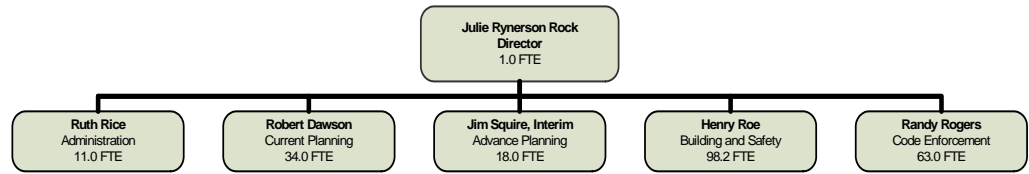


# LAND USE SERVICES DEPARTMENT

## ORGANIZATIONAL CHART



**Julie Rynerson Rock**  
Director

### Mission Statement

The Land Use Services Department is dedicated to ensuring a balance in the areas of housing, business, and recreational needs for the diverse cultures and communities of San Bernardino County. This is accomplished through comprehensive regional planning and enforcement of building standards, land uses, and environmental impacts.

### GOALS

#### ADVANCE PLANNING

DECREASE PROCESSING TIMES FOR INITIAL ENVIRONMENTAL REVIEW

#### CURRENT PLANNING

DECREASE PROCESSING TIME FOR APPLICATIONS

BUILDING & SAFETY DECREASE PROCESSING TIME FOR PLAN REVIEW

CODE ENFORCEMENT INCREASE NUMBER OF INITIAL INSPECTIONS PERFORMED WITHIN ONE WEEK OF RECEIVING COMPLAINT

FIRE HAZARD ABATEMENT DECREASE PROCESSING TIME FOR ABATEMENTS REQUIRING A WARRANT

## DESCRIPTION OF MAJOR SERVICES

The Land Use Services Department (LUSD) provides oversight for land use in the unincorporated areas of the county. This oversight begins with the county's General Plan and extends to review of land use applications, adherence to building codes and enforcement of ordinances. LUSD is comprised of the following divisions:

**Administration** provides centralized budgeting, personnel, and automation services to all of the department's divisions.

**Advance Planning** oversees the implementation of the General Plan and prepares updates and annual reports as required by law; maintains the Development Code and provides external and internal interpretation of code requirements. The division oversees the preparation of Environmental Impact Reports (EIR) for private and capital improvement projects and is recognized as the county lead agency for CEQA procedures and compliance. The division also is responsible for the implementation of the state Surface Mining and Reclamation Act (SMARA) requirements and performs annual mine inspections and ensures adequate reclamation financial assurances for mining operations.

**Current Planning** reviews all land use applications for compliance with county codes and environmental laws, administers short-term implementing measures for land use, housing, and community design, and provides assistance to the Planning Commission and Board of Supervisors for the formation and implementation of plans and ordinances.

**Building & Safety** administers construction and occupancy standards to safeguard life, health, and property in the interest of the general public's welfare, throughout the unincorporated areas of the county, by applying county ordinances, state laws, and inspecting the construction, alteration, moving, demolition, repair, occupancy, and use of buildings and structures.

**Code Enforcement** administers programs designed to protect the public's safety, welfare, and property through enforcement of county ordinances and state laws related to housing and property. The Fire Hazard Abatement program enforces the county's Fire and Hazardous Trees Ordinance in the unincorporated portions of the county, as well as under contract with certain cities and fire districts.

## 2008-09 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
<b>General Fund</b>					
Administration	-	-	-	-	12.0
Current Planning	3,406,036	3,406,036	-	-	34.0
Advance Planning	4,064,230	2,328,829	1,735,401	-	18.0
Building and Safety	10,218,677	10,218,677	-	-	98.2
Code Enforcement	5,165,959	560,300	4,605,659	-	41.0
Fire Hazard Abatement	2,867,674	2,867,674	-	-	22.0
<b>Total General Fund</b>	<b>25,722,576</b>	<b>19,381,516</b>	<b>6,341,060</b>	<b>-</b>	<b>225.2</b>
<b>Special Revenue Fund</b>					
General Plan Update	39,908	-	-	39,908	-
<b>Total Special Revenue Fund</b>	<b>39,908</b>	<b>-</b>	<b>-</b>	<b>39,908</b>	<b>-</b>
<b>Total - All Funds</b>	<b>25,762,484</b>	<b>19,381,516</b>	<b>6,341,060</b>	<b>39,908</b>	<b>225.2</b>

## GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### GOAL 1: ADVANCE PLANNING - DECREASE PROCESSING TIMES FOR INITIAL ENVIRONMENTAL REVIEW FOR APPLICATIONS SUBMITTED TO CURRENT PLANNING DIVISION.

