

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



ITEM: 3.7
(ID # 26317)

MEETING DATE:
Tuesday, October 29, 2024

FROM : EXECUTIVE OFFICE

SUBJECT: EXECUTIVE OFFICE: Approve Increasing the Planning Department Staffing; and amend Ordinance No. 440 Pursuant to Resolution No. 440-9454. All Districts. [\$738,816 FY 24/25 Total Cost, \$1,477,632 Ongoing Cost - Deposit Based Fees 62%, General Fund Contingency 38%] (4/5 Vote Required)

RECOMMENDED MOTION: That the Board of Supervisors:

1. Add positions according to Ordinance No. 440 pursuant to Resolution No. 440-9454; and
2. Approve and Direct the Auditor-Controller to make the budget adjustment shown on Schedule A.

ACTION: 4/5 Vote Required, Position Added, Policy



Jeff Van Wageningen, County Executive Officer 10/23/2024

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Spiegel, seconded by Supervisor Gutierrez and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Spiegel, Washington, Perez and Gutierrez
Nays: None
Absent: None
Date: October 29, 2024
xc: E.O., H.R.

Kimberly A. Rector
Clerk of the Board

By: 
Deputy

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

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$738,816	\$1,477,632	\$2,216,448	\$1,477,632
NET COUNTY COST	\$277,056	\$554,112	\$831,168	\$554,112
SOURCE OF FUNDS: DBF 62%, General Fund Contingency 38%			Budget Adjustment:	Yes
			For Fiscal Year:	24/25

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

On September 10, 2024, the Board of Supervisors initiated the formation of an Ad Hoc to oversee the continuous improvement of the Transportation and Land Management Agency's (TLMA) Planning process, including the recruitment and retention of Planning staff, along with opportunities to improve system inefficiencies and timeliness of processing. The first Ad Hoc meeting was held on September 26, 2024, at which time the planning leadership team shared their efforts since the start of the year to address recruitment, retention, and recognition opportunities within the department.

Over the course of the past five (5) years, the Planning Department's case intake has increased significantly, while staffing has remained at approximate the same levels (40 positions, down from peak levels of 65 about 10 years ago). Meanwhile, the complexity of planning cases continues to increase due to a significant number of state laws changes in the areas of land use and housing, and other factors. Planning staff have a disproportionate number of individual cases, in some instances upwards of over 100.

The following summarizes planning activity of the last five years:

- 2020 = 718 cases
- 2021 = 841 cases
- 2022 = 1,165 cases
- 2023 = 979 cases
- 2024 = 738 cases (As of August 2024)

Planning staff numbers have remained stagnant due to various factors including challenges in the recruitment and retention of planning staff, set amidst the backdrop of greater competition for a limited number of planners in Southern California. To address this challenge, the Planning Department and TLMA leadership have crafted and implemented a comprehensive Recruitment, Retention, and Recognition strategy.

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

Over the last nine (9) months, the planning department leadership team in tandem with Human Resources, have taken a comprehensive approach to attract new staff. That effort included evaluating the planners' classifications and salaries in comparison to surrounding jurisdictions and resulted in modifications to the planner classifications (from Urban Regional Planners I-IV to Assistant, Associate, & Senior) and a full classification and compensation analysis. On September 10, 2024, the Board of Supervisors approved (Agenda Item 3.18) adjusting the salaries of the planner class series, in addition to other salary increases enacted through labor negotiations.

As a result of these changes, the Planning Department is now in a better position to competitively recruit for new candidates, while continuing efforts to increase retention through various programs. The Planning leadership team recently spent four days at the American Planning Association annual conference marketing the department's opportunities for employment and professional growth thereafter. As a result, the department received over 100 applications ranging from internship level up to senior level experience. The department continues to expand its internship program with the goal of "growing in-house" planners. Recruitment efforts are being coupled with enhanced retention efforts including better balancing of workload (in relation to the planner's level of experience); forming an onboarding program; identifying opportunities to further invest into all staff through onsite and external trainings; implementing a culture of team empowerment; and a recognition plan to acknowledge accomplishments through internal and external recognition programs.

