

REVIEW OF THE RESOURCE
MANAGEMENT AGENCY

COUNTY OF MONTEREY, CA

JULY 22, 2020



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Citygate Associates, LLC (Citygate) is pleased to present this review of the Monterey County (County) Resource Management Agency (RMA). While Citygate’s study of the RMA includes a high-level review of administration, parks, public works, and other functions within the RMA, this study focuses primarily on the community development functions, including planning, engineering, permitting, and building services.

The vision of the RMA is “to enhance the quality of life and economic health of the community by providing responsive, efficient, and high-quality public services and to promote good stewardship of natural and man-made resources.” In spite of its vision to provide high-quality public services, the RMA has been in a decades-long struggle with customer service and stakeholder satisfaction, as the Grand Jury noted employee turnover, difficulty in filling vacant positions, inadequate staff training, insufficient coordination of workflows, and work backlogs as far back as 2005.

Citygate’s approach to this study emphasized the needs of customers and stakeholders. At the start of this review, Citygate was on site for eight days in February 2020 to interview community groups, employees, former employees, policy makers, project applicants, and other stakeholders. In total, Citygate interviewed over 100 unique participants in person, on the phone, and through video conferencing. Citygate conducted an online survey for RMA customers and stakeholders and reviewed thousands of pages of documents provided by the RMA and stakeholders relating to the RMA’s operations. In short, Citygate became immersed in the RMA’s environment.

Citygate marvels at the similarity of concerns shared by diverse stakeholders regarding the condition of County land-use planning and other RMA operations. Much of the feedback Citygate received from stakeholders suggested financial and human resource shortages as the primary causes of RMA's customer service and stakeholder satisfaction challenges.

Citygate is not surprised to find real and perceived resource constraints in the RMA. Over the past 20 years, the nation has endured several economic downturns, and now the world faces another public health and economic challenge in the form of the COVID-19 pandemic. Like most local governments in California with which Citygate is familiar, the County suffered from the impacts of previous economic downturns, and some evidence of past economic contractions still remains in the RMA's operations. Functions associated with the RMA include 20 percent fewer staff members than in 2004, and Citygate notes that the RMA presently maintains a 10 percent vacancy factor to operate within its available budget. While the current economic circumstances during and following the COVID-19 pandemic are anything but certain, Citygate expects that the County's current financial constraints are likely to worsen, at least temporarily, due to COVID-19's economic impact.

The scope of Citygate's review did not include examining the overall funding of County operations, including the overall health and allocation of the General Fund, the funding source over which the Board of Supervisors exercises the most discretion. Without completely and properly analyzing the General Fund, Citygate first searched for efficiencies and realignments before recommending additional resources, as recommending significant General Fund reallocations could negatively impact other important County agencies and inappropriately reprioritize County public services. Even without evaluating overall General Fund allocations, Citygate hopes to provide County policy makers and executives with information valuable to prioritizing and allocating the County's discretionary financial resources presently allocated to the RMA.

While Citygate believes resource allocation is a concern, Citygate also finds that other factors contribute to the RMA's stakeholder satisfaction challenges. When Citygate spoke with various stakeholders, both internal and external, the concept of trust, or more specifically the lack thereof, was a recurring theme. While Citygate examined RMA practices, policies, and procedures, Citygate noted several shortcomings in data handling and management reporting that significantly hamper the RMA's ability to serve its customers and stakeholders well.

Finally, Citygate finds that the RMA is a broad organization with many disassociated functions, and a deep organization with many levels of management and supervision. While Citygate makes 76 recommendations in this report that cover communication, policies, priorities, procedures, reports, staff, and technology, Citygate believes the recommendations most important to the long-term success of the RMA are along the themes of establishing trust, calibrating the workforce with workload, managing performance, and realigning the organization. The remainder of this

Executive Summary discusses each of these themes and the most significant recommendations related to each theme.

ESTABLISHING TRUST

In Section 3.2, Citygate outlines its recommended strategy to develop a framework for strong stakeholder-focused land-use practices that can improve trust—and ultimately stakeholder satisfaction—in the RMA’s land-use planning and entitlement activities.

Ethical behavior is key to all government operations, and while Citygate does not suggest any breaches in planning ethics currently exist, Citygate nonetheless understands that establishing transparent, fair, and ethical decision-making processes in local land-use planning requires constant vigilance. Citygate considers consistent and quality ethics training critical to excellent land-use practice.

“...the recommendations most important to the long-term success of the RMA are along the themes of establishing trust, calibrating the workforce with workload, managing performance, and realigning the organization.”

Recommendation #4: Require and facilitate or conduct training on ethics for all employees involved in the land-use entitlement and permitting process based upon the rubric and materials published by the American Institute of Certified Planners.

In Citygate’s experience, professional planners are not only responsible for assisting project proponents and stakeholders through a complex regulatory environment, but they are also responsible for navigating through the conflicting desires of diverse stakeholders. In this environment, it is not inconceivable that a planner’s personal views relating to land-use entitlement issues may impact objectivity, and a planner may place too much emphasis on a particular entitlement or project outcome. By establishing themselves as the keepers and champions of due process, professional planners can improve services to both customers and stakeholders as project proponents receive expeditious review of their projects, neighbors can be well informed about development activities in their neighborhoods, and community stakeholders can be well informed about project alternatives, decisions, and impacts. In Section 3.2.2, Building Trust through Emphasizing Due Process, Citygate offers the following recommendation.

Recommendation #5: To improve service to all planning stakeholders, build a culture that emphasizes procedural and substantive due process for the planning practices in the County.

Accurate and timely communication regarding government activities in general, and in the RMA’s land-use policy and planning specifically, is imperative to building and maintaining relationships over time. During this review, Citygate recognized several examples where the RMA could improve communications to its constituency. As an example, Citygate believes that the RMA’s reporting on the General Plan implementation status, which has changed over time, makes it extremely difficult, if not practically impossible, to track the year-over-year changes and current status of the General Plan implementation policies and tasks. Over time, this has created confusion and caused mistrust among stakeholders. In Section 3.2.3, Maintaining Trust through Improving Stakeholder Communications, Citygate offers the following recommendation.

Recommendation #6: RMA managers must provide transparent, clear, and simplified project status and performance data to applicants and stakeholders as a first step to restore public trust, such as with the General Plan implementation.

CALIBRATING THE WORKFORCE WITH WORKLOAD

During Citygate’s interviews, RMA employees consistently communicated significant stress from heavy workloads and the burden of significant work product backlogs. Citygate observed significant apathy among RMA employees about the work backlogs, with few taking responsibility and even fewer working toward resolution. The culture within the RMA reflects one of fatigue or atrophy from perceived workload burdens and resource shortages.

Citygate understands that RMA resources are constrained by past economic recessions and current economic circumstances, and Citygate finds that the RMA workforce is not well calibrated to the current workload.

Citygate found notable position attrition, staffing vacancies, and employee turnover in the RMA. Since Fiscal Year 2004/05, the RMA has lost 80 positions, representing 20 percent of the workforce. In Fiscal Year 2019/20, the RMA maintains a 10 percent vacancy to realize budget savings to meet expenditure limits. At the time of Citygate’s review, 16.5 percent of RMA positions were vacant. Citygate examined the RMA turnover for the past three years and found that, overall, 69 employees left the organization, which is approximately 8 percent of the workforce on an annualized basis. As retirements may be more a lifestyle choice, Citygate focused on resignations and terminations, which may be a better reflection of labor market conditions. The RMA experienced a resignation and termination turnover rate of approximately 5 percent on an annual basis. The turnover rate is more pronounced in the staff related to development review.

Citygate evaluated the workload in the land-use and community development functions and found considerable work product backlogs, particularly in advance planning, conditions compliance,

current planning, and plans examination. However, Citygate experienced difficulty in determining the precise extent of the backlog in each function. This was largely due to two factors: (1) project data entry is inconsistent, incomplete, and untimely; and (2) management reports intended to measure key performance metrics in Planning Services and Building Services, such as application aging, assignments, deadlines, milestones, and review times, are essentially nonexistent.

To fully understand workloads and prioritize resources in response, the RMA must have accurate and timely workload information. In Section 4, Workload and Performance, Citygate offers the following recommendations.

Recommendation #9: RMA staff must regularly update data in all computerized data management systems, such as Accela—preferably each time a project record is accessed, as appropriate.

Recommendation #10: The RMA must mature its management report systems to provide meaningful information to managers on project commitments, deadlines, milestones, and status.

Recommendation #11: RMA managers must review important project performance data, including assignments, deadlines, and milestones, no less than weekly to determine project status and allocate financial and human resources.

Citygate perceives that maintaining the vacancies in development review functions is a significant contributor to RMA stakeholder satisfaction issues. While effective at helping the RMA operate within budget limitations, maintaining perpetual vacancies misrepresents resources available to accomplish work and reduce backlogs. These perpetual vacancies also make it more difficult to plan work efforts and prioritize decisions on backfilling critical vacancies. Citygate recommends that the RMA management prioritize filling vacancies in alignment with customer service priorities. In the Section 5.2.2, Vacancies, Citygate offers the following recommendations.

Recommendation #29: Empower Human Resources to prioritize recruitments for all key vacancies occurring within critical professional positions for planning, building, public works, engineering, environmental (water/sewer), and storm drainage disciplines.

Recommendation #31: Fill the vacant Chief of Building Services position in Building Services as quickly as possible.

Recommendation #32: Fill the vacant Building Plans Examiner position in Building Services as quickly as possible.

Recommendation #33: Fill the vacant Civil Engineer and Water Resources Hydrologist positions in Environmental Services as quickly as possible.

Recommendation #34: Fill the vacant Assistant and Civil Engineer positions in Development Services as quickly as possible.

As a result of position attrition, employee turnover, and general labor market conditions, especially in the planning profession, Citygate finds that some journey and management positions are staffed with employees with less-than-optimal professional education, experience, and training. Citygate believes that leveraging membership in professional organizations is valuable in developing and training employees, particularly in highly specialized and technical professions and trades. In Section 5.3.3, Succession Planning, Citygate offers the following recommendations.

Recommendation #43: Develop a succession plan, working with Human Resources and the represented bargaining units.

Recommendation #44: Provide for continuing education, licensing, and development of Planning Services and Building Services staff members, so that expertise in these units is nurtured and retained.

Recommendation #45: Develop an agency-wide training curriculum, to include technical, interpersonal, supervisory, management, and leadership skills. Consider consulting with the California State Association of Counties for program development.

MANAGING PERFORMANCE

The RMA uses Accela, a common permit tracking system for planning and building application review. RMA staff provided data and reports from this system, upon which Citygate based its development permitting workload analysis. The RMA utilizes Accela somewhat effectively to route and manage projects through its approval pipeline. However, Accela is under-utilized, particularly in the performance of the review process for each project on the pipeline, such as assignments, application aging, next steps, deadlines, milestones, and review times. Citygate finds that poor management reporting results in a lack of management accountability and contributes to poor customer service as manifest in the significant backlogs. In Section 6.2.2, Land Use and

Permitting, Citygate offers the following recommendations to improve staff's use of management reporting tools in Accela.

Recommendation #58: Contract with Accela to develop the necessary management reports that provide workload assignment, application aging, next steps, deadlines, milestones, and review times to facilitate critical management decisions.

Recommendation #59: Train and require all managers to use Accela management reports and provide this data to senior management weekly, transitioning to monthly when performance improves.

When evaluating the RMA's performance management systems, Citygate found limitations in two key areas: service-level commitments and performance measurement. The RMA has not published service-level commitments for timelines, milestones, or any measure of planning and permit processing performance of service delivery. The RMA's performance measures are largely input-based, such as quantities of activities rather than performance toward a committed level of service, and they lack important performance data, such as application aging, assignment, milestones, and next steps. There are many resources available to aid in the development of performance measures, and Citygate offers the following recommendations to facilitate accomplishing them.

Recommendation #69: Establish and publish service-level commitments for development-related business processes.

Recommendation #70: Develop and report on performance measures for development-related functions.

REALIGNING THE ORGANIZATION

Over many years, there have been numerous efforts to reorganize the functions that constitute the RMA with hopes of improving customer service. The current organizational structure reflects these changes over time rather than an organizational strategy based on organizational science.

When examined against best practices, Citygate finds the RMA organizational and management structure overly deep and broad. Citygate observed that the RMA's breadth and depth diffuse its mission, dilute responsibilities, diminish accountability, and deemphasize individual performance. This is also true of the independent operating units, such as Planning Services. The Planning Services Division management structure consists of five layers, including the RMA Director,

Deputy Director of Land Use and Community Development, Chief of Planning, two Planning Managers, and Supervising Planners. In Section 5.2.3, Focus on Development-Related Vacancies, Citygate offers the following recommendations, and Citygate recommends that, by not filling the Supervising Planning position, and by not filling the Chief of Planning position through an external recruitment (and instead preserving the position for internal assignment), the organizational capacity will be created to facilitate a more significant organizational realignment.

Recommendation #35: Eliminate the one vacant Supervising Planner position in Planning Services and create two Associate Planner positions.

Recommendation #36: Do not fill the Chief of Planning position in Planning Services through an external recruitment; rather, preserve this position for internal assignment.

Citygate believes that moving Planning Services senior and mid-management closer to work production will concentrate responsibility and increase accountability. Further, eliminating the Deputy Director of Land Use and Community Development and vacant Supervising Planner positions and using this capacity to fill the Chief of Planning position and create Associate Planner positions will add work capacity in the form of realigned positions from management/supervisor to journey level. Citygate understands that during the course of this review, the RMA filled one of the two Supervising Planner positions through internal promotion, leaving one Supervising Planner and the previous journey-level planning position vacant.

When examining the RMA's organizational structure, Citygate looked for organizational alignment that allowed for employee collaboration, process efficiency, resource consolidation, responsibility concentration and clarity, and supervisory accountability. To begin solving the historically stubborn conditions that led to declining levels of customer service, increasing levels of employee apathy, and eroding stakeholder trust, Citygate recommends creating two distinct departments, one related to community development and housing and one related to community services, and Citygate further recommends these department heads report to the County Administrator.

Recommendation #71: Create two distinct departments—a Community Development and Housing Department and a Community Services Department—and align the necessary functional units accordingly.

The Community Development and Housing Department will group all staff developing land-use and housing policy and serving development applicants to provide integrated planning, engineering, permitting, and building services to customers and stakeholders. Citygate recommends that the County move the Housing Division from the County Administrative Office (CAO) to the newly formed Community Development and Housing Department. Citygate recommends that the County reclassify the RMA Director to Director of Community Development and Housing, ensuring that the Director has the appropriate professional qualifications—an American Institute of Certified Planners certification.

The Community Services Department will group all staff responsible for acquiring, constructing, maintaining, and managing County infrastructure, such as bridges, buildings, facilities, grounds, and roads; managing open space, park, and trails assets and programs; and managing the County's floodplain and established stormwater systems. Citygate further recommends that the County eliminate the Deputy Director of Public Works and Facilities and create a Director of Community Services, ensuring that the Director be a certified Professional Engineer. Citygate understands that the County has been in the process of reclassifying the Deputy Director for Administration to Assistant Director of the RMA (Community Services). The appropriate location for this position is in the Community Services Department as Assistant Director, which has the more complex financial reporting assignments, such as County Service Area accounting, Gas Tax and Road Fund accounting, federal contribution accounting (single audit), and recreation concession management.

To facilitate the reorganization, Citygate recommends separating development-related grading and stormwater functions from maintenance and regulatory flood plain and stormwater management functions, dividing these responsibilities between the Community Development and Housing Department and Community Services Department. This will require filling the Engineering and Hydrologist classification vacancies, dividing these resources between the two departments. When implemented, the recommended organizational structure will entirely replace the RMA, and the RMA as an organizational unit will cease to exist. Citygate fully explores this organizational recommendation in Section 7.

CONCLUSION

Based on this review of the RMA land-use and permitting workload, workforce, management frameworks, resource constraints, and organizational structure, Citygate finds it difficult to recommend significant additions to the workforce beyond the realignments recommended in this report. Citygate is not suggesting that the RMA will completely cure any actual or perceived workload/workforce imbalance once it realigns its organization, employs proper management tools, and fills recommended vacancies.

Citygate makes 76 recommendations in this report, and Citygate believes that the best results will be obtained by implementing all recommendations as outlined in the Action Plan. However, these

recommendations do not need to be implemented in a linear fashion. While designed as a complete solution to improve the RMA’s organizational culture, management systems, staff competency, supervisory accountability, and process efficiency, most of Citygate’s recommendations stand on their own and each would provide some benefit to RMA customers. Citygate recognizes the potential financial constraints facing Monterey County and all local governments during this time of economic challenges due to COVID-19, and Citygate formulated recommendations accordingly to reduce barriers to full implementation. Ultimately, it is the domain of the County Board of Supervisors, the County Executive Team, and RMA employees to determine the extent to which these recommendations are implemented.

After implementing the recommendations in this report, the County should evaluate conditions and then consider expanding services or improving service levels by adding additional staff or contract resources, as necessary. In Section 3.1, Citygate examines the Shewhart Cycle, a best practice approach to meeting challenges in a dynamic environment. This continuous improvement cycle provides a framework for establishing goals, implementing changes to accomplish these goals, monitoring performance toward the goals, and adjusting efforts and goals based on changing environmental conditions. In this manner, the County can implement the recommendations in this report, identify challenges, solve problems, and seize opportunities to maximize the impact of the recommended changes. Citygate’s scope for this project includes a six-month follow-up, at which time Citygate can assist in this endeavor.

In this report, Citygate explores the RMA’s cultural environment, workload/workforce calibration, management practices, and organizational structure and recommends techniques to improve the RMA’s customer service and stakeholder satisfaction, ultimately increasing stakeholder trust in the RMA’s land-use planning and entitlement activities.

NEXT STEPS

Citygate recommends the following action steps to implement the recommendations presented in this report:

1. Monterey County’s Board of Supervisors reviews, considers, and adopts Citygate’s report in its entirety and directs staff to implement all of the recommendations presented in this report. Further direct the RMA to provide monthly updates for the first six months, and quarterly updates thereafter, on the implementation status of each of the recommendations in this report. Citygate has provided the recommendations in tabular form for this purpose in Section 8 of this report. By adding a column to the right margin of this table, the RMA can provide concise reporting back to the Board of Supervisors and the CAO so that they can monitor implementation progress and achieve the benefits of investing in this study.

2. Direct Citygate to return to the County in six months and perform its own review of the RMA's implementation progress, followed by a report back to the Board of Supervisors. Citygate will also report to the Board any changing conditions which would cause the RMA to adjust or adapt its approach to implementing specific recommendations.
3. Thereafter, the RMA (then comprised of two departments) will continue to report to the Board quarterly until all recommendations are fully implemented.

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1.1 PROJECT OVERVIEW

Citygate’s study of the Monterey County (County) Resource Management Agency (RMA) focuses primarily on the RMA’s community development functions, including planning, engineering, permitting, and building services., and the study also includes a high-level review of administration, parks, public works, and other functions within the RMA. The objective of the study is to review current conditions, evaluate existing and future service demands, and analyze opportunities for organizational changes and process improvements that can improve customer service and stakeholder satisfaction.

“Citygate’s approach to this study emphasized the needs of customers and stakeholders, both internal and external.”

Citygate’s approach to this study emphasized the needs of customers and stakeholders, both internal and external. Engaging with these important constituencies, including face-to-face interviews, focus groups, online surveys, telephone calls, and video conferences, was an essential part of the data collection process for this study. Overall, Citygate interviewed more than 100 stakeholders, including community members, contractors, current and former employees, policy makers, and project applicants. Using an online survey, Citygate surveyed RMA customers and stakeholders between April 14 and 30, 2020, based on a recipient list provided by the RMA. Citygate provides the survey results in **Appendix 1**.

Citygate conducted on-site interviews in the RMA on February 6–7, 10–14, and 19–20. This initial effort included project orientation meetings, policy maker and staff interviews, stakeholder focus

groups and interviews, and reviews of workflows and processes. Due to social distancing requirements during the COVID-19 outbreak, Citygate held subsequent meetings by telephone and video conference.

In the intervening months, Citygate reviewed thousands of pages of documents provided by the RMA and stakeholders and webpages relating to the RMA’s budgets, operations, policies, procedures, strategies, work plans, and values. Based on the stakeholder interviews, survey results, document review, best practices comparisons, and Citygate’s experience conducting many similar reviews, Citygate offers this analysis and these recommendations to improve service levels to the residents of the County and the customers of the RMA by realigning RMA staffing, reorganizing RMA’s structure, reinstating proper management structures, and filling key vacancies.

1.2 **CONTEXT OF THIS STUDY**

The RMA has a broad range of responsibilities that include bridge maintenance, development review, facilities maintenance, land-use planning, parks operations and planning, road maintenance, and stormwater management. The RMA’s vision and values drive its efforts. The vision of the RMA is “to enhance the quality of life and economic health of the community by providing responsive, efficient, and high-quality public services and to promote good stewardship of natural and man-made resources.” The values by which the RMA conducts its work are:

- ◆ Honesty, hard work, and ethical behavior
- ◆ Transparency and accountability
- ◆ Communication and coordination with the public and partner agencies
- ◆ Empowerment of staff and recognition of superior performance
- ◆ Equitable treatment and respect of all constituents
- ◆ Excellence in service delivery.

In spite of its vision to provide high-quality public services, the RMA has been in a decades-long struggle with customer service and stakeholder satisfaction. Various stakeholder groups noted the historical dysfunctions of planning processes in the County. Fundamentally, stakeholders expressed a desire for clarity and uniformity in the review of development applications and projects, and employees do not feel empowered to make this happen.

In its 2005 report on the County’s Planning and Building Department, the Grand Jury noted that 20 of the past 30 Grand Juries have reported on previous iterations of the RMA, focusing largely on the planning and building functions. While this report noted that the 2003 Grand Jury found some improvements in the permitting process, the 2005 Grand Jury noted that conditions deteriorated between 2003 and 2005. Citygate notes that many problems identified by the 2005

Grand Jury persist today, including employee turnover, difficulty in filling vacant positions, inadequate staff training, insufficient coordination of workflows, and work backlogs.

Much of the current feedback Citygate received relating to the RMA customer and stakeholder service suggested that the RMA is under-resourced, both in financial and human resources. From the burst of the dot-com bubble through the Great Recession, and into the financial impacts of the COVID-19 pandemic, Citygate understands from firsthand experience the resource challenges of the past several decades in public sector organizations. Citygate is comprised of former county and city leaders. We have not only led organizations through significant economic downturns and associated resources scarcity, but we have assisted many government organizations through tough economic times in consulting engagements.

Most recently in 2008, the US economy entered its worst recession since the Great Depression. The loss of local government revenue was substantial, leading many local governments to reduce staffing levels, in many cases by 25 percent or more. Many local governments have not reinstated the positions lost to the recession. The RMA was not insulated from this economic downturn, further exacerbating the actual and perceived resources shortages. Between Fiscal Years 2004/05 and 2019/20, functions associated with the RMA lost 80 positions (20 percent of the workforce) as a likely result of economic attrition. In addition to the attrition, Citygate notes that the RMA presently maintains a 10 percent vacancy factor to operate within its approved budget. Citygate understands that current economic circumstances during and following the COVID-19 pandemic are anything but certain, and Citygate expects that current financial constraints are likely to worsen over the next few years. As a result, Citygate conducted this analysis with those constraints in mind, searching first for efficiencies and realignments before recommending additional resources.

1.3 AREAS FOR FURTHER STUDY

As in all other California agencies that have development review functions, the RMA charges fees for development review functions. While Citygate has not evaluated County development charges and fees, Citygate understands that the County updated its development fee schedule in 2015. Citygate suggests that regular evaluation of fee schedules for updates may assist the RMA in meeting its customer obligations. During this process, it is important to understand and balance economic conditions, revenue capture, and economic development competitiveness.

The scope of this review also did not include examining the overall funding of County operations, including the overall health and allocation of the General Fund, the funding source over which the Board of Supervisors exercises its most discretion. As such, Citygate is not able to credibly recommend significant reallocations of or augmentations to General Fund resources provided to the RMA. Without proper analysis, making such recommendations could negatively impact other important County agencies and inappropriately reprioritize County services. Citygate recommends

that local conditions and local priorities, as determined by the Board of Supervisors in a process of their design, are best to determine overall County budgeting priorities.

The scope of Citygate’s engagement also did not include either a financial audit or a compliance audit.

Citygate suggests that further review of the cost allocation plan can determine if charges to and from the RMA are accurate to ensure that the RMA is not charged a disproportionate amount for County-wide administrative costs. In Section 7, Citygate makes recommendations to reorganize the RMA, and re-analyzing the County’s cost allocation plans is a necessary step in completing this reorganization.

While not evaluating overall General Fund allocations in this report, Citygate hopes to provide County policy makers and executives with information valuable to setting priorities and allocating resources for the RMA within the County’s budget process.

1.4 PUBLIC SERVICE DURING COVID-19

On March 4, 2020, California’s Governor declared a state of emergency as a result of the threat from COVID-19. On March 19, California’s Public Health Officer ordered Californians to stay at home, except those supporting federal critical infrastructure sectors, for an indefinite period. This same day, California’s Governor issued Executive Order N-33-20 supporting the Public Health Officer’s order and further ordering the Office of Emergency Services to take necessary steps to ensure compliance with the order. As a result, many businesses and local governments modified or curtailed operations to slow the spread of COVID-19. Since that time, County operations, including the RMA, were significantly modified, including closing public counters, conducting public meetings with videoconferencing, and enabling employee telecommuting.

On March 26, the Federal Government suggested that social distancing guidelines be extended from April 7 to April 30. On April 14, the Governor released a framework for re-opening California and, as a result, stay-at-home orders were modified and extended following these guidelines and prevailing conditions.

The COVID-19 outbreak and the government response have significantly disrupted normal business operations and personal lives, and the rapidly evolving local, state, national, and international response to COVID-19 created an uncertain environment in which to plan once-common tasks. Citygate understands the challenges presented to local governments by the COVID-19 pandemic. As a company comprised of former local government executives, Citygate staff stand in solidarity with our colleagues in Monterey County, and across the nation, in responding to this challenge. Social distancing guidelines and common sense required Citygate and the County to work closely in adapting techniques to conduct interviews, facilitate focus

groups, and provide project updates. During the course of this study, Citygate did its part by working remotely to flatten the curve while continuing to serve the County.

1.5 ABOUT CITYGATE

Citygate Associates, LLC, headquartered in Folsom, California, has conducted over 500 consulting reviews for over 300 government agencies, primarily in the West, with a specialization in all aspects of consulting related to land use, community development, and other functions found in the RMA. Citygate has also conducted well over 30 organizational and management studies focused exclusively on land use or community development, including for the California counties of Sacramento, San Diego, and Solano and the California cities of Goleta, Salinas, and San Luis Obispo, among dozens of others.

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SECTION 2—THE KEYS TO SUCCESSFUL IMPLEMENTATION

2.1 HOW TO READ THIS MANAGEMENT STUDY

Citygate intends this report on the RMA to provide a foundation upon which the RMA can improve service to its customers and stakeholders. Citygate based our analysis on conditions at the time of review and focused our recommendations on those actions most likely to improve operations. Citygate understands that many customers, employees, and stakeholders have a long history with the RMA, and Citygate recognizes that historical context, while valuable, often influences how current events are viewed.

When examining reports such as this, it is common for a reader, especially one with knowledge of an organization's history, to hold current staff, managers, and leaders responsible for all issues and conditions in the organization that occurred in the past, regardless of whether those current staff, managers, or leaders were with the organization during the period in question. During Citygate's interviews, many stakeholders recounted issues dating back prior to the 2005 Grand Jury report. However, Citygate understands that during the intervening years the RMA has been organized in many different configurations, has been led by many different managers, and has been staffed by many different employees. No single person or group of persons in the RMA today is responsible for the RMA's past, and it is unproductive to the RMA's efforts to improve future performance by focusing on past issues beyond their value to instruct the RMA's future actions. Citygate heard these historical accounts, understood their instructive value, and developed recommendations accordingly. Citygate believes that the RMA's past challenges do not define its future, and

provides this report to unlock the potential in RMA staff to meet the needs of its customers and stakeholders.

It is also common for an organization's employees to feel defensive when faced with a management report that, to some, may feel overly critical. During Citygate's interviews of current and former employees, Citygate found, without exception, dedicated and passionate employees whose primary goal in participating in this study was to improve their ability to provide excellent service to RMA customers and stakeholders. Of course, each employee has their own idea of what problems exist and what solutions are appropriate. Citygate applauds RMA employees for their dedication and has incorporated a number of their suggestions. While Citygate makes many recommendations involving management and staff, Citygate does so not to be critical of RMA employees, but rather makes them in the interest of aiding RMA employees in their desire to improve service. In this report, Citygate focuses primarily on improving the management and organizational systems within which these dedicated employees work.

2.2 *THERE IS A ROLE FOR EVERYONE*

In the process of conducting interviews, reading documents, and learning the context surrounding the County's RMA issues, Citygate was struck by the similarity of concerns and complaints shared amongst various stakeholders about the condition of land-use planning and other services provided by the RMA, such as parks and public works.

These shared concerns included acknowledgement of the differences between coastal and inland areas and recognition of specialized agricultural land-use needs. Stakeholders shared a joint recognition of the complexity of the regulatory environment in the County. Regardless of their perspective, stakeholders also shared concerns about trust, clarity, and communications as related to land-use planning in the County.

Stakeholders revealed a mutual understanding that current issues around land-use planning are many of the same issues articulated in studies and reviews completed 15 or more years ago. Specific past events that occurred involving land-use planning issues were well known amongst the stakeholders. Even though these events were described to Citygate from various points of view, it became apparent stakeholders shared a collective knowledge about mutually recognized significant moments in how land-use decisions and practices have occurred in the County.

This mutuality of acknowledgement and recognition can be the foundation for change. Everyone has an opportunity to stake a claim in the ownership of future of land-use decision-making in the County by performing their part in improving the process.

"...Citygate was struck by the similarity of concerns and complaints shared amongst various stakeholders about the condition of land-use planning and other services provided by the RMA, such as parks and public works."

“This mutuality of acknowledgement and recognition can be the foundation for change. Everyone has an opportunity to stake a claim in the ownership of future of land-use decision-making in the County by performing their part in improving the process.”

2.2.1 Board of Supervisors

Elected officials set the tone for how difficult public policy decisions are made in their communities. Although it may appear that elected officials make decisions only at the culmination of individual development projects, they actually initiate and are responsible for a wide range of policy guiding land-use decisions in their communities, above and beyond hearings about specific projects. The Board of Supervisors is ultimately responsible for approving the General Plan, which sets the policy and land-use framework for the entire County; approving area and

community plans that focus on land-use issues for specific localities; developing codes and regulations that guide development; and approving and funding capital improvement programs (CIPs), which implement the General Plan. As it deliberates any given policy and/or development proposal, the Board has the opportunity to hear from and discuss a full range of points of view within the County and, ultimately, to forge competing points of view into coherent public policy. No other entity in the land-use process plays this particular role, and no other entity can substitute for the need to have active policy leadership and adoption conducted by the Board.

This policy leadership includes exchanges with the Planning Commission and Board appointees to the Commission. The Board takes responsibility for conveying to the Planning Commission the Board’s expectations of the Commission and its members. The Planning Commission serves many purposes, but it does not usurp or substitute for the ultimate land-use policy role played by the Board of Supervisors.

The Board of Supervisors can also provide support for administrative practices necessary to improve the land-use processes in the County. Board support will:

- ◆ Set a clear mission with clear goals and priorities for land-use processes and other RMA activities.
- ◆ Allow administrative steps and processes to be completed.
- ◆ Refrain from involvement with specific projects until policy decisions are presented.
- ◆ Provide staff and financial resources matched to productivity expectations set by the Board.
- ◆ Maximize staff time and resources by adhering to workload and outcome timeline agreements.

- ◆ Protect staff from interruptive new priorities, requests, and projects imposed on top of current project deadlines and production expectations.

At first, it may feel uncomfortable for individual Board members, and perhaps the Board as a whole, to withhold action around constituent demands, ideas, and requests with regard to individual application processes, new initiatives, and/or development decisions. Elected officials want to be responsive to their constituents, as do staff members. In the interest of being responsive, government can often be quite unproductive, taking on more tasks than can reasonably be delivered, stalling work that is already underway, and failing to complete any projects on a timely basis.

When elected officials embrace their role as policy makers—setting priorities, establishing deadlines, holding staff accountable for results, exercising discipline with established priorities and deadlines, and celebrating successes—the public can learn to trust their turn will arrive, new initiatives can be explored in due course, and trust in process builds for all stakeholders. In the County, establishing the basis of this new trust will take significant leadership from the Board of Supervisors.

2.2.2 County Executive Team

The Executive Team must play a role of accountability, guidance, and support for the heavy lifting it will take to move forward into a new working culture for the RMA and its activities. This role requires working closely with the Board of Supervisors to assist them in their policy decision-making role.

The Executive Team will assist the Board in efforts to maximize staff time and resources by helping the Board avoid disrupting agreed-upon workload and timelines for a given period of time, once those workloads and timelines are established.

To help the Board, the Executive Team will need to develop a useful process by which the many inquiries, requests, and demands for Board action can be noted and fed into future priority-making decisions by the Board. RMA staff can then remain focused on those priorities already assigned. Many local governments have struggled to establish ways to be both responsive to public concerns while at the same time adhering to processes and procedures that have been established to ensure productivity. Where this operates well, the public comes to trust that its concerns will be addressed by a process applied fairly to all. Some agencies are using a “parking lot” listing to keep a record of items that will be addressed in a next round of priority-making decisions. This will require the County Executive Team to work through the urgency surrounding the many requests received by individual Board members and the Board as a whole. The Executive Team can provide a means by which Board members are able to acknowledge constituent communications and concerns while at the same time avoid disrupting the current flow of work assigned.

In addition to supporting the Board, the County Executive Team will need to hold both itself and the leadership of RMA activities accountable for achieving the prioritized goals and objectives established by the Board for annual productivity. This accountability includes regular reporting to the Board (and thus the public) of productivity and progress on those goals and objectives. Section 6 of this report includes recommendations on performance management that will establish best practices for progress reporting. Executives must hold themselves accountable for working to remove barriers imposed upon achieving productivity and sharing this responsibility with RMA leadership. This will, in effect, be the RMA achieving its assigned goals and objectives in partnership with the Executive Team.

2.2.3 County Counsel

County Counsel's role in helping implement the recommendations called for in this report is key to moving forward. Counsel can take an active role in guiding policy development, particularly where policy is now unclear and/or is undeveloped. Counsel can identify the need for policy adoption where it is lacking. Policy in keeping with land-use laws and regulations can be crafted with active participation by the Counsel's office. County Counsel can offer clarity and guidance on the legal options and choices the Board of Supervisors faces with regard to land uses and can identify priority items to address. Although there will likely always be a range of interpretations for controversial policy discussions, the County Counsel's engagement in providing advice on possible legal outcomes will greatly assist the Board of Supervisors, County Executive Team members, RMA staff members, and the public as parties seek to establish outstanding policy questions.

2.2.4 RMA Management

RMA management must embrace the duality of both working to support the Executive Team as they support the Board of Supervisor's efforts and at the same time directing and supporting RMA team members. Citygate understands that the County has a robust strategic infrastructure, and Citygate suggests that these recommendations be added to the County annual Strategic Priorities Plan to provide clear direction to staff on assignments, expectations, and timelines.

Key roles for RMA management are to provide accountability for the work of the RMA, guidance to RMA leaders and members, setting of clear priorities with broad management support, and support for the achievement of those priorities by problem-solving and removing barriers. Management can take on the duty of ensuring a solid flow of forthright communication both within the RMA and through to the Executive Team and, ultimately, the Board of Supervisors.

Management can work to boldly implement the recommendations in this report. Assignments to move these recommendations forward can be given to those within the RMA most able and ready to succeed. Provision of resources, empowerment to take risks, and clear deadlines delegated from management will go a long way toward implementing desired change.

2.2.5 RMA Team Members

Team members must decide to support the recommendations within this report, work toward the success of achieving outcomes, and accept responsibility for their individual role in moving forward.

There already exists within the RMA a strong and admirable desire to provide excellent services to the public and to be a part of preserving and developing the special region that is Monterey County. Team members can build upon these values to put customers first by identifying expectations and exceeding them. Staff can face issues head-on and should communicate constantly, calling their customers before their customers call them.

Team members can take steps to work together within the RMA, focusing on areas of agreement and positivity and gaining energy from achieving some initial milestones and successes. Citygate recognizes there have been many disappointments and disruptions within the RMA over many years. Individually and collectively, team members must find a way to pursue the recommendations contained herein and focus on that course rather than dwelling on the past.

2.2.6 Community Members, Customers, and Stakeholders

Community members, customers, and stakeholders might hold the greatest key to future success. They must begin to expect great things from the RMA and recognize it will take time and effort to achieve all of the recommendations contained in this report.

No one expects differences in opinion regarding land uses and development efforts in the County to disappear with the issuance of these recommendations or changes to the RMA. Clearer communication can be achieved amongst the various groups. Clarity with regard to the specific needs of community members, customers, and stakeholders for requested project information, timelines, and process is the responsibility of each group. Another responsibility is showing respect for staff time and resources by keeping those requests timely and limited.

Giving the RMA an opportunity to perform first before moving up the chain-of-command will help the RMA as it institutes Citygate's recommendations. Applicants can provide complete information sets and plans when submitting a development project for review and avoid starting with an "end-run" to circumvent the process in place by assuming that the only way to resolve issues is to start with the Board and/or Executive Team members. Activist stakeholders and project applicants are encouraged to allow staff to complete its work, otherwise staff can become demoralized and dysfunctional behavior in the development permit review process is reinforced. A level playing field for all does not reward the behavior of those who ignore the processes and penalize those who follow them.

Community members, customers, and stakeholders can help by accepting that the process is in place to achieve due process for all, including those members of the community who question,

have concerns with, and/or oppose specific development proposals. Staff should be allowed to bring projects to public forums with stakeholders participating in the public discussion and debate. Staff should be held accountable for providing the information necessary for that discussion and debate once it has come to fruition.

The Board of Supervisors, the Executive Team, RMA management, and RMA team members will need to be provided space to implement the recommendations contained in this report. They should be held accountable for moving forward with change, granting time to perfect a new course of action. Patience will also be needed for implementation of these recommendations, allowing for some trial and error as new systems are initiated, while at the same time holding everyone involved accountable to be working on the improvements outlined in this study.

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SECTION 3—LAND USE POLICY AND PRACTICE

3.1 MONTEREY COUNTY LAND-USE POLICY ENVIRONMENT

As a California coastal community, the County has two distinctly different planning environments: coastal and inland. Coastal planning is accomplished in partnership with the California Coastal Commission as provided by the California Coastal Act of 1976 (Coastal Act). Inland planning is provided for by the 2010 Monterey County General Plan, various community plans, and County regulations.

The Monterey coastline covers approximately 136 miles, with bays, estuaries, and river mouths adding another 56 miles of shoreline to the coastal zone.¹ The County participates in the Coastal Commission’s Local Coastal Program and, as such, the Coastal Commission transferred permitting authority over most new coastal development to the County. The County’s coastal zone is divided into four land-use plan areas: north County, Del Monte Forest, Carmel Area, and Big Sur. The County also includes three Areas of Deferred Certification—Fort Ord Dunes State Park, Mal Paso Beach, and Yankee Point—that remain under the jurisdiction of the California Coastal Commission.

Planning in coastal communities can present a complex regulatory environment, as the planning agency must often consult both coastal and inland land-use policy documents. When speaking with stakeholders, Citygate heard that the County planning environment is more complicated than

¹ California Coastal Commission: <https://www.coastal.ca.gov/lcps.html>.

necessary, due largely to the incomplete implementation of the 2010 Monterey County General Plan. Many stakeholders feel that projects are evaluated on an inconsistent basis, and while it is not a universally held opinion, some stakeholders look to the implementation of the Development Evaluation System as a potential cure for the County’s challenging land-use entitlement system.² Citygate’s scope did not include a file-by-file analysis of County development projects, and as such, Citygate does not opine on individual project outcomes. Citygate believes in home rule and supports locally developed policy as the determining factor in local government decision-making. As General Plan policies form the foundation upon which government bodies develop regulations and make rational land-use decisions, clarity in the policy environment is important so that stakeholders understand the basis upon which land-use decisions are made, even if they do not agree with the outcome.

Before it can proceed, any development project must be found to be consistent with the community’s General Plan.³ General Plan consistency may be a difficult determination to make if the General Plan policies and tasks have not been fully implemented. Completing the 2010 General Plan implementation tools, such as development codes and regulations, is essential to bringing clarity to the County’s planning environment. Citygate understands this will require some prioritization, resources, and time. In the interim, Citygate believes the County should formalize a process for instances when it is unclear how the General Plan or adopted code should be applied.

