

Community Development Agency FY 2012-13 Performance Plan

I. MISSION STATEMENT

The mission of the Community Development Agency is to protect public health and safety, preserve environmental quality, and support sustainable, diverse communities through excellent and responsive service.

II. DEPARTMENT OVERVIEW

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

- Administration
- Current Planning
- Affordable Housing
- Sustainability
- Environmental Planning
- Community Planning
- Code Enforcement
- Geographic Information Systems
- Environmental Health Services Land Use
- Solid Waste and Hazardous Materials Response
- Richardson's Bay Regional Agency
- Consumer Protection
- Environmental Health Administration
- East Shore Wastewater Debt Service
- Building and Safety
- Federal Grants
- East Shore Wastewater Maintenance

III. PROGRAM DESCRIPTION AND RESPONSIBILITIES

ADMINISTRATION

The Administration program provides the central administration and overall management for the Community Development Agency (CDA) and is responsible for: budget preparation, management and monitoring; grants management; accounts payable and receivable; personnel administration, actions, and payroll; contracts administration; technology and equipment management; records and contract management; and space planning.

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CURRENT PLANNING

The Current Planning's principal mandate is to implement the Marin Countywide Plan and related land use plans and regulations. The program also conducts environmental review and assists in the update of land use ordinances. The program operates primarily in unincorporated areas of Marin County and includes coordination with Marin cities and towns. Current Planning staff issues administrative decisions for land use permits and makes recommendations to the Deputy Zoning Administrator, Planning Commission, and the Board of Supervisors.

AFFORDABLE HOUSING

Affordable Housing develops and implements housing strategies as identified in the state-approved Marin County Housing Element. This program also applies for and administers affordable housing funds, manages existing affordable housing activities pursuant to applicable regulations, works to remove barriers to the creation of new affordable housing, and provides training and technical assistance to County staff, local cities and towns, and non-profit organizations.

SUSTAINABILITY

Sustainability program is responsible for administering green building, green business, energy efficiency, solar energy, and climate protection programs. The program is responsible for tracking and updating Countywide Plan indicators, which assess the County's implementation of sustainability goals in the Countywide Plan. In addition, the program provides technical support for some County sustainability projects.

ENVIRONMENTAL PLANNING

Environmental Planning oversees and coordinates the conduct of environmental review for all County agencies and departments. The Environmental Planning Coordinator determines the type and adequacy of all environmental review documents that are required for public or private projects; administers contracts for the preparation of Environmental Impact Reports (EIR); prepares, reviews, and makes recommendations on Initial Studies, Negative Declarations, and Categorical Exemptions; and carries out special environmental planning projects.

COMMUNITY PLANNING

Community Planning's principal mandate is to carry out advanced planning and to update, maintain, and contribute to implementation of the Marin Countywide Plan and related land use plans and regulations. The program also conducts special planning studies including community plans when resources allow. The program operates primarily in the unincorporated areas of Marin County and includes coordination with Marin cities, towns, and neighboring jurisdictions. This program also provides information to the public and other county agencies from a variety of sources including the Countywide Plan and census data.

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CODE ENFORCEMENT

Code Enforcement's principal is to protect public health and safety and the environment through compliance with County regulations pertaining to the development and use of land. Primary responsibilities of the program include receiving, investigating and resolving violations of planning, building and environmental health codes. The program coordinates these efforts within the Community Development Agency (CDA) as well as with other governmental agencies involved in multi-jurisdictional enforcement efforts. It also serves as the professional staff representing the agency at administrative code enforcement hearings and court proceedings.

GEOGRAPHIC INFORMATION SYSTEMS

Geographic Information Systems (GIS) is responsible for capturing, organizing, analyzing and reporting a variety of digital map information with their attendant attributes. A team of jointly managed Community Development Agency (CDA) and Information Services and Technology staff maintains countywide databases, writes applications for use by employees and the public (via the internet), provides hard copy maps, and analyzes information to support decision-making. Program staff provides assistance to every County department, a variety of public agencies, and the public.

