

**Community Development Agency  
Final Performance Plan  
FY 2008-09**

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**I. MISSION STATEMENT**

The mission of the Community Development Agency is to protect public health and safety, preserve environmental quality, and plan sustainable, diverse communities.

**II. DEPARTMENT OVERVIEW**

The Community Development Agency's (CDA) primary responsibilities pertain to building safety, environmental health, grant administration, planning, and sustainability.

This department includes the following programs:

- Administration
- Current Planning
- Environmental Planning
- Community Planning
- Geographic Information Systems
- Affordable Housing
- Sustainability
- Code Enforcement
- Land Use
- Solid Waste and Hazardous Materials Response
- East Shore Wastewater Debt Service
- Richardsons Bay Regional Agency
- Federal Grants
- Construction Permitting and Inspections
- Consumer Protection

**III. ACCOMPLISHMENTS FY 2007-08**

- Completed Countywide Plan Update and received 2008 American Planning Association National Award of Excellence for implementation of the County's Sustainability Program
- Completed East Shore Wastewater Project
- Completed Permit Streamlining Code Revisions
- Completed Community Choice Aggregation Feasibility Study and Business Plan
- Established Novato Satellite Office for Building Inspectors
- Completed Updated Sewage Disposal Regulations

**IV. GOALS AND INITIATIVES FY 2008-09**

**GOAL 1: Protect and restore environmental resources through effective environmental planning and management of waste and water resources**

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**FY 2008-09 Initiatives**

1. Operate and monitor East Shore Wastewater Improvement Project and implement updated septic regulations allowing for expanded use of wastewater technologies
2. Certify the Lawson's Landing Environmental Impact Report (EIR) and issue revised permit
3. Certify Final EIR and issue Solid Waste Facilities Permit for Redwood Landfill
4. Improve beach water quality monitoring program by use of advanced technology for pathogen detection
5. Assist with preparation of salmonid recovery plan for San Geronimo Valley watershed and oversee preparation of the cumulative impact analysis for development within Stream Conservation Areas (SCAs)

**GOAL 2: Support healthy and safe communities through effective inspection, permit processing and safety programs**

**FY 2008-09 Initiatives**

1. Ensure the safety of new construction through implementation of the new State Building Code pertaining to plan review and building inspection
2. Begin posting food facility inspection results on CDA web site
3. Ensure compliance with disability access requirements through ongoing staff training, effective plan checks and building inspections, and compliance monitoring
4. Continue shoreline clean-up and removal of navigational hazards in Richardson Bay
5. Update response protocol for accidental sewage release events and coordinate implementation with sewerage agencies

**GOAL 3: Prepare and administer equitable and flexible plans, regulations, and programs that support a diverse and sustainable community**

**FY 2008-09 Initiatives**

1. Initiate first phase Development Code amendments and other initiatives implementing the 2007 Countywide Plan update
2. Re-initiate the Local Coastal Program update
3. Implement updated energy and green building standards and solar assistance programs
4. Initiate the 2009 Housing Element Update and complete Development Regulations for updated housing regulations (large home impact fee and updated inclusionary housing fee)
5. Complete draft focused community-based design guidelines for the Kentfield, Kent Woodlands, Lucas Valley and Strawberry communities

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**GOAL 4: Improve customer service through increased efficiency of permit processing and workload management systems**

<b>FY 2008-09 Initiatives</b>
1. Complete installation of first phase permit tracking system for Environmental Health Services consumer protection, solid waste and small water systems
2. Reduce processing time for Design Review and other discretionary permits by implementation of streamlining revisions to Development Code
3. Advance Phase II of the Permit Tracking System for Building, Planning and Environmental Health/Land Use
4. Update application fact sheets, submittal lists and intake protocols to facilitate the filling of complete application materials
5. Improve cycle times for building plan checks through a reorganization of Building and Safety staff that allows the flexible allocation of staff resources to meet workload demands

**GOAL 5: Address staff training and organization development needs in order to create a more satisfying work environment and increase staff retention**

<b>FY 2008-09 Initiatives</b>
1. Continue staff training program, including high priority and core business areas related to updating plans, policies and regulations, customer service, CEQA, technology upgrades, and organizational management
2. Continue team building and business process exercise
3. Continue evaluation of organizational changes to increase effectiveness and create equitable career ladders
4. Complete office redesign plan for improved customer service and staff work areas

**V. KEY CHALLENGES AND OUTSTANDING ISSUES**

- Availability of funding for consultants to assist with Countywide Plan implementation and other high priority Community Planning initiatives
- Ability to meet key work program milestones will require predetermining the number of public meetings and hearings for code and plan policy amendments
- Ability to maintain grant funding and obtain other outside funding sources for continuation of existing and new programs not supported by fees or the general fund
- Possible reductions in construction and development fee revenues resulting from external economic factors

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**VI. PERFORMANCE MEASURES**

**SUSTAINABILITY**

**PROGRAM DESCRIPTION**

The Sustainability Program is responsible for administering green building, green business, energy efficiency, solar energy, and climate protection programs. The program is responsible for producing the County of Marin Operations Report that assesses the organization's efforts in sustainability and provides technical support for related projects.