“Completing the 2010 General Plan implementation tools, such as development codes and regulations, is essential to bringing clarity to the County’s planning environment.”

A best practice approach to setting and updating policies can be traced back to the Shewhart Cycle (see Figure 1) which received widespread exposure through W. Edwards Deming’s Total Quality Management and continuous improvement work in Japan and later in the United States.⁴

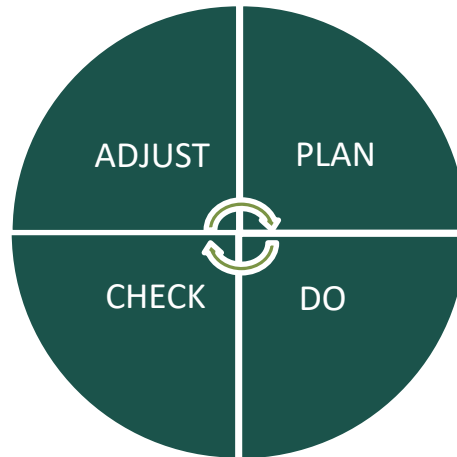
This continuous improvement cycle includes planning (establishing goals, policies, and regulations), doing (implementing through regulation and capital programs), checking (monitoring performance), and adjusting (amending the goals, policies, and/or regulations). In this manner, the County can identify challenges, seize opportunities, and solve problems efficiently, effectively, and predictably.

² The Development Evaluation System is required by Policy LU-1.9 of the General Plan.

³ California Government Code §§ 66473.5 and 66474.

⁴ Source: <https://www.deming.org/theman/theories/pdsacycle>.

Figure 1—Shewhart Cycle (Part of Total Quality Management)



The Planning Commission and Board of Supervisors can play a vital role in this process. When necessary, staff should prepare a policy or code interpretation for presentation to the Planning Commission and/or Board of Supervisors, for affirmation and/or codification following a public comment period. Based on the complexity of the issue, it may be appropriate for staff to make some code interpretations to maximize efficiency. To affirm these interpretations, staff should present them to the Planning Commission and/or Board of Supervisors as part of an annual priority-setting process for code amendments, including staff recommendations on which should remain interpretations and which should be processed as code amendments. Batching interpretations in this process will likely be more responsive to all stakeholders than processing each interpretation individually. In any case, the RMA must apply all interpretations consistently when reviewing planning and building applications.

From coastal to inland and suburban to rural, the County is a diverse environment that presents many benefits to its residents, but some of those same benefits also present many challenges to land-use planning staff. The County established many Land Use Advisory Committees (LUACs) that can assist in connecting community members, Planning Services staff, and project proponents in a productive dialog regarding localized land-use policies and development proposals. When speaking with stakeholders, many felt that the use of LUACs should be more consistent.

Recommendation #1: Contract for completion of the necessary 2010 General Plan implementation ordinances and policies by June 30, 2021.

Recommendation #2: When unclear how the General Plan or adopted code should be applied, staff should prepare a policy or code interpretation for presentation to the Planning Commission and/or Board of Supervisors as appropriate, for affirmation or codification.

Recommendation #3: Emphasize the use of the various Land Use Advisory Committees to assist in connecting project proponents, Planning Services staff, and community members in a productive dialog regarding land-use policy and development proposals.

Citygate often heard references to an agency ombudsman for responding to stakeholder concerns regarding land-use policies and decisions. Citygate appreciates the value of stakeholder relationships and notes that many organizations include such positions responsible for keeping stakeholders fully informed of opportunities, techniques, and procedures for participating in the land-use process. If the RMA decides to prioritize due process as a core value of its planning practice, which is detailed in Section 3.2, each and every planner can and should serve as an ombudsman.

“When Citygate spoke with both internal and external stakeholders, the concept of trust, or more specifically the lack thereof, was a recurring theme.”

3.2 ESTABLISHING, BUILDING, AND MAINTAINING TRUST IN LAND USE PRACTICE

When Citygate spoke with both internal and external stakeholders, the concept of trust, or more specifically the lack thereof, was a recurring theme. Stakeholders articulated several factors as contributing to this lack of trust, and most common among them were: (1) a perceived lack of clarity in the planning policy environment; (2) a perceived inconsistency in land-use decisions; (3) a perceived lack of technical skills in land-use practice; and (4) a perceived lack of communication about the RMA’s planning and permitting activities and actions.

Throughout this report, Citygate makes recommendations to improve the efficacy of RMA land-use, permitting, and inspection practices, which can serve to increase the competence with which the RMA serves its customers. Important to this process are the cultural practices and norms under which the RMA can develop a framework for strong stakeholder-focused land-use practices, which can improve trust in the RMA’s land-use planning and entitlement activities.

3.2.1 Establishing Trust through Strengthening Ethics

Ethical behavior is key to all government operations, and AB 1234 requires biannual ethics training for local agency officials, including members of the Board of Supervisors and Planning Commission, commonly known as AB 1234 Training. While AB 1234 is a good place to start for ethics training, various professional organizations, including the International City/County Management Association (ICMA) and the American Planning Association (APA), have published codes of ethics and related training materials to enhance the ethics knowledge of local government professionals.

“...establishing transparent, fair, and ethical decision-making processes in local land-use planning requires constant vigilance.”

While Citygate does not suggest any breaches in planning ethics currently exist, establishing transparent, fair, and ethical decision-making processes in local land-use planning requires constant vigilance. The APA and the American Institute of Certified Planners (AICP) publish resources for establishing and maintaining ethical practices in local land-use planning, including the AICP Code of Ethics and Professional Conduct, which can be found at <https://www.planning.org/ethics>. Citygate considers consistent and quality ethics training critical to excellent land-use practice.

<p>Recommendation #4: Require and facilitate or conduct training on ethics for all employees involved in the land-use entitlement and permitting process based upon the rubric and materials published by the American Institute of Certified Planners.</p>
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3.2.2 Building Trust through Emphasizing Due Process

In Citygate’s experience, professional planners are not only responsible for assisting project proponents and stakeholders through a complex regulatory environment, but they are also responsible for navigating through the conflicting desires of diverse stakeholders. Those stakeholder groups may include project proponents who are placing their capital at risk to develop a project; neighbors with fears about the project’s impact on their neighborhood and perhaps their own financial well-being; and community groups with differing policy preferences regarding development densities, environmental impacts, housing opportunities, and transportation modes, just to name a few. In this environment, it is not inconceivable that a planner’s personal views relating to these issues may impact their objectivity. Without uncompromising objectivity, a planner may place too much emphasis on a particular outcome, direct efforts toward that outcome, and express some disappointment about a project entitlement being granted or denied by a policy-

making board, such as the Planning Commission or Board of Supervisors. This is especially true when entitlement or policy outcomes are not in accordance with a planner’s own views.

Professional planners can increase their objectivity, and ultimately their job satisfaction, by championing due process in the land-use decision-making process rather than by championing a project’s outcome. While this is not a treatise on procedural and substantive due process, Citygate offers this advice and these recommendations to improve job satisfaction among the RMA’s Planning Services staff and to improve service to RMA’s customers and stakeholders.

The basis of due process in governmental decision-making has its foundations in the Fifth Amendment to the Constitution of the United States. The concept of due process establishes fairness during the public decision-making process. Due process begins by requiring that government regulations have a rational basis for their adoption, thus protecting the citizenry against arbitrary decisions. In land-use practice, entitlement processes must provide for inclusive participation, public decision-making without bias or conflict of interest, reasonable and impartial standards for decision-making, proper public notice, fair hearings that present all sides of an issue, opportunities for public comment, and accurate and accessible public records.

“By establishing themselves as the keepers and champions of due process, professional planners can improve services to both customers and stakeholders as project proponents receive expeditious review of their projects, neighbors can be well informed about development activities in their neighborhoods, and community stakeholders can be well informed about project alternatives, decisions, and impacts.”

By establishing themselves as the keepers and champions of due process, professional planners can improve services to both customers and stakeholders; as project proponents receive expeditious review of their projects, neighbors can be well informed about development activities in their neighborhoods, and community stakeholders can be well informed about project alternatives, decisions, and impacts. As violations of due process are a common way by which planning decisions are challenged, proper due process can help RMA staff “get it right the first time” without spending valuable time and stakeholder resources in land-use litigation.

<p>Recommendation #5: To improve service to all planning stakeholders, build a culture that emphasizes procedural and substantive due process for the planning practices in the County.</p>
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“Accurate and timely communication regarding government activities in general, and land-use policy and planning specifically, is imperative to building and maintaining relationships over time.”

3.2.3 Maintaining Trust through Improving Stakeholder Communications

One manifestation of the lack of trust on the part of RMA stakeholders is perceived shortcomings in the RMA’s communication about land-use planning and permitting activities. Accurate and timely communication regarding government activities in general, and land-use policy and planning specifically, is imperative to building and maintaining relationships over time. Citygate recognized several examples where the RMA

could improve communication to its constituency. As an example, the RMA has been updating the Board of Supervisors and the broader community of stakeholders on the status of implementing the 2010 General Plan. Over time, the method of reporting this status has changed. As such, the year-over-year changes and current status of the General Plan implementation policies and tasks are extremely difficult to discern, if not practically impossible. For example, the RMA’s 2019 and 2020 updates on General Plan implementation tasks to the Board of Supervisors state that the RMA completed 55 implementation tasks, but there is no information relative to progress toward the total number of outstanding tasks. The 2019 and 2020 updates also indicate the same six tasks in progress. In contrast, one involved stakeholder group indicates that only 15 General Plan policies of 99 (15 percent) are complete as of 2019. The disparity in numbers and inconsistency in reporting between tasks and policies creates confusion and breeds mistrust among stakeholders.

The primary challenge in evaluating the General Plan implementation and reconciling the RMA and stakeholder variances in implementation progress is that General Plan implementation reporting has changed considerably over time. According to staff, the RMA discontinued use of a simple task matrix used in previous years and since 2014 the RMA has consolidated General Plan implementation reporting with the Planning Services Long Range Work Plan, which includes many planning initiatives.

Citygate found the task matrix provided in the 2012 and 2013 General Plan implementation status report to contain better context as to completed and pending tasks. While providing some important information regarding long-range planning workloads, the current reporting method makes General Plan implementation tracking extraordinarily difficult and is lacking accountability, detail, and context as to completed and pending tasks. An example of this matrix and the current Long Range Work Plan are included as **Appendices 2A** and **2B** for comparison purposes.

Recommendation #6: RMA managers must provide transparent, clear, and simplified project status and performance data to applicants and stakeholders as a first step to restore public trust, such as with the General Plan implementation.

Recommendation #7: The RMA should return to a simplified method of reporting on the General Plan implementation status that consolidates and isolates General Plan tasks similar to the tables provided before 2014, such that stakeholders can easily track the RMA’s progress in implementing the General Plan. Important context on the RMA’s efforts, priorities, and workload should still be provided in updates to the community and policy makers.

While Citygate promotes the value of regular stakeholder communication, Citygate often finds that communication to policy makers, while important, is often overprescribed. In the interest of keeping key policy makers informed of their activities, and perhaps at the request of those same policy makers, these updates can become overly routine and perhaps only serve to take public credit for simple accomplishments or to just “check the box.” Unless reporting on a high-profile project or initiative or communicating the status of an urgent concern, the current frequency of regular, scheduled reporting to the Board of Supervisors on projects in process, which is occurring as often as monthly, creates a burden on the staff workload and limits the amount of time that can be devoted to actual project management.

Recommendation #8: Develop a schedule for reporting on projects to the Board of Supervisors that balances accountability, productivity, and timeliness. For example, semi-annual updates on routine matters and special updates on critical issues promptly as required.



During Citygate’s interviews, RMA employees consistently communicated significant stress from heavy workloads and the burden of significant work product backlogs. Citygate’s scope did not include a file-by-file analysis of individual projects and outcomes; rather, Citygate relied upon reports provided by staff and, in some cases, stakeholders on project status and workloads. Citygate evaluated the workload in the land-use and community development functions and found considerable work product backlogs, particularly in advance planning, current planning, and plans examination. However, Citygate experienced some difficulty in determining the precise extent of the backlog in each function. This was largely due to two factors: (1) project data entry is inconsistent, incomplete, and untimely; and (2) management reports intended to measure key performance metrics in Planning Services and Building Services, such as application aging, assignments, deadlines, milestones, and review times, are essentially nonexistent.

“During Citygate’s interviews, RMA employees consistently communicated significant stress from heavy workloads and the burden of significant work product backlogs. Citygate evaluated the workload in the land-use and community development functions and found considerable work product backlogs...”

Recommendation #9: RMA staff must regularly update data in all computerized data management systems, such as Accela—preferably each time a project record is accessed, as appropriate.

Recommendation #10: The RMA must mature its management report systems to provide meaningful information to managers on project commitments, deadlines, milestones, and status.

Recommendation #11: RMA managers must review important project performance data, including assignments, deadlines, and milestones, no less than weekly to determine project status and allocate financial and human resources.

4.1 PLANNING SERVICES

4.1.1 Advance Planning

While conducting this review, Citygate noticed a significant backlog in the advance planning workload, most notably in the tasks associated with implementing the 2010 General Plan, drafting the Short-Term Rental Housing ordinance, and finalizing the Development Evaluation System, all considered top priorities by the RMA.

The RMA needs to provide clarity in a complex policy environment, which is difficult because many 2010 General Plan policies have not been implemented. Stakeholders cited failure of the adoption of these policies as the primary cause of a perceived inconsistent planning policy environment and as a breach of trust with the public. Current status reporting on 2010 General Plan implementation is redundant, lacks important detail, and lacks important context as to completed and pending tasks. The inconsistency in reporting over time and the disparity in noted accomplishments between the RMA and stakeholder groups creates confusion and breeds mistrust among stakeholders. From a practical standpoint, it is unclear what the RMA has accomplished and what is outstanding. Section 3.1 includes recommendations on completing the General Plan implementation, and Section 3.2.3 includes recommendations on reporting on the General Plan implementation policies and tasks.

One organizational factor contributing to the advance planning backlog is that the advance planning and current planning workload is intermingled in many management reports. Further, advance planning and current planning workload is also intermingled among Planning Services staff, making it difficult to separate advance planning and current planning workloads along divisional management lines. Section 7 includes recommendations to modify the RMA organizational structure; as part of this effort, the RMA must clearly differentiate advance and current planning workload and staff.

Recommendation #12: Create and clearly define divisions, management, staff, and workload between advance and current planning operations.

4.1.2 Current Planning

Citygate also noticed a significant backlog in the current planning (development review) workload. However, only a small number of the projects were assigned to Planners, making it difficult to measure workload and staffing allocation. Absent functional workload measures or staffing allocations, allocation of staff resources is often based on that which is acute and urgent based on stakeholder intervention, not necessarily on available staffing, existing workload, or strategic priorities.

One most notable backlog is indicated in the RMA report titled “Discretionary Applications Past or Approaching 30 Day 884 Deadline.” The Permit Streamlining Act of 1977, AB 884, codified as Government Code Section 65920 et seq, sets timelines within which a land-use agency must notify an applicant of the status to an application and approve or disapprove an application. In the 884 report, Citygate noted 75 applications pending permit streamlining determinations, of which 59 (78 percent) were delinquent between two and 1,530 days. Of the 16 applications not outside the 30-day deadline, 10 (62 percent) were just 10 days or less to the deadline as of February 11, 2020. Without a detailed file-by-file audit of these projects, Citygate is unable to determine the cause of this significant delinquency, be it actual work backlog, untimely data entry, or some other cause. In any case, this issue is significant, and the RMA must address untimely permit streamlining issues. Based upon Citygate’s experience, the best practices to review an application for completeness is three days, with 30 days being the maximum review timeline.

Recommendation #13: RMA managers must review the permit streamlining report each day and assign necessary resources to ensure that the important statutory deadline of 30 days is met.

The RMA’s published goal is to process 100 percent of discretionary land-use permit applications completed by an initial study resulting in a Negative Declaration / Mitigated Negative Declaration (ND/MND) completed within 180 days.⁵ The RMA’s performance falls far short of its goal. Table 1 illustrates the RMA’s performance in this measure for the past three years, taken from the County Fiscal Year 2019/20 Recommended Budget. Citygate considers the 180-day timeline excessive and the RMA’s performance in this measure is unsatisfactory. Assuming the required environmental review documentation is complete, the discretionary permit review standard should

⁵ Fiscal Year 2019/2020 budget.

be no more than 120 days, maximum, for the most complex process, based on Citygate’s experience. The time required should be far less for straightforward projects.

Table 1—Percent of Applications with ND/MND Completed within 180 Days

Fiscal Year	Percent
2016/2017	30%
2017/2018	37%
2018/2019 (Mid-Year)	46%

There is also a substantial backlog in current planning projects. At the time of Citygate’s review, the Planning Active Permits report included 553 active files, with only 29 files (5 percent) assigned to Planners. In addition, many of the 553 projects in this report appear to be non-planning or development review projects, such as Land Use Fees 2009, N/A, and PC Chair and Vice Chair. While Citygate did not conduct a comprehensive file audit, it appears that Planning Managers are not timely in their assignment of projects to Planners and that Planners are not timely in their data entry for project work and status. In any case, the RMA must address untimely project assignment, data entry, and completion.

While statutory performance standards exist for some planning functions, comprehensive planning performance standards are best developed by each jurisdiction based on plan type and local conditions, and typical best practices for reviewing a project are too variable to be of real value to the RMA. Nonetheless, the RMA must develop and publish its own best practice by creating comprehensive planning performance standards and managing its operations to meet these standards 100 percent of the time.

- Recommendation #14:** Develop, publish, and commit to a standard service level and review time for planning review and determination.
- Recommendation #15:** To accurately manage Planner workload, Planning Managers must assign projects to Planners in a timely manner.
- Recommendation #16:** To properly monitor workload, Planning staff must update work files and online systems daily.

4.1.3 Conditions Compliance

During the entitlement process, a planning agency may establish reasonable conditions that a project applicant must meet for the project to be approved. Project conditions vary as required by

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statute and local conditions. Some conditions must be met prior to project start, some conditions are met during project development, and some conditions are ongoing.

Citygate observed a significant backlog in conditions compliance workload. However, the Active Conditions Compliance Report listed the active workload only by file number, with no assignment, priority, meaningful status, or next action required, making it difficult to allocate planning resources other than what is acute and urgent based on stakeholder intervention. Further exacerbating this condition, field code enforcement and conditional use inspection workloads are combined, creating uncertainty about who is accountable for resolving issues that arise from these inspections when these issues are managed in two separate divisions.

At the time of Citygate’s review, the conditions compliance workload included 143 active files with 512 active conditions. The Active Conditions Compliance Report indicated that only 144 of 512 (28 percent of all active) conditions are Ongoing, Met, or N/A, as illustrated in Table 2.

Table 2—All Active Condition Compliance Files

Condition Type	Files	Met	Partially Met	Not Met	Ongoing	N/A	Applied	Total	Percent Met / Ongoing / N/A
Amendment	3	1	1	1	0	0	0	3	33%
Discretionary	90	100	148	148	39	3	3	441	32%
Design	1	0	0	1	0	0	0	1	0%
Extend	1	0	0	1	0	0	0	1	0%
Minor	2	1	0	1	0	0	0	2	50%
Tree Removal	46	0	21	43	0	0	0	64	0%
Total	143	102	170	195	39	3	3	512	28%

The Active Conditions Compliance Report is unclear as to the status of the partially met and unmet conditions. The report also includes 36 of the total 143 files (25 percent) with all conditions Ongoing, Met, or N/A, leaving uncertainty about what is “Active,” as illustrated in Table 3. Citygate did not conduct a file-by-file audit, and as such, Citygate is unclear if this issue results from untimely data entry or some other cause. Nonetheless, files without additional conditions to satisfy must be completed and closed for proper workload management.

Table 3—Active Condition Compliance Files with All Conditions Met

Condition Type	Met	Ongoing	Met and Ongoing	N/A
Amendment	1			
Discretionary	23	7	3	1
Minor	1			

Recommendation #17: Assign condition compliance results workload to the planner who managed the original entitlement and is most familiar with the project.

Recommendation #18: Create a process to coordinate and prioritize the inspection workload of the Code Enforcement inspectors between the Planning Services and Building Services Managers, using Accela to manage the data such that conditions of approval inspections become a routine aspect of the inspection workload. Institute clear reporting lines for assigned staff members so issues are routinely elevated to either Planning Services or Building Services staff as necessary to routinely resolve issues.

4.2 BUILDING SERVICES

4.2.1 Building Plans Examination

In plans examination, Citygate also found work product backlogs as of February 2020. Citygate began its analysis with the “Time in Possession” report, which includes 200 permits issued from January 4, 2019, to December 23, 2019. This report is sorted by “Date Track Start,” the earliest of which is January 9, 2017, and the latest is March 15, 2019. Based on the data, the average time in possession is 26.7 days. While performance standards are best developed by each jurisdiction, based on plan type and local conditions, a typical best practice for reviewing a complete set of plans for a single-family residential building permit is 10 days, with an outside limit of 20 days, simultaneously reviewing these plans for all trades/disciplines.

Citygate also found a significant backlog in the “Fast Track” review process. While the average delinquency of Fast Track permits when considering all reviewers is 110 days as illustrated in Table 4, well beyond the 20-day maximum review time, the RMA has not published standards or timelines for Fast Track review. Citygate believes that, without commitments to service levels and timelines, a Fast Track review process is essentially nonexistent. Nonetheless, the backlog of Fast

Track application review is excessive given the type and scope of projects submitted for this process.

Table 4—Fast Track Review Backlog⁶

Reviewer	Permits	Average Days Late
Building	9	70
Code Enforcement	13	120
Fire	12	78
Health	22	163
Planning	42	107
Environmental	23	104
Water Resources Agency	6	80
Water Resources	1	160
Average	16	110

The Active Reviews report listed 195 open plan sets pending review, and the Open Plan Reviews Management Report lists files by file number. As with the Planning Services functions, the plans examination management reports reviewed by Citygate lacked any data or analysis intended to measure key performance metrics, such as application aging, assignments, deadlines, milestones, and review times.

To further measure building permit performance, Citygate examined publicly available monthly permit application and issuance reports for the calendar years 2018 and 2019, identifying the top 10 permit activities and the average monthly variability in permits applied for versus permits issued. A detailed review of plans examination workload by permit type may provide some guidance on how to eliminate backlogs by prioritizing workload. Citygate calculates variability by measuring the standard deviation of the average monthly difference between permits applied for and permits issued. In the absence of effective performance reporting for the permit processing function, this review provides some insight for which permit type represents the largest share of permitting workload and which permit types are most likely to be backlogged. From this data, an analysis can begin to be made of whether work efforts and workload are properly matched. Based on Citygate’s experience, the RMA’s plans examination workload is not extraordinary in terms of permit type or volume.

Table 5 illustrates the top 10 permits issued for 2018, which represent approximately 85 percent of the RMA’s plans examination workload. The top five permit types represent more than 65

⁶ Pending Fast Track Reviews, 2-10-2020

percent of all permits issued. Residential Plumb/Elec/Mech permits represent the largest volume, at 16.2 percent of all permits issued, followed by Residential Reroof, Photovoltaic System, Residential Remodel, and Events/Tents/Miscellaneous.

Table 5—Top 10 Permit Types Issued – 2018

Rank	Code	Permit Type	Quantity	Percent
1	000	Residential Plumb/Elec/Mech	546	16.2%
2	434F	Residential Reroof	514	15.2%
3	329PV	Photovoltaic System	393	11.6%
4	434R	Residential Remodel	385	11.4%
5		Events/Tents/Miscellaneous ¹	377	11.2%
6	101	Single Family Dwelling – New	181	5.4%
7	999	Commercial-Plumb/Elec/Mech	164	4.9%
8	329	Structure Other Than Building	139	4.1%
9	434A	Residential Addition	133	3.9%
10	437R	Commercial Remodel	59	1.7%
		Total	2,891	85.6%

¹ No code/type listed; description per RMA staff

Table 6 illustrates the annual rank by volume of permit types applied for and issued along with the average monthly variability. As mentioned previously, Citygate calculates variability by measuring the standard deviation of the average monthly difference between permits applied for and permits issued. As noted in Table 5, Residential Plumb/Elec/Mech permits represent the largest volume at 546 permits annually, or 16.2 percent of all permits, and with very little average monthly deviation, suggesting there is little or no backlog in this permit type.

Table 6—Top 10 Permit Types Applied with Monthly Applied/Issued Variability – 2018

Code	Permit Type	Applied Rank	Issued Rank	Percent Issued	Average Monthly Variability	Variability Rank
000	Residential Plumb/Elec/Mech	1	1	16.2%	1.79	15
434F	Residential Reroof	2	2	15.2%	0.55	29
329PV	Photovoltaic System	3	3	11.6%	6.29	3
	Events/Tents/Miscellaneous ¹	4	5	11.2%	6.63	2
434R	Residential Remodel	5	4	11.4%	6.22	4
101	Single Family Dwelling – New	6	6	5.4%	7.33	1
999	Commercial Plumb/Elec/Mech	7	7	4.9%	0.00	N/A
329	Structure Other Than Building	8	8	4.1%	2.90	8
434A	Residential Addition	9	9	3.9%	3.77	5
437R	Commercial Remodel	10	10	1.7%	2.24	10

¹ No code/type listed; description per RMA staff

While Table 6 shows the annual volume ranking of permits applied for and issued, along with monthly variability, Table 7 shows the ranking average monthly variability, along with permit volume. Single Family Dwelling – New was the sixth-ranked permit type by annual volume at 181 permits issued, or approximately 15 per month on average. As the following table shows, Single Family Dwelling – New has the highest average monthly variability between permit types applied for and permit types issued at 7.33, suggesting a significant backlog. The data appears to affirm statements made to Citygate by RMA stakeholders, who suggested that RMA plans examination backlogs for single-family dwellings were impacting their production schedules.

Table 7—Top 10 Permit Types by Monthly Applied/Issued Variability – 2018

Code	Permit Type	Average Monthly Variability	Applied Rank	Issued Rank	Percent Issued
101	Single Family Dwelling – New	7.33	6	6	5.4%
	Events/Tents/Miscellaneous ¹	6.63	4	5	11.2%
329PV	Photovoltaic System	6.29	3	3	11.6%
434R	Residential Remodel	6.22	5	4	11.4%
434A	Residential Addition	3.77	9	9	3.9%
329A	Antenna	3.25	15	15	1%
328	Other New Non-Residential	2.98	19	16	1%
329	Structure Other Than Building	2.90	8	8	4.1%
Grading	Grading	2.63	12	12	1%
437R	Commercial Remodel	2.24	10	10	1.7%

¹ No code/type listed, description per RMA staff

Table 8 illustrates the top 10 permits issued for 2019, which represent approximately 87 percent of the RMA’s plans examination workload. The top five permit types represent approximately 70 percent of all permits issued. As in 2018, Residential Plumb/Elec/Mech permits represent the largest volume at 19.3 percent of all permits issued, followed by Residential Reroof, Events/Tents/Miscellaneous, Residential Remodel, and Photovoltaic System. The top five permit types are similar to 2018, with Events/Tents/Miscellaneous and Photovoltaic System swapping places.

Table 8—Top 10 Permit Types Issued – 2019

Rank	Code	Permit Type	Quantity	Percent
1	000	Residential Plumb/Elec/Mech	637	19.3%
2	434F	Residential Reroof	515	15.6%
3		Events/Tents/Miscellaneous ¹	472	14.3%
4	434R	Residential Remodel	365	11.0%
5	329PV	Photovoltaic System	318	9.6%
6	101	Single Family Dwelling – New	162	4.9%
7	999	Commercial-Plumb/Elec/Mech	142	4.3%
8	434A	Residential Addition	119	3.6%
9	329	Structure Other Than Building	105	3.2%
10	437R	Commercial Remodel	54	1.6%
		Total	2,889	87.4%

¹ No code/type listed, description per RMA staff

Table 9 illustrates the annual rank by volume of permit types applied for and issued, along with the average monthly variability. As noted in Table 8, Residential Plumb/Elec/Mech permits represent the largest volume at 637 permits annually, or 19.3 percent of all permits. Unlike 2018, this permit type ranks highest in monthly deviation, suggesting there is a significant backlog in this frequent permit type.

Table 9—Top 10 Permit Types Applied with Monthly Applied/Issued Variability – 2019

Code	Permit Type	Applied Rank	Issued Rank	Percent Issued	Average Monthly Variability	Variability Rank
000	Residential Plumb/Elec/Mech	1	1	19.3%	14.77	1
	Events/Tents/Miscellaneous ¹	2	3	14.3%	8.77	2
434F	Residential Reroof	3	2	15.6%	1.28	18
434R	Residential Remodel	4	4	11.0%	4.84	5
329PV	Photovoltaic System	5	5	9.6%	4.61	6
101	Single Family Dwelling – New	6	6	4.9%	8.32	3
999	Commercial-Plumb/Elec/Mech	7	7	4.3%	2.75	10
434A	Residential Addition	8	8	3.6%	7.22	4
329	Structure Other Than Building	9	9	3.2%	3.62	8
437R	Commercial Remodel	10	10	1.6%	2.8	9

¹ No code/type listed, description per RMA staff

While Table 9’s focus is on volume ranking of permits applied for and issued, along with monthly variability, Table 10’s focus is on ranking average monthly variability, along with permit volume. In the following table, Residential Plumb/Elec/Mech, the first-ranked permit type by annual volume at 637 permits issued, averaging approximately 53 per month, has the highest average monthly variability between permit types applied for and permits types issued at 14.77, suggesting a significant backlog and significant deterioration in performance between 2018 and 2019. Single Family Dwelling – New is the sixth-ranked permit type by annual volume at 162 permits issued, or approximately 13.5 per month on average. It also has the third highest average monthly variability between permit types applied for and permit types issued at 8.32, again suggesting a significant backlog.

Table 10—Top 10 Permit Types by Monthly Applied/Issued Variability – 2019

Code	Permit Type	Average Monthly Variability	Applied Rank	Issued Rank	Percent Issued
000	Residential Plumb/Elec/Mech	14.77	1	1	19.3%
	Events/Tents/Miscellaneous ¹	8.77	2	3	14.3%
101	Single Family Dwelling – New	8.32	6	6	4.9%
434A	Residential Addition	7.22	8	8	3.6%
434R	Residential Remodel	4.84	4	4	11.0%
329PV	Photovoltaic System	4.61	5	5	9.6%
Grading	Grading	3.65	11	14	1.0%
329	Structure Other Than Building	3.62	9	9	3.2%
437R	Commercial Remodel	2.80	10	10	1.6%
999	Commercial-Plumb/Elec/Mech	2.75	7	7	4.3%

¹ No code/type listed, description per RMA staff

When examining the permit workload, Citygate finds that some permit types represent good review performance and others represent accumulating backlog. In both years studied, Residential Plumb/Elec/Mech is the most permitted activity, followed by Residential Reroof. Review variability month by month for Plumb/Elec/Mech deteriorated in 2019, suggesting that significant backlogs existed for this most common permit. On the other hand, the review variability month by month for Residential Reroof suggest that there is no significant backlog in either year.

Notably, Single Family Dwelling – New permits represent the sixth most numerous permit type in both 2018 and 2019, and in each year, this permit type is within the top three in average monthly variability, suggesting a chronic backlog. As a person’s home is often their largest investment, both in terms of financial and emotional expenditures, delays in reviewing new single-family dwelling permits can be the source of significant customer dissatisfaction and political frustration.

Finally, Photovoltaic Systems represent a significant workload, being one of the top five permits issued each year, and they are also in the top six of review variability. With statutory requirements for expediting various types of photovoltaic permitting, Citygate suggests that plans examination staff understand the data and work to reduce backlogs in all permit types, but especially those with statutory timelines.

Based upon this review, Citygate finds that there does not appear to be an effective process prioritizing plans for review. The selection of “next in line” plans to be checked appears to be made disconnected from the volume and complexity of plans to review, from the economic significance of the permitted construction, and from the planning application and review processes. Citygate considers it imperative that plans examination efforts be guided by a system of commitments, expectations, priorities, and values, and that plans examination work efforts be monitored by a system of reports that assist managers in evaluating work efforts against these commitments, expectations, and priorities. Absent these factors, significant backlog builds in plans examination and permitting, as the RMA has experienced.

While performance standards are best developed by each jurisdiction, based upon plan type and local conditions, a typical best practice for reviewing a complete set of plans for building permit is 10 days, with an outside limit of 20 days, simultaneously reviewing these plans for all trades/disciplines. Meeting these best practice milestones will require significant improvements in work prioritization and management reporting.

Recommendation #19: Develop, publish, and commit to a standard service level and review time for building plans review and permitting.

Recommendation #20: Develop a system of priorities for plans examination workload based, at a minimum, on volume of request, complexity of review, stakeholder risk of delay, and statutory requirements.

Recommendation #21: Develop a standardized checklist to be used for both in-house and contract plan check to facilitate use of outside contract resources and ensure consistency in the plan check process.

Recommendation #22: Establish a task force of staff involved in the plans examination process, at least one from each respective unit, to eradicate the backlog in the “fast track” list by empowering this task force to make decisions about moving each project forward expeditiously.

Recommendation #23: Use contracts with plans examination firms to balance peak workloads. Utilizing contract plan check resources funded by applicants can assist to even out the workload during periods of peak demand at no new cost to the County.

Recommendation #24: After establishing a system of customer service commitments, expectations, priorities, and values for plans examination, create a policy that permits some overtime use, as appropriate, to help meet customer service commitments.

Recommendation #25: Examine permits type workload and maximize the issuance of one-stop, over-the-counter permits as appropriate.

4.2.2 Building Inspection

At the time of this review, Citygate found that building permit inspections were keeping pace with demand. Building inspection staff complete inspections on a timely basis, and there is no persistent work backlog, especially in the north County.

Citygate understands that geographic conditions in the County create time and distance challenges for all field staff, and in particular, building inspection staff. Areas of the south County may require a round-trip drive of several hours to conduct a single routine inspection. To increase transactional efficiency, the RMA adopted a twice-per-week building inspection methodology to aggregate south County inspections and limit time lost driving. While aggregating inspections theoretically increases transactional efficiency, it also potentially decreases customer service, especially when limiting inspection days to twice per week for those customers in the south County. It also potentially obscures inspection performance, which can still meet a “next day” standard, as long as that day was one of the two days available. In Citygate’s experience, the building construction industry greatly benefits from timely and flexible regulatory schemes, as much of the construction industry is full of uncertainties that may impact scheduling, such as weather and supply chains. Limiting south County appointment opportunities to two days per week may unnecessarily add to this uncertainty, creating significant delays and causing significant economic loss.

During the COVID-19 stay-at-home orders, many jurisdictions adopted video conference techniques to accomplish routine building inspection tasks. This technique, in addition to extending the number of days available for south County inspections, based upon the good performance of inspection workloads overall, may increase customer service to south County customers without negatively impacting service in the north County.

Recommendation #26: Continue to develop video techniques to accomplish routine building inspection tasks, considering both live video conferences and online submission of videos for one-day review by staff.

Recommendation #27: Consider extending the number of days available for south County inspections to three days per week and allow for flexibility for inspections five days per week where timeliness is important to the construction cycle.

Recommendation #28: Commit to, and broadly publish, a “next day inspection” service level for building permit inspections.

4.3 DEVELOPMENT SERVICES

Development Services, as currently organized in the RMA, assigns technically trained personnel to complete “development” activities with activities that can be classified as “regulatory.” Development services (e.g., engineering and traffic) review has been combined with encroachments, events, transportation permits, traffic, and survey personnel. As the RMA is currently organized, technical experts performing development review also are expected to handle everyday regulatory issues and citizen concerns, such as neighborhood traffic issues, requests for stop signs, and street stripping programs.

Based upon internal performance measurements, Citygate understands that the Development Services encroachment permit issuance performance was near its goal of 80 percent issuance within 10 days of application, having attained 75 percent. However, Development Services continually falls short of its internal performance measures for reviewing planning and building applications in 21 days, processing addresses in three days, and completing records of surveys in 20 days.

4.4 ENVIRONMENTAL SERVICES

Similarly, Environmental Services, as currently organized in the RMA, assigns technically trained personnel to complete “development” activities with activities that can be classified as “regulatory.” Public Works staffing availability has been diluted by doubling responsibilities for field work (capital improvements, infrastructure maintenance, and federal and state environmental water quality compliance requirements), with additional land-use planning/development review functions.

Based upon internal performance measurements, Citygate understands that the Environmental Services permit backlog is substantial, measuring 16 weeks during Fiscal Year 2018/19, based

upon RMA performance reviews. Citygate is concerned that locating the Environmental Services unit under Building Services may have weakened the ability of the County to meet federal and state mandates with regard to National Pollutant Discharge Elimination System requirements and water quality, and to be pro-active in meeting these mandates rather than reacting to fines from federal and state agencies.



In this section, Citygate explores staffing resources available and necessary to accommodate the workload discussed in the previous section.

5.1 *HOW THE WORKFORCE FEELS*

The RMA conducted employee surveys in 2018 and 2019, and Citygate reviewed these surveys during the scope of this project. In 2018, 22.3 percent of the RMA employees participated in the survey. Participation increased to 69.32 percent in 2019, and Citygate is pleased to see this year-over-year improvement and relatively high level of employee response to this survey. Employees ranked 74 questions in 10 themes on a five-point scale defined by the County, measuring Low (0.00–2.99), Medium (3.00–3.79), and High (3.80–5.00) levels of employee satisfaction. The following table illustrates those themes and the average score Department-wide. The average score of all questions represents an overall Medium ranking. Among the themes, Citygate finds several factors notable, supported by Citygate’s interviews and observations.

Table 11—RMA-Conducted Employee Survey Summary Results

Theme	Average Score
Career Development	3.14
Work Engagement	4.29
Compensation	2.97
Your Team	3.81
Your Supervisor	3.80
Your Division Management	3.26
Your Department's Leadership	3.17
Your Benefits	3.87
Work Environment	3.35
Job Satisfaction	3.65
Average Overall Rating	3.57

The Compensation theme ranks lowest overall, in the Low category, with the lowest scores most prominent in the Public Works, Facilities, and Parks Divisions. While Citygate’s scope does not include a comprehensive classification and compensation study, Citygate does provide some insight and recommendations in competitive salaries for planner classifications, which have the highest average turnover, in Section 5.3.2.

While the Career Development theme ranks at the bottom end of the Medium category overall, the Land Use and Community Development Division ranks Career Development in the Low category at 2.79. Most prominently low in this category are ratings for training and career advancement opportunities.

Citygate noted career development, compensation, and training among the most covered topics in the open-ended responses. When reviewing the exit interviews of former employees, Citygate also found career advancement, career development, training, and workload as common themes. Citygate offers insights and recommendations for succession planning in Section 5.3.3 and recommendations on training in Section 5.3.5.

The Work Engagement theme, evaluated by the answers to 10 questions which measure an employee’s feelings about their customer service desires and efforts, ranked consistently high across all divisions, consistent with Citygate’s experience in interviewing more than 80 employees. Overall, the RMA employees are engaged and interested in improving service to the RMA customers.

5.2 RESOURCES AND CAPACITY

Citygate understands that RMA resources are constrained by past economic recessions and current economic circumstances during and following the COVID-19 pandemic. Future economic circumstances are anything but certain, and Citygate expects that current financial constraints are unlikely to improve dramatically. In this section, Citygate more closely examines staffing factors, including attrition, vacancies, and overtime.

5.2.1 Staffing Attrition

Citygate examined staffing attrition, those positions eliminated from the budget, for the previous 20 years. When considering staffing attrition over time, the role organizational alignment plays must be considered in staffing allocations. For the Fiscal Year 2019/20 budget, the RMA includes 277 positions. Over time, several organizational units have moved in and out of the RMA, such as Fleet, Housing/Redevelopment, and Mail/Courier, impacting staffing allocations. As illustrated in the following table, which has been normalized by organizational unit for comparison purposes, functions related to the RMA lost 80 positions, or 20 percent of the RMA workforce, between Fiscal Years 2004/05 and 2019/20.

