

SUBMITTAL TO THE BOARD OF SUPERVISORS  
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA



908

FROM: Transportation and Land Management Agency (TLMA)

SUBMITTAL DATE:  
August 31, 2010

SUBJECT: BIA/Riverside County Streamlining Strike Force:  
Progress Report 2010

RECOMMENDED MOTION: That the Board of Supervisors:

1. Receive and file the BIA/Riverside County Streamlining Strike Force Progress Report for FY 09/10;
2. Support the Strike Force continuing to meet on a quarterly basis;
3. Direct the participating departments to continue to submit quarterly implementation progress report updates to the TLMA Director and,
4. Direct the TLMA Director to submit annual progress reports to the Board, quantifying land development system improvements.

George A. Johnson

Director, Transportation and Land Management Agency

GAJ/KMG/pg

(Continued On Attached Pages)

|                   |                               |      |                         |     |
|-------------------|-------------------------------|------|-------------------------|-----|
| FINANCIAL<br>DATA | Current F.Y. Total Cost:      | \$ 0 | In Current Year Budget: | N/A |
|                   | Current F.Y. Net County Cost: | \$ 0 | Budget Adjustment:      | N/A |
|                   | Annual Net County Cost:       | \$ 0 | For Fiscal Year:        | N/A |

|                  |                                     |                          |
|------------------|-------------------------------------|--------------------------|
| SOURCE OF FUNDS: | Positions To Be<br>Deleted Per A-30 | <input type="checkbox"/> |
|                  | Requires 4/5 Vote                   | <input type="checkbox"/> |

C.E.O. RECOMMENDATION:

APPROVE

BY:

Tina Grande

County Executive Office Signature

Policy  
 Policy

Consent  
 Consent

Dept Recomm.:  
Per Exec. Ofc.:

Prev. Agn. Ref. 4/28/09, 3.35

District: All

Agenda Number:

3.75

The Honorable Board of Supervisors  
RE: BIA/Riverside County Streamlining Strike Force:  
August 2010 Progress Report  
August 31, 2010  
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**BACKGROUND:** The BIA/Riverside County Streamlining Strike Force continues to be an effective forum for streamlining land development case processes thereby reducing public and private costs. This report highlights streamlining accomplishments from the Strike Force Annual Report for FY 09/10 and updates the Board of Supervisors on the Deposit Based Fee (DBF)/ flat fee analysis.

**Strike Force Achievements:**

In the February 24, 2009 report to the Board of Supervisors, the BIA/Riverside County Strike Force highlighted current and future streamlining improvements that assist in transparent and cost-effective development processes. Streamlining improvements from FY 09/10 include:

**Entitlement Process Improvements and Future Efforts:**

- The Planning Department's Triage Process was expanded to include Code Enforcement cases, whereby the Code Enforcement Officer and County Counsel participate to expedite resolution of land use violations.
- In response to BIA comments, the Pic-A-Lot program was streamlined.
- Environmental Health developed an On-Line Owners Guide for the operation and maintenance of on-site waste water treatment systems and On-Line Guidelines for on-site waste water plan check submittals. Both documents have been posted on the Environmental Health website.
- A Fast Track and Façade Improvement Committee was formed with EDA to improve management of commercial projects. Issues are resolved early in the process to expedite the permitting process.
- On April 20, 2010, the Board of Supervisors approved the Riverside County Jumpstart Our Business Sectors (J.O.B.S.) program and revisions to Board Policy A-32, which broadened the eligibility criteria for Fast Track Processing.
- By identifying lead roles, the Fire and Transportation Departments expedited case processing. Specifically, Fire is responsible for ensuring secondary access and Transportation sets road width requirements.
- The Hazardous Area Fire Maps approved by the Board of Supervisors on June 22, 2010, have been updated and posted in RCLIS.
- A Parcel Map Guide, prepared to assist the public in the development process, is available on the Planning Department website.

**Future Efforts:**

- Progress continues on the update of the Conditions of Approval library. This project is scheduled to be completed by the end of 2010.
- The Surveyor, Assessor, Flood Control, TLMA Geographic Information System (GIS) and Executive Office are collaborating on funding to enhance GIS parcel data layers.
- In fall 2010, Flood Control will begin training on the newly completed Water Quality Management Plan (WQMP) Manual.

**Plan Check Improvements and Future Efforts:**

- Transportation has reduced street plan check from an average of 35 days to 26 days.
- On September 15, 2009, the Board of Supervisors adopted an amendment to Ordinance 460, allowing the use of liens to replace bonds under certain circumstances, eliminating bonding costs for qualifying subdivisions.

The Honorable Board of Supervisors  
RE: BIA/Riverside County Streamlining Strike Force:  
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**Future Efforts:**

- TLMA is reviewing the system capability and customer benefits in allowing electronic submission of cases.

**Counter Services Improvements and Future Efforts:**

- The Development Application form was redesigned to define property owners' responsibilities in paying DBF fees.
- Credit card payments are now accepted at the Permit Assistance Centers for non-mitigation fee payments.
- TLMA Administrative Services prepared Guidelines for invoice statements to assist customers better understand billing statements.

**Future Efforts:**

- Counter Staff training continued with a focus on Building and Safety to further the "one-stop" shop capabilities of counter staff. Training will continue to address changes to the Building Code and other related issues.

