

Community Development Agency FY 2014 - 16 Performance Plan

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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 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 Agency includes the following programs:

- Administration

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

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. Administrative support for Environmental Health Services is provided in part by a smaller administrative services program within the Environmental Health Services Division.

Current Planning

The Current Planning program implements the Marin Countywide Plan and related land use plans and regulations. The program also conducts environmental reviews 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

The Affordable Housing program 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

The Sustainability program administers 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.

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Building and Safety

The Building and Safety program is responsible for administering, implementing, and enforcing the California Building Standards Code, relevant statutes and local ordinances, and energy conservation initiatives 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.

Environmental Planning

The Environmental Planning program oversees and coordinates the conduct of environmental review for all County agencies and departments. The Environmental Planning Manager determines the type and adequacy of all environmental review documents that are required for public and 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.

Long Range Planning

The Long Range Planning program carries out long-range planning and updates, maintains, and contributes to the implementation of the Marin Countywide Plan and related land use plans and regulations. The program also conducts special planning studies including community plans. 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.

Code Enforcement

The Code Enforcement program protects 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 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

The Geographic Information Systems (GIS) program 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, creates web-based applications for use by employees and the public, 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 Land Use Program

The Environmental Health Services Land Use program includes oversight and complaint investigation of on-site wastewater systems, approval of sewage pumper vehicles, permitting of domestic water wells, regulatory oversight of small public water systems, and permitting 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.

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Solid Waste and Hazardous Materials

The 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 Solid Waste Program also includes the oversight of medical waste generators and body art practitioners and facilities. The HMR Team responds to an array of environmental emergencies including fires and unauthorized releases of sewage, hazardous, or toxic materials. HMR also plays an advisory role to the on-scene commander during hazardous materials incidents and plays a key role in preparing the County to meet the threat of nuclear, chemical, or biological attack.

Richardson's Bay Regional Agency

The Community Development Agency provides staffing assistance to the Richardson's Bay Regional Agency (RBRA), which is a Joint Powers Authority cooperative effort of four Southern Marin cities and the County of Marin. RBRA activities include removing environmental and navigational hazards from Richardson's Bay; monitoring, maintaining, and enhancing water quality; managing Richardson's Bay-related programs and activities; and providing a public meeting forum for discussion and resolution of issues related to Richardson's Bay.

Consumer Protection

The 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.

Federal Grants

The Federal Grants program administers grants from three federal programs: the Community Development Block Grant Program (CDBG), the HOME Investment Partnerships Program (HOME), and the Housing Opportunities for Persons with AIDS Program (HOPWA). These three grant programs support housing, community facilities, and human service projects serving low-income residents. 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.

East Shore Wastewater Maintenance and Debt Service

The Environmental Health Services program oversees the operation and maintenance of the East Shore Wastewater System through monitoring and quarterly reporting to the Regional Water Quality Control Board. The program also administers the debt service for the East Shore Wastewater Improvement Project in Tomales Bay.

IV. Accomplishments for FY 2013-14

- Adopted Local Coastal Program Amendments for submittal to the California Coastal Commission
- Adopted and received state certification of Housing Element for the 2007 to 2014 cycle
- Completed Phase II of COMET, the Enterprise Tracking system for environmental health permits
- Completed Language Assistance Plan to better serve residents with limited English proficiency

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- Completed amendments to the County Building Code (Title 19) to adopt the 2013 California Building Standards Code with local amendments
- Relocated and opened the new Development Services Center
- Completed meetings with the Regulatory Improvements Advisory Committee to present a findings report for consideration by the Board of Supervisors in the spring of 2014
- Expanded the Building Permit Express Permitting Program from one to two mornings each week
- Awarded competitive grants from the state Ocean Protection Council and California Coastal Commission for conducting collaborative West Marin sea-level rise adaptation planning
- Completed update to the Agency's website for consistency with the new County website
- Completed draft amendments to the County Code to allow re-use of nonpotable-treated graywater and rainwater to be considered by the Board of Supervisors in early 2014
- Completed draft amendments to the County Code that implement the "Go for Green" food rating system to be considered by the Board of Supervisors in early 2014