ENVIRONMENTAL HEALTH SERVICES DIVISION

The Environmental Health Services Division Land Use program includes oversight and complaint investigation of on-site wastewater systems, approval of sewage pumper vehicles operating in the county, permitting of domestic water wells, regulatory oversight of small public water systems throughout the county, and issuing permits for soil borings and monitoring wells. The staff also evaluates evolving technologies in the field of wastewater treatment and water sampling at beaches and other recreational bathing sites.

SOLID WASTE AND HAZARDOUS MATERIALS

The Environmental Health Services Division Solid Waste and Hazardous Materials Response (HMR) program includes: oversight of active and closed solid waste sites, waste tire facilities, solid waste haulers, and response to garbage complaints. The HMR Team responds to an array of environmental "emergencies" including fires and unauthorized releases of sewage, hazardous, or toxic materials. HMR plays an advisory role to the on-scene commander during hazardous materials incidents. This program also plays a key role in preparing the County to meet the threat of nuclear, chemical, or biological attack.

RICHARDSON'S BAY REGIONAL AGENCY

Richardson's Bay Regional Agency (RBRA) is a Joint Powers Authority cooperative effort of four Southern Marin cities and the County of Marin. Program activities include removal of environmental and navigational hazards from Richardson's Bay; water quality monitoring,

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maintenance, and enhancement; general Richardson's Bay-related programmatic and management activities; and providing a public meeting forum for discussion and resolution of issues related to Richardson's Bay. The Community Development Agency provides staffing assistance to the RBRA.

CONSUMER PROTECTION

The Environmental Health Services Division Consumer Protection program provides oversight of all permanent and temporary retail food facilities throughout the County. Program staff inspects all public swimming pools and spas, and periodically inspects multi-unit residential housing except for the cities of Novato and San Rafael. Staff also responds to public complaints concerning a wide range of environmental health matters, and investigates and resolves these issues.

ENVIRONMENTAL HEALTH SERVICES

The Environmental Health Services (EHS) Administration program provides administrative direction and support to the EHS division.

EAST SHORE WASTEWATER DEBT SERVICE

Administer the debt service for the East Shore Wastewater Improvement Project in Tomales Bay.

BUILDING AND SAFETY

The Building and Safety Division's Construction Permitting and Inspections program is responsible for administering, implementing, and enforcing the California Building Standards Code, relevant statutes, and energy conservation as well as other local ordinances for building construction throughout the unincorporated areas of Marin County. This program safeguards the public health, safety, and general welfare by regulating building use, alterations, demolition, and construction through the administration of laws and standards applicable to the built environment. Activities include the review of building plans, issuance of building permits and inspections of permitted construction.

FEDERAL GRANTS

The Federal Grants Division administers grants from three federal programs: the Community Development Block Grant (CDBG), the HOME Investment Partnerships (HOME), and the Housing Opportunities for Persons with AIDS (HOPWA). These three grant programs support housing, community facility, and human service projects serving low-income people. The program is also responsible for overseeing the implementation of the Analysis of Impediments to Fair Housing Choice that was approved by the Board of Supervisors in October 2011.

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EAST SHORE WASTEWATER MAINTENANCE

The Environmental Health Services program innovation staff provides monitoring and quarterly reporting of the East Shore wastewater maintenance program to the Regional Water Quality Control Board.

IV. ACCOMPLISHMENTS FOR FY 2011-12

- Completed two phases of the comprehensive permit tracking system (COMET) that encompasses Consumer Protection, Solid Waste, and Code Enforcement services
- Completed proposed coastal Land Use Plan policies, updated the Development Code sections for the Coastal Zone, and conducted extensive public meetings and hearings before the Planning Commission leading to adoption of the complete Local Coastal Program by the Planning Commission
- Adopted Analysis of Impediments to Fair Housing Choice and Implementation Plan
- Adopted amendments to County Code to allow the use of graywater systems for residential applications
- Implemented new septic monitoring procedures for residential systems in the operating permit program
- Adopted amendments to the Development Code that implement certain Countywide Plan policies, streamline development review processes and standards, and improved the organization, clarity, and readability of the Code
- Adopted amendments to the Development Code that promoted County and statewide housing mandates, including expansion of mixed-use development requirements, clarification to County inclusionary housing requirements, and establishment of standards for homeless shelters