**Cost Reduction Measures and Future Efforts:**

- Transportation set a cap of \$75,000, for the initial inspection fee for street construction, which resulted in lower development start-up costs.
- On July 21, 2009, the Board of Supervisors approved a 50% reduction in Development Impact Fees, effective August 20, 2009 and ending on August 20, 2010. This fee reduction reduced fees to the development industry by \$3,363,912 as of July 6, 2010. On July 27, 2010, the Board of Supervisors extended the 50% DIF fee reduction for one year.
- The Board of Supervisors approved a Western Riverside County Transportation Uniform Mitigation Fee (WRTUMF) fee reduction of \$234/single family dwelling unit and \$164/multi-family project which was in effect from June 29, 2009 to December 31, 2009. On November 24, 2009, the Board of Supervisors approved a 50% reduction in WRTUMF effective January 1, 2010 through December 31, 2010. These reductions resulted in approximately \$2,377,630 in TUMF fee reductions as of July 6, 2010.

**Outreach Improvements and Future Efforts**

- TLMA implemented a document imaging program to facilitate document sharing between departments. To-date, over 100,000 documents were imaged, resulting in greater efficiencies in sharing documents between departments. TLMA IT is working on posting these images in the public domain; the first phase of completion is scheduled for early 2011.
- Procedures and contracts were established to assist newly formed cities in processing transferred development projects.
- An appointment system was established at the permit counters to assist customers and handle peak workloads.
- The Survey Map Preparation Manual was updated and posted to the website.

**Future Efforts:**

- TLMA is preparing to assist the newly incorporated City of Eastvale for a smooth transition of services.

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**Flat v. DBF Fee Recommendations:**

Per Board direction, TLMA and other County development-related departments evaluated the existing DBF cost recovery system comparing it against a flat fee approach for processing land development cases. Planning Commissioners Snell and Petty participated with county staff and BIA representatives and discussed the need for predictability and transparency in permitting costs, ensuring customers pay only their fair share of permitting costs, and the County's requirement for full cost recovery.

In general, the BIA recommended a deposit based fee system with an initial deposit to cover the cost to process an application to a specific step in the review process with supplemental fees requested before the completion of the review. Staff favored this approach on development review applications that are large and complex and included predictable milestones in the review process.

Projects that are eligible for flat fees are characterized by predictable, typically single-department staff work, at low project cost without much cost deviation. The Departments of Building and Safety, Surveyor, Transportation and Department of Environmental Health have identified case types that are eligible for a fee study to set a flat fee rate. The fee studies, when completed, will be discussed with the BIA/County Strike Force, prior to any amendment to Ordinances 671 and 457 and public hearings with the Board of Supervisors.

**Conclusion:**

The Strike Force continues to be an effective forum for discussing improvements to the land development process and fees and strategies for addressing new state and local requirements. The Strike Force effort has received a CSAC Challenge award and the BIA presented a Special Recognition Award to the TLMA Agency Director for his leadership and commitment to the Strike Force program. TLMA continues to receive inquiries from other counties and cities interested in learning about the successes that have resulted from the Strike Force.

It is recommended that the Board of Supervisors continue its prior direction that the TLMA Director, working with BIA and County Strike Force members, continue to meet quarterly, implement program improvements, plan for future needs and report to the Board on an annual basis, with interim reports provided to the Board on an as-needed basis. TLMA and other County development-related departments are in the process of updating fee studies and related ordinance amendments for case types that warrant conversion from DBF to flat fee.

**BIA/RIVERSIDE COUNTY STRIKE FORCE - Reporting Period: July 2008 through July 2010**  
**Departmental Report: ADMINISTRATIVE SERVICES**

| Identified Goal/Benefit  | Action Plan  | Ongoing Programs | Measurement  | Outcome  |
|--|--|------------------|--|--|
| <p><b>Counter Streamlining</b> to provide integrated, one-stop customer service resulting in improved predictability, consistency and service to the general public. Improved project management for commercial/industrial projects and tract subdivision development.</p> | <p>a.) The second phase of counter staff training workshops began in October 2009 and was completed June 2010. The workshops focused on Building and Safety policies, practices and procedures, enhancing the knowledge and understanding of all front counter staff. Additional focused workshops will commence fall of 2010.</p> <p>b.) A Fast Track and Façade Improvement Committee was formed to improve communication and project management for commercial development. The committee is composed of staff from EDA, TLMA Administrative Services, Planning, and Building and Safety.</p> <p>c.) To assist customers and to handle peak workloads, an appointment system was established.</p> |                  | <p>a.) Workshops are conducted bi-weekly, 100 % attendance is required by front counter staff and monitored by each participating department supervisor. At the conclusion of each workshop, all attendees must demonstrate proficiency in the subject matter.</p> <p>b.) Monthly meetings are conducted to discuss, and identify upcoming and on-going projects that may have possible conflicting departmental requirements. Success is measured by the expedited process for fast track commercial and façade improvement projects.</p> <p>c.) This is a newly initiated program, at the next reporting period, information regarding the number of appointments, lobby waits, and types of appointments will be available.</p> | <p>a.) From April through June 2010, 100% of front counter staff participated in the training workshops. Combining Planning and Land Use services reduced public station visits by half, leading to greater efficiency for staff and public. Land Use staff have been trained in cashiering to ensure coverage, allowing for flexibility in staff duties and expediting service to customers.</p> <p>b.) Since February 2010, 35 projects have been identified. The monthly meetings allow issues be resolved early on in the process, which streamlines project approval and expedites the permitting process. Time savings will be measured during the next reporting period. To-date, feedback from EDA has been very positive.</p> <p>c.) This is a newly created program. The initial response has been positive.</p> |
| <p><b>DBF System Enhancements</b> to support system improvements by examining the benefit of flat fees.</p>  |  |                  | <p>a.) DBF cases from 2006 to 2008 were evaluated to determine if there was a "typical" cost that would warrant a change to a flat fee. This list is being reviewed in light of streamline processing improvements. This new data will be used for the final recommendation for flat fee cases.</p>  | <p>a.) The Strike Force discussed ProjectDocs, a software program used by various jurisdictions to expedite electronic submissions. Currently, TLMA is investigating the costs and benefits related to implementing this, or an alternative program.</p>   |
| <p><b>TLMA Website Enhancements</b> to allow posting of information quickly and efficiently. Investigate the viability of electronic submission of development applications.</p>   |  |                  | <p>a.) TLMA is reviewing system capability to allow electronic submission. Viability will be determined in 2011.</p>   | <p>a.) Pending. Project will be multi-year and will be dependent upon financing available for the project.</p>   |

