

**COUNTY OF SANTA BARBARA
PLANNING & DEVELOPMENT DEPARTMENT**

**STRATEGIC PLAN
2004-2013**

May 2004

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- Comprehensive Planning Work Program
- Process Improvement Efforts for FY 04-05
- Planning and Development Projects and Programs

I. PREAMBLE

To be effective, the Planning and Development Department must periodically reevaluate its efforts through an examination of its mission, goals, functions and position. The creation of a shared vision among the members of our department is an essential first step in that renewal process. This strategic plan lays out that shared vision about the direction of our department, the public service attitudes that we expect of one another, and the direct and indirect products of our work, now and into the future.

As you explore the themes and contents of this document, you will find several underlying principles that guide our professionalism, thoughts of the future and day-to-day work:

- We will reach broadly and deeply into the community, other public agencies, and the County organization for direction.
- We will use the linkages and interconnections that exist throughout the region to improve communication.
- We will build on existing community assets as much as possible to augment our approach.
- We will use the tools of our trade fairly and equitably to serve the residents, businesses and organizations of Santa Barbara County while protecting the natural resources that create our environment and contribute to our quality of life.
- We will respect the gravity of our role – to help shape the landform, the built environment, economic activities and social pattern of the region.

The strategic statements and actions that follow cover a broad range of topics. Taken as a whole, they are intended to guide the policy direction of our work plan and budget. We will conduct a review of all of our programmatic activities for consistency with this Strategic Plan. Over time, our key programs and significant accomplishments should be a reflection of the goals, attitudes and measures outlined in this Plan.

The heart of this strategic plan is presented as the roles and actions we will undertake on a series of interrelated issues. By addressing these issues successfully as a department, we achieve our mission, using our personal and collective skills and capabilities, build bridges to all segments of our community, and re-enforce the Planning & Development Department as one of the premier planning entities in the country. By addressing these issues successfully as a community, we enhance our knowledge and understanding of how to balance our diverse needs and viewpoints, provide a model for other communities to follow, and ensure that Santa Barbara County remains a rewarding place to live and enjoy.

II. MISSION OF PLANNING & DEVELOPMENT

The Planning and Development Department provides land use planning, resource protection planning, permitting and inspection services under the policy direction of the Board of Supervisors and Planning Commission. The six divisions of the department include Administration, Building and Safety, Comprehensive Planning, Development Review North, Development Review South and Energy. The department comprises approximately 154 employees with operations in Santa Barbara, Santa Ynez Valley and Santa Maria.

MISSION STATEMENT

The Planning and Development Department plans for and promotes reasonable, productive, safe and sustainable uses of land to foster economic, social, cultural and environmental prosperity across the county. The department provides quality planning, permitting and inspection services through a thoughtful, collaborative and professional process under the policy direction of the Board of Supervisors and Planning Commissions.

The mission is accomplished through a variety of functions, roles and legislative processes. On any given day, members of the department are engaged in front counter consultation and application intake, review of private and public development applications, map/records management, GIS support, public hearing support, preparation of comprehensive plan elements and land use ordinances, building code compliance review, architectural review, building plan checking and inspections, agricultural grading inspections, code enforcement, community revitalization, regional planning, and safety audits of energy facilities. These activities are supported by an administration team that organizes the operations of a complex organization.

III. STRATEGIC PLANNING

External mandates structure much of the process, timing and findings employed by the Department, such as State laws regarding general plan elements that translate into community planning, the provision and affordability of housing, environmental review, zoning, building review, subdivision and redevelopment. In many respects, however, it is local legislative decisions by the Board of Supervisors that drive the department's priorities, work plans, level of service and outcomes.

It is in this dynamic environment that strategic planning can help the Department identify and assess its internal and external issues and associated forces. Strategic planning also provides the impetus to anticipate change and adjust resources accordingly.

The Planning and Development Department last prepared a strategic plan in February 2002. That plan guided a substantial amount of work that has since been completed. A sample of the accomplishments of the department since then includes:

- Conducted a smooth transition of planning services and files to the City of Goleta.
- Executed contracts with the Cities of Carpinteria and Goleta for energy project review.
- Prepared an Oak Tree Protection Ordinance adopted by the Board of Supervisors.
- Completed Phase II National Pollution Discharge Elimination System storm water regulations.
- Initiated changes to the zoning enforcement program.
- Prepared a Second Units Ordinance adopted by the Board of Supervisors.
- Prepared the Toro Canyon Plan adopted by the Board of Supervisors.
- Prepared the Carpinteria Valley Greenhouse Program adopted by the Board of Supervisors.
- Assisted in the preparation of the Naples Memorandum Of Understanding and began project review.
- Initiated the Ellwood Devereux Open Space Plan process.
- Advanced community efforts to shape an Isla Vista Master Plan.
- Completed a Permit Processing Manual.
- Revised the billing system for private permit applications.
- Developed the program for and staffed the Montecito Planning Commission and Board of Architectural Review.
- Completed the review and processing of the Rice Ranch Project – the largest residential master plan in the County's history.
- Released "A Perspective on Gaviota Coast Resources"
- Prepared The Open Lands Newsletter

Since the release of the prior strategic plan, the department has experienced much change. The director retired shortly thereafter and a nation-wide recruitment led to the appointment of Valentin Alexeeff as the new director. New deputy directors are now managing Comprehensive Planning, Building and Safety, and the Development Review South Division. The department also launched a significant effort to engage the community-at-large in the process improvement of ministerial permitting. That effort has, in turn, engendered a broader discussion about the culture of the department and the desire for process improvements in other functional areas.

As a first step in this strategic planning process, the department examined its work program, day-to-day operations and budget. The following general themes emerged that define how we view our current direction:

- Preservation of rural, agricultural, natural resource and open space areas.
- Efficient use of limited urban land and infrastructure.
- Improving the imbalance between jobs and housing, particularly providing housing opportunities for the critical workforce and lower income households.
- Perpetuation or improvement of the unique character of existing communities.
- Permitting of quality designed development.
- Providing adequate physical infrastructure and public services through community planning and development review.
- Promotion of regional perspectives for solution of community issues.
- Consideration of cumulative effects and consequences of discrete actions within the region.

As a second step, the department examined its strengths, weaknesses, challenges and opportunities. We identified emergent needs and demands, corresponding improvements that are planned and/or underway, as well as gaps. What follows is an identification of the most critical issues facing the department and the strategic actions the department is undertaking or plans to undertake to address those issues.

As a third step the timeframe for the strategic plan was established to be ten years. The framework was intended to be set far enough into the future so longer term departmental efforts could be incorporated into work programs and departmental organization, but it was not set further because it would require generation of alternative futures dependent on different drivers of change.

The strategic plan will be reviewed and updated annually as part of the department's budget development. It will be a department-wide effort with central input provided by each of the divisions. Updates will occur as a result of forces that drive change such as continuous process improvement, new ideas and opportunities generated internally and externally, new laws, community expectations, demographic shifts, emerging development patterns, new technologies, economic factors, and resultant Board direction.

IV. Planning & Development's Strategic Actions

Introduction to Public Services and Community Relations, Continuous Improvement, Staffing and Professional Development and Internal Resource Management

Effective organizations have a unified direction, well trained staff, up-to-date tools and an environment that encourages problem solving and innovation. Experience, multiple skill sets and clear objectives are often cited indicators of a healthy organization. To that list should be added a sense of place within the profession and community, and a public service attitude.

The issues and desired outcomes identified below reinforce the importance of building relationships across our profession, proactive engagement with key stakeholders and constant public outreach. Far better communication of priorities and expectations is another focal point. Training, resources and recognition must be sustained and improved upon.

A. Public Services and Community Relations

Issue

In recent history, Planning & Development has not had a reputation for consistent and positive service to the public, applicants and community stakeholders. The department has tended to turn inward, focusing away from initiating and sustaining improvement. The department has been successful in developing some community relationships but not others.

Desired Outcomes

The public experiences productive interactions with department staff that are friendly, knowledgeable and have a problem-solving, value-added approach. Each stakeholder group involved in land use believes that it can approach the department and engage in constructive and honest communication. Partnerships are seen as valuable by all participants. Department staff are able to reach out, even when it is difficult and uncomfortable.

Actions

- Ensure the management team leads by creating and sharing department standards and setting an example in its own interactions with the public and its everyday passion for providing high-quality service.
- Communicate and maintain professional standards and provide ongoing training to support staff.
- Promote a public service attitude.
- Identify and address needs of stakeholders; improve process as warranted.
- Build mutually beneficial relationships, including:
 - Initiate and attend community meetings.
 - Invite community members to speak to staff.
 - Create focus groups to provide feedback.
 - Meet with sectors of the economy to exchange information.
- Create transparency in the process and operations; initiate projects and programs with stakeholder involvement.
- Reduce the time required to complete P&D services.

- Focus on the key factors for stakeholder service: reliability; responsiveness; predictable process; and quality outcomes.
- Solicit and respond to feedback (e.g., focus groups, third-party survey, website survey and counter survey forms).
- Promote outreach to news media on major policy initiatives, programs and projects.
- Provide outreach to high schools for government and civics classes to create an involved generation.
- Coordinate with other departments and agencies.
- Continuously upgrade the P&D web page to provide current and accurate information.

B. Continuous Improvement

Issue

Many of the current processes Planning & Development employs—whether to develop community plans, review and approve development applications, obtain the sign-offs of other agencies on building permits, enforce zoning regulations, bill applicants, provide information to applicants and their agents, or track performance and productivity—have engendered ongoing frustration among staff, applicants, and other community stakeholders. Many of the processes are prescribed by ordinance or have evolved over time as policy, becoming more complex and less responsive to changing needs. Previous change efforts have not generated and sustained the desired level of improvement.

Desired Outcomes

Planning & Development has a culture of continuous improvement that responds to changes in expectations by modifying policies, processes, activities and tools employed while maintaining high standards for development. Staff is empowered to work efficiently and effectively through continuously updated procedures, training and tools.

Actions

Promote a good process and quality outcomes through a combination of strategic actions, including:

- Create a vision of an efficient and effective process.
- Establish an ongoing commitment to succeed in delivering state of the art processes over the long term.
- Form a powerful and representative guiding coalition of staff, stakeholders and community groups.
- Gain and practice new skills, attitudes and behaviors.
- Co-evolve the vision among participants.
- Transfer a level of ownership of and responsibility for the process and its outcomes to staff and the public in order to optimize people's best efforts; management provides the overall goals and employees take the lead on determining how to achieve them.
- Commit adequate resources to smooth the operation.
- Establish targets that stretch efforts - not just small improvements, but significant hurdles. Ensure all monitoring measures focus on improving from where we are today. Monitor performance explicitly on an ongoing basis. Review performance with staff. Use process improvement tools to address problems as they arise.
- Create quick successes while simultaneously working on the medium and long term improvement goals.

- Consolidate and institutionalize improvements to make them a part of standard operations, rather than exceptions.
- Provide applicants with information and assistance to produce high quality development and resource protection.
- Develop online systems and train staff in the following areas:
 - Simplified intake and application processes.
 - Online application system development.
 - Online sign-off system use.
 - Online permit information, process path and permit tracking system operation.

C. Staffing and Professional Development

Issue

The attraction, development, and retention of high-quality staff are the primary determinants of our ongoing level of success. Morale and turnover have been ongoing issues. There are external challenges – such as the high cost of housing – over which the department has little direct impact. Other challenges, however, such as ensuring we adequately consider workload volumes and career development in our ongoing decisions on staff assignments and responsibilities, are within our control.

We are evolving in how we function as an organization, how formal authority and responsibility are shared, and the nature and scope of leadership that is expected from throughout the organization. Some of this is occurring in parallel with similar changes in other county departments and outside organizations. A greater portion, however, is unique to Planning & Development, a result of the period of rapid change we have initiated (through the Process Improvement Team and other efforts), budget cuts, an increasing volume of work, the concentration of highly educated and motivated staff in our department, and our efforts to create a more open organization better able to adapt to sophisticated and changing community needs.

Desired Outcomes

Programs provide training for staff at their current position, and assist them in acquiring skills to progress to the next level, leading to a stable workforce which is crucial to the success of the department. All staff members know what is expected of them and what is needed for them to progress to the next levels of career and professional development. The workloads are consistent with staffing levels. The six divisions in the department coordinate on issues and are supportive of each other's missions and responsibilities. Current hierarchical barriers and restrictions are replaced by a more open and responsive network of opportunities. All staff members feel valued and respected.

Actions

- Evaluate and modify training programs for line staff, supervisors and managers to provide adequate resources for training, including training from outside professionals.
- Establish individual employee development programs for staff seeking to promote to the next level.
- Develop and implement strategies to recognize and retain existing staff and attract new staff.
- Foster good communication and collaboration among divisions, including:
 - Attend each other's staff meetings.
 - Conduct occasional joint meetings.

- Develop interdivisional teams to approach issues of mutual interest and responsibility.
- Ensure good communication from managers, including:
 - Distribute management team meeting minutes and products.
 - Provide feedback in staff meetings about decisions in management meetings.
 - Continue supervisor attendance at management meetings.
 - Provide memos from the director and other managers on key issues decided by management.
 - Use *Scorecard*, *The Director's Corner* and other tools to share information on an ongoing basis with staff.
 - Initiate bag lunches and other opportunities for ongoing communication among staff and managers.
 - Celebrate successes.

D. Internal Resource Management

Issue

The department needs to be strategic about internal resource management, particularly in times of significant budgetary constraints. There are many challenges to be addressed; they tend to pull the department in multiple and, even sometimes, conflicting directions.

Desired Outcomes

The department consistently does the right things in the right way. The department has a clear understanding of its priorities in its programs and activities. Our resource management decisions support those priorities. Resources are directed consistent with the strategic plan. Decisions ensure the department retains flexibility, accepting the dynamic nature of the social and political environment.

Actions

- Annually update the department's strategic plan in conjunction with the departmental work program with input and feedback from staff, and solicit input from the Board of Supervisors in advance of budget preparation.
- Prepare the budget to reflect the priorities included in the department's strategic plan.
- Seek grants and other outside funding sources that support priority actions in the strategic plan.
- Provide regional leadership, share expertise, and help cover fixed costs by seeking out opportunities to provide services to other public agencies and jurisdictions.
- Use established tools, including recurring performance measures, project reporting, Scorecard, Accela and timecards, and develop new tools as necessary to track progress on work programs, projects and day to day work to better allocate staff and other resources.
- Use external resources, as necessary, to address workload.
- Maintain a lean management to front-line staff ratio, while recognizing and addressing the stress that places on managers, supervisors and staff.

Introduction to North/South County Relations, Regional Planning and Governance

This section addresses a role that Planning & Development can play to foster collaboration among regional stakeholders and promote an informed, active and constructive manner to assess and resolve common issues. The region is just beginning to develop a unified strategy to address

growth and change while protecting what residents value. The department can assist those endeavors through the tools of our profession.

The strategic actions that follow emphasize the department's role as collaborative, shared and in partnership with established entities such as other county departments, Santa Barbara County Association of Governments (SBCAG), Local Agency Formation Commission (LAFCO), cities and abutting counties. Cooperative relations will drive the success of our technical and influential role.

E. North/South County Relations

Issue

Philosophies and underlying values regarding the role of government, private property rights and environmental protection, among others, appear to differ significantly among residents of the two major sections of the county. In addition, there is a sense that the south county imposes its values on the north county, due to its financial support and other factors.

Desired Outcomes

Recognize policies and programs shared values and reflect appreciation for differing values. A sense of fair and responsive treatment for north and south county residents is expected and exists. Substance, rather than perceptions, is the focus of the interaction between the department and community members.

Scope

Many of the department's actions will continue to affect the relationship. Achievement of desired outcomes will require cooperation among the entities that make up the north and south. Special planning efforts will need to be taken, as well as recognition of day-to-day efforts. Expertise and knowledge regarding community development will be needed to satisfy the range of demands. Accountability for desired outcome is shared with other county departments, other jurisdictions and community groups.

Actions

Work Program

- Secure adoption of the Winery Ordinance Amendments.
- Update the Agricultural Preserve Uniform Rules.
- Accomplish the Ordinance 661 Rezone Program.
- Implement permit streamlining with the Natural Resource Conservation Service and the Cachuma Resource Conservation District to ensure sustainable agricultural practices in concert with biological resource protection.
- Retain zoning, development and design standards for individual communities and rural areas.
- Complete Old Town Orcutt revitalization projects.

Ongoing Efforts

- Communicate with a variety of groups, north and south, about the policy initiatives and programmatic work products of the department, to ensure that we are responsive to our constituencies.

F. Regional Planning

Issue

Current regional planning efforts are sparse and not as effective as needed. The majority of key planning decisions made by cities and the county are made with limited consideration of their cumulative effects (e.g., traffic, commute patterns outside the jurisdiction's own boundaries). There is a need to identify the nature of interdependence and act on regional issues in the spirit of regional partnership.