During the first Ad Hoc meeting, the Planning Department presented the need for an additional six (6) staff level planning positions, ranging from Assistant, Associate, or Senior planner, and an additional six (6) Land Use Techs, for a total of 12 new Planning positions. Filling these positions will allow the department to better balance and overall reduce caseloads. This will allow a greater focus on customer service, timeliness of case processing, and also enhance retention efforts through more manageable workload.

Impact on Residents and Businesses

The proposal to increase Planning staffing, along with other efforts to enhance staff recruitment and retention, will allow the Planning Department to process development applications with increased customer service, responsiveness, and timeliness. This will lead to a better customer experience and help the County remain responsive to community needs.

SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
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Additional Fiscal Information

Planning Department positions are primarily funded by development applications through deposit-based fees (DBF), with a reduced portion funded by Net County Cost (NCC) for non-billable activity such as training and administrative functions. A cost analysis for the 12 additional planners indicates an annual NCC cost of \$554,112. Given the timeline to fill these positions as we near the mid-point of the fiscal year, the requested budget amount for FY 24/25 from the General Fund Contingency is \$277,056.

ATTACHMENTS:

Attachment A: Schedule A - Budget Adjustment

Attachment B: Ad Hoc Presentation (9/26/24)

Attachment C: Resolution No. 440-9454


Brett Austin, Supervising Accountant 10/22/2024

RESOLUTION NO. 440-9454

BE IT RESOLVED by the Board of Supervisors of the County of Riverside, State of California, in regular session assembled on October 29, 2024, that pursuant to Section 4(a)(ii) of Ordinance No. 440, the County Executive Officer is authorized to make the following listed change(s), operative on the date of approval, as follows:

<u>Job Code</u>	<u>+/-</u>	<u>Department ID</u>	<u>Class Title</u>
33252	+ 6	3120110300	Land Use Technician II
74806	+ 6	3120110300	Senior Planner

ROLL CALL:

Ayes: Jeffries, Washington, Spiegel, Perez, and Gutierrez
Nays: None
Absent: None

The foregoing is certified to be a true copy of a resolution duly adopted by said Board of Supervisors on the date therein set forth.

KIMBERLY A. RECTOR, Clerk of said Board

By: 
Deputy

/kc
10/21/2024
440 Resolutions\KC

Attachment A
Schedule A
Budget Adjustment

Schedule A – Budget Adjustment

Anticipated Use of Unassigned Fund Balance:

10000-3120100000- 370100	Unassigned Fund Balance	\$277,056
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Increase in Appropriations:

10000-3120100000-510040	Regular Salaries	\$173,160
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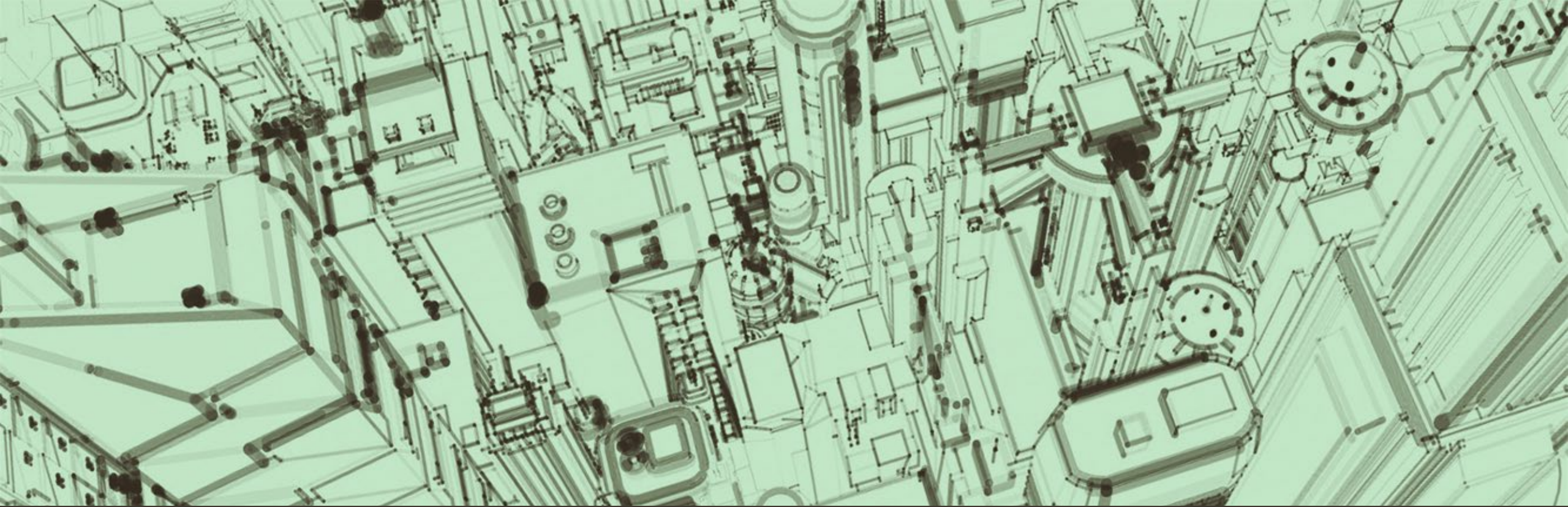
10000-3120100000-518100	Budgeted Benefits	\$103,896
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Decrease Appropriations:

