

071 - PLANNING AND DEVELOPMENT SERVICES

Operational Summary

Mission:

To safeguard the high quality of life in unincorporated Orange County through stewardship of the environment, application and enforcement of building, water and grading regulations, and planning of strategically balanced communities.

Strategic Goals:

- Ensure a safe living, working and recreational environment characterized by the highest quality building, electrical, grading and mechanical standards.
- Availability of a wide range of quality housing opportunities throughout the unincorporated areas of Orange County.
- Preservation of open space and protection of sensitive habitats, waterways and wildlife.

Key Outcome Indicators:

| Performance Measure | 2002 Business Plan Results | 2003 Business Plan Target | How are we doing? |
|--|--|---|-------------------|
| NUMBER OF CASES OPENED & CLOSED BY CODE ENFORCEMENT. What: Code enforcement cases to protect the safety & welfare of residents in Unincorporated Orange County. Why: To protect public from threats to safety. | Open cases: 835. Close cases: 853. | Key Outcome measures will be updated in the 2004 Business Plan. | Not Available |
| TURNAROUND TIME ON RESOLUTION TO CODE ENFORCEMENT COMPLAINTS. What: Protect public from safety threats and responsiveness to concerns in fast & efficient manner. Why: To protect public from safety threats; and to provide fast & efficient public service. | 48 days turnaround time. | Key Outcome measures will be updated in the 2004 Business Plan. | Not Available |
| NUMBER OF NEW HOMES COMPLETED, CATEGORIZED BY SQUARE FOOTAGE. What: Create Housing Opportunity Overlay District that provides affordable housing production incentives. Why: To ensure fair housing opportunities for all residents. | 2,480 projected total new units added. | Key Outcome measures will be updated in the 2004 Business Plan. | Not Available |

At a Glance:

| | |
|--|-----------|
| Total FY 2002-2003 Actual Expenditure + Encumbrance: | 8,477,026 |
| Total Final FY 2003-2004 Budget: | 8,985,952 |
| Percent of County General Fund: | 0.37% |
| Total Employees: | 76.00 |



Key Outcome Indicators: (Continued)