Desired Outcomes

Establish one or more regional forums that consider comments or approve local governmental actions (land use/economic development/transportation) that have regional impacts for the county and tri-county areas. Create an ongoing negotiation forum and process for the mitigation of impacts that cross jurisdictional lines, as well as mechanisms that frame and address conflicts between agencies. Identify areas of cumulative impact that require multi-jurisdictional cooperation and mitigation.

Scope

Planning & Development's role in regional planning is direct where regional responsibility is established, otherwise involvement is indirect - primarily review and participation. By its nature, regional planning must be cooperative, spanning both special projects and day-to-day thinking and action. Regional planning requires an approach that is different from development review and comprehensive planning efforts. Accountability for desired outcomes is shared with other departments, local governments, State agencies and special districts.

Actions

Work Program

- Participate in "101 In Motion."
- Participate in the Jobs-Housing Project and take appropriate follow-up actions to assist in the adoption and implementation of its recommendations.
- Work with Santa Barbara County Association of Governments (SBCAG), San Luis Obispo Council of Governments and Ventura Council of Governments, as well as the Channel Counties Division of the League of California Cities, to develop regional planning principles and to identify opportunities for cooperation.
- Work with the State Department of Housing and Community Development, SBCAG and community-based groups to improve the Regional Housing Needs Assessment process before the next cycle begins.
- Assist County Administrator's Office in developing annexation policies.

Ongoing Efforts

- Coordinate with County HCD to ensure production and revitalization of housing.
- Take a leadership role in LAFCO review and educational forums, with an emphasis on annexation proposals.
- Promote economic development and land use policies within the carrying capacity of resources, services and the Comprehensive Plan with real understanding and acknowledgment of regional interrelationships and effects.
- Work to improve relations with the cities, Fish & Game, the Army Corps of Engineers, CalTrans, State Housing & Community Development, the Coastal Commission, and others.

- Assist County Administrator's Office in Municipal Service Reviews.

G. Governance

Issue

The current structure of cities, special districts, and unincorporated areas is outdated and leads to narrow-minded decisions, promoting inefficient provision of public services (such as water and sewer), citizen confusion and cynicism, and the inability to achieve coordinated improvements of broad public benefit and neighborhood scale.

Desired Outcomes

Develop pragmatic structures and boundaries of local governments and districts based upon collaboration across both geographic and issue areas, with formal arrangements as necessary. The most cost effective and rational methods to provide services are used allowing for improved coordination (in capacity planning, etc.). Duplication in the services offered and regulatory activities undertaken by local, state and federal governments is reduced or eliminated where possible.

Scope

The scope of Planning & Development's role in governance is indirect. There are special efforts and day-to-day activities that engage the department in these issues. The department has no direct authority over the structure of services, delivery and decision-making, but recognizes the importance of cooperation in these matters. The department can indirectly bring forward issues of inefficiency. The department can also recommend forums for such discussions. Accountability for desired outcomes is shared with decision-makers, LAFCO, HCD and special districts.

Actions

Work Program

- Recommend to the Legislative Review Committee that the County carefully review and consider support of SB 9, to create a Bureaucracy Realignment and Closure Commission.
- Develop regional planning principles (in concert with affected cities, counties, Local Agency Formation Commission and other agencies) regarding annexations.
- Develop a Facilities Element to evaluate and challenge some of the current approaches to services and delivery.
- Examine the layers of regulation, including costs, imposed by federal, state and county agencies, remove redundancies, and address conflicts and gaps.
- Review the effects of taxing structures (e.g., taxes, fees and licenses) on generic planning and development policy initiatives and programs and make recommendations for legislative change accordingly.

Ongoing Efforts

- Support Municipal Service Reviews and related actions by LAFCO consistent with Board-adopted policies.
- Maintain stability and dependability of local government operations.
- Coordinate with the Chumash on reservation issues and potential annexations.

Introduction to Jobs/Housing Relationship, Housing, and Transportation and Transit

The jobs/housing relationship, housing, and transportation and transit are three critical issues for the County that are inextricably linked. Actions or efforts in one subject area directly affect the others. We currently face a shortage of housing near the job center--the south coast--and the abundance of housing is in the northern areas of the County where employment opportunities are currently limited. The cost of housing, particularly on the south coast, has skyrocketed, which continues to put expansion pressure on the other communities. Even though prices are rising in some of these other areas (including Santa Ynez, Lompoc, Santa Maria Valley, Ventura and San Luis Obispo Counties), the prices in the south coast are so much higher that the gap is continuing to widen. The current jobs/housing ratios are 1.13 for North County and 1.48 for south county; more desirable ratios for both areas would be closer to 1.25 – 1.35. The result of this imbalance and the preference for home ownership has significantly increased congestion on the roadways. Improvements to the roadways or new alternative transportation options are an important part of reducing congestion; in the near term, it is not the sole answer for sustainable development.

Market forces play a large role in shaping overall growth patterns. Government actions will not be effective if they do not recognize limitations. The creation of housing near the job base is a critical part of the solution, as well as creation of jobs in housing rich areas. We must continually recognize the links between and among these issue areas and identify actions that work in concert with one another to address the issues comprehensively.

H. Jobs / Housing Relationship

Issue

There is a jobs housing imbalance across the region. In general, housing is more affordable to the workforce in the north county and Ventura County while the majority of the jobs are located in the south county and in San Luis Obispo County. There is an increasing disconnect between the types of jobs being created (and the wages they pay) and the price of housing, especially in the south county. Housing prices are escalating rapidly at the same time as manufacturing and other higher-wage jobs are being replaced by relatively low-wage service sector jobs. Much of the existing and newly constructed housing in the south county is not being occupied by current residents or jobholders as many of these units serve as second homes or retirement homes. The unmet demand for south county housing is driving prices higher in the north county and in Ventura County.

Desired Outcomes

Additional jobs in the north county are well matched to the skills, knowledge and needs of north county residents. Additional housing in south county becomes well matched to the incomes and needs of South county households. Continual job creation (UCSB spin-offs, etc.) occurs in higher income levels. Transportation demand strategies and transportation improvements reduce the impacts of remaining commuters. Strategies avoid the creation of a permanent underclass living in the county or commuting to it.

Scope

The Department's involvement is based on its regulatory role, professional skills and knowledge to promote a more balanced pattern of development. Direct efforts by the department include programmatic updates of the Housing, Circulation and Land Use Elements. These efforts need the cooperative support of the community, cities, SBCAG and HCD. There is also an indirect role by

participating in forums that can help promote a better balance.. Accountability for the desired outcome is shared with decision makers, Public Works, SBCAG, LAFCO and HCD.

Actions

Work Program

- Adopt and certify an updated Housing Element which recognizes the jobs/housing relationship.
- Advocate for a greater emphasis on the jobs/housing relationships when SBCAG conducts the RHNA housing allocation process.
- Implement strategies from the Jobs/Housing Project's recommendations.

Ongoing Efforts

- Coordinate planning policy initiatives and programs among the County, cities and adjoining counties.
- Provide leadership in SBCAG, LAFCO, TPAC and other settings to evoke a shared responsibility for addressing solutions to the jobs/housing imbalance.
- Elevate attention to the jobs/housing imbalance and its long-term repercussions on economic sustainability, social implications and public service costs throughout the county.

I. Housing

Issue

Market forces, local opposition to development, state tax policies, and land use decisions have resulted in a lack of housing at all needed levels of affordability near the local job bases. Efforts to meet housing needs without increasing existing densities presses development up to and sometimes past our desired urban boundaries. As a result, housing and related development is spreading into urban agriculture, rural areas and open spaces. Increasing densities benefits the overall community but is often perceived as shifting a collective responsibility to the immediate neighborhood.

Desired Outcomes

A variety of housing types is produced for a range of income levels, including those earning an income well beyond the median level, but currently unable to achieve home ownership.

Revitalization of developed land within the urban/suburban core occurs. New housing development uses vacant and underutilized urban land as efficiently as possible, reducing impacts on urban agriculture and rural areas.

Scope

The Department's involvement on housing issues is direct, including programmatic updates of the Housing, Circulation and Land Use Elements, as well as day-to-day activities (e.g., review of development applications). Actions require cooperation and collaborative engagement with state and county Housing and Community Development Departments and community-based groups. The department's position can be used to guide issues and reinforce linkages. Accountability for desired outcomes is shared with decision makers, county HCD, local jurisdictions, special districts, State government, and community groups.

Actions

Work Program

- Take a leadership role in developing a countywide consensus on the Regional Housing Needs Assessment (RHNA) process. Adopt and certify the Housing Element every five years.
- Update the Comprehensive Plan to provide additional, more specific policies for directing growth to infill areas, revitalization districts, county-owned properties, and transit corridors and for achieving the gradual increase in densities of suburban neighborhoods.
- Develop workable strategies for revitalization and densification of urban cores, major corridors, and selected suburban neighborhoods, including Hollister Avenue, Clark Avenue, Lillie Avenue, etc.
- Improve the 2008 RHNA process prior to the next Housing Element cycle by actively supporting and engaging the public in 2006. Work with State and County Housing and Community Development Departments, Santa Barbara County Association of Governments and community-based groups.
- Streamline permitting for farm employee housing units.
- Allow for residential second units on agricultural lands not under Williamson Act contracts.
- Evaluate the effectiveness of the Rural Agricultural Unit (RAU) Program, and augment if needed.
- Update the Inclusionary Housing Ordinance and In Lieu Fee Programs.

Ongoing Efforts

- Develop housing development standards that apply countywide, as well as flexible options for individual communities.
- Educate and apprise the Planning Commissioners, staff and the community on innovative housing types, sustainability, siting and design concepts.
- Keep the Board of Supervisors informed on housing issues and effectiveness of housing programs
- Review county-owned sites for potential housing development.
- Work with employers to identify housing needs and solutions.

J. Transportation and Transit

Issue

Urban roadways and major connectors are congested during peak hours across the county. Traffic volumes are increasing at several times the rate of population growth. A steady expansion of peak hour congestion is projected along regional freeway corridors, major arterial roads and key intersections. Transportation measures are outpaced by traffic growth. Individual jurisdictions make land use decisions with little regard for the regional transportation impacts, particularly vehicle miles traveled to and from the workplace. Very little emphasis is given to developing alternative transportation links and infrastructure.

Desired Outcomes

A transit/transportation system is developed that reduces peak hour congestion, including: further improvements in regional and local transit and rail services (e.g., types, routes, frequency and affordability) within the county; and highway and major arterial corridor improvements that

preserve and enhance community character. Further coordination with adjoining counties on regional transit services occurs. Planning and provision of multi-modal design options within mid-to large-scale development projects becomes the norm. We have a more precise understanding of the origin and destination of trips to assist in transportation planning.

Scope

The department's involvement in transportation and transit issues is primarily indirect since there is no responsibility for the overall system. Special efforts include programmatic updates of the Housing, Circulation and Land Use Elements, collaboration on transportation improvement plans and programs, as well as the day-to-day review of development applications and transportation related issues. The process needs cooperative support from community and from HCD, Public Works and SBCAG. Accountability for desired outcomes is shared with decision makers, SBCAG, Public Works, and other local jurisdictions and State government.

Actions

Work Program

- Encourage and assist Santa Barbara County Association of Governments in its efforts to promote single occupancy vehicle trip reduction through siting, planning and design techniques.
- Provide important public outreach on trip reduction education through the publication of a Transportation/Transit newsletter and website papers and links.
- Establish "effectiveness criteria" that enable decision-makers to evaluate the merits and shortcomings of urban development proposals relative to transportation impacts and opportunities.
- Seek trip reduction through form, scale and design review of proposed development.
- Focus increased densities and commercial opportunities along existing transit-capable corridors.
- Enhance the feasibility of alternatives to the automobile.
- Consider trip origination and destination in a Circulation Element update.

Ongoing Efforts

- Provide support to SBCAG and the Public Works Department (e.g., staff support, demographic and land use mapping services and public information outreach) relative to their preparation of the Regional Transportation Plan, Congestion Management Plan, 101 in Motion Study and community-based roadway improvement plans.
- Study and implement trip reduction land use measures and promote transit oriented design, including:
 - Seek to balance employment/revenue generating land uses and housing supply on a broad scale, thereby providing an opportunity for employees to reside close to their worksites.
 - Promote design concepts on a large project scale that encourage transit use and add pedestrian interest.
 - Confer with local transit providers on transit oriented development design opportunities along route corridors.
 - Seek grants for the study and promotion of alternative transportation measures.
 - Evaluate and promote transportation dependent mitigation and alternative transportation opportunities through the development review process.

- Work with transit providers across the county and neighboring counties to maximize the effectiveness of their services at reducing total vehicle miles traveled.
- Continue to work with Public Works on innovative solutions to transportation problems.

Introduction to Community Planning, Economic Viability, Revitalization, Design, Educational Opportunities and Zoning Enforcement

The elements of a prosperous community are both many and diverse in nature. They collectively produce a momentum that stimulates the creation or preservation of a high quality built environment, the attraction and retention of businesses that offer meaningful employment and career-growth opportunities, the propagation of cultural arts, opportunities for education, and the protection of environmental resources. Looked upon from the outside, Santa Barbara County features those attributes and more.

Within this overall picture, however, there are numerous issues and tensions at work. The quality of life in Santa Barbara County results from the dynamic interplay of market, social, and governmental forces. We need expert command of many and diverse tools in order have the desired near- and long-term effects.

The County and its eight cities each seek businesses that generate diverse economic activity, high quality jobs and a steady public revenue stream, enhancing vacant, under-utilized land within urban cores. Each jurisdiction tries to improve its community identity by implementing and integrating streetscape improvements with landscape design, architecture and appropriate land uses. Further, they seek to provide and integrate public and private institutions, community facilities and public space into the fabric of their unique neighborhoods.

K. Community Planning

Issue

Some community planning efforts have not engaged the larger public and have not received sufficient support. Large segments of our communities feel like planning is happening to them rather than with them in mind, or with them engaged. In addition, because of the limited involvement, small interest groups tend to pressure public policy. The current structure of community planning, and the current approach to plan development, means that once a plan is adopted, there is great hesitation to reopen it. As a result, the plans become outdated, stale and open to interpretation.

Desired Outcomes

Community planning concepts and projects are brought forward and are supported by a broad section of the community. Policy updates occur on an ongoing basis so that they are available at the time they are first needed. The plans provide direction that allows for appropriate growth within the character of the community.

Scope

The department has a direct role in the evaluation of issues, preparation of documents and discussions regarding the future of the community. There are special planning efforts in addition to day-to-day implementation activities. The process is cooperative and is guided by the department's

position as a lead agency in plan preparation. Accountability for desired outcomes is shared with decision-makers and community groups.

Actions

Work Program

- Change our approach to the community plan process. Clarify and organize general policies in the Comprehensive Plan where possible and maintain unique community level policies in community plans. Provide a design emphasis.
- Prepare and certify a Land Use Element and Coastal Land Use Plan update.
- Actively implement community plans.
- Update and reformat the zoning ordinance.

Ongoing Efforts

- Continue to look for ways to achieve greater public engagement in the process.
- Establish a collaborative network of neighborhood groups and interest groups to address issues of common interest on an ongoing basis.
- Break work programs into elements that can be easily grasped, understood and addressed by the public. Actively solicit committed involvement. Use radio, television, notices, newspaper ads, flyers and other outreach tools.
- Provide training to decision-makers on livable, sustainable communities.
- Broadly notice and involve the range of stakeholders and interest groups.
- Maintain a high level of coordination between Comprehensive Planning and the Development Review Divisions to ensure that policies and development standards are clearly written, consistently implemented, and well integrated.
- Advocate for and support transit oriented livable communities and efficient use of land.
- Balance resource protection with development entitlements in the urban areas.

L. Economic Viability

Issue

Employment and business opportunities in the county are becoming less diverse. The local economy is increasingly dependent on government institutions, agriculture, the service industry supporting tourism, and the wealthy members of the community.

Desired Outcomes

The county has a broad economic base, taking advantage of our full range of resources including a highly educated population, desirable location, natural resources and climate, and the plethora of educational and cultural institutions and venues. The county is economically robust and more resilient to recessions and has a diverse workforce.

Scope

The department's involvement is limited and indirect through processing of development applications, creation of policies and participation in forums and group discussions on economic development issues. The department's involvement is based on its regulatory position. Accountability for the desired outcome is the responsibility of the private sector, decision-makers,

county departments such as HCD and other agencies. Occasionally high profile projects increase the department's perceived accountability.

Actions

Communication/Access

- Support improvement of telecommunication infrastructure (coverage/capacity) through efficient processing.
- Promote a conversion of dark fiber for data/media business start-up and incubation.
- Review projects with an eye for removing transportation clogs and suggest alternative ways to move people and goods.
- In a regional planning capacity, look for non-highway transportation options to support business.

