

DEPARTMENT: Planning and Building BY: Ed Johnson

PHONE: 966-5151

RECOMMENDED ACTION AND JUSTIFICATION: (Policy Item: Yes ___ No X)
Adoption of a reorganization concept plan consolidating planning and development related functions into the Planning and Building Department and direction to staff to return to the Board with implementation details for staffing, budget transfers, and organizational structure. This is the final phase of the Planning and Building Department Reorganization and is presented in concept form. With Board approval, staff will specify the details for work task transfers as well as staff and budget transfers. It is expected that the transition to fully complete the reorganization will take place over the next six months.

BACKGROUND AND HISTORY OF BOARD ACTIONS:

On June 14, 1994, the Board ordered the transfer of the Air Pollution Control function to the Planning and Building Department and directed staff to review the possible transfer of transportation, septic and wells. On July 11, 1994 staff returned to the Board with the first phase of that reorganization amending the job description of the Planning Director to include Air Pollution Control and other development related functions and creating a Planning Manager position by reclassifying an existing planning position.

LIST ALTERNATIVES AND CONSEQUENCES OF NEGATIVE ACTION:

1. Do not complete transfer of development functions to Planning and Building Department.
2. Direct staff to consider an alternate reorganization strategy deleting from or adding to the proposed transfers.

COSTS: (X) Not Applicable

A. Budgeted current FY \$ _____

B. Total anticipated costs \$ _____

C. Required additional funding \$ _____

D. Internal transfers \$ _____

SOURCE: () 4/5ths Vote Required

A. Unanticipated revenues \$ _____

B. Reserve for contingencies \$ _____

C. Source description: _____

Balance in Reserve for Contingencies, if approved: \$ _____

SPECIAL INSTRUCTIONS:
List the attachments and number the pages consecutively:
Memo to Board of Supervisors _____
- _____
- _____

CLERK'S USE ONLY:
Res. No.: 94-364 Ord. No. _____
Vote - Ayes: _____ Noes: _____
Absent: _____ Abstained: _____
() Approved () Denied
(X) Minute Order Attached () No Action Necessary

ADMINISTRATIVE OFFICER'S RECOMMENDATION:
This item on agenda as:
 Recommended
 Not Recommended
 For Policy Determination
 Submitted with Comment
 Returned for Further Action

The foregoing instrument is a correct copy of the original on file in this office.
Date: _____
ATTEST: MARGIE WILLIAMS, Clerk of the Board
County of Mariposa, State of California
By: _____
Deputy

Comment: _____
A.O. Initials: RP

MARIPOSA COUNTY BOARD OF SUPERVISORS

MINUTE ORDER

TO: ED JOHNSON, Planning & Building Director
FROM: MARGIE WILLIAMS, Clerk of the Board *MW*
SUBJECT: Reorganization Re Planning and Building Dept.
Resolution Number 94-364

THE BOARD OF SUPERVISORS OF MARIPOSA COUNTY, CALIFORNIA,
ADOPTED THIS Order on August 23, 1994

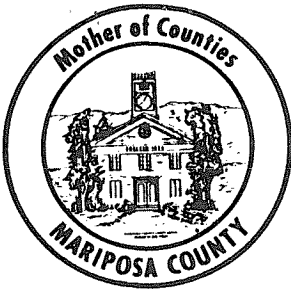
ACTION AND VOTE:

10:06 a.m. Ed Johnson, Planning and Building Director;
Resolution Adopting a Reorganization Concept Plan
Consolidating Planning and Development Related Functions
into the Planning and Building Department; and Direction to
Staff to Return to the Board with Implementation Details for
Staffing, Budget Transfers, and Organizational Structure
BOARD ACTION: Ed Johnson presented staff report, advising
the final details still need to be worked out and the fee
issues will be reviewed during the budget process if the
Board concurs with moving forward with the reorganization.
Mike Edwards/Public Works Director, provided input.
Following discussion, Board concurred with transferring the
related functions from Public Works to Planning. (M)Parker,
(S)Taber, Res. 94-364 adopted waiving the hiring freeze and
authorizing the filling of the Planning Commission secretary
position/Ayes: Unanimous. Discussion was held concerning
the environmental health related functions. Input was
provided by: Richard Wages/Mariposa Tank, stated the
current staffing is the best and that the entire staff
should be moved versus one sanitarian. Bill Greenhalgh/
Greenhalgh Construction and representing the Mariposa
Contractors Association, requested action be postponed until
the Contractors Association has a chance to meet with
Planning and discuss their concerns. Dr. Mosher/County
Health Officer, provided input and advised they are working

Minute Order
August 23, 1994
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with Planning on the reorganization. Direction was given for the Board's committee to explore relocation of the environmental health staff to be near the Planning Department and review the State health contract issue with regards to reorganization.

cc: Mike Coffield, County Administrative Officer
Jeffrey G. Green, County Counsel
Nancy Kyle, Personnel Analyst
Ken Hawkins, Auditor
Mike Edwards, Public Works Director
Dr. Mosher, County Health Officer
File

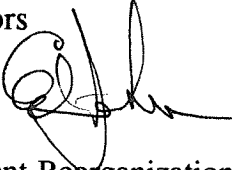


Mariposa County Planning and Building Department

EDWARD J. JOHNSON
Director

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August 17, 1994

TO: Board of Supervisors
FROM: Edward J. Johnson 
SUBJECT: Planning Department Reorganization

RECOMMENDATION

Staff recommends that the Board approve a reorganization concept plan to consolidate planning and development related functions into the Planning and Building Department. These functions involve encroachment permits, subdivision map review, and the Local Transportation Commission (LTC) from the Public Works Department; and wells and septic systems from the Health Department. Staff also recommends that the Board direct staff to prepare the formal details for staffing, budget transfers, and organizational structure and return to the Board for adoption.