Table 12—RMA Position Attrition Over Time

Division/Year	Fiscal Year 2004/05	Fiscal Year 2009/10	Fiscal Year 2014/15	Fiscal Year 2019/20
Building Services	-	43.00	30.00	54.00
Capital Projects Management	3.00	6.00	3.00	5.00
Development Services	-	-	8.00	8.00
Environmental Services	-	-	8.00	8.00
Facilities Maintenance	26.00	22.00	19.00	23.00
Fleet Operations	19.00	21.00	19.00	23.00
Grounds	8.00	6.00	6.00	6.00
Housing & Redevelopment	12.00	14.00	8.00	7.00
Litter Control	-	-	3.00	2.00
Mail/Courier	5.50	6.50	5.50	6.50
Parks	69.60	76.00	53.00	28.00
Planning Services	102.34	48.00	37.00	20.00
Property Management	1.00	1.00	4.00	2.00
RMA Administration	-	37.00	33.00	36.00
Special Districts	-	-	2.00	2.00
Public Works	150.00	141.00	111.00	86.00
Total	396.44	421.50	349.50	316.50

In the following tables, Citygate focuses on positions involved in land-use policy and development review. During Citygate’s interviews, internal and external stakeholders highlighted Planning Services positions as having experienced the highest attrition. Like organizational units moving in and out of the RMA over time, position classifications have also changed in terms of responsibility, title, and organizational unit assignment. Citygate worked with the RMA staff to normalize this data over time. As illustrated in the following table, Planning Services staffing has experienced a significant amount of attrition between Fiscal Years 2004/05 and 2019/20, with 34 percent fewer positions; 41 percent fewer for non-management/supervisory positions (Senior Planner / Associate Planner), which represents a higher level of attrition than the RMA overall.

Table 13—Planning Position Attrition Over Time

Position/Year	Fiscal Year 2004/05	Fiscal Year 2009/10	Fiscal Year 2014/15	Fiscal Year 2019/20
Director of Planning and Building Inspection	1	0	0	0
Chief Assistant Director of Planning and Building Inspection	1	0	0	0
Assistant Director of Planning and Building Inspection	2	1	0	0
Planning and Building Services Manager	3	3	0	0
Director of Planning	0	1	1	0
Deputy Director of Land Use and Community Development	0	0	0	1
Chief of Planning	0	0	0	1
RMA Services Manager (Planning Manager)	0	0	3	2
Associate Planner	14	15	11	10
Senior Planner	8	5	4	3
Supervising Planner	0	0	0	2
Total	29	25	19	19

While building plans examination and inspection have suffered some variability over time, staffing levels in Fiscal Year 2019/20 are nearly restored to Fiscal Year 2004/05 levels, as illustrated in the following table.

Table 14—Building Plans Examination/Inspection Position Attrition Over Time

Position/Year	Fiscal Year 2004/05	Fiscal Year 2009/10	Fiscal Year 2014/15	Fiscal Year 2019/20
Senior Building Plans Examiner	2	1	1	1
Building Plans Examiner	3	3	3	4
Senior Building Inspector	1	2	2	1
Building Inspector II	7	6	3	6
Total	13	12	9	12

5.2.2 Vacancies

In addition to position attrition, current vacancies play a role in the way management can effectively allocate human resources to workload. For budget purposes, the RMA maintains a 10

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percent vacancy to realize budget savings to meet expenditure limits.⁷ The use of a vacancy factor to balance the budget can be problematic because it hides the real cost of operations and vacancies may result in an adverse impact on services due to forced vacancies that are not in alignment with workload priorities. At its worst, it can also cause increased overtime usage causing employee burnout.

At the time of Citygate’s review, 16.5 percent of the RMA positions were vacant, 17.5 percent of all development-related functions were vacant, and 21 percent of Planning Services positions were vacant, as shown in the following table. While effective at helping the RMA operate within budget limitations, maintaining perpetual vacancies misrepresents resources available to accomplish work and to reduce backlogs. These perpetual vacancies also increase the difficulty of planning work efforts and prioritizing decisions regarding backfilling critical vacancies. Citygate recommends that RMA management prioritize filling vacancies in alignment with customer service priorities.

Table 15—Current RMA Vacancies

Position	Total	Vacant	Percent
Administrative Services	34	4	12%
Subtotal Administrative Services	34	4	12%
Building Services	55	7	13%
Planning Services	19	4	21%
Development Services/Surveyor	8	2	25%
Environmental Services	8	3	38%
Subtotal Community Development Functions	90	16	18%
Facilities	30	3	10%
Grounds	6	1	17%
Litter Control	2	0	0%
Road and Bridge Engineering	26	7	27%
Road and Bridges Maintenance	60	8	13%
Park Operations	28	7	25%
Special Districts Administration	2	0	0%
Subtotal Community Services Functions	154	26	17%
Total RMA	278	46	17%

⁷ Monterey County Recommended Budget, p. 385

Recommendation #29: Empower Human Resources to prioritize recruitments for all key vacancies occurring within critical professional positions for planning, building, public works, engineering, environmental (water/sewer), and storm drainage disciplines.

Recommendation #30: Strategically eliminate the long-term vacancies with little hope of funding to match available resources and clarify the actual labor force available to serve the community.

5.2.3 Focus on Development-Related Vacancies

As development review activities, including the Planning Services, Development Services, Environmental Services, and Building Services Divisions, are a considerable source of stakeholder concern, Citygate more closely examined vacancies in those divisions in Table 16 through Table 19.

In Building Services, key vacancies that correlate directly to workload production include the Chief of Building and the Building Plans Examiner classifications, which represent a 50 percent vacancy rate, as illustrated in the following table. Citygate understands that, during the time of Citygate’s review in February 2020, the RMA requested that the Board of Supervisors reallocate one vacant Senior Building Plans Examiner to a Senior Civil Engineer in the Building Services Division. This newly reallocated position would be responsible for overseeing the building plan check, environmental services, floodplain management, and stormwater functions. In Section 7, Citygate makes further recommendations regarding dividing the development review-related stormwater and grading functions with the developed infrastructure floodplain and stormwater management functions between two distinct departments.

Table 16—Building Services Vacancies

Position	Allocated	Vacant	Percent
Management Analyst II	3	0	0%
RMA Services Manager	2	0	0%
Building Inspector II	6	1	17%
Senior Building Inspector	1	1	100%
Chief of Building Services	1	1	100%
Code Compliance Inspector II	6	0	0%
Senior Code Compliance Inspector	1	0	0%
Building Plans Examiner	2	1	50%
Building Plans Examiner (report list two@2) ¹	2	0	0%
Senior Building Plans Examiner	1	1	100%
Senior Planner	1	0	0%
Permit Technician I	3	0	0%
Permit Technician II	5	0	0%
Permit Technician III	1	0	0%
Secretary	1	1	100%
Senior Secretary	1	0	0%
Administration Secretary	1	0	0%
Office Assistant I	2	0	0%
Office Assistant II	13	0	0%
Principal Office Assistant	1	0	0%
Supervising Office Assistant	1	1	100%
Total	55	7	13%

¹ As listed in data provided by the RMA

In Development Services, key vacancies that correlate directly to workload production include the engineering and survey classifications, which represent a 25 percent vacancy rate, as illustrated in the following table.

Table 17—Development Services Vacancies

Position	Allocated	Vacant	Percent
Assistant Engineer	2	1	50%
Civil Engineer	1	1	100%
Chief of Survey	1	0	0%
Engineering Aid III	1	0	0%
Engineering Technician	3	0	0%
Total	8	2	25%

In Environmental Services, key vacancies that correlate directly to workload production include the engineering, hydrologist, and water resources classifications, which represent a 28.6 percent vacancy rate, as illustrated in the following table.

Table 18—Environmental Services Vacancies

Position	Allocated	Vacant	Percent
Management Analyst II	1	1	100%
Civil Engineer	1	1	100%
Water Resources Hydrologist	3	1	33%
Senior Water Resources Hydrologist	1	0	0%
Water Resources Technician	2	0	0%
Total	8	3	38%

In Planning Services, as illustrated in the following table, the vacancies in management and supervisory positions represent a 33 percent vacancy rate. The journey-level planner positions (Associate and Senior Planners) represent an approximately 15 percent vacancy rate. Citygate finds the RMA organizational and management structure overly deep and broad. This is also true of the independent operating units, such as Planning Services. The Planning Services Division management structure consists of five layers, including the RMA Director, Deputy Director of Land Use and Community Development, Chief of Planning, two Planning Managers, and Supervising Planners. Flattening the management and supervisory structure in Planning Services will concentrate responsibility and increase accountability. In addition to the staffing recommendations to follow, Citygate makes recommendations to modify the RMA organizational and management structure and its functional parts in Section 7.

Table 19—Planning Services Vacancies

Position	Allocated	Vacant	Percent
Deputy Director of Land Use and Community Development	1	0	0%
Chief of Planning	1	1	100%
RMA Services Manager	2	0	0%
Associate Planner	10	1	10%
Senior Planner	3	1	33%
Supervising Planner	2	1	50%
Total	19	4	21%

Citygate believes that maintaining the vacancies in these development review functions is a significant contributor to the RMA stakeholder satisfaction issues.

- Recommendation #31:** Fill the vacant Chief of Building Services position in Building Services as quickly as possible.
- Recommendation #32:** Fill the vacant Building Plans Examiner position in Building Services as quickly as possible.
- Recommendation #33:** Fill the vacant Civil Engineer and Water Resources Hydrologist positions in Environmental Services as quickly as possible.
- Recommendation #34:** Fill the vacant Assistant and Civil Engineer positions in Development Services as quickly as possible.
- Recommendation #35:** Eliminate the one vacant Supervising Planner position in Planning Services and create two Associate Planner positions.
- Recommendation #36:** Do not fill the Chief of Planning position in Planning Services through an external recruitment; rather, preserve this position for internal assignment.

5.2.4 Planning Staffing Comparisons

With untimely data entry, inconsistent project assignment, and the lack of proper management reports that measure workload performance, workload per staff member cannot be effectively

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evaluate, and productively matching workload to workforce is nearly impossible. One manner of evaluating resources level is by comparison to like agencies with like workloads. While there is likely wide variability in both, Citygate has examined the planning functional staffing in comparable jurisdictions for adjacent counties above 100,000 population, as illustrated in the following table. Note that San Louis Obispo County is an outlier at 22.16 planners per 100,000.

Table 20—Planners Per 100,000 Population

Planning Staff ¹	Monterey County	Fresno County	San Louis Obispo County	Santa Cruz County	Average	Percent Average
Non-Management Planners ²	12.04	12.53	22.16	10.84	14.37	84%
Total Planners ³	17.60	14.24	28.72	16.83	19.35	91%

¹ Adjacent Counties with unincorporated populations greater than 100,000

² Titles such as Assistant Planning (I), Associate Planner (II), and Senior Planner (III, IV).

³ Same as Non-Management Planners, but also including titles such as Principal Planner, Supervising Planner, Planning Manager, Director (Chief) of Planning, and Deputy Director of Planning.

Given current economic conditions and resource constraints, Citygate examined techniques to improve planning work output capacity without significantly increasing expenditures. The following table illustrates Citygate’s preferred staffing pattern, which emphasizes journey-level positions over management and supervisory positions. This includes eliminating the Deputy Director of Land Use (one position) and Supervising Planning positions (two positions) and using the capacity to add three Associate Planner level positions.

Table 21—Planners Per 100,000 Population with Recommended Changes

Planning Staff ¹	Monterey County	Fresno County	San Louis Obispo County	Santa Cruz County	Average	Percent Average
Non-Management Planners ²	14.82	12.53	22.16	10.84	15.08	98%
Total Planners ³	17.60	14.24	28.72	16.83	19.34	91%

¹ Adjacent Counties with unincorporated populations greater than 100,000

² Titles such as Assistant Planning (I), Associate Planner (II), and Senior Planner (III, IV). Principal Planner

³ Same as Non-Management Planners, but also including titles such as Principal Planner, Supervising Planner, Planning Manager, Director (Chief) of Planning, and Deputy Director of Planning

Citygate also compared planning staffing with all cities in Monterey County that include in-house planning staff (non-contract) with populations above 10,000, including King City, Marina, Monterey, Pacific Grove, Salinas, and Seaside. The average non-management planning staff per 100,000 population is 10.44, as compared to current Monterey County staffing at 12.04 and

Citygate-recommended staffing at 14.82. The following table compares the non-management planning staffing in comparable counties and Monterey County cities.

Table 22—Planners in Monterey County Cities per 100,000 Population

Non-Management Planners	Monterey County	Average Monterey County Cities ¹	Percent Average
Current RMA Staffing Non-Management Planners ²	12.04	10.44	115%
Recommended Non-Management Planners ³	14.82	10.44	142%

¹ Cities above 10,000 population that have in-house planning staff.

² Titles such as Assistant Planning (I), Associate Planner (II), and Senior Planner (III, IV).

³ Recommended RMA staffing plan that eliminates Deputy Director of Land Use and Community Development and Supervising Planning positions and use the capacity to add three Associate Planner level position

5.2.5 Parks Staffing

The Parks Division has only been within the RMA since Fiscal Year 2016/17, and the recently employed Parks Chief held the position between June 2019–April 2020. Citygate understands that, since its on-site evaluation, the RMA has hired three parks Administrative Operations Managers (AOM) positions. This includes filling the unexpected AOM vacancy, which occurred in March 2020, the addition of a newly approved position for Fiscal Year 2020/21, and underfilling the Parks Chief position with a third AOM position to assist with operational needs and the management of Lake San Antonio facility due to the departure of the Parks Chief in mid-April 2020.

Citygate believes that professional, qualified parks and recreation management is critical to the success of the County’s park system that lives up to the County’s commitment to enhance the quality of life for its residents and its values of providing high-quality customer service. The issue of professional parks leadership and management was also highlighted in the 2015 Parks Department Strategic Plan.⁸

Recommendation #37: Retain the Parks Chief position.

The use of volunteers in key operational roles is often ineffective because volunteers are not a consistent and reliable workforce for all positions, including the facility gate entry functions. There has been turnover and lack of training, reliability, and skill sets needed that have prevented all assigned work from being completed because there is insufficient budget to hire part-time employees. The Parks Division has some long-term dedicated volunteers that would be best suited

⁸ 2015 Parks Department Strategic Plan, Page 20

for public-facing customer service activities and docent responsibilities instead of key functional operational positions.

Recommendation #38: Transition key gate entry and operational functions related to cash handling and reconciliation to part-time Park Aid classifications.

5.2.6 Overtime Experience

Evaluating overtime experience is one technique to measure workload capacity limits and work performance priorities given established overtime policies. While there are limits to using overtime as a workload management tool, such as employee burnout, there are benefits to using overtime to meet peak workloads. When managed effectively, hourly transactional costs for overtime are less than hiring the equivalent number of employees. As illustrated in the following table, the RMA's overtime usage for the past three years is low, averaging only 2 percent of staffing overall. Development review overtime usage is a small percent of overall RMA overtime at 14 percent. The following table illustrates the overtime usage in the development review functions relative to overtime in the RMA overall. While likely and largely a by-product of economic constraints, and perhaps employee willingness, the development review overtime usage suggests that the RMA does not consider overtime as a useful method to improve customer service performance. Based upon the relatively low overtime usage, the RMA has employee capacity to effectively use overtime (strategically as conditions dictate) to manage workload and improve customer service.

Table 23—Development-Related Overtime Usage – 2017–2019

Position Class	Average Overtime Hours per Year	Ratio of Average Overtime Hours to One Full-Time Equivalent	High Year:Hours
Building Services			
All Classes	607	.30	2019:666
Building Inspector	265	.13	2018:268
Plans Examination	100	.05	2017:239
Code Compliance	28	.01	2019:39
Development Services			
All Classes	59	.03	2017:107
All Technical Classes	56	.03	2017:98
Environmental Services			
All Classes	27	.01	2017:83
All Technical Classes	27	.01	2017:83
Planning Services			
All Classes	956	.46	2019:1,564
Planners	942	.45	2019:1,556
Total Development-Related Overtime			
All Classes	1,649	.79	
Technical Classes	1,418	.68	
All RMA	11,213	5.39	2019:12,154
Total RMA Overtime as a Percent of RMA Staffing		.02	2 Percent of Staffing
Development-Related Overtime as a Percent of RMA Overtime			14 Percent of all RMA Overtime

Recommendation #39: Authorize some overtime to eliminate backlogs in critical functions, such as planning, building plans examination, and environmental services.

5.3 EMPLOYEE RECRUITMENT AND RETENTION

5.3.1 Turnover

Citygate examined the RMA turnover for the past three years and found that, overall, 69 employees left the organization, representing 25 percent of the total workforce or approximately 8 percent on an annualized basis. However, when examining turnover rates relative to labor market forces, Citygate focused on resignations and terminations rather than retirements, as retirements reflect more of a lifestyle choice on average. As illustrated in the following table, the RMA experienced resignations or terminations representing approximately 17 percent of the workforce (46 employees of the 277-employee workforce), or approximately 5 percent on an annual basis.

Table 24—Resignations and Terminations – 2017–2019

Resignations or Terminations	Number	Percent
Administrative Services	4	9%
Development Services (Planning, Environmental, Development, and Building)	23	50%
Community Services (Facilities, Parks, and Public Works)	19	41%
Total RMA	46	17%

Since development-related functions have been a significant source of customer service dissatisfaction, Citygate also examined the turnover specifically in the development-related functions. As the following table illustrates, when examining resignations and terminations for those positions in the development-related functions, the planner positions have experienced more-impactful turnover, both in terms of numbers (seven Planners) and percent (30 percent) of available Planning Services staff.

Table 25—Development-Related Resignations and Terminations – 2017–2019

Position Class	Number of Resignations or Terminations	Percent Annual Average for Position Class	Percent of Development-Related Resignations or Terminations
Building Inspector (All Grades: II Senior, 7)	2	10%	8%
Building Plans Examiner (All Grades: II, Senior, 5)	3	20%	13%
Deputy Building Official (Position Eliminated)	1	-	4%
Chief of Building	1	33%	-
Permit Technician (All Grades: I, II, III, 9)	1	.3%	4%
Office Assistant II (13 Building)	2	.5%	8%
Planner (All Grades: Supervisor, Senior, Associate, Assistant, 15)	7	16%	30%
Chief of Planning	1	33%	4%
RMA Services Manager (2 Planning, 2 Building)	1	8%	4%
Assistant Engineer (1 Development Review)	1	33%	4%
Management Analyst II (1 Environmental)	1	33%	4%
Civil Engineer (1 Environmental)	1	33%	4%
Water Resources Technician (2 Environmental)	1	17%	4%
Total Development	23		

While not represented in any table, Citygate finds that the Public Works crews will face loss of expertise and skill sets over the next five to seven years due to potential retirements. Current efforts to address infrastructure maintenance and repair are reliant upon the substantial expertise and experience of existing employees, and without an effective succession plan and training program, work at this level is unsustainable over the long term. New hires in certain trades, such as truck drivers and equipment operators that do not have previous agriculture and/or road work experiences, require significant training/certificates/licenses. Citygate makes recommendations for succession planning in Section 5.3.3, and Citygate makes recommendations for training in Section 5.3.4.

5.3.2 Pay Competitiveness

Citygate finds that the County has not conducted a comprehensive classification and compensation study for classifications in the development review and permitting functions, such as Building Inspectors, Planners, and Plans Examiners. The County’s Human Resources Department

completed reviews of the Permit Center manager in 2019, the engineering series in 2017, and various senior management classes in 2016.

Citygate evaluated pay competitiveness of planner classifications on a top-range salary basis. As mentioned previously, planner classifications have experienced the most significant and impactful level of turnover.

While not a comprehensive classification and compensation analysis, pay competitiveness on a salary-only basis can assist an organization in identifying basic salary competitiveness issues. As illustrated in the following table, County Planning Services basic salaries trail local cities but, at the journey level, are generally on par with comparable jurisdictions. In Citygate’s experience, many agencies, particularly in high-housing-cost areas, experience difficulty in hiring professional classifications in the building, construction, and land-use trades. In these cases, agencies often consider adopting pay policies that enhance the salaries of these trades to attract the necessary talent. Citygate notes that those classifications covered by the Service Employees International Union (SEIU) collective bargaining agreement will receive a 3 percent cost of living increase in July 2020.

Table 26—Pay Competitiveness Comparison

Position	RMA	Average Local ¹ Comparable Cities	Disparity	Average ² Comparable Agencies	Disparity
Assistant Planner	\$81,744	\$85,838	-5%	\$79,223	+3.1%
Associate Planner	\$94,006	\$97,554	-4%	\$92,636	+1.5%
Senior Planner	\$101,313	\$109,543	-8%	\$105,471	-4.1%
Supervising Planner ³	\$111,528	\$123,154	-10%	\$118,693	-6.4%
Planning Manager	\$126,362	\$121,964	+3.5%	\$165,233	-22.4%

¹ Cities of Monterey and Salinas

² Comparable agencies supplied by Monterey County Human Resources, including cities of Monterey and Salinas and the counties of San Benito, San Louis Obispo, San Mateo, Santa Barbara, Santa Clara, Santa Cruz, and Ventura. Fresno County, which published an unclear grade and step table on its website, is not included.

³ Compared with Cities of Monterey and Salinas Principal Planner, a common classification for first level supervising planners.

Recommendation #40: Consider an updated pay policy to allow for increased salary competitiveness for certain difficult-to-retain professional classifications, such as Planners, Building Plans Examiners, Building Inspectors, Engineers, and Hydrologists.

Recommendation #41: Prior to adjusting any position compensation, complete a comprehensive classification and compensation study for the targeted positions.

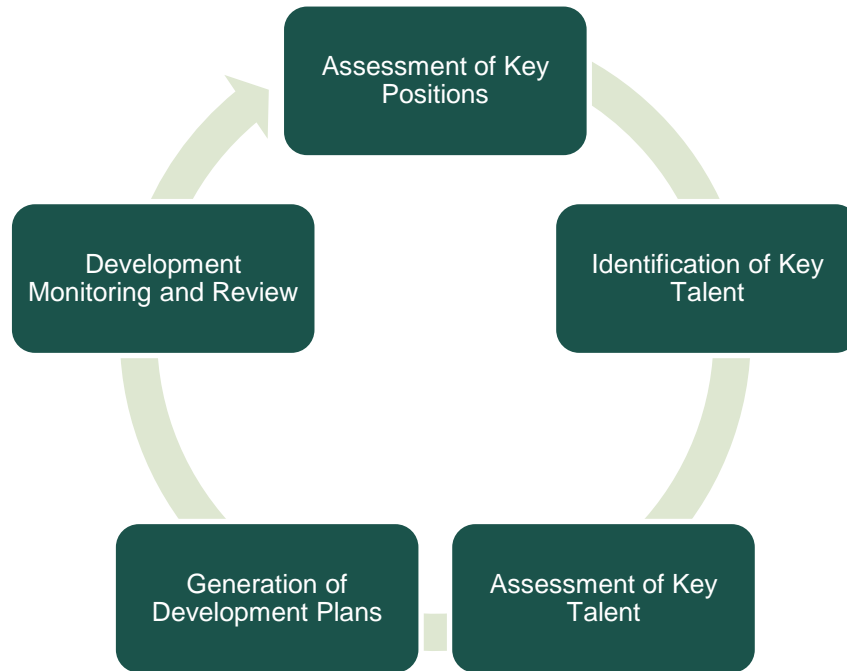
Recommendation #42: Evaluate the Parks Chief compensation package to ensure competitiveness.

5.3.3 Succession Planning

Citygate recognizes the levels of turnover occurring within the RMA and understands the importance of a workforce prepared to handle its workload in the face of this challenge. Citygate considers succession planning and employee training as critical, hand-in-hand practices to ensure an organization's workforce is both agile and durable enough to maintain high customer service standards during periods of high turnover. SAP SuccessFactors defines best practices in effective succession planning as including the following elements, as also illustrated in Figure 2.

- ◆ Assessment of Key Positions – These are the critical positions that are essential for continued smooth operation of the organization.
- ◆ Identification of Key Talent – This includes individuals from all levels of the organization who appear to have the potential to fill key positions in the organization. Often, they are not staff members who have formal managerial titles, but they are likely informal and influential leaders.
- ◆ Assessment of Key Talent – After staff members who have the potential to fill key positions are identified, a candid assessment of their strengths and weaknesses is necessary.
- ◆ Generation of Development Plans – The development plans for key staff will address their weaknesses, help the organization to create staff “bench strength,” and retain key talent. Often, mentoring by a senior staff member is included in the development plan. The development plan is included as part of the performance assessment process and will be useful for determining those who may not be able to fill the positions originally envisioned for them.
- ◆ Development Monitoring and Review – On an ongoing basis, the performance and development of those identified as having the potential to fill key positions is reviewed by the human resources division/department and senior level staff, as well as their supervisor. If necessary, adjustments are made (e.g., adjusting development plans, removing individuals from the succession plan, etc.).

Figure 2—Key Elements of Succession Planning



The University of Washington also publishes a Succession Planning Toolkit⁹ that can guide the County in developing a succession plan.

Recommendation #43: Develop a succession plan, working with Human Resources and the represented bargaining units.

5.3.4 Training

As a result of position attrition, employee turnover, and general labor market conditions, especially in the planning professions, some journey and management position are staffed with employees with less-than-optimal professional education, experience, and training. As Henry Ford suggests, “the only thing worse than training an employee and having them leave is not training them and having them stay.” To implement a successful “grow your own” program, an organization must implement a strong training program. Planning and building professional and trade organizations in California have developed effective training programs. California Building Officials (CALBO)¹⁰ and the California Chapter of the American Planning Association¹¹ are two such

⁹ <https://hr.uw.edu/pod/wp-content/uploads/sites/10/2018/08/Succession-Planning-Toolkit.pdf>

¹⁰ <https://www.calbo.org>

¹¹ <https://www.apacalifornia.org>

organizations. Citygate believes that leveraging membership in professional organizations is valuable in developing and training employees, particularly in highly specialized and technical professions and trades.

Recommendation #44: Provide for continuing education, licensing, and development of Planning Services and Building Services staff members, so that expertise in these units is nurtured and retained.

Recommendation #45: Develop an agency-wide training curriculum, to include technical, interpersonal, supervisory, management, and leadership skills. Consider consulting with the California State Association of Counties for program development.

Recommendation #46: Consider purchasing and implementing an electronic training program so that all employee training can be tracked, monitored, and supported.

5.4 LABOR RELATIONS

While some staff members, former employees, and stakeholders described difficult circumstances in their employment and relationship experiences with the RMA, Citygate found a generally good, open, and productive labor/management relationship with SEIU, the primary rank-and-file organization in the County. When setting goals for labor/management relationships, it is unrealistic not to expect problems, but it is crucial to create an environment where labor conditions and problems can be discussed and resolved constructively and quickly. At this time, it appears that the County and SEIU have a good working relationship. Citygate congratulates the County and SEIU and encourages them to continue the open communication.

5.5 LAND USE AND PERMITTING SUMMARY

Based on our experience, Citygate finds that the RMA's development and permitting workload is not extraordinary in terms of complexity or volume. Nonetheless, Citygate found considerable work product backlogs, particularly in advance planning, current planning, and plans examination.

Most notably, there is a lack of collective accountability for the extensive current case backlog, with no employees appearing to take responsibility or exercise authority to resolve it.

Citygate understands that, over the years, the RMA organizational configuration has changed, at times disruptively. The RMA has endured a significant amount of staffing attrition, experienced a high turnover rate, and maintained a considerable vacancy rate to operate within economic constraints. These are important factors in Citygate’s evaluation of the RMA, but Citygate does not consider these factors the exclusive source of the RMA’s customer and stakeholder dissatisfaction. In this report, Citygate is critical of the management reporting application and capability in the RMA, particularly in the various land-use and permitting functions, but Citygate finds there are strengths in these groups to leverage for positive change.

“While permit handling policies, procedures, and processes could benefit from some refinement, such as consolidating policies and procedures into a comprehensive manual including basic permitting processes and workflows designed into Accela, they are generally sound and similar to many other jurisdictions.”

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Recommendations #6–11, #58, and #59 are intended to improve data handling and management reporting practices. Many of the process improvement efforts in the Permit Center can lead to improving the practices in the planning, development, environmental, and building functions substantially, and will create a cohesive, unified, Department-wide approach to producing the work products of the land-use and permitting functions. These practices include written, published, and available policies and procedures, performance standards for work products, and management monitoring of work outputs.

Recommendation #47: Consolidate land-use and permit application intake, processing, and performance policies and procedures into a comprehensive manual.

Recommendation #48: Apply the principles for policies, procedures, and practices for results monitoring in the Permit Center to Planning Services, Development Services, Environmental Services, and Building Services.

Recommendation #49: Assign a process improvement champion to oversee the development and implementation of policies, procedures performance measures, and results monitoring.

Based upon Citygate’s review of the RMA’s land-use and permitting workload, workforce, management frameworks, resource constraints, and organizational structure, Citygate finds it difficult to recommend significant additions to workforce beyond the realignments recommended in this report. Citygate is not suggesting that once RMA’s realigns its organization, employs proper management tools, and fills recommended vacancies, the RMA will completely cure any actual or perceived workload/workforce imbalance. After implementing the recommendations in this report, the County should evaluate conditions and then consider expanding services or improving service levels by adding additional staff or contract resources, as necessary. Citygate’s scope for this project includes a six-month follow-up, at which time Citygate can assist in this endeavor.

In the interim, Citygate recommends that the RMA take advantage of existing contracts with plans examination and planning firms to eliminate backlogs and to assist with peak workloads, as recommended in Recommendation #1 and #23. Additionally, the RMA should explore increasing work capacity by allowing and perhaps encouraging overtime, for the same purposes, as recommended in Recommendation #24 and #39.

Finally, Citygate understands that development workload varies widely among California agencies, based on local demographics, geography, policy, socioeconomics, and likely a number of other factors. Anecdotally in comparison, one California city (34 square miles in size with a population of approximately 80,000) with which Citygate is most familiar, has processed between 4,500–5,000 permits per year over the past several years, which includes an average of 436 new single-family dwelling units per year for the past 16 years. This, with a staff of five Planners, two Development Engineers, three Plans Examiners, and three Building Inspectors, supplemented with contractors to handle occasional peak workloads.

While direct comparisons are difficult, this suggests that with proper management tools, organizational structures, staffing alignments, and resource levels, the County can achieve similar results. In Section 6 and Section 7, Citygate makes recommendations to create the organization and management structure necessary for the County to begin solving these decades-long problems.



One of the County’s Strategic Initiatives that guide its efforts found under the policy area of “Efficient and Effective Government Operations,” is the initiative to “promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency.”

“Citygate believes that effective management frameworks can serve as a force multiplier, increasing the output of similarly resourced operations.”

Over the years, the RMA has struggled with stakeholder satisfaction. Citygate is critical of the RMA’s management reporting intended to measure key performance metrics in Planning Services and Building Services, such as assignments, deadlines, milestones, and review times. These systems are essentially nonexistent, resulting in inefficient and ineffective workforce planning. Citygate believes that effective management frameworks can serve as a force multiplier, increasing the output of similarly resourced operations. In this section, Citygate explores management frameworks and tools and makes recommendations for the County to improve the RMA’s work output and stakeholder satisfaction under current economic circumstances.

6.1 SERVICE LEVEL AND WORKLOAD PLANNING

Service level and workload planning is a common method for defining long-term needs, such as facilities and programs, and developing work plans and schedules to meet those needs. To

understand what a local government needs to accomplish, it is essential the agency look to its stakeholders for guidance on the community's desires. To effectively allocate resources, it is crucial to plan for future needs in terms of workload and available resources. One effective method of identifying, analyzing, and planning future community needs and work requirements is the time-tested master planning process. Citygate identified several functions in the RMA that would benefit from a renewed emphasis on master planning, including facilities, parks, and roads.

6.1.1 Engaging Volunteers

Engaging the community through volunteerism is effective in identifying a community's desires and understanding what an organization needs to accomplish to meet those desires. There are few better ways to measure the quality of a community than by the propensity of its citizens to invest their time, talent, and financial resources for its betterment. During the course of this engagement, Citygate observed and participated with a very involved community. People invest in that which they care about and in which they anticipate a return on their investment. Close cooperation and coordination between the local government, volunteer organizations, and the citizens they serve is key to maximally leveraging the community's passion for service against the community's needs. Success in any public endeavor is most easily attained where the private interests of individuals and the public interests of the community intersect, and a local government is in a unique position to convene citizens, organizations, and resources and achieve successes through the pursuit of compatible interests, particularly when that success elevates community desires, such as quality open space, park, and trail facilities.

Cooperation and coordination should begin with those groups that are already established. Citygate believes that productive engagement with open space, park, recreation, and trail citizen advocates will harness the power of the community in identifying needs, raising funds, developing resources, and recruiting volunteers. The Parks Commission is a good place to start enhancing this effort, and the Parks Commission members could be better utilized to support the County's mission related to parks.

Recommendation #50: Initiate routine and systematic monthly review of issues and opportunities with the Parks Commission and actively enlist the Commission's assistance in recruiting volunteers and meeting the County's open space, park, recreation, and trail objectives.

Citygate suggests the *Community Engagement Resource Guide: Creating Equitable Access to High Performing Parks* published by the National Recreation and Parks Association as a valuable resource in the County's efforts.

6.1.2 Facilities and Parks Planning

Due to funding constraints, building repair and equipment replacement is often not completed until a failure occurs or equipment must be taken out of service, which results in work being performed urgently, often at an increased cost. In 2015, the County contracted for a facility condition assessment. This assessment did not evaluate any of the park assets, including over 200 buildings and structures within County park land. Consequently, the County has experienced a deterioration of its park facilities and amenities for years. Although some incremental funding has been allocated to support some operational improvements, the rate at which the facilities are declining is greater than the funding that has been appropriated to upgrade them.

Citygate understand that Monterey County Water Resources Agency has undertaken studies of the dam and spillway structures at Lakes Nacimiento and San Antonio, and has approved contracts for various repairs. The dams and other structures are regulated by the California Department of Water Resources, Division of Safety of Dams, and Citygate's scope does not include a review of these efforts.

Recommendation #51: As necessary, update the Facilities Condition Assessment and develop a comprehensive multiple-year priority for facility renovations and repairs. Parks facilities should be coordinated with the Parks Master Plan development.

Citygate concurs with the RMA's Fiscal Year 2019/20 Strategic Priorities to create a Master Plan for its parks system. In addition, a comprehensive Master Plan should include performing an inclusive public needs assessment; assessing the condition and complexity of the County's infrastructure parkland, trail, open space management and recreation needs; establishing a sustainable level of service model; completing a gap analysis of its service levels; identifying realistic funding streams; identifying staffing resources; and developing an implementation, phasing, and funding plan for the management and development of the County's open space, park, and trail system.

In Fiscal Year 2014/15, the County engaged a consultant to develop a Parks Strategic Plan. Although the plan evaluated the County's park sites at a cursory level and reviewed the County's business practices, the study did not include a comprehensive needs assessment, condition assessment, service level analysis, or recommended staffing levels, all common in parks master plans. In the course of developing the plan, the contractor did survey a sample of a park users, but it did not include a County-wide scientific citizen survey to determine park needs, also common in parks master planning. The Parks Strategic Plan did yield many insightful recommendations that, according to information gleaned from the staff and stakeholder interviews, have not been implemented over the past five years.

Recommendation #52: Accelerate the completion of a comprehensive Parks Master Plan to assess the condition and complexity of the County’s parkland, trails, and open space and develop a realistic roadmap to sustainably support parks, trails, open space, and recreation services.

6.1.3 Roads Maintenance Planning

The County has a land mass area of 3,771 square miles containing a variety of land uses ranging from remote/rural and largely agricultural to village/urban areas, such as the compact oceanfront communities of Carmel and Monterey. Within the County are 175 bridges to oversee, along with a road system containing numerous legacy road networks inherited from the County’s more rural days. Maintenance of these old systems would challenge any county. The County’s road conditions are rated as 48 on a scale of zero to 100 on the Pavement Condition Index, where better conditions are rated as 60 and above.

The cost of maintenance and renewal of critical infrastructure within a County with such historic and legacy infrastructure can easily outpace available County General Fund revenues and impact feasible repair solutions, mitigations, and management efforts. Citygate was told the County does benefit from recent improved gas tax provisions in California Senate Bill 1 and also has the Highway Users tax, 25 percent of the Transient Occupancy Tax, and funds from Measure X (about \$5 or \$6 million per year). With these funds, the County has been able to undertake annual chip seal projects of about 10 miles per year. Citygate was told that crews used to accomplish 20 miles per year. This reduction in scope can be indicative of the financial challenge facing the County going forward as it faces repair and maintenance issues with road infrastructure.

For the County to make the highest and best use of the limited funding for road repair and maintenance, leadership must prioritize making annual project plans, ensure that the right people with the right technical skill sets and knowledge are assigned to those project plans, and create room for the focus necessary within Public Works Engineering and other support staff to conduct and complete projects.

One way to succeed overall in tackling public works infrastructure issues may be designating engineering development review separate from engineering technical expertise used for annual road projects and other capital improvement project planning and completion. These limited technical resources are currently assigned to both areas. As noted in Section 4, this separation would include assigning technically trained personnel for development activities and other technically trained personnel for those activities that are regulatory.

Recommendation #53: Determine the realistic amount of County financial resources available to fund Public Works activities, capital improvements, infrastructure maintenance, and repairs from 2020 through 2026.

Recommendation #54: Establish and analyze a two-year priority list of tasks for Public Works, for 2020 through 2022, and have the list approved by the County Administrative Office. This approved list will then become a two-year work program for Public Works. It will contain phases and deadlines to complete each task outlined within the 24 months allocated. Establish a new list for each subsequent two-year period by no later than the June in the first year of the period, completing the six-year cycle in 2026.

6.2 INFORMATION TECHNOLOGY TOOLS

6.2.1 Asset Management and Infrastructure Maintenance

Infrastructure age and deferred maintenance throughout the County represents an overwhelming body of work for drainage, parks, streets, and water systems, and constrained financial and human resources require this workload to be better known and prioritized. There is no comprehensive asset/infrastructure management system to identify deficiencies or to plan for infrastructure maintenance, repair, and replacement of major and minor community assets, such as facilities, parks, streets, and trails, to make the best use of available financial and human resources. Further, the field staff do not have an automated systematic and trackable way to identify, communicate, plan, assign, complete, inspect, and evaluate maintenance work orders in the field. Citygate understands that the Parks 2019/20 Strategic Priorities include development of an agency-wide maintenance management system to track, monitor, and assess daily work orders and longer-term maintenance efforts. A similar system could also be used to track facility incident reports, which at this time are not consistently completed, processed, and responded to in a timely manner.

Recommendation #55: Implement a County-wide management system to facilitate planning, prioritizing, and funding maintenance, repair, and replacement of facilities and infrastructure.

Recommendation #56: Implement a work order management system to manage daily preventive maintenance and repair tasks.

Recommendation #57: Implement a field access system that allows maintenance staff to access the work order management while in the field.

6.2.2 Land Use and Permitting

The RMA uses Accela, a common permit tracking system for planning and building application review, and RMA staff provided data and reports from this system upon which Citygate based its development permitting workload analysis. The RMA utilizes Accela somewhat effectively to route and manage projects through its approval pipeline. However, Accela is under-utilized, particularly in the performance of the review process for each project in the pipeline, such as assignments, application aging, next steps, deadlines, milestones, and review times. Citygate finds that poor management reporting facilitates a lack of management accountability and contributes to poor customer service as manifest in the significant backlogs.

Citygate understands that during the RMA's response to the COVID-19 pandemic, the RMA adopted electronic plan submittal, plan check, and permitting processes. Citygate encourages the RMA to continue to mature and utilize these processes to increase efficiency and customer satisfaction.

Recommendation #58: Contract with Accela to develop the necessary management reports that provide workload assignment, application aging, next steps, deadlines, milestones, and review times to facilitate critical management decisions.

Recommendation #59: Train and require all managers to use Accela management reports and provide this data to senior management weekly, transitioning to monthly when performance improves.

6.2.3 Standardize Electronic Document and Filing Systems

During Citygate's review, several employees stated there is no standardized electronic file folder structure and that electronic documents are spread out in different folders, causing confusion, inefficiency, and frustration with searching for existing documents.

Citygate also understands that few standard, required templates exist for common documents, such as Board reports.

Recommendation #60: Create, implement, and publish standards for electronic file storage and require their consistent use.

Recommendation #61: Create, implement, and publish standard templates for all common documents and require their consistent use.

6.2.4 Timekeeping

There is a need to implement the automated timekeeping system throughout the RMA, and Citygate understands there is some beta testing occurring in the Parks Division, but the system has yet to be implemented.

Recommendation #62: Implement a timekeeping system to reduce the centralized effort necessary to process payrolls and increase the forensic value to payroll time data.

6.2.5 Public Access and Reservations

There is a need to bring Wi-Fi to park sites to automate, accelerate, and facilitate the optimal use of the computerized user entry system as well as attract customers to use County facilities, campsites, and day-use areas. This, in addition to keeping the website up to date with park events, fees, hours, and program information, following solid retail marketing practices, could enhance revenue-generation opportunities.