Cost of Doing Business

- Continue to promote housing affordability.
- Plan for ancillary uses to support business such as facilities for assembly, warehousing, transport and marketing products in appropriate locations.

Regulatory Environment

- Provide business assistance through a multi-function team approach and permit process improvements.
- Provide for the development of incubator Research and Development/commercial enterprises and provide for regional expansion of successes.
- Examine range of government issues creating positive and negative effects by meeting with business leaders, determining costs and benefits of specific legislation, develop action plans to minimize negative effects and enhance the positive aspects of the department's review process.
- Evaluate government cost for effect on business and value added, including:
 - Direct (fees, hourly rates, studies, mitigation).
 - Indirect (exposure to neighborhood issues and demands and opportunity loss costs).
 - Consider processing streamline incentives for "beneficial" projects (e.g., those that create high paying jobs).
- Examine federal/state/county requirements and costs and eliminate duplicative or redundant steps.
- Encourage the state to review effect of taxing structures on business as a first step in reducing negative impacts.
- Maintain stability and dependability of local government operations and revenues.

Enhance Business Friendliness

- Work with Housing and Community Development to examine the role of the county to help small business stay in business, to help large business attract workers from elsewhere and to promote the natural advantages of the county for business.
- Examine existing and potential advantages in the area for business (including research and development) and act to provide and enhance them.
- The department needs to develop an economic development game plan, including preserving those qualities of the area that attract business.

M. Revitalization

Issue

Several historic communities, urban cores, and transit corridors such as Old Town Orcutt, Isla Vista, Vandenberg Village and the Hollister Avenue corridor, are suffering from development that doesn't meet current standards, has declining infrastructure, and lacks ongoing investment by private development. Without assistance, these areas are likely to continue to degrade.

Desired Outcomes

Sustainable and dynamic old towns and communities are re-established through the use of creative policies and design standards, as well as reliable funding sources. A sense of place is created or enhanced.

Scope

The department has a direct role through the preparation of redevelopment plans, specific plans, design elements and urban renewal investment strategies for old towns and commercial clusters. The process is cooperative with community groups and other departments. The department conducts these activities under its comprehensive planning and regulatory capacities. Accountability for desired outcomes is shared with Housing and Community Development and Public Works.

Actions

Work Programs:

- Adopt the Isla Vista Master Plan.
- Support revitalization efforts in Old Town Orcutt, including sidewalks, parking and streetscape design improvements and ordinance amendments to facilitate efficient development patterns.
- Enable and lead the revitalization efforts for Bell Street in Los Alamos and the Hollister Avenue corridor in the Goleta area.

Ongoing Efforts:

- Support implementation projects for Isla Vista, including:
 - El Colegio improvements.
 - Undergrounding utilities.
 - Planting street trees.
 - Permit Parking Program.
 - Major catalyst projects in the downtown, including: housing, commercial and mixed use.
- Look for opportunities in other communities for revitalization and upgrading of design standards.

N. Design

Issue

Unclear and/or ineffective design standards, conflicting priorities, overlapping design responsibilities, multiple design review steps, and limited collaboration has resulted in less than desirable outcomes. We tend to see land only as environment, not as a design element as well.

Desired Outcomes

Development projects, on a small and large scale, are designed to complement and enhance the character and quality of the community. Communities are assisted in realizing their individual boundaries and characters. Deference is given to places valued by the community.

Scope

The department's involvement is direct through Comprehensive Plan updates and project review. The department is also involved through recognition of the important context that design plays in community identity. The process involves special efforts such as the preparation of design guidelines, as well as day-to-day development review. The design process is cooperative among stakeholders. Accountability for desired outcomes is shared with community and decision-makers.

Actions

Work Program

- Update the Design Residential (DR) zone district, create new alternatives and/or prepare development/design guidelines that promote and stimulate the production of desired housing types.
- Encourage closer relations and viewpoints between the development community and residents by assisting public design workshops to be conducted in Orcutt, Lompoc, Goleta and other locations.
- Produce community-specific and County-wide residential development standards, based on the Housing Element design workshops.
- Prepare design guidelines based on the character of existing inner-rural areas, including Orcutt, Lompoc, Santa Ynez Valley (particularly Ballard and Los Olivos) and Los Alamos.
- Develop measures to improve design considerations in rural township areas.
- Assist communities in establishing private associations (similar to Hope Ranch and Summerland Associations) to provide local design input on projects.

Ongoing Efforts

- Invite Board of Architectural Review and Montecito Board of Architectural Review members to invoke their expertise in design to address emerging issues.
- Continue to develop programs wherein the department directly engages in site design.
- Work with applicants to improve project design by contributing design solutions.
- Comprehensively address design issues that produce conflicts.

O. Educational Opportunities

Issue

Community prosperity depends increasingly on public and private organizations and institutions to develop a well-educated populace, attract creative talent, and spin-off viable enterprises. The quality of elementary and secondary schools countywide is undercut by inadequate funding, lowering standards, and a decreased emphasis on education in the home. The cost of housing is making it increasingly difficult to keep and/or attract talented educators and staff.

Desired Outcomes

The county has strong public and private educational institutions that take the lead in creating an educated populace, a well-trained workforce, an attractive climate for business start-ups, and sources of pride for our communities. Support occurs from other public and private institutions.

Scope

The department's role is indirect through master planning of communities, technical and policy support to SBCAG, LAFCO and other departments relative to the provision of regional infrastructure and services, and the periodic processing of development plans submitted by institutions. These activities represent a special effort and are cooperative in nature. The department's accountability for the desired outcome is low and indirectly shared with regional agencies

Actions

Work Program

- Develop a more comprehensive strategy toward issues affecting the viability of Isla Vista and the surrounding community through the Master Plan and other joint efforts with community-based groups and UCSB (e.g., housing and traffic impacts, specific impacts of university housing, social issues in Isla Vista, etc.).
- Develop educational programs on civics and opportunities for local involvement to be delivered to high school seniors.

Ongoing Efforts

- Ensure that maintaining and improving educational opportunities for our population is an explicit goal as we review programs and projects.
- Work with schools to ensure appropriate sites are available for new or expanded educational facilities.
- Work with schools to ensure that facilities freed up by declining enrollments are re-designated as sites for beneficial uses.
- Develop strategies for capitalizing on existing relationships and benefits.
- Partner with the institutions on education and outreach efforts.

P. Zoning Enforcement

Issue

Resources are constrained and demand potentially unlimited due to some neighborhoods wanting every aspect of land use regulated and enforced to the letter of our regulations. Complaints range from genuine dismay at an unsightly or dangerous violation to long-standing, retaliatory grievances among neighbors. Violators range from innocent, unknowing individuals to willful repeat offenders. Reactions range from immediate compliance to reactive lawsuits.

Desired Outcomes

An ethic of building and maintaining property within code guidelines and timely compliance for significant violations exists. There are adequate resources and meaningful penalties to address perpetual or egregious violators. Neighborhoods cooperate and assist the department in compliance efforts .

Scope

The department's role is direct and day-to-day. The department has regulatory responsibility over zoning enforcement. Accountability for the desired outcome is high but at times, is mistaken to be exclusively the responsibility of the Department. Other departments, decision-makers, landowners and residents are also share responsibility.

Actions

Work Program

- Include dispute resolution as an option.
- Import enforcement techniques from other jurisdictions.
- Review ordinances for clarity and ease of process.

On-going Efforts

- Pilot year of restructuring program.
- Seek voluntary correction of minor violations.
- Continue the Notice of Determination and Notice of Violation processes to bring about correction, as necessary.

Introduction to Agriculture, Rural Area Planning, and Resource Protection and Biodiversity Planning:

The issues associated with agriculture, rural area planning and resource protection are inextricably linked with one another. Actions in one issue area impact the other. For example, the rural towns provide services to the agricultural operators and the townships value the heritage of agriculture in the area and want to maintain it. But, the urban/rural interface causes conflicts and agricultural operators are pressured to limit their activities to those that don't impact urban uses and biological resources. The biological and cultural resources in the rural areas also interface with agricultural operations and some in the county believe that agricultural activities are unnecessarily damaging these resources. These resources also suffer from urbanization of the townships if development is not well planned. When identifying the actions in the strategic plan the department has attempted to promote a balance between agriculture, townships and resources.

Q. Agriculture

Issue

Agriculture is the major producing industry in the county and has a great impact on defining our identity. Viable agricultural land has been diminishing in the county for a variety of reasons including urban encroachment, annexations, land divisions and estate planning. The agricultural community wants to preserve agriculture as a contributing component of the economy; it also needs flexibility to maintain a viable business, to address inheritance taxes, and to maximize the beneficial uses of their land. Some efforts by the department to maintain the viability and success of agriculture have not been seen as beneficial to or welcomed by the agricultural community.

Desired Outcomes

Agriculture is maintained and enhanced as a viable and critical component of the county economy. A strong cooperative working relationship between agricultural communities and P&D is developed, resulting in meaningful programs that will aid the entire community. All agree on a goal

of no net loss of productive agricultural operations. Sufficient flexibility is provided that allows for response to changing trends in agricultural productivity, markets and issues.

Scope

The department's level of involvement is high through the development of programs and regulations that create direct effects on agriculture. The department engages in special efforts, such as the preparation of the Agricultural Element, clarification of existing and development of new rules, guidelines and standards. The process needs to be cooperative to be successful. Accountability for the desired outcome is shared with other agencies, decision-makers and the agricultural community.

Actions

Work Program

- Adopt Winery Ordinance Amendments.
- Adopt Agricultural Preserve Uniform Rules Update.
- Rezone properties that remain under Ordinance 661.
- Complete Phase II of the Agricultural Element update.
- Provide permit streamlining and consider partnering with the Natural Resources Conservation Service and Cachuma Resource Conservation District on:
 - Beneficial projects (a first phase).
 - Permitting for other activities.
 - Watershed planning to minimize sediment discharge.
- Secure adoption of an ordinance permitting second units in agricultural zones.
- Streamline permitting for farm employee dwelling units.
- Work with the United States Fish and Wildlife Service and other agencies on resource protection and mitigation, including the Agricultural Conservation Easement Program – California Rangeland Trust.
- Help land trust organizations develop a strategy for use of grants in acquiring development rights, conservation easements and fee title to agricultural properties from willing property owners to provide the landowner with an alternative way to generate income rather than seeking conversions of agricultural land and selling the land for future development.
- Promote Transfer of Development Rights (TDR).
- Expand urban agricultural opportunities -- recommend an ordinance amendment to allow greenhouses as principally permitted uses in industrial and heavy commercial zone districts.
- Work with the County Administrator's Office to develop an annexation policy based on forward-looking regional planning principles that preserve agricultural operations and natural resources, as well as promote the efficient use of land.

Ongoing Efforts

- Continue the Agricultural Grading Assistance Program.
- Attend meetings of the Agricultural Advisory Commission, Agricultural Preserve Advisory Committee and other agricultural organizations to develop a fuller understanding of issues so that solutions can be cooperatively reached.
- Become integrated and consistent in our approach to agriculture.

R. Rural Area Planning

Issue

Balancing preservation of open space and the character and integrity of rural areas while allowing reasonable growth continues to become increasingly challenging.

Desired Outcomes

The community is committed to preserving rural areas. There is strong support countywide for maintaining open lands and agriculture and strengthening the character and uniqueness of rural areas throughout the county. Development is focused within urban limit lines (which may require some adjustment). Density, design and use standards are adopted for the urban/rural transition zones, recognizing their unique character. In some areas, these transitions should be gradual; in others, direct.

Scope

The department has a direct hand in rural area planning through development review, the preparation of community/area plans and rule-making. Special efforts include the Housing Element and the Santa Ynez Community Plan. Day-to-day activities consist of the review of development applications, as well as the comprehensive planning process. The process requires cooperation to be successful. Accountability for desired outcomes is shared with decision makers and the community.

Actions

Work Program

- Prepare design guidelines for existing townships and communities, including Orcutt, Lompoc, the Santa Ynez Valley townships and Los Alamos.
- Focus urban type development into the town proper. Develop new models for rural area planning to focus on agriculture and natural resource protections, water quality and sediment control.
- Refine county policy on sewer extensions and the role for P&D.
- Combine and update the Open Space, Conservation and Environmental Resource Management Elements of the Comprehensive Plan.
- Develop and implement strategies for preservation of the Gaviota Coast in light of existing subdivision patterns, uses and opportunities.
- Work with the County Administrator's Office to develop an annexation policy based on forward-looking regional planning principles that preserve agricultural operations and natural resources, as well as promote the efficient use of land.
- Promote vitality of rural townships.

Ongoing Efforts

- Work with communities to set up private associations that provide design review.
- Develop Transfer of Development Rights programs for both rural area and biological resource protection.
- Help land trust organizations develop strategies for use of grants in acquiring development rights, conservation easements, and public access easements (where appropriate) and fee title to open space properties from willing sellers.

- Improve outreach to rural area residents; use radio and television, in addition to standard noticing tools, and provide Spanish versions. Engage this constituency in the planning process.

S. Resource Protection and Biodiversity Planning

Issue

Over 94% of the county is undeveloped; much of this land encompassed by the Los Padres National Forest, Vandenberg Air Force Base and rural agricultural lands. The physical environment is a large part of the county's quality of life. While there have been successes in protecting our environmental resources, ongoing and future threats to the nature and scope of our natural resources and ecosystems continue to be of concern to some elements of the community.

Desired Outcomes

The department develops and consistently applies clear policies and regulations that balance resource protection, land use, development, open space, agriculture and recreation, as well as the importance of these issues to the local community.

Scope

The department's involvement is direct through the preparation of the Land Use and Conservation Element and community plans, as well as the review and approval of development applications on an ongoing basis. Special efforts are made through public outreach including newsletters and open houses. The role is cooperative among the community. Accountability for the desired outcome is shared with decision-makers and the community.

Actions

Work Program

- Complete the Grading Ordinance Guidelines to clarify current regulations.
- Combine and update the Conservation, Open Space and Environmental Resource Management Elements of the Comprehensive Plan.
- Directly address the interface of resources and agriculture in the community process to develop new models of rural area plans. Partner with the Department of Fish & Game, Natural Resources Conservation Service, the Agricultural Commissioner, University of California Extension and CRCDC in this effort.

Ongoing Efforts

- Develop TDR programs for both rural area and biological resource protection.
- Work with the Fish and Wildlife Service regarding impacts to land owners with endangered species habitat.
- Help land trust organizations develop a strategy for use of grants in acquiring easements and fee title to properties for resource protection from willing sellers.

Introduction to Abandonment and Reuse of Oilfields and Facilities and Aging Energy Infrastructure

Santa Barbara County has been blessed to have sizeable, developable oil and gas reserves; while on the other hand, the tragedy of the Santa Barbara oil spill was the catalyst that helped launch the environmental movement across our nation. Now, some thirty-five years after the spill, and millions of barrels of oil and billions of cubic feet of natural gas produced and processed locally, new issues have emerged about the life-cycle of that activity.

An area of concern is the state of oil and gas fields as they are developed and abandoned over time, both onshore and offshore. There have been mixed results in regard to the timely closure and proper abandonment of well pads, platforms, processing facilities, storage tanks and pipelines. The public has incurred costs for plugging orphaned wells and clearing properties of defunct equipment. More so than any other local agency in the nation, Santa Barbara County maintains a watchful eye on the cradle-to-grave activities of energy development. The department is also examining the ultimate disposition of oil properties and/or their reuse for other purposes (e.g., agriculture industry).

Also being watched is the eventual decommissioning of sixteen oil and gas platforms situated offshore. Several platforms have already been removed, with many more to come. Rigs-to-reef proposals will inevitably crop up, requiring further scientific examination and policy debate as to their appropriateness in our region. It remains to be seen whether federal and state agencies will maintain a high frequency and caliber of inspections and drills of coastal operators and facilities. Given the scattered, diffuse structure of oil industry oversight, it also remains to be seen whether adequate protections are in place and will be enforced to prevent the transfer of private liabilities and costs of abandonment and clean-up to the public. Public expectations will remain high that the department is diligently attending to these policy matters.

T. Abandonment and Reuse of Oilfields and Facilities

Issue

There is a critical need for regulatory measures that promote oilfield and petroleum facility abandonment and site restoration. The common structure of oilfield accounting, financing and product pricing has not afforded constructive dialogue between the regulators and industry on this matter.

There is ongoing debate about platform conversions to other uses versus removal and onshore recycling of materials. Recent proposals have come forward to convert platforms to Liquid Natural Gas (LNG) ports, commercial mariculture farms and reefs for sportfishing. Further debate has also arisen on the siting of large LNG marine terminals and gassification plants along the coast of Southern California, including an alternative consideration for Point Conception.

