

# Attachment F

ORDINANCE NO. 5342

AN ORDINANCE OF THE COUNTY OF MONTEREY, STATE OF CALIFORNIA, DISSOLVING THE RESOURCE MANAGEMENT AGENCY AND CREATING A HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT, AND A COMMUNITY SERVICES DEPARTMENT

County Counsel Summary

*This ordinance dissolves that County agency known as the Resource Management Agency, creates two separate County departments to be entitled the Housing and Community Development Department, and the Community Services Department, and directs that appropriate changes be made to the County Code and other actions.*

WHEREAS, the Monterey County Resource Management Agency (“RMA”) was created to be a “comprehensive local agency to administer, coordinate, and oversee the development and implementation of policies and regulations concerning land use planning, building inspection, code compliance, public works, and general services,” providing efficiencies in the processing of development applications and the provision of services; and,

WHEREAS, from time-to-time additional functions and responsibilities have been assigned to the RMA; and,

WHEREAS, over time, the additional functions and responsibilities assigned to the RMA have created conditions that tended to negate the efficiencies originally intended in the establishment of the RMA; and,

WHEREAS, in 2019, the County retained the firm Citygate Associates, LLC (“Citygate”), to perform a study of the RMA and make recommendations regarding its organization; and,

WHEREAS, on July 28, 2020, Citygate presented its report to the Board of Supervisors with 76 total recommendations regarding a potential reorganization of the structure and functions within the RMA; and,

WHEREAS, also on July 28, 2020, the Board of Supervisors accepted the Citygate report, directed that the RMA be split into two new departments (Housing and Community Development, and Community Services), created two new director positions for each of the new departments, and directed that staff return with a further analysis and implementation plan, including budgetary impacts; NOW, THEREFORE,

The Board of Supervisors of the County of Monterey ordains as follows:

SECTION 1. The above recitals are true and correct.

SECTION 2. Intent and purposes.

It is the intent and purpose of the Board of Supervisors to dissolve that County agency known as the Resource Management Agency or “RMA,” and replace it with two new County departments, to be known as the Housing and Community Development Department (“HCD”), and the Community Services Department (“CS”). This ordinance shall govern that process, and provide for the duties of the new departments, notwithstanding any current provision of the Monterey County Code.

SECTION 3. Dissolution of the Resource Management Agency.

As of 12:01 a.m. on November 30, 2020, that County agency known as the Resource Management Agency, or “RMA,” shall cease to exist, and the duties and functions of the RMA shall devolve to two new County departments as described in this ordinance. In addition, the position known as the Resource Management Agency Director shall be eliminated.

SECTION 4. Creation of a Housing and Community Development Department, and a Community Services Department.

A. As of 12:01 a.m. on November 30, 2020, the HCD is created, and shall be organized generally as set forth in Exhibit A, attached hereto and incorporated herein by reference. The previously created Director of the Housing and Community Development Department shall be the department head in charge of the HCD.

B. As of 12:01 a.m. on November 30, 2020, the CS is created and shall organized generally as set forth in Exhibit B, attached hereto and incorporated herein by reference. The previously created Director of the Community Services Department shall be the department head in charge of the CS.

C. The general functions of the RMA are to be assigned to the HCD and CS as set forth in Exhibit C. Additional RMA functions may be assigned to each new department as necessary or appropriate by the County Administrative Officer (“CAO”) upon consultation with the Director of Housing and Community Development and Director of Community Services (collectively, the “Director(s)”), the Human Resources Department and County Counsel.

SECTION 5. Appointment and supervision of the Director of Housing and Community Development and the Director of Community Services.

The CAO is authorized and directed to make appointments to the Director positions whether, in the CAO’s discretion, with or without internal or external recruitment. The Directors shall report to and be supervised by the CAO or the CAO’s designee. The salaries upon appointment shall be at the discretion of the CAO, consistent with all applicable County policies.

Other positions within the two departments shall be filled effective November 30, 2020, by the respective Director with employees within the RMA upon consultation between the Directors, and with the CAO, County Counsel, Human Resources Department and representatives of the appropriate bargaining units, and using existing County class specifications and salary schedule.

