

Implementation Status of Red Tape Reduction Task Force Recommendations

Culture/Training

- C1** Implement ongoing and consistent staff training to enable planners to recognize unnecessary steps.
- C2** Establish an ongoing training and mentoring program for employees.
- C3** Develop a LUEG-wide sense of urgency and timeliness of development processes; encourage, support and promote staff that embraces this philosophy, and assign project managers to project applications early in the process and have them remain as the customer's go-to person on all aspects of the project through completion.
- C4** Empower the project manager to make decisions.

Customer Service

- C5** Customer service must be a top priority in the land development permitting process.
- C6** Establish an ongoing customer service training program.

Process Specifics

- C7** Eliminate multiple "bites of the apple" during the development review permitting process.
- C8** Complete the implementation of the new permitting system (Accela) and maintain the program.
- C9** Review stormwater requirements with respect to what constitutes a "priority project" and where possible, provide options to keep smaller, lower-risk projects out of the priority designation.
- C10** Continue to shift as many project approvals as possible to ministerial, through projects similar to the Tiered Wineries Ordinance.

C11 The County should support CEQA reform efforts through its legislative program, California State Association of Counties and the California Legislature.

Monitoring and Control

C12 Performance measures need to address project timelines, not just the tasks of individual employees. And reduce “task-centric” focus on metrics. Increase focus on project completion or “end-game” metrics.

Performance Incentives

C13 Empower and reward those employees who demonstrate results within and across divisional and departmental lines, and look for ways to provide additional performance incentives for staff recognition (e.g., processing a project quickly and taking it to a decision-making body).

**COUNTY OF SAN DIEGO
BOARD OF SUPERVISORS
WEDNESDAY, MARCH 28, 2012**

MINUTE ORDER NO. 5

SUBJECT: COUNTY STAFF EVALUATION OF RED TAPE REDUCTION TASK FORCE RECOMMENDATIONS AND STATUS REPORT (DISTRICTS: ALL)

OVERVIEW:

On March 2, 2011 (1) and April 13, 2011 (2), the Board of Supervisors directed formation of the Red Tape Reduction Task Force (Task Force) and adopted a resolution forming the Task Force, respectively. The purpose of the Task Force was to examine the land development permitting process and identify opportunities for operational improvements that will result in efficiencies in the permitting process.

On February 29, 2012 (4), the Board of Supervisors received the Task Force's report, directed staff to immediately implement some recommendations and evaluate the remaining recommendations and return today with the analysis.

This item includes staff's analysis as well as a status of the Task Force recommendations the Board directed be implemented immediately.

FISCAL IMPACT:

The fiscal impact will vary depending on which RTRTF recommendations the Board directs staff to implement. If all recommendations were to be implemented, the total impact would be approximately \$2.5 million. The funding source for these proposals has not been identified. Adjustments in fees and General Fund resources are discussed as part of the analysis for each recommendation. Depending on the implementation timeline, the CAO will return to your Board for mid-year appropriations or will refer to budget.

BUSINESS IMPACT STATEMENT:

N/A

RECOMMENDATION:

CHIEF ADMINISTRATIVE OFFICER

1. Receive staff analysis of the Red Tape Reduction Task Force (RTRTF) Recommendations the Board directed evaluation of on February 29, 2012 (Attachment A).
2. Provide staff direction on which RTRTF Recommendations to implement from Attachment A.
3. Provide staff direction on the Land Development Performance Review Committee structure (Attachment B).

4. Receive a status report on the RTRTF Recommendations the Board directed immediate implementation of on February 29, 2012 (Attachment C).

5.1 ACTION: A1 and A2 Community Planning and Sponsor Groups

ON MOTION of Supervisor Jacob, seconded by Supervisor Slater-Price, the Board received the staff analysis of the Red Tape Reduction Task Force (RTRTF) Recommendations and took the following actions:

- Rejected the RTRTF Recommendations noted in Attachment A, under A1 and A2, and retained Community Planning and Sponsor Groups (CPG/CSGs) as they currently exist.
- Directed the Chief Administrative Officer to return to the Board with revisions to Board Policies I-1 and I-1A to reflect the following staff recommended changes:
 - require training before being seated;
 - require annual training (in person or online);
 - provide a meeting agenda template;
 - make legal defense and indemnification dependent upon Community Planning and Sponsor Group members completing training and being in good standing;
 - modernize Board Policy I-1 requirements for Community Planning and Sponsor Group management;
 - identify that when Community Planning and Sponsor Groups make specific requests of an applicant that such requests be made through the County Project Manager.
- Directed the Chief Administrative Officer to return to the Board with a chairperson rotation process.
- Refer to the Chief Administrative Officer for funding for these recommendations to come out of the General Fund - \$40,000.