Desired Outcomes

The timely abandonment of oilfields and petroleum facilities with orderly, well mitigated deconstruction of large, complex coastal energy facilities in particular. The restoration of

underlying properties to a clean, contained and toxic/hazard-free condition. A dedicated planning process for consideration of reuse and ultimate disposition of oilfield properties. Financial assurances and/or other protections to prevent the pass-through of industry liabilities and costs onto the public tab.

Scope

The department's involvement is direct through rule-making. Special efforts include the initiation of policy development, ordinances and legislative support. These efforts are often made in the absence of federal and state intervention and controls or, conversely, to protect local interests from preemptive legislation or rule-making. Accountability for the desired outcome is shared with several other State and County agencies, including the California Division of Oil, Gas and Geothermal Resources, California Department of Toxic Substance Control, Regional Water Quality Control Board, Santa Barbara Air Pollution Control District and Santa Barbara County Hazardous Materials Unit.

Actions

Work Program

- Further rule-making beyond the Petroleum Ordinance and Change of Owner Operator and Financial Guarantor Ordinance, including:
 - Adopt an Abandonment Ordinance.
 - Update the Coastal Plan Marine Transportation Policies in the wake of passage of AB16.
 - Update the Land Use Element Oil Facility Consolidation Policies relative to the abandonment of several Gaviota area facilities.
- Review site master plans and evaluate plan designations and zoning of oil and gas properties for abandonment, clean-up, reuse and ultimate disposition.

Ongoing Efforts

- Build strong interagency relations for the advancement of information, issues and strategies among the regulatory agencies that oversee the oil and gas industry across California.
- Gather intelligence on abandonment plans and strategies through participation on interagency workgroups and semi-annual meetings with agency directors.
- Monitor rule-making on similar resource extraction industries.
- Monitor economic forces and conditions that shape financial investment and divestiture in the local oil and gas industry.
- Monitor and advocate the county's position on the disposition of oil and gas platforms once production ceases.
- Monitor and advocate the county's position on the location, design and permitting of large Liquid Natural Gas facilities.

U. Aging Energy Infrastructure

Issue

There has been a transformation in the ownership and operation of local oilfields and petroleum facilities. With two notable exceptions (ExxonMobil and ConocoPhillips), large integrated oil companies have sold or sublet their local holdings to small- to medium-sized firms with limited liability business structures and primarily outside financing. These firms are operating an aging infrastructure of wells, platforms, storage tanks, transportation terminals and pipelines that is

showing signs of considerable wear. The county finds itself constantly grappling with maintenance, safety and regulatory compliance.

Desired Outcomes

Aging oilfields and petroleum facilities are maintained in a safe, orderly fashion . Risk factors and prevention of spills and gas releases are minimized through programmatic safety system measures.

Scope

The department engages in direct, day-to-day activity through the implementation of the Change of Owner Operator and Financial Guarantor Ordinance and Safety Inspection Maintenance Quality Assurance Program. The role is generally cooperative and involves collaboration with several other agencies. Accountability for the desired outcome is shared with member agencies of the Systems Safety and Reliability Review Committee and Permit Compliance Committee.

Actions

Work Program

- Prepare and process clean-up modifications to the Change of Owner Operator and Financial Guarantor Ordinance.
- Expand the application of the Safety Inspection and Maintenance Quality Assurance Program to older energy permits, as warranted and permissible under permit modifications.
- Collaborate with and support the information needs of other agencies that also have responsibility for compliance monitoring of aging oilfields and petroleum facilities.
- Develop new initiatives to address this issue.

Ongoing Efforts

- A continued affirmation of historical principles with federal and state governments and the oil and gas industry relative to offshore development, including:
 - Mitigation to the maximum extent feasible.
 - Heightened safety review and monitoring.
 - Heightened environmental review and monitoring.
 - Offsets that provide net benefits.
 - Permit reopeners for condition effectiveness and declining production.
 - Moderate production curves rather than boom-bust or expansive life-cycles.
- Provide programmatic support to joint field inspections and other collaborative efforts with other agencies that share responsibility for industry oversight.
- Work with agencies, environmental groups, petroleum trade groups and operators on the advancement of process engineering and safety systems practices.

V. STRUCTURE OF PLANNING & DEVELOPMENT

The department has been organized in a variety of ways to effectively undertake its work. The current structure is shown on the attached organizational charts. Keys to effective departmental operations include cooperation and collaboration of the management team, effective supervision and monitoring of staff work, and acceptance of responsibility by each staff member for the quality of their work.

A summary of the core functions of each division that implement the department's mission follows.

ADMINISTRATION DIVISION

The Administration Division supports building and planning divisions by providing a number of services. The division has five teams that perform the following services:

- Supports the Planning Commissions, Zoning Administrator and Boards of Architectural Review, Subdivision/Development Review Committee, Historical Landmarks Commission, and the Fish and Game Commission, through the preparation of agendas, minutes, docketing, advertising and other related activities.
- Develops and monitors budgets for each of the department's six divisions, and manages all aspects of accounts receivable and payable (outside of the Energy Division).
- Provides information and analysis to managers and supervisors through the development of regular and custom reports and graphics.
- Provides personnel management, recruitment, hiring, orientation, position control.
- Purchase standard and specialized office and field supplies and equipment. Provides facility maintenance and upgrades. Oversees contract management and oversight for all service contracts in the department.
- Provides clerical support including: reception, word processing, document reproduction, mail distribution, special requests of all types.
- Provides computer network administration and computer support for all P&D locations.
- Provides mapping, Geographic Information and graphic work to all divisions through the mapping unit.
- Develops administrative policy for the department operations.
- Develops and maintains the training program.
- Coordinates process and policy improvement through the Planning Process analyst position.

BUILDING & SAFETY DIVISION

The Building and Safety Division provides professional quality land use and building permitting services through an efficient, thoughtful and courteous process. This service is delivered by giving the client the greatest possible return on their investment while preserving our integrity. Our key functions are organized to provide our clients the maximum benefit when dealing with a public regulatory agency. These functions include:

- Land use, grading and building permits.
- Plan check and building inspection.
- Zoning, building and housing code enforcement.
- Off shore oil and gas facilities permitting and inspection.

- Film permits.
- Mobile home inspections.
- Grading plan check and grading inspection.
- Providing information bulleting and construction details to the public.
- Complaint response.
- Administration and collection of permit fees.

COMPREHENSIVE PLANNING DIVISION

The Comprehensive Planning Division’s mission is to provide and maintain a relevant “comprehensive long-term general plan (Comprehensive Plan) and to develop, promote and implement plans, policies and public improvements which enhance the quality of life for Santa Barbara County residents, protect natural resources and promote sound, long-term economic development, while recognizing the differing needs and values of each of the county’s unique communities and diverse rural areas”. The division seeks to accomplish this mission by undertaking the following efforts:

- Maintaining the County’s Comprehensive Plan; preparing and updating community plans that provide focused policy and development guidelines for the county’s distinct regions.
- Developing resource and land use policies that protect natural and cultural resources, guide development, and preserve agriculture.
- Developing management plans to preserve unique natural resources and to promote sound planning practices.
- Participating in regional planning activities with cities, counties, the University of California at Santa Barbara, federal and state agencies, the Local Agency Formation Commission and the Santa Barbara County Association of Governments including review of projects within other jurisdictions that impact the county and coordinating on larger regional issues such as transportation, housing, resource protection and preservation of agriculture.
- Acquiring grants to implement community plans, acquire land for public use, promote alternative transportation, restore natural resources, and conduct planning studies plan.
- Providing public education on planning issues through the division’s newsletter program, five-year work program and public open houses.

DEVELOPMENT REVIEW DIVISIONS - NORTH AND SOUTH

The Development Review Divisions implement the general plan through the review of ministerial and discretionary applications for development entitlements and permits. The divisions are responsible for:

- Evaluating ministerial permit applications for consistency with adopted ordinances implementing the Comprehensive Plan.
- Reviewing discretionary permit applications including preparing CEQA documents, as well as staff reports evaluating policy and ordinance consistency.
- Monitoring the short term construction and long term operations of permitted development through the permit compliance program.

In addition, the Santa Maria office undertakes the following:

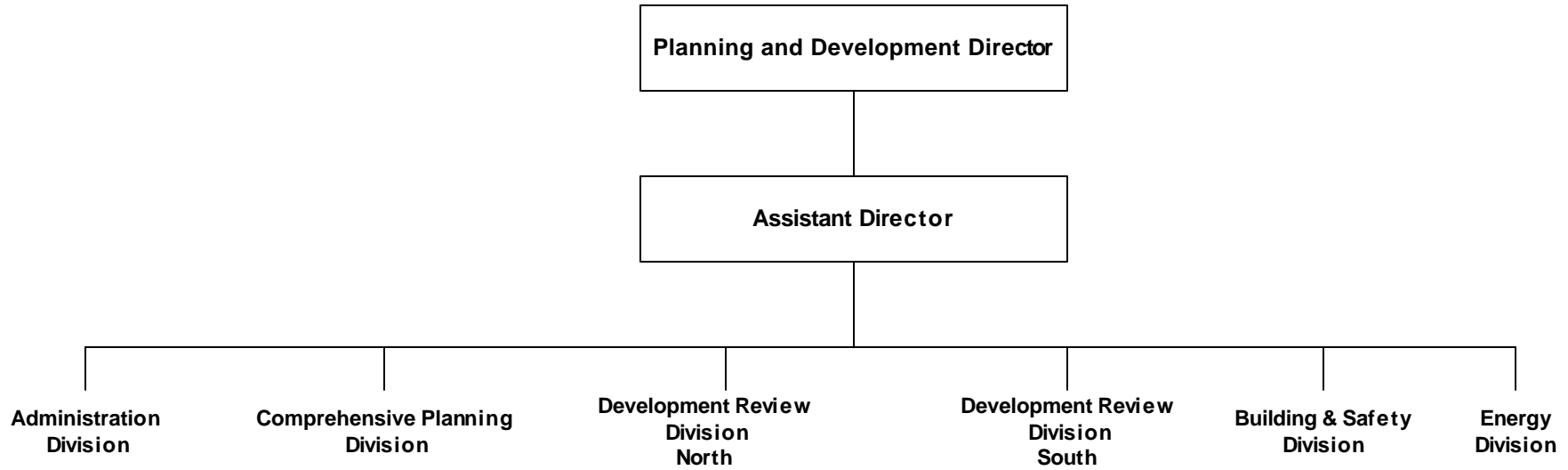
- Operating the public counter, including zoning and building functions.
- Enforcing the zoning ordinance requirements through the Code Enforcement Program.
- Inspecting onshore oil and gas operations through the Petroleum office.
- Leading the agricultural grading program.

ENERGY DIVISION

The Energy Division oversees oil and gas activities in the Santa Barbara Channel and the Santa Maria Offshore Basin. The coverage includes exploration, leasing, development, processing, storage, transportation, marine decommissioning, abandonment and reuse of sites. The division conducts planning, policy-making, permit review, environmental and risk analyses, compliance monitoring and public outreach. Under contract, the division serves as energy staff to the cities of Carpinteria and Goleta. Other functions of the division include serving as:

- The region's information clearinghouse on energy efficient, innovative building design.
- A granting agency for programs and projects involving coastal enhancement and access, fisheries and oaks restoration.
- The regulatory body for permitting and compliance of telecommunication facilities, including fiber optic regional trunk lines, cell towers and satellite antenna farms.
- Environmental Hearing Officer for environmental documents prepared by other county departments.

PLANNING AND DEVELOPMENT



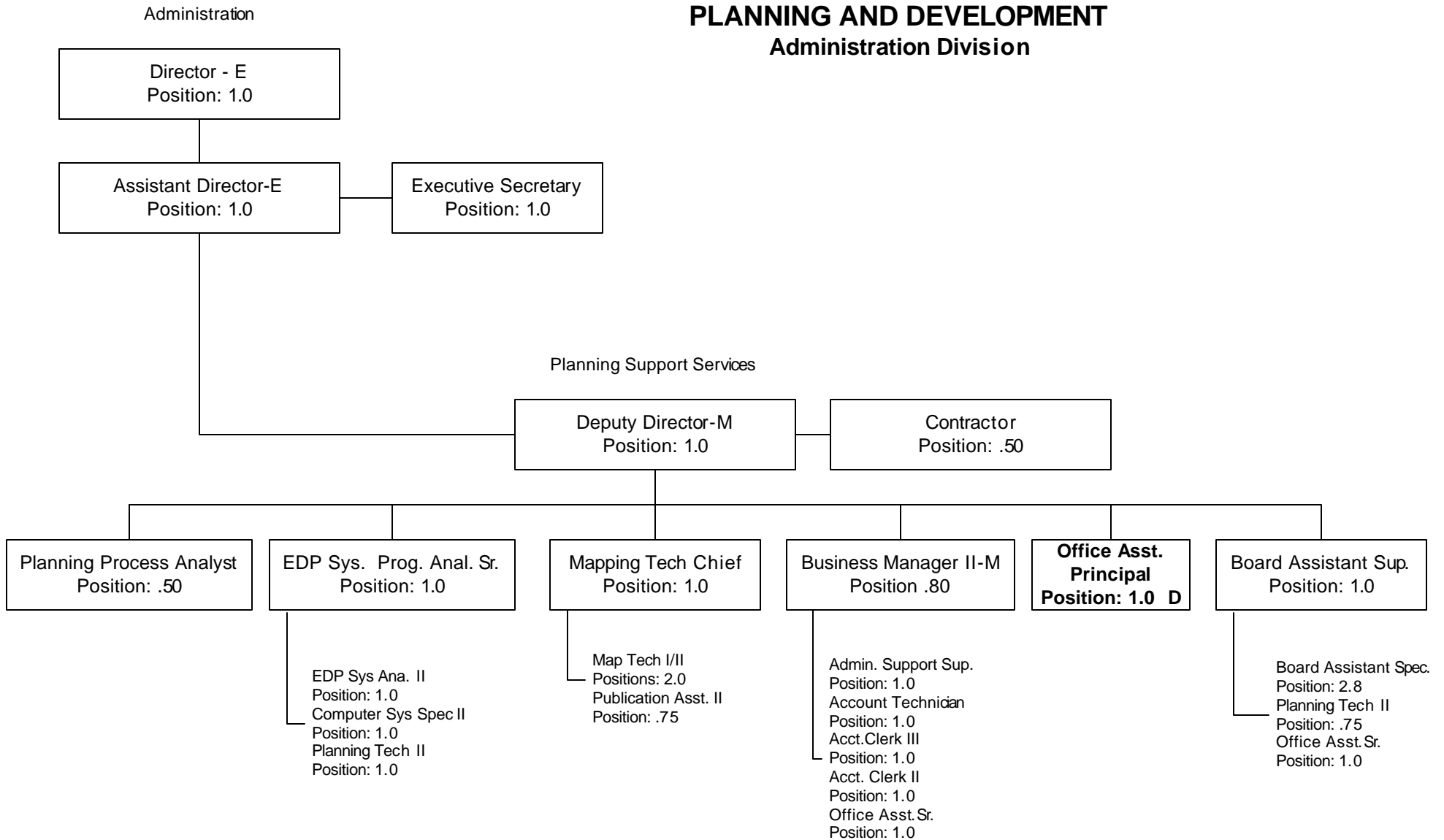
FY 2004-05 Proposed

Department Head

Total Adopted Positions: 154.525
Contractors on Payroll: 2.655
Unfunded Positions: 12.5