Notwithstanding the general organization and functions set forth in Exhibits A through C, and the provisions of Section 4, above, the Directors may organize their respective departments in any manner as they may deem necessary or appropriate to carry out the functions assigned to the respective department. In so doing, the Directors shall be guided, but not bound, by the Citygate report.

Until the Monterey County Code is amended to reflect distribution of duties formerly held by the RMA Director in Chapter 2.27, and the duties of other RMA officials set forth in Chapters 2.28, 2.30, 2.31 and elsewhere, the Directors are authorized to carry out those duties in a manner that reflects the organization and functions set forth in Exhibits A through C. The CAO, upon consultation with the Directors, the Human Resources Department and County Counsel, shall have final decision-making authority regarding the duties of the respective Directors in the event that allocation of duties is not clear or requires consultation.

#### SECTION 6. Fiscal actions.

For the balance of Fiscal Year 2020-2021, the new departments shall operate within the adopted budget for the RMA. The CAO, Budget Director and Auditor – Controller are authorized and directed to take such actions as may be necessary to fund the activities of the new departments from that adopted budget without changes in appropriations. Any necessary or appropriate budget augmentations to implement the intent and purposes of this Ordinance shall be subject to approval by the Board of Supervisors.

The CAO and Budget Director are directed to prepare the budget for Fiscal Year 2021-2022 reflecting the new departments on a separate basis.

#### SECTION 7. Other actions.

The CAO, County Counsel, Director of Human Resources, Auditor – Controller, Director of the Information Technology, and the Clerk of the Board of Supervisors are authorized and directed to take such other and further actions as may be necessary or appropriate to implement the intent and purposes of this ordinance including causing appropriate revisions be made to the County Code without further direction or authorization from the Board of Supervisors.

SECTION 8. Severability.

If any section, subsection, sentence, clause or phrase of this ordinance is for any reason held to be invalid, such decision shall not affect the validity of the remaining portions of this ordinance. The Board of Supervisors hereby declares that it would have passed this ordinance and each section, subsection, sentence, clause and phrase thereof, irrespective of the fact that any one or more sections, subsections, sentences, clauses, or phrases be declared invalid.

SECTION 9. Effective date.

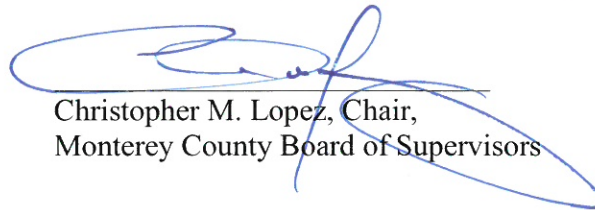
This ordinance shall become effective on the thirty-first day following its adoption.

PASSED AND ADOPTED this 29<sup>th</sup> day of Sept, 2020, by the following vote:

AYES: SUPERVISOR ALEJO, PHILLIPS, LOPEZ, PARKER AND ADAMS

NOES: NONE

ABSENT: NONE



Christopher M. Lopez, Chair,  
Monterey County Board of Supervisors

A T T E S T :


VALERIE RALPH  
Clerk of the Board

By: \_\_\_\_\_

Deputy



APPROVED AS TO FORM.