V. GOALS AND KEY INITIATIVES FOR FY 2012-13

GOAL I

Protect and restore environmental resources through effective environmental planning and management of waste and water resources

Countywide Goal	IV. Environmental Preservation
FY 2012-13 Key Initiatives	
1. Develop implementation plan and pursue preparation of environmental review for the Woodacre Flats community wastewater project, pending availability of funding	
2. Consider amendments to County Code to allow the use of graywater systems for commercial applications, pending approval of state legislation	
3. Assist Richardson's Bay Regional Agency with the preparation of a draft implementation plan and schedule for the Richardson's Bay Pathogen Total Maximum Daily Load program	

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GOAL II

Support and preserve healthy, safe and sustainable communities through responsive, effective and innovative permit processing, plan review and inspection programs

Countywide Goal	I. Healthy Communities
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FY 2012-13 Key Initiatives

1. Draft plan for compliance with new policy for AB 885 (standards for septic systems near impaired waterways) and potential code amendments for uniform monitoring procedures for septic systems
2. Prepare amendments to County Code for compliance with new state legislation (Assmebly Bill 300) governing body arts
3. Initiate update to Memoranda of Agreement with cities outlining regulatory and enforcement responsibilities for the housing, public swimming pools, solid and medical waste, graywater, and septic and well programs
4. Amend the County Code to implement voluntary electronic inspection program for minor building permits
5. Implement and monitor same day building permit program for minor remodels
6. Initiate map amendments to the Development Code for consistency with prior entitlements

GOAL III

Prepare and administer equitable and flexible plans, regulations, and programs that support a diverse and sustainable community

Countywide Goal	V. Community Participation
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FY 2012-13 Key Initiatives

1. Prepare a revised Countywide Plan implementation schedule for approval by the Board of Supervisors
2. Initiate first phase community plans
3. Initiate first phase implementation of Analysis of Impediments to Fair Housing Choice
4. Incorporate recommendations from the draft baylands study and initiate preparation of a Climate Action Plan contingent on funding
5. Adopt a Wetlands Conservation Area ordinance for implementation of the Countywide Plan
6. Complete a draft update of the Stream Conservation Area ordinance for implementation of the Countywide Plan
7. Submit the Local Coastal Program amendment to the Coastal Commission
8. Adopt revised Housing Element for the Countywide Plan
9. Adopt amendments to County Building Code to allow voluntary use of "living building" principles and standards
10. Draft post-disaster recovery ordinance in collaboration with the Office of Emergency Services

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GOAL IV

Improve customer service through increased efficiency of permit processing and workload management systems

Countywide Goal

VI. Excellent Customer Service

FY 2012-13 Key Initiatives

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| 1. Initiate Phase III of the County of Marin Enterprise Tracking system (COMET) for Planning and Environmental Health Services Land Use septic and water permits and related information |
| 2. Complete redesign of the Community Development Agency (CDA) permit center and adjoining office space |
| 3. Develop customer service questionnaire for Building and Safety Division's building permit inspection services |
| 4. Develop customer service questionnaire for Consumer Protection inspection services |

GOAL V

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

Countywide Goal

VII. Employer of Choice

FY 2012-13 Key Initiatives

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| 1. Pursue reorganization of the programs in the Planning Division to improve organizational effectiveness and promote employee engagement |
| 2. Continue staff training program focusing on high priority program and core business areas |
| 3. Continue to use networked talent-based teams for implementation of key initiatives |

VI. KEY CHALLENGES AND OUTSTANDING ISSUES

- Realigning constituent expectations for delivery of services with fiscal and resource constraints will continue to be a challenge in the next fiscal year. The Agency will continue to pursue improvements to the development review process to obtain high customer service satisfaction levels in core business areas and maintain fee-based revenues.
- The cumulative effects of multi-year budget reductions on general fund support will continue to exert pressure on the Planning Division's ability to maintain adequate service levels in core business areas with limited capacity to pursue new or ongoing special projects. High priority projects, such as implementation of the Countywide Plan, are also affected through budget reductions and availability of general fund support.
- The gradual pace of the economic recovery may continue to affect user fee revenues and cost recovery targets.