PLANNING AND DEVELOPMENT

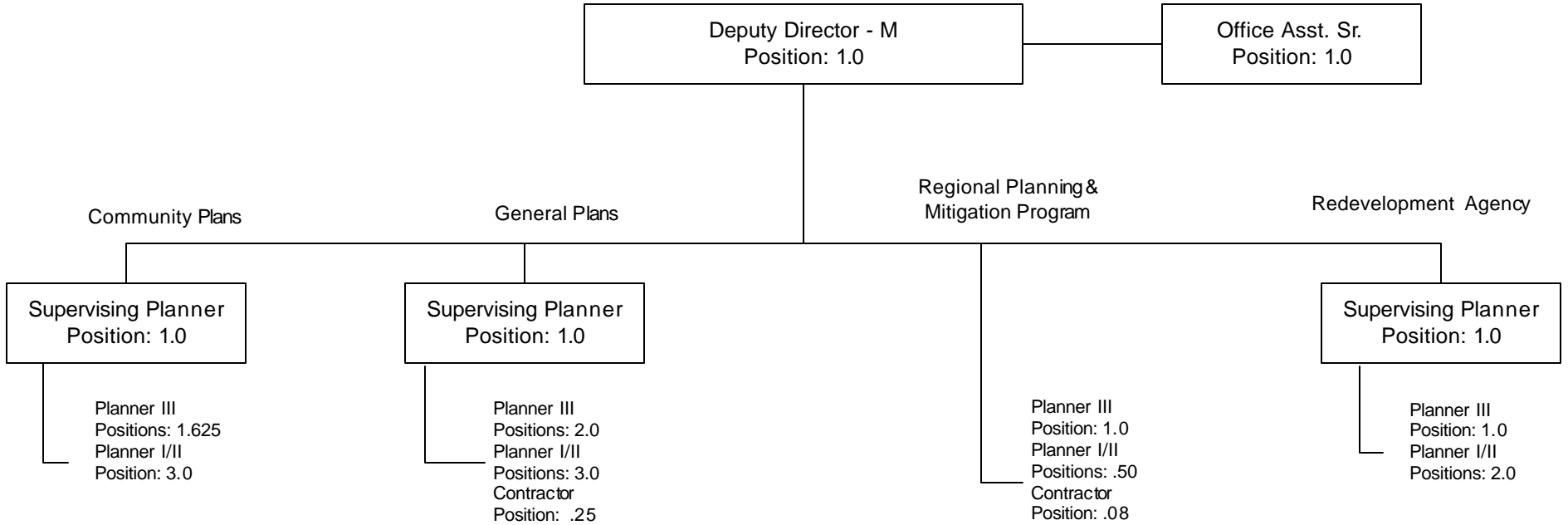
Administration Division



Total Adopted Positions: 23.6
Contractors on Payroll: .50
Page 2 of 8

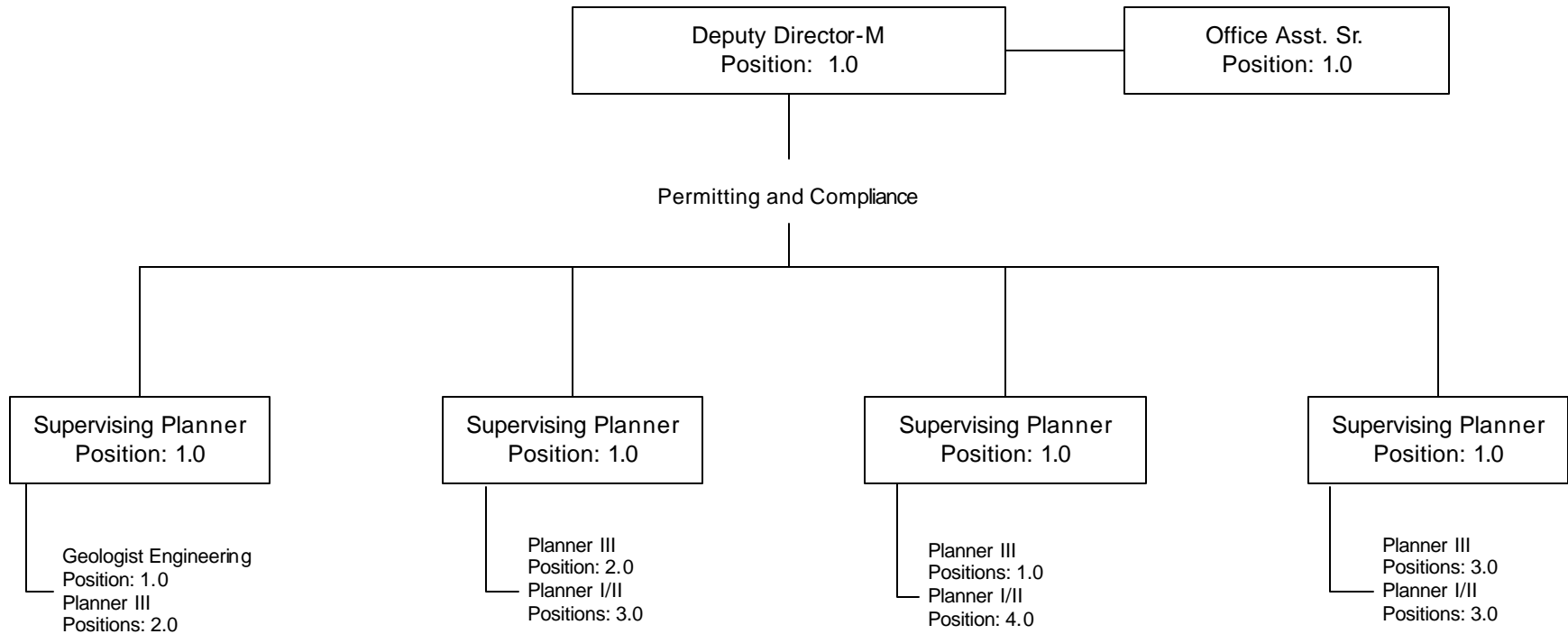
PLANNING AND DEVELOPMENT

Comprehensive Planning Division



Total Adopted Positions: 19.125
Contractors on Payroll: .33
Page 3 of 8

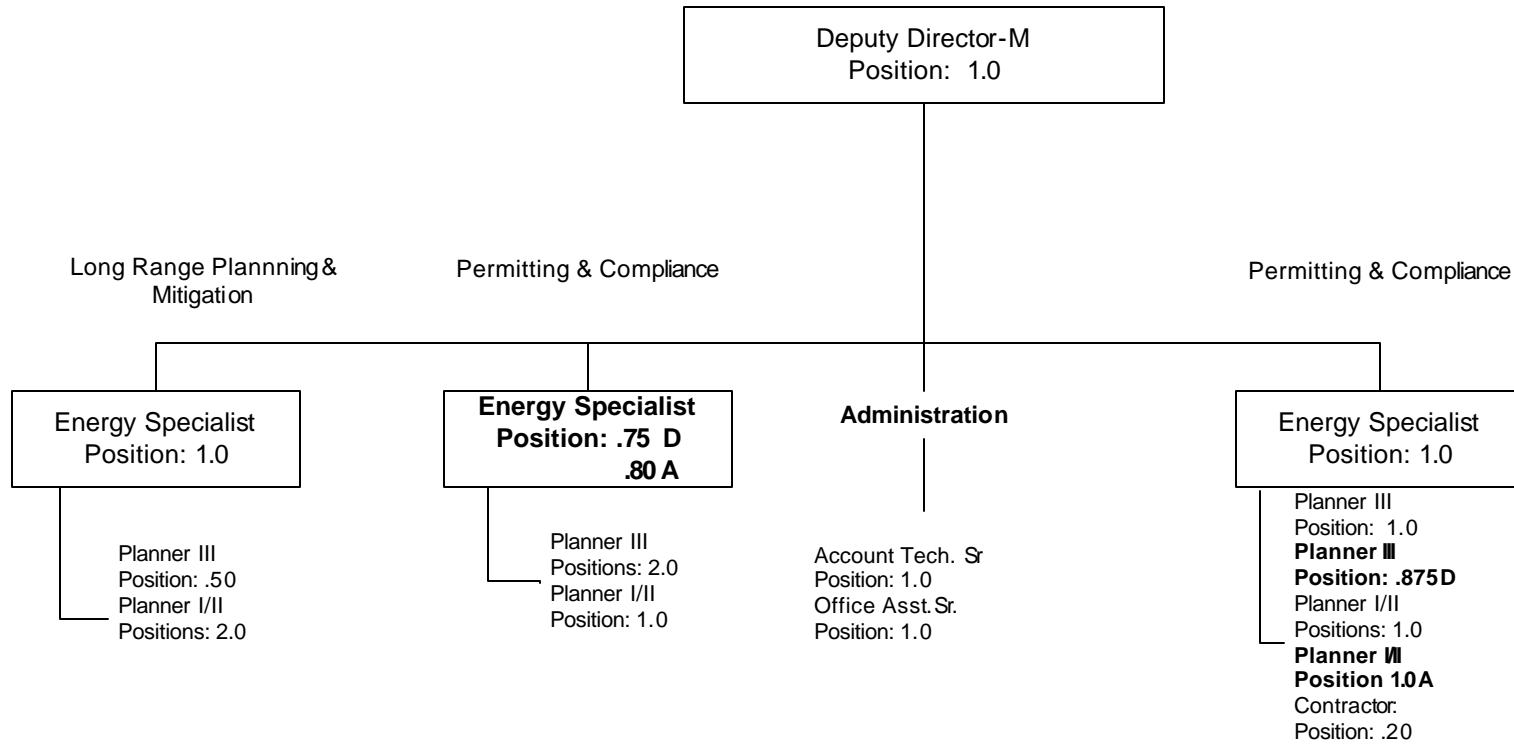
PLANNING AND DEVELOPMENT
Development Review Division
South County



Total adopted Positions: 25.0
 Contractors on Payroll: 0
 Page 4 of 8

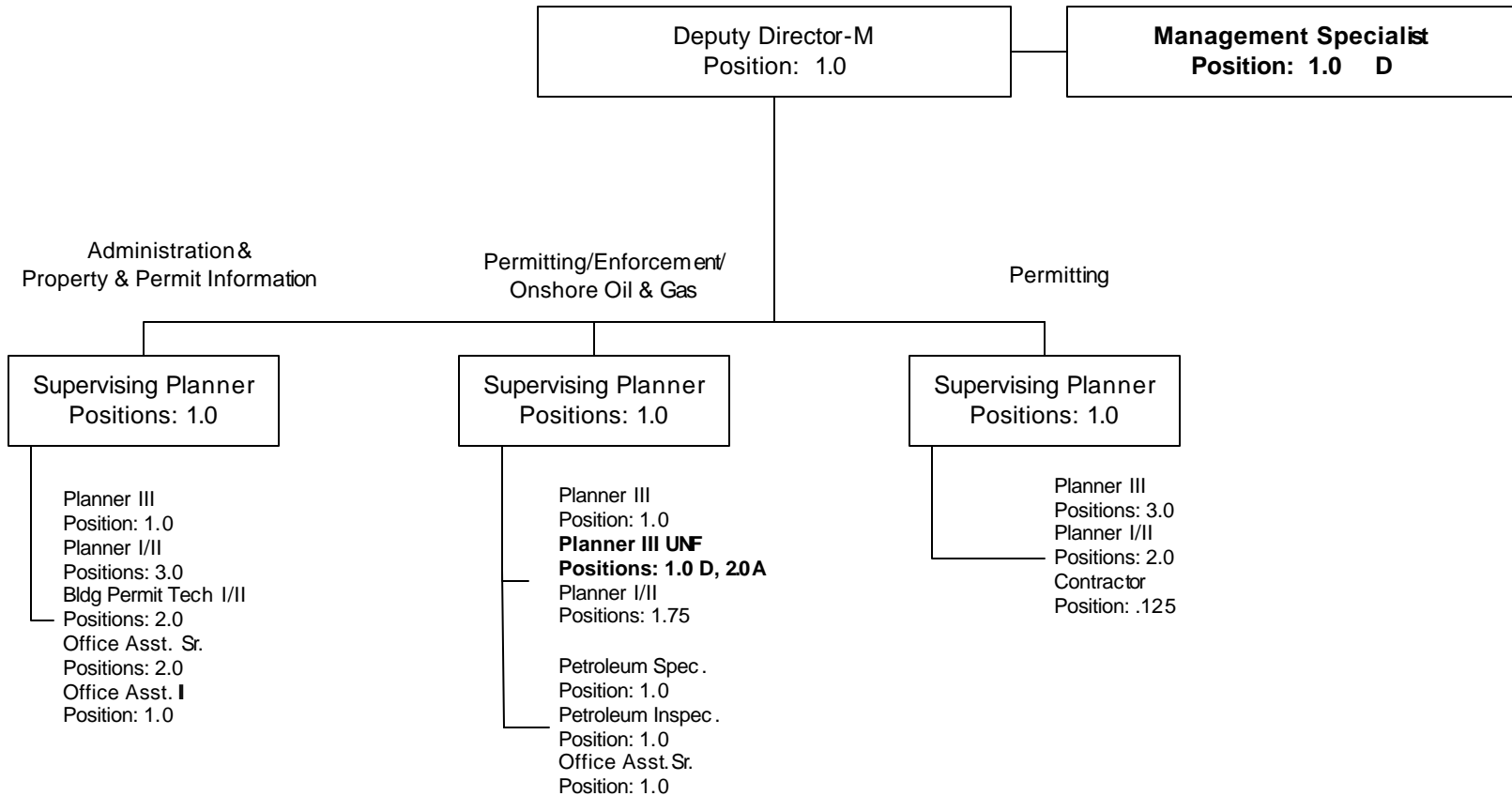
PLANNING AND DEVELOPMENT

Energy Division



Total Adopted Positions: 14.3
 Contractors on Payroll: .20
 Page 6 of 8

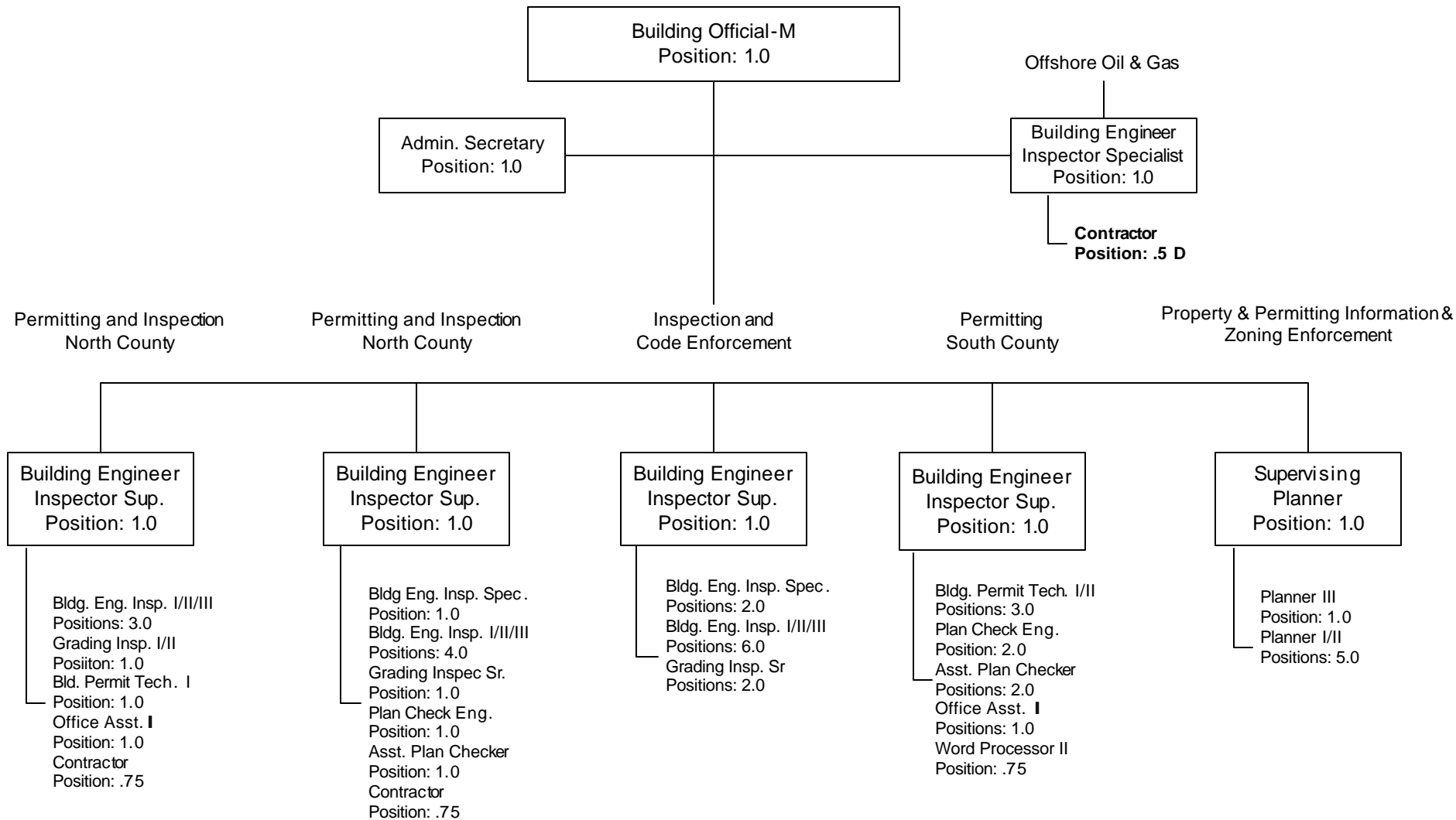
PLANNING AND DEVELOPMENT
Development Review Division
North County



Total Adopted Positions: 25.75
 Contractors on Payroll: 0.125
 Page 5 of 8

PLANNING AND DEVELOPMENT

Building and Safety Division



Unfunded-Unallocated Positions

Supervising Planner
Position: 1.0

Planner III
Positions: 2.0

Planner I/II
Positions: 3.5

Mapping Tech. I/II
Position: 1.0

Public Info. Asst.
Position: 1.0

Board Asst. Spec.
Position: 1.0

Office Asst. Principal
Position: 1.0

Office Asst. Sr.
Position: 1.0

Office Asst. II
Position: 1.0

Santa Barbara County ♦ Planning & Development
Comprehensive Planning Division



2004–2007 Work Program



Year One: Fiscal Year 2004-'05
Year Two: Fiscal Year 2005-'06
Year Three: Fiscal Year 2006-'07

May 17, 2004

**Planning & Development
Comprehensive Planning Division**

**2004-2007
WORK PROGRAM**

May 17, 2004

INTRODUCTION

The Comprehensive Planning Division 2004 to 2007 Three Year Work Program provides a summary of various work items over the Fiscal Year 2004 to 2007 period that would update and improve the *Comprehensive Plan* and its implementing actions while making the Department more responsive to emerging community trends and needs.