V. Key Challenges and Outstanding Issues

- The economic recovery has resulted in a gradual but steady increase in construction permitting activity for the past two years. The Agency has responded by initiating efforts to fill staff positions left vacant between 2008 and 2012 to meet the Agency's net county cost reduction targets. The length of time required to fill vacancies has created a temporary challenge in the Agency's ability to deliver timely service and maintain high customer service satisfaction levels in the permitting programs.
- The County is required under State law to adopt the next Housing Element (2014-2022 cycle) no later than January 31, 2015. Failure to meet this deadline would result in negative consequences to the County. Although the state-mandated requirement to plan for housing (Regional Housing Needs Allocation) has dropped substantially for the County, the nature and amount of work associated with completing a housing element update will be challenging in light of the above deadline.
- Implementation of the new automated permit tracking system (COMET) continues to place demands on staff with respect to training and integration of new business processes as well as time to assist with system design and testing. These remain challenges as the implementation of the permit tracking system expands from the Environmental Health Services program to the Building and Safety and Planning programs.
- The implementation of the County's Analysis of Impediments to Fair Housing Choice (AI) has been a high priority initiative since the AI's adoption in October 2011. While the County has made steady progress on this front, the recent departure of the Agency's Fair Housing Program Coordinator is expected to reduce the rate of continued implementation until the position is filled.
- The 2007 update of the Countywide Plan contains over 400 programs, a number of which involve work products from the Agency to implement policies according to a predetermined schedule. Due to the ambitious nature of the Countywide Plan's implementation schedule, the Agency will not be able to implement all programs according to their respective time frames for completing work. Staff will therefore be recommending adjustments to the implementation schedule in Fiscal Year 2014-15 based on a contemporary and more realistic assessment of the Agency's workload capacity.

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VI. Performance Plan

Department Goal	Countywide Goal
Goal I: Protect and restore environmental resources through effective environmental planning and management of waste and water resources	IV. Environmental Preservation

Initiative Description	Program(s)
Develop implementation plan and pursue preparation of environmental review for the Woodacre Flats community wastewater project, pending availability of funding	Environmental Health Services – Special Projects
Complete Climate Action Plan in FY 2014-15	Sustainability Team
Draft Local Agency Management Plan for monitoring and regulating septic systems along with amendments to County Code for compliance with AB 885 (statewide) policy for septic systems. Schedule adoption of LAMP and amendments to County Code in FY 2015-16.	Environmental Health Services – Land Use
Begin construction of Marshall Community Wastewater Phase 2 in FY 2014-15, and complete construction in FY 2015-16	Environmental Health Services - Land Use

Program: Sustainability

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

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of entities contacted and assisted	608	701	310	600	600	300
Number of trainings, workshops, events and/or presentations given	31	53	15	30	30	15
Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of hours of technical assistance per green business certification	6	5	7.5	5	5	5
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
 Number of new certified green businesses	35	29	10	10	10	10

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Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
 Number of projects that met local energy efficiency or green building requirements	113	165	194	100	150	150
Number of solar installations in Marin per year	231	251	371	200	200	250
Total number of solar kilowatts installed in Marin per year	1,162	1,440	1,781	1,000	1,000	1,500
Tons of additional green house gas (GHG) reduced from solar installations in Marin County per year	412	511	444	500	400	450
Annual kilowatt-hours (kWh) of energy saved by implementing Energy Watch Partnership	3,100,000	4,230,000	2,770,000	2,500,000	1,500,000	1,500,000

Story Behind Performance:

The proposed changes in a number of performance target workload and effectiveness measures are due to a number of factors: (1) funding for outreach (e.g. trainings, workshops) is projected to be lower in FY 2015-16 as the current energy efficiency grants that provide staff funding will end in calendar year 2015; (2) the number of solar installations is projected to increase due to significant price reductions in equipment, and the potential availability of new financing tools, such as the Property Assessed Clean Energy (PACE) program; and (3) the Energy Watch Partnership has seen a reduction in energy savings due to the shifting of some energy efficiency programs to Marin Clean Energy as well as higher standards required by state code (Title 24).