**BIA/RIVERSIDE COUNTY STRIKE FORCE - Reporting Period: July 2008 through July 2010**  
**Departmental Report: ADMINISTRATIVE SERVICES – Continued**

| Identified Goal/Benefit  | Action Plan  | Ongoing Programs   | Measurement  | Outcome   |
|--|--|--|--|---|
| <b>Enhance visibility and accessibility of TLMA Ombudsman to improve customer service, transparency and predictability within the land development system.</b> | a.) Review types of inquiries and categorize by department.  | a.) The Ombudsman prepares a Quarterly Report that classifies inquiries by type of contact (e.g. letter, Web, etc.), Supervisorial District, County Department and type of issue. The Quarterly Report is shared with TLMA department heads with the goal of improving programs. |  | a.) April 10- June 10', Ombudsman Quarterly Report reflects 462 inquiries, 17% of the inquiries came from the 3rd Supervisorial District; 22% of the inquiries came from the 2nd Supervisorial District; 16% of the inquiries came from the 1st Supervisorial District; 27% came from the 5th Supervisorial District the remaining were from the 4th Supervisorial District. 68% of the inquiries were Planning and Building and Safety-related and 20% were Code Enforcement-related. The remaining 12% were related to other TLMA and county departments. Where appropriate, specific training is incorporated into the Counter Streamlining program. |
| <b>Document Imaging Program to assist public in viewing case documents and increase staff efficiency in meeting customer needs.</b>                            | a.) Monthly meetings are conducted with each TLMA Department to address and resolve any issues.<br>b.) Ensure staff uses equipment and stays current in scanning documents.<br>c.) Ensure imaged data is accessible to the public. |  | a.) Monthly meetings ensure that all staff is kept apprised of issue resolution.<br>b.) Building and Safety staff is current in their scanning of new documents. Planning is acquiring additional equipment to scan documents.<br>c.) In 2011, the goal is to begin posting scanned public data on the TLMA website. | a.) As issues are identified, they are resolved prior to the next monthly meeting. This allows the program to be monitored and further developed to meet the needs of all the TLMA departments.<br>e.) All participating departments "went live" with document imaging in April 2009. As of July 1, 2010, 102,864 documents had been scanned into the system.<br>f.) A program for public access of scanned documents is in development with completion estimated by 2011. Conditions of Approval, maps, exhibits, and applications are among the documents that will be available to the public.   |
| <b>Reduction in DIF and TUMF Fees to assist the development industry reduce development costs.</b>   |  |  |  | The development industry has seen a savings of \$3,363,912 in DIF (residential and commercial) and \$2,377,630 (residential in TUMF through these fee reductions, as of July 1, 2010.   |

**BIA/RIVERSIDE COUNTY STRIKE FORCE** - Reporting Period: July 2008 through July 2010  
 Departmental Report: **BUILDING AND SAFETY**

|  |   |   |   |
|--|---|---|---|
| <b>Plan Check</b> process improvement to increase predictability, and efficiency resulting in time and cost savings to the customer.             | a.) Allow grading and/or architectural plans to be submitted during the Planning entitlement process.   | a.) Pend evaluation to increase in building activity.   | a.) Examination revealed submittal early in the process increased the number of reviews, as plans don't meet standards, making process appear counter productive. Due to current lack of tract submittals, there has been no process to review, as developers are working to finish tracts which have completed the entitlement process. Mike Lara, Director of Building and Safety, recommends pending this action item to the time when there is an increase in building activity.  |
| <b>"Quick Check" Program</b> to provide counter review within 48 hours to determine that submitted plans are in compliance and ready for review. | a.) Program under development, which will piggy back the two-plan check rule to assure efficient "two-check", processing.   | a.) Monitor number of plan checks and review time.  | a.) "The "Quick Check" program is currently under development. Once the program has been developed we'll begin training the new Plans Examiner staff. <b>At this time staff focus has been directed toward maintaining inspection and plan check time frames. Completion on this program has been postponed and will be reevaluated during our next reporting period.</b>   |
| <b>Update LMS Conditions of Approval</b> library.  | a.) Staff will complete review and modification of Conditions by the 3 <sup>rd</sup> Quarter of 2009. In the interim, Staff provides clear direction at LDC meetings. | a.) Via the LDC meeting process, staff will ensure the client has a clear understanding of the conditions of approval. The modified Conditions will be presented to the BIA at the 3 <sup>rd</sup> Quarter meeting for review and discussion. | a.) Building and Safety staff has completed its review of all building and grading conditions in the LMS library. Staff is now in the process of making modifications to the current library. We have now modified and or updated approximately 10% of the Building and Safety LMS conditions in the current library and anticipate completion of the revisions in January 2010. However, anticipated completion of the revisions has been postponed to August of 2010. <b>At this time staff focus has been directed toward maintaining inspection and plan check time frames. Completion on this program has been postponed and will be reevaluated during our next reporting period.</b> |