The Three Year Work Program outlines projects that have been deemed by the community and Board as timely, strategic and which represent an efficient use of limited resource over the stated three year time period. Most of the division's work involves detailed research and analysis, and extensive community participation on highly complex projects, which require a multi-year commitment of resources for each project. This is accomplished successfully by the Three Year Work Program. The program maintains the current emphasis on community planning and resource protection while preserving substantial levels of effort in redevelopment, implementation of the *Comprehensive Plan*, and moderate efforts in regional planning.

The work program provides flexibility to accommodate some urgent issues that may arise within the time period that need to be addressed by a new program. Unfortunately, demand for new projects from the division typically far exceeds the capacity of existing staff and budget. The State budget's effects on the county and departmental budget are unknown and could result in a reduction in funding for non-mandated programs in the department. Additionally, the state of the economy affects grant funding sources as well. In the near future, the Division will have to accommodate its work load with reduced resources. Staff will have to rely less on assistance from outside consultants and will have to slow down certain elements of a specific work effort as they undertake the work that would have gone to consultants, such as environmental analyses, in-the-field resource inventories and economic pro-forma studies. Some staff training for these new work efforts will be required and is viewed as a fiscally prudent investment in staff development of frequently needed skills.

In some cases, projects that were slated to begin in Fiscal Year 2004-2005 have been delayed to the following year to ensure sufficient resources to complete projects in progress. The update of this Three Year Work Program has taken into consideration all of these factors, as well as the urgency of some needed projects, and the efficiency of expending some small additional resources that will enable the Division to complete a multi-year project.

BACKGROUND

Structure of the Comprehensive Plan and Supporting Documents

Summary of the Existing Comprehensive Plan

The existing structure of the county's *Comprehensive Plan* is based upon the requirements of State law and the direction of the County Board of Supervisors over the last two decades. State law provides the basic framework for the seven mandated elements of the Plan and the Local Coastal Program, the minimum required contents for these elements, and the implementing zoning ordinances. However, over the last decade the County, based upon extensive public input, technical recommendations from

P&D, and Board and Planning Commission direction, has created a much more detailed approach than minimum state requirements.

The current *Comprehensive Plan* includes thirteen elements: Seven mandated elements, the Local Coastal Plan, five optional elements. In addition, there are fourteen major implementation plans to ensure that adopted goals, objectives and action plans are actually carried out (see Figures 1 and 2). Five separate zoning ordinances also play a key role in providing detailed guidance on implementing the Plan. Substantial public involvement is emphasized in the drafting and adoption of all of these elements, and implementing documents. In addition, the public is kept updated and involved in the growth and development of their communities and the county through the newsletter program, now in its fifth year.

During the 1980s the various elements of the Comprehensive Plan began to “show their age,” and some drawbacks of its structure (topical elements with Countywide scope) became apparent. In particular, this structure didn’t lend itself well to reflecting the differing values and planning concerns of various unincorporated communities, and made it difficult to give detailed guidance in the form of specific policies and development standards. As a result, the updating of the Comprehensive Plan took place through the development and adoption of Community Plans that covered the full range of topical “elements” (issues) within defined geographic areas. Community Plans have been adopted for Summerland, Montecito, Goleta, Los Alamos, Orcutt, and the Toro Canyon area and are in-progress for the Santa Ynez Valley and Isla Vista.

Under what became known as the *Comprehensive Plan* Reformat, the “plan for the Plan” was that after all of the Community Plans were adopted, the remainder of the *Comprehensive Plan* would be reviewed for the elimination of obsolete and duplicative content, and what remained would be updated as necessary and re-adopted in the new “Super Element” format. The Department is currently reconsidering the community plan approach which has lead to both duplicative policies and unique policies, with the goal of focusing efforts on unique aspects of each community in separate planning efforts. One possible approach would be to combine the common policies into a single document. These common policies would be folded in the Comprehensive Plan Elements, with the unique policies as separate components of the Comprehensive Plan.

Division Organization

The division’s budget is organized into five “cost centers” which correspond to basic planning functions within the Comprehensive Planning division, plus general mission/ administration functions. These programs are Community Planning, General Plan Elements (Comprehensive Planning), Regional Planning, Redevelopment Agency, and Mitigation and Resource Management. The work in these programs is described below.

Community Planning

This program covers the creation, update and implementation of community plans. Typical projects have included community planning efforts and implementation items from those plans. A summary of project types is provided below:

- Community plans for Goleta, Summerland, Montecito, Los Alamos, Orcutt and Toro Canyon Area Plan as well as the current Santa Ynez Valley Community Plan effort.

Implementation projects include the Montecito Design Guidelines, the Goleta and Orcutt Transportation Improvement Plans (GTIP and OTIP), Old Town Orcutt zoning ordinance revisions, as well two major fee studies for Orcutt and Goleta over the last four years, projected to garner over \$50 million in capital improvement revenue over the next 10 to 15 years

Comprehensive Plan Elements

This program covers the creation, update and implementation of “functional” elements of the *Comprehensive Plan* and Local Coastal Plan as well as implementation projects. Typical projects have included:

- Agricultural Element
- Energy Element
- Housing Element
- Conservation Element groundwater resources section update and
- Agriculture-Commercial land use designation to 550,000 acres of rural land.
- Carpinteria Valley Greenhouse Program
- Highway 101 Design Guidelines and Landscape Plan.
- Affordable housing implementation strategies

Mitigation and Resource Management

This program involves the pursuit, attainment and implementation of grants to help achieve the *Comprehensive Plan's* goals, objectives and action measures. Projects funded by grants are usually Board-directed capital improvements or major community plan implementation items. Because of the diverse nature of both funding sources and *Comprehensive Plan* policy direction, projects are highly variable and are often executed with other departments, particularly the Public Works and Park Departments. Sometimes the division implements a grant directly. However, for many projects the division acts as a fund manager and “passes through” funds to other organizations such as the Isla Vista Recreation and Park District (IVRPD) and Coal Oil Point Reserve. Notable grants and projects include:

- Pt. Sal acquisition,
- Brownfields urban renewal,
- Circulation Planning in Isla Vista,
- Snowy Plover Protection,
- Gaviota Coastal Trail Planning,
- Open space acquisition efforts in Isla Vista,
- San Jose Bikepath, park planning and habitat restoration in Isla Vista,
- Joint Proposal for the Ellwood-Devereux Coast, and
- Santa Clause Lane Beach Public Access.

Occasionally a resource study is needed in a timely fashion and cannot wait the time it takes to seek a grant, be awarded, and receive the funds. In this case the division, under the Board direction, judiciously allocates General Fund monies to support such a resource study.

Regional Planning

This program covers interagency coordination including work with the Santa Barbara County Association of Governments (SBCAG) on regional transportation planning, Caltrans on state highway projects, Local Agency Formation Commission (LAFCO) and cities and special districts on plans or development projects which raise County policy issues. Typical projects include :

- Commenting on the various cities' and special district's request to annex land,
- Participating in municipal service reviews being conducted by LAFCO,
- Commenting on University of California Santa Barbara's (UCSB) Long Range Development Plan and specific projects pursued under that plan,
- Partnering with SBCAG and the cities in the 101 in Motion project, and
- Review planning and environmental documents from other agencies with an eye towards policy consistency.

A more recent aspect of the Regional Planning Program is the 2030 Newsletter Series. The 2030 Newsletter Series describes the status of land use issues in the county in the Year 2030 to foster discussion on long-term planning issues. The Land and Population Newsletter published in November 2000 was the first newsletter in this series. The Goleta Urban Agriculture Newsletter and the Open Lands Newsletter, both published in FY '02-'03, describe the competing forces facing agricultural and open space resources and described potential tools for addressing these conflicts. The next scheduled newsletters, the Jobs/Housing Balance and Regional Transportation Newsletters will be undertaken in FY '06-'07.

Redevelopment

This program includes planning for the revitalization of the County's Isla Vista area, including land use planning and urban design, and administration of financial programs to provide public improvements and assist private sector redevelopment efforts.

In FY '03-'04 the Board of Supervisors initiated the draft master plan and substantial progress was made on the environmental analysis of the plan. In addition, Planning and Development partnered with Public Works to bring forward the Isla Vista Parking Permit program, a critical component of the master plan. Staff has also pursued interim projects such as the redesign of El Colegio Road and the planting of street trees on the Embarcadero Loop in the downtown area.

Work Load Management

The division is budgeted for 19.125 FTEs and is staffed by a deputy, three supervising planners, 14 planners and support staff in Fiscal Year (FY '04-'05). The Deputy Director manages the division and each supervising planner manages a team. The following section provides a brief description of the primary work programs the division is proposing to be engaged in during FY '04-'05.

FY'04-'05 Proposed Work Program

In FY '04-'05, the division will focus on completing or making substantial progress on our existing programs. Progress was delayed on existing work efforts to ensure adequate public participation, in particular on the Housing Element and the Santa Ynez Community Plan. The division does not anticipate being able to initiate any new work efforts in FY '04-'05. If additional staff time is made available, the division would begin the Phase I of the 661 consistency rezone program which would replace outdated 661 zoning with Article III. The main programs and ongoing efforts that staff will continue to focus on are identified below.

Main Programs

2003 Housing Element Update (Supervised by Josh McDonnell)

The Board of Supervisors approved the State-mandated 2003-2008 Housing Element in FY '03-'04. During FY '04-'05 the division will focus on implementation of Housing Element's Action Plan. Implementation of the Action Plan includes processing a number of zone changes to meet the County's RHNA requirements, revising the County's Inclusionary Housing Program and In-Lieu Fee, and completing a number of other housing programs identified in the Housing Element. The division will continue to work with the public throughout the Action Phase, will complete environmental review of the action phase and will begin public hearings during FY 04-05.

Santa Ynez Valley Community Plan (Supervised by David Lackie)

The division is in the process of updating the existing Comprehensive Plan for the Santa Ynez Valley area. This plan will modify existing land use and zoning designations and set forth new goals, policies, objectives and actions specific to the Santa Ynez Valley. The Community Plan update provides the general public, landowners and decision-makers with a framework for planning future development in the region consistent with the vision and objectives of the area's residents. The division will complete the environmental review and bring the plan to decision makers for adoption in FY '04-'05.

Grading Ordinance Guidelines (Supervised by David Lackie)

As directed by the Board of Supervisors, the division is preparing guidelines to the grading ordinance that will provide clear and specific standards for agricultural operation expansions and conversions in order to achieve a balance between agricultural uses and protection of natural and cultural resources in the inland rural areas of the County. In addition, the guidelines will also address ground disturbance and vegetation removal not associated with existing cultivation. Therefore, existing cultivation and ranching operations would not be affected by the changes proposed to the Grading Ordinance. The division work with the Agricultural Advisory Committee, other agricultural interest groups, and the public to identify options, will initiate the draft guidelines, and make substantial progress on environmental analysis of the guidelines in FY '04-'05.

Uniform Rule Update (Supervised by David Lackie)

The division is engaged with the Agricultural Preserve Advisory Committee in updating the Agricultural Uniform Rules that apply to agricultural land that is under Williamson Act contract. The rules guide the uses allowed on a site under contract. The Rules are

outdated and do not currently respond to the changing needs of the county's farmers. The division will continue to coordinate with the agricultural community, complete public review of the proposed amendments, complete environmental analysis of the amendments, and the amendments will be considered for adoption in FY '04-'05.

Redevelopment - Isla Vista Master Plan (Supervised by Dave Ward)

The Isla Vista Master Plan is a community plan update and implementation strategy for the County Redevelopment Plan for Isla Vista. The Master Plan will identify specific goals, policies, and development standards for Isla Vista. In addition, catalyst projects will be identified to address the commercial core, housing, transportation, parking, and infrastructure, community amenities, resulting in improved commercial services and the community's quality of life. The division will complete environmental review of the Draft Plan and public hearings in FY '04-'05. It is anticipated that the plan will be submitted to the Coastal Commission for their review in mid-FY 04-05.

Ellwood – Devereux Joint Proposal (Supervised by Dave Ward)

The Ellwood-Devereux Joint Proposal is a collaboration between the City of Goleta, University of California, Santa Barbara, and County of Santa Barbara County to comprehensively plan the land use of the Ellwood-Devereux Coast to reduce the amount of residential development, relocate development to inland locations away from sensitive coastal resources, and establish a 652-acre contiguous area along the coast that includes open space and natural reserves managed for public access and natural resource protection. The Open Space Plan describes management goals, policies, and actions to guide management of public access and habitat protection. The division will work with involved jurisdictions through the local hearing process in FY '04-'05. The project will be submitted to the California Coastal Commission in early to mid FY 04/05 with action by the Coastal Commission projected later in the fiscal year.

Orcutt Old Town Revitalization (Supervised by Dave Ward)

The Orcutt Old Town Revitalization Program will provide incentives for commercial development and historic preservation of Old Town Orcutt. Preparation of zoning ordinance amendments designed to kick start the revitalization of Old Town were developed by county staff and the community group, Old Town Orcutt Revitalization Association (OTORA) during FY '03-'04. New ordinance amendments to assist commercial and mixed use development, addressing parking regulations, setback requirements and lot coverage rules, is anticipated adoption by the end of the first quarter of FY '04-'05. Design coordination with Public Works on a restriping plan for Clark Avenue to improve pedestrian safety and maximize on-street parking opportunities is scheduled for Fall '04. The community, P&D and Public Works staff will develop a concept plan for Clark Avenue improvements during FY '04-'05.

Ongoing Work Efforts

Regional Planning Work (Supervised by Lisa Plowman)

Regional planning includes work on county-wide and inter-county planning issues through participation on numerous task forces/advisory groups such as SBCAG's Technical Planning Advisory Committee and Technical Transportation Advisory Committee, County HCD's Housing Advisory Committee, and the County-wide

Affordable Housing Task Force. The division's work with these groups and a multitude of others ensures that the County has an opportunity to address a variety of issues that have regional importance, including jobs/housing balance, regional transportation, and public transit and municipal sewer and water planning in coordination with new housing growth centers. This fiscal year the division will primarily focus on participating in municipal service reviews conducted by LAFCO, developing annexation policies with the County Administrator's office, reviewing annexations to special districts and to cities, UCSB's campus housing plan, and annexation plans by the Chumash.

Transportation Planning (Supervised by Josh McDonnell)

The division's transportation team works closely with Public Works, SBCAG, MTD, and a variety of other organizations to ensure that new transportation improvements are consistent with the County's approved planning documents such as the General Plan and various community plans. Specific projects include the implementation of Highway 101 Design Review Team efforts, participation in the periodic update of transportation improvement plans, and focused regional transportation planning studies such as the San Jose Creek Bikepath and the Gaviota Coastal Trail feasibility studies. A major work effort in FY '04-'05 will be participation in SBCAG's 101 in Motion. Many of these focused studies are grant funded.

Grants Acquisition/Administration (Supervised by Josh McDonnell)

The division actively seeks and implements grants to fund our core work program. The grants team seeks funding for projects and programs in the County's adopted Community Plans or special projects identified by the Board of Supervisors. The goal is to seek funding to carry out important County projects while minimizing impacts to the Santa Barbara County General Fund and other traditional revenue sources. Grant funds have been obtained for numerous types of projects including sensitive habitat, restoration and enhancement of wetlands, parking and circulation studies, Brownfield site assessments, resource studies, master plans, design guidelines, and trail and bikeway planning. In the coming fiscal year the division will seek out grants to fund planned bikepaths, trails, coastal access, transportation planning efforts, and open space acquisition. In addition, grants that fund the division's work program will be sought.

Division Administration (Supervised by Lisa Plowman)

Division Administration efforts include staff training and professional development, technology improvements, public information and outreach, data management and record-keeping, budget and work program management, a regional newsletter series; and inter- and intra- departmental coordination of resources and public policy.

Case Processing

In addition to working on Comprehensive Planning programs, division staff members also are assigned as team players in Development Review of large development applications or those that raise substantial policy issues. Staff working on specific projects also perform interdepartmental coordination and regional planning tasks as needed.