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VII. PERFORMANCE MEASURES

CURRENT PLANNING

Department Goal	Goal II: Support and preserve healthy, safe and sustainable communities through responsive, effective and innovative permit processing, plan review and inspection programs
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Objective: Improve customer service by increasing the efficiency of customer responses at the public information counter

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Effectiveness Measures					
Public counter wait times in minutes	3.0	2.3	2.2	5.0	3.0
Phone call return times in hours	1.9	1.3	1.4	2.0	1.5

➔ Indicates a Key Measure

Story Behind Performance: The number of customers who visited the Planning Services Counter this fiscal year (as of January 31, 2012) is comparable to last fiscal year, at approximately 1,500 customers with a projected annualized rate of about 2,600 customers. In addition, 1,200 planning-related calls (projected to be approximately 2,100 calls per year) were handled by the customer service team during the same period. Current Planning permit volumes are projected to be down approximately 12% from FY 2010-11.

Department Goal	Goal II: Support and preserve healthy, safe and sustainable communities through responsive, effective and innovative permit processing, plan review and inspection programs
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Objective: Reduce the overall time for processing discretionary planning permits

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Effectiveness Measures					
Average number of days to process discretionary permits that are exempt from	42	43	33	50	48

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MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
environmental review					
Number of days to complete the third and subsequent review cycles from re-submittal of discretionary planning applications	n/a	n/a	20	20	20
Percent of discretionary permits processed within 48 hours from a complete application (only environmental review exempt projects)	n/a	70.6%	57.8%	78.6%	75.0%

➔ Indicates a Key Measure

Department Goal	Goal II: Support and preserve healthy, safe and sustainable communities through responsive, effective and innovative permit processing, plan review and inspection programs
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Objective: Reduce the processing timeframes for minor Design Review projects through implementation of Development Code streamlining amendments

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Effectiveness Measures					
Number of Days from application filing to process 80% of Minor Design Review applications that are exempt from environmental review	60	77	54	50	50

➔ Indicates a Key Measure

Story Behind Performance: Improvements to the submittal checklist and the use of a standardized decision template have shortened the review times for Minor Design Review applications. The number of applications that qualify for a streamlined Design Review process (Minor Design Review) is expected to increase as a result of Development Code amendments that were approved in January 2012.

SUSTAINABILITY

Department Goal	Goal III : Prepare and administer equitable and flexible plans, regulations, and programs that support a diverse and sustainable community
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Objective: Promote energy efficiency and the use of renewable materials and conservation of resources in the built environment and in business practices

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Workload Measures					
Number of entities contacted and assisted	1,456	745	608	525	600
Number of trainings, workshops, events and/or presentations given	97	111	31	20	30
Efficiency Measures					
Number of hours of technical assistance per green business certification	5	4	6	5	6
Effectiveness Measures					
➔ Number of new certified green businesses	83	60	35	30	20
➔ Number of projects that met local energy efficiency or green building requirements	31	50	113	25	100
Number of solar installations in Marin per year	200	252	231	225	250
Total number of solar kilowatts installed in Marin per year	700	1,912	1,162	1,000	1,200
Tons of additional green house gas (GHG) reduced from solar installations in Marin County per year	600	1,607	977	900	1,000
Kilowatts per hour of energy saved by implementing Energy Watch Partnership	1,300,000	3,100,000	3,100,000	2,000,000	2,500,000

➔ Indicates a Key Measure

Story Behind Performance: During the past fiscal year, staff was not able to devote enough time to promote the Green Business Program as years past because other grant-funded programs took precedence. In addition, staffing in the Sustainability program has been reduced as a result of the formation of the Marin Energy Authority.

