring and enforcement of compliance with conditions of our use permits, subdivisions, and other approvals should be expanded. Additionally, with Diablo Grande expected to begin construction, the Department will be required to monitor those construction activities as well.

In order to maintain competency, accuracy and timeliness in our day-to-day project processing, monitoring and compliance, and information dissemination duties, we propose to create four (4) new Assistant/Associate Planner positions within the Department.

Total cost to the Department would be an additional \$241,150 per year beyond current budget amounts for Assistant/Associate Planners. Additional one-time costs of \$5000 per position is required to purchase necessary computer hardware and software and office furniture for the positions.

Create, fund and fill three (3) Contract Employee positions for a period of 30 months at either the Associate or Senior Planner level to provide temporary contract work associated with preparation of the general plan updates, zoning ordinance updates, and master EIR.

In order for the Department to implement the proposed Strategic Plan, including the comprehensive General Plan and Zoning Ordinance updates, General Plan designation amendments and Rezones, and preparation of a Draft Master EIR, additional consultants or staff will be required. We believe the most efficient staffing option would be hire "contract employees" for a period of thirty (30) months. These employees would provide project

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management and staffing for the General Plan update, rezoning projects, and Master EIR. Existing staff would prepare Zoning Ordinance updates. These contract positions would disappear after 30 months provided that the Master EIR process was complete.

The Department currently has \$250,000 budgeted for consultant services for "Community Plan Updates". These funds have been allocated for consecutive two years. Funds from FY 1999-2000 were used for the Salida, Denair, and Keyes Community Plan updates. The Board of Supervisors recently authorized FY2000-2001 funds to be used for a Salida Specific Plan. On-going authorization of these funds each year would cover costs associated with the contract employees. **The existing allocation of \$250,000 for "Community Plan Updates" would be required for three consecutive years in order to implement the Community Development Strategic Plan. No other additional cost are expected.**

Reclassify Planning Commission Clerk Position from Administrative Clerk III to Planning Technician

One of our Administrative Clerk III positions functions as the Clerk to the Planning Commission and is responsible for maintaining state-mandated deadlines and following precise recording, archiving, and reporting procedures. These tasks are similar to some of those performed by the Clerk of the Board of Supervisors and the Assistant to the Clerk of the Board.

Additionally, during a recent recruitment for planners, we hired staff that had previously filled the Planning Commission Clerk position. We were, and are still convinced that her five years experience as Commission Clerk qualified her to promote into the ranks of "professional" planners. She has done so admirably as an Assistant Planner "trainee", and has excelled in her job.

From a human resources standpoint, we feel it is important to provide opportunity for advancement within the department. Because the duties of Planning Commission Clerk require knowledge of laws, regulations, and ordinances, and other general planning department functions as well as requiring the confidentiality of appointed Commission members, we believe the position is currently under-classified. Our attempts to promote staff from within have been met with extreme difficulty associated with the current classification of the position. Current County personnel policies limit advancement of "clerical" staff into the ranks of the "professional" even with full support of the Director and other professional staff in the Department. Additionally, advancement in pay scale is currently not possible for our Administrative Clerk III's unless they are raised in grade to either a Clerk IV, Administrative Secretary, Confidential Assistant III, or Technician. Based on the proven success we have had with promoting our previous Planning Commission Clerk into the professional ranks, we believe the classification of that position should be changed to more fully reflect the actual duties and knowledge required of the position.

Therefore, we recommend the Clerk of the Planning Commission be considered in similar light to a Planning Technician. This classification has been removed from the existing list and would need to be reinstated.

We request that the "Planning Technician" classification be reinstated and that a desk audit be performed to determine if the duties associated with Planning Commission Clerk are adequate to fill that position. Further, we request that a "Planning Technician" position be established within the Department, and funding allocated to cover salary and benefits associated with the position. We specifically request reclassification of the position in order to allow the person presently in that position to continue those duties without the need for an additional recruitment. **Total cost to the Department would be an additional \$5,600 per year beyond current budget amounts.**

Human Resources Evaluation

Create One New Position – Applications Specialist III (for Professional GIS and Computer Specialist duties)

Senior Engineering Technician (Professional GIS Specialist). With the increased dependency of our department on GIS based information, and the upcoming duties associated with implementation of the Third Wave program, it is imperative that the Planning Department have staff available with expertise in GIS. The department plans to provide Zoning, General Plan and other pertinent data to our customers on our web site and expand our data base of available information.

Our benchmark County for web-based GIS services is San Diego. Their cooperative web site run jointly with the City of San Diego is located at <http://www.sangis.org>. They provide an interactive, GIS based mapping site where customers can find zoning, parcel, general plan, and other information through a variety of searching variables.

We currently have assigned a Senior Planner and an Associate Planner to GIS duties, but neither have the time or the expertise necessary to update and maintain GIS layers, or provide the GIS based customer services we need to provide excellent customer service.

Therefore, we propose to create a position specifically for GIS based information services within the department. We anticipate the position would be equivalent to an Associate Planner, and are currently recruiting for Associate/Assistant Planners with this skill in mind. The position could eventually be classified as a Professional GIS Specialist, as outlined in the Third Wave/GIS staffing proposal. Current job classifications however do not include GIS Specialists. Therefore, we propose to create and fill a Senior Engineering Technician position until such time as the GIS Specialist positions are classified.