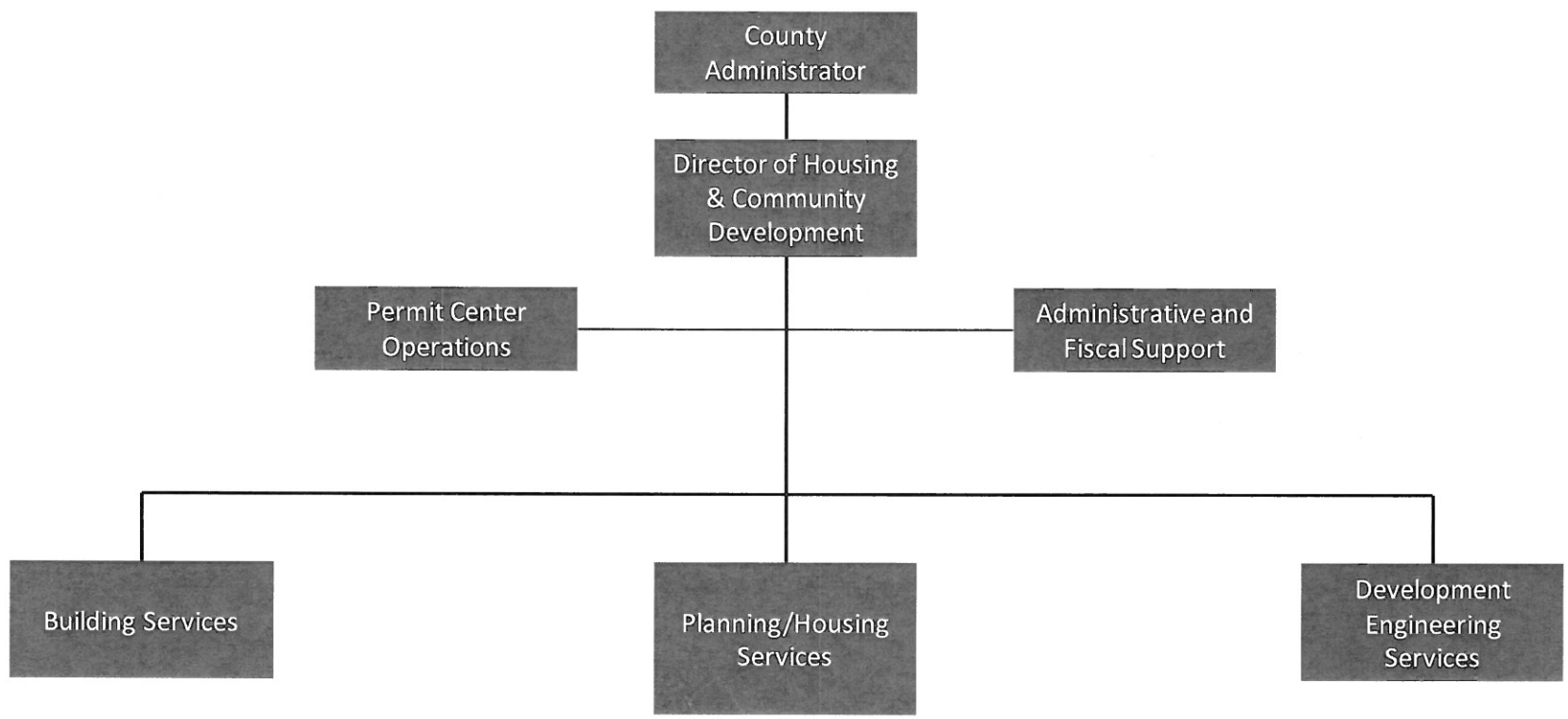


LESLIE J. GIRARD  
County Counsel

# EXHIBIT A

# EXHIBIT A

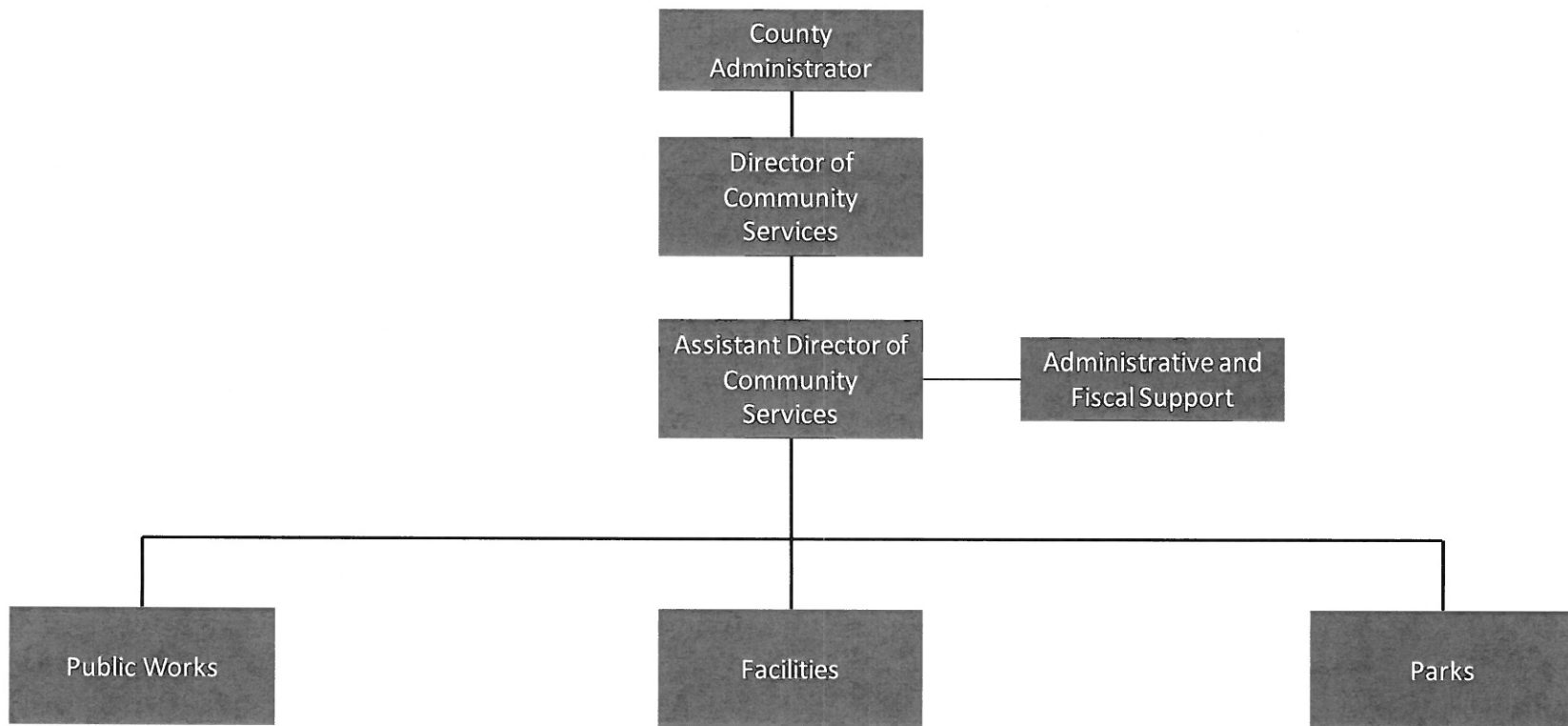
## HOUSING AND COMMUNITY DEVELOPMENT



## EXHIBIT B



# EXHIBIT B COMMUNITY SERVICES



# EXHIBIT C

# HOUSING AND COMMUNITY DEVELOPMENT

EXHIBIT C  
HOUSING AND COMMUNITY DEVELOPMENT FUNCTIONAL RESPONSIBILITIES

HCD Director

Building Services		Planning Services			Development Services		Administrative Services		
Plan Check	Inspections	Advanced Planning	Current Planning	Housing	Environmental Services Stormwater Programs (from CSD)	Engineering	Special Projects/Programs	Permit Center	Admin & Fiscal Support
Building Plan Check	Bldg. Insp	Plan and Policy Development	Development Review (Discretionary Permit Process, Project Management)	Housing Policy Development	Stormwater Management Program (from CSD)	Encroachment Permits intake, review, inspection	CRFREE (Design, Permit)	Front Counter	Secretarial
Grading Plan Check (from DES)	Code Insp	Policy Implementation	Condition Compliance (Leeper Settlement)	Housing Program Implementation	Floodplain Management Program (from CSD)	Subdivision maps	Carmel Lagoon (Design, Permit)	Call Center	Finance
Erosion Control Plan Check (from DES)	Cannabis Insp	Mines, Oil & Gas	Mitigation Monitoring (MMRP)	CDBG Program	National Flood Insurance Program Activities (from CSD)	Project Review-Traffic	Fort Ord Habitat Management	Special Event Permits	Contracts