10000-1109000000-581000	Appropriation for Contingency	\$277,056
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Anticipated Increase in Unassigned Fund Balance:

10000-1109000000-370100	Unassigned Fund Balance	\$277,056
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Riverside County Planning Department

Recruitment, Retention, & Recognition (R³) Plan



Ad Hoc – R³ Discussion Topics

1) Background

2) Recruitment (R1)

3) Retention (R2)

4) Recognition (R3)





Background



Background – 2024 Staffing Snapshot

Department Organization – 40 Total (Includes Staff and Contract)

- 1) Current Planning – Processes all new development projects
 - Staffing: 9 Employees
- 2) Advance Planning – Processes long range projects
 - Staffing: 3 Employees
- 3) Intake / Counter Services – Land Use Tech
 - Staffing: 6 Employees
- 4) Technical (Geologist, Archeologist, Biologist, GIS, Environmental)
 - Staffing: 6 Employees
- 5) Administration
 - Staffing: 5 Employees
- 6) Contract Team
 - Staffing: 8 Contract Planners



NOTE 1: 5 additional new employees are currently going through the onboarding process

NOTE 2: Almost fully staffed (per budget), need to underfill 2 Principal positions

Background – 2024 Staffing Snapshot



- Recruitment continues until all positions are filled
 - Accomplishments this year (so far):
 - Created and filled Assistant Planning Director position
 - Created and filled Principal Planner – dedicated to onboarding, training, & business improvements
 - Underfilled 8 positions – combination of Assistant, Associate, and Senior district Principal Planners
 - Converted the URP I – URP IV class series to Assistant, Associate, & Senior
 - **HOWEVER** – Employee should be a good “**fit**” for the County
- Utilizing – MNS Engineering, KTG Y, Michael Baker, AECOM, Albert Webb Associates, & MIG (and other contract services as needed)

Background – 2024 Staffing Snapshot

Historical Comparison:

- Planning Department, Fiscal Year 2010 – 2011 = **65 Planners**
- Planning Department, Fiscal Year 2024 – 2025 = **40 Planners**





Recruitment (R1)



Recruitment: Strategies

- Recruitment – First Approach

- Traditional Cattle Call

- Advertise on County Website, Government Jobs, Professional Organizations (APA, AEP), & LinkedIn
- Conduct Interviews / Make Offers / Onboard – Rinse & Repeat

- Recruitment – Second Approach

- Strategic Resource Acquisition (AKA – Steal people)
- Reach out and discuss County opportunities to a specific person – find a good fit!