*Objective A: Conduct initial environmental review for 95% of all applications requiring environmental review (ER) submitted to the Current Planning Division within five working days of referral to the Advance Planning Division.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Percentage of applications processed for initial environmental review within five working days. 2007-08 - 249 Applications required an ER.	N/A	N/A	New	90%	95%

#### Status

Advance Planning provides initial environmental reviews on projects submitted to Current Planning for processing in order for the department to provide an accurate estimate to the applicant on all requirements and expected time frames.

This new goal and performance measure has been added to ensure that Current Planning applications are being processed as quickly as possible. Advance Planning plans to handle all requests for initial environmental reviews as a priority.

### GOAL 2: CURRENT PLANNING - DECREASE THE PROCESSING TIME FOR "APPLICATIONS ACCEPTED" AS COMPLETE OR RETURN TO APPLICANT IN A TIMELY FASHION.

*Objective A: Process applications within 30 days as required by the Development Code.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Percentage of applications accepted as complete or returned to applicant within proposed time frame. 2007-08 - 873 Applications were filed.	96%	98%	99%	99%	99%

#### Status

The Current Planning Division has implemented a policy of advising applicants within a 30 day window if their application is incomplete. In some instances, an applicant may decide to withdraw an incomplete application and subsequently "re-submit" it when all of the required information is available. In order to improve the quality of submitted plans, the intake personnel interact with the project planners, prior to acceptance. This assists in avoiding delays and expedites the review process after an application is accepted. It is anticipated that the division will reach its target for 2008-09, accepting as complete or returning incomplete, 99% of applications within 30 days of submission and maintain this level of service in 2009-10.

### 2007-08 ACCOMPLISHMENTS

- ❖ Received approval for the Implementation of Project Dox software for the electronic submission of development and building plans.
- ❖ Implementation of the County's General Plan.
- ❖ Community Cleanups collected a total of 2,620 tons of trash from 8,660 vehicles and diverted the following from landfills to recycling:
  - Metal: 160 Tons
  - Tires: 150 Tons
  - E-Waste: 90 Tons
  - Green Waste: 150 Tons

**GOAL 3: BUILDING & SAFETY - DECREASE THE PROCESSING TIME FOR PLAN REVIEW SERVICES TO THE ADOPTED SERVICE STANDARDS.**

*Objective A: Perform reviews in the following time frames:*

- Residential* - 10 working days
- Subdivisions and multi residential* - 20 working days
- Grading and non-residential* - 30 working days

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
3A. Percentage of plan reviews completed within proposed time frames. 2007-08 - 4,719 Plan Reviews completed.	90%	95%	98%	98%	99%

Status

The increase in the number of plan reviews completed within proposed timeframes has reached its target of 98% for 2008-09. This is a result of continuing several measures from 2007-08, which included the continued recruitment of plans examiners and building inspection field staff to reduce the amount of backup inspections being done by plans examiners and using building inspectors to perform simple plan reviews when time permits. In addition, due to the effects of the current economic conditions on the building industry throughout the county, there has been an overall reduction in workload which has been reflected by eliminating the use of outside contract services to perform plan reviews. These measures will be continued for 2009-10 in an effort to reach the target of 99% of reviews being completed within proposed timeframes.

**GOAL 4: CODE ENFORCEMENT - INCREASE THE NUMBER OF INITIAL INSPECTIONS PERFORMED FROM THE DATE OF RECEIVING COMPLAINT.**

*Objective A: Perform initial inspections within one week of receiving the complaint.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
4A. Percent of initial inspections completed within one week of receiving complaint. Base is 5,000 estimated complaints per fiscal year.	N/A	N/A	New	70%	72%

Status

Code Enforcement continues to improve work processes in order to meet the goal of completing an initial inspection within one week of receiving a complaint. Some complaints, such as a report of an illegal business, require significant research and coordination with other divisions or departments and these cases are difficult to process in time to meet the stated goal.