Drainage Plan Check - Flood Control (from DES)	Encroachment Insp	Climate Action Plan	CEQA (CE, ND/MND, EIR)	Homeless (Units, not programs or services)	Community Rating System Activities (from CSD)	Subdivision Improvement Agreements	San Lucas Water (Design, Permit)	Ombudsperson	Grants
	SWPP Compliance, Inspection (from DES)	General Plan(s)	Committees and Commissions (LUACs, PC, ZA, Airport)	HOME Program	NPDES Muni General Permit-Storm Drain System (from CSD)	Lot Line Adjustments	Successor Agency, Oversight Board	SOPs	Files
		Land Use Plans		ESG advisory	WRA LU Functions	Certificates of Compliance	FORA Dissolution	MPWMD Water Allocation Tracking	Records
		Ordinances			Elevation Certification	Franchise Agreements (intake, review, inspection)	Inclusionary Housing Admin	Reception	Budget
		Long Term Sustainable Water Supply				Maintenance Agreements (intake, review, inspection)	Annual Report - Housing	Cashier	LU Fees
		Wm Act (Ag Com?)						Reservations	CDBG Admin
		Mills Act						Encroachment Permit (Intake)	Traffic Fees
		Annual Reporting (GP, Housing, Mills Act, etc.)						Tree Permits	
		Housing Element						Design Approvals	
								Transportation Permits (Intake only)	
								Addresses	