Recommendation #63: Install Wi-Fi in the parks to facilitate mobile tools for parks employees and consider the revenue-generating possibilities of publicly accessible Wi-Fi.

Recommendation #64: Improve public interface platforms and links on the website and update information on a regular basis

6.3 POLICIES AND PROCEDURES

6.3.1 Budget Access and Management

Citygate found that many staff cannot access applicable budget sheets electronically without going through RMA administration and finance staff. Citygate finds that a lack of access and knowledge of divisional budgets hampers the ability of management and staff to monitor, track, and manage budgets. Several staff reported that the budget process is a big mystery. Staff find it difficult to responsibly manage their individual budgets, and this diminishes accountability, impedes project completion, and compromises program management.

Recommendation #65: Provide the division chiefs, managers, and supervisors with full electronic access and review of the division and RMA budgets.

Following budget adoption, Citygate understands that staff are required to seek budget approval for small purchases. Based on Citygate’s experience, work performance and customer service are highest when employees closest to the customer are assigned maximum responsibility to completing a task. Citygate also believes that, while in the interest of budget control, artificially low spending approval levels and associated approval processes often serve only to delay the process of accomplishing an agency’s work plan without effectively achieving increased budget accountability.

Recommendation #66: Review and evaluate increasing the signature authority of managers, supervisors, and staff to allow more flexible and responsive problem-solving by frontline employees.

6.3.2 Onboarding Employees

Citygate understands from discussions with employees that the County lacks introductory training for employees new to the government, new to their position, or new to their department or division. Citygate understands that no onboarding program exists, other than benefit options and employment rules. Without an effective onboarding program, employees may feel they are on an overwhelming, never-ending learning curve, and this could be especially true for staff with no previous government experience.

Onboarding, referred to academically as “Organizational Socialization,” is the means by which new employees are welcomed to a new organization. According to T. N. Bauer, a recognized leader in the onboarding of new employees, well-implemented onboarding programs yield several benefits, including:¹²

- ◆ Higher job satisfaction
- ◆ Higher organizational commitment
- ◆ Higher performance levels
- ◆ Lower stress
- ◆ Lower turnover

¹² Bauer, T. N. (2010). *Onboarding New Employees: Maximizing Success*. Alexandria, VA: The SHRM Foundation.

Basic onboarding programs could begin with a review of organizational charts, department and division responsibilities, position responsibilities, work processes and workflows, electronic filing standards, common template usage, and common acronyms and terms. This will help new employees understand their responsibilities, how their work contributes to the community, the other employees who rely on their work product, and who to seek for assistance. The Society for Human Resource Management publishes extensive information relating to employee onboarding.

Recommendation #67: Develop an onboarding process for all new, transferring, or newly promoted employees in the RMA.

6.3.3 Work Processes

There is an absence of written processes and procedures that help support the staff's daily work tasks, such as Board of Supervisors agenda items, staff reports, budget monitoring, cash handling, and reconciliation reports.

Recommendation #68: Task administration and financial staff to identify and prioritize key work processes and develop a written, readable process manual for routine RMA processes. Consult other sister agencies for similar examples and the California State Association of Counties for relevant and timely examples.

6.4 PERFORMANCE MANAGEMENT

When evaluating the RMA's performance management systems, Citygate found limitations in two key areas: service-level commitments and performance measurement. The RMA has not published timelines, milestones, or commitments for planning and permit processing performance, and the RMA's performance measures are largely input-based, such as quantities of activities. The performance measures lack important performance data, such as application aging, assignment, milestones, and next steps.

6.4.1 Setting Performance Goals and Measuring Performance

To build stakeholder confidence in the application, review, and permitting process, the Planning Services and Building Services Divisions should establish goals, timelines, and milestones for each step of a given project review, publicly commit to performing within those timelines, and publish data that illustrate division performance on these important processes. Examples of online

performance reporting can be found from the City of Reno, Nevada, and from the County of Sonoma.¹³

Recommendation #69: Establish and publish service-level commitments for development-related business processes.

Recommendation #70: Develop and report on performance measures for development-related functions.

There are many resources available to aid in the development of performance measures, such as the International City/County Management Association’s *A Performance Management E-book for Local Government*, which is a comprehensive introduction to performance measurement and management. One method is developing goals for each business process, and Citygate suggests the RMA develop SMART goals for each business process.¹⁴

There are three essential characteristics of performance measurement representing best practices:

1. The performance goals must be SMART:
 - Specific – It must be specified who will perform the goal, what will be done, when and where it will be completed, and why is it being done.
 - Measurable – The result needs to be measured using an indicator of quantity or volume, quality, time, and/or cost, and the tools to measure that are available.
 - Achievable – The organization must have the resources and capabilities available to achieve the performance goal.
 - Relevant – The goal must fit into one or more overall strategic objectives of the organization.
 - Timely – A specific schedule is needed with dates for achieving the performance goal.

2. The measures must include desired outcomes. It is not enough to use performance measures that merely state the inputs, outputs, time, and/or cost. To have complete measures of organizational performance, outcome measures that more accurately

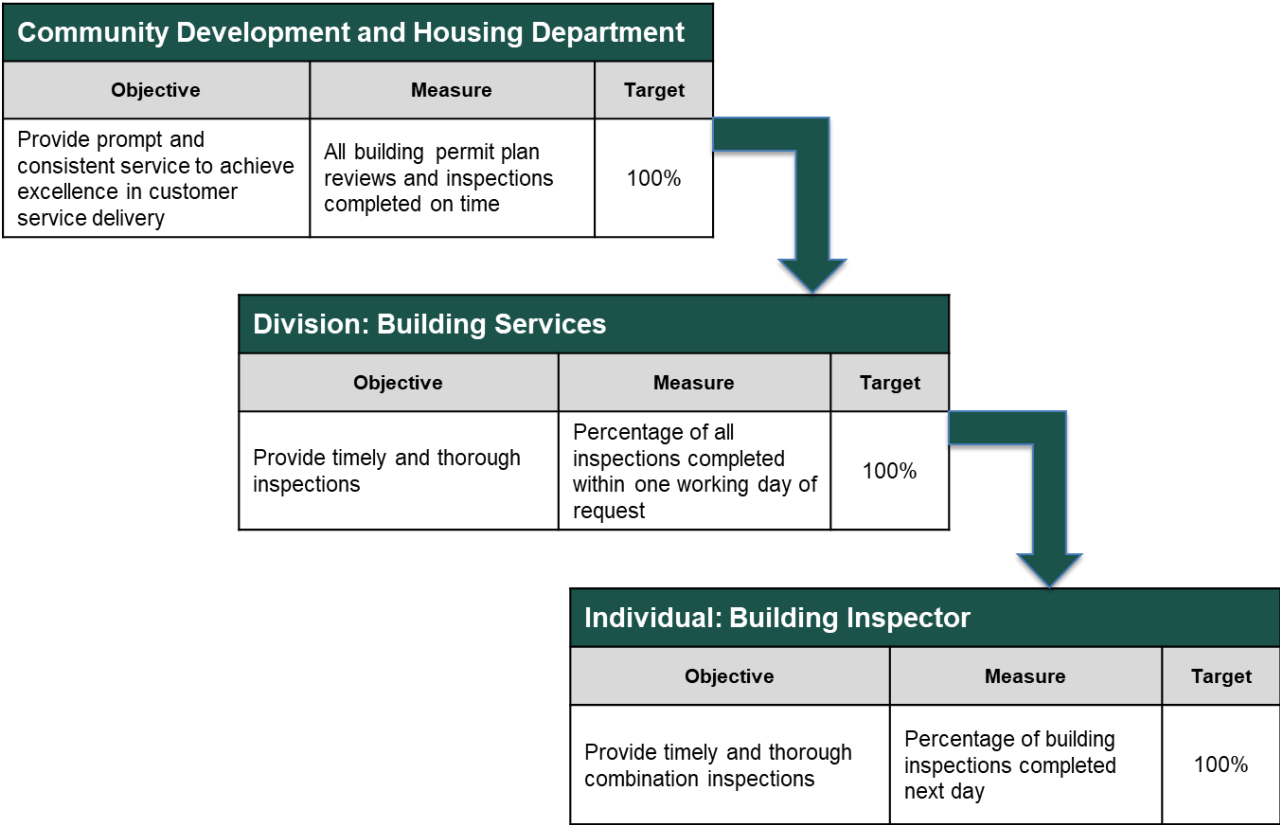
¹³ Source: <https://www.reno.gov/government/departments/community-development-department/building-planning-and-engineering-division/applications-and-documents/building-permit-review> (Reno) and <http://sonomacounty.ca.gov/PRMD/Performance-Data/Permit-Issuance/Building/> (Sonoma County)

¹⁴ <https://corporatefinanceinstitute.com/resources/knowledge/other/smart-goal/>

reflect a desired end-result should be included. For example, a processing time of a certain length that is met consistently is certainly a desirable condition to improve the likelihood that the desired outcome of economic development will occur. However, an increase in private investment in development projects and/or an increase in jobs at a certain pay scale are measures that more directly reflect the desired outcome.

3. The measures must have a context that creates a clear alignment between the RMA’s strategic objectives, the individual performance plans for each staff member, and all organizational levels in between. An example of this concept, often referred to as cascading performance measures, is illustrated in Figure 3.

Figure 3—Cascading Performance Measures



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7.1 RMA TODAY

Citygate understands that, over many years, there have been numerous efforts to reorganize the functions that constitute the RMA with hopes of improving customer service. The County formed the RMA in 2005, bringing together Public Works, Planning, Building Inspection, Redevelopment, and Housing to optimize the County’s delivery of land-use-related services. This reorganization intended to improve coordination of development projects between County departments and improve service to the County’s customers and stakeholders. Today, RMA responsibilities include constructing and maintaining public infrastructure, such as bridges, roads, and storm drains; constructing, maintaining, and managing public facilities; developing land-use policy; evaluating development proposals; enforcing land-use regulations; issuing building permits; enforcing building codes; managing County Service Areas; and managing parks. The current organizational structure reflects these changes over time rather than an organizational strategy based on organizational science.

“The current organizational structure reflects these changes over time rather than an organizational strategy based on organizational science ... Citygate finds that the RMA, as now organized, is not well positioned to succeed in meeting the current and future needs of customers, employees, policy makers, and other stakeholders.”

This may have led to some manifestations of identity crisis and reorganization fatigue among RMA employees. However, Citygate finds that the RMA, as now organized, is not well positioned to

succeed in meeting the current and future needs of customers, employees, policy makers, and other stakeholders. Today, the RMA has a broad range of responsibilities that include bridge maintenance, development review, facilities maintenance, land-use planning, parks facility planning and management, road maintenance, and stormwater management.

Citygate finds that the RMA is a broad organization with many disassociated functions and a deep organization with many levels of management and supervision. Citygate observed that the RMA's breadth and depth diffuse its mission, dilute responsibilities, diminish accountability, and deemphasize individual performance. In Land Use and Community Development alone, there are five levels of management and supervision between Agency Director and the journey-level classifications of Senior Planner and Associate Planner. Citygate also observed that RMA's organizational culture, to a great degree, promotes a focus on chain of command, which makes cross-divisional cooperation difficult and further exacerbates perceived and actual resource shortages. In general, Citygate finds that the broader an organization, the more diffused its mission and the more a chain-of-command culture can create organizational silos and negatively affect cross-divisional cooperation and, ultimately, customer service.

In addition, certain functions, such as administrative, analytical, clerical, and financial support, are centralized to provide for economies of scale and to hedge the development and retention of organizational knowledge against the perceived high levels of attrition and turnover. Known as the matrix system internally, and based upon matrix management methodologies, this model of administrative staffing may improve cross-training in certain cases but at the significant cost of accountability and technical familiarity for the operating unit's primary missions, especially in ongoing, highly technical activities such as planning. Matrix management systems are used when sharing talent across organizational units is critical, and it is most common in project-intensive environments, where project teams are created when projects are initiated and disbanded when project outcomes are realized.

These types of team constructs where teams are created and disbanded are successful when the project is discrete and has a clear, desired outcome, but they are much less effective when the work remains the same, comes in a steady stream, and other team members are not exchanged. Matrix management systems are more of a management value system than an organizational strategy, and matrix management techniques will not work in an organization with a chain-of-command culture, as a chain of command prevents team cohesion.

While talent and knowledge sharing are important organizational outcomes, and Citygate congratulates the RMA for working to accomplish these outcomes, the Management Analysts assigned to perform specialized and technical research, analysis, and other work may not receive necessary orientation or training prior to being deployed to technical assignments in the various divisions. They must learn on the job, resulting in inefficiency at a fundamental level of the organization, where the core work is performed. In addition, if they are interchanged regularly, a

cohesive team culture will not develop. In this case, the matrix organizational construct inappropriately separates the work effort supervision from work outcome accountability. As Citygate observed during on-site visits, this disconnected accountability gives rise to employee frustration, flawed decision-making, inefficient processes, and delayed policy implementation. The consolidation of supervisory responsibility and accountability of results for work efforts is critical to forming productive teams and meeting customer service demands.

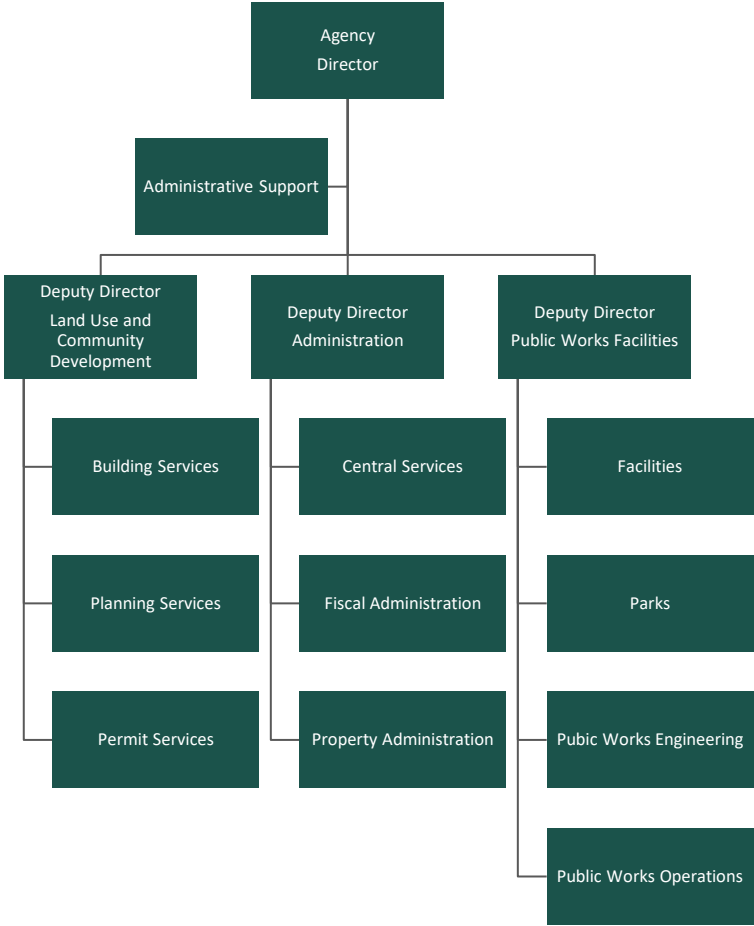
When speaking with employees, Citygate found that many cited supervisory chains of command and significant resource shortages as primary impediments to accomplishing their work. Citygate’s review affirms the RMA has a high number of management and supervisory levels and that, over time, the RMA has experienced a reduction in financial and human resources, as manifest in position attrition, staff vacancies, and employee turnover.

In addition to management structures that dilute supervisory accountability, Citygate observed significant apathy among RMA employees about the work backlogs, with few taking responsibility and even fewer working toward resolution. The culture within the RMA reflects one of fatigue or atrophy from perceived workload burdens and resource shortages. The reiteration effect suggests that when something is communicated often enough, it becomes understood as the truth through this repeated exposure, regardless of its overall veracity, and this is certainly true to a degree with the RMA.¹⁵ When speaking with employees, former employees, and external stakeholders, the theme of “overworked and understaffed” was common and unmistakable.

As mentioned previously, Citygate finds that the RMA’s development and permitting workload is not extraordinary in terms of complexity or volume. The RMA’s workload and resource levels are important factors, but Citygate does not believe these are the exclusive source of the RMA’s customer and stakeholder dissatisfaction. Citygate understands that economic conditions may not yield resources sufficient to satisfy the various and diverse stakeholders. As such, Citygate is focusing first on techniques that the County can employ to best utilize the resources available. One such technique is organizing the RMA structure and aligning the staffing patterns to emphasize work production over management and supervision. Currently, the RMA is structured as illustrated in Figure 4.

¹⁵ Hasher, L., Goldstein, D., & Toppino, T. (1977). Frequency and the conference of referential validity. *Journal of Verbal Learning and Verbal Behavior*, 16, 107–112.

Figure 4—Resource Management Agency Current Organizational Structure



7.2 ORGANIZATIONAL BEST PRACTICES

When examining the RMA’s organizational structure, Citygate looked for organizational alignment that allowed for employee collaboration, process efficiency, resource consolidation, responsibility concentration, and supervisory accountability. There are four basic concepts typically used in determining the distinct units or departments in an organization.¹⁶ Any single concept, or a combination of them, can be used. They are intended to provide clarity to the organization and result in more efficiency and effectiveness. As illustrated in Figure 5, the organizational structure concepts are:

¹⁶ There are many sources that can be referenced to describe these concepts, but a succinct treatment of the subject can be found at <http://www.referenceforbusiness.com/management/Ob-Or/Organizational-Structure.html>.

- ◆ **Function** – All staff performing similar work are grouped together, such as all engineers in an organization comprising the engineering department.
- ◆ **Geography** – All staff serving a different geographic area are grouped together, such as a regional office of a statewide organization or division of a department servicing the north or south areas of the County.
- ◆ **Product** – All staff responsible for a product or product line are grouped together, such as employees that acquire, build, and maintain infrastructure being grouped together.
- ◆ **Customers** – All staff serving a common set of customers or a common market are grouped together, such as employees who provide services to all development applicants being grouped together.

Figure 5—Organizational Structure Concepts



7.3 PROPOSED REORGANIZATION

To begin solving the historically stubborn conditions that led to declining levels of customer service, increasing levels of employee apathy, and eroding stakeholder trust, Citygate suggests that applying the aforementioned organizational structure concepts will centralize responsibilities, increase accountability, reduce duplication, and smooth communications. Citygate recommends

creating two distinct departments, one related to community development and housing and one related to community services, and Citygate further recommends these department heads report to the County Administrator. The two departments would be organized as follows:

- ◆ **Community Development and Housing** – Group all staff developing land-use policy and serving development applicants to provide integrated planning, engineering, permitting, and building services to customers and stakeholders.
- ◆ **Community Services** – Group all staff responsible for acquiring, constructing, maintaining, and managing County infrastructure, such as bridges, buildings, facilities, grounds, and roads; managing open space, park, and trails assets and programs; and managing the County’s floodplain and established stormwater systems.

Recommendation #71: Create two distinct departments—a Community Development and Housing Department and a Community Services Department—and align the necessary functional units accordingly.

Recommendation #72: Empower the Human Resources Department to create the Community Development and Housing Director and the Community Services Director classifications.

Recommendation #73: Empower the County Administrative Officer and Human Resources Director to recruit and appoint the Community Development and Housing Director and the Community Services Director.

Recommendation #74: Empower the County Administrative Officer and County Counsel to draft the necessary Monterey County Code sections to accommodate the recommended organizational and staffing changes and present to the Board of Supervisors for approval.

Citygate’s proposed reorganization is illustrated in Figure 6 for the Community Development and Housing Department and Figure 7 for the Community Services Department. This proposed reorganization aligns similar functions to reduce the broad and disconnected nature of the RMA, flattens the organization by moving senior and mid-management closer to work production in the interest of increasing accountability, and adds work capacity in the form of realigned positions from management/supervisor to journey level. When implemented, the recommended

organizational structure will entirely replace the RMA, and the RMA as an organizational unit will cease to exist. Specifically, Citygate recommends the following:

1. Move the Housing Division from the County Administrative Office (CAO) to the newly formed Community Development and Housing Department. (See Section 7.3.2.)
2. Reclassify the RMA Director to Director of Community Development and Housing. Citygate recommends this Director position report to the County Administrator.
3. Eliminate the Deputy Director of Land Use and Community Development position and fill the Chief of Planning position.
4. Eliminate the one vacant Supervising Planner position and create two Associate Planner positions.
5. Eliminate the vacant Deputy Director of Public Works and Facilities position and create a Director Community Services position. Citygate recommends this Director position report to the County Administrator.
6. Reclassify the Deputy Director for Administration to Assistant Director of the RMA, which Citygate understands the County is in the process of accomplishing. Then, locate this position in the Community Services Department to serve as the Assistant Director of Community Services, which has the more complex financial reporting assignments, such as County Service Area accounting, gas tax and road fund accounting, federal contribution accounting (single audit), and recreation concession management.
7. Separate development-related grading and stormwater functions and maintenance and regulatory flood plain and stormwater management functions between the community development and community services functions. This will require filling the engineering and hydrologist classification vacancies, dividing these resources between the two departments.
8. Retain the Economic Development functions in the County Administrator's Office CAO (see Section 7.3.3).
9. Move Homelessness Programs to Social Services to consolidate social programs in the Department with existing case management responsibilities.
10. Consolidate human resource activities in the central Human Resources Department and allow the two new departments to focus exclusively in their responsibility areas.

11. Modify the matrix system to permanently assign the necessary and available administrative resources required to support various operational/technical units within the two new departments, with the consideration that some positions, such as clerical and fiscal, may be appropriate for centralized assignments.
12. Ensure that the directors for both departments have the appropriate professional qualifications: American Institute of Certified Planners certification for the Community Development and Housing Director and Professional Engineer certification for the Community Services Director.
13. Modify the County-wide Cost Allocation Plan (COWCAP) in accordance with the policies and procedures contained in Federal Management Circular A-87: “Cost Principles for State and Local Government.”

Citygate understands splitting RMA into two departments may require a meet and confer process with represented labor groups to discuss potential impacts, including position seniority and “bumping” rights in the new departments.

7.3.1 Recommended Community Development and Housing Department

The recommended structure for the Community Development and Housing Department is shown in the following figure:

Figure 6—Recommended Community Development and Housing Department Structure



Note: SWPPP = Storm Water Pollution Prevention Program

The Community Development and Housing Department includes all functions related to developing and implementing housing and land-use policy, reviewing development applications, and issuing building permits. The organizational structure is similar to that currently led by the RMA’s Deputy Director of Land Use and Community Development.

7.3.2 Housing

The County selected an option for Citygate to assess the current organizational alignment of both the housing and economic development functions, currently housed in the CAO. The County team asked Citygate to conduct the Housing Division organizational analysis in the early stages of the project and to look for an opportunity to make an early recommendation regarding the Housing Division’s organizational alignment. Citygate conducted staff interviews in the housing and

economic development functions during the second week on site and subsequently analyzed factors relating to housing and economic development organizational alignment.

Although the County has established important housing goals, policies, and priorities in its 2015–2023 Housing Element, Citygate suggests that housing policy development and implementation would benefit from a stronger link to planning and development activities to improve performance in critical functions, including housing data collection/management, housing project planning/development, and inclusionary housing implementation. Citygate proposes that the Housing Program Manager be at the same level of the two Planning Managers and report to the Chief of Planning. Citygate provided a memorandum with this recommendation to the CAO in May 2020. Citygate also recommends that the three Redevelopment/Housing Project Analysts (I, II, and III) be moved into this group and report to the Housing Program Manager.

Recommendation #75: Move the housing functions to the Planning Services Division of the proposed Community Development and Housing Department and have the Housing Program Manager report to the Chief of Planning, at the at the same organizational level as the two Planning Managers. Staff the housing unit with the three Redevelopment/Housing Project Analysts.

7.3.3 Economic Development

While Citygate’s scope did not include a comprehensive review of the County’s economic development functions, Citygate recognizes that currently, housing and economic development functions as a single unit. In Citygate’s experience, the most successful local government economic development activities focus on developing policies that promote business attraction, business growth, and business retention, with a focus on private-sector job creation through collaboration with existing private sector businesses and private sector industry and trade organizations.

With this strong policy focus, Citygate recommends that the County retain the economic development functions in the County Administrator’s Office. Citygate also understands that the Management Analyst III position is vacant, and this position served as the economic development lead. To elevate the profile of the County’s economic development, Citygate recommends the County reclassify this position to Economic Development Manager.

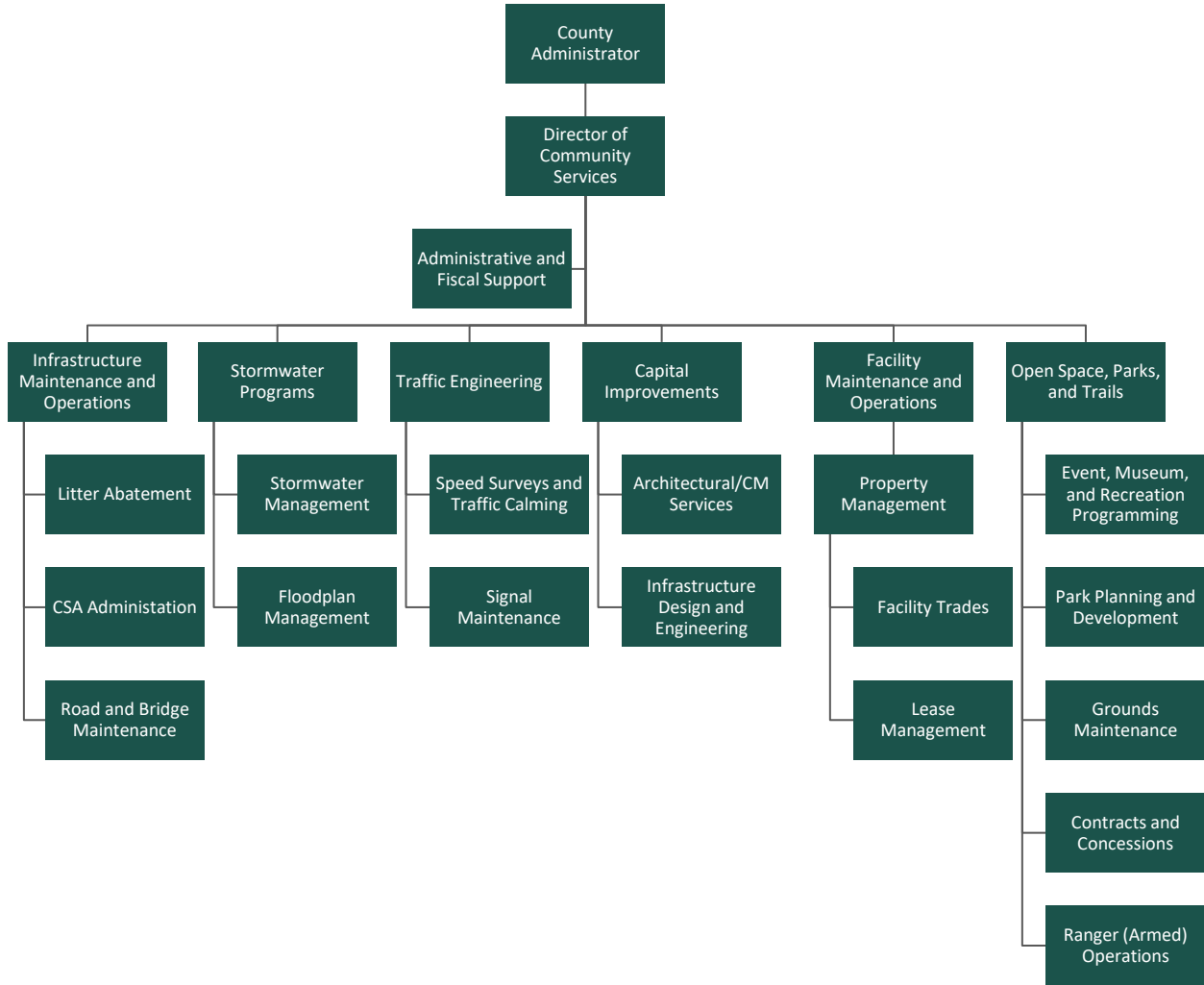
Citygate recommends this new Economic Development Unit be staffed with the proposed Economic Development Manager, the existing Management Analyst II, and the existing Senior Secretary.

Recommendation #76: Retain the economic development functions in the County Administrator’s Office; reclassify the vacant Management Analyst III position to Economic Development Manager; and staff the division with the proposed Economic Development Manager, the existing Management Analyst II, and the existing Senior Secretary.

7.3.4 Recommended Community Services Department

The recommended structure for the Community Services Department is shown in the following figure:

Figure 7—Recommended Community Services Department Structure



Note: CSA=County Service Area; CM=Construction Management

The Community Services Department includes all functions related to acquiring, constructing, maintaining, and managing County infrastructure, such as bridges, facilities, grounds, and roads; managing open space, park, and trails assets and programs; and managing the County’s floodplain and established stormwater systems. The organizational structure is similar to that currently led by the RMA’s Deputy Director of Public Works and Facilities.

Table 27—Summary of Recommended Position Allocation Changes Associated with Recommended Reorganization

Previous Position	Recommended Position	Net Change
RMA Director	Director of Community Development and Housing	0
Deputy Director of Public Works and Facilities	Director of Community Services	0
Deputy Director of Land Use and Community Development	Chief of Planning	-1
Deputy Director of Administration	Assistant Director of Community Services	0
Supervising Planner (Vacant, 1)	Associate Planner (2)	1
Management Analyst III (Vacant)	Economic Development Manager	0
Total		0

7.4 LONG RANGE ALTERNATIVES FOR FUTURE CONSIDERATION

7.4.1 Parks

When considering long-range alternatives, the County may want to consider separating the parks functions into a stand-alone department. The appropriateness and timing of this decision should be aligned with the completion of the strategic Parks Master Plan. It is customary for this type of organizational analysis to be included in the Master Plan scope of work to secure a full professional analysis by a qualified parks and recreation planning firm skilled in these organizational evaluations. In the event the County determines it wants to prioritize parks, trails, and open space services within a separate department, this recommendation also allows time for a phased implementation. Whether Parks remains a division of the Community Services Department or separates as a stand-alone department, Citygate believes it imperative the open space, parks, and trail system be managed by an established parks professional.

7.4.2 Environmental Health Review Services

While Citygate did not analyze the operations of Monterey County Environmental Health Review Services (EHRS), Citygate suggests that the County analyze and consider adding the EHRS function to the proposed Community Development and Housing Department. This is a common

organizational alignment, and realigning EHRS into the Planning and Building Departments was also suggested in the 2005 Grand Jury report.

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SECTION 8—ACTION PLAN

8.1 OVERVIEW OF ACTION PLAN AND IMPLEMENTATION OF RECOMMENDATIONS

Citygate makes 76 recommendations in this report, and Citygate believes that the best results will be obtained by implementing all recommendations as outlined in the following Action Plan. However, these recommendations do not need to be implemented in a linear fashion. While designed as a complete solution to improve the RMA’s organizational culture, management systems, staff competency, supervisory accountability, and process efficiency, most of Citygate’s recommendations stand on their own and each would provide some benefit to RMA customers. Citygate recognizes the potential financial constraints facing Monterey County and all local governments during this time of economic challenges due to COVID-19, and Citygate formulated recommendations accordingly to reduce barriers to full implementation. Ultimately, it is the domain of the County Board of Supervisors, the County Executive Team, and RMA employees to determine the extent to which these recommendations are implemented.

8.2 ACTION PLAN CONTENTS

A list of recommendations and a blueprint for their implementation are presented in the Action Plan. This plan contains:

- ◆ The priority of each recommendation
- ◆ The suggested implementation timeframe
- ◆ The responsible party/parties

- ◆ The anticipated benefits of each recommendation.

The legend at the bottom of each page of the Action Plan defines the level of each priority indicated by the letters “A” through “C.” It is important to note that priorities have been established independent of the suggested timeframe. For example, a recommendation may have the highest priority (indicated by the letter “A”) but may require an estimated six months to implement. Conversely, a recommendation with the letter “B” priority, which indicates that the recommendation is important and will improve operations, may have a two-month timeframe, since the estimated implementation effort would not require an extended period.

It is also important to note that an “A” priority, which indicates that the recommendation is deemed mandatory or critical, should not be interpreted to mean that the recommendation is mandated by a statute or regulation—it is simply an urgent recommendation of the highest priority.

The timeframes indicated in the Action Plan do not necessarily mean the anticipated completion dates for the implementation of each recommendation.

*Please note that a version of the Action Plan with all recommendations sorted by priority is provided in **Appendix 3**.*

County of Monterey, CA
Review of the Resource Management Agency

Table 28—Action Plan

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Land Use Policy and Practice				
Recommendation #1: Contract for completion of the necessary 2010 General Plan implementation ordinances and policies by June 30, 2021.	A	90 days to approve contract; tasks complete by June 30, 2021	RMA management	Clarifies the policy environment within which development, entitlement, and land-use decisions are made.
Recommendation #2: When unclear how the General Plan or adopted code should be applied, staff should prepare a policy or code interpretation for presentation to the Planning Commission and/or Board of Supervisors as appropriate, for affirmation or codification.	C	One year	RMA management	Provides agility and consistency in responding to future policy interpretations.
Recommendation #3: Emphasize the use of the various Land Use Advisory Committees to assist in connecting project proponents, Planning Services staff, and community members in a productive dialog regarding land-use policy and development proposals.	B	90 days	RMA management	Assists in connecting project proponents, planning, staff, and community members in a productive dialog regarding localized land-use policies and development proposals.
Recommendation #4: Require and facilitate or conduct training on ethics for all employees involved in the land-use entitlement and permitting process based upon the rubric and materials published by the American Institute of Certified Planners.	A	180 days	County Executive Team, RMA management, and individual team members	Affirms transparent, fair, and ethical decision-making processes in local land-use planning.

LEGEND

- A Recommendation mandatory or critical
- B Strongly recommended
- C Recommended

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Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #5: To improve service to all planning stakeholders, build a culture that emphasizes procedural and substantive due process for the planning practices in the County.	A	Set expectations immediately upon acceptance of Final Report, reinforce over time	County Executive Team, RMA management, and individual team members	Promotes champions of due process and public trust.
Recommendation #6: RMA managers must provide transparent, clear, and simplified project status and performance data to applicants and stakeholders as a first step to restore public trust, such as with the General Plan implementation.	C	By April 2021 for next General Plan Update to Board of Supervisors	RMA management and individual team members	Ensures accurate and timely communication and builds and maintains trusted relationships with stakeholders over time.
Recommendation #7: The RMA should return to a simplified method of reporting on the General Plan implementation status that consolidates and isolates General Plan tasks similar to the tables provided before 2014, such that stakeholders can easily track the RMA's progress in implementing the General Plan. Important context on the RMA's efforts, priorities, and workload should still be provided in updates to the community and policy makers.	C	By April 2021 for next General Plan Update to Board of Supervisors	RMA management and individual team members	Builds and maintains trusted relationships with stakeholders over time through clear and concise communication regarding General Plan implementation task status.
Recommendation #8: Develop a schedule for reporting on projects to the Board of Supervisors that balances accountability, productivity, and timeliness. For example, semi-annual updates on routine matters and special updates on critical issues promptly as required.	C	180 days	County Executive Team and RMA management	Improves communication to policy makers while reducing burdens on staff that limit the amount of time that can be devoted to actual project management, task accomplishment, and stakeholder engagement.

LEGEND
A Recommendation mandatory or critical
B Strongly recommended
C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Workload and Performance				
Recommendation #9: RMA staff must regularly update data in all computerized data management systems, such as Accela—preferably each time a project record is accessed, as appropriate.	A	Immediately upon acceptance of Final Report	RMA management and individual team members	Ensures accurate and timely workload information to allow for full understanding of workloads and the prioritization of resources.
Recommendation #10: The RMA must mature its management report systems to provide meaningful information to managers on project commitments, deadlines, milestones, and status.	A	Immediately upon acceptance of Final Report	RMA management	Ensures accurate and timely workload information to allow for full understanding of workloads and the prioritization of resources.
Recommendation #11: RMA managers must review important project performance data, including assignments, deadlines, and milestones, no less than weekly to determine project status and allocate financial and human resources.	A	Immediately upon acceptance of Final Report	RMA management	Provides for timely and proper assignment of resources and agile response to adverse conditions.
Recommendation #12: Create and clearly define divisions, management, staff, and workload between advance and current planning operations.	B	90 days	RMA management	Increases mission clarity and results accountability along divisional/supervisory units.
Recommendation #13: RMA managers must review the permit streamlining report each day and assign necessary resources to ensure that the important statutory deadline of 30 days is met.	A	Immediately upon acceptance of Final Report	RMA management	Provides for timely and proper assignment of resources and agile response to adverse conditions.
Recommendation #14: Develop, publish, and commit to a standard service level and review time for planning review and determination.	C	One year	RMA management	Sets performance expectations among staff and stakeholders.

<p>LEGEND</p> <p>A Recommendation mandatory or critical</p> <p>B Strongly recommended</p> <p>C Recommended</p>

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #15: To accurately manage Planner workload, Planning Managers must assign projects to Planners in a timely manner.	A	Immediately upon acceptance of Final Report	RMA management	Provides for timely and proper assignment of resources and agile response to adverse conditions.
Recommendation #16: To properly monitor workload, Planning staff must update work files and online systems daily.	A	Immediately upon acceptance of Final Report	RMA management and individual team members	Provides for timely and proper assignment of resources and agile response to adverse conditions.
Recommendation #17: Assign condition compliance results workload to the planner who managed the original entitlement and is most familiar with the project.	B	90 days, by December 31, 2020	RMA management and individual team members	Improves accountability for conditions compliance workload.
Recommendation #18: Create a process to coordinate and prioritize the inspection workload of the Code Enforcement inspectors between the Planning Services and Building Services Managers, using Accela to manage the data such that conditions of approval inspections become a routine aspect of the inspection workload. Institute clear reporting lines for assigned staff members so issues are routinely elevated to either Planning Services or Building Services staff as necessary to routinely resolve issues.	B	90 days, by December 31, 2020	RMA management and individual team members	Improves accountability for conditions compliance workload.
Recommendation #19: Develop, publish, and commit to a standard service level and review time for building plans review and permitting.	C	One year	RMA management	Sets performance expectations among staff and stakeholders.
Recommendation #20: Develop a system of priorities for plans examination workload based, at a minimum, on volume of request, complexity of review, stakeholder risk of delay, and statutory requirements.	B	180 days, by December 31, 2020	RMA management	Aligns workforce with workload and priorities.

LEGEND
A Recommendation mandatory or critical
B Strongly recommended
C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #21: Develop a standardized checklist to be used for both in-house and contract plan check to facilitate use of outside contract resources and ensure consistency in the plan check process.	C	One year	RMA management	Provides consistency in methods and outcomes when responding to peak workloads.
Recommendation #22: Establish a task force of staff involved in the plans examination process, at least one from each respective unit, to eradicate the backlog in the “fast track” list by empowering this task force to make decisions about moving each project forward expeditiously.	A	90 days	RMA management and individual team members	Clears out backlogged projects.
Recommendation #23: Use contracts with plans examination firms to balance peak workloads. Utilizing contract plan check resources funded by applicants can assist to even out the workload during periods of peak demand at no new cost to the County.	C	90 days	RMA management	Provides consistent customer service response during peak workloads.
Recommendation #24: After establishing a system of customer service commitments, expectations, priorities, and values for plans examination, create a policy that permits some overtime use, as appropriate, to help meet customer service commitments.	C	180 days, by December 31, 2020	RMA management	Provides consistent customer service response during peak workloads.
Recommendation #25: Examine permits type workload and maximize the issuance of one-stop, over-the-counter permits as appropriate.	B	180 days, by December 31, 2020	RMA management	Provides consistent customer service response during peak workloads.
Recommendation #26: Continue to develop video techniques to accomplish routine building inspection tasks, considering both live video conferences and online submission of videos for one-day review by staff.	B	180 days, by December 31, 2020	RMA management	Improves building inspection customer service while reducing unproductive travel time.