We request that the position be created and funding allocated to cover salary and benefits associated with the position. **Total cost to the Department would be an additional \$63,200 per year beyond current budget amounts. Additional one-time cost of \$4500 is required to purchase necessary computer hardware and software for the position.**

Proposed Salary Scale Increases

Assistant/Associate Planners

In order to retain Assistant/Associate Planners, and to more equitably compare to salary scales of the City of Modesto, we propose to increase the salary scale of Assistant and Associate Planners by five percent (5%). **Total cost to the County would be approximately \$10,000 per year.**

Clerical

In order to provide equitable salaries to those of the City of Modesto, we recommend that the County review all clerical salary scales. Based on our survey, County-wide Administrative Clerk salaries are approximately 20% less than the salaries offered for similar positions within the City of Modesto. Because this is a County-wide issue, we cannot recommend that only Planning Department Clerical staff receive an increase. However, we strongly feel that this issue needs to be addressed as soon as possible so that we can retain and encourage all of our current clerical staff.

Human Resources Evaluation

Fee Increases

In order to provide a closer balance between application fees charged and the actual costs of processing the applications, we recommend a three-phase approach to increasing our fees. Phase One would increase the Planning fees by eight percent (8%) effective immediately. Phase Two, within 18 to 24 months would see an additional four percent (4%) increase. The final phase, 18 to 24 months after that, would see an additional four percent (4%) increase. The proposed increases would only affect the Planning Fees, and would not change the fees we collect for Public Works or the Department of Environmental Resources. The following provides a summary of the proposed changes:

	OLD FEES (including Planning, Public Works and DER)	NEW FEES (including Planning, Public Works and DER)	Difference
Appeal (UP,VAR,EX,PM)	375.	400	25
Appeal (Staff Det.)	315.	340	25
Biologist or Planner Consultation or ???	0	60/hr	NEW
Business License (New and Renewal)	36	50	14
Comb. App. (GP,REZ,ER)*	1,879.	1990	111
Combination App. (PD)*	2,199.	2335	136
General Plan Amendment	1,489.	1585	96
Historical Site Review	300.	325	25
Historical Site Permit	1104	1175	71
Landscape Plan Review	80.	85	5
Lot Line Adjustment	424.	450	26
Merger	40.	40.	0
Mines Inspections:			
under 100 ac pre 1990 plan	420.	420	0
over 100 ac pre 1990 plan	500.	500	0
1990 or later plan	500.	500	0
plan-biologist review (3 hour minimum)	500. + 60./hr	500. + 60./hr	0
reinspection (if required, 3 hour minimum)**	50./hr	50./hr	0
Mining Reclamation (+ UP)	1,139.	1225	86
Mobile Home Application	185.	200	15
Mobile Home Renewal	25.	25.	0
Monitoring Use Permits and Developments	0	60/hour	NEW FEE
Parcel Maps	954.	1010	56
Produce Stand Review	45.	50	5
Rezone (non PD)	1,484.	1580	96
Rezone (PD)	1,704.	1815	111
Specific Plans, EIR, Development Agreement, Ag Grievances	actual cost	actual cost	0
Staff Approval Permit	434.	460	26
Subdivision Ord. Exception	999.	1065	66
Tentative Subdivision Map*	1,719. +	1,815. +	96 +
Time Extensions	250.	270	20
Use Permit & Modification	1,104.	1175	71
Variance	1,044.	1115	71
Verification Letter	25.	25.	0
Williamson Act Contract	85.	90	5
Williamson Act Cancellation	330.	355	25

Measurable Results

In order to justify the expenditures as proposed, the Department anticipates providing the following quantifiable results, all of which should result in increased customer service, greater compliance with the Board of Supervisors priorities, progress towards meeting the Departmental Mission, and less turnover of existing staff.

- A comprehensive General Plan update including all City Spheres and Community Plans and associated Draft Master EIR within 30 months;
- A comprehensive update of the Zoning Ordinance and proposal to the General Plan Committee within 24 months resulting in a more customer-friendly ordinance leading to more effective planning;
- A state-mandated Housing Element Update to the General Plan Committee within 24 months;
- Additional partnerships and coordination with Cities such as Waterford and Hughson;
- Additional Planners recruited resulting in quicker and better service to our customers in addition to providing more backup for existing staff, adequate staffing for existing and additional projects, and reduced overtime.
- Less turn-over of Associate/Assistant Planners;
- Opportunity for additional grants received resulting in more RDA, CDBG, HOME Program, Economic Development projects County-wide;
- Draft of a comprehensive update of the Zoning Ordinance and proposal to the General Plan Committee within 24 months resulting in a more customer-friendly ordinance leading to more effective planning;
- Implementation of Web-based zoning and application information within 24 months with a projected (depending on implementation of Third Wave program) result of greater customer service, and decreased phone calls and counter visits;
- Revised fee schedule resulting in increased revenues from each application (approximately \$6,535 per year for 18 to 24 months, \$6,769 for the next 18 to 24 months, and ultimately \$7,068 once the full 16% increase is in effect.);
- Revised application forms within 12 months, which can be incorporated into a web-based application;
- GIS-based use permit and business license tracking system in place and operating within 24 months (depending on implementation of Third Wave recommendations);

Human Resources Evaluation

Summary

We have surveyed, measured, compared, and evaluated our existing conditions, and have come to the conclusion that overall, our staff are currently overburdened with work, and we are unable to meet the goals and priorities of the Board of Supervisors or to provide the excellent standard of Customer Service expected by the Board. The department is committed to our mission, but we feel we cannot excel without needed staffing increases.

We have evaluated our processes, and have streamlined them as much as possible within existing state-mandated time frames with the staff available. We propose additional process revision and information gathering and dispersal techniques, but need staff to implement these changes.