**BIA/RIVERSIDE COUNTY STRIKE FORCE - Reporting Period: July 2008 through July 2010**  
**Departmental Report: FLOOD CONTROL**

| <b>Ongoing Programs</b>   |   |  |   |
|---|---|--|---|
| <b>Identified Goal/Benefit</b>  | <b>Action Plan</b>  | <b>Measurement</b>   | <b>Outcome</b>  |
| <b>Deferral of Area Occupancy</b> will provide up front cost savings to developers.   | a.) Draft amendment to Ordinance 460.<br>b.) Review of Draft by County Counsel.<br>c.) Board consideration of Ordinance amendment.                                  | a.) Targeted date for Board action is Summer 2010.   | a.) Complete<br>b.) Pending<br>c.) Pending  |
| <b>Coordination of Multi-Purpose use of Flood Control Channel Corridors</b> for trail and conservation easements within the channel bottoms and establish guidelines which all stakeholder agencies can implement, to increase transparency and efficiency for the public and County staff. | a.) Organize meeting among stakeholders.<br>b.) Draft corridor design guidelines.<br>c.) Circulate to BIA for review.<br>d.) Execute MOU with Stakeholder agencies. | a.) Pending<br>b.) Drawing drafted.<br>c.) Pending<br>d.) Pending  | a.) Pending<br>b.) Drawing has been drafted but some rework is needed prior to in-house review, to assure the document meets goals and objectives for the use of channels as multi-purpose corridors. |
| <b>WQMP Manual and Training for Engineers</b> will improve understanding and ease the WQMP preparation process.   | a.) Prepare curriculum and initiate training.   | a.) First training session to be scheduled for Fall 2010.<br>b.) 100% of plan checks involving District facilities by end of 5 <sup>th</sup> plan check and to complete 100% of remaining plan checks by end of third check.<br>c.) Measure percentage of cases cleared per plan check submittal and meeting turnaround times. | a.) Manual Complete<br>b.) Training Pending   |

**Departmental Report: REGIONAL PARK AND OPEN SPACE DISTRICT**

| <b>Ongoing Programs</b>   |  |  |   |
|---|--|--|---|
| <b>Identified Goal/Benefit</b>  | <b>Action Plan</b>   | <b>Measurement</b>   | <b>Outcome</b>  |
| <b>Clarification of Design Standards and Criteria – Trail Design</b> to increase transparency and efficiency for the public and county staff. | a.) Develop and distribute a multi-page booklet outlining all phases of involvement/responsibility related to the District, including a checklist for developers and/or the public. Booklet will allow any party to determine the responsible party – Parks District, a CSA or City. All County criteria will be included in a user friendly format. | a.) The degree of customer satisfaction at the public and County staff level will be measured by reviewing the ease with which applicants complete the District's review process for trails, via continual feedback from the public counter staff, plan check staff and developer community. | a.) The comprehensive Trail standards booklet was presented to GPAC for inclusion in the County's General Plan Up-date on July 29, 2009. The committee applauded the effort of the District and Planning staff but felt the booklet was too detailed for inclusion in the plan. The committee wanted to include much of the information but in a less detailed format. Staff has spent much of the last three months editing text and revising graphics to meet their request. The information was presented to GPAC at the October 7, 2009 meeting and approved. |

There continues to be discussion regarding formatting of the information to comply with the method used for General Plan. This matter should be resolved shortly and at that time, Planning Commission will approve the format and the matter will be referred to the Board of Supervisors for adoption.

**BIA/RIVERSIDE COUNTY STRIKE FORCE - Reporting Period: July 2008 through July 2010**  
**Departmental Report: PLANNING DEPARTMENT**

| Ongoing Programs   |  |   |
|--|--|---|
| Identified Goal/Benefit  | Action Plan  | Measurement   |
| Update and Clarification of Conditions of Approval – LMS - to determine which conditions should be deleted, modified and if necessary, added to provide concise conditions that clearly identify the responsibility for specific tasks and the associated timeline. Revised LMS Library conditions will provide increased predictability and consistency in the entitlement process through faster condition preparation, review by senior staff, applicants and decision makers and aid in signing off and documentation of each condition by County Staff. | c.) Completed draft of revised Conditions will be reviewed with the BIA. | c.) Submission of draft revised Conditions to BIA for review by prior to the 4th Quarter 2010 BIA meeting.<br><br>ac.) Review and update of the remaining Planning Department conditions will be completed during the 4th Quarter of 2010 |

**BIA/RIVERSIDE COUNTY STRIKE FORCE - Reporting Period: July 2008 through July 2010**  
**Departmental Report: TRANSPORTATION DEPARTMENT**

| Ongoing Programs   |  |  |
|--|--|--|
| Identified Goal/Benefit  | Action Plan  | Measurement  |
| Reduce Plan Check Timeline and number of plan checks by involving design/developer early in the process, which will resolve issues in a timely manner and provide cost efficiencies. | a.) After second plan check, set meeting with design/developer to resolve outstanding concerns.    | a.) Monthly tracking of plan check duration and number of checks for street plans and Survey activity  |
| "Annual Status of Transportation Department's Development Services Activity"   | a.) Create systems to measure departmental activity.<br>b.) Summarize activity and prepare report. | a.) Report submitted annually.<br><br><b>As of July, 2010, the average turnaround time for plan check approval is now down to 26 days.</b><br><br>a.) Department will submit report at end of the Fiscal Year. |