LEGEND
A Recommendation mandatory or critical
B Strongly recommended
C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #27: Consider extending the number of days available for south County inspections to three days per week and allow for flexibility for inspections five days per week where timeliness is important to the construction cycle.	B	180 days, by December 31, 2020	RMA management	Improves building inspection customer service to South County projects.
Recommendation #28: Commit to, and broadly publish, a “next day inspection” service level for building permit inspections.	C	One year, by June 30, 2021	RMA management	Sets performance expectations among staff and stakeholders.
Workforce				
Recommendation #29: Empower Human Resources to prioritize recruitments for all key vacancies occurring within critical professional positions for planning, building, public works, engineering, environmental (water/sewer), and storm drainage disciplines.	A	90 days, by September 30, 2020	County Executive Team and RMA management	Assists in curing RMA work backlogs and stakeholder satisfaction issues.
Recommendation #30: Strategically eliminate the long-term vacancies with little hope of funding to match available resources and clarify the actual labor force available to serve the community.	A	Next budget cycle, after staffing priorities are established	County Executive Team and RMA management	Assists in curing RMA work backlogs and stakeholder satisfaction issues.
Recommendation #31: Fill the vacant Chief of Building Services position in Building Services as quickly as possible.	A	180 days	County Executive Team and RMA management	Assists in curing RMA work backlogs and stakeholder satisfaction issues.
Recommendation #32: Fill the vacant Building Plans Examiner position in Building Services as quickly as possible.	A	180 days	County Executive Team and RMA management	Assists in curing RMA work backlogs and stakeholder satisfaction issues.
Recommendation #33: Fill the vacant Civil Engineer and Water Resources Hydrologist positions in Environmental Services as quickly as possible.	A	180 days	County Executive Team and RMA management	Assists in curing RMA work backlogs and stakeholder satisfaction issues.

LEGEND
A Recommendation mandatory or critical
B Strongly recommended
C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #34: Fill the vacant Assistant and Civil Engineer positions in Development Services as quickly as possible.	A	180 days	County Executive Team and RMA management	Assists in curing RMA work backlogs and stakeholder satisfaction issues.
Recommendation #35: Eliminate the one vacant Supervising Planner position in Planning Services and create two Associate Planner positions.	A	Immediately upon acceptance of Final Report	RMA management	Increases management accountability and creates capacity to process workloads as recommended in this report.
Recommendation #36: Do not fill the Chief of Planning position in Planning Services through an external recruitment; rather, preserve this position for internal assignment.	A	Immediately upon acceptance of Final Report	RMA management	Creates capacity for the organizational realignments recommended in this report.
Recommendation #37: Retain the Parks Chief position.	A	Immediately upon acceptance of Final Report	RMA management	Ensures professional development, maintenance, and operations of County parks.
Recommendation #38: Transition key gate entry and operational functions related to cash handling and reconciliation to part-time Park Aid classifications.	C	One year	County Executive Team and RMA management	Increases workforce reliability.
Recommendation #39: Authorize some overtime to eliminate backlogs in critical functions, such as planning, building plans examination, and environmental services.	A	Immediately upon acceptance of Final Report	RMA management	Clears existing backlogs, improves customer service, and establishes staff accountability.
Recommendation #40: Consider an updated pay policy to allow for increased salary competitiveness for certain difficult-to-retain professional classifications, such as Planners, Building Plans Examiners, Building Inspectors, Engineers, and Hydrologists.	C	One year	Board of Supervisors, County Executive Team, and Department of Human Resources	Eases difficulty in hiring professional classifications in the building, construction, and land-use trades in high housing-cost areas.

LEGEND
A Recommendation mandatory or critical
B Strongly recommended
C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #41: Prior to adjusting any position compensation, complete a comprehensive classification and compensation study for the targeted positions.	C	One year	Board of Supervisors, County Executive Team, and Department of Human Resources	Ensures that adjustments are based on a comprehensive classification and compensation analysis to ensure objectivity and fair application of pay policies.
Recommendation #42: Evaluate the Parks Chief compensation package to ensure competitiveness.	A	180 days	Board of Supervisors, County Executive Team, RMA management, and Department of Human Resources	Provides for competitive recruitment of qualified professional.
Recommendation #43: Develop a succession plan, working with Human Resources and the represented bargaining units.	C	Two years	RMA management and Department of Human Resources	Provides incentives for employees to participate in “grow your own” training programs.
Recommendation #44: Provide for continuing education, licensing, and development of Planning Services and Building Services staff members, so that expertise in these units is nurtured and retained.	B	One year	RMA management and Department of Human Resources	Develops credibility in “grow your own” training programs.
Recommendation #45: Develop an agency-wide training curriculum, to include technical, interpersonal, supervisory, management, and leadership skills. Consider consulting with the California State Association of Counties for program development.	B	One year	RMA management and Department of Human Resources	Provides organizational consistency in “grow your own” training programs.
Recommendation #46: Consider purchasing and implementing an electronic training program so that all employee training can be tracked, monitored, and supported.	B	One year	RMA management and Department of Human Resources	Provides organizational consistency in “grow your own” training programs.

LEGEND
A Recommendation mandatory or critical
B Strongly recommended
C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #47: Consolidate land-use and permit application intake, processing, and performance policies and procedures into a comprehensive manual.	C	One year	RMA management and individual team members	Provide for consistency and efficiency in work processes and facilitates onboarding of new employees.
Recommendation #48: Apply the principles for policies, procedures, and practices for results monitoring in the Permit Center to Planning Services, Development Services, Environmental Services, and Building Services.	C	One year	RMA management and individual team members	Promotes the establishment of internal best practices, provides career growth for staff in developing and implementing best practices, and improves customer service.
Recommendation #49: Assign a process improvement champion to oversee the development and implementation of policies, procedures performance measures, and results monitoring.	B	90 days, by June 30, 2021	RMA management	Promotes the establishment of internal best practices, provides career growth for staff in developing and implementing best practices, and improves customer service.
Management Frameworks and Tools				
Recommendation #50: Initiate routine and systematic monthly review of issues and opportunities with the Parks Commission and actively enlist the Commission’s assistance in recruiting volunteers and meeting the County’s open space, park, recreation, and trail objectives.	C	One year	RMA management	Engages the community through volunteerism to identify the community’s desires and understand what the RMA needs to accomplish to meet those desires.
Recommendation #51: As necessary, update the Facilities Condition Assessment and develop a comprehensive multiple-year priority for facility renovations and repairs. Parks facilities should be coordinated with the Parks Master Plan development.	B	One year	RMA management	Assesses conditions, sets priorities, establishes service levels, and identifies funding gaps.

LEGEND
A Recommendation mandatory or critical
B Strongly recommended
C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #52: Accelerate the completion of a comprehensive Parks Master Plan to assess the condition and complexity of the County’s parkland, trails, and open space and develop a realistic roadmap to sustainably support parks, trails, open space, and recreation services.	B	One year	RMA management	Assesses conditions, identifies community desires, sets priorities, establishes service levels, and identifies funding and service-level gaps in parks facilities and programs.
Recommendation #53: Determine the realistic amount of County financial resources available to fund Public Works activities, capital improvements, infrastructure maintenance, and repairs from 2020 through 2026.	B	180 days, by next budget cycle	RMA management	Assesses conditions, sets priorities, establishes service levels, and identifies funding gaps in public infrastructure.
Recommendation #54: Establish and analyze a two-year priority list of tasks for Public Works, for 2020 through 2022, and have the list approved by the County Administrative Office. This approved list will then become a two-year work program for Public Works. It will contain phases and deadlines to complete each task outlined within the 24 months allocated. Establish a new list for each subsequent two-year period by no later than the June in the first year of the period, completing the six-year cycle in 2026.	B	180 days, by next budget cycle	RMA management	Assesses conditions, sets priorities, establishes service levels, and identifies funding gaps in public infrastructure.
Recommendation #55: Implement a County-wide management system to facilitate planning, prioritizing, and funding maintenance, repair, and replacement of facilities and infrastructure.	C	Following completion of facility condition assessment, implement by June 30, 2022	RMA management	Provides an ongoing mechanism to manage the lifecycle of County assets and identify repair refurbishment requirements and priorities.
Recommendation #56: Implement a work order management system to manage daily preventive maintenance and repair tasks.	C	One year, by June 30, 2022	RMA management	Provides an ongoing mechanism to manage and prioritize the routine maintenance of County assets.

LEGEND
A Recommendation mandatory or critical
B Strongly recommended
C Recommended

Section 8—Action Plan



County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #57: Implement a field access system that allows maintenance staff to access the work order management while in the field.	C	One year, by June 30, 2022	RMA management	Provides tools for field maintenance personnel to improve work process efficiency and management accountability.
Recommendation #58: Contract with Accela to develop the necessary management reports that provide workload assignment, application aging, next steps, deadlines, milestones, and review times to facilitate critical management decisions.	A	Contract immediately, all reports complete and in routine use by December 31, 2020	RMA management	Provides for timely and proper assignment of resources and agile response to adverse conditions.
Recommendation #59: Train and require all managers to use Accela management reports and provide this data to senior management weekly, transitioning to monthly when performance improves.	A	By December 31, 2020	RMA management	Provides for timely and proper assignment of resources and agile response to adverse conditions.
Recommendation #60: Create, implement, and publish standards for electronic file storage and require their consistent use.	B	90 days	RMA management	Reduces confusion and staff frustration and increase efficiency existing documents.
Recommendation #61: Create, implement, and publish standard templates for all common documents and require their consistent use.	B	90 days	RMA management	Increases consistency and efficiency when creating routine documents.
Recommendation #62: Implement a timekeeping system to reduce the centralized effort necessary to process payrolls and increase the forensic value to payroll time data.	C	One year	RMA management	Improves work process efficiency and management accountability.
Recommendation #63: Install Wi-Fi in the parks to facilitate mobile tools for parks employees and consider the revenue-generating possibilities of publicly accessible Wi-Fi.	C	One year by June 30, 2022	RMA management	Improves work process efficiency and customer experience.

LEGEND
A Recommendation mandatory or critical
B Strongly recommended
C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #64: Improve public interface platforms and links on the website and update information on a regular basis.	C	One year, by June 30, 2021	RMA management and individual team members	Improves customer experience.
Recommendation #65: Provide the division chiefs, managers, and supervisors with full electronic access and review of the division and RMA budgets.	B	30 days, by September 30, 2020	RMA management	Increases project accountability and facilitates timely task completion.
Recommendation #66: Review and evaluate increasing the signature authority of managers, supervisors, and staff to allow more flexible and responsive problem-solving by frontline employees.	B	30 days, by September 30, 2020	RMA management	Increases project accountability and facilitates timely task completion.
Recommendation #67: Develop an onboarding process for all new, transferring, or newly promoted employees in the RMA.	C	One year	RMA management and individual team members	Provides for consistency and efficiency in work processes and facilitates onboarding of new employees.
Recommendation #68: Task administration and financial staff to identify and prioritize key work processes and develop a written, readable process manual for routine RMA processes. Consult other sister agencies for similar examples and the California State Association of Counties for relevant and timely examples.	C	One year	RMA management	Helps new employees understand their responsibilities, how their work contributes to the community, which other employees rely on their work product, and who to go to for assistance.
Recommendation #69: Establish and publish service-level commitments for development-related business processes.	C	One year, by June 30, 2021	RMA management	Sets performance expectations among staff and stakeholders.
Recommendation #70: Develop and report on performance measures for development-related functions.	C	One year, by June 30, 2022	RMA management	Sets performance expectations among staff and stakeholders.

LEGEND
A Recommendation mandatory or critical
B Strongly recommended
C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Organization				
Recommendation #71: Create two distinct departments—a Community Development and Housing Department and a Community Services Department—and align the necessary functional units accordingly.	A	Begin immediately, complete by December 31, 2020	Board of Supervisors, County Executive Team, RMA management, Department of Human Resources, and individual team members	Establishes an organizational alignment that provides for employee collaboration, process efficiency, resource consolidation, responsibility concentration, supervisory accountability, and ultimately, improved customer service and stakeholder satisfaction.
Recommendation #72: Empower the Human Resources Department to create the Community Development and Housing Director and the Community Services Director classifications.	A	Begin immediately, complete by December 31, 2020	Board of Supervisors, County Executive Team, and Department of Human Resources	Establishes leadership positions consistent with recommended organizational structure.
Recommendation #73: Empower the County Administrative Officer and Human Resources Director to recruit and appoint the Community Development and Housing Director and the Community Services Director.	A	Begin immediately, complete by December 31, 2020	County Administrator and Department of Human Resources	Fills leadership positions consistent with recommended organizational structure.
Recommendation #74: Empower the County Administrative Officer and County Counsel to draft the necessary Monterey County Code sections to accommodate the recommended organizational and staffing changes and present to the Board of Supervisors for approval.	A	Begin immediately, complete by December 31, 2020	Board of Supervisors, County Administrative Officer, and County Counsel	Codifies recommended organizational and leadership structure.

<p>LEGEND</p> <p>A Recommendation mandatory or critical</p> <p>B Strongly recommended</p> <p>C Recommended</p>

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
<p>Recommendation #75: Move the housing functions to the Planning Services Division of the proposed Community Development and Housing Department and have the Housing Program Manager report to the Chief of Planning, at the at the same organizational level as the two Planning Managers. Staff the housing unit with the three Redevelopment/Housing Project Analysts.</p>	A	Begin immediately, complete by December 31, 2020	Board of Supervisors, County Executive Team, RMA management, Department of Human Resources, and individual team members.	Establishes an organizational alignment that provides for employee collaboration, process efficiency, resource consolidation, responsibility concentration, supervisory accountability, and ultimately, improved customer service and stakeholder satisfaction.
<p>Recommendation #76: Retain the economic development functions in the County Administrator’s Office; reclassify the vacant Management Analyst III position to Economic Development Manager; and staff the division with the proposed Economic Development Manager, the existing Management Analyst II, and the existing Senior Secretary.</p>	A	Begin immediately, complete by December 31, 2020	Board of Supervisors, County Executive Team, RMA management, Department of Human Resources, and individual team members.	Establishes an organizational alignment that provides for employee collaboration, process efficiency, resource consolidation, responsibility concentration, supervisory accountability, and ultimately, improved customer service and stakeholder satisfaction.

<p>LEGEND</p> <p>A Recommendation mandatory or critical</p> <p>B Strongly recommended</p> <p>C Recommended</p>

APPENDIX 1—CUSTOMER SURVEY ANALYSIS

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APPENDIX 1—CUSTOMER SURVEY ANALYSIS

Citygate Associates, LLC conducted an internet-based customer survey between April 13 and April 30, 2020 for our review of Monterey County’s Resource Management Agency (RMA). The County invited customers and stakeholders to participate in this survey. In total, there were 100 completed surveys.

Details of the deployment are shown below.

Survey Summary	
Launch Date	April 13, 2020
Close Date	April 30, 2020
Total Responses	100

Apart from several basic customer classification questions, the survey mostly consisted of closed-ended statements for Long-Range Planning, Development Review, and Building Services. For each closed-ended statement, respondents were directed to rate the degree to which their expectations were met, from “Far Exceeds Expectations” (5) to “Unacceptable” (1). Additionally, several open-ended requests were made to provide customers with an opportunity to fully express their opinions, concerns, and suggestions.

NOTABLE OBSERVATIONS

According to the survey respondents, the RMA failed to meet their expectations in each of the survey categories: Long-Range Planning, Development Review, and Building Services. While each respondent has their own specific experience, respondents in general were particularly critical of the clarity of Monterey County’s policy environment and timeliness in developing necessary policies, implementing new policies, approving parcel maps, and reviewing development applications, as shown the in “Summary Results by Section.” As mentioned in the report, many attribute these problems to resource and staffing shortages, as do many RMA employees. Citygate covers the resource and staffing issues extensively in the report.

While many were critical of the RMA’s customer service, two categories, “Courteousness of Service Provided by Staff” and the “Helpfulness of Front Counter Assistance,” ranked at or just above Meets Expectations, on average. This rating is supported by one commenter who stated, “Your staff are amazing people! Each one I’ve dealt with in the last eight years truly understands how to benefit the process they are part of. They understand the value of being project facilitators.” Another respondent stated, “Many staff folks are helpful and diligent.”

Citygate provides the survey results below, including the open-ended comments in unedited condition, with the exception that names have been redacted to preserve confidentiality and obvious typos have been corrected for readability. Overall, Citygate finds these survey results and open-ended comments generally consistent with our review of RMA operations and our conversations with stakeholders.

ORGANIZATION OF ANALYSIS

The results for the survey are organized in the following order:

Classification Results

- ◆ The raw data for all customer classification questions included on the survey.

Long-Range Planning Results

- ◆ Scores for each closed-ended statement, organized from highest to lowest mean score.
- ◆ Specific open-ended comments or suggestions for improving long-range planning.

Development Review Results

- ◆ Scores for each closed-ended statement, organized from highest to lowest mean score.
- ◆ Specific open-ended comments or suggestions for improving development review.

Building Services Results

- ◆ Scores for each closed-ended statement, organized from highest to lowest mean score.
- ◆ Specific open-ended comments or suggestions for improving building services.

Summary Results by Section

- ◆ The aggregate mean score of each of the sections.

General RMA Experience Results

- ◆ Scores for each closed-ended statement regarding the RMA in general.

General Open-Ended Response

- ◆ Specific open-ended comments or suggestions for improving services in the RMA.

DEFINITION OF TERMS

The terms defined below are encountered in the information that follows:

- ◆ Mean: An arithmetic mean that is the sum of the responses for each statement divided by the number of responses for each statement.

- ◆ Standard Deviation: Standard deviation indicates how spread out the responses are from the arithmetic mean. A standard deviation close to zero indicates that most responses are close to the mean response and that a greater degree of agreement exists among customers regarding the statement. A greater standard deviation indicates that there is a wider spread of variation in the responses and that a greater degree of disagreement exists among customers regarding the statement.

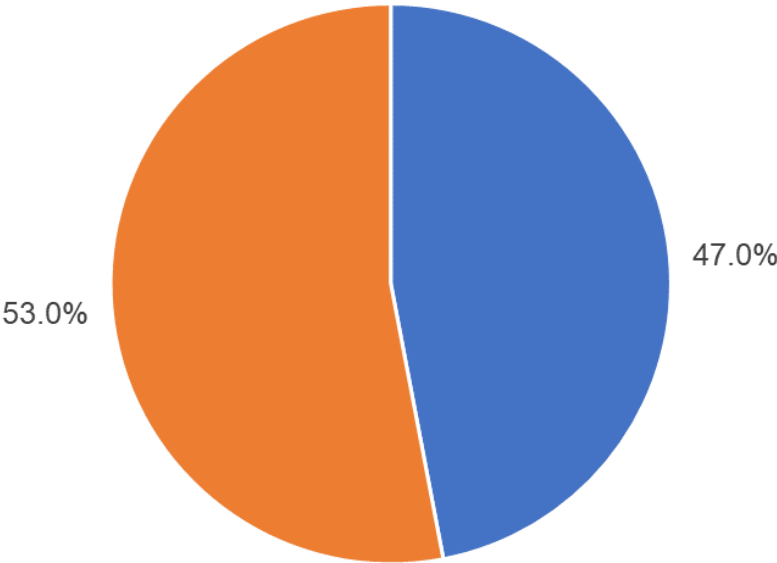
CLASSIFICATION RESULTS

1. Do you have tangible customer experience working with the RMA as an individual applicant, developer/builder, development consultant (e.g., engineer, architect, landscape architect, lawyer, planner, etc.), or general / sub contractor?

Response	# of Responses	Response Ratio
Yes, I am an individual applicant, developer/builder, development consultant, or general / sub contractor.	47	47.0%
No, but I am an interested development stakeholder / community member.	53	53.0%
Total	100	100%

Respondents selecting “Yes” were automatically directed to the next question. Respondents selecting “No” were automatically directed to question 3.

This information is represented graphically in the following image:



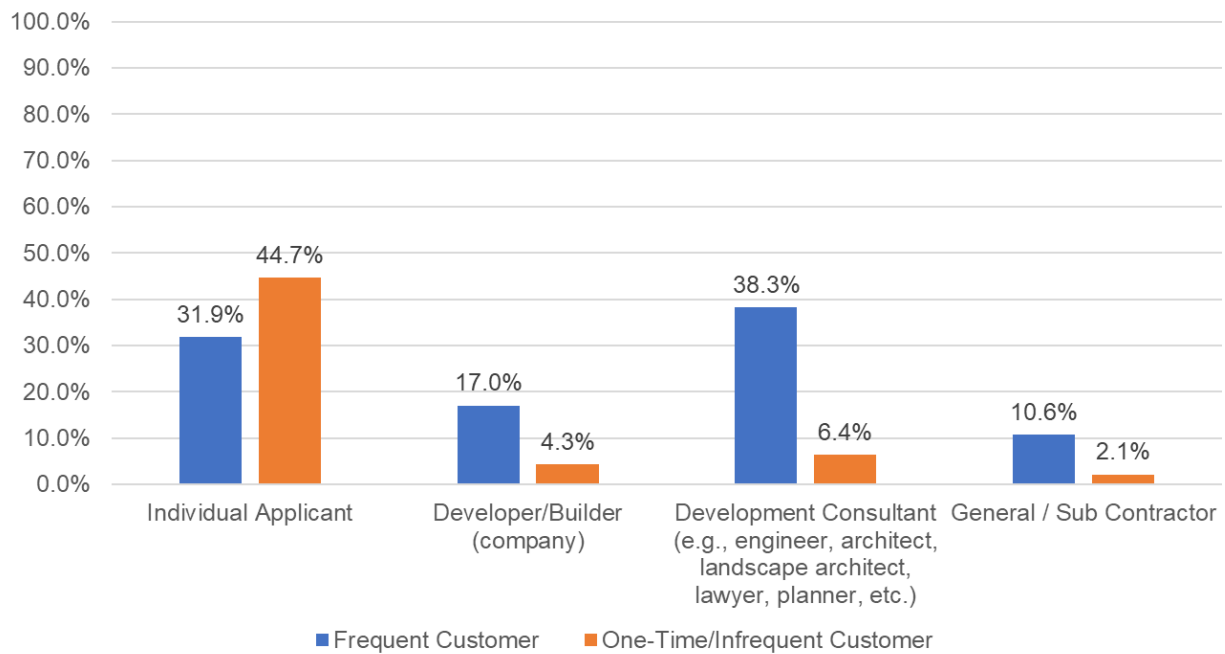
- Yes, I am an individual applicant, developer/builder, development consultant, or general / sub contractor.
- No, but I am an interested development stakeholder / community member.

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2. Please mark below ALL categories that apply to you as a customer. For each applicable category, please select EITHER “Frequent Customer” OR “One-Time/Infrequent Customer”:

Response	Frequent Customer	Response Ratio	One-Time/Infrequent Customer	Response Ratio
Individual Applicant	15	31.9%	21	44.7%
Developer/Builder (company)	8	17.0%	2	4.3%
Development Consultant (e.g., engineer, architect, landscape architect, lawyer, planner, etc.)	18	38.3%	3	6.4%
General / Sub Contractor	5	10.6%	1	2.1%

This information is represented graphically in the following image:

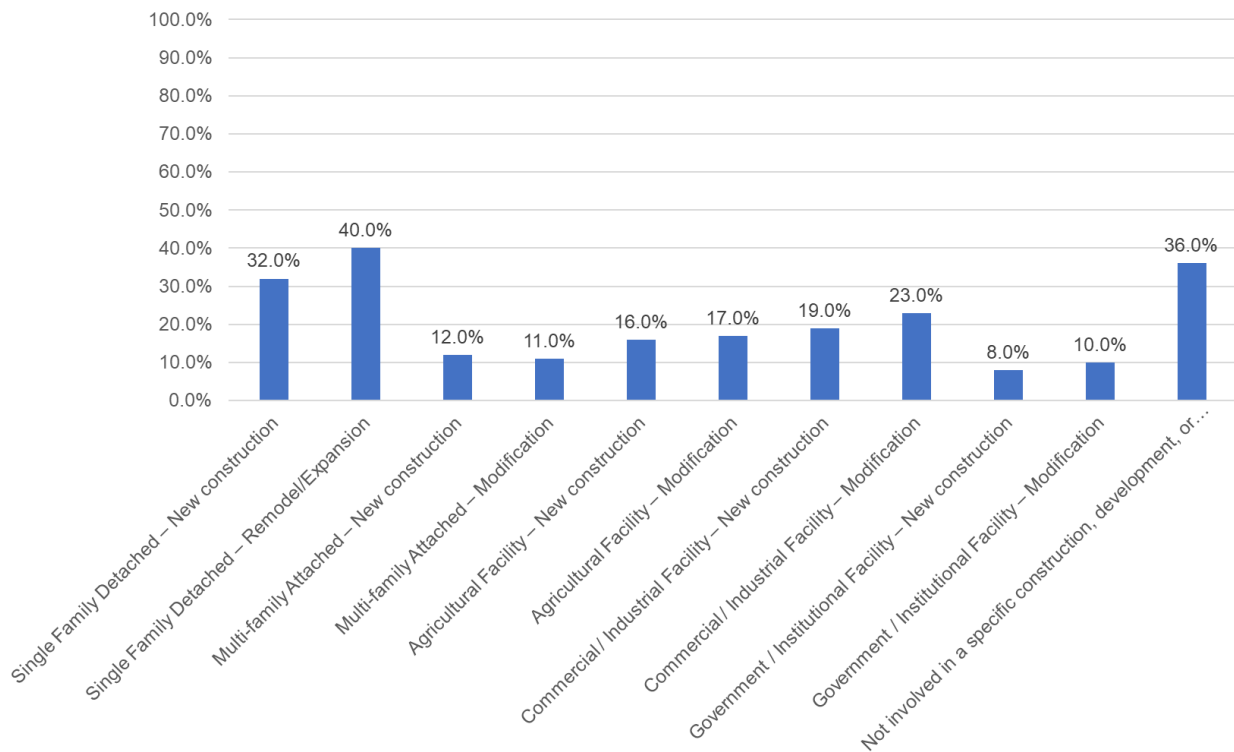


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3. Type of project(s) involved with: (check all that apply)

Response	# of Responses	Percentage
Single Family Detached – New construction	32	32.0%
Single Family Detached – Remodel/Expansion	40	40.0%
Multi-family Attached – New construction	12	12.0%
Multi-family Attached – Modification	11	11.0%
Agricultural Facility – New construction	16	16.0%
Agricultural Facility – Modification	17	17.0%
Commercial / Industrial Facility – New construction	19	19.0%
Commercial / Industrial Facility – Modification	23	23.0%
Government / Institutional Facility – New construction	8	8.0%
Government / Institutional Facility – Modification	10	10.0%
Not involved in a specific construction, development, or land use project	36	36.0%

This information is represented graphically in the following image:



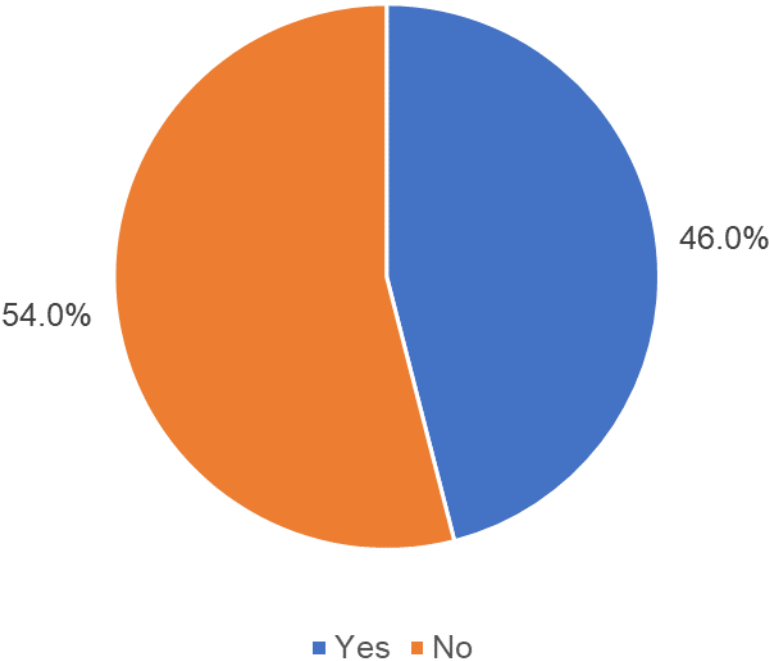
LONG-RANGE PLANNING RESULTS

4. The following series of questions will specifically address long-range planning and planning policy development. Please answer the questions for which you have been involved in the development of planning policy. Examples of processes overseen include General Plan, Housing Element updates, and zoning code updates. Have you been involved in LONG-RANGE PLANNING or the development and/or evaluation of planning policy during the past two years?

Response	# of Responses	Percentage
Yes	46	46%
No	54	56%
Total	100	100%

Respondents selecting “Yes” were automatically directed to the next set of questions.
Respondents selecting “No” were automatically directed to Question 7.

This information is represented graphically in the following image:



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In the following table, all customer survey statements regarding Long-Range Planning are presented with the calculation of the mean and standard deviation, along with the percentage of each type of response, including “Don’t Know or N/A.” Responses are organized from highest mean score to lowest.

5. In the statements that follow, please select the answer that best represents your assessment of how LONG-RANGE PLANNING compares to your expectations for government service. (“Expectations” has been abbreviated to “Exp.” in the response columns.)

Statement	Mean	Std Dev	% Far Exceeds Exp.	% Exceeds Exp.	% Met Exp.	% Below Exp.	% Unacceptable	% Don't Know/NA
Helpfulness of front counter assistance	3.18	1.09	6.50%	21.70%	32.60%	4.30%	8.70%	26.10%
Courteousness of service provided by staff	2.98	1.01	8.70%	15.20%	45.70%	21.70%	6.50%	2.20%
Helpfulness of handouts regarding processes	2.63	1.02	4.30%	8.70%	32.60%	26.10%	10.90%	17.40%
Use of technology (web site, plan check, document submittal)	2.51	1	4.30%	8.70%	26.10%	39.10%	10.90%	10.90%
Staff knowledge of Monterey County policies and regulations	2.41	1.02	2.20%	10.90%	30.40%	32.60%	19.60%	4.30%
Staff knowledge of applicable federal and state statutes and regulations	2.35	1	2.20%	8.70%	28.30%	34.80%	19.60%	6.50%
Timeliness of returned phone calls by staff	2.28	1.08	4.30%	6.50%	23.90%	34.80%	23.90%	6.50%
Staff knowledge of long-range planning concepts	2.23	0.91	2.20%	2.20%	32.60%	37.00%	21.70%	4.30%
Ease of accessing your project manager to discuss your project	2.19	0.91	2.20%	2.20%	28.30%	39.10%	21.70%	6.50%
Responsiveness of staff to your concerns	2.19	1.03	4.30%	2.20%	26.10%	34.80%	26.10%	6.50%

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Statement	Mean	Std Dev	% Far Exceeds Exp.	% Exceeds Exp.	% Met Exp.	% Below Exp.	% Unacceptable	% Don't Know/NA
Quality of service throughout the overall process	2.09	1	2.20%	6.50%	19.60%	39.10%	30.40%	2.20%
Promptness of communication regarding project status by staff	2.05	0.99	2.20%	4.30%	21.70%	34.80%	32.60%	4.30%
Consistency of Monterey County policies, codes, and regulations with federal and state statutes and regulations	2.02	1.08	2.20%	6.50%	21.70%	23.90%	39.10%	6.50%
Accuracy / completeness / consistency of information provided by staff	2	0.98	2.20%	2.20%	26.10%	30.40%	37.00%	2.20%
Clarity regarding applicable policies, codes, regulations, and statutes provided by staff	1.98	0.93	2.20%	2.20%	21.70%	39.10%	34.80%	0.00%
Ability of staff to solve problems as opposed to creating problems	1.96	0.95	4.30%	0.00%	15.20%	45.70%	32.60%	2.20%
Coordination of policy development between divisions and departments of the County	1.69	0.84	0.00%	2.20%	15.20%	26.10%	47.80%	8.70%
Timeliness in developing policies and policy documents	1.55	0.85	2.20%	0.00%	8.70%	26.10%	58.70%	4.30%
Timeliness in implementing policies	1.5	0.76	0.00%	2.20%	8.70%	23.90%	60.90%	4.30%

6. Please add any specific comments or suggestions you may have for improving Monterey County’s LONG-RANGE PLANNING efforts.

A summary of responses by common theme (i.e., themes that occurred two or more times) is provided in the following table, followed by the complete open-ended responses.

Count	Comment
6	More staff are needed with appropriate qualifications and training
5	Faster General Plan implementation is needed
4	New, qualified leadership is needed
4	Poor ethical decision making occurs
4	Turnover is high
3	Timeliness needs improvement; too many delays; need faster response to phone calls
3	Approval process is overly burdensome
3	There is poor enforcement of policies and regulations
2	Long range planning efforts are poorly communicated to the public
2	Carmel Valley Association did not receive the survey invitation
2	Customer survey is too focused on developers and applicants

Note: the following open-ended comments appear unedited, with the exception that names have been redacted to preserve confidentiality and obvious typos have been corrected for readability.

- ◆ Making trails multi-use for all.
- ◆ Implement 2010 General Plan. Start work on next General Plan, one section at a time.
- ◆ Long range planning efforts are for the most part unknown to the community at large. It took County 10 years to develop/adopt current General Plan.
- ◆ The County is 10 years late in implementing its legally mandated Development Evaluation System as well as dozens of policies in the 2010 General Plan Update.
- ◆ Staff should be given more discretion
- ◆ At the rate of current implementation, a new general plan will be needed before the current plan is implemented.
- ◆ Faster return of phone calls (some phone messages are not returned at all), provide thorough background info online (i.e. maps of current situation and proposed

changes; applicable fed, state, and county regs; info from other similar jurisdictions; etc.), treat members of volunteer community advisory committees with courtesy, respect, and helpfulness at all times (some administrative assistants are often rude, condescending and un-helpful; some planners are also this way), consistently hire qualified planners and train them well (some are knowledgeable and easy to work with, others seem to know very little about their subject matter), improve honesty and transparency (some folks in this department routinely lie to the public about issues in an effort to cover themselves -- and this greatly discourages public participation in the planning process)

- ◆ Staff with the professional expertise to apply appropriate policy and correct analysis. Morale is low and many people leave or will not come to work in Monterey County because of the poor reputation it has. The Department needs in its leadership role some one less compromised than [REDACTED] who sets a poor example by deceptively applying policy inconsistently that advantage the projects of some over others. Tremendous problems with the cozy relationship with developers such as [REDACTED] who brings forth a disproportionate number of projects which are often approved when they violate numerous CEQA and other policies. Bring in a new leadership that cleans house and sets a professional tone and brings in more qualified people.
- ◆ CVA was supposed to have been interviewed for this survey but was not.¹
- ◆ As a board member of a consulting community nonprofit, I meet monthly with the Planning Department. The Planning Dept leadership has been very eager to get our feedback and work with us on solving issues that affect Carmel Valley which is unincorporated County land. One major issue that has gone on much too long has been developing new regulations for short-term rentals. The delays have been monumental. Part of it revolves around shortage of staff and coordinating all the conflicting constituents' issues. Another major problem is no budget or staff to do the constant follow-up needed once permits are granted. Most applicants know that they don't have to be very concerned about adhering to their permit conditions as there is little follow-up after the initial start of projects.
- ◆ RMA should accurately and precisely implement directions from the Board of Supervisors.

¹ Members of the Carmel Valley Association (CVA) were interviewed by video conference on May 6, 2020.

- ◆ Carmel Valley’s plan needs updating and the plan followed which the county has not.
- ◆ Your questions are reflective of the fact that Citygate has NO KNOWLEDGE about what Long range planning departments do. This survey completely misses the mark. These are typical tasks performed by the development review department. This is a flawed survey. What a waste of taxpayer money!! As a community member, there is no way to provide meaningful input. These questions are posed towards developers or applicants only.
- ◆ I belong to a local community awareness organization, Carmel Valley Association (CVA), and we were told we would be notified of this survey when it was to be activated. CVA was not notified, we found out through another interested party.

This entire survey is problematic as it does not target the larger community that feels the impact of the decisions that RMA makes, the ethical issues in many of those decisions, the quality of the professional qualifications of staff and their work, the high turn over rate, the quality of the leadership, the timeliness and the integrity of communications.

One of the main problems with Monterey County RMA land use policies is there is NO enforcement of many aspects of the ordinances that affect our community, such as Short Term Rentals, mixing commercial zoning with residential zoning and ignoring zoning rules.

Monterey County RMA has relationships with developers and their attorneys and the result excludes the community from participating, either by not sending out notices of impending actions or making decisions in secret in hopes organizations like CVA do not find out.

- ◆ There has been continued staff turnover, indicating a personnel issue. Curiously, the most competent knowledgeable, and communicative staff are those who leave, indicating that their professional and experienced work is ignored because management has a different, but unspoken agenda. It appears decisions are not made according to process, but outside the public process.

As a member of the public presenting as an advocate on numerous Monterey County land use issues, particularly regarding the Fort Ord Reuse Authority projects, I have personally testified and submitted on my own behalf and for groups, stacks of evidence, reports, emails of concern, suggestions for concrete and proven best practices, to no avail.

I am sure they are well aware of planning documents and regulations and codes, but choose to ignore them or arbitrarily abide by them at whim.

Calls and emails are not returned, cursory formulaic answers are given, and concerns are ignored. There can be dire consequences. When neighborhood disputes over county codes or noise regulations receive no response, neighbors become angry and punitive towards each other, such as with short term rentals, or as simple as dog barking issues. Reported violations go without investigation.

This is not a worker problem, it's a management problem. Monterey County has a widespread reputation as being operated like a good old boys club. A group of attorneys was attending a conference here, and someone at the table asked them which California county was the most corrupt, and after brief reflection, they answered: Monterey.

- ◆ Most of the problems are due to being understaffed or new staff. Overworked staff keep quitting. Staff that did great work not acceptable to Planning Commissioners disappear quickly.
- ◆ Many staff folks are helpful and diligent. Others are the opposite. Most of staff seems overburdened. However, part of being overburdened is staff making work for itself, or trying to get involved in things that it doesn't need to. Also, there is a lack of a holistic understanding, i.e. that by making better ordinances, for example, you can free up future time commitments. Or, by allowing simple projects to self-inspect and document, that can free up resources for projects more in need.
- ◆ There is very little long-range planning, in fact IMPLEMENTATION of already adopted planning policies is far behind.
- ◆ Hire people who care about what they are doing.
- ◆ Long range planning is thwarted by continual loss of employees and replacement with new ones that have no institutional memory. Managers seem to not care about customer service or that time is money. Hours wasted with wrong information given and conflicting answers to policy that is written. I have planning project that has been reassigned multiple times due to employees quitting or re-assigned.
- ◆ RMA's enforcement policies on short-term rentals have endangered the safety and health of neighbors to these facilities - all of them illegal under existing law. RMA has refused to enforce the law, or even ask the Board of Supervisors for low-cost, easy to enforce practices of City of Monterey and Carmel-by-the-Sea. In the middle of the Covid-19 pandemic, RMA sent a letter to STR owner/operators to cease

operation and advertising, and not a single one complied. Not one - endangering the entire community.

Staff also failed to keep notes or records of public meetings with Land Use Committees, and never informed the Commissioners of public comments. Further, this failure to enforce has resulted in over 2,000 rooms for rent all established in violation of all Land Use Plans in the County, and with no planning or environmental review. Not to mention the major conflicts that have arisen within low-density residential zones when people put an unregulated and unsupervised hotel in the middle of it.

All of this is RMA's fault. And they were told this would happen, but they ignored public and expert opinion.

- ◆ Staff need to better understand long range planning concepts and not be swayed by supervisorial whims and political considerations.
- ◆ I see Enforcement wasn't included, I wish it was and I would like to voice my concerns with the County's lack of enforcement when it has to do with Vacation Rentals (Homestays & STRs).

Enforcement has become non existent when it comes to the enforcement of illegal Vacation Rentals (Homestays & STRs). Back in 2013 - 2016 the County actually fined and closed down illegal vacation rentals when turned in, then sometime in mid 2017 that all just stopped.

Vacation rentals owners do not follow what little regulations are in place, and 98 percent never will. Right now during the Shelter in Place order issued by both the State and County these illegal host/owners continue to short term rent out to the leisurely vacationer ... this is a health and safety issue and the County will still not enforce. Time and time again these Vacation Rental owners show no concern for laws, neighbors, or the customer themselves ... as they continue to STR out during fires, floods, road closures and now the pandemic, while the Hospitality Association (hotels, motels, inns b&bs) closed down and or evacuated there customers because of health and safety reasons. And again I remind you the County just sits back and does nothing! Thank you, a concerned resident!

- ◆ RMA employees have not met their job descriptions, as shown on their website. New management should be put into place with people who will complete their job, tasks and response to the public no matter how much time it takes or due to lack of resources. They need to get more creative and work around any challenges for the benefit of public safety and concerns.