Recruitment: Strategies & Networking



- American Planning Association (APA)
 - Organization: National, Chapter / State, Section
 - Inland Empire Section = Riverside & San Bernardino Counties
- Annual Chapter / State Conference
 - County presence – Planning and HR
 - Opportunity for networking and recruitment

Recruitment: Internship Program

- Establishing a robust internship program:
 - Interns in both Advance & Current Planning
 - Establish goals / expectations checklist
 - Prepared marketing brochure
 - Creating a mentorship system
 - End of program opportunity to convert intern
- Internship recruitment process starting now

OUR SERVICE

Riverside County, like a quilt, is a composite of differing lifestyles connected together through common strands. Our General Plan is designed to ensure that the quilt retains its core identity by guiding future growth that respects the diversity of the region, shapes, and configures development in relation to the land it occupies and ensures that its various parts relate to its whole.

**RIVERSIDE COUNTY
PLANNING DEPARTMENT**

CONTACT US

Website
www.planning.rctlma.org

Email
planning@rivco.org

Address
4080 Lemon Street, 12th floor
Riverside, CA. 92501

ABOUT US

It is the goal of the Planning Department to provide timely, responsive, and helpful service to all members of the public and promote innovative development that effectively accommodates a balance of housing, employment, and service opportunities.

PLAN A FUTURE WITH US!

**RIVERSIDE COUNTY
PLANNING DEPARTMENT
INTERNSHIPS**

Trifold Internship Program Flyer

Recruitment: Salary Comparative Analysis

- Establish competitive edge to recruit great talent
 - Salary adjustments for Planning staff on September 10, 2024, Board agenda (**THANK YOU**)
 - Assistant Planner (10%) range adjustment
 - Associate Planner (10%) range adjustment
 - Senior Planner (10%) range adjustment
 - Principal Planner (5%) range adjustment
 - Cost of living adjustment (COLA) – Labor union negotiations
 - 2024 = 5% Increase
 - 2025 = 4% Increase
 - 2026 = 4% Increase
- Salary ranges become top (25%) in region!





Retention (R2)



Retention: Trainings & Memberships

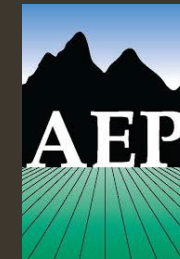
- **Investing in the team**

- **Internal trainings**

- Topic specific workshops
- Collaborate with other departments
- Meet your Supervisor!

- **External trainings**

- APA CA Conference
- AEP Conference
- Webinars / Lunch-n-Learns
- Ongoing – CEQA / Brown Act / New State Laws



- **Professional memberships / affiliations**

- APA
- AEP
- ULI
- Networking and collaboration opportunities

Retention: Case Management

- **Overhaul and implementation of new caseload management process**
 - Part 1 – Consolidation
 - Work on withdrawals and / or abandoning projects
 - Establishes a new / actual caseload baseline (Less Stress!)
 - Part 2 – Evaluation:
 - Quantitatively establish a project value / point system
 - Apply metrics to Planning staff to determine **HOW** busy we are
 - Part 3 – (Re)Assignment:
 - Manage caseload and project types through point system
 - Goal is to balance everyone's workload!



Retention: 2020 – 2024 Case Intake Data (Current Planning)

2020 Case Intake Counts			
Month	Major Cases	Minor Cases	Total
January:	9	56	65
February:	11	47	58
March:	3	58	61
April:	6	39	45
May:	8	30	38
June:	11	51	62
July:	10	41	51
August:	14	43	57
September:	16	55	71
October:	16	59	75
November:	11	57	68
December:	15	52	67
Totals:	130	588	718

2021 Case Intake Counts			
Month	Major Cases	Minor Cases	Total
January:	11	50	61
February:	18	77	95
March:	28	63	91
April:	10	61	71
May:	8	44	52
June:	17	72	89
July:	22	54	76
August:	13	55	68
September:	12	40	52
October:	21	47	68
November:	22	37	59
December:	17	42	59
Totals:	199	642	841

2022 Case Intake Counts			
Month	Major Cases	Minor Cases	Total
January:	18	39	57
February:	23	74	97
March:	36	63	99
April:	28	74	102
May:	27	69	96
June:	18	65	83
July:	20	80	100
August:	34	78	112
September:	34	96	130
October:	36	106	142
November:	26	61	87
December:	21	39	60
Totals:	321	844	1,165