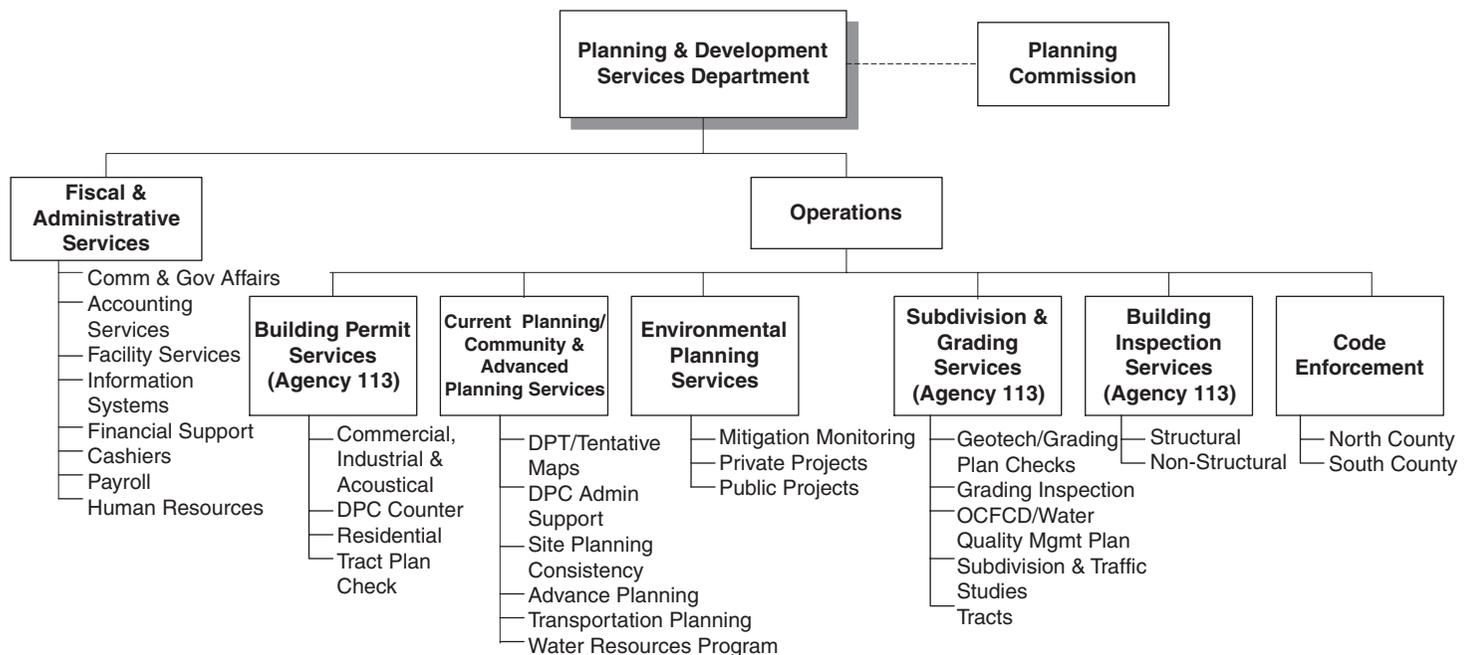
| Performance Measure | 2002 Business Plan Results | 2003 Business Plan Target | How are we doing? |
|---|--|--|----------------------|
| <p># OF AFFORDABLE NEW HOMES IN GENERAL PLAN HOUSING ELEMENT - COMMUNITY REVITALIZATION EFFORTS.</p> <p>What: Affordable housing is state-mandated goal of the Housing Element. Why: To ensure fair housing opportunities for all residents.</p> | <p>In August 2001, established a Community Planning section, one goal of which is to facilitate expeditious development process coordination for affordable housing projects. Continue to work with Housing Element Resource Team to prepare a Housing Opportunity Overlay District for Board consideration.</p> | <p>Key Outcome measures will be updated in the 2004 Business Plan.</p> | <p>Not Available</p> |
| <p># OF ACRES IDENTIFIED FOR AFFORDABLE HOUSING & DEVELOPMENT OF THOSE PROPERTIES.</p> <p>What: PDSO's annual report outlines the organization's financial & corporate conditions. Why: To ensure fair housing opportunities for all residents.</p> | <p>As presented in Housing Element, 1,065 acres identified as potential for revitalization efforts. Committed to state minimum of 144 acres. 220 acres of potential sites actually identified.</p> | <p>Key Outcome measures will be updated in the 2004 Business Plan.</p> | <p>Not Available</p> |
| <p>NUMBER OF ACRES ADDED TO PERMANENT PRIVATE OPEN SPACE OR RECREATION.</p> <p>What: To protect County's permanent open space for recreational opportunities. Why: To protect County's open spaces and expand recreational opportunities.</p> | <p>225 acres added.</p> | <p>Key Outcome measures will be updated in the 2004 Business Plan.</p> | <p>Not Available</p> |
| <p>NUMBER OF ACRES OF SENSITIVE HABITAT ENHANCED OR CREATED THROUGH MITIGATION BANKS.</p> <p>What: Establishment of biological mitigation measures required as mitigation for development projects. Why: To ensure preservation and restoration of County's natural habitats.</p> | <p>Complete: 242 acres. Pending: 241 acres.</p> | <p>Key Outcome measures will be updated in the 2004 Business Plan.</p> | <p>Not Available</p> |
| <p>NUMBER OF ENVIRONMENTAL DOCUMENTS COMPLETED.</p> <p>What: To ensure proper review, preparation & processing of environmental impact reports. Why: Ensure environmental protections - mitigation of impact stemming from new project implementation.</p> | <p>Private Projects: 122 Public projects: 188 Non-County Lead: 144</p> | <p>Key Outcome measures will be updated in the 2004 Business Plan.</p> | <p>Not Available</p> |