Therefore, we propose to reclassify one existing Senior planner position into an Assistant/Associate Planner, reclassify our Planning Commission Clerk position from and Administrative Clerk III to a Confidential Assistant III, create an Assistant/Associate Planner responsible for Monitoring and Compliance, create an Assistant/Associate Planner for day-to-day planning duties (depending on LAFCO staffing), create a Senior Engineering Technician (GIS specialist) position, and fund and fill the existing Deputy Director of Planning position (Manager IV).

To provide for comparative salary scales, provide for better human resource retention, and encourage professional growth and advancement, we suggest that clerical salaries be evaluated and recommend a 5% increase in salary for Assistant/Associate Planners.

In order to partially cover increased costs, we propose to increase application and service fees by eight percent (8%) effective immediately, with an additional increase of four percent (4%) within 18 to 24 months.

Human Resources Evaluation

Staffing Cost Increase Summary

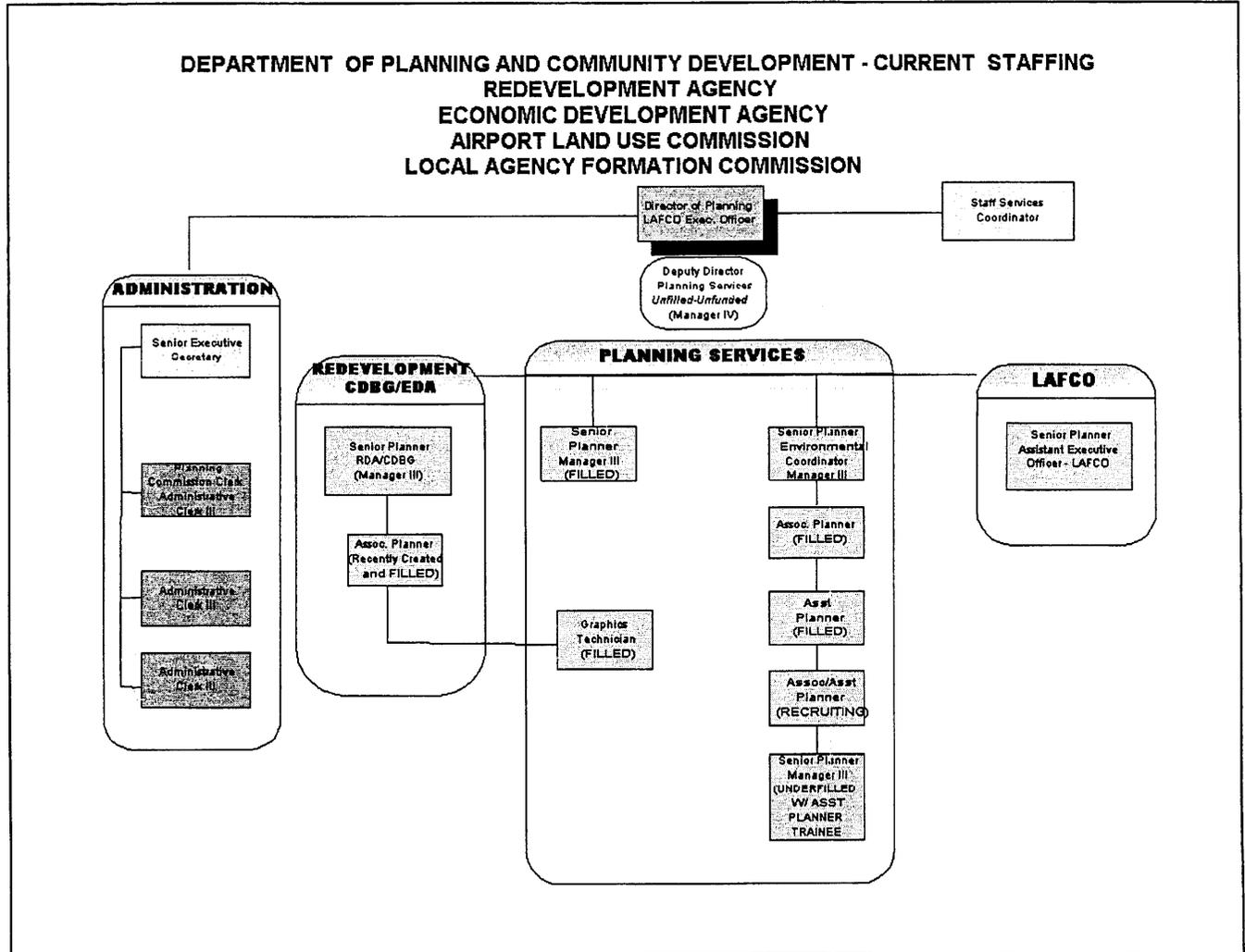
Below is an evaluation of our Midyear budget review with net changes as proposed. The mid year budget does not include removal of costs for the two zoning enforcement positions. However, the projection for FY 2001-2002 eliminates those positions and related costs from the department. Additionally, the \$250,000 allocated by the Board of Supervisors in FY 2000-2001 for updating Community Plans has not been spent, and will not be spent unless staff is available to oversee the program. This \$250,000 has been projected to carry over into FY 2001-2002 in anticipation of staff availability should the staffing proposal be adopted.

Total additional cost to the Planning Department to implement this staffing proposal would be \$222,100 per year. Total increase in revenue for the Planning Department is estimated at \$6,535 per year.