2023 Case Intake Counts			
Month	Major Cases	Minor Cases	Total
January:	15	94	109
February:	10	69	79
March:	20	93	113
April:	29	55	84
May:	30	63	93
June:	26	62	88
July:	20	58	78
August:	14	56	70
September:	11	43	54
October:	15	71	86
November:	16	31	47
December:	24	54	78
Totals:	230	749	979

2024 Case Intake Counts			
Month	Major Cases	Minor Cases	Total
January:	20	46	66
February:	26	62	88
March:	50	96	146
April:	90	78	168
May:	40	41	81
June:	27	34	61
July:	19	45	64
August:	12	52	64
September:			0
October:			0
November:			0
December:			0
Totals:	284	454	738

***NOTE:** 2024 is projected to become **1,003** total combined cases based upon 2023 Q4 intake

Entitlement Point System		
#	Type	Points
1	Extension of Time	1
2	Minor Temporary Event	2
3	Substantial Conformance	2
4	Variance	2
5	Plot Plan (Wireless)	2
6	Plot Plan (Industrial <250k sf)	2
7	Plot Plan (Industrial 250k - 500k sf)	3
8	Plot Plan (Industrial +500k sf)	4
9	Plot Plan (Minor)	1
10	Plot Plan (<5ac Site)	2
11	Plot Plan (>5ac Site)	3
12	Conditional Use Permit (Cannabis)	4
13	Conditional Use Permit (Solar)	5
14	Conditional Use Permit	3
15	Revision (PP or CUP)	3
16	Appeal (PP or CUP)	3
17	Public Use Permit	2
18	Tentative Parcel Map	2
19	Tentative Tract Map (5-25 Lots)	3
20	Tentative Tract Map (26-100 Lots)	4
21	Tentative Tract Map (101+ Lots)	5
22	WECS	3
23	Development Agreement	4
24	Specific Plan	5
25	Specific Plan Amendment	4
26	Zone Change (Map)	3
27	Zone Change (Text – Ord No. 348)	5
28	Zone Change (Text – Any Other Ord)	5
29	General Plan Amendment (Map)	4
30	General Plan Amendment (Text)	5
31	Preliminary Application Review	3
32	Deposit for Planning Research	2
33	Surface Mining Permit	4
34	Reclamation Plan	3

1 = Lowest // 5 = Highest

Retention: Case Management (Concept)

Example Planner List

Projects List				
Count	Set #	File	Note	Points
1	CC011348	CZ2200062	Map Change	3
	CC011348	PPT220050	>550k sf	4
	CC011348	TPM38601	5 Lots	2
SubTotal:				9
2	CC011075	CZ2200058	Map Change	3
	CC011075	CUP220037	Regular	3
	CC011075	GPA220018	Map Change	4
SubTotal:				10
3	CC010994	CUP220035	Solar	5
	CC010994	DA2200018	Solar DA	4
	CC010994	PUP220002	Solar	2
SubTotal:				11
Total:				30

Workload Point Ranges by Planner Class

#	Planner Class	Range - Low	Range - High
1	Assistant Planner	100	120
2	Associate Planner	120	150
3	Senior Planner	150	200
4	Principal Planner	200	250

Retention: City vs. County Planning

We sometimes hear, “*It’s easier to go through the Planning process in a City, than a County!*”

This statement is not wrong, but why!?!?

- **City**: Generally, there will be infrastructure, utilities, access, less environmental concerns
 - Can apply categorical exemptions from CEQA more often.
- **County**: No utilities, No infrastructure, No access, environmental constraints, tribal resources, community concerns – cost and time to process can go up significantly.
 - County is responsible to uphold all State and Federal laws
 - Higher level of environmental analysis (CEQA) is required.

*Resulting from this, Planning staff on average require MORE processing time due to project complexities.