**Footnotes:**

Black text under Functional Task column reflects functions identified in Citygate report

Rex text shaded in salmon reflects tasks identified by Citygate under a different functional area than what RMA is recommending.

Black text under Functional Task column with blue shading reflects functions identified in Citygate report under HCD but RMA recommending under CSD

Black text under Functional Task column with green shading reflects functions identified in Citygate report

Red text under Functional Task column reflects additional functional tasks identified by RMA

Blue text under functional task column reflects Citygate recommendations under CSD Department

Red text under Functional Task column shaded orange reflects functional areas under CSD to be contracted under HCD as identified by RMA

Blue Text shaded in grey reflects tasks identified by Citygate under CSD, but RMA recommends under HCD

Red Text shaded in grey reflects tasks identified by RMA and based on Citygate recommendations would fall under CSD, but RMA recommends under HCD

# COMMUNITY SERVICES

EXHIBIT C  
COMMUNITY SERVICES FUNCTIONAL RESPONSIBILITIES

CS Director

Public Works (Roads and Bridges)				Facilities (Buildings and Grounds)		Parks	Administrative and Fiscal Support
Infrastructure Maintenance and Op	Capital Projects (Engineering Services)	Capital Projects (Engineering Services)	Traffic Engineering	Capital Projects (Architectural Services)	Facility Maintenance and Op	Open Space, Parks, and Trails	
Litter Abatement	Engineering Design	Engineering Design	Speed Surveys and Traffic Calming	Architectural Design	Property Management	Event, Museum, and Recreation Programming	Secretarial
Road and Bridge Maintenance	Road and Bridge Construction	Road and Bridge Construction	Signal Maintenance	Construction Management-Bldgs	Facility Trades	Park Planning and Development	Finance
Street Sweeping	NPDES Construction General Permit (PW Construction Projects)	NPDES Construction General Permit (PW Construction Projects)	Transportation Permits	NPDES Industrial General Permit-Facilities Projects	Lease Management	Parks Grounds Maintenance (Parks B&G)	Contracts
Sandbar Management	SWPP Permits - Project related	SWPP Permits - Project related	Transportation Coordination (TAMC, CalTrans, etc.)	SWPP Permits - Project related	Facility Grounds	Contracts and Concessions (Naci, LSR/CAO)	Grants (Billing)
Cannabis Eradication	Asset Management-pavement and bridges	Grant Acquisition & Reporting	TAMC TAC	Asset Management-facilities	Building Maintenance	Ranger (armed) Operations	Files (via HCD)
Hazardous Spills (Sanitation)	Infrastructure Inventory/Assessment	CIP planning and funding (i.e. 5-year CIP)		Grant Acquisition & Reporting	Infrastructure Inventory/Assessment	Event/Facility Agreements	Records (via HCD)
Pot Holes	CIP planning and funding (i.e. 5-year CIP)	Project Scoping and Development		Infrastructure Inventory/Assessment	Security (contracted)	Water&Util Systems	Budget
	Project Scoping and Development	Project Design and Environmental documentation		CIP planning and funding (i.e. 5-year CIP)	Janitorial (contracted)		SB1
	Project Design and Environmental documentation	Public Relations/Outreach (PIO) for CIP projects		Project Scoping and Development			Measure X
	Public Relations/Outreach (PIO) for CIP projects	Construction Management - Road and Bridge		Project Design and Environmental documentation			FEMA
	Construction Management - Road and Bridge	CSA (Spec. Dist.) Admin (CSAs/CSDs, San Jerardo) - From PW Maint		Public Relations/Outreach (PIO) for CIP projects			FHWA
	Condition surveys and reporting - Pavement	Closed Landfills (from PW Maint)		Construction Management - Facilities			HUTA
	Annual inspection/evaluations and documentation - Bridges	Sanitation Permits (from PW Maint)		Condition surveys and reporting - Facilities			Special Districts Budget
	Surveyor (from HCD)	County Service Area Projects/Maintenance					Park Fees