DISCUSSION

On June 14, 1994, the Board ordered the transfer of the Air Pollution Control function to the Planning and Building Department and directed staff to review the possible transfer of transportation, septic systems and wells. On July 11, 1994, staff returned to the Board with the first phase of that reorganization amending the job description of the Planning Director to include Air Pollution Control and other development related functions and creating a Planning Manager position reclassifying an existing planning position.

This report describes the final reorganization concept plan for the Planning and Building Department. It involves transfers from the Public Works Department and the Health Department.

Transfers from Public Works:

Staff have identified three areas related to planning and permitting where duties could be transferred to the Planning and Building Department. The first involves the encroachment

permit process. It is proposed to absorb this within the Building Division, with existing counter staff being trained to accept and issue permits, and existing inspectors trained to perform encroachment inspections. Major encroachments, such as underground utilities, would remain with Public Works. It is anticipated that current staff will be adequate since building activity is generally down, but if activity increases, added staff may be necessary later.

The second function involves duties currently performed by the County Surveyor related to land division projects. This involves preparing road-related conditions for subdivision maps and verifying final map compliance with conditions. Most of these activities would be absorbed within the Planning Division.

These two changes would streamline the permit process and provide an opportunity to cross-train existing staff to reduce the overall workload. No new staff are proposed to be transferred from Public Works; any fees currently collected for these services would continue to be collected but most would be retained by the Planning and Building Department. Public Works will thus be relieved of a certain amount of workload, and some fee revenues, and will realign their budget accordingly at final budget hearings.

The third area to be transferred would be the Local Transportation Commission, with the Planning Director acting as Executive Director. The transfer of this function would consolidate transportation, air quality planning, and land use planning in one department. These functions are all inter-related and, although there will be a reduced inter-relationship with road functions and engineering, consolidating them provides a better opportunity for more cohesive long range planning. No staff would be transferred from Public Works with this shift. This is not a full time function, and staff proposes combining it with the Air Pollution Control Officer position previously transferred to the Planning and Building Department from the Health Department. This position would be funded by State Air Quality funds and State Transportation funds. This is not a new personnel authorization, but rather a consolidation of two part-time personnel authorizations currently proposed in separate budget units, under the Health and Public Works Departments.

Salary and benefit costs for Public Works staff currently working on transportation are approximately \$40,000. This same staff would continue to provide approximately 1/2 time to engineering and road related services under contract to the LTC. A realignment of the remaining 1/2 staff time would be required to compensate for reduced workload and reduced fee revenues, and would likely involve the use of funds from the Road Fund and Capital Projects Fund. Details will be addressed at the Public Works budget hearings.

A number of subsequent actions must occur to fully implement this proposal. With the Board's approval of this concept plan, staff will revise the existing class specifications for the Air Pollution Control Officer to include transportation responsibilities and conduct a salary survey. Staff will return to the Board for approval of the class specification, salary range, and authorization to fill the position. Budget transfers from Public Works for the LTC, and from

the Health Department for the Air Pollution Control function will also be brought to the Board during the budget hearings. To specify the related tasks to be transferred, staff will prepare a memorandum of understanding between the Public Works and Planning and Building Departments for immediate approval, followed by ordinance amendments finalizing the transfer.

Transfers from Health Department:

A number of different alternatives were considered by staff, with no alternative providing a convenient and completely effective solution. Consequently, staff proposes that a trial transfer occur to provide the opportunity to test the workability of our proposal.

The Environmental Health Division at the Public Health Department is a small unit composed of 2 State employee sanitarians, 1 County employee sanitarian, 1 part-time sanitarian aide and 1 office assistant. According to the Health Department, the workload consists of septic and well permitting, restaurant and market permitting and inspections, solid waste inspections of active and closed landfills and transfer stations, underground tank regulations, hazardous materials control, institutional and recreational health inspections, housing complaints, and other miscellaneous health issues. As with any small organization, everyone handles a variety of assignments. This structure is complicated by the fact that two staff are State employees paid by the State. Separating a portion of the total work therefore involves not only segmenting duties previously performed by everyone, but also delineating State vs. County contractual and administrative responsibilities.

One alternative considered was to transfer the entire function administratively. This maintained the flexibility for all staff to perform all duties and to coordinate field work and public counter duties to provide maximum service and flexibility. However, this brings inspections of restaurants, pools, etc. to the Planning Department which is not an ideal functional move. It also creates a space problem.