**OBJECTIVE: Promote energy efficiency and the use of renewable materials and conservation of resources in the built environment and in business practices**

<b>Measures</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Estimate</b>
<b>Workload Measures</b>			
Entities contacted and assisted	1,768	500	700
Trainings, workshops, events and/or presentations given	63	40	40
<b>Efficiency Measures</b>			
Hours of technical assistance per green business certification	3	6	5
<b>Effectiveness Measures</b>			
Number of certified green businesses	91	40	40
Number of certified sustainable partners	N/A	3	2
Number of projects that met local energy efficiency or green building requirements	N/A	25	25
Number and size of solar installations in Marin per year	143	100	100
Total number of kilowatts installed in Marin per year	1253	500	500
Tons of additional GHG reduced from solar installations in Marin County per year	533	525	525
Kilowatts per hour of energy saved by hours of technical assistance	1,016,079	2,500,000	2,500,000
Kilowatts per hour of energy saved by implementing County's energy conservation ordinance	1,576,968	1,000,000	1,000,000
Tons of GHG reduced by implementing County's energy conservation ordinance	262	200	200

**Department Comments:**

These measures provide quantifiable data on the success of achieving established energy conservation goals.

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**CURRENT PLANNING/CUSTOMER SERVICE**

**PROGRAM DESCRIPTION**

The Current Planning program is responsible for responding to customer service demand related to land use and zoning permits and procedures. The program measures will track performance in three customer service areas: 1) the average time a customers wait in line at the planning/building counter before being helped; 2) the average time taken to return a phone call to a customer; and 3) processing times for discretionary permits exempt from environmental review with a goal of reducing the legally permissible processing time by 20% for 80% of the permits.

**OBJECTIVE: Improve customer service by increasing the efficiency of customer responses at the public information counter and the processing time for discretionary planning permits**

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Effectiveness Measures</b>			
Public counter wait times (minutes)	15	10	10
Phone call return times (hours)	n/a	4	4
Processing times for 80% of discretionary permits that are exempt from environmental review (days)	60	48	48

**Department Comments:**

The measures will help the department track progress towards meeting its customer service goals. These measures do not include permits subject to California Environmental Quality Act review.

**BUILDING AND SAFETY/CUSTOMER SERVICE**

**PROGRAM DESCRIPTION**

The Building and Safety program is responsible for administering and implementing state and local building codes by regulating building construction through review of building plans, issuance of building permits, and inspection of new construction. These program measures will track the level of customer satisfaction through CDA's Customer Satisfaction Survey for Over-the-Counter, Fast-Track and Regular permits.

**OBJECTIVE: Improve customer satisfaction with the permit and building inspection process**

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Effectiveness Measures</b>			
Percent of customers rating overall experience with the building permit process as "very satisfied"	n/a	n/a	70%
Percent of customers rating customer service as "excellent"	n/a	n/a	75%

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Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
Percent of customers rating counter staff as "very informative"	n/a	n/a	80%

**Department Comments:**

The measures will help the department track progress towards meeting its customer service goals.

**CONSUMER PROTECTION / ENVIRONMENTAL HEALTH SERVICES**

**PROGRAM DESCRIPTION**

The Consumer Protection program is responsible for issuing permits for new or modified food facilities and conducting facility inspections to ensure compliance with State and local health code regulations.

**OBJECTIVE: Protect public health by implementing State regulations for food facilities through plan review, facility inspections, and corrective actions where required**

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Effectiveness Measures</b>			
Percentage of food facility plan checks completed within 20 days of submittal	n/a	95%	100%
Percentage of major food facility establishments inspected twice annually	n/a	75%	75%
Percentage of food borne illness complaints responded to within 24 hours	n/a	90%	90%

**Department Comments:**

These measures indicate the timeliness and frequency of plan check, food facility inspection and food borne illness response activities. The timeliness of food facility plan checks is an important customer service characteristic. The frequency of food facility inspections and responsiveness to food borne illness complaints are important factors in protecting public health.