- ◆ There seems to be a complete disregard for your time and a lot of disinformation. Planning department let my project languish for six months while Building plan check proceeded and was ready to issue. This process took well over a year.
- ◆ Team needs to focus on one project and get it through to completion, then turn to next. They are scattered and drawn into a priority, but nothing ever gets to finish line. Where are the General Plan implementing ordinances? The short-term rental ordinance? When these policies are 5+ years in the making, and code enforcement isn't enforcing existing rules, citizens lose respect for all of the rules. Way easier to ask for forgiveness than permission is a pervasive attitude because County Planning is so difficult to work with.
- ◆ ALL I HAVE WANTED TO DO IS BRING A 70'S CONSTRUCTION OF AN EXISTING EXTENTION (TO MY MOTHER'S HOUSE) BY ADDING INSULATION TO THE ROOF TO GET IT UP TO CODE & TO RELEASE IT FROM THE RED FLAG IMPOSED, THANKS TO AN INTERFERING, 'ONE=PERCENT' SPECIAL NEIGHBOR. WE HAVE HAD DOUBLE FINES, AND THE PROCESS IS STUCK - WAITING FOR A BUILDING PERMIT HEARING FROM THE COUNTY. THIS PROCESS HAS TAKEN TWO YEARS AND IT HAS BEEN VERY FRUSTRATING TO WORK WITH THE COUNTY BOTH ON THIS, AND ON MY APPLICATION PROCESS FOR A B+B PERMIT. UNNECESSARILY AND UNREASONABLY SO.
- ◆ My little guesthouse-workshop project was submitted to Planning 15 years ago, but the principals involved then, are still working for Planning today. Now 2 are at the top of the administration. My planner phoned me to tell me it would be "clear sailing" with my 495 sq ft project . . . "no problem for you." A few days later, after he found out who I was (a former chair of Carmel Valley's ARC, his tune changed: "Boy, do I have a list for you." He checked off all possible conditions: Anthropological report, biologic report, full geological-technical report, 30% slope report. My 2 nearest neighbors whose projects were 2 and 3 times bigger, on the same creek-side, had none. Not a single condition on either one. Staff dropped the 30% matter. It was less than 30%. Staff refused to approve the 5' front yard variance, contingent upon the a positive geological report. I demanded to see the regulation which the used to require the \$8,000 study. They obfuscated, ignoring my letters for over 6 months, saying they never got my letters. [REDACTED], told me he got all my letters. After 6 months they created a new policy, applied it retroactively to my nearly 1 year old project: "See, here's the regulation." They created a new regulation for me. I did the study, paid the \$8,000, and got a call from the planner. "Staff will be recommending denial of your project. It would set bad precedent to give you your needed 5' front yard setback." My project was

below street level, behind mature oaks, not visible from any road and any neighbor. When I told him I had copies of 23 Planning front yard setback applications, he asked how many were approved. I told him all were approved. Planning had never denied any front yard setback I could find. I told him: “To deny mine would set new precedence.” Planning then reversed, and ok’d y project, given the evidence I held. It took me 3+ years to get that permit.

While I for 6 years sat on the ARC, we reviewed everything: fences, roofs, additions, SFR’s, lot line changes, accessory buildings, all variances, tree removal, lighting plans, landsape . . . everything. It was our neighborhoods. We deserved a say. Several years ago everything changed. Planning reduced the number of ARCs, then inserted a single sentence giving the staff the right to decide what went before the LUACs (Land Use Advisory Committees). The staff began sending almost nothing . . . rubber stamping approval on virtually everything submitted to Planning. Planning began approving everything . . . even things which went against County General Plan, like ridgeline developments. They stopped “noticing” neighbors of pending permits within 1,000. They stopped enforcing lighting restrictions and landscape plans which follow the Master Plan. They rubber stamp everything. Only in the past few months have I seen a few things go the our LUAC, for some reason.

Staff have clear and biased conflict of interest when it comes to land use. They frequently go to work for developers, and have reason to keep them happy. Their salaries are directly dependent on property taxes, and bigger more expensive developments bring in more tax revenue, making their salaries and pensions more lucrative.

Citizen committee were created to provide oversight and provide local influence over our government. Monterey County staff have wrestled virtually all the power away from the West side of the County, with its minority of Supervisors, minority of Planning Commissioners, and with an emasculated set of citizen LUACs. West County residents pay the brunt of the taxes for the County, but have little say over land use. We are the Salinas County’s cash cow.

LUACs authority must be restored. There are kings of countries who have less power of land use, than the Planning Administrator in Monterey County’s Planning Department. Corruption is rampant in Monterey County Planning Department!

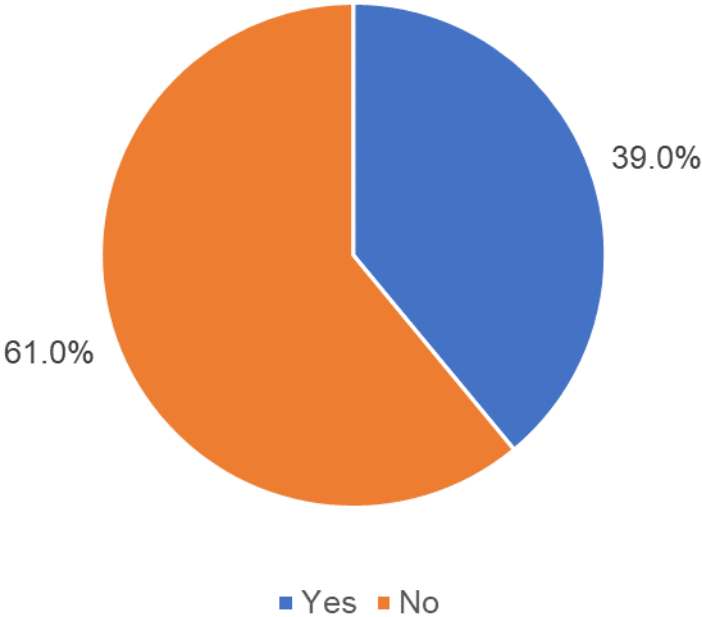
DEVELOPMENT REVIEW RESULTS

7. The following series of questions will specifically address the development application and review process, including Development Services, Environmental Services, Planning Services, or the Permit Center. Please answer questions about the divisions and departments with which you have conducted business. Have you submitted a project for DEVELOPMENT REVIEW over the past two years?

Response	# of Responses	Percentage
Yes	39	39%
No	61	61%
Total	100	100%

*Respondents selecting “Yes” were automatically directed to the next set of questions.
Respondents selecting “No” were automatically directed to Question 10.*

This information is represented graphically in the following image:



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In the following table, all customer survey statements regarding Development Review are presented with the calculation of the mean and standard deviation, along with the percentage of each type of response, including “Don’t Know or N/A.” Responses are organized from highest mean score to lowest.

8. In the statements that follow, please select the answer that best represents your assessment of how DEVELOPMENT REVIEW compares to your expectations for government service. (“Expectations” has been abbreviated to “Exp.” in the response columns.)

Statement	Mean	Std Dev	% Far Exceeds Exp.	% Exceeds Exp.	% Met Exp.	% Below Exp.	% Unacceptable	% Don't Know/NA
Helpfulness of front counter assistance	3.57	0.8	10.30%	41.00%	35.90%	7.70%	0.00%	5.10%
Courteousness of service provided by staff	3.46	0.76	5.10%	46.20%	38.50%	10.30%	0.00%	0.00%
Staff knowledge of the development review process	2.85	0.9	2.60%	17.90%	48.70%	23.10%	7.70%	0.00%
Staff knowledge of Monterey County policies and regulations	2.69	0.92	2.60%	12.80%	46.20%	28.20%	10.30%	0.00%
Helpfulness of handouts regarding processes	2.68	0.83	0.00%	7.70%	48.70%	12.80%	10.30%	20.50%
Staff knowledge of applicable federal and state statutes and regulations	2.64	0.9	2.60%	7.70%	46.20%	25.60%	10.30%	7.70%
Quality of service throughout the overall process	2.64	1.14	5.10%	17.90%	30.80%	28.20%	17.90%	0.00%
Use of technology (web site, plan check, document submittal, inspection scheduling)	2.57	1.19	7.70%	12.80%	23.10%	33.30%	17.90%	5.10%
Thoroughness of initial plan review	2.54	1	2.60%	10.30%	43.60%	25.60%	17.90%	0.00%
Ease of accessing your project manager to discuss your project	2.49	0.9	2.60%	7.70%	33.30%	41.00%	10.30%	5.10%
Responsiveness of staff to your concerns	2.44	1.02	2.60%	12.80%	28.20%	38.50%	17.90%	0.00%
Ability of staff to solve problems as opposed to creating problems	2.41	1.07	2.60%	12.80%	30.80%	30.80%	23.10%	0.00%

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Statement	Mean	Std Dev	% Far Exceeds Exp.	% Exceeds Exp.	% Met Exp.	% Below Exp.	% Unacceptable	% Don't Know/NA
Consistency of Monterey County policies, codes, and regulations with federal and state statutes and regulations	2.34	0.87	0.00%	2.60%	46.20%	20.50%	20.50%	10.30%
Accuracy / completeness / consistency of information provided by staff	2.33	0.98	2.60%	7.70%	30.80%	38.50%	20.50%	0.00%
Timeliness of rechecks	2.28	1.02	2.60%	7.70%	30.80%	33.30%	25.60%	0.00%
Timeliness of returned phone calls by staff	2.21	1.06	2.60%	7.70%	28.20%	30.80%	30.80%	0.00%
Clarity regarding applicable policies, codes, regulations, and statutes provided by staff	2.18	1	2.60%	7.70%	20.50%	43.60%	25.60%	0.00%
Promptness of communication regarding project status by staff	2.15	1.09	2.60%	10.30%	20.50%	33.30%	33.30%	0.00%
Consistent of interpretation of applicable codes, policies, regulations, and statutes by staff	2.13	1.09	0.00%	12.80%	25.60%	20.50%	38.50%	2.60%
Timeliness of initial plan review	2.08	1.01	2.60%	5.10%	23.10%	35.90%	33.30%	0.00%
Complexity of codes, policies, and regulations	2	1.01	0.00%	7.70%	25.60%	23.10%	41.00%	2.60%
Coordination of policy development between divisions and departments of the County	2	0.94	0.00%	7.70%	17.90%	35.90%	33.30%	5.10%
Timeliness for tentative / parcel map approval	1.93	0.94	0.00%	5.10%	12.80%	25.60%	28.20%	28.20%
Timeliness for final / parcel map approval	1.93	0.92	0.00%	2.60%	17.90%	20.50%	28.20%	30.80%

9. Please add any specific comments or suggestions you may have for improving Monterey County’s DEVELOPMENT APPLICATION AND REVIEW process.

A summary of responses by common theme (i.e., themes that occurred two or more times) is provided in the following table, followed by the complete open-ended responses.

Count	Comment
9	Timeliness needs improvement; too many delays; need faster response to phone calls
4	Staff are helpful
3	Permit process is too expensive; fees need to be re-evaluated
2	Planning process is too complex
2	Staff have a poor attitude
2	Over-the-counter approvals for minor projects should be permitted
2	Communication needs to be improved
2	There is inconsistent application of codes and regulations among staff
2	There is a shortage of staff
2	There is poor internal coordination/routing

Note: the following open-ended comments appear unedited, with the exception that names have been redacted to preserve confidentiality and obvious typos have been corrected for readability.

- ◆ Timeliness, thoroughness in responses have been an on-going issue for the longest time. Often involve the of higher ups is necessary to resolve issues.
- ◆ I was very grateful to have [REDACTED] assist me with the permitting process during the COVID time. She was informative, helpful and promptly responded to my inquires.
- ◆ ADU ordinance floundering
- ◆ Some project's planner have not been assigned in a timely manner
- ◆ Some questions are misleading. For example, some staff help create problems while other staff help to solve problems, so it is hot and cold and therefore difficult to accurately answer. Another, ‘complexity of codes, ...’ the bottom line is the planning process is unnecessarily complex and cumbersome, but it is unclear if the answer reflecting this is ‘exceed expectation’, or ‘less than expectation’. The codes are too complex.

- ◆ Mostly everyone is helpful, knowledgeable and accommodating. There are one or two that appear to have a “can not” do attitude and like to make things difficult and do not have a good “bedside manner” with those trying to get a project through the system.
- ◆ The RMA is an unresponsive, expensive, and wildly complex bureaucratic disaster. It needs a total overhaul with focus on responsiveness, a balanced approach, and not making every project an expensive marathon before anything can be done. I am not pro-growth, but this organization tries to stop everything.
- ◆ Provide blanket notes and details that the County Agencies expect to see on the plans. Internal departments should discuss specific projects amongst themselves, so they are on a unified front (including Health and Fire).

Final permit completeness review should be over the completed or counter when Monterey Peninsula Water Management water permits are involved (instead of having to pickup/hand deliver the water permit, and then wait for days until Completeness review is completed).

Managers/permit technicians should be able to “green-light/approve over-the-counter” projects that are minor in nature.

Ease up on the restrictions for development. There are so many agencies with their many requirements and their hands out for money that it is becoming impossible for someone with low income to ask for a permit. Permit fees need to be re-evaluated, because a small Single Family Dwelling should not be charged the same rate as a multi-million dollar house in The Preserve.

Consolidate/cross-train the agencies, so that counter technicians can answer and approve projects for other agencies.

Find a Building Official who cares about Monterey County residents and is always available to the residents, who is lenient when it comes to permit requirements, who can confidentially approve items like conventional framing, soils report waivers, and code modification request forms.

Ease up on the Code Enforcement Fines and Stipulated Agreements. Better communication channels between the Code Enforcement Department and Homeowners (or their Agents) will resolve more cases than hard pressure. Code Enforcement should also ease up on Building Designers like myself who have multiple projects under review with numerous agencies asking for additional information. Drafting of plans is the most time-consuming part of the project, and sometimes cannot be done in two months time, especially with multiple projects

and so many agency requirements. I spend most of my time consulting with agencies, that I can't even get to the numerous drafting requirements for the projects.

Recognize, help, and ease-up on frequent-flyer consultants like myself, please! We are here to help translate the numerous County/State requirements to the Homeowner and Contractor. Without us, they are lost and projects are stalled. We also bring in a steady flow of revenue to RMA which is highly overlooked!

RMA should be a pro-development agency, especially when it comes to adding additional bedrooms and additional units. The population will multiply, and the need for housing will increase. The State is trying to ease up on the housing crisis, and RMA should go out of their way to make this happen. Allow for ADUs and Guesthouses with fewer restrictions, especially when it comes to the Health Department septic requirements. For example, an Alternative Treatment Septic System will sometimes cost more than the entire project! State and County regulations contradict each other, and this is counterproductive to helping ease the housing crisis. RMA should recognize this, and adjust per project, instead of trying to enforce the strictest regulation. Another example, ADU traffic fees are invoiced the same as a first residence on a lot, \$15,406 in Carmel Valley. This completely contradicts the State ADU law! "Fees for ADUs should be significantly less...!"

- ◆ Thank you!
- ◆ Two major criticisms that I'd like to summarize based on my interactions with the RMA group include: (1) poor communication, timeliness of the RMA staff and (2) inconsistent application and knowledge of codes/policies/regulations between groups EVEN WITHIN the RMA staff. It's been nearly 6 months since I've requested a copy of our building final letter, and after several emails and phone calls, still nothing from the RMA group. I work a full time job, and the hours I spent trying to track down RMA staff to answer questions or provide updates on the process would be equivalent to a second full-time job. Just one of many examples. It was incredibly frustrating speaking with one staff member only to hear something completely different from another staff member. In addition, the County RMA group **NEEDS TO GET IN COMPLIANCE** with state recommendations for alternative dwelling units (ADUs). The County has a significant shortage in low-income housing, and the County only needs to look to Santa Cruz county to see how they've managed ADUs.
- ◆ I think clients are getting confused between use permits and building permits because the county is asking for so much information now just for a use permit they are almost the same thing.

- ◆ Staff is rarely responsive to applicants particularly members of the public who represent themselves. If you hire a high priced lawyer you might get some attention.
 - ◆ The familiar users of Bldg services received a separate standard of service from home owners like us. So many agencies involved in signing off on plans slows delivery to customers. Project completion and smoothness seems dependent too much in who individual inspector is.
 - ◆ My experience is that the front counter staff have almost no consistency. Some front counter staff are a lot better at answering questions and assisting than others. It is also hard to get in contact with different departments within the RMA, and I think it has to do with their staffing levels. When I was able to reach somebody from Public Works, Building, or Environmental Services they were very helpful and knowledgeable. I also noticed that there is a lot of turnover at the higher management level and I think that may contribute to some of the problems.
 - ◆ Staff is friendly and enjoyable to work with. They do not have the training they need to answer the questions I have at the counter with my projects and I have to wait for someone else to help. Short staffed is a constant issue for service and plan check. The same people are always dependable and working hard and always helpful while the same group of others are always rude and seem to hate their job.
 - ◆ Complete lack of coordination by the Planning Department.
 - ◆ A simple remodel with minor electrical and plumbing took several months to complete, and really should have been over the counter. Inspections were missed, staff gave direction then reversed course which all cost money. Permits/inspections should not be 50% of a budget nor be 3 months plus to complete what was 10 days of work. We complied but see so many neighbors who do not without recourse to them - there simply is no benefit to abiding by the rules for small projects.
 - ◆ Actually care if something gets done in a timely fashion. Leaving for a 2 week seminar with applications stacked on your desk is unacceptable customer service. Either complete the process before leaving, or give app to someone else to finish in your absence.
- Perhaps change to a performance based pay plan for RMA staff wherein they are paid for how many applications are processed rather than how many hours they sit at their desk.

- ◆ Your staff are amazing people! Each one I've dealt with in the last eight years truly understands how to benefit the process they are part of. They understand the value of being project facilitators.

I'd say the biggest issue MC has is the overall turnaround timeframes for permits. Our last permit took 4 months. In other jurisdictions this same permit typically takes 3-4 weeks. The first department review took place 2 months after my package was submitted. I completely understand what kind of pile-on occurs during a code cycle change but the permit before this took three months. Last year there were not quite 4000 permits processed by MC. The other jurisdictions I work with processed closer to 10,000 last year. I'm not sure if you're short staffed or if it's a process/policy issue that slows things down.

I'm not sure what "project manager" this refers to.

There does seem to be a small gap in knowledge of department specific routing triggers. Plans techs aren't always confident of whether certain packages need to go to specific departments. I'm not sure if those departments are not sharing such information with them or what, but the techs should be privy to such information. Of course there will always be the one-offs where a quick call to that department could eliminate a non-applicable review that could take another 3 weeks.

I haven't done any online permits prior to this Covid situation but found this last week that the owner-builder form sent via DocuSign is not operating properly. It made me initial all options for the asbestos item and made me choose a radio button under answer #1 under the first section even though I chose answer #2.

Please consider allowing the customer to see routing notes and view/download compliances in Accela. This will reduce office visits, emails and phone calls to staff, allowing them to be even more productive.

Also, please consider designating one person as a "tracker." One person whose desk becomes the collection point for all permits in between each department reviews. That one person sends out all compliances and routes each package to the next department for its next approval/review. This ensures each package keeps moving and puts all onus back on the customer and/or their designer/agent in regard to progress.

- ◆ **THE COUNTY RMA DEPT MUST BE TOTALLY INEFFICIENT OR IN CHAOS - NO OTHER EXPLANATION IS POSSIBLE FOR THE TIME THIS HAS TAKEN TO BE RESOLVED- AND IT IS STILL NOT RESOLVED.**

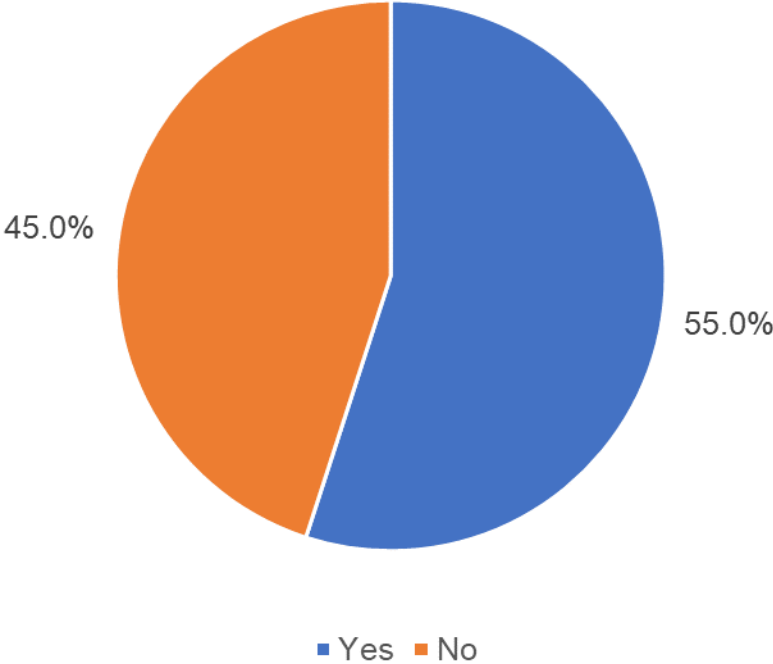
BUILDING SERVICES RESULTS

10. The following series of questions will specifically address the building permit process, including Building Permit Processing, Building Plan Check, and Building Inspection. Have you had business with BUILDING SERVICES during the past two years?

Response	# of Responses	Percentage
Yes	55	55%
No	45	45%
Total	100	100%

*Respondents selecting “Yes” were automatically directed to the next set of questions.
Respondents selecting “No” were automatically directed to Question 13.*

This information is represented graphically in the following image:



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In the following table, all customer survey statements regarding building services are presented with the calculation of the mean and standard deviation, along with the percentage of each type of response, including “Don’t Know or N/A.” Responses are organized from highest mean score to lowest.

11. In the statements that follow, please select the answer that best represents your assessment of how BUILDING SERVICES compares to your expectations for government service. (“Expectations” has been abbreviated to “Exp.” in the response columns.)

Statement	Mean	Std Dev	% Far Exceeds Exp.	% Exceeds Exp.	% Met Exp.	% Below Exp.	% Unacceptable	% Don't Know/NA
Helpfulness of front counter assistance	3.55	0.9	12.70%	30.90%	34.50%	5.50%	1.80%	14.50%
Courteousness of service provided by staff	3.51	0.88	14.50%	32.70%	41.80%	10.90%	0.00%	0.00%
Staff knowledge regarding building permit / plan review process	3.02	1.03	9.10%	20.00%	40.00%	25.50%	5.50%	0.00%
Timeliness of inspections	3.02	1.3	14.50%	9.10%	30.90%	10.90%	12.70%	21.80%
Thoroughness of inspections	2.98	1.22	12.70%	7.30%	34.50%	12.70%	10.90%	21.80%
Staff knowledge of applicable federal and state statutes and regulations – applicable building codes	2.94	0.99	5.50%	14.50%	47.30%	12.70%	9.10%	10.90%
Quality of service throughout the overall process	2.87	1.23	10.90%	18.20%	32.70%	20.00%	16.40%	1.80%
Staff knowledge of Monterey County policies and regulations	2.83	1.03	7.30%	10.90%	47.30%	20.00%	10.90%	3.60%
Use of technology (web site, plan check, document submittal, inspection scheduling)	2.83	1.12	7.30%	16.40%	27.30%	27.30%	9.10%	12.70%
Thoroughness of initial plan review	2.82	1.13	7.30%	14.50%	40.00%	16.40%	14.50%	7.30%
Responsiveness of staff to your concerns	2.8	1.26	9.10%	21.80%	27.30%	20.00%	20.00%	1.80%
Helpfulness of handouts regarding processes	2.79	1.08	7.30%	3.60%	36.40%	14.50%	9.10%	29.10%
Ease of accessing your project manager to discuss your project	2.74	1.24	10.90%	12.70%	23.60%	29.10%	14.50%	9.10%

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Statement	Mean	Std Dev	% Far Exceeds Exp.	% Exceeds Exp.	% Met Exp.	% Below Exp.	% Unacceptable	% Don't Know/NA
Timeliness of returned phone calls by staff	2.74	1.26	10.90%	14.50%	27.30%	25.50%	18.20%	3.60%
Ability of staff to solve problems as opposed to creating problems	2.67	1.29	9.10%	18.20%	25.50%	21.80%	23.60%	1.80%
Completeness of upfront information regarding inspections	2.67	1.24	9.10%	9.10%	32.70%	16.40%	20.00%	12.70%
Promptness of communication regarding project/permit status by staff	2.66	1.25	9.10%	14.50%	29.10%	21.80%	21.80%	3.60%
Timeliness of rechecks	2.63	1.3	9.10%	14.50%	21.80%	21.80%	21.80%	10.90%
Consistency of Monterey County policies, codes, and regulations with federal and state statutes and regulations	2.59	1	1.80%	12.70%	36.40%	23.60%	14.50%	10.90%
Accuracy / completeness / consistency of information provided by staff	2.56	1.2	5.50%	16.40%	32.70%	20.00%	25.50%	0.00%
Clarity regarding building codes and other policies, regulations, and statutes provided by staff	2.55	1.18	7.30%	9.10%	40.00%	18.20%	25.50%	0.00%
Timeliness of initial plan review	2.49	1.25	9.10%	9.10%	23.60%	27.30%	23.60%	7.30%
Consistency of interpretation of building codes, and other policies, regulations, and statutes provided by staff	2.4	1.1	1.80%	10.90%	40.00%	14.50%	29.10%	3.60%
Coordination of project review between divisions and departments of the County	2.18	1.08	0.00%	12.70%	23.60%	21.80%	32.70%	9.10%

12. Please add any specific comments or suggestions you may have for improving Monterey County’s BUILDING SERVICES efforts.

A summary of responses by common theme (i.e., themes that occurred two or more times) is provided in the following table, followed by the complete open-ended responses.

Count	Comment
4	Timeliness needs improvement; too many delays; need faster response to phone calls
2	Internal coordination needs improvement
2	Staff are helpful
2	Allow electronic document submission
2	Staff have a poor attitude

Note: the following open-ended comments appear unedited, with the exception that names have been redacted to preserve confidentiality and obvious typos have been corrected for readability.

- ◆ Timeliness of review of permits by other agencies is usually very untimely.
- ◆ Outside plan check and other review agency’s are a major problem
- ◆ I am answering this as an advocate who follows projects of concern through the process. I also had a shed built on my property that a neighbor reported as a short term rental, which it is not. My interaction with inspectors during that process was confusing, calls not answered, and it is still unresolved.
- ◆ Coordination between planchecks and various departments that get the plans routed to them still is not working well. Timely reviews and updates to applicant is somewhat rare. Typically an applicant has to follow-up with most departmental reviews. Some of these departments are outside of RMA, specifically Env Health and Fire, but others are within RMA, especially Environmental Services and some parts of Public Works.

Many staff folks are courteous and nice, and it is easy to understand their frustration when they are trying to help customers, or make progress on projects, and they are often getting interrupted or besieged by work. Of course, this happens in the private sector as well. But some of staff don’t seem like they want to do their job, or want to help the customer.

The timeframe for in-house planchecks is very lengthy. On the bright side, as the RMA transitions to electronic submittals, planchecks, and reviews, maybe that is one of the mechanisms that will yield time benefits in the near future.

Processes, in general, need to be simplified and streamlined. After all, it is very rare for permitted structures to be failing or harming the public, so there isn't really a problem that needs solving with stricter and stricter building regulations, certainly in terms of HSW.

- ◆ These questions do not address the violations in applications and exercise of permits, which is dominant concern of local residents and businesses. The former are impacted in their lifestyle and at times, safety, and the latter are impacted by illegal competition to their livelihood.
- ◆ Very little enforcement of building permit terms and conditions.
- ◆ I have a years worth of documented unreturned phone calls/emails; incorrect information given; multiple documents lost after submission, necessitating resubmission; Referrals to supervisors without improvement or solution; forced to use County Supervisor to intervene to activate/motivate return of calls/emails actions. I evaluate the Planning Department as woefully incompetent and not really driven to change. Most of our other County operations and Departments are positive and customer centric. The Planning Department is glowing. I am hopeful that the results of your evaluation will have a dynamic positive effect.
- ◆ See my previous comment.
- ◆ There is no reason why all documentation cannot be submitted electronically to the Planning and Building RMA groups. This is the 21st century!
- ◆ I like the comments letter I get from building department. They are organized and easy to address for resubmittal.
- ◆ Having a different plan checker at the counter is difficult because I get told one thing one day and bring my project in and another plan checker will tell me another. There is no consistency. There are no handouts of information that I can bring to the owner to explain why the permits cost so much and why the plans have to be so detailed. It would be nice to have handouts explaining what requirements and expectations they are looking for on certain projects to avoid the multiple trips. The fee change has been a disaster for me because it is more expensive when I apply for the permit.
- ◆ My plan checker was easy to get hold of by telephone.
- ◆ See earlier comments - missed inspections, issues to correct even though they were built to approved plans and multiple rechecks for minor remodel is terribly frustrating and expensive. Fees should not be full cost recovery if you want

increased compliance. Frequent turnover of staff also delays the process. Inspection staff was rude and late.

- ◆ Your staff are amazing people! Each one I've dealt with in the last eight years truly understands how to benefit the process they are part of. They understand the value of being project facilitators.

I'd say the biggest issue MC has is the overall turnaround timeframes for permits. Our last permit took 4 months. In other jurisdictions this same permit typically takes 3-4 weeks. The first department review took place 2 months after my package was submitted. I completely understand what kind of pile-on occurs during a code cycle change but the permit before this took three months. Last year there were not quite 4000 permits processed by MC. The other jurisdictions I work with processed closer to 10,000 last year. I'm not sure if you're short staffed or if it's a process/policy issue that slows things down.

I'm not sure what "project manager" this refers to.

There does seem to be a small gap in knowledge of department specific routing triggers. Plans techs aren't always confident of whether certain packages need to go to specific departments. I'm not sure if those departments are not sharing such information with them or what, but the techs should be privy to such information. Of course there will always be the one-offs where a quick call to that department could eliminate a non-applicable review that could take another 3 weeks.

I haven't done any online permits prior to this Covid situation but found this last week that the owner-builder form sent via DocuSign is not operating properly. It made me initial all options for the asbestos item and made me choose a radio button under answer #1 under the first section even though I chose answer #2.

Please consider allowing the customer to see routing notes and view/download compliances in Accela. This will reduce office visits, emails and phone calls to staff, allowing them to be even more productive.

Also, please consider designating one person as a "tracker." One person whose desk becomes the collection point for all permits in between each department reviews. That one person sends out all compliances and routes each package to the next department for its next approval/review. This ensures each package keeps moving and puts all onus back on the customer and/or their designer/agent in regard to progress.

- ◆ SEE PREVIOUS COMMENTS
- ◆ Staff is difficult to deal with, evasive, won't listen to customer concerns.

- ◆ The Planning staff consist of virtually no one who has roots in the West County region. Most all come from out of County. Few, if any live in West County, have relatives living in West County, or ever will live in West County (Monterey, Pebble Beach, Big Sur, Carmel, Carmel Valley). They are happy to impose on West County residents, their urban values and tastes. They even seem to have antipathy toward “us.” I have been dealing with Monterey County officials for over 45 years, having worked for the Office of Education gave me additional insight. The geopolitical circumstances favors Salinas, and many/most votes are 3-2 against Monterey’s Supervisors and the Planning Commissioner advantage gets the same results. We need more local citizen influence from West County.

SUMMARY RESULTS BY SECTION

The following table shows the overall mean score by statement section.

Statement Section	Mean Score
Long-Range Planning	2.20
Development Review	2.44
Building Services	2.78

GENERAL RMA EXPERIENCE RESULTS

The following questions are regarding customers’ experience with the RMA in general, rather than regarding a specific set of services.

13. Please answer the following questions:

Statement	Yes	No	N/A	% Yes	% No	% N/A
Initial information given to me by the various divisions in Monterey County’s Resource Management Agency was accurate and complete.	31	41	28	31.0%	41.0%	28.0%
Additional substantial changes to my project that should have been brought up in the first review were not revealed to me until subsequent reviews.	32	15	53	32.0%	15.0%	53.0%
If I experienced an issue or was not satisfied with a response while working with various divisions in Monterey County’s Resource Management Agency, I felt able to escalate the issue to management.	37	26	37	37.0%	26.0%	37.0%
When I escalated the issue to management, it was resolved satisfactorily. Mark N/A if you did not escalate an issue.	24	27	49	24.0%	27.0%	49.0%
Overall, the measures taken by Monterey County RMA to reach out to stakeholders and the broader community are satisfactory.	24	54	22	24.0%	54.0%	22.0%
I would consider the option to pay increased fees if it would increase timeliness and quality of work.	29	42	29	29.0%	42.0%	29.0%

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14. Please answer the following questions:

Statement	Significantly More	About the Same	Significantly Less	N/A	% Significantly More	% About the Same	% Significantly Less	% N/A
In my experience, the cost of processing any permit or application with Monterey County when compared to the same type of permit/application in other jurisdictions in which I conduct business is:	28	20	3	49	28.0%	20.0%	3.0%	49.0%
In my experience, the time to process any permit/application with Monterey County when compared to the same type of permit/application in other jurisdictions in which I conduct business is:	31	18	5	46	31.0%	18.0%	5.0%	46.0%
In my experience, the overall quality of processing any permit or application (knowledge of project management, problem solving, outreach, and communication) with Monterey County when compared to the same type of permit/application in other jurisdictions in which I conduct business is:	9	27	19	45	9.0%	27.0%	19.0%	45.0%

GENERAL OPEN-ENDED RESPONSE SUMMARY

15. Please add any specific comments or suggestions you may have for improving services in Monterey County’s Resource Management Agency.

A summary of responses by common theme (i.e., themes that occurred two or more times) is provided in the following table, followed by the complete open-ended responses.

Count	Comment
6	Draft a new short-term rental ordinance; short-term rentals should not be allowed
6	Current ordinances need to be enforced
6	Have an ethic of customer service; RMA needs to follow its mission, vision, and values statements
5	RMA is poorly managed
5	Hire more competent staff
4	24-hour policy to return calls/emails is not met
3	Approval process needs to be simpler; simplify rules, ordinances, and procedures
2	Staff was helpful and knowledgeable
2	Carmel Valley Association did not receive the survey invitation; skepticism exists around who else was not invited
2	Reduce turnover; increase institutional memory
2	Website is not user-friendly for finding relevant documents
2	RMA needs to recognize it serves the public at large, not just individual applicants; this is reflected in customer survey design
2	Make interaction with Monterey Peninsula Water Management District easier
2	Fee increases are not appropriate; fees are expensive
2	Improve communication to the public; no surprises

Note: the following open-ended comments appear unedited, with the exception that names have been redacted to preserve confidentiality and obvious typos have been corrected for readability.

- ◆ They need to pay more attention to Parks. The county parks are a benefit to the county and need to be appreciated. Not treated like. Business opportunity. The parks and lakes are severely understaffed and without funds.
- ◆ [REDACTED] has been so prompt, efficient and knowledgeable in providing me the needed information and answering questions. Thank you so much.

- ◆ More independent oversight with regard to ongoing departmental administration would be prudent at this point moving forward.
- ◆ Hire more competent staff and then support the application of their professional backgrounds when they recommend denial of poor and flawed projects. I know several staff who have left because of internal conflicts when it was difficult to do the right thing for the larger public good. Poor projects often muddled, shortcomings not held to standards and often policy is discretionally used to benefit some projects and not others.
- ◆ The problem with your survey is that no Board member of the Carmel Valley Association received your email with the survey. CVA is one of the main community organizations dealing with development in a key unincorporated area (Carmel Valley) of Monterey County. We get very nervous when we are left out of any relevant evaluation process and wonder who else was left out of the process.
- ◆ RMA approached my agency for a contribution of ~\$200k as the result of an unjustified interpretation of the Board of Supervisors' direction. Rectifying this problem required approaching the supervisors directly.
- ◆ The RMA needs more funds, and more personnel. This might result in more timely completion of work, for example, establishing a Development Evaluation System or drafting a new Short Term Rental ordinance. RMA records seem out of date, incomplete, or poorly kept. For instance, it does not appear to know how many visitor serving units are currently in Carmel Valley. It needs to enforce current ordinances. There are many important issues not covered, for example short term rentals and businesses that violate local zoning.
- ◆ This survey does not address the core problems with RMA, which include poor management, inexperienced and overworked staff, and lack of regard for basic environmental regulations. Backroom deals abound...
- ◆ Monterey County fails to do proper outreach those most concerned. Often, a public advocacy group will emerge during review of a controversial proposal or planning process. When public discussions are planned, the very people who have presented time and again to the county, are well known to the county as leaders of concerned groups, are ignored, left off email notices. We've been told "the scope of your concern is too large for this hearing, too small for today, we discussed this last month, that's coming up next session," every manner of excuse to dissuade public participation to an Alice in Wonderland level.
- ◆ In my experience, as a long time advocate for preservation of natural resources of Monterey County, and Carmel Valley, if the RMA were to follow their Mission and

Vision statements and Values, the public would not have to be the watchdogs that they are. Significant time, energy, and money are wasted, in addition to natural resources being damaged and/or destroyed.

Mission

The Resource Management Agency (RMA) brings together a range of Land Use and Capital services, including Building Services, Planning, Public Works, Facilities, and Parks to ensure reasonable and safe development, plan for the future needs of the County, manage infrastructure and county facilities, and protect natural resources.

RMA Vision

The Vision of the Monterey County Resource Management Agency is to enhance the quality of life and economic health of the community by providing responsive, efficient, and high quality public services and to promote good stewardship of natural and man-made resources.

RMA Values

Honesty, hard work, and ethical behavior

Transparency and Accountability

Communication and Coordination with the public and partner agencies

Empower staff and recognize superior performance

Equitable treatment and respect of all constituents

Excellence in service delivery

Here are a few examples of my own current experiences:

What is lacking is meaningful follow-up on protection of natural resources. The county approved a resolution last year, finally, to recognize the importance of removal of invasive species, yet there is no ordinance to require landowners to actually deal with such invasive species such as French/Scotch/Spanish Broom, poison hemlock, Italian thistle and pampas grass. Most significantly, French broom in Carmel Valley and the whole of the Monterey Peninsula and Fort Ord public lands is destroying acres upon acres of habitat. These wildlands and urban pockets of habitat support a myriad of wildlife including pollinators that support food production and the web of life. When people are not required to remove such a destructive plant, it continues its march into wildlife habitat destroying valuable and significant natural resources. Volunteers can only do so much. This work must

be carried out by paid workers. There must be an ordinance that requires removal of such invasive species in order to protect natural resources.

Additionally, and obviously, ordinances must be enforced. The RMA is not adhering to its mission and vision when ordinances are not enforced. Carmel Valley Ranch horse stable development is one egregious case in point. Historic preservation of Mid Carmel Valley Shopping Center is another.

As a long time bicycle rider for transportation and being on the CV Road Committee, my most recent requests of the Public Works department/5th District office have not been responded to. When will a Class 1 bike lane be designed/installed from Carmel Rancho Blvd to Carmel Middle School? The speed limit is proposed to be increased to 55 mph on this stretch of road and yet it is a school zone. Additionally, the current area of roadway for bicyclists is substandard width with a curb on the right, giving cyclists little room for maneuvering when cars pass by at fast speeds. The Transportation Agency for Monterey County is tasked with providing safe routes to schools and supporting alternative modes of transportation but nothing seems to be addressed in this location. Additionally, the county should be working with Cal Trans to create a safe Pacific Coast bike route between Ocean Avenue and Carpenter street. This section of Highway One roadway has very little width of roadway for cyclists.

As a board member of Carmel Valley Association, I also concur with comments made by [REDACTED]. I do not know the comments of others on the board.

- ◆ Sometimes it is hard to find documents for projects through the website if posted to different project addresses, names or numbers making one have to check for all kinds of variations of names to find information. Not user friendly, time consuming.
- ◆ RMA website should list out all the personnel, with their emails and phone numbers. They could also say if they prefer email or phone, as I know of some staff who prefers the phone, for example, and they don't reply to emails. The policy of returning calls or emails should be revised so it is realistic and followed. Very few respond within the 24 hour goal.

RMA needs to try and simplify their rules, ordinances, and procedures. Cross training is fine, but simple projects should require as few 'hands' on it as possible, because handoffs is often where the ball gets dropped. Simple projects, which is probably 50% of total volume, could be made simpler and quicker, for permitting-to include planning or design review, building, and other department reviews. Very simple projects, such as reroofs, water heaters, solar. These could be inspected by

the licensed installer, for example, with simple documentation back to the County. Then the County is rewarding folks hiring licensed contractors as opposed to self-installs or unlicensed, which should satisfy the HSW concern of why a permit is necessary in the first place.

- ◆ In addition to improved professional service, there must be recognition that RMA serves the Public at Large, not just individual applicants.