AYES: Cox, Jacob, Slater-Price, Roberts, Horn

5.2 ACTION: A3 Resource Protection Ordinance

ON MOTION of Supervisor Slater-Price, seconded by Supervisor Jacob, the Board made no changes to the Resource Protection Ordinance (RPO); directed the Chief Administrative Officer to reconvene the stakeholders' group to review the RPO and Board Policy I-73 to remove potential redundancies and duplication of effort, to create a more efficient process and to look at how wetlands are defined, and return to the Board with recommendations.

AYES: Cox, Jacob, Slater-Price, Roberts, Horn

- 5.3 ACTION: A4 Reorganization**
ON MOTION of Supervisor Horn, seconded by Supervisor Cox, the Board directed the Chief Administrative Officer to return to the Board with a suggested implementation plan to organize around the development review permitting process in a new department, rather than within the historical silos.
- AYES: Cox, Jacob, Slater-Price, Roberts, Horn
- 5.4 ACTION: A5 Reorganization**
ON MOTION of Supervisor Slater-Price, seconded by Supervisor Cox, the Board rejected recommendation A5, opting not to create a program manager level position to function as a problem-solver or troubleshooter.
- AYES: Cox, Jacob, Slater-Price, Roberts, Horn
- 5.5 ACTION: A6 Continuous Improvement Program**
ON MOTION of Supervisor Cox, seconded by Supervisor Jacob, the Board directed the Chief Administrative Officer to return to the Board with further clarification of the Continuous Improvement Program and an evaluation of the costs including which are one-time costs versus continuous costs.
- AYES: Cox, Jacob, Slater-Price, Roberts, Horn
- 5.6 ACTION: A7 Requiring Approvals from Other Jurisdictions**
ON MOTION of Supervisor Slater-Price, seconded by Supervisor Horn, the Board directed the Chief Administrative Officer to revise the process to not require approvals from other local land use jurisdictions during project processing or in project conditioning, with the clarification that this only applies to cities.
- AYES: Cox, Jacob, Slater-Price, Roberts, Horn
- 5.7 ACTION: A8 Outside Agency Permit Requirements in County Conditions**
ON MOTION of Supervisor Slater-Price, seconded by Supervisor Jacob, the Board directed the Chief Administrative Officer to develop notification language with the exception of the Federal Endangered Species Act and modify procedures to incorporate a notice and permit conditions.
- AYES: Cox, Jacob, Slater-Price, Roberts, Horn
- 5.8 ACTION: A9 Revise the Timing for Condition Satisfaction**
ON MOTION of Supervisor Jacob, seconded by Supervisor Cox, the Board directed the Chief Administrative Officer to work on the site improvement agreement.
- AYES: Cox, Jacob, Slater-Price, Roberts, Horn

- 5.9 ACTION: A10 Making Recording Requirements a Part of the Final Map**
ON MOTION of Supervisor Slater-Price, seconded by Supervisor Cox, the Board directed the Chief Administrative Officer to amend the condition requirement as explained in the staff report; reconfirm staff's current process relative to securing off-site easements prior to tentative map approval, as well as how the department processes IODs.
- AYES: Cox, Jacob, Slater-Price, Roberts, Horn
- 5.10 ACTION: A11 Self Certification**
ON MOTION of Supervisor Jacob, seconded by Supervisor Cox, the Board directed the Chief Administrative Officer to continue to work with industry and other stakeholders to identify opportunities that will allow for self certification that do not result in the County assuming unnecessary legal liability or risks or the increase of the potential for violations or fines.
- AYES: Cox, Jacob, Slater-Price, Roberts, Horn
- 5.11 ACTION: A12 New Residential Design Guidelines**
ON MOTION of Supervisor Jacob, seconded by Supervisor Cox, the Board opted to consider and take action on the draft guidelines when they are presented for consideration at a public hearing in Spring 2012.
- AYES: Cox, Jacob, Slater-Price, Roberts, Horn
- 5.12 ACTION: A13 Vesting Provisions for New Regulations**
ON MOTION of Supervisor Cox, seconded by Supervisor Horn, the Board directed the Chief Administrative Officer to include language in the County's Legislation Program to advocate for the addition of vesting provisions in federal and state land use regulations.
- AYES: Cox, Jacob, Slater-Price, Roberts, Horn
- 5.13 ACTION: A14 Cost Control Measures**
ON MOTION of Supervisor Slater-Price, seconded by Supervisor Cox, the Board directed the Chief Administrative Officer to proceed with Option 1, as described in Attachment A, Cost Control Measures, Recommendation A14.
- AYES: Cox, Jacob, Slater-Price, Roberts, Horn
- 5.14 ACTION: A15 Only Require Changes or Studies that can be Justified**
ON MOTION of Supervisor Cox, seconded by Supervisor Jacob, the Board directed the Chief Administrative Officer to train staff to be able to have the acumen to understand exactly what studies are necessary and only request the level of study that is absolutely necessary, while meeting all CEQA requirements.
- AYES: Cox, Jacob, Slater-Price, Roberts, Horn

5.15 ACTION: A17 Risk Tolerance

ON MOTION of Supervisor Jacob, seconded by Supervisor Slater-Price, the Board rejected Recommendation A17 as described in Attachment A, Risk Tolerance.