CONSUMER PROTECTION

Department Goal	Goal II: Support and preserve healthy, safe and sustainable communities through responsive, effective and innovative permit processing, plan review and inspection programs
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Objective: Protect public health by implementing state regulations for food facilities through plan review, facility inspections, and corrective actions where required

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Effectiveness Measures					
Percent of food facility plan checks completed within 20 days of submittal	100%	99%	100%	100%	100%
Percent of major food facility establishments inspected twice annually	75%	65%	52%	80%	80%
➔ Percent of food borne illness complaints responded to within 24 hours	90%	100%	100%	90%	90%

➔ Indicates a Key Measure

Story Behind Performance: The staffing shortage in the Consumer Protection program for most of the year is reflected in the low number of major food facility establishments that were inspected twice annually. Work prioritization under the new cost recovery fee program and implementation of the permit tracking system for consumer protection services by the end of FY 2011-12 should help the program in meeting its performance target for semi-annual inspections of major food facilities. For example, the new permit tracking system will reduce the number of electronic systems that staff uses to file reports.

Department Goal	Goal IV: Improve customer service through increased efficiency of permit processing and workload management systems
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Objective: Provide timely and easy public access to updated food facility inspection results

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Effectiveness Measures					
Posting of updated food facility inspection results within 48 hours of facility inspection	90%	65%	n/a%	90%	90%

➔ Indicates a Key Measure

Story Behind Performance: Implementation of the permit tracking system for the Consumer Protection program in FY 2011-12 should improve performance target for posting inspection results. For example, by reducing the number of systems staff uses to file reports, should save time and provide timelier filing of facility inspection results.

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BUILDING AND SAFETY

Department Goal	Goal IV: Improve customer service through increased efficiency of permit processing and workload management systems
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Objective: Improve customer satisfaction with the permit process

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Effectiveness Measures					
➔ Percent of customers rating overall experience with the building permit process as "very satisfied"	82%	87%	81%	80%	80%
Percent of customers rating customer service as "excellent"	85%	85%	78%	80%	80%
Percent of customers rating counter staff as "very informative"	89%	92%	87%	80%	80%

➔ Indicates a Key Measure

Story Behind Performance: Improvements to the counter (permit center) should assist in improving customer satisfaction with the building permit services.

Department Goal	Goal II: Support and preserve healthy, safe and sustainable communities through responsive, effective and innovative permit processing, plan review and inspection programs
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Objective: Improve customer satisfaction and standardize review times during the plan review process

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Efficiency Measures					
➔ Percent of initial review for complex applications completed within seven weeks	n/a	n/a	76%	70%	80%
➔ Percent of initial review for simple applications completed within two weeks	n/a	n/a	76%	70%	80%

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MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Effectiveness Measures					
Percentage of customers rating their experience with the plan review process as "very satisfied"	n/a	n/a	50%	70%	60%

➔ Indicates a Key Measure

Department Goal	Goal II: Support and preserve healthy, safe and sustainable communities through responsive, effective and innovative permit processing, plan review and inspection programs
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Objective: Improve customer satisfaction by ensuring that Building Permit applications meet minimum submittal requirements for plan review by offering a voluntary intake review approval procedure by Building and Safety, Planning, Environmental Health Services

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Effectiveness Measures					
Percentage of customers who complete the voluntary intake review process and are "very satisfied" that the process resulted in a more expeditious processing of the building permit application	n/a	n/a	n/a	70%	80%

➔ Indicates a Key Measure

CODE ENFORCEMENT AND ENVIRONMENTAL HEALTH SERVICES

Department Goal	Goal I: Protect and restore environmental resources through effective environmental planning and management of waste and water resources
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Objective: Provide timely processing of public requests for code enforcement services

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Effectiveness Measures					

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MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Number of days to respond and assign public service requests	n/a	n/a	1	1	1
Number of days to schedule inspection or complete first review of service requests not involving imminent threats to public health and safety	n/a	n/a	7	7	7

➔ Indicates a Key Measure

Story Behind Performance: Completion of Phase I of the permit tracking system is expected to assist staff in managing and responding to service requests in a timely manner by providing better tools for tracking responsiveness to complaints and for assessing performance on responses.