Another alternative considered was to leave all functions administratively within their existing departments, but physically place one sanitarian in the Building Division offices to be available to the general public on a part-time trial basis. This would allow time to test the one-stop concept and work out details of administration, public counter coverage, and field inspections. After such trial period, permanent transfers could occur, if appropriate. This is the alternative favored by Health Department staff. The disadvantage is that public counter services would have to be provided at two locations during this time instead of one, further diluting staff services, and the goal of consolidating all permitting functions under one person to be administratively accountable would not be realized until much later, if at all.

A third alternative is to transfer only the well permitting function and train Building Department staff to handle counter responsibilities and routine well inspections with no transfer of staff. Technical inspections of well construction would remain with Environmental Health. Two problems arise here, however. First this does not consolidate all construction

related permits since wells and septic systems would be handled in different departments. Second, most well fees would be collected and retained by the Planning and Building Department, leaving the Health Department short of revenue. While consolidation of staff functions and salary savings is a goal of reorganization, this is expected to occur over time. The revenue shortfall for the Health Department would be an immediate problem.

The alternative proposed by this reorganization concept plan is to transfer both wells and septic systems, all related fees, and one sanitarian. This proposal transfers only the building related functions and does not require immediate additional space. Also, this should be a revenue neutral proposal, although not totally fee supported. Currently, salary/benefit costs for one sanitarian are approximately \$55,000, but fee revenues are approximately \$40,000. To remain revenue neutral, the Health Department would have to continue to subsidize this function, as they do now, by transferring realignment funds or other revenues to the Planning and Building Department to make up the \$15,000 difference. Another option is to raise fees to match the cost of providing the service. The disadvantage of this proposal is that coverage flexibility is lost since one sanitarian can't be in the field and at the public counter in the office at the same time. Training existing counter staff to assist with public inquiries will take time and may never be sufficient to respond to all situations. In addition, wells and septic systems constitute a large, seasonal part of the Environmental Health workload and it's not clear that one person can handle that workload when it occurs. Further staff transfers or seasonal sharing may be necessary. During the implementation phase of this proposal, staff will examine whether it is necessary to also transfer the sanitarian aide or office assistant, since much of their work is related to wells and septic systems. This would resolve the workload and public counter coverage problems but could create the same problems for Environmental Health. These details will be brought back to the Board with final budget transfer proposals.

For these reasons, staff is proposing a trial transfer to test these assumptions. This would involve a memorandum of understanding with the Health Officer to delineate authority and responsibilities. It would also involve budget transfers of revenues and expenses, and corresponding staff to the Planning and Building Department. These changes will be brought back to the Board during the budget hearings. After a sufficient trial period, more permanent changes involving ordinance amendments will be proposed.

Planning and Building Department changes:

On August 9, staff requested authority to fill the vacant Planning Commission Secretary position, which was continued at staff's suggestion. The Planning Commission Secretary performs a significant amount of counter duties and is a key person in disseminating information to the public. In the above reorganization proposal, increased counter duties are being accepted into the Department to process encroachment permits with no added staff, and additional counter duties are being added for wells and septic systems with very limited additional staff. In order for the one-stop concept to work, the counter must be adequately staffed and all personnel cross-trained. The Planning Commission Secretary is needed just to maintain a current level of service in the Planning Division. With the addition of more work and less

staff performing that work, a team approach with the Planning counter staff, Building counter staff, and Sanitarian counter responsibilities is absolutely necessary. Holding the Planning Commission Secretary position open while preparing a reorganization plan was acceptable for the short term, but that position is key to assembling a functioning one-stop counter operation and should now be filled so that we can be fully staffed to implement the reorganization.

Other Issues:

Some discussion has occurred regarding the name of the Planning and Building Department. Numerous alternatives are available for re-naming the department. At this point in time however, the transfer of the Local Transportation Commission falls within the overall definition of "planning", and wells, septic, and encroachments fall within the overall definition of "building". Therefore, staff does not recommend any change in name for the department at this time.

Implementation Summary:

A number of actions are necessary to complete this reorganization. The first step would be for the Board to approve the overall reorganization concept plan. This would immediately do the following:

- Transfer most encroachment permitting from Public Works.
- Transfer much of the land division review from Public Works.
- Transfer the Local Transportation Commission from Public Works, and appoint the Planning Director as Executive Director.
- Transfer wells and septic from Public Health.
- Transfer one sanitarian from Public Health.
- Authorize filling the Planning Commission Secretary position.
- Authorize combining the Air Quality position and LTC staff position.
- Direct staff to return to the Board with implementation details. This would include a workload/budget realignment for both Public Works and Public Health.

The second step would be for staff to return to the Board with interim implementation actions including the following:

- MOU's with Public Health and Public Works detailing the transfer of responsibilities.

- A new class specification description for Air Quality/Transportation and corresponding salary range with a request to fill the position.
- Budget transfers from Public Health and Public Works to Planning and Building.

The final step would involve ordinance amendments describing the responsibilities for each department and fee collection procedures.

It is anticipated that this reorganization will transition over the next six months before being fully implemented. Following that, the next steps will be to review the permit processes of all these functions to streamline application procedures and cross-train staff.