## BIA/RIVERSIDE COUNTY STRIKE FORCE

### Completed Action - Outcome

Reporting Period: January 2007 through July 2010

| Identified Goal/Benefit/Action Plan  | Measurement/Outcome  |
|--|--|
| <b>Administrative Services</b><br><br><b>Developed and implemented New Mitigation Fee Form to improve predictability, communicate effectively and improve service to the general public.</b><br><br><b>Counter Streamlining</b> to provide integrated, one-stop customer service resulting in improved predictability, consistency and service to the general public and improved project management for commercial/industrial projects and tract subdivision development. | Strike Force reviewed and approved the new mitigation fee form in May 2008. The form was immediately put into use by Counter Services.<br>a.) To integrate and enhance services, the Counter Streamlining Team, composed of Administrative Services, Planning, Building and Safety and Transportation staff, initiated counter staff training on October 21, 2008. The first phase of workshops was completed on September 30, 2009. 100% of counter staff participated in the workshops.<br>b.) Fire and Flood assigned staff to man the Riverside Permit Assistance center on December 1, 2008. Fire staffs daily, Flood staffs on Tuesday and Thursday afternoons, due to low customer volume. A dedicated telephone "hot line" to Flood is located in the lobby and answered by a "live person" during business hours. From September '09 to March '10, Flood assisted 17 customers; Fire assisted 355 customers.<br>c.) Regional Office Managers (ROM's) monitor weekly reports on: customer lobby wait times, plan check backlog, plan check review time, commercial/industrial/subdivision permit activity, inspection request time and customer comments. ROMS are active in the selection of counter staff. Staff accountability and improved processing times are reported. Despite staff reductions, plan check staff maintains a 10-day turnaround. Inspections are currently enjoy a 48-hour turnaround.<br>d.) On August 15, 2008, commercial/industrial and tract subdivision project managers were assigned to manage cases. An audit from July 09 – September 09 revealed the Team had served 148 "appointments" and 52 "walk-in" customers, reducing lobby wait times for the "Mom and Pops" and commercial/industrial/subdivision customers. Because of the success of the appointment program front counter staff now offers appointments to all customers. The BIA and customers have commended staff for these improvements to the process and indicated that they appreciate a consistent point of contact. |
| <b>Instituted Immediate "Fee Relief" - WRCOG TUMF fees were frozen to provide immediate cost savings to the development community.</b>   | The project was completed in January 2008. As of October '08, thirty-three Tracts have recorded agreements affecting a total of 346 lots.  |
| <b>Enhanced GIS Information System</b> for improved communication and efficiency with public and County staff.   | GIS Information system was enhanced with updated aerial photo imagery with four-foot contour intervals. Thomas Bros map page and grids. Coachella Valley Multi-Species Conservation areas and Ultimate Road Right-of-Way. The project was completed in January '08, providing imaging available to the public and County staff.  |
| <b>Added Map Inquire Program</b> which allows viewing, printing and download of final recorded maps.<br><br><b>DBF System Enhancements</b> to support system improvements by examining the benefit of flat fees and publication of "average" fees for minor cases and permits for increased predictability and to assist customers by allowing alternative payment methods.  | The Map Inquire Program was added making imaging available to the public.<br>a.) The Fee Committee investigated the use of debit cards, wire transfer and on-line credit cards. Auditor Controller regulations and Financial Systems revealed limitations to the use of wire transfers and on-line credit cards, however, as of December 1, 2008, debit cards are accepted for payment on DBF cases, resulting in greater convenience to our customers. In July 2009, credit card payment by phone was implemented. Initial use indicated an average of 53 transactions per month.<br>b.) A DBF "Frequently Asked Question" (FAQ) handout was developed and has been available at the public assistance counters and Website since June 2009. The FAQ assists customers in their understanding of DBF billing and also includes typical Planning case minimum deposit fees, per Ordinance, as well as average final costs.<br>c.) the Development Application was redesigned to provide clarity for applicants and define DBF responsibilities. The new application form was implemented in November 2009.   |

## Completed Action - Outcome

Reporting Period: January 2007 through July 2010

| Identified Goal/Benefit/Action Plan  | Measurement/Outcome   |
|--|---|
| <b>Administrative Services - Continued</b>   |   |
| <b>Enhance Visibility and Accessibility of TLMA Ombudsman to improve customer service.</b>   | <ul style="list-style-type: none"> <li>a.) On March 1, 2009, signs were posted at the public counters, introducing the Ombudsman role to the public.</li> <li>b.) An on-line referral to the Ombudsman was added to the TLMA Website. Within 24 hours, 100% of Ombudsman Website inquiries are routed within 24 hours; the Ombudsman contacts the customers within 24 hours of receipt of the Web inquiry. The Ombudsman and Web Master continue to comply with these standards.</li> <li>c.) The Ombudsman continues to attend weekly Planning, Building and Safety, Code Enforcement and Transports senior staff meetings, facilitating links between departments and assisting in the land development process.</li> </ul>   |
| <b>Reduce Development Impact Fees (DIF) to assist in economic recovery efforts.</b>  | <p>An amendment to Ordinance 669, temporarily reducing DIF, was presented to the Board on July 14, 2009. The Board approved the amendment; the reduced fees will go into effect on August 20, 2009. TLMA will provide bi-annual reports to the Board on the status of the DIF reduction and make recommendations regarding program changes as appropriate.</p> <ul style="list-style-type: none"> <li>a.) A Web Committee was established to ensure notice were posted within 48 hours of submission to the Web Master; 48-hour turnaround is the norm.</li> <li>b.) Beginning in November 2008, 100% of all land-related comments are forwarded to the Ombudsman, facilitating rapid response to the public.</li> <li>c.) TLMA IT staff committed to having systems operational 100% of the time during the business day. Repairs or enhancements are done during non-business hours.</li> </ul>   |
| <b>TLMA Website Enhancements to allow posting of information quickly and efficiently.</b>  | <ul style="list-style-type: none"> <li>a.) Software and vendor were chosen; the contract was issued and the software installed. Scanning equipment was installed in April 2009. Staff training is ongoing. Audit of staff use of equipment and accessibility of imaged data to the public is also ongoing and developing.</li> </ul>  |
| <b>Document Imaging Program to assist the public in viewing case documents and increased staff efficiency in meeting customer needs</b>  | <ul style="list-style-type: none"> <li>a.) Plan check is limited to two (2) reviews. Any single plan review with more than ten (10) corrections triggers a required meeting with the plan checker and applicant. The process was monitored from October '08 through December '09. The average number of plan reviews was 1.5.</li> <li>b.) The "Plan Examiner Classification" was approved by the Board of Supervisors on January 27, '09. Five new "Plans Examiner" positions were filled by June 2009, resulting in a cross-trained plans examiner assigned to each case who performs both structural and code review.</li> <li>c.) A Plan Check Submittal Guide was developed, made available at the counter(s) and posted to the Website in 2008. The guide updated policy prohibits county staff from receiving incomplete plans.</li> <li>d.) Centralized Plan Check and Land Use staff at the Riverside Permit Assistance Center allows applicants, if all documents are provided, to receive permit numbers and make payment at the time of their appointment. Full implementation was achieved in 2009.</li> <li>e.) Once Planning approval is obtained, non-tract residential wall permits are issued over the counter. Tract walls (non-retaining) are reviewed by any available plan check staff.</li> <li>f.) Plan check staff fax and/or e-mail information about needed corrections, when discovered, to the customer to assure prompt correction and processing. Additionally, staff enter their personal contact information to LMS people screens.</li> </ul> |
| <b>Building and Safety</b>   |   |
| <b>Plan Check process improvements were identified and implemented in multiple areas, resulting in increased process efficiency and timeliness, resulting in time and cost savings to our customers.</b> |   |