Fiscal Year FY 2002-2003 Key Project Accomplishments:

- In Calendar Year 2003, PDSO finds itself without a Business Plan because of a financial crisis that unfolded at the close of FY 01-02. The complications arising from the fiscal crisis are of a magnitude that a reorganization and reinventing of the Department is necessitated that reaches far beyond standard Business Plan goals and strategies. As a result, every aspect of the Department is being subjected to a full review from the ground up with a focus on the core services required by the community. In Budget 071, duties such as maintenance of the General Plan remain a state-mandated central function. Board of Supervisor assigned duties such as Code Enforcement and Community Revitalization continue in place, but the exact degree of service, whether increased or decreased from the past, will depend on the supporting funding determined by the Board.
- To meet the challenges presented by reorganization and reinvention of PDSO, numerous steps have already taken place:

- An Interim Director, Larry Leaman, volunteered to assist in guiding the Department until a permanent Director is selected
- Recruitment for a new Director was initiated in April, 2003
- A second Assistant Director, Walt Krause, was assigned to manage all of the fiscal and administrative services for PDS
- Layoffs were implemented to reduce staff size to fit the budget and projected workloads. Sixteen (16) positions were vacated as a result. Most staff members laid off were reassigned to other County Departments.
- Early retirements were offered and accepted by 4 staff members to help ameliorate the impact of layoffs
- Temporary transfers of employees from the CEO's and Auditor-Controller's offices were executed to bring in experienced budget specialists to review and amend fiscal policies and practices
- Retired County employees were brought back as Extra Help to assist with budgetary and accounting issues.
- A new Time & Materials based fee ordinance to recover costs was proposed and approved by the Board of Supervisors on March 4, 2003 and implemented on April 3, 2003.
- The APPS System was modified to accommodate the new Time & Materials based fee system
- PDS employees were trained to implement and execute the Time & Materials system
- A Fee Appeals Review Board and Hearing Officer process has been developed and sent to County Counsel for review
- Maximus was hired to perform a new comprehensive fee study
- Numerous new financial tools were implemented including regular meetings with key County Agencies (CEO, Auditor-Controller, County Counsel and Internal Audit)

Organizational Summary



DIRECTOR'S OFFICE - PDS D's Director, Assistant Directors, Community & Government Affairs Officer (CGAO) and 3 Secretaries make up the Director's Office Division. Each Program Manager reports to the Assistant Director of Operations, while all fiscal employees, IT manager, HR and CGAO report to the Assistant Director of Administration. This relationship strengthens the role of top management and improves coordination of departmental goals and objectives.

CURRENT PLANNING SERVICES - The Community and Advanced Planning Services Division created in the FY 01-02 cycle has been consolidated with Current Planning Services to create the Current and Advanced Planning Services Division (CAPS) in order to increase efficiency and to focus on revenue-generating, cost-offset core services to the most appropriate extent. Through CAPS, PDS D provides quality information and planning services at the Development Processing Center (DPC); processes administrative and discretionary permits and zone changes for privately initiated development projects; coordinates public hearings for the Zoning Administrator and Planning Commission; enforces County's Land-use regulations; and supports regional planning efforts.

Additionally, the Division now has responsibility for implementing the Five-Year Action Plan; maintaining the General Plan; coordinating necessary transportation and air analysis for private and public projects within the unincorporated county areas; monitoring all Development Agreements to ensure compliance with obligations; processing Annual Monitoring Reports for larger planned communities; maintaining and updating environmental and urban information themes, developing graphics for department reports; conducting special studies and analyses; and providing support for Watershed Planning Projects and Water Supply issues requiring coordination with other County agencies, Cities, State and Federal agencies. Other services provided by CAPS include some activities dependent upon specific policy decisions by the Board of Supervisors to continue or expand general fund support, such as Code Enforcement and Community Revitalization.