Retention: Case Intake Metrics Snapshot (Advance Planning)

List of MAJOR Advance Planning Projects

Community Plan – Winchester	36 Housing Element Programs
Community Plan – Cabazon	March JPA Transition to County
Community Plan – Thermal	Climate Action Plan (CAP)
Community Plan - Lakeland Village Consistency Zoning	Objective Design Standards (ODS)
Environmental Justice - Warehouse Contributions	Digital Signage Ordinance
2024 Foundation General Plan Amendment Cycle	Inclusionary Zoning Program
76 FGPA Applications	Agricultural Preserves / CAPTAC Overhaul



Retention: Customer Service Metrics (Land Use Techs)

- Planning Department Land Use Techs are primarily responsible for the daily customer service walk-ins, calls, and emails, along with managing the case intake and routing process.
- Planning has six (6) Land Use Techs, with a pending promotion to Senior Land Use Tech.
- Due to volume of customer service inquiries, we've added two (2) additional Land Use Techs this past year.

2023 Customer Service Metrics

Month	Walk-ins	Calls Responded	Emails Responded
January:	207	1,021	605
February:	280	1,321	564
March:	232	1,380	652
April:	257	1,204	302
May:	238	1,011	267
June:	198	908	248
July:	208	1,219	287
August:	274	1,358	241
September:	192	1,628	227
October:	291	1,421	229
November:	252	1,355	246
December:	251	1,254	343
Totals	2,880	15,080	4,211

Retention: Planners of the Roundtable

Purpose:

- Meet regularly with all Current Planning team members to discuss project questions and process improvements.
- The goal is to develop consensus on issues in real time to move projects forward more expeditiously and augment department policies and procedures to reflect those decisions.



Retention: Onboarding



- Dedicated Principal Planner focusing on formalized onboarding program for new staff
 - Trainings with all software systems
 - Overview of County planning process
 - Shadows staff until fully trained
 - Participates in all public hearings, internal meetings, and community meetings
- We are preparing a formal onboarding package
 - Product will be the new employee “Welcome to Riverside County Planning Department” package
 - Will include procedural documentation on **HOW** we do Planning
 - Creating an intranet as a document repository and supplement to onboarding
- 12th Floor Space Planning
 - Continued evaluation of the 12th floor layout – accommodate new staff



Recognition (R3)



Recognition: Great Work Being Done

- Quarterly Employee Program:
 - Staff nominates an employee in both Planning and Code who have gone above and beyond.
 - They are recognized in the department lobby



Recognition: Great Work Being Done

- CLOVER Award:
 - CLOVER award recognizes employees for their extraordinary work and generous actions, whether it's inside or outside of work.




Recognition: Great Work Being Done

- Social Media:
 - Recognition through social media of what the Planning Department achieved and great work being done.



TLMA Riverside County • 1st
Transportation and Land Management Agency at County of Riverside
4w • 🌐

The County is pleased to announce the 6th Cycle (2021-2029) Housing Element achieved certification today by the State of California. In the coming years, the County will continue to take steps to implement nearly 38 separate ...more



RIVERSIDE COUNTY 6TH CYCLE (2021-2029) HOUSING ELEMENT

RIVERSIDE COUNTY
PLANNING DEPARTMENT

In a big win for residents, the State of California's Department of Housing and Community Development certified Riverside County's 6th Cycle (2021-2029) Housing Element, a roadmap for facilitating housing to meet the needs of our population into the future.



Requests (R4)



Request: Additional Staffing

Operational needs moving forward after fully staffed per budget

Request for the following additional budgeted staff:

- Six (6) more Land Use Techs
 - One Land Use Tech dedicated for Short Term Rental program assistance
- Six (6) Assistant, Associate, or Senior Level Planners

Development starts with the Planning Department!

- Bringing value to Riverside County through:
 - Increase in property values
 - Attract new business / sales tax
 - Creation of new job opportunities
 - Master planning communities – long term growth
 - Adding infrastructure



Please sir, may we have some more Planners!

Presentation Concluded

Thank You!
Questions or Comments?

Rania Odenbaugh – TLMA Managing Director
John Hildebrand – Planning Director
Sarah Moore – Assistant Planning Director