## Completed Action – Outcome

Reporting Period: January 2007 through July 2010

| <b>Identified Goal/Benefit/Action Plan</b>   | <b>Measurement/Outcome</b>   |
|--|--|
| <b>Building and Safety -Continued</b>  |  |
| <b>Implemented On-Line Plan Check Status</b> , with deposit balance, Conditions of Approval, plan check and inspection status available on the Building and Safety Website.  | Customers/developers can obtain current information without visiting or calling Building and Safety.   |
| <b>Phone Calls</b> must be returned within 24 hours to improve service and communication.  | Immediate attention was given to this matter. As complaints reach the supervisors through various means and often long after the incident, it was difficult to obtain a count of calls. However, supervisors now received few if any reports of delays in call return.   |
| <b>Reduced Initial Deposit</b> by on all repeat tract homes  | The initial deposit on repeat tract homes was \$1200, which covers P/C and inspection. Effective April 13, 2009, the new base deposit is \$909.80, a reduction of 25%.   |
| <b>Economic Development Agency</b>   |  |
| <b>Implemented Policy to defer Quimby Fees</b> from time of map recordation to issuance of building permit, to provide more liquidity to developer finances and allow the production of more housing units with available funds.   | Beginning in November '08, on a case-by-case basis, fees are deferred to issuance of building permit.  |
| <b>Environmental Health</b>  |  |
| <b>Updated LMS Conditions of Approval Library</b> , streamlined, removed errors, inconsistencies and redundancies to provide clear, concise conditions, resulting in increased transparency, consistency and efficiency for client and staff.  | All of the conditions of approval controlled by the Department have been reviewed. Approximately 70% of the conditions have been revised or consolidated.  |
| <b>Revised Technical Manual</b> for the design of on-site waste water treatment systems to provide increased transparency and efficiency to staff, engineers and developers of the policy and principles in the design of on-site waste water treatment systems.   | The Technical Guidance Manual has been completed. The manual is being distributed to interested parties and will become effective May 1, 2009.   |
| <b>Improved Transparency/Expedited Inspections</b> by assuring staff reviews projects in a manner consistent with the Department's goals and objectives, resulting in expedited inspections and transparency for the clients.  | Rid-along audits have improved consistency among staff and any/all identified issues have been addressed. All plans older than three months have been and will continue to be reviewed by supervision and appropriate action taken.  |
| <b>Environmental Health (DEH)</b>  |  |
| <b>On-line Owner's Guide</b> for the operation and maintenance of on-site waste water treatment systems, which will allow clients and homeowners easy access to literature relative to the operation and upkeep of a septic system.  | The link has been posted to the Environmental Health Website, at:<br><a href="http://www.epa.gov/own/sepic/pubs/homeowner_guide_long.pdf">http://www.epa.gov/own/sepic/pubs/homeowner_guide_long.pdf</a>   |
| <b>On-Line Guidelines</b> for application of an on-site waste water plan check submittal will provide clients easy access to information/requirements of DEH.  | Information has been posted on the Environmental Health Website, at:<br><a href="http://www.nvcoeh.org/opencms/system/galleries/download/Environmental-Health/ERIM/Septic_Construction_Permit.pdf">http://www.nvcoeh.org/opencms/system/galleries/download/Environmental-Health/ERIM/Septic_Construction_Permit.pdf</a>  |
| <b>Environmental Programs</b>  |  |
| <b>Clarified Requirements and Conditions of Approval</b> to reduce cumbersome non-essential information, resulting in increased transparency, consistency and efficiency for the public. Any/all comments or complaints, received in person, at meetings or specifically voiced at BIA meetings regarding problems with requirements or conditions of approval were investigated and action taken. | In response to comments at the June BIA meeting that Conditions of Approval form for MSHCP Compliance were confusing, staff reviewed the form immediately following that meeting and condensed it from six to three pages. No complaints have been received since the form was modified. Staff continues to monitor comments at BIA and LDC meetings to ensure documents are easy to use and understandable. |

