



**MEMORANDUM**  
**COMMUNITY DEVELOPMENT RESOURCE AGENCY**  
**ADMINISTRATION**  
County of Placer

**TO:** Honorable Board of Supervisors **DATE:** October 11, 2022  
**FROM:** David W. Kwong, Community Development Resource Agency Director  
**BY:** Michele Kingsbury, Principal Management Analyst  
**SUBJECT:** Development Update and Staffing/Position Needs Request

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**ACTION REQUESTED**

1. Receive a presentation from the Community Development Resource Agency Director on current and projected development activities and additional positions needed to meet demand, and provide direction to staff on position requests.

**BACKGROUND**

The Community Development Resource Agency (CDRA) was created in 2005, combining the Planning, Building, and Engineering and Surveying functions under one Agency Director. The mission of CDRA is to provide a progressive, clear and timely development process that focuses on the public interest, protecting the County's many natural resources and creating balanced, sustainable communities. CDRA's mission coincides with and supports most of the County's critical success factors including:

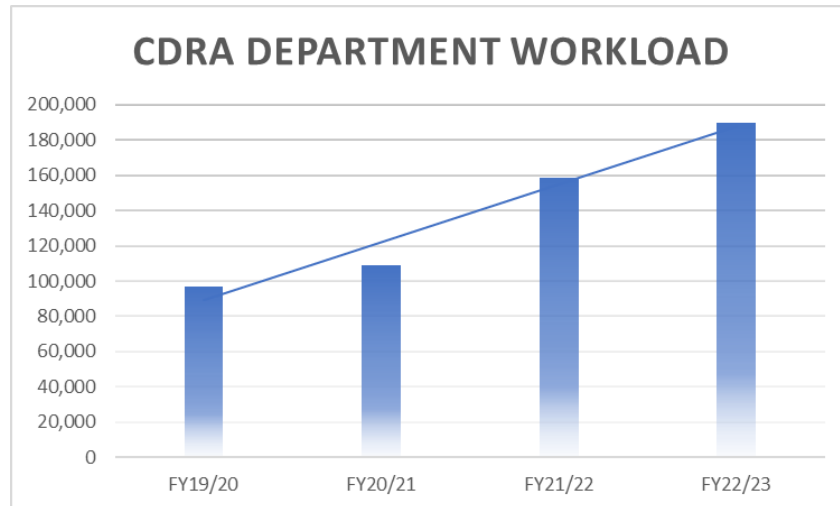
- Strategic Relationships and Community Engagement;
- Diversity of Achievable Housing;
- Public Serving Infrastructure and Amenities;
- Outcome-focused Economic Development;
- Innovative, Integrated County Services; and
- Balanced Land Use Planning and Environmental Stewardship.

CDRA, and its staff, have hit the ground running since coming out the "great recession" of 2008. CDRA staff have completed numerous major projects including revamping the entire development fiscal model, amending all Specific Plans in West Placer County, approving the Tahoe Basin Area Plan, updating the Sunset Area Plans, approving Placer Ranch Specific Plan, and finishing the County's hallmark, Placer County Conservation Program (PCCP), to name just a few. The fruit of all this hard work is being realized today with increased activity on all fronts of CDRA's core disciplines.

Since FY 2020-21 CDRA has added 25 positions to meet increased demand, focusing largely on building, engineering, surveying, and administrative divisions to support the implementation of the PCCP and Short-Term Rental program. At the April 5, 2022, Fiscal Year 2022-23 Department Budget Presentations, CDRA outlined additional positions to help meet demand, however due to pending labor negotiations, the majority of these position requests were deferred. CDRA has continued to experience high volumes of plan set submittals and entitlement requests.

CDRA currently has forty-seven (47) active residential subdivisions either building homes, building infrastructure to support home construction or commencing infrastructure construction shortly. These forty-seven subdivisions total 4,243 residential lots. Typically, CDRA has four to

ten active subdivisions moving forward at any one time. The chart depicts all permits, entitlements, customer phone calls, emails, in person counter visits and Workday transactions during FY19/20, FY20/21, FY21/22. In summary, CDRA is projecting significant increases in workload in the coming years including a 15% increase in workload projected for this year alone.