EXHIBIT C  
COMMUNITY SERVICES FUNCTIONAL RESPONSIBILITIES

CS Director

Public Works (Roads and Bridges)				Facilities (Buildings and Grounds)		Parks	Administrative and Fiscal Support
Infrastructure Maintenance and Op	Capital Projects (Engineering Services)	Capital Projects (Engineering Services)	Traffic Engineering	Capital Projects (Architectural Services)	Facility Maintenance and Op	Open Space, Parks, and Trails	
	Monumentation Preservation (from HCD)	San Jerardo					SOPs
	R/W maintenance (from HCD)	Sanitation District Disposition					Call Center (via HCD)
	Project Construction surveys (from HCD)	County Service Area Committees (Admin, Budget)					
	Survey Records Management (from HCD)	Underground Utility District (20A)					
	Project regulatory permits and monitoring	Project regulatory permits and monitoring					
	Encroachment Permits - issuance and approval (contract to HCD for intake, review, inspection)						
	Franchise Agreements - issuance and approval (contract to HCD for intake, review, inspection)						
	Maintenance Agreements - issuance and approval (contract to HCD for intake, review, inspection)						

**Footnotes:**

Black text under Functional Task column reflects functions identified in Citygate report

Rex text shaded in salmon reflects tasks identified by Citygate under a different functional area than what RMA is recommending.

Black text under Functional Task column reflects functions identified in Citygate report under HCD but RMA recommending under CSD

Black text shaded in green under Functional Task column reflects functions identified in Citygate report

Red text under Functional Task column reflects additional functional tasks identified by RMA

Blue text under functional task column reflects Citygate recommendations under CSD Department

Red text under Functional Task column shaded orange reflects functional areas under CSD to be contracted under HCD as identified by RMA

Blue Text shaded in grey reflects tasks identified by Citygate under CSD, but RMA recommends under HCD

Red Text shaded in grey reflects tasks based on Citygate recommendations would fall under CSD, but RMA recommends under HCD

Red Text shaded in yellow reflects tasks identified by Citygate under a different functional area than being recommended by RMA

## EXHIBIT D



**EXHIBIT D**

**Amend Personnel Policies and Practices Resolution (PPPR) No. 98-394 Appendices A & B and Section A.10.2 Assistant Department Heads Designated to Retitle Classification:**

Title	Class Code
From: Assistant Director of Resource Management Agency	12C23
To: Assistant Director of Community Services	12C23

**Add Positions:**

Amend Resource Management Agency Budget 3000-RMA013 Unit 8222

Class Code	Position Title	Position Number	Position Increase/Decrease	Revised Total FTE
11A34	Director of Housing & Community Development	0001	1.0	1.0

Amend Resource Management Agency Budget 3000-RMA012 Unit 8195

11A33	Director of Community Services	0001	1.0	1.0
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**Delete Positions:**

Amend Resource Management Agency Budget 3000-RMA013 Unit 8222

Class Code	Position Title	Position Number	Position Increase/Decrease	Revised Total FTE
11A27	Resource Management Agency Director	0001	(1.0)	0.0

Amend Resource Management Agency Budget 3000-RMA012 Unit 8195

11A24	Deputy Director Public Works and Facilities	0001	(1.0)	0.0
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Amend Resource Management Agency Budget 3000-RMA110 Unit 8529

11A23	Deputy Director Land Use and Community Development	0001	(1.0)	0.0
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**Transfer administrative oversight of the Housing function, including incumbents of the below identified positions, from the County Administrative Office to the Housing and Community Development Department:**

Dept-Unit	Class Code	Position Title	Position Number
1050-8514	14M22	Housing Program Manager	0001
1050-8514	41F32	Redevelopment & Housing Project Analyst III	0003
1050-8514	41F31	Redevelopment & Housing Project Analyst II	0001
1050-8514	41F30	Redevelopment & Housing Project Analyst I	0001
1050-8514	80A32	Senior Secretary	0001