## Completed Action – Outcome

Reporting Period: January 2007 through July 2010

| Identified Goal/Benefit/Action Plan  | Measurement/Outcome  |
|--|--|
| <b>Fire</b><br><b>Counter Streamlining</b> to provide integrated, one-stop customer service resulting in improved predictability, consistency and service to the general public. Improved project management for commercial/industrial projects and tract subdivision development.<br><b>Development Agreement between Fire and Transportation to eliminate separate comments:</b><br><b>Fire will be responsible for identifying secondary access.</b><br><b>Transportation will be responsible for commenting on road widths.</b>  | Reflecting cross-departmental commitment to improved public services, Fire began staffing the Riverside Permit Assistance Center on a daily basis in December '08, and continues to do so. Staff, supervisors and the public have noted improved morale.<br><br><b>This action will benefit the development community by eliminating separate comments by two different departments and speed up the review process.</b>   |
| <b>"Hazardous Area Fire Map" Posted to RCLIS</b> Update the Riverside County Unincorporated LFA<br><b>Hazardous Area Fire Maps (Updated Maps approved by Board of Supervisors on 6-22-2010)</b>  | "Hazardous Area Fire Map", delineating high fire areas, is available on RCLIS. Current maps are available to the public and staff. Customers appreciate information access.  |
| <b>Clarification of Fuel Modification Building Design Standards and Criteria and definition of when plans must be submitted</b> will allow the developer to have a design starting point for fuel modification plans. The availability of guidelines will assist the developer in submitting plans that meet fuel modification guidelines, resulting in expedited processing by Fire. Although each Fuel Modification Plan is unique, there are minimum standards. The Fire Department will determine if a Fuel Modification Plan is required and inform the applicant early in the application process. | The Fuel Modification Plan is now available on the Riverside County Fire Department Website, at <a href="http://www.nycfire.org/opencts/index.htm">http://www.nycfire.org/opencts/index.htm</a> and at Permit Assistance Center Counters, providing transparency and predictability for customers.   |
| <b>Provide Fuel Modification Information to Public</b> Design standards, criteria and definition of when plans must be submitted will allow the developer to have a design starting point for fuel modification plans. The availability of guidelines will assist the developer in submitting plans that meet fuel modification guidelines, resulting in expedited processing by Fire.   | Fuel Modification information is available on the Fire Website <a href="http://www.rvc.fire.org">www.rvc.fire.org</a> .  |
| <b>Flood Control</b>   | <b>Finalized and updated Memorandum of Understanding (Ordinance No. 461) with Transportation to spell out the respective responsibilities of each agency in overlapping drainage areas.</b><br><b>Develop Standard Design Drawings</b> for unlined and riprap lined channels, to streamline the plan check process and help avoid drastic re-designs, improving efficiency and cost savings.<br><b>Staff Participation in LDC Meetings</b> will provide clarity and resolve any issues in a timely manner.<br><b>Provide Training to Counter Staff</b> to provide integrated, one-stop customer service resulting in improved predictability, consistency and service to the general public. Improved project management for commercial/industrial projects and tract subdivision development.                     |
|  | This action provides an incremental benefit by providing direction to the development community on agency responsibilities for processing different improvement plans.<br>Three rounds of in-house review were done; the Chief Engineer signed and stamped the standard drawings. The process is now complete.<br>Staff were assigned and attend/participate in every LDC meeting.<br>All Counter staff have been trained in Flood Control at the weekly Counter Streamlining classes.<br>The District has staffed the Permit Assistance Center since December 1, 2008. However, due to lower customer volumes, Flood reduced coverage to Tuesday and Thursday afternoons. A dedicated phone, which is answered by a live person during business hours, is provided in the lobby as a "hot line" directly to Flood |