PLANNING COMMISSION - PDS D provides clerical support to the Planning Commission.

ENVIRONMENTAL/PROJECT PLANNING - This Division is charged with the critical duty of implementing and ensuring project compliance with the California Environmental Quality Act (CEQA); preparing community, specific and area plans; preparing and reviewing Environmental Impact Reports (EIRs), negative declarations, initial studies, categorical exemptions and other CEQA-related documentation for private and public projects within the unincorporated areas; providing technical site planning and engineering support for environmental issues and special project analyses; acting as liaison to the California State Coastal Commission on project and planning requirements within unincorporated Orange County Coastal zones; and monitoring implementation of biological mitigation measures required for development projects in satisfaction of CEQA or conditions of project approval.

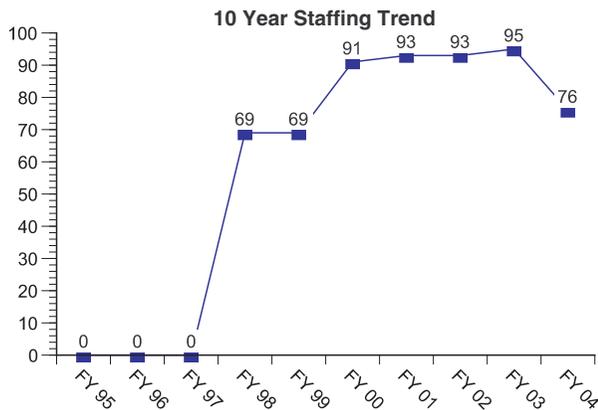
CODE ENFORCEMENT - Facilitates the enforcement of Titles 2, 3, 4, 6 & 7 of the Orange County Codified Ordinances (OCCO) and a resolution establishing a schedule of fines for Grading Code violations. Also issues Civil Citations that impose fines upon persons who violate the OCCO.

FISCAL & PROGRAM SERVICES - Under direct management by the Assistant Director of Administration, FPS provides quality services and support functions to all PDS D Divisions and clients, including budget and financial services, payroll, building maintenance, records management, banking functions and purchasing. All Divisions of FPS support both Fund 071 and Fund 113 activities.

Information technology - As a key player in the overall operations of PDS D, IT developed, implemented and maintains the Automated Permit and Processing System, an in-house designed system to allow a broad and still-growing range of on-line capabilities including scheduling and tracking of inspections, plan checks, deposits and fees. Available to the public for state-of-the-art access and convenience to users, APPS also offers a wide variety of activity, use and trend report generation.

HUMAN RESOURCES - This unit provides technical direction and support for all PDSO functions in the area of human resources, including recruitment, hiring, classification, employee relations, position control and implementation of corporate policies and procedures.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- PDSO was established on November 19, 1996 in accordance with Board Resolution No. 96-825. The staffing change from FY 1998/99 to FY 99/00 was due to the addition of Code Enforcement (7), Human Resources and Fiscal and Program Services Division (15) positions. Per Board directive on June 5, 2000, PDSO's FY 00/01 budget was augmented by \$200,000 and (2) positions to address code enforcement needs in the County.

- As a result of the financial crisis in 02/03 many of the above positions were vacated. PDSO Fund 071, which had included 95 budgeted positions, currently has vacancies in 30 of these positions. Twenty-two (22) of these vacancies were eliminated by the Board of Supervisors on June 24, 2003. In addition, the Board of Supervisors approved three (3) Extra Help Conversions.

Budget Summary

Plan for Support of the County's Strategic Priorities:

Consistent with the PDSO Strategic Plan to assist the County with incorporations; continue EIR preparation, support for regional planning efforts and coordinate with Public Facilities & Resources Department. Additional activities require review of core functions to ascertain consistency with County Strategic Plan, and further require Board of Supervisors direction and General Fund support. These functions include but are not limited to Code Enforcement, community revitalization and continued expansion of the APPS project.