Table 1 provided on the following three pages is a summary of the division's proposed work program for the next three fiscal years. Appendix A provides a brief description of the new programs the division is proposing to work in FY '05-'06 and FY '06-'07 .

Table 1

THREE YEAR WORK PROGRAM; FY 2004 THROUGH 2007

YEAR 1: FISCAL YEAR 2004-'05

It is anticipated that six projects would be completed and possible one new project would be initiated if staffing and resources are made available, and on-going activities in support of our Mission would be supported in Fiscal Year 2004-2005.

PROJECTS TO BE COMPLETED

- Santa Ynez Community Plan
- Uniform Rules Update
- Isla Vista Master Plan and Redevelopment Plan Amendment
- Old Town Orcutt Revitalization
- Open Space Habitat Management Plan for Joint Proposal for Ellwood-Devereux Coast
- Housing Element Implementation Guidelines Update

PROJECTS TO BEGIN

- Review of the Residential Agricultural Unit Program and how the program interfaces with second units and other options to provide needed housing on agricultural lands
- Ordinance 661 Consistency Rezone - Phase I (Only if staff is available)

ADDITIONAL MAJOR MILESTONES

- Complete EIR for Grading Ordinance Amendments and begin public hearings
- Complete required Redevelopment Administration Financial Report
- Coordinate Implementation Program and Projects for Carpinteria Valley Greenhouse Program; Toro Canyon Community Plan; and Orcutt Community Plan
- Initiate catalyst projects in the Isla Vista area.
- Snowy Plover Implementation Plan – initiate alternative trail study at Ocean Beach
- Environmental review for 2003 Housing Element Update – Action Phase (including rezones and zoning ordinance amendments) will be completed and public hearings initiated.

ON-GOING ACTIVITIES SUPPORTING OUR MISSION

- Intra- and inter-departmental coordination and review of planning projects and development applications; local agency review of environmental documents
- Regional planning efforts with County and City agencies, neighboring county agencies and State agencies.
- Limited public information, education and outreach efforts, including web site updates
- Grant-writing in support of our Mission
- Customer service efforts, including response to comments, queries and requests for assistance
- Training, up-grading of equipment to increase productivity, efficiency and customer service
- Community Plan Implementation
- Developing a communication and interaction strategy with the community

YEAR 2: FISCAL YEAR 2005-'06

PROJECTS TO BE COMPLETED

- Grading Ordinance Guidelines
- Snowy Plover Management Program—Implementation
- 2003 Housing Element Update – Action Phase (including rezones and zoning ordinance amendments)
- Review of the Residential Agricultural Unit Program and how the program interfaces with second units and other options to provide needed housing on agricultural lands

PROJECTS TO BEGIN

- Development Impact Fee study and Beneficial Projects Impact Fee Reduction Study
- Permit Streamlining for Agricultural Operation – Phase I (restoration projects)
- Land Use Strategies for Gaviota Coast
- Residential Development Standards and Guidelines and Revisions to DR Design Residential Zone District
- Ordinance 661 Consistency Rezones – Phase I (if not begun in FY '04-'05)

ADDITIONAL MAJOR MILESTONES

- Environmental Review would be completed and hearings would begin on 661 Ordinance Consistency Rezone – Phase I, If initiated in FY '04-'05,
- Substantial Progress on Implementation of the Isla Vista Master Plan including initiation of the Pardall Road Redesign.

ON-GOING ACTIVITIES SUPPORTING OUR MISSION

- Intra- and inter-departmental coordination and review of planning projects and development applications; local agency review of environmental documents
- Regional planning efforts with County and City agencies, neighboring county agencies and State agencies.
- Public information, education and outreach efforts
- Grant-writing in support of our Mission
- Customer service efforts, including response to comments, queries and requests for assistance
- Training, up-grading of equipment to increase productivity, efficiency and customer service
- Community Plan Implementation
- Developing a communication and interaction strategy with the community

YEAR 3: FISCAL YEAR 2006-'07

PROJECTS TO BE COMPLETED

- Residential Development Standards and Guidelines and Revisions to DR Design Residential Zone District
- Ordinance 661 Consistency Rezone - Phase I
- Permit Streamlining for Agricultural Operations – Phase I

PROJECTS TO BEGIN

- Ordinance 661 Consistency Rezone - Phase II
- Permit Streamlining for Agricultural Operation – Phase II (non-restoration projects)
- Review of Appropriate Land Uses and intensity for Rural Areas
- Regional Transportation Newsletter (preparation for Circulation Element update)
- Jobs/Housing Newsletter (preparation of Housing Element Update in 2008)

ADDITIONAL MAJOR MILESTONES

- Complete environmental review and begin hearings on Development Impact Fee Study and Beneficial projects impact fee reduction study
- Begin and make substantial progress on environmental review for Land Use Strategies for the Gaviota Coast

ON-GOING ACTIVITIES SUPPORTING OUR MISSION

- Intra- and inter-departmental coordination and review of planning projects and development applications; local agency review of environmental documents
- Regional planning efforts with County and City agencies, neighboring county agencies and State agencies.
- Public information, education and outreach efforts
- Grant-writing in support of our Mission
- Customer service efforts, including response to comments, queries and requests for assistance
- Training, up-grading of equipment to increase productivity, efficiency and customer service
- Implement Computer hardware, software and memory upgrades for the division, compatible with the Department's program and the County's program
- Community Plan Implementation
- Developing a communication and interaction strategy with the community

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APPENDIX A

Summary of Projects in FY '05-'06 and '06-'07

Ordinance 661 Consistency Rezone Phase I & II

This program involves the retirement of the 661 zoning ordinance and replacing it with Article III. Ordinance 661 was adopted in the 1960's and there are numerous parcels that are still subject to this outdated ordinance. The first phase of this process would be to process the simple conversions that do not result in creation of nonconforming uses on an existing development. The second phase would involve the more complicated conversions that could create nonconforming uses, structures and/or parcels.

Permit Streamlining for Agricultural Operations Phases I & II

As it exists today, the zoning permit process for restorative/beneficial projects in particular (including the potential for environmental review) poses a disincentive to agriculturalists insofar as it is cumbersome, time-consuming, costly and often redundant of agricultural assistance efforts by federal, state and other local agencies. The goal of Phase I of this program is to eliminate duplicative agency permitting and streamline the local permit process as it relates to restoration/beneficial projects. This has been accomplished in other communities through the development of accepted best management practices. The goal of Phase II of the program would be to work in coordination with NRCS/CRCO, to develop coordinated resource management plans or watershed management plans for the major creeks in the County. In addition, this phase would involve work with federal and state agencies to eliminate duplicative agency permitting and review and streamline the permit process for other agricultural activities, where feasible. The goal is not to reduce the protection of resources, but to facilitate the permit process to allow appropriate work in appropriate timeframes. The division will actively engage the agricultural community in this process through the Agricultural Advisory Committee.

Land Use Strategies for the Gaviota Coast

The County completed a public informational document, *A Perspective on Gaviota Coast Resources* in 2003, to identify the significance of the Gaviota Coast and important land use issues that will require future consideration by the public, county staff and decision-makers. At the same time, local community groups have also conducted intensive work developing land use proposals, anticipated for public consideration in FY 04/05. Ongoing community outreach on these local conservation efforts will likely result in consideration of updated land use strategies for development on the Gaviota Coast.

Residential Development Standards and Guidelines and Revisions DR Design Residential Zone District

As part of the Housing Element update the division committed to developing new clear standards for the types of desired residential development in the county. The division conducted several design workshops in the community in an effort to engage the public in creating residential designs that use remaining vacant and underdeveloped land efficiently and that are well designed from a site layout and architectural design perspective. The design concepts that resulted from these workshops will be presented

to the larger community and will be forwarded to decision-makers for adoption. The provision of these guidelines will assist the development community in understanding the types of designs that have general support in the community and from decision-makers.

The design residential zone district is the primary zone district used for multifamily housing at medium to high densities. Over the past several years the department has found that this zone district does not necessarily facilitate the best designed projects and may in fact hinder good design in some instances. The division will review the zone district with the community and recommend amendments.

Update Housing Element Implementation Guidelines

In an effort to assist the general public and planners in understanding the requirements and incentives of the Housing Element, the division has prepared Housing Element Implementation Guidelines. Upon completion of Phase II of the Housing Element, the division will need to substantially revise the existing guidelines.

Review of Appropriate Land Uses and Intensity for Rural Areas

Over the last 10 years the county has started to see an increase in the intensity of uses in the rural areas. This has occurred for a number of reasons including: the increased demand for rural-estate housing; cheaper land prices for development of conditionally permitted uses (i.e. churches, schools, golf course); continued demand for additional active recreation fields to support a burgeoning population; and agricultural trend towards highly intensive specialized crop production and processing, and a desire to expand indirect or non-agricultural commercial ventures (i.e., special events, Bed and Breakfasts) in the rural areas. The department is proposing to begin to review the existing land use regulations governing uses in the rural areas. The department would work with agriculturalists and other members of the community to identify guidelines and possibly zoning ordinance amendments that would define the appropriate uses and intensity of use for the rural areas.

Regional Transportation Newsletter (preparation for Circulation Element update)

The 2030 Newsletter series is designed to describe land use issues and project them into the future to foster discussion in the community and provide context for choices about long-term growth. The Regional Transportation Newsletter will provide information about the current circulation system, levels of service standards and the resulting built environment, projected levels of service, and alternative transportation options. The purpose of the newsletter is to raise transportation related planning issues and provide context for the Circulation Element Update that will follow.

Jobs/Housing Newsletter (preparation of Housing Element Update in 2008)

As discussed above, the 2030 Newsletter series is designed to describe land use issues and project them into the future to foster discussion in the community and provide context for choices about long-term growth. The Jobs/Housing Newsletter will provide information about the current jobs/housing ratio within the county and between this county and surrounding counties and begin to look at ways to improve the balance, particularly on the south coast. The purpose of the newsletter is to help prepare the community for the Housing Element Update required in 2008 and the Regional Housing Needs Allocation process conducted by SBCAG that precedes the update.

APPENDIX B

Complete List of Future Projects By Subject (Not Included in the Three Year Work Program)

Agriculture

- Minimum Parcel size/Rural Lands rezoning
- Farm worker housing issues

Resource Protection

- Regional Open Space Implementation
- Credits for Resource/Agricultural Conservation (Transfer of Development Credits)
- Endangered Species Newsletter

Community Plan

- Restructure Community Plans and Comprehensive Plan
- Hollister Avenue Revitalization
- Design Guidelines for Santa Ynez Township, Los Alamos and Goleta
- Lompoc Community Plan
- Summerland Community Plan Update
- Goleta Valley Community Plan Update
- Los Alamos Community Plan Update
- Montecito Community Plan Update
- Update Special Problems Area
- Update for Balance of Carpinteria Valley
- Mission Canyon Specific Plan Update

General Plan

- Land Use Element Update (follow-up from PIT)
- Housing Element Update (preparation for next planning period)
- Circulation Element Update
- Agricultural Element Update
- Conservation Element Update
- Open Space Element Update
- Safety Element Update
- Hazardous Waste Element Update
- Noise Element Update

LCP

- Coastal Access Implementation Plan Update
- Local Coastal Plan Update

Regional

- Regional Planning Principles (Countywide)
- Regional Revenue Sharing

APPENDIX C

Planning Commission and Board of Supervisors Hearing Projections*

June 2004 - July 2005

PLANNING COMMISSION HEARINGS

Qtr.	Set and Anticipated Hearings	Total Hearings Per Quarter
Jun '04	N/A	0
July '04 - Sep '04	Ellwood- Devereux Joint Proposal Old Town Orcutt Ordinance Amendment Goleta Transportation Improvement Plan Inclusionary Housing Program and revised In Lieu Fee (2) Isla Vista Master Plan Carpenteria/Toro Plan Transportation Improvement Plan Re-zones and Affordable Housing Overlay workshops (2)	9
Oct '04 – Dec '04	RAU Update, Farm Employee and Second Units amendments (2)	2
Jan '05 – Mar '05	Santa Ynez Valley Community Plan (2)	2
Apr '05 – Jun '05	Santa Ynez Valley Community Plan (4) RRPP Grading Ordinance Amendments Re-zones and Affordable Housing Overlay hearings (2) Service Employee fee & Mixed Use zoning amendment hearing	8
July '05	Development Incentives hearing	1

TOTAL = 22 HEARINGS

BOARD OF SUPERVISORS HEARINGS

Qtr.	Set and Anticipated Hearings	Total Hearings Per Quarter
Jun '04	RDA 5 yr Implementation Plan Mid-Term Review Revised Three-Year Work Program RAU Ordinance Time Extension	3
July '04 – Sep '04	Santa Ynez Valley Community Plan Initiation (2) Ellwood –Deveruex Joint Proposal Old Town Orcutt Ordinance Amendment Goleta Transportation Improvement Plan	5
Oct '04 – Dec '04	Carpenteria/Toro Transportation Improvement Plan Uniform Rules Update (2) Isla Vista Master Plan (2)	5
Jan '05 – Mar '05	RAU, Farm Employee and Second Units amendments (2)	2
Apr '05 – Jun '05	Santa Ynez Valley Community Plan (2)	2
July '05	Santa Ynez Valley Community Plan (2)	2

TOTAL = 19 HEARINGS

*Dates and number of hearings tentative

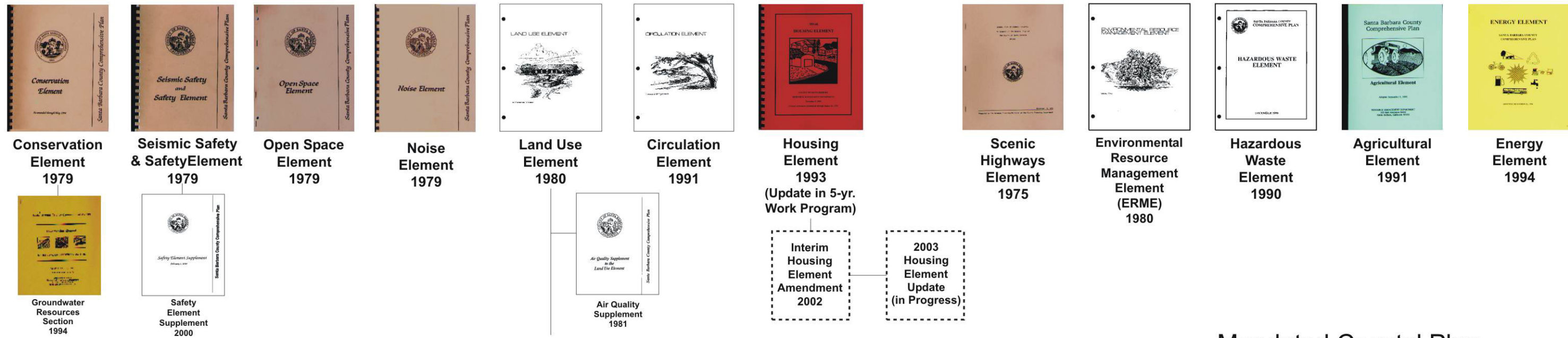
FIGURE 1: COMPREHENSIVE PLAN ELEMENTS

FIGURE 2: COMPREHENSIVE PLAN IMPLEMENTATION DOCUMENTS

Comprehensive Plan

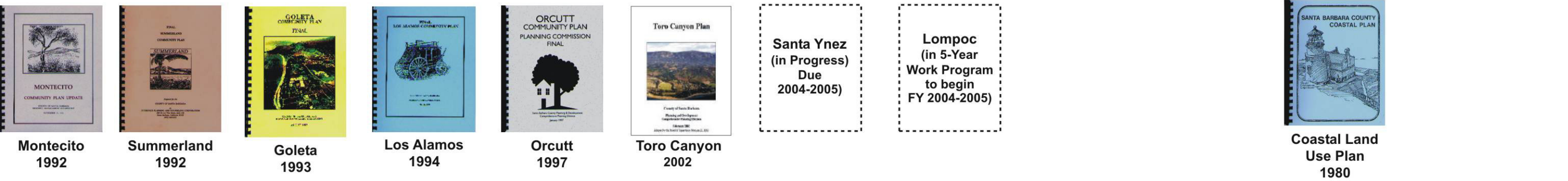
Mandated Elements

Additional Elements



Community and Area Plans (Part Of Land Use Element)

Mandated Coastal Plan



Implementing Zoning Ordinance Documents

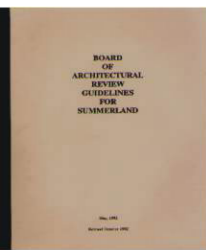
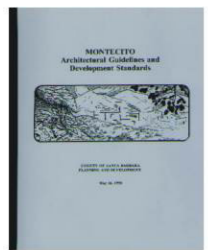
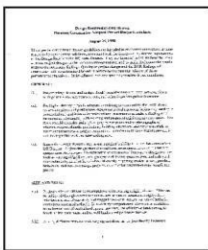

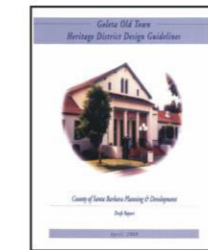
All dates noted are the dates of original adoption. Most documents have been amended since adoption. Zoning Ordinances are continually updated.