The Public at Large includes residents, property owners, businesses and visitors -- and communities at large, one key example being the Carmel Valley Association. Its exclusion (and how many others) from outreach and participation in this survey brings the entire endeavor into question and begs for revision if the outcome is to have any credibility.

- ◆ This survey leans toward obtaining permits. My concern as a resident of Carmel Valley is over development of the area and enforcement of permits in the area. Being unincorporated has its challenges. There is a lack of enforcement on projects throughout the area.
- ◆ Reduce staff turnover and staff responsiveness
- ◆ Customer service ethic; All Phone calls/emails returned within a given time period (e.g. an acknowledgement of inquiries within 24hrs and a response within 72hrs.) A system that documents, tracks and contains all documentation without loss of documents. Effective and consistent responsive management supervision that oversees and evaluates performance.
- ◆ So far I'm impressed with [REDACTED]. So many times employees cannot answer your questions, she not only answered them but answered well, informed and professionally. This is my first time obtaining a permit in CA, but am impressed so far. Hoping things open soon so we can begin our little project.
- ◆ Hire people who care about what they are doing and have knowledge to share and realize they are working on behalf of the public not their pensions. This is a SERVICE industry.
- ◆ Only impose conditions on projects that can be enforced by expected staffing. Conditions that are imposed and not monitored lead to complaints, critical media, and litigation. Implement a system that perpetuates institutional memory. With staff turnover, large multiyear projects suffer from uneven application of permit conditions and enforcement of conditions, particularly in planned communities when buyers file for permits to build on their lots years after the project approval.

- ◆ An improved website, where things are updated frequently and things are easier to find. Also find a way to inter-department with MPWMD. It would be nice to be able to access and print out the Land Use Designation sheet that they give you at the front desk that shows: potential hazards, historical references, planning area designation, zoning, administrative boundaries & districts and agriculture & soil. It would answer a lot of questions before embarking on a project. Also we need to be able to do our research on a project from the website and not have to meet personally with a planner. There needs to be a planner available within a 4 hour period to talk or email with. Waiting a 24 hrs does not cut it.
- ◆ Find the agencies that are holding up review, like Environmental Services for example, and help them!
- ◆ New management is needed.
- ◆ I absolutely will not consider paying more in fees to ensure timeliness and quality of work. That is a basic expectation and throwing more money at the problem will not necessarily solve the issue, especially if the people that have been originally hired to do the work are chronically underperforming.
- ◆ The RMA management has failed to live up to a commitment on the Short Term Rental Ordinance. It started to understand the problem in 2014, went through several changes of employees and had conflicting direction from the various managers as to its legality. It continued to collect information from interested citizens but only kept records of those that were in favor of Short Term Rentals. It ignored submitted analysis from both citizens and consultants that were hired by those opposed to Short Term Rentals to try and understand the reasons for the opposition which were supported by the County's own Land Use Plans. The current director of RMA has consistently stated that there will be Short Term Rentals even as residents of the County show time and again why they should not be allowed. The enforcement RMA does engage in on Short Term Rentals has to be shoved down their throat, otherwise they will not attempt. This has been especially true during the Covid 19 Pandemic with a Shelter In Place order in effect. The agency has been mismanaged for a number of years now certainly no where close to the [REDACTED] era. Sad time for citizens of Monterey County.
- ◆ In many settings over the years it seems as if some staff look to find issues to justify their position and delay/stall projects as opposed to collaboratively working to resolve issues and ensure a project is completed.
- ◆ Too many agencies receiving permit fees above and beyond code, especially fire.

- ◆ Monterey County position and actions regarding Short Term Rentals is not acceptable. No short term rentals should be allowed as in my experience they harm the neighborhoods in which they are present.
- ◆ RMA does not have enough staff to enforce any regulations they have on the books. We have been in discussion with them and code enforcement for the last 10 years about illegal Vacation Rentals. Since 1997 or there abouts they have had a ordinance for Vacation Rentals in the inland zone which they haven't been able to enforce and now they want to add the coastal zone ... that's over 3000 square miles total, so if they can't manage say 1500 square miles what makes them think they can do 3000. There are also a lot of health and safety issues with these vacation rentals and the county as of yet has never done an inspection on any of them. RMA needs fresh blood!! Thank you!
- ◆ Hire more staff for departments or cross train some employees you have so they get experience and promote. Permit techs at the counter can do simple plan check like solar permits and generators, and if given the opportunity and training, minor permits. This would free plan check up to do other projects. Have permit techs help with more planning projects to help alleviate the workload in the planning dept. Have someone from the fire department in RMA at least once a week. I have not been able to pull over the counter permits because it had to be routed to the fire department and reviewed. It would help to have someone from MPWMD and Health as well but a start is at least someone from Fire to plan check. I would like a document when I leave RMA that says what I applied for and where it is going. Almost like a checklist - what I submitted, what I paid, who I talked to, and what departments will review it.
- ◆ Prohibit remodeling for STR's. They cause over use of water resources and waste water, overuse of streets not built for excess traffic, parking on single lane streets and general disruption in quiet neighborhoods. We have a single 2 lane Highway to exit in case of WILDFIRES. Firefighting equipment is large and needs a complete lane to reach the area to protect LIFE and Property. If the highway is blocked by other vehicles, PEOPLE ARE MORE LIKELY TO BE TRAPPED! More living units equals another Paradise, CA.
- ◆ RMA has been totally ineffective in COMPLETING a short term rental ordinance or listening to the long term residents who oppose all STR's and recommend compliance with the City of Carmel and Monterey in 30 day minimums.
- ◆ Better communication between RMA and the public.

- ◆ While I am no longer a Construction professional I can answer from 30+ years as a Building Inspector.
- ◆ Fees in Monterey County are expensive and deter people from going through the process. People who want to expedite the process already hire attorneys and consultants to move projects forward at the expense of homeowners. If the County wants to enhance affordable housing, they have to take a hard look at the time/cost/benefit of the fees and the way that this deters homeowners from getting permits. We had a minor remodel and a neighbor with a major addition (doubled the size of the house). The scrutiny between ours, which did not impact any exterior walls, and simply moved electric and kitchen upgrade without plumbing changes - all received similar scrutiny. When the neighbor presented plans that did not match existing conditions or current planning rules, staff was ready to approve. We had to fight staff to engage and it was because management got involved that we were able to get staff onsite to understand the impacts to adjacent properties. However, staff should have been able to come onsite and resolve issue without management getting involved.

Also, we are surrounded by short-term rentals - none of which are permitted. The egregious violations have been reported, all without a single acknowledgment from the County or any apparent action by the County as the activity continues unabated. We live in an area where STRs are not permitted under current ordinances, so why is this not enforced? Lack of enforcement has had a detrimental impact on our quality of life and the character of the neighborhood. Staff responsiveness has improved over the years, but so many planners give incorrect information or wait to have managers jump in to resolve issues. The Monterey County app is a joke - and yields no county staff action. I have discussed the STR issue directly with the Planning Director several times and nothing changed, so I hope that the results of this survey are taken more seriously than citizen concerns have been. Taxpayers deserve a responsive and affordable Planning and Building Department, otherwise you are simply exacerbating income inequality for those who are able to purchase their own homes here.

- ◆ This survey's questions concentrate on the permit application process, and ignores enforcement of regulations and road maintenance. I have been trying for 3 years to get RMA to investigate and enforce a serious code violation in our neighborhood. It's clear that the group overseeing enforcement is understaffed and that they don't have the mandate to enforce code violations...and this is impacting safety. Our roads have huge potholes, but this survey only wants to look at getting a permit to build.

County of Monterey, CA
Review of the Resource Management Agency

- ◆ The key is complete info being provided by county day one. No surprises
- ◆ I WOULD BE VERY HAPPY TO RESOLVE THIS ISSUE ONCE AND FOR ALL!
- ◆ This survey is totally geared toward developers, not the general public. That is consistent with the general public view of the RMA: there to serve developers, not the public good.
- ◆ Staff should work with customers rather than deter them at every opportunity.
- ◆ Get rid of the top managers in the “Resource Development Agency.” They are not there to manage. They are there to develop county resources to the maximum extent possible. Esthetics, community character, quality of life for West County residents be damned.

APPENDIX 2A—PRE-2014 GENERAL PLAN IMPLEMENTATION MATRIX

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Table 6. -- General Plan Implementation Work Program Status Report Revised:3-27-2012 S-5

PROJECT #	DESCRIPTION	POLICY REFERENCE	TIME LIMIT	STATUS
1	General Plan Implementation Ordinance		With GP Adoption	Complete October 26, 2010
2	General Plan Implementation Work Program	LU - 9.1	3 Months of GP	Complete January 25, 2011
3	HE -- Density Bonus	LU-2.12; CV-1.10; GMP-1.9	1 Year (Oct. 26, 2011)	Complete May 24, 2011
4	HE - Second Unit, Residential Care Homes, Definition of Family		1 Year (Oct. 26, 2011)	Complete May 24, 2011
5	HE - Emerg.Shelters, Tran. Housing, SRO		1 Year (Oct. 26, 2011)	Complete May 24, 2011
6	HE - Fam/Ag Worker Housing		1 Year (Oct. 26, 2011)	Complete May 24, 2011
7	HE - Reasonable Accommodation		1 Year (Oct. 26, 2011)	Complete May 24, 2011
8	Boronda Community Plan	LU-1.19, LU-2.21, LU-2.22	N/A	90% Complete
9	Stream Setback Ordinance	OS-5.22	3 Years (Oct. 26, 2013)	5% Complete
10	Resource Cultural Protection Guidelines	LU-9.2	1 Year (Oct. 26, 2011)	85% Complete
11	Capital Improvement Finance Plan (CIFP)	C-1.2, 1.12; LU-2.30; PS-1.1, 3.7, 4.1, 7.8, 11.10; CACH-2.6; CV-4.3; GMP-2.1; GS-2.1; NC-2.1; T-2.5; AWCP-4.5	3 Years (Oct. 26, 2013)	5% Complete
12	County Traffic Impact Fee (CTIF) (Title 19)	C-1.8 & C- 1.12	18 Months (April 26, 2012)	35% Complete
13	Green Building Ordinance	OS-10.12	2 Years (Oct. 26, 2012)	75% Complete
14	Community Climate Action Plan (CAP) Greenhouse Gas (GHG) Reduction Plan	OS-10.11, C-3.1	2 Years (Oct. 26, 2012)	45% Complete
15	Municipal CAP County Operation GHG Reduction Plan	OS-10.15	1 Year (Oct. 26, 2011)	45% Complete
16	Tracking System	LU-1.20	1 Year (Oct. 26, 2011)	95% Complete
17	Alternative Water Source Plan	PS-3.14	5 Years (Oct. 26, 2015)	5% Complete
18	Hazard Database Mapping - Severe Slope, - Geological Constraints, -Inundation Maps - Erosion, sedimentation, chemical pollution inventory	OS-3.4; S-1.2, 3.6, 3.8, 5.7	5 Year Intervals (Oct. 26, 2015)	0% Complete
19	Visual Sensitivity Maps	OS-1.11; CACH-3.1; CSV-3.1; GMP-3.3; NC-3.1; T-3.1, 3.3	5 Year Intervals (Oct. 26, 2015)	0% Complete

Table 6. -- General Plan Implementation Work Program Status Report Revised:3-27-2012 S-5

PROJECT #	DESCRIPTION	POLICY REFERENCE	TIME LIMIT	STATUS
20	Cultural Resource Design and Report Criteria	OS-6.5, 6.6, 7.1, 7.5, 8.4, 8.7	N/A	70% Complete
21	Ag Conversion Mitigation Program	AG-1.12; GS-6.1	N/A	0% Complete
22	Routine and Ongoing Agriculture Ordinance	AG-3.3; CV-6.2	N/A	0% Complete
23	Revised Right to Farm Ordinance	AG-1.9	N/A	50% Complete
24	Slope Permit Process: Discretionary Ag Permit - Ministerial Formula	OS-3.5, 3.6; CACH-3.4; CV-4.1	N/A	5% Complete
25	Erosion Program - Hillside Conservation (Convene a Committee)	OS-3.9	5 Years (Oct. 26, 2015)	0% Complete
26	Critical Habitat Monitoring Program	OS-5.17; CACH-3.7; CV-3.7, 3.8, 3.9; GMP-3.8, 3.9; NC-3.5	N/A	0% Complete
27	Critical Habitat/Suitable Habitat/Wildlife Corridors	OS-5.1, 5.2, 5.17, 5.18, 5.24	N/A	0% Complete
28	Biology Reports	OS-5.16	N/A	10% Complete
29	Conservation Strategy Mapping Kit Fox Habitat	OS-5.19	4 Years (Oct. 26, 2014)	10% Complete
30	CVTIP	CV-2.17, 2.18, 2.10, 2.11, 2.12	N/A	70% Complete
31	Best Management Practice (BMPs) for grading and erosion	OS-3., 3.3	N/A	0% Complete
32	New Well Testing Ordinance	PS-2.4, 2.5	N/A	70% Complete
33	New Well Ordinance	PS-3.3	N/A	70% Complete
34	High Capacity Well Assessment	PS-3.4	N/A	70% Complete
35	Development Evaluation System	LU-1.19; C-2.4, 2.5; OS-3.5, 3.6, 5.3; S-1.8, 2.7, 2.9, 3.8, 6.5; PS-1.3, 2.3, 3.1, 3.13, 4.5,4.6; CV-1.6	1 Year (Oct. 26, 2011)	5% Complete
36	Lot Line Adjustments Subdivision Provisions	LU-1.14 to LU-1.18	N/A	5% Complete
37	Lighting Criteria	LU-1.13; CV-3.16, 3.17; T-3.2	N/A	0% Complete

Table 6. -- General Plan Implementation Work Program Status Report Revised:3-27-2012 S-5

PROJECT #	DESCRIPTION	POLICY REFERENCE	TIME LIMIT	STATUS
38	Ridgeline Development Criteria	OS-1.3, 1.4, 1.5	N/A	0% Complete
39	Clustering Program	OS-1.8	N/A	0% Complete
40	Criteria for geo/hydro studies/reports	OS-3.3; S-1.3 to 1.8	N/A	5% Complete
41	Tree Removal Regulations - Migratory Birds	OS-5.10, 5.25; CACH-3.4, 3.6; CV-3.11; NC-3.3, 3.4; T-3.7	N/A	0% Complete
42	Invasive Plant Policy and Procedures	OS-5.14	N/A	35% Complete
43	Ag Buffer Criteria	AG-1.2; LU-2.8	N/A	5% Complete
44	Update Zoning Classification: POR; Urban Reserve (UR) Overlay; Community Plan (CP) Overlay; Resource Conservation (RC) Overlay; AWCP Overlay; STA Overlay; Affordable Housing (AHO) Overlay; Ag Buffers (AB) Overlay; Visually Sensitive (VS) Overlay; Design (D) District; Site Control District (S); CV RD Setback; Urban Residential-Mixed Use; Rural Residential; Ag Support Facilities; Study Area	LU-2.8, 2.12, 2.16, 2.18, 2.24, 2.28, 2.34, 2.35, 3.1, 4.1, 5.1, 6.1, 6.2, 9.4; AG-1.7, 2.1, 2.2, 2.9, 3.3; CACH-1.2, 1.3, 1.5, 3.1; CV-1.12, 1.20, 1.22, 1.23, 1.25, 1.27, 3.1; CSV-1.1, 1.3, 1-4, 1.5, 1.6, 1.6, 1.7, 3.1; GMP-1.6, 1.7, 1.8, 1.9, 3.3; GS-1.1, 1.2, 1.3, 1.8, 1.9, 1.13; NC-1.4; T-1.4, 1.7; AWCP-4.4	N/A	5% Complete
45	Permit Assistant Process- Key Industry Clusters	ED-4.1	N/A	0% Complete
46	Chualar Community Plan	LU-1.19, LU-2.21, LU-2.22	N/A	5% Complete
47	Runoff Performance Standards	S-3.5; PS-2.8	N/A	0% Complete
48	Alternative Energy Promotion Ordinance	OS-10.13	N/A	90% Complete
49	At-Risk Structure Inventory	S-5.16	N/A	0% Complete
50	Scenic Highway/Road Corridor	C-5.2, C-5.3, C-5.4; T-2.8	N/A	0% Complete
51	Study Areas - Review for Special Treatment Area (STA) Designation	CV-1.26; CSV-1.4; GS- 1.11	N/A	0% Complete
52	Solid Waste Management Plan	PS-5.3 to P.S-5.6	N/A	0% Complete
53	Agricultural Wine Corridor Plan (AWCP)	AG-4.3	N/A	5% Complete
54	On-site Wastewater Management Plan (OWMP)	PS-4.12; CV-5.5, PS-4.8, 4.10	N/A	2% Complete
55	On-site Wastewater Treatment Systems (OWTS) Criteria	PS-4.7	N/A	20% Complete
56	Recycling / Diversion Programs	PS-5.3	N/A	0% Complete
57	Development Impact Ordinance	S-5.11, 6.3	N/A	0% Complete

Table 6. -- General Plan Implementation Work Program Status Report Revised:3-27-2012 S-5

PROJECT #	DESCRIPTION	POLICY REFERENCE	TIME LIMIT	STATUS
58	Restoration Fee Waiver Program	OS-5.15	N/A	0% Complete
59	Emergency Plan / Procedures	S-5.1, 5.3, 5.5, 5.6	N/A	0% Complete
60	Mineral Resource Maps/ SMARA Inventory	OS-2.4, 2.5; CV-1.19	N/A	0% Complete
61	Water Conservation Ordinance (urban, ag, recycling)	PS-3.10, 3.11, 3.12; CV-5.3	NA	5% Complete
62	Community Noise Ordinance	S-7; CACH-3.2	N/A	0% Complete
63	Hydrologic Resources and Constraints	PS-2.6	N/A	10% Complete
64	Contaminated sites	PS-2.6	N/A	0% Complete
65	Updated Fire Standards (18.56)	S-4.9, 4.13, 4.16, 4.19, 4.22, S-4.23, 4.24; CACH-4.3,4.4	N/A	0% Complete
66	Fire Hazard Development Procedures	S-4.7	N/A	0% Complete
67	Update Arch Sensitivity Maps	OS-6.2, 7.2, 8.2	N/A	0% Complete
68	Establish Native American Panel	OS-8-5	N/A	0% Complete
69	Conservation Strategic Plan	OS-5.21	5 Year Intervals (Oct. 26, 2015)	5% Complete
70	Oak Woodlands Policies	OS-5.23	5 Years (Oct. 26, 2015)	5% Complete
71	Comprehensive Bike Plan - Trail Maps	C-9.1 to C-9.6, OS-1.10, CACH-3.8, CV-3.14, 3.19, GMP-3.11,3.12, 3.13, NC-3.7, T-2.6	N/A	0% Complete
72	Historic Preservation Plan/ Ordinance Update	PS-12.1; CV-3.13; GS-1.4, 3.3, 3.4; NC-3.6	N/A	0% Complete
73	Transfer Development Credits	LU-1.8; OS-1.7; T-1.6	N/A	0% Complete
74	Pajaro Community Plan	LU-1.19, LU-2.21, LU-2.22	N/A	0% Complete
75	Farmland Mapping and Monitoring Program (FMMP) - Mapping	AG-1.10	N/A	0% Complete
76	General Plan Amendment (GPA) Process	LU-9.6	N/A	5% Complete

Table 6. -- General Plan Implementation Work Program Status Report Revised:3-27-2012 S-5

PROJECT #	DESCRIPTION	POLICY REFERENCE	TIME LIMIT	STATUS
77	GPA Criteria	LU-9.7	N/A	5% Complete
78	Parks Acquisition Development and Maintenance Guidelines	PS-11.2, 11.11, 11.12; CV-3.15; GS-5.1	N/A	0% Complete
79	Working Group for expansion of the Salinas Valley Water Project (SVWP)	PS-3.17	5 years (Oct. 26, 2015)	0% Complete
80	Long Term Water Supply Ordinance	PS-3.2	N/A	35% Complete
81	Guidelines and Procedures for Conducting Water Supply Assessment	PS-3.13; CV-5.1	N/A	5% Complete
82	Monitoring Wells for Rapid Growth Area	PS-2.2	N/A	0% Complete
83	Drainage Design Manual	S-3.7; PS-2.8, 2.9; CV-5.6, 4.2	N/A	0% Complete
84	Link Overall Economic Development Commission (OEDC) and Workforce Investment Board (WIB)	ED-3.3	N/A	0% Complete
85	Inventory Vacant/ Underutilized Commercial and Industrial Lands	ED-4.2	N/A	0% Complete
86	Subdivision of Ag Land	AG-1.3	N/A	0% Complete
87	Timber Harvest	OS-5.7 to OS-5.10	N/A	0% Complete
88	Tax/economic Incentives Ordinance	AG-1.5	N/A	0% Complete
89	Fire Resistant Plant List	S-4.28; OS-5.14	N/A	0% Complete
90	Design & Implement Public/Private Economic Development Strategy Program	ED-2.1	N/A	0% Complete
91	Economic Incentive Program	ED-3.2, 3.4	N/A	0% Complete
92	Opportunities and Programs for Historic/Cultural	PS-12.16	N/A	0% Complete
93	Landfill Vicinity Ordinance or Standards	PS-6.4	N/A	50% Complete
94	Climate Action Plan	Mitigation Monitoring & Reporting Plan (MMRP)	N/A	45% Complete

STAFF	A	Westside Bypass Design	GS-2.1, 2.2, 2.3,
STAFF	B	Air Quality Standards	OS-10.6, 10.9
COMPLETE	C	Off Site Signs	LU-1.10

Revised: 03-27-2012

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**APPENDIX 2B—2019 LONG RANGE PLANNING
WORK PLAN REPORT**

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Monterey County

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

Board Report

Legistar File Number: 19-0164

March 26, 2019

Introduced: 3/14/2019

Current Status: Agenda Ready

Version: 1

Matter Type: General Agenda Item

- a. Consider accepting the 2018 Annual Progress Report for the Monterey County General Plan(s);
- b. Consider accepting the 2018 Annual Progress Report for the 2015-2023 Housing Element;
- c. Consider authorizing the Chief of Planning to submit the final progress reports to the State Office of Planning and Research and State Department of Housing and Community Development, as required.

Proposed CEQA Action: Not a project per CEQA Guideline secs. 15060(c)(1) and 15378(b)(4)

RECOMMENDATION:

It is recommended that the Board of Supervisors:

- a. Find that submitting these annual reports is not a project subject to CEQA per Section 15060(c)(1) and 15378(b)(4) of the CEQA Guidelines;
- b. Accept the 2018 Annual Progress Report for the Monterey County General Plan(s) pursuant to Government Code Section 65400 (**Attachment A, Exhibits 1 and 2**);
- c. Accept the 2018 Annual Progress Report for the 2015-2023 Housing Element to comply with State Department of Housing and Community Development requirements (**Exhibit 2 of Attachment A**);
- d. Authorize the Chief of Planning to submit the final progress reports to the State Office of Planning and Research and State Department of Housing and Community Development.

SUMMARY:

Local agencies are required to submit an annual report to their legislative body (Board of Supervisors), State Office of Planning and Research (OPR) and State Department of Housing and Community Development (HCD) that includes the status of the General Plan and progress in its implementation, progress in meeting its share of regional housing needs (RHNA), and degree to which the approved General Plan complies with State guidelines. For the County of Monterey, this includes:

- 2010 General Plan, as amended, for inland areas
- 1982 General Plan, as amended, and certified Land Use Plans for coastal areas
- 2015-2023 Housing Element, countywide

Staff has prepared the required annual reports for Board consideration.

This report discusses the status of Monterey County General Plan(s), including progress on implementing Housing Element objectives, General Plan Amendments/Updates, and/or implementing ordinances completed. Reports to the state are required to report on what has been completed over the past year. There were no General Plan amendments processed or completed in 2018. Long range planning tasks identified as priority for calendar year 2018 included (status discussion below):

- Moss Landing Community Plan Update. Progress was made on the comprehensive update and preparation of EIR to address long-range plans for major stakeholders in the Moss Landing area, and update policies to address current issue such as sea level rise. Staff

previously released a schedule that indicated the Board of Supervisors hearing date for consideration of adoption of the MLCP Update would be December 2019; however based on feedback received at recent Planning Commission workshops and staff's current availability, that hearing date may potentially be pushed back to early/mid 2020.

- Development Evaluation System. On May 30, 2018, staff held a second Planning Commission workshop on the DES. Based on the direction from the PC, staff will finalize the appropriate thresholds for water and wastewater, appropriate methodology for calculating traffic, refine the DES scoring methodology, and conduct further research on the proposed exemptions. Once this work is completed, staff will return to the Commission for a workshop with a complete draft DES to allow final consideration prior to making their recommendation to the Board of Supervisors. A Board of Supervisors' hearing to consider final adoption of DES is planned for the 2019-2020 Long Range Work Program.
- Salinas Valley Zone 2C - The Salinas River Ground Water Basin Study is currently being conducted. The Study is anticipated to be completed in 2020.
- Agricultural Land Mitigation Program and Ag Conservation Easement Project Grant. Staff will continue to work with the state Department of Conservation to finalize the program. Multiple easements have been processed in 2018 to assist in completing this program.
- Carmel River Floodplain Restoration & Environmental Enhancement (CRFREE) Projects. In March 2019, the draft EIR/EA for the CRFREE project was circulated for public review. A Board of Supervisors' hearing to consider final approval of the CRFREE project is anticipated to occur before the end of 2019.
- Short Term Rentals (STR). Staff conducted multiple workshops with the Planning Commission. Staff is expecting to release the draft STR Ordinance and Initial Study in spring 2019 and expects hearings on the ordinances in 2019.
- Landscape Ordinance. The Board of Supervisors held a hearing on the draft landscape ordinance on October 23, 2018. The Board directed staff to work with development community members to revise the ordinance.
- Community Climate Action Plan. As part of the 2018/19 FY budget, position(s) allocated to the Go Green! Program was deleted. Based on the uncertainty of resources at this time, staff needs to assess priorities for completing this task.
- Zoning Maps. Due to staff constraints, updates to the zoning maps have been placed on hold. Based on the uncertainty of resources at this time, staff needs to assess priorities for completing this task.

Attachment A includes the 2018 annual reports for 1) General Plan Implementation and 2) Housing Element/RHNA.

Priorities shift as new issues arise (cannabis/hemp, Fort Ord, impact fees, etc. - see discussion below). Monterey County has many competing priorities and limited resources to address them. As such, tasks that were identified as priorities last year did not get as far along as planned. Therefore, RMA proposes to bring forward a separate report on priority projects/programs for Board input. That report will include the long-range planning work program as well as other projects/programs that require allocation of resources. In addition, RMA and Housing staff are collaborating on updates to housing policies and regulations (ADU ordinance, Inclusionary ordinance, etc.) that will be brought

forward separately for discussion and consideration.

DISCUSSION:

Government Code Section 65400 (a)(2) requires cities and counties to provide an annual report to the legislative body regarding the status of the General Plan and progress in its implementation and the degree to which the General Plan is consistent with the General Plan Guidelines adopted by the Governor's Office of Planning and Research (OPR). The Resource Management Agency is lead for preparing the Annual Progress Report for the County's General Plan Implementation (GPI). The Economic Development Division of the County Administrative Office assists RMA with preparing the Annual Progress Report for the 2015-2023 Housing Element Implementation (HEI).

The Housing Element portion of the report must conform to specific content requirements, and the reports must be submitted to OPR and HCD in April of each year.

This report presents a status of the implementation of the General Plan tasks and implementing housing programs. Since adoption, 55 General Plan tasks have been completed. Pursuant to Government Section 65400, Attachment A, Exhibit 2 provides a detailed account of the County's progress on meeting its share of the Regional Housing Needs Assessment (RHNA).

In 2018, many vacant planner positions have been filled and training is on-going so the long-range planning program was reinitiated. However, through the year key positions were vacant and/or vacated (Chief of Planning, Long Range Planning Manager, Supervising Planner). As of writing this report, two planner positions are not filled. Staffing challenges, coupled with changing priorities (Cannabis/Hemp, STR, Fort Ord, Homeless Shelters, Affordable/Ag Housing, etc), significantly impacted RMA's ability to perform these tasks. As a result, many tasks that were planned to meet certain milestones, were not met. Despite these unforeseen events, RMA is developing a plan to continue to proceed to complete Long Range Planning projects.

The following is an update on what has been completed in 2018 for the list of priority projects that was presented to, and accepted by, the Board of Supervisors last year:

- Moss Landing Community Plan Update. Comprehensive update and preparation of EIR to address long-range plans for major stakeholders in the Moss Landing area, and update policies to address current issue such as sea level rise. Staff facilitated several Community Meetings, Planning Commission Workshops/updates and outside agency meetings to finalize policies within the Draft MLCP Update. A Moss Landing Sewer System Analysis was prepared in July 2018. Amendment No. 9 to the MLCP EIR Professional Service Agreement and Funding Agreement was approved to extend the life of the agreements to May 2020. Staff has also updated the Project webpage and mailing list.
- Salinas Valley Ground Water Basin Study. Amendment to GP Policy PS-3.1 in 2013, resulting from a settlement agreement, included language requiring a 5-year study of the basin relative to the projected buildout. County contracted with the Monterey County Water Resources Agency (MCWRA) to provide staffing resources to manage outside consultants (such as USGS) for this work. Year 4 (of the 5-year study) work program was provided.
- Ag Land Mitigation Program. Working with Ag Land Trust as part of a grant received

through the Sustainable Agricultural Lands Conservation Program (SALC) was identified as a top priority due to grant fund timing. On June 27, 2017, the Board of Supervisors accepted the grant award and issued resolutions of support to the Ag Land Trust for five easement proposals to the California Department of Conservation SALC program. In 2018, the grant was extended to June 2019. Staff is working with the Department of Conservation to finalize the Ag Land Program.

- Development Evaluation System (DES). On May 30, 2018, staff held its second Planning Commission workshop on the DES based on comments received from LandWatch at the first Planning Commission Workshop. Staff received direction to finalize the appropriate thresholds for water and wastewater, appropriate methodology for calculating traffic, refine the DES scoring methodology, and conduct further research on the proposed exemptions.
- Water and Energy Efficient Landscape Ordinance/Water Conservation Ordinance/ Fire Resistance Plant List /Invasive Plant Policy and Procedures. Implementation of Policies OS-5.14 and S-2.4 require the exclusion and eradication of invasive plants and incorporating the use of fire-resistant plants. In addition to the General Plan policies, the “State Water Conservation in Landscaping Act” requires local jurisdictions to either adopt the State Model Water Efficient Landscape ordinance (MWELo) or a local ordinance that is at least as effective in water conservation. Staff has drafted Coastal and Inland Water and Energy Efficient Landscape ordinances and an accompanying design manual that incorporates the requirements of the General Plan and state law. Staff presented the revised ordinance to the Board of Supervisors at the October 23, 2018 hearing. The Board of Supervisors directed staff to work with the development community members to revise the ordinance.
- Community Climate Action Plan. In 2017, a scope of work was prepared by ICF International to provide the County with technical support services for development of the County’s Community Climate Action Plan and a contract was awarded to ICP in the amount of \$15,000. In 2017-2018, the County assembled an inventory of private sector (non-County owned or operated) built environment emission activities and sources to establish the County’s greenhouse gas (GHG) baseline conditions. As of this date, the contract with ICF is still valid and no monies have been spent. However, based on the amount of work necessary for completing a draft CCAP, the contract amount would be insufficient, and the County should actively explore additional funding opportunities.
- Zoning Maps Update. Due to staff constraints, updates to the zoning maps have been placed on hold. Staff will need to assess priorities for completing this task.

Other priority tasks completed in 2018 but not presented to the Board of Supervisors during the previous reporting period include the following:

- Cannabis Regulations. Commercial cannabis was a top priority as evolving State regulations required multiple revisions to the adopted set of regulations. RMA retained the lead role in working with all County land use agencies and County Counsel, for ordinance amendments. The following amendments to ordinances relating to commercial cannabis uses were completed within this reporting period:
 1. Local Coastal Plan amended to permit cannabis operations in Moss Landing Business Park.

2. Amendment of Title 20 (Zoning Ordinance, Coastal), submitted to Coastal Commission
 - An ordinance amending setbacks from parks and playgrounds
 - An ordinance amending setbacks between retailers.
 3. Amendment of Title 21 (Zoning Ordinance, Non-coastal)
 - An ordinance amending setbacks from parks and playgrounds.
 - An ordinance amending setbacks between retailers
 4. Outdoor grows; drafting regulations for a pilot program; and community meetings.
- Carmel River/Lagoon. RMA continues efforts toward long-term solutions at the mouth of Carmel Valley to address flooding issues. In a MOU with US Army Corp of Engineers and National Marine Fisheries Service the County agreed to continue effort toward a long-term solution.
 - Short Term Rentals (STR). In 2018, staff disseminated preliminary draft regulations to the public, and the Planning Commission has held several hearings on the preliminary draft regulations. Staff is expecting to release the draft STR Ordinance and Initial Study in spring 2019 and expects hearings on the ordinances in 2019.
 - Fort Ord Reuse Transition. A Transition Plan was adopted by the Fort Ord Reuse Authority (FORA) in December 2018 that required significant staff resources to track and evaluate. Under current state law, FORA dissolution is scheduled to occur on June 30, 2020.
 - Airport Land Use Compatibility Plan (ALUCP) Updates. The Monterey County Airport Land Use Commission (ALUC), which is staffed by RMA and County Counsel, adopted the Airport Land Use Compatibility Plan (ALUCP) for the Monterey Regional Airport. A draft ALUCP and IS/proposed MND for the Marina Municipal Airport was circulated to the public in 2018, and the ALUC is expected to consider adoption of the ALUCP for the Marina Municipal Airport in 2019.

As noted in the summary, staff will schedule discussion of the long-range planning program for 2019 separately, including discussion of RMA priority projects overall.

CEQA

Staff finds that progress reports are not projects as defined by the California Environmental Quality Act (CEQA), Guidelines Sections 15060(c) (3) and 15378. These reports are an administrative activity that will not result in direct or indirect physical changes to the environment. They are for information purposes only. Activities identified in these reports implement policies of the 2010 General Plan and the 2015 Housing Element, which were subject to CEQA review. In addition, CEQA will be addressed, as appropriate, with each task as it is completed.

OTHER AGENCY INVOLVEMENT:

Implementation of the 2010 General Plan involves close coordination between all the land use departments/agencies (Planning, Public Works, Environmental Services, Environmental Health, and Water Resources Agency). Implementation of the Housing Element relates to activities being undertaken by both the Cao-Economic Development Division (Housing Office) and RMA-Planning. In addition, the County Counsel's office actively participates in the legal review of ordinances and plans that are prepared as part of General Plan implementation (GPI) and other needed updates.

Due to the late submission of this Board Report, the CAO Budget and Analysis Division was not provided adequate time to fully review for potential fiscal, organizational, policy or other implication to the County of Monterey.

FINANCING:

Most of the implementation work is performed by staff, with no additional cost to the General Fund. However, there are aspects of the work that require technical expertise that is only available through outside consultants. To date, approximately \$1,149,867 (excludes anticipated estimated) has been expended for outside consultant assistance:

- o FY 2011-12 \$144,692
- o FY 2012-13 \$158,440
- o FY 2013-14 \$253,920
- o FY 2014-15 \$45,680
- o FY 2015-16 \$50,542
- o FY 2016-17 \$194,165
- o FY 2017-18 \$256,518
- o FY 2018-19 \$46,000

Staff continues to seek grant funding, where available, to help with implementation and LCP update efforts.

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Reviewed by: John Dugan, FAICP, RMA Deputy Director of Land Use and Community Development 

Approved by: Carl P. Holm, AICP, Resource Management Agency Director

This report was prepared with the assistance of County Counsel.

The following attachments are on file with the Clerk of the Board:

Attachment A - Annual Progress Report for the 2010 General Plan Implementation

- Exhibit 1 - 2018 Annual Progress Report Summary Matrix
- Exhibit 2 - 2018 Annual Housing Element Progress Report

CC: Front Counter Copy; Fenton & Keller (David C. Sweigert); Brian Finegan Law Office (Michael Harrington); Grower-Shipper Association (Jim Bogart); Law Offices of Michael D. Cling (Michael Cling); Monterey County Farm Bureau (Norm Groot); Salinas Valley Water Coalition (Nancy Isakson); Prunedale Neighbors Group (Ed Mitchell); Anthony Lombardo and Associates (Dale Ellis); Horan Lloyd Law Firm (Pamela Silkwood); Big Sur Multi-Agency Advisory Council c/o Kathleen Lee; Highway 68 Coalition (Mike Weaver); Carmel Residents Association; Carmel Valley Association; Marjorie Kay; The Open Monterey Project (Molly Erickson); LandWatch (Michael DeLapa); Janet Brennan; John H. Farrow; Carl Holm; Wendy Strimling; Brandon Swanson; Planning File No. REF190011.

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Introduction

Government Code Section 65400 requires Resource Management Agency (RMA) – Planning to provide an annual report to the legislative body by April of each year, regarding the progress of General Plan implementation, progress in meeting the County’s share of regional housing needs, implementation of the housing element (for details see attached Exhibit 1) and compliance of the General Plan (GP) with the General Plan Guidelines adopted by the Governor’s Office of Planning and Research (OPR).

A total of **55** General Plan tasks have been in process since the adoption of the 2010 General Plan.

Background

- 1965: Monterey County’s first adopted General Plan
- 1982: Comprehensive update to the County’s General Plan adopted, including 12 Areas Plans, Master Plans. Coastal Land Use Plans adopted between 1982 and 1986.
 - June 15, 2010 - 2009-2014 Housing Element adopted
 - August 24, 2010 - 2009-2014 Housing Element certified by HCD
 - January 26, 2016 - 2015-2023 Housing Element adopted; HCD certified the Housing Element on May 10, 2016
- October 26, 2010: Monterey County Board of Supervisors adopted the 2010 General Plan (GP) for the non-coastal unincorporated areas of the County.
- November 26, 2010: the 2010 General Plan became effective.
- January 25, 2011: The BOS adopted a General Plan Implementation Work Program addressing policies that require the drafting of over 100 new ordinances, plans and programs to implement the goals of the General Plan. Staff estimated this would be a multi-year program, with a cost of about \$8 million. The process involves interdepartmental coordination, obtaining technical information from county consultants, and scoping with stakeholders through extensive public outreach.
- December 13, 2011: Board of Supervisors approved a Professional Services Agreement (PSA) with EMC Planning Group Inc. to provide technical support for development of certain priority GP implementation documents for an amount not to exceed about \$1 million through June 30, 2015. Since the approval of the PSA staff has submitted budgetary updates to the Board regarding consultant expenditure.
- In response to settlement agreements related to litigation over the General Plan EIR, General Plan Amendments were adopted in 2013 and are described below in the Litigation section.

2010 General Plan

The Monterey County 2010 General Plan complies with the OPR General Plan Guidelines. State law requires that General Plans address a range of issues. The mandatory elements of a general plan are: land use, circulation, housing, conservation, open space, noise and safety. These elements provide the County’s objectives, goals and policies to guide land development decisions. Additionally, general plans may include additional elements that are necessary as directed by the governing legislative body and must be consistent with Government Code Section 65300 et seq.

The 2010 Monterey County General Plan (GP) contains the following required elements:

- Land Use Element (LU); adopted 10/26/2010
- Circulation Element (CIRC); adopted 10/26/2010
- Conservation and Open Space Element (C/OS); adopted 10/26/2010
- Safety Element (S) (Note: Includes Noise Element); adopted 10/26/2010
- Housing Element 2015-2023, adopted 01/26/2016, certified by HCD 05/10/16
- Public Service Element (PS); adopted 10/26/2010, amended 02/12/13
- Agriculture Element (AG); adopted 10/26/2010
- Economic (ED); adopted 10/26/2010

Area/Master Plans for the following Planning Areas:

- Cachagua Area Plan (CACH); adopted 10/26/2010
- Carmel Valley Master Plan (CV); adopted 10/26/2010, amended 2/12/13
- Central Salinas Valley Area Plan (CSV); adopted 10/26/2010
- Greater Monterey Peninsula Area Plan (GMP); adopted 10/26/2010
- Fort Ord Master Plan (FO); adopted 2001 and certified by Fort Ord Reuse Authority (update to FO adopted 10/26/2010 not certified by Fort Ord Reuse Authority)
- Greater Salinas Area Plan (GS); adopted 10/26/2010
- North County, Inland Area Plan (NC); adopted 10/26/2010
- South County Area Plan (SC); adopted 10/26/2010
- Toro Area Plan (T); adopted 10/26/2010
- Agricultural and Winery Corridor Plan (AWCP); adopted 10/26/2010

Litigation

Following adoption of the 2010 General Plan, four lawsuits were filed in late 2010 against the County challenging the certification of the 2010 General Plan Environmental Impact Report and approval of the 2010 General Plan. The County engaged in settlement negotiations for about two years, resulting in settlement of two of the lawsuits. This settlement agreement resulted in the County adopting amendments to the General Plan (described below).