Changes Included in the Base Budget:

Deletion of twenty-two (22) positions with \$1,338,702 in corresponding appropriation reduction in salary and employee benefits primarily as a result of PDSO's January 2003 layoff and early retirement impact.

Approved Budget Augmentations and Related Performance Results:

| Unit/Amount | Description | Performance Plan | Ref. Num. |
|---|---|--|-----------|
| EXTRA HELP CONVERSION-- 2 OFFICE TECHNICIANS Amount:\$ 0 | 2 Extra help positions currently providing lobby coverage at Osborne Building. | Implementing security enhancements measures which includes public access/egress. | 071-002 |
| EXTRA HELP CONVERSION-- ACCOUNTING ASSISTANT II Amount:\$ 0 | Position critical for petty cash fund reconciliation and processing refunds for developer deposits. | Timely processing of journal vouchers for bldg permits & dev projects refunds for developer deposits | 071-003 |



Final Budget and History:

| Sources and Uses | FY 2001-2002 Actual Exp/Rev | FY 2002-2003 Budget As of 6/30/03 | FY 2002-2003 Actual Exp/Rev ⁽¹⁾ At 6/30/03 | FY 2003-2004 Final Budget | Change from FY 2002-2003 Actual | |
|--------------------|--------------------------------|---|---|------------------------------|------------------------------------|---------|
| | | | | | Amount | Percent |
| Total Positions | - | 73 | 73 | 76 | 3 | 4.11 |
| Total Revenues | 8,837,389 | 6,118,573 | 3,597,616 | 6,152,452 | 2,554,836 | 71.01 |
| Total Requirements | 9,506,573 | 9,328,105 | 8,596,255 | 8,985,952 | 389,697 | 4.53 |
| Net County Cost | 669,184 | 3,209,532 | 4,998,639 | 2,833,500 | (2,165,139) | -43.31 |

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2002-03 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Planning and Development Services in the Appendix on page 498.

Highlights of Key Trends:

- Time and Materials Deposit and Fee system adopted to ensure that costs are recovered and services are efficiently delivered;
- Implementation of “800” number and on-line form for convenient public access to file Code Enforcement complaints;
- Continue to participate in the Talega Valley Joint Powers Authority Planning Commission;
- Initiated South County Outreach and Review Effort (SCORE) program to allow public input into the proposed Rancho Mission Viejo project, the largest planned community ever undertaken in Orange County and largest remaining tract of privately owned land;
- APPS expanded to provide Time and Materials tracking and estimating to assist both in-house functions and public accessibility;
- Complete reorganization and revitalization initiated including right-sizing department to meet projected future needs;
- A new Director for Planning & Development Services Department was appointed on June 27, 2003;
- Initiated efforts to project workload/resources needs over the next five years.

Budget Units Under Agency Control

| No. | Agency Name | Director'S Office | Current Planning Services | Planning Commission | El Toro Reuse | Environmental/ Project Planning | Code Enforcement | Fiscal & Program Services | Human Resources | Community & Advanced Planning | Total |
|-----|-----------------------------------|-------------------|---------------------------|---------------------|---------------|---------------------------------|------------------|---------------------------|-----------------|-------------------------------|-------------------|
| 071 | Planning & Development Services | 848,513 | 1,672,309 | 61,719 | 0 | 1,069,011 | 579,083 | 3,061,666 | 218,056 | 1,475,595 | 8,985,952 |
| 126 | SCAG Subregional Plan Development | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 15,737,502 |
| 140 | Air Quality Improvement | 329,737 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 329,737 |
| | Total | 16,915,752 | 1,672,309 | 61,719 | 0 | 1,069,011 | 579,083 | 3,061,666 | 218,056 | 1,475,595 | 25,053,191 |