This performance measure has been changed to reflect an increased emphasis on customer service. The Code Enforcement Division has changed the clerical processes to ensure complaints are entered into the tracking system in a timely manner, which then means a Code Enforcement Officer is notified of the complaint faster.

**GOAL 5: FIRE HAZARD ABATEMENT - DECREASE PROCESSING TIME FOR ABATEMENTS REQUIRING A WARRANT.**

*Objective A: Complete all abatements requiring a warrant within four weeks of posting the warrant on the property.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
5A. Percent of abatements performed within four weeks of posting a warrant.	N/A	N/A	New	80%	90%

Status

The Fire Hazard Abatement program is reprioritizing properties requiring a warrant and training contractors to work these specific property abatements prior to vacant properties or sites that do not require warrants. This goal and performance measure has been added in order to prevent the need to process new warrants through the court system when the original one expires, improves the fire safety for unattended properties, and improves customer service.

During the budget process for 2006-07 the Advance Planning Division received \$320,000 of ongoing general fund financing for commercial-area and community plans. The following projects are anticipated to be completed in 2009-10 with this ongoing funding allocation:

1. **Housing Element Update** **\$25,000**  
The county last updated its Housing Element in 2007 along with the General Plan Update. This update met the requirement for the 2003 update mandated by the state. This formal revision was delayed due to the lawsuit in which the county joined with other jurisdictions challenging the Regional Housing Needs Assessment numbers assigned to the county by the Southern California Associated Governments (SCAG) and to the subsequent negotiations with the state Housing and Community Development Department regarding the county's draft document. Regardless, the state requires that all jurisdictions update their Housing Elements every five years. Consequently, even though the county just updated its Housing Element, this element needs to be revised again to meet the 2008 mandated time frame. This update should be a simple clean up of the document that was adopted in 2007.
2. **General Plan Biotic Resources Overlay** **\$25,000**  
One of the goals of the 2007 county General Plan is to keep the Biotic Resources Overlay maps current. In December 2007, the county agreed to update these maps with the best available information within 12 months. The county will complete this task in early 2009 using maps from various federal and state resource agencies. However, an annual review and analysis needs to be completed on this task to ensure that the county is properly addressing and mapping the distribution of specific threatened or endangered species and recognizing on-going changes to species distribution made by state and federal regulatory agencies. LUSD would anticipate contracting with the County Museum to complete this work. Museum staff has also identified a need to conduct more extensive studies for various species throughout our jurisdiction. LUSD staff will coordinate with the staff from the County Museum to prepare a strategy to address how we will deal with this need in future budgets.
3. **Study of the Mountain Evacuation Routes** **\$50,000**  
On December 11, 2007, the Board of Supervisors (Board) directed staff of the Office of Emergency Services to update the Hazard Mitigation Plan, specifically to review the emergency evacuation routes from the mountain communities. This direction was based on the assumption that the plan was to be updated in 2008. This assumption was incorrect, and after further discussions between various agencies, staff has determined that a detailed study of this issue will need to be completed to fully evaluate the issue under various emergency contingencies.
4. **Santa Ana Wash Plan HCP** **\$30,000**  
In August 2002, the Board approved participation in the Upper Santa Ana River Wash Land Management and Habitat Conservation Plan Task Force. The Task Force is a consortium of public and private entities. An administrative draft of the plan and the Draft EIR have been prepared to date. The budget for 2008-09 included an additional amount of \$30,000 to complete the Final EIR and begin work on an HCP. This policy item is included in the 2009-10 Business Plan to cover additional costs of \$30,000 to complete the preparation of the HCP and the associated environmental documents.
5. **Oak Hills Community Plan** **\$15,000**  
The 2007 General Plan Update included the adoption of 13 community plans. The Oak Hills Community Plan was adopted in 2003 so was not included in the General Plan Update Program. However, the Oak Hills Community Plan now needs to be converted to the format of the new plans adopted in 2007. The goals and policies of the 2003 plan would be maintained and amended only to be consistent with the other plans. Also, background information would need to be updated and reformatted.
6. **Wrightwood Downtown Development Guidelines** **\$50,000**  
The 2007 General Plan Update included the adoption of 13 community plans. The community of Wrightwood was not included among the communities that were considered for a community plan. However, during the update process and after input from the public, it became clear that additional work needed to be done for the downtown area of the community of Wrightwood. This area needs to be evaluated and recommendations adopted to create better traffic/pedestrian patterns and provide greater aesthetic appeal as desired by the citizens of Wrightwood. A full community plan is not deemed to be feasible at this time, but a smaller scope project is appropriate. Downtown development guidelines have been prepared for other communities in the past, and staff is recommending that such guidelines be prepared for the community of Wrightwood.
7. **Update to the Airport Comprehensive Land Use Plans** **\$75,000**  
In January 2002, the state Department of Transportation – Division of Aeronautics updated its Airport Land Use Planning Handbook in which the definitions and the requirements for the various safety review areas changed from the previous handbook. The county needs to update the six airport comprehensive land use plans over which it has responsibility to reflect the current guidelines adopted by the state.
8. **Update the Glen Helen Specific Plan** **\$50,000**  
In November 2005, the Board adopted the Glen Helen Specific Plan. It was adopted with many references to the Development Code and General Plan in effect at the time. In 2007, the Board adopted the General Plan Update program in which the General Plan text and maps and the Development Code were revised comprehensively. Consequently, the Glen Helen Specific Plan needs to be updated to reflect the provisions of the new General Plan and Development Code.