PLANNING DEPARTMENT

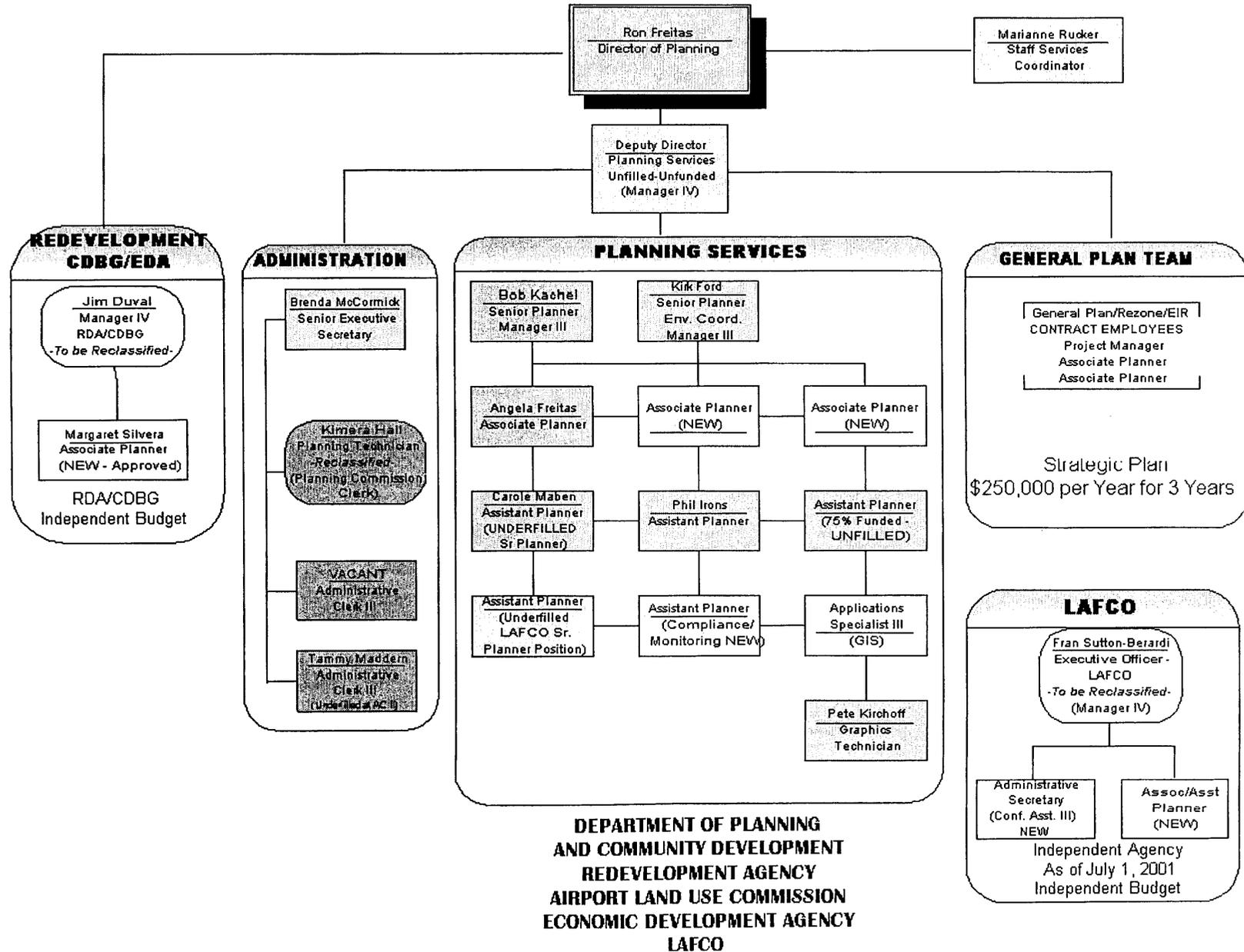
Human Resources Evaluation

Current staffing of the Department of Planning and Community Development is as follows:



Human Resources Evaluation

Given the opportunity to implement the Community Development Strategic Plan, we expect the future organization of the Department to be:



ATTACHMENT A
DEPARTMENT DUTIES, RESPONSIBILITIES,
STAFF ASSIGNMENTS, HOURS WORKED, AND
BACK-UP AVAILABLE

**DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT
STAFF ASSIGNMENTS, BACK-UP AVAILABLE, CURRENT HOURS**

	Staff Assigned & Available	Initials	Back-up Staff Available	Current Staff Hours Spent Per Month
Day-to-Day Applications & Information Dissemination (Phones & Counter)	6	KF, AF, CM, BK, JD, FSB, Vacant	0	392
Planning	4	KF, AF, CM, Vacant, BK	0	
LAFCO	1	FSB	0	
RDA etc.	1	JD	0	
Current Planning Applications	4	RF, KF, AF, CM, Vacant, BK	0	342
Includes Client Consultation, CEQA Review & Documentation, Site Visits, Staff Reports, Mapping, etc.				
General Plan Updates	4	KF, AF, CM, BK	0	
General Plan Amendments	4	KF, AF, CM, BK	0	
Rezones	4	KF, AF, CM, BK	0	
Use Permits	2	AF, CM	1	
Parcel & Subdivision Maps	2	AF, CM	1	
Mergers & Lot Line Adjustments	1	KF	0	
Staff Approvals	1	BK	0	
Mobile Home Permits (New & Renewals)	4	KF, AF, CM, BK	0	
Business Licenses (New)	4	KF, AF, CM, BK	2	
Business Licenses (Renewals - NEW TASK)	0		0	
Alcoholic Beverage Control Licenses	1	BK	0	
Building Permit Review	1	BK	1	
Produce Stands/Produce Markets	4	KF, AF, CM, BK	0	
Landscape Plan Review	4	KF, AF, CM, BK	0	
SMARA/Mining Permits	1	BK	0	
Subdivision & Zoning Ordinance				15
Minor Revisions	1	RF, AF	0	
Antiquated Subdivisions	2	RF, KF	1	
Major Overhaul of Zoning Ordinance	2	RF, BK, AF	0	
Williamson Act Administration	1	RF, BK	1	14
Revisions/Updated Process	1	BK	0	
Coordination with Assessor	1	KF	0	
Non Renewals	1	BK	0	
Cancellations	1	BK	0	
New Contracts	1	BK	0	
Planning Commission Meetings	6	RF, KF, AF, CM, Vacant, BK	0	37
Staff Reports	4	KF, AF, CM, BK	0	
Power Point Presentations	2	KF AF	0	
Appeals	4	KF, AF, CM, BK	0	
Workshops	2	RF, CM	0	
Special Meetings	2	RF, CM	0	
Board of Supervisors Meetings	3	RF, KF, BK		14
Staff Reports - Projects	3	RF, KF, BK	0	
Appeals	3	RF, KF, BK	0	

**DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT
STAFF ASSIGNMENTS, BACK-UP AVAILABLE, CURRENT HOURS**

	Staff Assigned & Available	Initials	Back-up Staff Available	Current Staff Hours Spent Per Month
ERC-CEQA Review		KF, AF, Vacant		80
CEQA Review of County Projects	2	KF, AF	0	
CEQA Review of City and other agency projects	2	KF, AF	0	
Compliance and Monitoring				52
Zoning Enforcement	3	FSB, DH, PI	0	
Monitoring Use Permits	0	as needed	0	
Diablo Grande	1	KF	0	20
Mitigation Implementation	0	as needed	0	
Mitigation Monitoring	0	as needed	0	
Follow-up on Current Projects	0	as needed	0	
Inter-Departmental Projects				48
CEO				
Capital Projects CEQA Review	1	BK	0	
Misc. Projects as Assigned	3	RF, KF, BK	0	
CIP Project Update	1	JD	0	
Renaissance Implementation	1	RF	0	
Debt Advisory Committee	1	RF	0	
Home Program	1	JD	0	
Nuisance Abatement Task Force	3	RF, FSB, PI	0	
PFF Program Update	1	JD	0	
Parks		RF, KF		
General Plan Consistency	1	KF	0	
4x4 Training Facility	1	KF	0	
Sports Park Purchase	2	RF, KF	0	
Frank Raines Park Expansion	1	KF	0	
Master Plan Implementation	1	KF	0	
Public Works		RF, KF		
Landfill Expansion	1	KF	0	
New - Fink Rd Property	1	KF	0	
Flood Control Projects	1	RF?	0	
West Side Mitigation Banking	1	KF	0	
Inter-Agency Projects				25
Hughson General Plan	0		0	
Referral Responses	3	RF, KF, AF	0	
StanCoG Coordination	0		0	
Wamerville Power Plant	2	RF, KF	0	
USFWS Critical Habitat Designations	1	KF	0	
CDFG Permitting	1	KF	0	
Corps of Engineers Permitting	1	KF	0	
Vision Implementation				12
Buffer Agreement - Riverbank-Oakdale-Co.	1	RF	0	
Buffer Agreement - Turlock-Co.(Denair)	1	RF	0	
Economic Development	2	RF, JD	0	
Interagency Partnerships	1	RF	0	
Balanced Scorecard for Dept	3	RF, FSB, JD	0	
Ag Transaction Program - Grant	1	RF	0	
Water Coalition	1	RF	0	

**DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT
STAFF ASSIGNMENTS, BACK-UP AVAILABLE, CURRENT HOURS**

	Staff Assigned & Available	Initials	Back-up Staff Available	Current Staff Hours Spent Per Month
Community Plans		RF, BK, FSB, JD		50
Salida				
Mello Roos Project	2	FSB, JD	0	
Malik/Newman Proposal	1	BK	0	
Salida Business Park Specific Plans	1	BK	0	
Salida Neighborhood Specific Plans	1	BK	0	
New (?)				
East Oakdale	0		0	
Airport Area	0		0	
Others	0		0	
General Plan Updates				17
County General Plan Update (due every 5 yrs)	0		0	
Hughson	0	Vacant	0	
Other Citys	0	Vacant	0	
General Plan Update Committee	3	RF, BK, AF, Vacant	1	
Clustering Ordinance	0		0	
Antiquated Subdivisions	2	RF	1	
Westside/ I-5 Corridor				20
Sperry Rd - Patterson & County GP	2	RF, KF	0	
Keystone Development	2	RF, KF	0	
Specific Plan & Infrastructure	2	RF, KF	0	
Westley	2	RF, KF	0	
Crows Landing NAS				20
Acquisition	2	RF, KF	0	
Task Force	2	RF, KF	0	
Steering Committee	2	RF, KF	0	
Planning	2	RF, KF	1	
Environmental Review	2	RF, KF	0	
Third Wave Implementation				10
Technology & Information	3	KF, AF, BMc	0	
GIS Layer Update and Maintenance	0		0	
Web Site Update and Maintenance	0		0	
Computer Support	0		0	
Tidemark	0		0	
Project Tracking	2	KF, CM	0	
GIS Mapping for Public & Agency Requests	1	PK	0	
LAFCO		RF, FSB		100
Annexations/Reorganizations	1	RF, FSB	0	
Special Districts	1	RF, FSB	0	
Spheres of Influence	1	RF, FSB	0	
Unincorporations	1	RF, FSB	0	
LAFCO Policies	1	RF, FSB	0	
LAFCO Meetings	1	RF, FSB	0	

**DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT
STAFF ASSIGNMENTS, BACK-UP AVAILABLE, CURRENT HOURS**

	Staff Assigned & Available	Initials	Back-up Staff Available	Current Staff Hours Spent Per Month
RDA Projects		RF, JD		192
Salida	1	RF, JD	0	
Other	1	RF, JD	0	
CDBG Grants and Implementation	1	RF, JD	0	
Census 2000	1	RF, JD	0	
CRA Conference	1	RF, JD	0	
Home Program Implementation	1	RF, JD	0	
United Way	1	RF, JD	0	
Neighbors United	1	RF, JD	0	
PFF Activity (Deferral/Release)	1	RF, JD	0	
Airport Land Use Commission	1	FSB	0	5
Process Management				9
CEQA Guidelines and Implementation	2	KF, AF	1	
Application Revisions	0		0	
Business License Tracking	0		0	
Environmental Questionnaire Revision	0		0	
General Plan & Zoning on CD	0		0	
Biological & Natural Resources Surveys	1	KF, AF	0	
Users Groups (County, GIS, Front Counter, etc)	2	AF, CM	0	
Human Resources				132
Internal Department Cross-Training	all			
Internal Department Back-up	all			
Pay for Performance	all			
Professional Development	all			
Staff Training	all			
Workshops	all			
Safety Training	all			
Baldrige Training	all			
General Supervision and Administration	all			
TOTAL				1606
Average Hours per Staff Person				201
Number of Staff Required at 173 hours/month				9.3

**DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT
CURRENT ESTIMATED STAFF TIME**

	Bob Sr Planner	Jim RDA Sr Planner	Fran LAFCO Sr Planner	Carole Asst Planner Trainee	Angela Assoc Planner	Kirk Sr Planner	Barbara Assoc Planner Vacant	Ron Dpt Head	TOTAL
RDA Projects		172						20	192
Salida									
Other									
CDBG Grants and Implementation									
Census 2000									
CRA Conference									
Home Program Implementation									
United Way									
Neighbors United									
PFF Activity (Deferral/Release)									
Airport Land Use Commission			5						5
Process Management					4	5			9
CEQA Guidelines and Implementation									
Application Revisions									
Business License Tracking									
Environmental Questionnaire Revision									
General Plan & Zoning on CD									
Biological & Natural Resources Surveys									
Users Groups (County, GIS, Front Counter, etc)									
Human Resources	26	16	13	40	2	10	5	20	132
Internal Department Cross-Training									
Internal Department Back-up									
Pay for Performance									
Professional Development									
Staff Training									
Workshops									
Safety Training									
Baldrige Training									
General Supervision and Administration									
Vacation/Sick/Mgt Leave									
TOTAL	173	222	188	196	210	205	201	211	1606

ATTACHMENT B

COUNTY PLANNING DEPARTMENTS
STAFFING COMPARISON

COUNTY PLANNING DEPARTMENT STAFFING COMPARISON

November 2000

ACTIVITIES	Population	Comparison Counties									
		Stanislaus County 430,000	Monterey 391,000	Kern 630,000	Fresno 786,000	San Joaquin 554,000	Sonoma 437,000	Solano 384,000	Sacramento 1,209,000	Ventura 730,000	
Current Planning/Permits/Zoning	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	
Advance Planning	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	
Development Services Support	YES	YES	NO	NO	NO	NO	YES	YES	YES	NO	
Coast Line or Port	NO	YES	NO	NO	YES	YES	YES	YES	YES	YES	
Building Permit Review	YES	YES	NO	NO	NO	YES	YES	YES	YES	NO	
Zoning Enforcement	YES	NO	NO	NO	NO	YES	NO	YES	YES	YES	
LAFCO	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO	
ALUC	YES	YES	NO	NO	NO	NO	NO	YES	NO	NO	
CDBG	YES	NO	NO	NO	NO	NO	YES	NO	NO	NO	
RDA/CDBG	YES	NO	NO	NO	NO	NO	YES	NO	NO	NO	
Economic Development Agency	YES	NO	NO	NO	NO	NO	YES	NO	NO	NO	
STAFFING	Available	Funded	Filled								
Director	1	1	1	1	1	1	1	1	1	1	
Deputy Director	1	0	0	0	0	0	1	2	1	0	
Principal/Supervising Planner	0	0	0	4	2	1	0	3	2	2	
Senior Planner	3	2	2	6	3	0	2	14	3	6	
LAFCO (Senior Planner)	1	1	1	Independent LAFCO	Independent LAFCO	Independent LAFCO	Independent LAFCO	Independent LAFCO	Independent LAFCO	Independent LAFCO	
Senior RDA/CDBG Specialist	1	1	1	Independent RDA	Independent RDA	Independent RDA	Independent RDA	Independent RDA	1	Independent RDA	
RDA/CDBG (Asst/Assoc.Planner)	0	0	0	Independent RDA	Independent RDA	Independent RDA	Independent RDA	Independent RDA	0	Independent RDA	
Associate Planner	1	1	1	12	9	6	3	3	2	17	
Assistant Planner	1	1	0	4	1	0	3	1	0	10	
Planning Aide/Tech	1	1	1	8	0	0	0	1	1	21	
Environmental Review Specialist	0	0	0	Incl In Assoc & Sr Planner	Incl In Assoc & Sr Planner	2	Incl In Assoc & Sr Planner	4	Incl In Assoc & Sr Planner	Incl In Assoc & Sr Planner	
Staff Services Coordinator	1	1	1	1	0	Admin Is Separate Div	Admin Is Separate Div	2	Admin Is Separate Div	5	
Senior Executive Secretary	1	1	1	1	1	Admin Is Separate Div	Admin Is Separate Div	1	1	2	
Administrative Secretary	0	0	0	unknown	unknown	Admin Is Separate Div	Admin Is Separate Div	unknown	Admin Is Separate Div	unknown	
Drafting Technician	1	1	1	6	2	1	Graphics Is Sep. Div.	3	1	2	
Typist Clerk 2/3	3	3	3	4	4	Admin Is Separate Div	3	7	Admin Is Separate Div	20	
Zoning Enforcement Officer	1	1	1	Sep. Code Comp Div	Sep. Code Comp Div	Sep. Code Comp Div	Sep. Code Comp Div	4	Sep. Code Comp Div	Incl In Planning Aide	
Deputy Zoning Enforcement Officer	1	1	1	Sep. Code Comp Div	Sep. Code Comp Div	Sep. Code Comp Div	Sep. Code Comp Div	4	Sep. Code Comp Div	Incl In Planning Aide	
Part Time Zoning Enforcement (Contract)	1	1	1	Sep. Code Comp Div	Sep. Code Comp Div	Sep. Code Comp Div	Sep. Code Comp Div	0	Sep. Code Comp Div	Incl In Planning Aide	
Volunteer (Mobile Homes -4hrs/wk)	1	1	1	Sep. Code Comp Div	Sep. Code Comp Div	Sep. Code Comp Div	Sep. Code Comp Div	0	Sep. Code Comp Div	Incl In Planning Aide	
IT/GIS Specialist	0	0	0	3	0	Sep. GIS/Data Sect.	Sep. GIS/Data Sect.	6	0	0	
TOTAL STAFF	20	18	17	49	23	11	13	56	13	86	
SUBTOTAL *PLANNERS*	9	7	6	34	15	9	9	28	10	56	