Today’s presentation is a continuation and update to the April 2022 budget discussion and provides an outline of what CDRA needs to support and process the volume of development activity projected. CDRA is seeking the Board’s approval to begin ramping up staffing to continue delivering the high level of service the Board has prioritized to meet the needs of the development community. CDRA has evaluated the need for twenty-five (25) additional positions to right-size CDRA to handle current and projected activity. The 25 positions are categorized by division with more detail on the position requests below. These positions are necessary to meet overall workload demands and to be “shovel ready” to meet the timing to market of specific plans and other development/construction needs and trends. We are now getting shovel ready to meet production timelines of the market and will need to do so for years to come. The following positions were initially prioritized from 25 to thirteen (13) to meet the immediate needs of certain CDRA divisions. The 13 positions are currently being reviewed by Human Resources (HR) to ensure they are the appropriate classifications and by the County Executive Office (CEO) for budgetary review. The remaining twelve (12) positions requests have not yet been vetted by HR or CEO.

## DISCUSSION

**PLANNING SERVICES DIVISION** - The Planning Services Division is seeking the following positions to support increased pre-development and entitlement applications, a General Plan update, and support the Code Compliance Program. It is important to note that in November 2022, the Planning Services Division will be bringing forward a comprehensive update and discussion regarding the Code Compliance Program. Based upon Board direction at that hearing, the Code Compliance Program may return with additional requests for positions to support the goals and objectives of the Board depending on business practices and models that the County may wish to pursue, i.e., after normal business hours and weekend complaint investigations, after review of other city/county code enforcement programs in urbanizing counties.

The positions requested are listed as follows:

**Principal Planner (1)**

The Planning Services Division is requesting one additional Principal Planner position to oversee increased volume of current planning projects and oversee the General Plan update and support/supervise staff. The net fiscal impact to the General Fund with this position request is \$223,584.

**Senior Planner (1)**

The Planning Services Division is requesting one additional Senior Planner position to oversee increased volume of current planning projects and assist with the General Plan update. The net fiscal impact to the General Fund with this position request is \$195,347.

**Associate Planner (2)**

The Planning Services Division is requesting two additional Associate Planner positions to support increased pre-development and entitlement applications and the General Plan update work program. The net fiscal impact to the General Fund with these position requests is \$355,028.

**Code Compliance Officer II (4)**

The Code Compliance Program is seeking four (4) additional Code Compliance Officer positions to support current workload of the code compliance program. Code Compliance currently has over 200 active cases. The net fiscal impact to the General Fund with these position requests is \$701,880.

**Administrative Technician (1)**

The Code Compliance Program is seeking an Administrative Technician position to support the overall program. The net fiscal impact to the General Fund with this position request is \$195,347.

**ENGINEERING AND SURVEYING DIVISION** - The Engineering and Surveying Division is continuing to receive a record number of submittals. As noted above, there are 47 active subdivisions proceeding forward now. CDRA is expecting additional small lot tentative maps shortly for another 2,000 units which will equate to a significant increase in workload for the Engineering and Surveying Division. Position requests are to support this increased workload.

**Associate Engineer (2)**

Two positions are being requested to support increased improvement plan submittals. Approximately 75% of the position expense can be recovered from billings to development projects or from inspection fees paid by Developers. Staff projects a net fiscal impact to the General Fund of \$105,702 for the portion of the positions' time is not billable to projects.

**Construction Inspector/Junior Engineer (1)**

Engineering and Surveying Division is seeking an additional Construction Inspector/Junior Engineer to offset the demand for increased inspection services. Most staff time expenses for this position are recoverable through billings and fees associated with development construction inspection. The net fiscal impact to the General Fund for this position request is \$33,524.