Policy items (#2 - #6) represent those projects that are beyond the scope of LUSD's General Fund allocation but that the county may still have a legal obligation to complete or that have been requested by the Board for Land Use Services Department to review.

## 2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
<b>1. CIP Request - Remodel of LUSD CGC Offices - One Time</b>	-	\$525,000	-	\$525,000
Replace all existing cubicles on the 1 <sup>st</sup> & 3 <sup>rd</sup> floors of the Government Center for the Land Use Services department. The department is in the process of implementation of "Project Dox" which will allow for changes to the way the existing space is utilized. This will provide the ability to utilize a more open floor plan which meets the new requirements of 08-08SP and will provide a more functional work space by reorganizing staff. There would be no changes related to the demolition or construction of fixed walls. Some of the existing cubicles have been in use since the early 1980's when the building was first constructed, the electrical systems are not functional and spacing does not meet ADA standards.				
<b>2. Policy Item - Green House Gas Reduction Plan EIR - One Time</b>	-	\$300,000	-	\$300,000
We are currently preparing a Green House Gas Reduction Plan. The approved \$320,000 of ongoing was used to prepare the plan. An EIR will be necessary to evaluate the environmental impacts of the plan and to complete the plan through adoption by the Board.				
<b>3. Policy Item - West Mojave Plan - One Time</b>	-	\$300,000	-	\$300,000
The BLM approved the West Mojave Plan on March 2006. The West Mojave Plan is a multi-agency conservation program in the western Mojave Desert. The plan is intended to establish a regional conservation strategy for federal, state, and local governments, as well as private property owners, industries and public lands users to comply with the requirements of the state and federal Endangered Species Acts (ESAs). The proposed HCP is designed to allow for continued growth of the areas within the High Desert region, the communities of the Morongo Basin easterly to the City of Twentynine Palms, as well as the City of Barstow and surrounding areas. Several follow-on actions still must be taken by state agencies and the 11 cities and four counties in order for the plan to apply to private and state land.				
While the Plan is now effective on federal land, the counties and cities must adopt an HCP that meets the requirements of the US Fish and Wildlife Service (USFWS) and the California Department of Fish and Game (CDFG) in order for the plan to apply to private lands. To secure a Section 10(a)(1)(b) permit from the USFWS and 2081 permit from the CDFG, a detailed Habitat Conservation Plan (HCP) that complies with the federal and state ESAs is required by the wildlife agencies. While the West Mojave Plan set out a strategy and program for conservation of threatened and endangered species, it did not contain the technical details to allow direct use by local government. Thus, San Bernardino County assumed a lead coordinating role for local government in the preparation of the technical HCP. The draft HCP was completed in September 2008 and sent to the wildlife agencies for review. This draft document was funded through a grant from CDFG if awarded.				
An additional \$300,000 is required in the 2009-10 budget for the completion of the EIR/EIS, project management and for additional outreach to the affected cities. The county may be reimbursed for this \$300,000 by an additional grant from CDFG.				
<b>4. Policy Item - Helendale Specific Plan EIR - One Time</b>	-	\$300,000	-	\$300,000
We are currently preparing the Helendale Specific Plan (RFP to be released in December). The Board approved \$400,000 in 2008-09 to prepare the plan. An EIR will be necessary to evaluate the environmental impacts of the plan and to complete the plan through adoption by the Board.				
<b>5. Policy Item - Desert Groundwater Basin Inventory - One Time</b>	-	\$200,000	-	\$200,000