Department Goal	Countywide Goal
Goal II: Support healthy and safe communities through effective inspection, plan review, permit processing and safety programs	IV. Environmental Preservation

Initiative Description	Program(s)
Implement "Go for Green" food facility rating and placarding system in FY 2014-15	Environmental Health Services – Consumer Protection
Complete updates to the Development Code for consistency with new legislation to improve clarity and readability in FY 2014-15	Current Planning
Consider amendments to the planned district standards and processes in the Development Code in FY 2014-15	Current Planning
Prepare draft amendments to the Development Code to clarify and establish standards for commercial-scale solar systems in FY 2014-15	Current Planning

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Initiative Description	Program(s)
Complete amendments to the Development Code to clarify and establish standards for commercial-scale solar systems by FY 2015-16	Current Planning
Obtain approval for Memoranda of Agreements with cities outlining regulatory and enforcement responsibilities for the retail food, housing, public swimming pools, body arts, solid and medical waste, graywater, septic/well programs and sewage overflow response by FY 2015-16	Environmental Health Services

Program: Code Enforcement

Objective: Provide timely processing of public requests for code enforcement services

Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of days to respond and assign public service requests	1	1	1	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	7	7	7	7	7	7

Story Behind Performance:

The code enforcement program continues to meet the performance targets for responding to service requests.

Program: Current Planning

Objective: Improve customer service by increasing the efficiency of customer responses at the public information counter

Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Public counter wait times (minutes)	2.2	2.2	2.7	3	3	3
Phone call return times (hours)	1.4	1.3	4.5	1.5	1.5	1.5

Story Behind Performance:

The customer service team for the Current Planning program continues to meet the performance targets for responding to service requests at the public information counter.

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Program: Current Planning

Objective: Reduce the overall time for processing discretionary planning permits

Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of days to complete the third and subsequent review cycles from re-submittal of discretionary planning applications	20	10	13	15	15	15

Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Average number of days to process discretionary permits that are exempt from environmental review	33	38	34	48	40	35
Percent of discretionary permits processed within 48 days from a complete application (only environmental review exempt projects)	79%	75%	79%	60%	60%	70%

Story Behind Performance:

Implementation of changes in project review procedures planned for FY 2014-15, the completion of the new website, and filling of vacant positions support the proposed reductions in the cycle time targets for processing discretionary planning permits in FY 2015-16.

Program: Current Planning

Objective: Reduce the processing timeframes for Minor Design Review projects through implementation of Development Code streamlining amendments

Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of days from application filing to process 80% of Minor Design Review applications that are exempt from environmental review	54	32	31	50	40	40

Story Behind Performance:

The number of Minor Design Review applications (which apply mostly to modest residential additions) is expected to increase as a result of the continued economic recovery. The

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reduction in the cycle time for processing these applications is proposed to more closely reflect actual performance in recent years.

Program: Consumer Protection

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

Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Percentage of food facility plan checks completed within 20 days of submittal	100%	100%	100%	100%	100%	100%
Percentage of major food facility establishments inspected twice annually	52%	78%	64%	80%	80%	80%
 Percentage of food borne illness complaints responded to within 24 hours	100%	100%	100%	90%	100%	100%

Story Behind Performance:

Training of new staff in the Consumer Protection program, and the anticipated filling of one remaining vacant position in 2015 are expected to help the program meet the performance target of inspecting major food facilities twice annually for FY 2015-16. The implementation of the “Go for Green” food rating and placarding program is expected to increase the number of reinspections. The performance target will be adjusted accordingly in FY 2016-17. No change is expected relative to the cycle time targets for plan reviews and response to food borne illness complaints.