- 1) Carmel Valley Association, Inc. v. Board of Supervisors of the County of Monterey (Monterey Superior Court case no. M109442); case settled. General Plan amended consistent with terms of the Settlement Agreement (February 12, 2013).
- 2) Salinas Valley Water Coalition et al v. County of Monterey (Monterey Superior Court case no. M109451); case settled. General Plan amended consistent with terms of the Settlement Agreement (February 12, 2013).
- 3) LandWatch Monterey County v. County of Monterey (Monterey Superior Court case no. M109434). Supplemental petition challenging February 12, 2013 General Plan amendment filed March 21, 2013. Settlement Agreement entered in early 2015; litigation stayed pending consideration of proposed General Plan amendments and the lawsuit will be dismissed if the amendments are adopted and other settlement conditions are met. Settlement discussions are ongoing.
- 4) The Open Monterey Project (TOMP) v. Monterey County Board of Supervisors (Monterey Superior Court case no. M109441). Supplemental petition challenging February 12, 2013 General Plan amendment filed March 21, 2013. Settlement Agreement entered in early 2015;

litigation stayed pending consideration of proposed General Plan amendments and the lawsuit will be dismissed if the amendments are adopted and other settlement conditions are met. Settlement Discussion are ongoing.

The County adopted two General Plan Amendments:

County initiated amendment of the Carmel Valley Master Plan pursuant to terms of a settlement agreement responding to litigation filed by the Carmel Valley Association:

Resolution approving Addendum No. 1 to Final Environmental Impact Report (FEIR) #07-01, SCH#2007121001, and amending Policies CV-1.6 (Residential Build-out), CV-2.17 (Traffic evaluation/methodology), CV-2.18 (Carmel Valley Traffic Improvement Program), CV-3.11 (Tree Protection), and CV-3.22/CV-6.5 (Non-agricultural Development on slopes).

Resolution No. 13-029: Adopted by the Board of Supervisors on February 12, 2013

County initiated amendment of the Public Services Element pursuant to terms of a settlement agreement responding to litigation filed by the Salinas Valley Water Coalition:

Resolution approving Addendum No. 2 to FEIR #07-01, SCH#2007121001, and amending Policies PS-3.1 (Long-Term Sustainable Water Supply), PS-3.3 (Domestic Wells) and PS-3.4 (High Capacity Wells).

Resolution No. 13-028: Adopted by the Board of Supervisors on February 12, 2013

County initiated amendments of the 2010 General Plan pursuant to terms of settlement agreements responding to litigation filed by LandWatch Monterey County and The Open Monterey Project.

The County has had continued settlement discussions with LandWatch Monterey County and The Open Monterey Project.

Fort Ord

In 1997, the Fort Ord Base Reuse Plan (BRP) was adopted for the former Fort Ord area. The Fort Ord Reuse Authority was formed with representatives from interested jurisdictions and agencies to oversee implementation of the BRP. The Fort Ord Reuse Authority (FORA) Board of Directors must certify that jurisdictions' general plans within the Fort Ord territory are intended to be carried out in full conformance with the Fort Ord Reuse Authority Act and are consistent with the BRP and FORA's plans and policies. The process for such a consistency review is established by Section 8.01.020 of the FORA Master Resolution.

In 2001, Monterey County amended the County's 1982 General Plan to incorporate a Fort Ord Master Plan with relevant sections of the BRP. In 2002, FORA certified that the Fort Ord Master Plan is consistent with the BRP. In 2010, the County adopted an updated Fort Ord Master Plan as part of the 2010 General Plan, but the Fort Ord Reuse Authority has not certified the 2010 Fort Ord Master Plan. A Transition Plan was adopted by the Fort Ord Reuse Authority (FORA) in December 2018 that required significant staff resources to track and evaluate. Under current state law, dissolution of FORA is scheduled to occur on June 30, 2020.

General Plan Implementation

Since the adoption of the 2010 General Plan, 55 ordinances, plans and programs have been implemented or adopted. In the 2018 for the reporting period of April 2018 to March 2019, the items listed below have been in process. The 2018 Annual Report Summary Matrix, attached as Exhibit 1, indicates the work completed in 2018 on specific General Plan tasks, the corresponding policy references and the next steps to take on these specific tasks. There is currently no update on the General Plan tasks not listed in the 2018 Annual Report.

2018 Annual Progress Report – General Plan Working Progress Tasks *Salinas Valley Zone 2C - Salinas River Ground Water Basin Study, LRWP Task No. 155*

Policy PS-3.1 provides for a study on the state of the Salinas River Groundwater Basin (Zone 2C) relative to quantity, quality, drought, groundwater storage and seawater intrusion. In 2018, an integrated groundwater-surface water hydrogeologic model has been developed to aid in this study. The model will be used to evaluate future water demands of the basin. The Ground Water Basin Study is currently being conducted and is anticipated to be completed in 2020.

Ag Land Mitigation Program (REF160008), LRWP Task No. 154

Policy No. AG-1.12, which requires preparation, adoption and implementation of a program that requires projects involving a change of land use designation resulting in the loss of Important Farmland (as mapped by the Department of Conservation [DoC] Farmland Mapping and Monitoring Program) to mitigate the loss of that acreage. In 2016, the County of Monterey RMA-Planning submitted a Sustainable Agricultural Lands Conservation Program (SALC) grant application to the State of California DoC and was awarded a grant in an amount up to \$182,366. The grant will supplement staff resources regarding the development of the Agricultural Land Mitigation ordinance. Staff is currently working with the DOC to finalize the contract and development program. In 2018, multiple easements were processed to assist in completing this program.

Water and Energy Efficient Landscape Ordinance (REF110056), LRWP Task No. 42, 47 (portion), 61, 89, 97

Water conservation is critical to Monterey County and its residents, and landscaping is a key area where this can be achieved. Requiring installation and maintenance of landscape designs that use less water will result in water conservation. There are six General Plan policies that are related to landscaping and landscape activities, and adoption of a Landscape Ordinance will result in the implementation of those policies. The main principles of four policies (PS-2.8; PS-3.11; PS-3.12; and OD-5.6) are potable water conservation and ground water recharge. Implementation of these policies will require planting with low water use, drought tolerant, and native or native compatible vegetation; designing irrigation systems to be water efficient; and incorporating Low Impact Development landscape techniques to capture and maintain storm water onsite. Implementation of Policies OS-5.14 and S-2.4 require the encouraging the exclusion and eradication of invasive plants and incorporating the use of fire-resistant plants. In

addition to the General Plan policies, state law, the “State Water Conservation in Landscaping Act” requires local jurisdictions to either adopt the State Model Water Efficient Landscape ordinance (MWELo) or a local ordinance that is at least as effective in water conservation. Staff has drafted Coastal and Inland Water and Energy Efficient Landscape ordinances and an accompanying design manual that incorporates the requirements of the General Plan and state law. The ordinances were brought before the Planning Commission at workshops on December 12, 2012 and April 9, 2014. Input and comments were received by the public and commission. Due to the technical nature of the regulations, the design manual was distributed to local landscape architects, contractors and nurseries for review and input. The Planning Commission considered the draft ordinances and recommended approval to the Board of Supervisors on March 25, 2015. On April 15, 2015, the Governor of the State of California issued Executive Order B-29-15 revising the MWELo, resulting in the need for staff to revise the proposed ordinances. Staff revised the ordinances accordingly, and the ordinances were introduced at the Board of Supervisors on February 23, 2016. The Board of Supervisors directed further consultation with the interested public, and staff was scheduled to present a status update to the Board multiple times in 2016. Staff presented the revised ordinance to the Board of Supervisors at its meeting of October 23, 2018. The Board of Supervisors directed staff to work with the development community members to revise the ordinance.

Development Evaluation System (REF120030), LRWP Task No. 35

Community Areas, Rural Centers and Affordable Housing Overlay Districts are identified as areas of top priority for future development. Outside of those areas, Policy LU-1.9 of the General Plan requires a Development Evaluation System (DES) be established to provide a systematic, consistent, predictable and quantitative method for decision-makers to evaluate developments of five or more lots or units and developments that will have the equivalent or greater impact regarding traffic, water or wastewater. Staff has been working on developing the evaluation system and has received input from various stakeholders. In February 2015, a Planning Commission workshop was conducted. The public requested additional discussion with staff and the Commission directed further outreach to stakeholders primarily to resolve agricultural development in relation to the policy. As a result, a DES Focus Group was created. Staff held three meetings with the group in late 2015 and early 2016 and conducted a Planning Commission workshop on November 29, 2017. On May 30, 2018, staff held a second Planning Commission workshop on the DES based on comments received from LandWatch. The Planning Commission directed staff to finalize the appropriate thresholds for water and wastewater, appropriate methodology for calculating traffic, refine the DES scoring methodology, and conduct further research on the proposed exemptions. Once this work is completed, staff will return to the Commission for a third workshop with a complete draft DES to allow final consideration prior to making their recommendation to the Board of Supervisors. A Board of Supervisor hearing to consider final adoption of DES is planned for in the 2019-2020 Long Range Work Program.

Zoning Maps Update (REF140023), LRWP Task No. 44

This task requires both an update to the zoning maps and the development of new zoning regulations within the inland zoning ordinance (Title 21) to develop new zoning and overlay districts that were established by the 2010 General Plan. Staff is currently revising these draft regulations to incorporate comments received from the Planning Commission and the Housing Advisory Committee. Staff began drafting the Mixed-Use Zoning Ordinance; however, due to staff constraints, updates to the zoning maps have been placed on hold. Based on the uncertainty of resources at this time, staff needs to assess priorities for completing this task.

Community Climate Action Plan (REF120045), LRWP Task No. 14

Policy OS-10.11 requires the County to adopt a greenhouse gas reduction plan with a target to reduce emissions by 2020 to a level that is 15% less than 2005 emission levels. With assistance from the Association of Monterey Bay Area Governments (AMBAG), an inventory of 2005 baseline emissions has been completed. Staff has forecasted 2020 emission levels based on a Business as Usual scenario, assuming no efforts are made to reduce emissions. RMA staff has lead stakeholder outreach efforts. Public meeting and an online poll was posted on the County web-site to obtain feedback from the public the importance of climate change and get ideas/suggestions on how to address climate change. A focus group was formed to develop a list of reduction measures for inclusion in the plan. A contract proposal from ICF International has been received to prepare a model and detailed analysis of reduction measure costs and benefits to complete the Community Climate Action Plan. Once completed staff will manage the preparation of the CEQA document and processing through hearings. No significant action has taken place on the Community Climate Action Plan (CCAP) as staff resources shifted. As part of the 2018/19 FY budget, position(s) allocated to the Go Green! Program were deleted. Based on the uncertainty of resources at this time, staff needs to assess priorities for completing this task.

Conclusion

Since the adoption of the Long-Range Work Program, 55 General Plan tasks have been completed.

Housing

2018 Update - East Garrison Housing Development– (PLN030204, Greater Monterey Peninsula Area Plan)

On October 4, 2005, the Board of Supervisors approved entitlements to allow development of the East Garrison area within the former Fort Ord Army Base. The entitlements included adoption of the East Garrison Specific Plan (EGSP) and a Combined Development Permit. The EGSP outlines distribution, location and extent of land uses and major infrastructure components and includes implementation measures and design guidelines for development. The Combined Development Permit included a vesting tentative map for the creation of parcels and construction of approximately 1400 residential dwelling units (plus option for 70 additional carriage units), commercial and public uses, and public facilities.

The East Garrison Community includes three phases of development along with a Town Center and a Historic-Arts District. Since its approval in 2005, the Final Maps for Phases 1, 2, and 3 have been recorded. Horizontal construction (subdivision improvements) for Phases 1 and 2 has been completed, and vertical construction of new homes is under way.

Phase I – 394 Residential units developed

2016 - Constructed Development:

329 Single Family Dwellings/Townhomes (52 Single Family Dwellings pending construction)

65 Manzanita Place - low income apartments

Two (2) - Neighborhood parks.

Phase II – 349 Residential units developed

2016 -17 Constructed Development:

349 Single Family Dwellings/Townhomes (78 Single Family Dwellings pending construction)

Lincoln Community Park, a 6-acre park was completed in 2017

In Phase II a new fire station and two (2) neighborhood parks were completed in 2018. A 65-unit low income apartment complex is anticipated to be completed in 2022, pending funding.

Phase III – 92 Residential units developed

92 Single Family Dwellings/Townhomes in various stages of construction (305 Single Family Dwellings pending construction)

The Final Map and subdivision improvement agreement for Phase 3 were submitted to and accepted by the Monterey County Board of Supervisor on December 12, 2017. Phase 3 infrastructure construction began in 2017. Vertical Construction of Phase 3 began in 2018, and will include the 34,000 sf. commercial Town Center development and park, the Historic-Arts District, an additional neighborhood park, and a new public library.

Exhibit 1 - 2018 Annual Report Summary Matrix (April 2018 –March 31, 2019)

Task Description (File No.)	Program Area MCC/Title	Policy Reference Completion Goal/Target Date	Work Completed in 2018	Next Steps
Annual Report (2018) (REF19011)	GP (Inland)	Planning and Zoning Law Gov't Code Section 65400	2018 Annual Report prepared on March 2019	Prepare 2019 Annual Report in March 2020.
Ag Land Mitigation Program (REF160008) (Ag Land Conservation Program)	GP (Inland) Title 21	AG - 1.12 AB 823	In 2018, the program grant was extended to June 2019. Staff is working with the Department of Conservation to finalize the Ag Land Program. Multiple easements have been processed in 2018 to assist in completing this program.	Currently working with the DOC to finalize contract and development program.
Ag Conversion Mitigation Program (REF130046)	GP (Inland) Title 21	AG-1.12; GS-6.1	(See Ag Land Mitigation Program Above)	(See Ag Land Mitigation Program Above)
Salinas Valley Zone 2C Salinas River Groundwater Basin Study BOS Referral #: 2014.0 (REF140088)	GP (Inland) Board Referral	PS-3.1 BOS Referral No: 2014.01 Rep. to the BOS 5 Year Intervals	Year 4 (5-year study) work program was provided (See Task No. 79)	The Ground Water Basin Study is anticipated to be completed in 2020.
Water and Energy Efficient Landscape Ord. (REF110056)	GP / Alternate Energy Countywide	(EECBG)	On October 23, 2018, the Board of Supervisors held a hearing on the draft landscape ordinance.	Per the BOS direction, staff will work with the local development community to refine the ordinance and bring it back to the BOS in 2019-2020 for adoption.

Exhibit 1 - 2018 Annual Report Summary Matrix (April 2018 –March 31, 2019)

Task Description (File No.)	Program Area MCC/Title	Policy Reference Completion Goal/Target Date	Work Completed in 2018	Next Steps
Development Evaluation System (REF120030)	GP (Inland) Title 21	LU-1.19; C-2.4, 2.5; OS-3.5, 3.6, 5.3; S-1.8, 2.7, 2.9, 3.8, 6.5; PS-1.3, 2.3, 3.1, 3.13, 4.5, 4.6; CV-1.6 1 Year (Oct 26, 2011)	On May 30, 2018, the Planning Commission was provided with a DES from staff and from Landwatch. The PC directed staff to consult with LandWatch, analyze their version, and prepare and return to the Commission to receive a recommendation to the Board of Supervisors for their consideration.	Staff will present the updated DES to PC in 2019. BOS Hearing to consider adoption of the DES ordinance is planned for 2019/2020.
Update Zoning Classification (Zoning Maps): POR; Urban Reserve (UR) Overlay; Community Plan (CP) Overlay; Resource Conservation (RC) Overlay; AWCP Overlay; STA Overlay; Affordable Housing (AHO) Overlay; Ag Buffers (AB) Overlay; Visually Sensitive (VS) Overlay; Design (D) District; Site Control District (S); CV RD Setback; Urban Residential-Mixed Use; Rural Residential; Ag Support Facilities; Study Area (REF140023)	GP (Inland) Title 21	LU-2.8, 2.12, 2.16, 2.18, 2.24, 2.28, 2.34, 2.35, 3.1, 4.1, 5.1, 6.1,6.2, 9.4; AG-1.7, 2.1, 2.2, 2.9, 3.3; CACH-1.2, 1.3, 1.5, 3.1; CV-1.12, 1.20, 1.22, 1.23,1.25, 1.27, 3.1; CSV-1.1, 1.3, 1.4,1.5,1.6, 1.6, 1.7, 3.1; GMP-1.6, 1.7, 1.8, 1.9, 3.3; GS-1.1, 1.2, 1.3, 1.8, 1.9, 1.13; NC-1.4; T-1.4, 1.7; AWCP-4.4	Due to staff constraints, updates to the zoning maps have been placed on hold.	Based on the uncertainty of resources at this time, staff needs to assess priorities for completing this task.

Key	
BOS	Board of Supervisors
CCC	California Coastal Commission
DOC	Department of Conservation
DOF	Department of Finance
GP	2010 General Plan
HEU	Housing Element Update
LCP	Local Coastal Program
Ord.	Ordinance
Res No.	Resolution Number
SRGBS	Salinas River Groundwater Basin Study

Attachment A - Exhibit 2 Annual Progress Report for the 2015-2-23 Housing Element

The 2018 Housing Element Annual Progress Report is the first under new state laws relating to transparency and reporting requirements. The APR uses a new reporting format that captures information at the project level for: applications for residential development deemed complete; entitlements approved; building permits issued; and, certificates of occupancy issued. With this new reporting format, HCD will be able to track construction of new housing from initial application through the issuance of the certificate of occupancy. The following information summarizes the application, entitlement, building permit and certificate of occupancy activity found in Tables A and A2 of the new reporting format which must be filed electronically online.

- 76 Applications Deemed Complete
 - 66 New SFDs Approved
 - 8 New ADUs Approved
 - 2 New Employer-Sponsored Housing Units
- 71 Units Entitled
 - 63 New SFDs
 - 8 New ADUs
- 234 Building Permits Issued
 - 225 New SFDs
 - 9 New ADUs
- 344 Certificates of Occupancy Issued/Building Permit Final
 - 261 New SFDs
 - 5 New SFDs
 - 3 New Transitional Housing Units capable of housing up to 18 people who are homeless or at-risk of homelessness
 - 75 New Employer-Sponsored Housing Units with the capacity to house up to 600 people

Table B provides information on a year by year basis from 2015 through 2018 about the County’s progress towards meeting its Regional Housing Allocation Needs (RHNA) obligations, and are summarized here:

Income Level	RHNA Allocation	Total Units to Date	RHNA Obligation Remaining
Very Low	374	219	155
Low	244	13	231
Moderate	283	27	256
Above Moderate	650	995	
Total RHNA/Units	1,551	1,254	642

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APPENDIX 3—ACTION PLAN SORTED BY PRIORITY

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APPENDIX 3—ACTION PLAN SORTED BY PRIORITY

In the following table, recommendations have been sorted by priority and appear in sequential order within each priority grouping. However, Recommendations #71–#76 appear at the top of the list since they should be implemented first.

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #71: Create two distinct departments—a Community Development and Housing Department and a Community Services Department—and align the necessary functional units accordingly.	A	Begin immediately, complete by December 31, 2020	Board of Supervisors, County Executive Team, RMA management, Department of Human Resources, and individual team members	Establishes an organizational alignment that provides for employee collaboration, process efficiency, resource consolidation, responsibility concentration, supervisory accountability, and ultimately, improved customer service and stakeholder satisfaction.
Recommendation #72: Empower the Human Resources Department to create the Community Development and Housing Director and the Community Services Director classifications.	A	Begin immediately, complete by December 31, 2020	Board of Supervisors, County Executive Team, and Department of Human Resources	Establishes leadership positions consistent with recommended organizational structure.
Recommendation #73: Empower the County Administrative Officer and Human Resources Director to recruit and appoint the Community Development and Housing Director and the Community Services Director.	A	Begin immediately, complete by December 31, 2020	County Administrator and Department of Human Resources	Fills leadership positions consistent with recommended organizational structure.
Recommendation #74: Empower the County Administrative Officer and County Counsel to draft the necessary Monterey County Code sections to accommodate the recommended organizational and staffing changes and present to the Board of Supervisors for approval.	A	Begin immediately, complete by December 31, 2020	Board of Supervisors, County Administrative Officer, and County Counsel	Codifies recommended organizational and leadership structure.

LEGEND

- A Recommendation mandatory or critical
- B Strongly recommended
- C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #75: Move the housing functions to the Planning Services Division of the proposed Community Development and Housing Department and have the Housing Program Manager report to the Chief of Planning, at the at the same organizational level as the two Planning Managers. Staff the housing unit with the three Redevelopment/Housing Project Analysts.	A	Begin immediately, complete by December 31, 2020	Board of Supervisors, County Executive Team, RMA management, Department of Human Resources, and individual team members.	Establishes an organizational alignment that provides for employee collaboration, process efficiency, resource consolidation, responsibility concentration, supervisory accountability, and ultimately, improved customer service and stakeholder satisfaction.
Recommendation #76: Retain the economic development functions in the County Administrator's Office; reclassify the vacant Management Analyst III position to Economic Development Manager; and staff the division with the proposed Economic Development Manager, the existing Management Analyst II, and the existing Senior Secretary.	A	Begin immediately, complete by December 31, 2020	Board of Supervisors, County Executive Team, RMA management, Department of Human Resources, and individual team members.	Establishes an organizational alignment that provides for employee collaboration, process efficiency, resource consolidation, responsibility concentration, supervisory accountability, and ultimately, improved customer service and stakeholder satisfaction.
Recommendation #1: Contract for completion of the necessary 2010 General Plan implementation ordinances and policies by June 30, 2021.	A	90 days to approve contract; tasks complete by June 30, 2021	RMA management	Clarifies the policy environment within which development, entitlement, and land-use decisions are made.
Recommendation #4: Require and facilitate or conduct training on ethics for all employees involved in the land-use entitlement and permitting process based upon the rubric and materials published by the American Institute of Certified Planners.	A	180 days	County Executive Team, RMA management, and individual team members	Affirms transparent, fair, and ethical decision-making processes in local land-use planning.

LEGEND

- A Recommendation mandatory or critical
- B Strongly recommended
- C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #5: To improve service to all planning stakeholders, build a culture that emphasizes procedural and substantive due process for the planning practices in the County.	A	Set expectations immediately upon acceptance of Final Report, reinforce over time	County Executive Team, RMA management, and individual team members	Promotes champions of due process and public trust.
Recommendation #9: RMA staff must regularly update data in all computerized data management systems, such as Accela—preferably each time a project record is accessed, as appropriate.	A	Immediately upon acceptance of Final Report	RMA management and individual team members	Ensures accurate and timely workload information to allow for full understanding of workloads and the prioritization of resources.
Recommendation #10: The RMA must mature its management report systems to provide meaningful information to managers on project commitments, deadlines, milestones, and status.	A	Immediately upon acceptance of Final Report	RMA management	Ensures accurate and timely workload information to allow for full understanding of workloads and the prioritization of resources.
Recommendation #11: RMA managers must review important project performance data, including assignments, deadlines, and milestones, no less than weekly to determine project status and allocate financial and human resources.	A	Immediately upon acceptance of Final Report	RMA management	Provides for timely and proper assignment of resources and agile response to adverse conditions.
Recommendation #13: RMA managers must review the permit streamlining report each day and assign necessary resources to ensure that the important statutory deadline of 30 days is met.	A	Immediately upon acceptance of Final Report	RMA management	Provides for timely and proper assignment of resources and agile response to adverse conditions.
Recommendation #15: To accurately manage Planner workload, Planning Managers must assign projects to Planners in a timely manner.	A	Immediately upon acceptance of Final Report	RMA management	Provides for timely and proper assignment of resources and agile response to adverse conditions.

LEGEND

- A Recommendation mandatory or critical
- B Strongly recommended
- C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #16: To properly monitor workload, Planning staff must update work files and online systems daily.	A	Immediately upon acceptance of Final Report	RMA management and individual team members	Provides for timely and proper assignment of resources and agile response to adverse conditions.
Recommendation #22: Establish a task force of staff involved in the plans examination process, at least one from each respective unit, to eradicate the backlog in the “fast track” list by empowering this task force to make decisions about moving each project forward expeditiously.	A	90 days	RMA management and individual team members	Clears out backlogged projects.
Recommendation #29: Empower Human Resources to prioritize recruitments for all key vacancies occurring within critical professional positions for planning, building, public works, engineering, environmental (water/sewer), and storm drainage disciplines.	A	90 days, by September 30, 2020	County Executive Team and RMA management	Assists in curing RMA work backlogs and stakeholder satisfaction issues.
Recommendation #30: Strategically eliminate the long-term vacancies with little hope of funding to match available resources and clarify the actual labor force available to serve the community.	A	Next budget cycle, after staffing priorities are established	County Executive Team and RMA management	Assists in curing RMA work backlogs and stakeholder satisfaction issues.
Recommendation #31: Fill the vacant Chief of Building Services position in Building Services as quickly as possible.	A	180 days	County Executive Team and RMA management	Assists in curing RMA work backlogs and stakeholder satisfaction issues.
Recommendation #32: Fill the vacant Building Plans Examiner position in Building Services as quickly as possible.	A	180 days	County Executive Team and RMA management	Assists in curing RMA work backlogs and stakeholder satisfaction issues.
Recommendation #33: Fill the vacant Civil Engineer and Water Resources Hydrologist positions in Environmental Services as quickly as possible.	A	180 days	County Executive Team and RMA management	Assists in curing RMA work backlogs and stakeholder satisfaction issues.

LEGEND

- A Recommendation mandatory or critical
- B Strongly recommended
- C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #34: Fill the vacant Assistant and Civil Engineer positions in Development Services as quickly as possible.	A	180 days	County Executive Team and RMA management	Assists in curing RMA work backlogs and stakeholder satisfaction issues.
Recommendation #35: Eliminate the one vacant Supervising Planner position in Planning Services and create two Associate Planner positions.	A	Immediately upon acceptance of Final Report	RMA management	Increases management accountability and creates capacity to process workloads as recommended in this report.
Recommendation #36: Do not fill the Chief of Planning position in Planning Services through an external recruitment; rather, preserve this position for internal assignment.	A	Immediately upon acceptance of Final Report	RMA management	Creates capacity for the organizational realignments recommended in this report.
Recommendation #37: Retain the Parks Chief position.	A	Immediately upon acceptance of Final Report	RMA management	Ensures professional development, maintenance, and operations of County parks.
Recommendation #39: Authorize some overtime to eliminate backlogs in critical functions, such as planning, building plans examination, and environmental services.	A	Immediately upon acceptance of Final Report	RMA management	Clears existing backlogs, improves customer service, and establishes staff accountability.
Recommendation #42: Evaluate the Parks Chief compensation package to ensure competitiveness.	A	180 days	Board of Supervisors, County Executive Team, RMA management, and Department of Human Resources	Provides for competitive recruitment of qualified professional.
Recommendation #58: Contract with Accela to develop the necessary management reports that provide workload assignment, application aging, next steps, deadlines, milestones, and review times to facilitate critical management decisions.	A	Contract immediately, all reports complete and in routine use by December 31, 2020	RMA management	Provides for timely and proper assignment of resources and agile response to adverse conditions.

LEGEND

- A Recommendation mandatory or critical
- B Strongly recommended
- C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #59: Train and require all managers to use Accela management reports and provide this data to senior management weekly, transitioning to monthly when performance improves.	A	By December 31, 2020	RMA management	Provides for timely and proper assignment of resources and agile response to adverse conditions.
Recommendation #3: Emphasize the use of the various Land Use Advisory Committees to assist in connecting project proponents, Planning Services staff, and community members in a productive dialog regarding land-use policy and development proposals.	B	90 days	RMA management	Assists in connecting project proponents, planning, staff, and community members in a productive dialog regarding localized land-use policies and development proposals.
Recommendation #12: Create and clearly define divisions, management, staff, and workload between advance and current planning operations.	B	90 days	RMA management	Increases mission clarity and results accountability along divisional/supervisory units.
Recommendation #17: Assign condition compliance results workload to the planner who managed the original entitlement and is most familiar with the project.	B	90 days, by December 31, 2020	RMA management and individual team members	Improves accountability for conditions compliance workload.
Recommendation #18: Create a process to coordinate and prioritize the inspection workload of the Code Enforcement inspectors between the Planning Services and Building Services Managers, using Accela to manage the data such that conditions of approval inspections become a routine aspect of the inspection workload. Institute clear reporting lines for assigned staff members so issues are routinely elevated to either Planning Services or Building Services staff as necessary to routinely resolve issues.	B	90 days, by December 31, 2020	RMA management and individual team members	Improves accountability for conditions compliance workload.

LEGEND

- A Recommendation mandatory or critical
- B Strongly recommended
- C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #20: Develop a system of priorities for plans examination workload based, at a minimum, on volume of request, complexity of review, stakeholder risk of delay, and statutory requirements.	B	180 days, by December 31, 2020	RMA management	Aligns workforce with workload and priorities.
Recommendation #25: Examine permits type workload and maximize the issuance of one-stop, over-the-counter permits as appropriate.	B	180 days, by December 31, 2020	RMA management	Provides consistent customer service response during peak workloads.
Recommendation #26: Continue to develop video techniques to accomplish routine building inspection tasks, considering both live video conferences and online submission of videos for one-day review by staff.	B	180 days, by December 31, 2020	RMA management	Improves building inspection customer service while reducing unproductive travel time.
Recommendation #27: Consider extending the number of days available for south County inspections to three days per week and allow for flexibility for inspections five days per week where timeliness is important to the construction cycle.	B	180 days, by December 31, 2020	RMA management	Improves building inspection customer service to South County projects.
Recommendation #44: Provide for continuing education, licensing, and development of Planning Services and Building Services staff members, so that expertise in these units is nurtured and retained.	B	One year	RMA management and Department of Human Resources	Develops credibility in “grow your own” training programs.
Recommendation #45: Develop an agency-wide training curriculum, to include technical, interpersonal, supervisory, management, and leadership skills. Consider consulting with the California State Association of Counties for program development.	B	One year	RMA management and Department of Human Resources	Provides organizational consistency in “grow your own” training programs.

LEGEND

- A Recommendation mandatory or critical
- B Strongly recommended
- C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #46: Consider purchasing and implementing an electronic training program so that all employee training can be tracked, monitored, and supported.	B	One year	RMA management and Department of Human Resources	Provides organizational consistency in “grow your own” training programs.
Recommendation #49: Assign a process improvement champion to oversee the development and implementation of policies, procedures performance measures, and results monitoring.	B	90 days, by June 30, 2021	RMA management	Promotes the establishment of internal best practices, provides career growth for staff in developing and implementing best practices, and improves customer service.
Recommendation #51: As necessary, update the Facilities Condition Assessment and develop a comprehensive multiple-year priority for facility renovations and repairs. Parks facilities should be coordinated with the Parks Master Plan development.	B	One year	RMA management	Assesses conditions, sets priorities, establishes service levels, and identifies funding gaps.
Recommendation #52: Accelerate the completion of a comprehensive Parks Master Plan to assess the condition and complexity of the County’s parkland, trails, and open space and develop a realistic roadmap to sustainably support parks, trails, open space, and recreation services.	B	One year	RMA management	Assesses conditions, identifies community desires, sets priorities, establishes service levels, and identifies funding and service-level gaps in parks facilities and programs.
Recommendation #53: Determine the realistic amount of County financial resources available to fund Public Works activities, capital improvements, infrastructure maintenance, and repairs from 2020 through 2026.	B	180 days, by next budget cycle	RMA management	Assesses conditions, sets priorities, establishes service levels, and identifies funding gaps in public infrastructure.

LEGEND

- A Recommendation mandatory or critical
- B Strongly recommended
- C Recommended



County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #54: Establish and analyze a two-year priority list of tasks for Public Works, for 2020 through 2022, and have the list approved by the County Administrative Office. This approved list will then become a two-year work program for Public Works. It will contain phases and deadlines to complete each task outlined within the 24 months allocated. Establish a new list for each subsequent two-year period by no later than the June in the first year of the period, completing the six-year cycle in 2026.	B	180 days, by next budget cycle	RMA management	Assesses conditions, sets priorities, establishes service levels, and identifies funding gaps in public infrastructure.
Recommendation #60: Create, implement, and publish standards for electronic file storage and require their consistent use.	B	90 days	RMA management	Reduces confusion and staff frustration and increase efficiency existing documents.
Recommendation #61: Create, implement, and publish standard templates for all common documents and require their consistent use.	B	90 days	RMA management	Increases consistency and efficiency when creating routine documents.
Recommendation #65: Provide the division chiefs, managers, and supervisors with full electronic access and review of the division and RMA budgets.	B	30 days, by September 30, 2020	RMA management	Increases project accountability and facilitates timely task completion.
Recommendation #66: Review and evaluate increasing the signature authority of managers, supervisors, and staff to allow more flexible and responsive problem-solving by frontline employees.	B	30 days, by September 30, 2020	RMA management	Increases project accountability and facilitates timely task completion.
Recommendation #2: When unclear how the General Plan or adopted code should be applied, staff should prepare a policy or code interpretation for presentation to the Planning Commission and/or Board of Supervisors as appropriate, for affirmation or codification.	C	One year	RMA management	Provides agility and consistency in responding to future policy interpretations.

LEGEND

- A Recommendation mandatory or critical
- B Strongly recommended
- C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #6: RMA managers must provide transparent, clear, and simplified project status and performance data to applicants and stakeholders as a first step to restore public trust, such as with the General Plan implementation.	C	By April 2021 for next General Plan Update to Board of Supervisors	RMA management and individual team members	Ensures accurate and timely communication and builds and maintains trusted relationships with stakeholders over time.
Recommendation #7: The RMA should return to a simplified method of reporting on the General Plan implementation status that consolidates and isolates General Plan tasks similar to the tables provided before 2014, such that stakeholders can easily track the RMA's progress in implementing the General Plan. Important context on the RMA's efforts, priorities, and workload should still be provided in updates to the community and policy makers.	C	By April 2021 for next General Plan Update to Board of Supervisors	RMA management and individual team members	Builds and maintains trusted relationships with stakeholders over time through clear and concise communication regarding General Plan implementation task status.
Recommendation #8: Develop a schedule for reporting on projects to the Board of Supervisors that balances accountability, productivity, and timeliness. For example, semi-annual updates on routine matters and special updates on critical issues promptly as required.	C	180 days	County Executive Team and RMA management	Improves communication to policy makers while reducing burdens on staff that limit the amount of time that can be devoted to actual project management, task accomplishment, and stakeholder engagement.
Recommendation #14: Develop, publish, and commit to a standard service level and review time for planning review and determination.	C	One year	RMA management	Sets performance expectations among staff and stakeholders.
Recommendation #19: Develop, publish, and commit to a standard service level and review time for building plans review and permitting.	C	One year	RMA management	Sets performance expectations among staff and stakeholders.

LEGEND

- A Recommendation mandatory or critical
- B Strongly recommended
- C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #21: Develop a standardized checklist to be used for both in-house and contract plan check to facilitate use of outside contract resources and ensure consistency in the plan check process.	C	One year	RMA management	Provides consistency in methods and outcomes when responding to peak workloads.
Recommendation #23: Use contracts with plans examination firms to balance peak workloads. Utilizing contract plan check resources funded by applicants can assist to even out the workload during periods of peak demand at no new cost to the County.	C	90 days	RMA management	Provides consistent customer service response during peak workloads.
Recommendation #24: After establishing a system of customer service commitments, expectations, priorities, and values for plans examination, create a policy that permits some overtime use, as appropriate, to help meet customer service commitments.	C	180 days, by December 31, 2020	RMA management	Provides consistent customer service response during peak workloads.
Recommendation #28: Commit to, and broadly publish, a “next day inspection” service level for building permit inspections.	C	One year, by June 30, 2021	RMA management	Sets performance expectations among staff and stakeholders.
Recommendation #38: Transition key gate entry and operational functions related to cash handling and reconciliation to part-time Park Aid classifications.	C	One year	County Executive Team and RMA management	Increases workforce reliability.
Recommendation #40: Consider an updated pay policy to allow for increased salary competitiveness for certain difficult-to-retain professional classifications, such as Planners, Building Plans Examiners, Building Inspectors, Engineers, and Hydrologists.	C	One year	Board of Supervisors, County Executive Team, and Department of Human Resources	Eases difficulty in hiring professional classifications in the building, construction, and land-use trades in high housing-cost areas.

LEGEND

- A Recommendation mandatory or critical
- B Strongly recommended
- C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #41: Prior to adjusting any position compensation, complete a comprehensive classification and compensation study for the targeted positions.	C	One year	Board of Supervisors, County Executive Team, and Department of Human Resources	Ensures that adjustments are based on a comprehensive classification and compensation analysis to ensure objectivity and fair application of pay policies.
Recommendation #43: Develop a succession plan, working with Human Resources and the represented bargaining units.	C	Two years	RMA management and Department of Human Resources	Provides incentives for employees to participate in “grow your own” training programs.
Recommendation #47: Consolidate land-use and permit application intake, processing, and performance policies and procedures into a comprehensive manual.	C	One year	RMA management and individual team members	Provide for consistency and efficiency in work processes and facilitates onboarding of new employees.
Recommendation #48: Apply the principles for policies, procedures, and practices for results monitoring in the Permit Center to Planning Services, Development Services, Environmental Services, and Building Services.	C	One year	RMA management and individual team members	Promotes the establishment of internal best practices, provides career growth for staff in developing and implementing best practices, and improves customer service.
Recommendation #50: Initiate routine and systematic monthly review of issues and opportunities with the Parks Commission and actively enlist the Commission’s assistance in recruiting volunteers and meeting the County’s open space, park, recreation, and trail objectives.	C	One year	RMA management	Engages the community through volunteerism to identify the community’s desires and understand what the RMA needs to accomplish to meet those desires.
Recommendation #55: Implement a County-wide management system to facilitate planning, prioritizing, and funding maintenance, repair, and replacement of facilities and infrastructure.	C	Following completion of facility condition assessment, implement by June 30, 2022	RMA management	Provides an ongoing mechanism to manage the lifecycle of County assets and identify repair refurbishment requirements and priorities.

LEGEND

- A Recommendation mandatory or critical
- B Strongly recommended
- C Recommended



County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #56: Implement a work order management system to manage daily preventive maintenance and repair tasks.	C	One year, by June 30, 2022	RMA management	Provides an ongoing mechanism to manage and prioritize the routine maintenance of County assets.
Recommendation #57: Implement a field access system that allows maintenance staff to access the work order management while in the field.	C	One year, by June 30, 2022	RMA management	Provides tools for field maintenance personnel to improve work process efficiency and management accountability.
Recommendation #62: Implement a timekeeping system to reduce the centralized effort necessary to process payrolls and increase the forensic value to payroll time data.	C	One year	RMA management	Improves work process efficiency and management accountability.
Recommendation #63: Install Wi-Fi in the parks to facilitate mobile tools for parks employees and consider the revenue-generating possibilities of publicly accessible Wi-Fi.	C	One year by June 30, 2022	RMA management	Improves work process efficiency and customer experience.
Recommendation #64: Improve public interface platforms and links on the website and update information on a regular basis.	C	One year, by June 30, 2021	RMA management and individual team members	Improves customer experience.
Recommendation #67: Develop an onboarding process for all new, transferring, or newly promoted employees in the RMA.	C	One year	RMA management and individual team members	Provides for consistency and efficiency in work processes and facilitates onboarding of new employees.
Recommendation #68: Task administration and financial staff to identify and prioritize key work processes and develop a written, readable process manual for routine RMA processes. Consult other sister agencies for similar examples and the California State Association of Counties for relevant and timely examples.	C	One year	RMA management	Helps new employees understand their responsibilities, how their work contributes to the community, which other employees rely on their work product, and who to go to for assistance.

LEGEND

- A Recommendation mandatory or critical
- B Strongly recommended
- C Recommended

County of Monterey, CA
Review of the Resource Management Agency

Recommendation	Priority	Time Frame	Responsible Party/Parties	Benefit
Recommendation #69: Establish and publish service-level commitments for development-related business processes.	C	One year, by June 30, 2021	RMA management	Sets performance expectations among staff and stakeholders.
Recommendation #70: Develop and report on performance measures for development-related functions.	C	One year, by June 30, 2022	RMA management	Sets performance expectations among staff and stakeholders.

LEGEND

- A Recommendation mandatory or critical
- B Strongly recommended
- C Recommended