Rising population, state water cutbacks and climate change are all putting increased pressure on local groundwater resources. To ensure long-term economic growth, we will need to understand, properly allocate and maintain this precious resource within the county. A desert groundwater basin inventory is an important first step in achieving this goal. Our desert areas include many groundwater basins with unknown groundwater potential. A basin inventory will establish the baseline for many of the basins before they are developed and will include estimated recharge rates, safe yields and whether particular basins are in overdraft or impacted in some other way such as degraded water quality. Such a study can be utilized as a template for future growth. The Land Use Services Department will prepare an RFP to solicit outside expertise to conduct the study.				
<b>6. Policy Item - Study for Energy Facilities (EN) Overlay - One Time</b>	-	\$300,000	-	\$300,000
The county recently adopted a new Energy Facilities (EN) Overlay to establish standards for commercial energy generation and transmission facilities within specific zoning districts. The intent was to ensure that the need for energy generation and transmission capacity is balanced with the health, safety and welfare of the public. Staff's initial strategy was to use a map prepared by the military and maps prepared by the state (California Renewable Energy Transmission Initiative maps) to help guide where this new overlay <b>should not be</b> located. However, the Board requested that the Land Use Services Department determine exactly where this new overlay <b>should be</b> located throughout the county. To accomplish this task, the county will need to contract with a consulting firm with expertise in the energy generation industry to recommend sites where this overlay should be located.				
<b>7. Policy Item - Community Cleanup Program - On Going</b>	-	\$130,000	-	\$130,000
Prior budget requests for overtime costs have been approved to fund Off Highway Vehicle Enforcement (\$20,000), Short Term Rental Ordinance Enforcement (\$10,000), food vendor sweeps, auto sales sweeps and cleanups in the Speedway area prior to NASCAR events twice a year (\$10,000). In addition, Code Enforcement received \$50,000 during 2006-07 for additional mailing costs to increase awareness of the Community Cleanup events. These events have grown from 4 events during 1999 to 39 events in 2007-08. However, due to the success and continued expansion of the Community Cleanup events, Code Enforcement and Fire Hazard Abatement require additional funding for overtime related costs to ensure the continued ability to schedule 39 Community Cleanup Events per year. The funding would be evenly split between the two budget units, since staff from both programs volunteer to work overtime to maintain these events. These Community Cleanup events are more cost effective and have reduced the number of code enforcement complaints in areas where the cleanups are held. Please see the 2007-08 Accomplishments on page 2 for details on the amount of trash collected and the amounts diverted for recycling.				

<b>MEASUREMENT</b>	<b>2006-07 Actual</b>	<b>2007-08 Actual</b>	<b>2008-09 Target</b>	<b>2008-09 Estimate</b>	<b>2009-10 Target</b>
P2. Select a consultant and prepare the EIR for the Greenhouse Gas Emissions Reduction Plan.					100%
P4. Select a consultant and prepare the EIR for the Helendale Specific Plan.					100%
P5. Select a consultant to complete the study for the Desert Groundwater Basin Inventory.					100%
P6. Select a consultant to complete the study for the siting of the Energy Facilities (EN) Overlay.					100%
P7. Percentage increase of waste and recyclable materials collected by Code Enforcement during community cleanup activities. Base in 2007-08 was 2,229 tons collected.	18%	25%	35%	35%	40%

## 2009-10 PROPOSED FEE ADJUSTMENTS

### DESCRIPTION OF FEE REQUEST

The department will propose inflationary increases in fees to recover cost increases.

### SERVICE IMPACTS

With fee increases, the department can maintain current levels of service.

If there are questions about this business plan, please contact Julie Rynerson Rock, Director, at (909) 387-4141.