**BUILDING SERVICES DIVISION** – The Building Services Division projects a 5% increase year-over-year starting in FY 2022-23. Position requests are to support increased workload, as follows:

**Building Inspector II (1)**

Building Services is amid a significant transition as housing construction is increasing exponentially. CDRA requests a building inspector to perform plan check services. This position will be funded by a reduction in professional service contracts to perform plan check services. There is no net fiscal impact with this position request.

**Senior Architect (1)**

Building Services requests a new Senior Architect position to support increased volume in residential and non-residential building applications. The net fiscal impact to the General Fund for this position request is \$224,707.

**ADMINISTRATION/COMMUNITY DEVELOPMENT SERVICES DIVISIONS**

**Assistant CDRA Director (1)**

The Administration/Community Development Services Division requests one Assistant CDRA Director position. The Assistant CDRA Director will serve a key role as an Ombudsman across the spectrum of CDRA services. The Assistant Director will also assist the Director in continuing the culture change in the delivery of our public services for CDRA. The net fiscal impact to the General Fund for this position request is \$297,847.

**Administrative Supervisor (1)**

The Administration/Community Development Services Division requests one administrative Supervisor position to supervise front counter administrative staff in Auburn and Tahoe to support the redesign of service delivery model with online and in person counter services. After offsetting revenue, the net fiscal impact to the General Fund for this position request is \$74,387.

**Community Development Technician – Assistant (2)**

The Administration/Community Development Services Division requests two Community Development Technician-Assistant positions to support increased subdivision and online submittals. CDRA expects 40% of the position expense to be funded by permit fee increases. The net fiscal impact to the General Fund for this position request is \$164,910.

**Counter Manager (New Classification) (1)**

The Administration/Community Development Services Division requests one Counter Manager to support Auburn and Tahoe experiencing increased subdivision and online submittals and support to fee program administration. The net fiscal impact to the General Fund for this position request is \$113,359.

**Housing Specialist (Tahoe) (1)**

The Administration/Community Development Services Division requests one Housing Specialist position to support the Tahoe housing program. The net fiscal impact to the General Fund for this position request is \$223,584.

**Staff Services Analyst I (1)**

The Administration/Community Development Services Division requests one Staff Services Analyst position to support Tahoe operations. The net fiscal impact to the General Fund for this position request is \$170,953.

**Administrative Clerk – Journey (1)**

The Administration/Community Development Services Division requests one Administrative Clerk-Journey position to provide front counter support for records requests to both the Auburn and Tahoe offices. After offsetting revenue, the net fiscal impact to the General Fund for this position request is \$65,318.

**Community Development Technician – Supervising (1)**

The Administration/Community Development Services Division requests one Community Development Technician-Supervising to support Specific Plan coordination. The net fiscal impact to the General Fund for this position request is \$102,572.

**Senior Planner (1)**

The Administration/Community Development Services Division requests one Senior Planner to work under the Environmental Coordination program. The position would support compliance review of Mitigation Monitoring and Reporting Programs for Specific Plans. After development funded revenues of sixty percent (60%), the net fiscal impact to the General Fund for this position request is \$78,944.

**Project Manager (1)**

The Administration/Community Development Services Division requests one Project Manager position to assist with Community Facilities District (services) negotiations and formation, coordination of large-scale projects, and support to CDRA Principal Management Analyst. The net fiscal impact to the General Fund for this position request is \$101,119.

**FISCAL IMPACT**

CDRA staff are continuing to seek efficiencies and improvements to mitigate staffing challenges.

Current efficiencies implemented include:

- CDRA E-Services – Permit and Zoning Guide, E-Permits, Video Inspections, Workwise, electronic plan submittal, and mobile construction inspections
- Self-Sustaining Tahoe Office
- Accela Enhancements

Efficiencies that are planned or currently being worked on include the following:

- Strategic Plan Development
- Ordinance updates
- Building Permit Process Improvement and Accela Upgrade
- General Plan Update
- Land Development Manual Update

However, staffing challenges remain. CDRA projects the total annual General Fund impact after accounting for projected offsetting revenue is \$3,428,112 for the 25 positions requested.