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ATTACHMENT C
SALARY SURVEY AND COMPARISONS

SALARY COMPARISON

Staff Level	Stanislaus County		City of Modesto		Monterey		Kern		Fresno		San Joaquin		Sonoma		Solano		Sacramento		Ventura	
	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High
Planning Aide/Tech/Trainee	\$ 2,610	\$ 3,052	\$ 2,509	\$ 3,050			\$ 2,619	\$ 3,197					\$ 2,605	\$ 3,169	\$ 2,642	\$ 3,211	\$ 2,102	\$ 2,554		
Assistant Planner	\$ 2,953	\$ 3,591	\$ 3,149	\$ 3,836	\$ 3,024	\$ 3,748	\$ 2,997	\$ 3,658	\$ 2,795	\$ 3,399	\$ 2,780	\$ 3,378	\$ 3,030	\$ 3,682	\$ 2,796	\$ 3,399	\$ 3,329	\$ 4,045	\$ 2,667	\$ 3,740
Associate Planner	\$ 3,529	\$ 4,291	\$ 3,652	\$ 4,449	\$ 3,565	\$ 4,417	\$ 3,463	\$ 4,227	\$ 3,104	\$ 3,774	\$ 3,378	\$ 4,104	\$ 3,576	\$ 4,348	\$ 3,496	\$ 4,250	\$ 3,995	\$ 4,858	\$ 2,990	\$ 4,182
Senior Planner	\$ 3,865	\$ 5,796	\$ 4,235	\$ 5,160	\$ 3,900	\$ 4,831	\$ 3,713	\$ 4,533	\$ 3,585	\$ 4,359	\$ 3,946	\$ 4,799	\$ 4,080	\$ 4,959	\$ 3,848	\$ 4,677	\$ 5,074	\$ 5,594	\$ 3,270	\$ 4,593
Principal/Supervising Planner			\$ 5,160	\$ 6,287	\$ 4,309	\$ 5,338			\$ 4,531	\$ 7,454	\$ 4,227	\$ 5,139	\$ 5,058	\$ 6,147	\$ 4,198	\$ 5,108	\$ 6,139	\$ 6,445	\$ 3,510	\$ 4,934
Deputy Director	\$ 4,371	\$ 6,558	\$ 5,557	\$ 6,770	\$ 5,029	\$ 6,227	\$ 4,959	\$ 6,054	\$ 5,608	\$ 8,836	\$ 4,884	\$ 6,948	\$ 5,816	\$ 7,070	\$ 4,827	\$ 5,867			\$ 3,903	\$ 5,572
Director	\$ 6,269	\$ 9,408	\$ 7,441	\$ 9,301	\$ 8,311	\$ 8,311	\$ 6,689	\$ 8,168	\$ 7,488	\$ 12,325	\$ 6,990	\$ 8,498	\$ 8,188	\$ 8,188	\$ 6,422	\$ 8,422	\$ 8,244	\$ 9,090	\$ 4,288	\$ 6,125
Typist Clerk I	\$ 1,839	\$ 1,993	\$ 1,866	\$ 2,268	\$ 1,558	\$ 1,930	\$ 1,697	\$ 2,072	\$ 1,397	\$ 1,698	\$ 1,618	\$ 1,967	\$ 1,845	\$ 2,244	\$ 2,062	\$ 2,532	\$ 1,737	\$ 2,111	\$ 1,343	\$ 1,874
Typist Clerk II	\$ 1,694	\$ 2,058	\$ 2,059	\$ 2,503	\$ 1,818	\$ 2,252	\$ 1,894	\$ 2,312	\$ 1,614	\$ 1,860	\$ 1,783	\$ 2,168	\$ 2,056	\$ 2,498	\$ 2,342	\$ 2,875	\$ 1,785	\$ 2,170	\$ 1,477	\$ 2,063
Typist Clerk III	\$ 1,913	\$ 2,327					\$ 2,113	\$ 2,580	\$ 1,796	\$ 2,184	\$ 1,872	\$ 2,275	\$ 2,398	\$ 2,915	\$ 2,604	\$ 3,197	\$ 2,050	\$ 2,492	\$ 1,708	\$ 2,383
Administrative Secretary	\$ 2,144	\$ 2,608	\$ 2,521	\$ 3,072	\$ 2,737	\$ 3,390	\$ 2,210	\$ 2,699	\$ 2,216	\$ 2,693	\$ 1,967	\$ 2,390	\$ 2,626	\$ 3,182	\$ 2,691	\$ 3,304	\$ 2,102	\$ 2,956	\$ 1,832	\$ 2,562
Senior Executive Secretary	\$ 2,580	\$ 3,870	\$ 2,852	\$ 3,478	\$ 3,511	\$ 4,349	\$ 2,430	\$ 2,987	\$ 2,448	\$ 2,974	\$ 2,298	\$ 2,792	\$ 2,945	\$ 3,579	\$ 2,772	\$ 3,403	\$ 2,932	\$ 3,664	\$ 2,415	\$ 3,429
Drafting Technician	\$ 2,643	\$ 3,214	\$ 2,388	\$ 2,903	\$ 2,342	\$ 2,901	\$ 2,359	\$ 2,879	\$ 2,853	\$ 3,468			\$ 2,849	\$ 3,463	\$ 2,576	\$ 3,131	\$ 2,991	\$ 3,637	\$ 2,239	\$ 3,123