Figure 1

Implementing Documents

Design Guidelines

Summerland BAR Guidelines 1992

Montecito BAR Guidelines 1995

Design Residential Design Guidelines 1998

101 Design Guidelines 1999

Draft Goleta Heritage District Design Guidelines 2001

Fee Studies





Orcutt 1997

Goleta 1999

Lompoc Fee Study (in 5-Yr. Work Program)

Redevelopment & Revitalization




Goleta Old Town Revitalization 1998

Isla Vista Master Plan (Program to be completed FY 2005-2006)

Transportation






Orcutt Transportation Implementation Plan 1998

Goleta Transportation Implementation Plan 1999

Bicycle Master Plan 1999

Countywide 3-Year Transportation Funding Plan (in Progress)

Other










Carpinteria Valley Greenhouse Study 1980 (Major Update in Progress)

Mission Canyon Area Specific Plan 1984

Housing Implementation Guidelines 1993

Draft Burton Mesa Management Plan 1994

Goleta Trails Implementation Study 1995

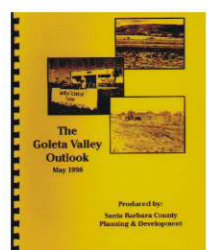

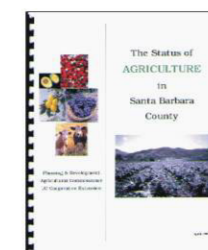


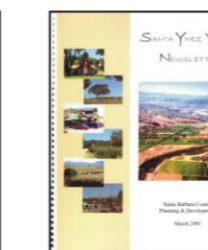

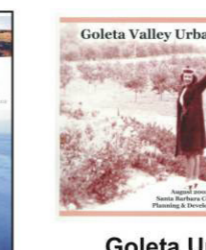
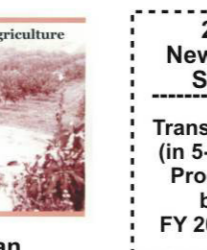
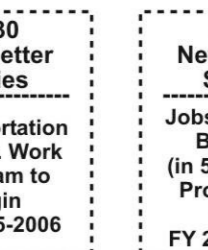
Lompoc Guidelines and Interpretive Action Items 1999

Gaviota Coast Resource Study 2002

Coastal Access Implementation Plan (in 5-Yr. Work Program)

Public Works and Planning & Development

Newsletters

Goleta Valley Outlook 1998

Orcutt View 1998

Status of Agriculture 1999

Northern Lompoc Area News 1999

Santa Barbara County 2030: Land and Population 2000

Santa Ynez Newsletter 2001

Open Lands Newsletter 2002

Goleta Urban Agriculture Newsletter 2002

2030 Newsletter Series Transportation (in 5-Yr. Work Program to begin FY 2005-2006)

2030 Newsletter Series Jobs/Housing Balance (in 5-Yr. Work Program to begin FY 2005-2006)

Figure 2

Process Improvement Efforts FY 04-05

The following process improvement efforts will be undertaken in FY 04-05. Others will be added as they are identified and as time allows:

Complete:

- Zoning Ordinance Reformatting Project
- Website Improvements
- Information Management Project
- Streamline Agriculture Permitting Process
- Update Planning Permit Appeal Process
- Develop Standards for:
 - Slopes/Grading/Drainage
 - Big Houses
 - Creek/Riparian Setbacks
 - Tree Protection
 - Building Height

Begin:

- Improvements to BAR, Design review
- Interdepartmental Coordination

PLANNING AND DEVELOPMENT PROJECTS AND PROGRAMS
May 5, 2004

MULTI-DISTRICT ACTIVITIES

Process Improvement initiatives

- Achieving Collaborative Permit Review and Approval
- Establishing a Program of Continuous Improvement
- Expanding Performance Measurement to Process Improvement
- Reforming the Zoning Ordinance
- Creating a Suggestion and Feedback Process for the Counter
- Develop an Electronic Submittal Checklist for Applicants
- Establishing a Queue Process to expedite Processing
- Reorganize the Website to Make It More Customer Friendly
- Establish a Decision Tree For Planning Permit Applicants
- Developing and Implementing Information Management Plan
- Produce Videos for Novice Staff and Customer Training
- Streamline Agriculture Permit Processes
- Update the Planning Permit Appeal Process
- Address Standards for the Following:
 - Slopes/Grading/Drainage
 - Big Houses
 - Creek/Riparian Setback
 - Tree Protection
 - Building Height

- Improve and Expand Training for Staff and Supervision

Ongoing Comprehensive Planning Projects

- Housing Element
- Uniform Rules Update
- 101 in Motion
- Grading Ordinance Guidelines
- Farmworker Housing Study (with HCD)
- Capital Improvement Program
- Residential Agricultural Unit Program Report
- Oak Protection Program Implementation
- AB1600 Fee Program Annual Updates
- Snowy Plover Program
- Coastal Trail Development
- Work with Natural Resource Conservation District to streamline permits for beneficial projects.

Energy

- Gas Company Main Transmission Line Repairs
- Coastal Resource Enhancement Fund (CREF)
- Fisheries Enhancement Fund
- Fisheries Contingency Fund
- Snowy Plover Program Committee
- Telecommunications Review Committee
- Cell Site Compliance Monitoring
- Abandonment Ordinance & Policies
- Financial Assurance Ordinance & Policies
- Tank Farm Policies
- Oil Spill CEQA Thresholds
- Oil Spill Financial Assurances
- Market Forces Study
- Cal v. Norton Litigation Support
- Torch Spill Settlement Support
- Innovative Building Review Program
- Beach Oiling Survey
- Monitoring of Other Agency Activities Regarding Projects for LNG Terminals & Regasification Plants

Building Inspection Department

Issues approximately 4000 permits per year and serves all unincorporated areas of the County and the cities of Solvang and Buellton

1ST DISTRICT PROJECTS

Greenhouses plan wrap up and implementation
Toro Community plan wrap up and implementation

Carpinteria/Toro Canyon TIP

Shoto TPM
Schumacher TPM
Flannery TPM
Benon Lot Split TEX

Pacifica Graduate Institute CUP Revision
SB Botanic Garden CUP Revision

H&M Roses DVP Revision
Harley Davidson DVP Revision
Endow Nursery DVP

Montecito Ranch (Nesbitt) CDP Appeal

MONTECITO P/C

Rautiola TPM

Music Academy of the West CUP Revision
Westmont College Master Plan CUP Revision

Coral Casino DVP
Susnar Mixed Use DVP

Verizon Switching Station Amendment Appeal

Energy Projects

- Pitas Point Project - Gas Odorant Station
- Venoco Paredon Drilling & Production Project (early consultation)
- 4H Shell Mounds Project
- Level 3 Communications Carp Marsh Project
- Energy Contract Services to City of Carpinteria
- Cell Site Projects

2nd DISTRICT PROJECTS

Goleta TIP
San Jose Bikepath
Goleta Beach Support
Noel/Cavaletto GPA

Preserve at San Marcos TRM/DVP
Hourigan RZN/TRM/DVP
Hacienda Vieja TRM/DVP
Camino Campana TRM/DVP
Park Hill Estates TRM
Rancho Danza Del Sol TPM
Pulver TPM
Banko/Jordan TPM
Shadow Hills RMM
Ball/Holze RMM
Caird CDHs

St. Athanasius Church CUP
Por La Mar Nursery Greenhouses CUP
Laguna Blanca School Revised CUP
Raintree Ranch Equestrian Center CUP
Firefox Sandstone CUP

Energy Projects

- Gas Company La Goleta Project
- Cell Site Projects

DISTRICT 3 PROJECTS

Isla Vista

- Code Enforcement
- Bluff Monitoring
- Master Plan
- Parking Program
- Alcohol Program

Ellwood Preservation

Development on Gaviota coast and the Common Ground work
Hwy 246 improvements

South Coast Area

Santa Barbara Ranch (Naples) RZ/GPZ/DVP/CUP

Ocean Meadows TRM/DVP/RZN/GPA

Ellwood Devereux Open Space Plan DVP

Rancho Tajiguas LLA

Glen Annie Golf Course CUP Revision

San Marcos Golf Course CUP Revision

El Capitan Campground CUP Revision

Bee Rock Quarry CUP Revision

Bean Blossom SFD CDP Appeal

Raintree Ranch CUP

Valley Area

Legacy Estates TRM

UPRR Track Repairs DVP

Gerrity Fraternity DVP

Blanco Mixed Use DVP/CUP

Solvang Friendship House DVP/CUP

Van den Bergh Mixed Use DVP/CUP

Pahler/Clevenger TPM

Clubhouse Estates TRM

Marcelino Springs TPM

Cook TPM

Clayssens TPM

Thompson TPM

Taylor RMM

Jackson LLA

Lucas and Lewellen Winery DVP

Afromsky/Browner Winery DVP
Dierberg Winery DVP
Gainey Winery DVP
Texiera Winery DVP
The Winery at Los Alamos DVP/CUP/GPA/RZN
Pony League CUP Revision
Santa Ynez Airport CUP
Shelly Training Stables CUP
Granite Mining CUP Revision
Chumash Issue Response

Energy Projects

- Venoco Ellwood Marine Terminal Offshore Lease Extension
- Venoco Ellwood Marine Terminal Annual Audit & Compliance Monitoring
- Ellwood Beach Tarring Investigation
- ARCO/Venoco Bird Island Decommissioning Project
- Venoco State Lease 421 Return to Production Project
- Venoco State Lease 421 Pier Repair Project
- Energy Contract Services with City of Goleta
- Mobil/Venoco Line 96 Leak Detection Project
- Change of Owner. Operator & Financial Guarantor for Line 96 from Mobil Pacific Pipeline Company to Ellwood Pipeline Company (subsidiary of Venoco)
- Venoco Ellwood Onshore Facility Annual Audit & Compliance Monitoring
- Venoco Ellwood Onshore Facility Grace Unit Project
- Venoco Ellwood Abatement Order – Completion of Safety Improvements
- Gas Company Ellwood Odorant Station Spill Investigation
- ARCO Bell Creek Pipeline Abandonment Project
- ARCO Dos Pueblos Abandonment/Remediation Project
- El Capitan Ranch Well Abandonment Project
- ExxonMobil Las Flores Canyon Facility Annual Audit & Compliance Monitoring
- ExxonMobil Las Flores Canyon Facility Systems Synergy Project
- ExxonMobil Las Flores Canyon/Santa Ynez Offshore Unit Cable C Replacement Project
- POPCO Las Flores Canyon Condition B-2 Review
- AERA Canada de la Huerta Remediation Project
- Molino Abandonment Project
- ARCO Alegria Abandonment Project
- Gaviota Terminal Company Abandonment Project
- Arguello Gaviota Facility Partial Abandonment Project
- Gaviota Energy Facilities – Reuse & Long Range Planning Condition R1 Review
- Arguello Gaviota Facility By-Pass Project
- Texaco Hollister Ranch Abandonment Project
- Unocal Cojo Marine Terminal Abandonment Project
- Arguello Lease 451East Drilling & Production Project
- All American Pipeline Valve Replacement Project

- UCSB Sedgewick Ranch Oaks Restoration Project

4th DISTRICT PROJECTS

Old Town Orcutt Revitalization

Thomas RZN

Fetyko TRM

Silverado Properties TRM/RZN

Oak Glen TRM/DVP

Cebada Estates TPM

Gibson TPM

Cole TPM

Oak Glen/De Sol Minihac LLA

Orcutt Marketplace DVP/TRM/CUP

Addamo TRM and Winery DVP

Presidio Winery DVP

White Hawk Ranch Winery DVP

Orcutt Aquacenter DVP/CUP/GPA/RZN

Northwest Casmalia Oil Production Plan

Santa Maria Estates Golf Course

Wild Oak Ranch Horse Boarding CUP

Energy Projects

- Nuevo Lompoc Oil & Gas Plant Annual Audit & Compliance Monitoring
- Nuevo Lompoc Oil & Gas Facility Condition B-2 Review
- Nuevo Lompoc Oil & Gas Facility TRMPP Mediation
- Change of Owner, Operator & Financial Guarantor from Nuevo Energy to Plains Exploration & Production (PXP)
- PXP Tranquillon Ridge Project
- Santa Maria Pacific Casmalia Hills Secondary Recovery Project
- Greka North Orcutt Pipeline Project

5th DISTRICT

Diani/Richcreek TPM

Ventucopa Rock Plant CUP/RPP

Troesh Ready Mix CUP/RPP

Bonilla Rodeo CUP

Rancho Cuyama Equine Center CUP

Energy Projects

- Greka Santa Maria Asphalt Refinery Annual Audit & Compliance Monitoring
- ConocoPhillips Pipeline System Annual Audit & Compliance Monitoring
- Unocal Guadalupe Dunes Spill Remediation Project
- Unocal Battles Gas Plant Remediation Project
- Unocal Battles Gas Plant Site Designation & Rezoning
- Hallador Cuyama Gas Plant Compliance Monitoring

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Planning and Development Grant Program

4 year summary

FY 2000-01

Salaries: \$122,315
FTE's: 1.89

Work Programs: Del Playa Park Master Plan
San Pedro Bikepath
Old Town Orcutt Revitalization
Goleta Old Town Revitalization
Isla Vista Master Plan
Carpinteria Valley Greenhouses
Gaviota Coastal Trail
Santa Barbara Shores Specific Plan
UVP Landscaping
San Jose Creek Bikepath

FY 2001-02

Salaries: \$176,731
FTE's: 2.58

Work Programs: Ellwood Devereux Master Plan
San Pedro Bikepath
Old Town Orcutt Revitalization
Goleta Old Town Revitalization
Isla Vista Master Plan
Snowy Plover Protection
Carpinteria Valley Greenhouses
San Jose Creek Bikepath

FY 2002-03

Salaries: \$204,658
FTE's: 2.84

Work Programs: GIS Implementation
CEQA Thresholds Update
Ellwood Devereux Master Plan
San Pedro Bikepath
Old Town Orcutt Revitalization

Goleta Old Town Revitalization
 Isla Vista Master Plan
 Snowy Plover Protection
 Carpinteria Valley Greenhouses
 Toro Canyon Plan
 San Jose Creek Bikepath
 Gaviota Resources Study
 Housing Element
 Gaviota Coastal Trail

FY 2003-04 – July 2003 – April 2004 (Partial Fiscal Year)

Salaries:	\$186,148
FTE's:	2.46

Work Programs:	GIS Implementation
	CEQA Thresholds Update
	Ellwood Devereux Master Plan
	San Pedro Bikepath
	Old Town Orcutt Revitalization
	Goleta Old Town Revitalization
	Isla Vista Master Plan
	Snowy Plover Protection
	Carpinteria Valley Greenhouses
	Toro Canyon Plan
	San Jose Creek Bikepath
	Housing Element
	Gaviota Coastal Trail
	Farmworker Housing
	Carpinteria-Rincon Coastal Trail

FY 2004-05 – Proposed Budget

Proposed Salaries:	\$ 37,774
FTE's:	.47

Proposed Work Programs:	CEQA Thresholds-Grasslands
	Carpinteria Valley Greenhouses
	Ellwood/Devereux Master Plan
	Workforce Housing
	Gaviota Phase II
	Carp/Rincon Cliff Trail Study
	Santa Claus Beach Access
	Isla Vista Master Plan

Energy Division

Grant Program

FY 2003-04 - July 2003 – April 2004 (Partial Fiscal Year)

Salaries: \$189,295
FTE's: 1.79

Work Program: Abandonment Policies & Ordinances
Rezone of former Battles Gas Plan
Update Consolidation Policies
Update of Oil Transportation Policies
Financial Assurance Rules
Natural Oil Seep Inventory
Interagency Decommissioning Working Group
CEQA Thresholds for Oil Spills
Interagency Activities
Oil/Gas Market Study
Guadalupe Dunes Center Outreach

FY 2004-05 – Proposed Budget

Salaries: \$193,072
FTE's: 1.75

Work Program: Abandonment Policies & Ordinances
Update Consolidation Policies
Update of Oil Transportation Policies
Financial Assurance Rules
CEQA Thresholds for Oil Spills
Interagency Activities
Gaviota Land/Easement Acquisition

G:\group\admin\wp\budget\FY04/05\Sal FTE Titles