AYES: Cox, Jacob, Slater-Price, Roberts, Horn

5.16 ACTION: B1 Implementation of Land Development Performance Review Committee

ON MOTION of Supervisor Jacob, seconded by Supervisor Horn, the Board selected Option 1 as defined in Recommendation B1, "Implementation of Land Development Performance Review Committee" and directed the Chief Administrative Officer to return to the Board with additional implementation and membership options.

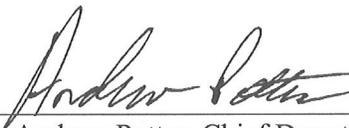
AYES: Cox, Jacob, Slater-Price, Roberts, Horn

State of California)
County of San Diego) §

I hereby certify that the foregoing is a full, true and correct copy of the original entered in the Minutes of the Board of Supervisors.

THOMAS J. PASTUSZKA
Clerk of the Board of Supervisors



By 
Andrew Potter, Chief Deputy

**COUNTY OF SAN DIEGO
BOARD OF SUPERVISORS
WEDNESDAY, MAY 9, 2012**

MINUTE ORDER NO. 2

**SUBJECT: INITIATIVES TO IMPROVE LAND DEVELOPMENT SERVICES
(DISTRICTS: ALL)**

OVERVIEW:

On April 13, 2011 (2), the Board of Supervisors formed the Red Tape Reduction Task Force (Task Force). The purpose of the Task Force was to examine the land development permitting process and identify opportunities for operational improvements that will result in efficiencies in the permitting process. On February 29, 2012 (4), the Board of Supervisors received the Task Force's report, directed staff to immediately implement some recommendations and evaluate the remaining recommendations and return with the analysis.

On March 28, 2012 (5), after reviewing staff analysis, the Board made several decisions to improve the land development process for customers. The Board also directed staff to return with an implementation plan relating to the reorganization of departments and functions involved in the land development process, additional information regarding the Continuous Improvement Program and membership options and additional details related to a Land Development Performance Review Committee. This item responds to that direction.

FISCAL IMPACT:

Partial funding associated with today's recommendations is included in the Fiscal Year 2012-14 CAO Proposed Operational Plan. If approved, today's recommendations will result in costs and revenues of \$834,000 of which \$300,000 is currently included in the Operational Plan. The funding source is available General Fund fund balance. There will be no change to staffing levels.

BUSINESS IMPACT STATEMENT:

N/A

RECOMMENDATION:

CHIEF ADMINISTRATIVE OFFICER

1. Receive staff's presentation of the Implementation Plan for the Reorganization of departments and functions involved in the land development process and direct the Chief Administrative Officer to reorganize.
2. Should the Board approve recommendation 1 above, authorize the Chief Administrative Officer to take any actions necessary to complete the reorganization, such as, but not limited to, changing the department name in all existing materials, e.g., letterhead, ordinances and codes.
3. Receive staff's presentation on the Continuous Improvement Program.

4. Select either Option A or B for the membership of the Land Development Performance Review Committee, or direct another alternative as determined by the Board. (Attachment B)
5. Direct the Chief Administrative Officer to include funding up to \$534,000 for the recommendations approved today in the Fiscal Year 2012-13 budget based on available General Fund fund balance.

ACTION:

ON MOTION of Supervisor Jacob, seconded by Supervisor Slater-Price, the Board took the following actions:

- Received staff's presentation of the Implementation Plan for the Reorganization of departments and functions involved in the land development process and directed the Chief Administrative Officer to reorganize.
- Authorized the Chief Administrative Officer to take any actions necessary to complete the reorganization, such as, but not limited to, changing the department name in all existing materials, e.g., letterhead, ordinances and codes.
- Received staff's presentation on the Continuous Improvement Program.
- Selected Option A for the membership of the Land Development Performance Review Committee.
- Directed the Chief Administrative Officer to include funding up to \$534,000 for the recommendations approved today in the Fiscal Year 2012-13 budget based on available General Fund fund balance.
- Directed the Chief Administrative Officer to include original submittal dates on all project staff reports.

AYES: Cox, Jacob, Slater-Price, Roberts, Horn

State of California)
County of San Diego) §

I hereby certify that the foregoing is a full, true and correct copy of the original entered in the Minutes of the Board of Supervisors.

THOMAS J. PASTUSZKA
Clerk of the Board of Supervisors

By 
Andrew Potter, Chief Deputy