SALARY COMPARISON - PERCENT DIFFERENCE

ACTIVITIES	Stanislaus County		City of Modesto		Monterey		Kern		Fresno		San Joaquin		Sonoma		Solano		Sacramento		Ventura	
	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High
Planning Aide/Tech/Trainee	\$ 2,610	\$ 3,052	100%	100%			104%	105%					104%	104%	105%	105%	84%	84%		
Assistant Planner	\$ 2,953	\$ 3,591	107%	107%	102%	104%	101%	102%	95%	95%	94%	94%	103%	103%	85%	95%	113%	113%	90%	104%
Associate Planner	\$ 3,529	\$ 4,291	103%	104%	101%	103%	98%	99%	88%	88%	96%	96%	101%	101%	99%	99%	113%	113%	85%	97%
Senior Planner	\$ 3,865	\$ 5,796	110%	89%	101%	83%	96%	78%	93%	75%	102%	83%	106%	86%	100%	81%	131%	97%	85%	79%
Principal/Supervising Planner																				
Deputy Director	\$ 4,371	\$ 6,558	127%	103%	115%	95%	113%	92%	128%	135%	112%	91%	133%	108%	110%	89%			89%	85%
Director	\$ 6,269	\$ 9,408	119%	99%	133%	88%	107%	87%	119%	131%	112%	90%	131%	87%	134%	90%	132%	97%	68%	65%
Typist Clerk I	\$ 1,839	\$ 1,993	114%	114%	95%	97%	104%	104%	85%	85%	99%	99%	113%	113%	126%	127%	106%	108%	82%	94%
Typist Clerk II	\$ 1,694	\$ 2,058	122%	122%	107%	109%	112%	112%	95%	95%	105%	105%	121%	121%	138%	140%	105%	105%	87%	100%
Typist Clerk III	\$ 1,913	\$ 2,327					110%	111%	94%	94%	98%	98%	125%	125%	136%	137%	107%	107%	89%	102%
Administrative Secretary	\$ 2,144	\$ 2,608	118%	118%	128%	130%	103%	103%	103%	103%	92%	92%	122%	122%	126%	127%	98%	113%	85%	98%
Senior Executive Secretary	\$ 2,580	\$ 3,870	111%	80%	136%	112%	94%	77%	95%	77%	89%	72%	114%	92%	107%	88%	114%	92%	94%	89%
Drafting Technician	\$ 2,643	\$ 3,214	90%	90%	89%	90%	89%	90%	108%	108%			108%	108%	97%	97%	113%	113%	85%	97%

ATTACHMENT D

EXISTING FEES AND PROPOSED INCREASES

PROPOSED FEE INCREASE

	OLD FEES	NEW FEES	Difference
Appeal (UP,VAR,EX,PM)	375.	400	25
Appeal (Staff Det.)	315.	340	25
omb. App. (GP,REZ,ER)*	1,879.	1990	111
Combination App. (PD)*	2,199.	2335	136
General Plan Amendment	1,489.	1585	96
Historical Site Review	300.	325	25
Historical Site Permit	1104	1175	71
Landscape Plan Review	80.	85	5
Lot Line Adjustment	424.	450	26
Merger	40.	40.	0
Mines Inspections:			
under 100 ac pre 1990 plan	420.	420	0
over 100 ac pre 1990 plan	500.	500	0
1990 or later plan	500.	500	0
plan-biologist review (3 hour minimum)	500. + 60./hr	500. + 60./hr	0
reinspection (if required, 3 hour minimum)**	50./hr	50./hr	0
Mining Reclamation (+ UP)	1,139.	1225	86
Mobile Home Application	185.	200	15
Mobile Home Renewal	25.	25.	0
Parcel Maps	954.	1010	56
Produce Stand Review	45.	50	5
Rezone (non PD)	1,484.	1580	96
Rezone (PD)	1,704.	1815	111
Specific Plans, EIR, Development Agreement, Ag grievances	actual cost	actual cost	0
Staff Approval Permit	434.	460	26
Subdivision Ord. Exception	999.	1065	66
Tentative Subdivision Map*	1,719. + \$7./lot	1,815. + \$8./lot	96 + \$1/lot
Time Extensions	250.	270	20
Use Permit & Modification	1,104.	1175	71
Variance	1,044.	1115	71
Verification Letter	25.	25.	0
Williamson Act Contract	85.	90	5
Williamson Act Cancellation	330.	355	25