## Completed Action – Outcome (Continued)

Reporting Period: January 2007 through July 2010

| Planning Department | Identified Goal/Benefit/Action Plan   | Measurement/Outcome  |
|---------------------|---|--|
|                     | <p><b>Implemented water efficiency requirements of Ordinance No. 859</b> in a consistent manner which provides increased predictability and certainty in processing cases through development review, resulting in reduced time and fee costs for customers.</p>  | <p>Planning developed a "Guide to California Friendly Landscaping" to assist the development community. One workshop was held July '08, and was well attended (200-220 participants). Future County sponsored workshops will be held as finances/staffing permits. Riverside County Water Task Force is expecting to host a similar workshop in early May '09, which will pickup where the July '08, Workshop left off.</p>  |
|                     | <p><b>Continuous Review of Departmental Policies and Procedures</b> will assure application or regulatory standards and procedures in a fair and consistent manner, providing applicants and developers a consistent interface as projects move through the development review process. In turn, this provides greater predictability, leading to higher efficiency and lower processing costs.</p> | <p>Planning developed Standard Operating Procedures (SOP's) and updated the Planning Department Policies (PDP's). Seventeen SOP's were developed and all others will be updated as needed, one of which revised the Changed of Zone processes. PDP procedures have/will be integrated directly into the ordinances to eliminate confusion on the part of staff or the public.</p>  |
|                     | <p><b>Provide Applicants and Design Professionals additional time to review staff reports prior to hearing</b>, by providing Staff Report Packets and Hearing Expectations letter at the time the Public Hearing Notice is mailed to the applicant, owner and engineer.</p>   | <p>A 10-step training program was established and implemented, outlining the development review processes from start to finish. The training program streamlines processes, allowing any new planner to become acclimated at a fast pace. Timely scheduled staff reports are mailed to the applicant, owner and engineer ten (10) to fourteen (14) days prior to the public hearing, along with the Hearing Expectations letter.</p>   |
|                     | <p><b>Develop Handout Outlining Parcel Map Process</b> from purchase of map number in Survey through final recordation and Building Permit.</p>   | <p>Comments were received from Planning, Survey and Building and Safety staff by September 2009; the guide was completed April 2010. A CD of the Parcel Map Guide was distributed at the April 2010 Strike Force meeting. <a href="#">The final Parcel Map Guide is now available for the public.</a></p>  |
|                     | <p><b>Condition of Approval</b> will be updated to clearly identify is responsible for satisfying the condition, when it is to be satisfied, and what county staff should expect in order to clear the condition.</p>   | <p>To accomplish this task, the Planning Department established a subcommittee to satisfy the goal and release sets of conditions to the BIA and management for review and comment. To date, all Cultural Resource, landscaping, and general conditions have been updated, reviewed by the BIA and management.</p>   |
|                     | <p><b>Increase the Applicant's involvement in the Development Review process</b> by bringing the applicant back to Land Development Committee (LDC) meetings to promote stronger communication between the applicant and LDC members which will lead to issue identification and conflict resolution early on in the process.</p>   | <p>The Planning Department established procedures requiring the distribution of an invitation letter to the applicant, owner, and engineer advising them of the LDC meeting date and time. The letter is supplemented by a description of the LDC process including information on the typical cost of entitlement, length of time they can expect to complete the entitlement process and what they gain expect from attending the Land Development Committee.</p>  |
|                     | <p><b>Reduce the number of "inactive" cases in the Land Management System (LMS)</b> by abandoning inactive cases, and issuing follow up letters to the applicant, owner, and engineer on those cases that have become stagnant.</p>   | <p>The Planning Department established procedures whereby the planner is required to issue a letter ninety (90) and one hundred twenty (120) days after the Land Development Committee if correspondence has ceased and a resubmittal has not been made. After one year of inactivity, the Project Manager initiates the abandonment process. As a result, the Planning Department has abandoned all but five inactive cases, and the 90 and 120 day letters and abandonment process is now part of our normal operating procedures.</p> |
|                     | <p><b>Establish a Triage process to identify issues</b> that could slow the development review process down.</p>  | <p>The Triage group consists of Senior level planners and a representative from County Counsel who are tasked to identify issues. The process has been enhanced for code enforcement cases to include an additional meeting with the applicant, the Code Enforcement officer, and Code Enforcement Counsel to discuss the process and expectations.</p>  |

## Completed Action – Outcome (Continued)

Reporting Period: January 2007 through July 2010

| <b>Regional Park and Open Space District</b> | <b>Identified Goal/Benefit/Action Plan</b>   | <b>Measurement/Outcome</b>   |
|--|--|--|
|  | <b>Maps In Process of Revision</b> to provide accurate trail alignment information and clear direction to staff and public.  | All twenty-one of the County's Area Plan Trail Maps have been completed and checked. The maps were placed on the County Planning Website on July 17, 2009. They have been removed from the Website periodically for revision, based on public comment.<br>The District opted to post the "Trail Standards" and maps on the Riverside County Regional Park and Open-Space District Web pages. In addition, discs with the information are available at the Permit Assistance Centers. |
| <b>Transportation</b>                        |  |  |
|  | <b>Initial Plan Check Fee Deposit reduced from 2% to 1%</b> with a cap of \$50,000, providing relief in initial outlay of funds for plan check fees.   | These measures will allow the development community to reduce their start-up cost and will help stimulate development activity in a general sense.   |
|  | <b>Explored Alternative Ways to Guarantee Improvements</b> , besides bonds, which are increasingly difficult to obtain. On September 15, 2009, the Board of Supervisors adopted an amendment to Ordinance 460 /460-150, which approved a policy that allows for the use of liens to replace bonds under limited circumstances. | In cases that meet criteria, upfront bond costs will be reduced for projects that are "on the shelf".  |
|  | <b>Reduction of Initial Inspection Fee</b> , to include street construction only (not water and sewer) with a cap of \$75,000  | These measures will allow the development community to reduce their start-up cost and will help stimulate development activity in a general sense.   |
|  | <b>Prepared checklist for Final Map process</b> and a comprehensive map preparation manual to provide clear and concise requirements, to alleviate difficulty in understanding the procedures and timelines of the final map process.  | The effectiveness of the checklist will be gauged by a monthly report of Final Map plan check turnaround activity. The Survey Map Preparation Manual has been updated and will be distributed at the April 19, 2010, BIA Strike Force meeting.   |
|  | <b>Defer RBBDD Fees</b> from building permit issuance to final inspection, allowing developers to reduce initial fund outlay.  | Board approved Ordinance 460-149 on December 16, 2008, will go into effect on January 16, 2009.  |
|  | <b>Finalized and updated Memorandum of Understanding (Ordinance No. 461)</b> with Flood Control District to spell out the respective responsibilities of each agency in overlapping drainage areas.  | This action provides an incremental benefit by providing direction to the development community on agency responsibilities for processing different improvement plans.   |
|  | <b>Bond status available on Transportation Website</b> , allowing all parties immediate access to the current status of their bonds.   | Bond status is updated on a daily basis, which provides immediate access to the development community.   |
|  | <b>Reduce Plan Check Timeline</b> and number of plan checks by involving design/developer early in the process, which will resolve issues in a timely manner and provide cost efficiencies.  | After the second plan check, a meeting is set with the designer/developer to resolve outstanding concerns. The process was tracked for a time. Reductions were substantial and continual. Staff are committed the process and which is subject to spot check to assure compliance.   |