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Program: Building & Safety

Objective: Improve customer satisfaction and standardize review times during the plan review process

Efficiency Measures		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
		Actual	Actual	Actual	Target	Target	Target
	Percentage of initial review for complex applications completed within 7 weeks	76%	65%	54%	70%	70%	75%
	Percentage of initial review for simple applications completed within 2 weeks	76%	66%	74%	70%	70%	75%
Effectiveness Measures		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
		Actual	Actual	Actual	Target	Target	Target
	Percentage of customers rating their experience with the plan review process as "very satisfied"	50%	83%	80%	70%	70%	70%

Story Behind Performance:

The number of surveys for this performance measure has not been statistically significant. The performance measure will be reevaluated in the context of ongoing adjustments to increase the staffing capacity for plan check services and their impact on customer satisfaction. The 5% increase in customer satisfaction for FY 2015-16 reflects the contingency of adding one additional Full Time Equivalent position to the Plan Check program staff.

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Department Goal	Countywide Goal
Goal III: Prepare and administer equitable and flexible plans, regulations, and programs that support a diverse and sustainable community	III. Sustainable Communities

Initiative Description	Program(s)
Complete the Blackpoint Community Plan Update in FY 2014-15	Long Range Planning
Complete the Santa Venetia Community Plan in FY 2014-15	Long Range Planning
Prepare and adopt the Housing Element for the 2014-2022 period in FY 2014-15	Affordable Housing
Obtain Local Coastal Program amendment approval from the Coastal Commission and adopt necessary amendments to the Development Code to implement in FY 2014-15	Long Range Planning
Complete phase I of the Agricultural Worker Housing program for West Marin in FY 2014-15	Affordable Housing
Complete post-disaster recovery ordinance in collaboration with the Office of Emergency Services in FY 2014-15	Current Planning
Complete the sea-level rise pilot study for Southern Marin in FY 2014-15	Long Range Planning
Conduct "Collaborating on Sea-level Marin: Adaptation Response Team (C-SMART)" study assessing potential impacts of sea-level rise in western Marin in FY 2014-15 and develop adaptation responses in FY 2015-16	Long Range Planning
Prepare revisions to the Countywide Plan Implementation Program and adjust the schedule accordingly in FY 2014-15	Long Range Planning
Prepare an analysis of cumulative impacts of the 2007 Countywide Plan on stream resources and initiate preparation of a Supplemental Environmental Impact Report in FY 2014-15.	Environmental Planning
Adopt Supplemental Environmental Impact for 2007 Countywide Plan in FY 2015-16	Environmental Planning
Initiate amendments to regulations that implement the Stream Conservation Area policies from the Countywide Plan in FY 2015-16.	Long Range Planning
Complete the Wetlands Conservation Area ordinance for implementation of the Countywide Plan in FY 2015-16	Long Range Planning
Initiate Phase II of the Community Plan program in FY 2015-16	Long Range Planning
Explore feasibility to implement Phase II of the Agricultural Worker Housing program for West Marin in FY 2015-16.	Affordable Housing
Complete update of Impediments to Fair Housing Choice by FY 2015-16	Federal Grants
Explore feasibility of initiating a Countywide sea-level rise adaptation plan with cities by FY 2015-16	Long Range Planning

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Department Goal	Countywide Goal
Goal IV: Improve customer service through increased efficiency of permit processing and workload management systems	VI. Excellent Customer Service

Initiative Description	Program(s)
Complete implementation of Phase III of the COMET (County of Marin Enterprise Tracking system) for “Over-the-Counter” Building Permits in FY 2014-15	Building & Safety
Initiate Phases IV and V of the COMET for Planning and Building Permits requiring plan check, and including septic permits, well construction permits, and water system permits in FY 2014-15	Building & Safety, Environmental Health Services – Land Use, and Planning
Substantially complete Phases IV and V of the COMET in FY 2015-16, with full implementation scheduled for FY 2016-17	Building & Safety, Environmental Health Services – Land Use, and Planning
Consider or implement recommendations from the Regulatory Improvements Advisory Committee	Community Development Agency

Program: Consumer Protection

Objective: Provide timely and easy public access to updated food facility inspection results

Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Posting of updated food facility inspection results within 48 hours of facility inspection	N/A	100%	100%	100%	100%	100%

Story Behind Performance:

The consumer protection program continues to meet the performance targets for updating food facility inspection results.

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Program: Building & Safety

Objective: Improve customer satisfaction with the permit process

	Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
		Actual	Actual	Actual	Target	Target	Target
	Percent of customers rating overall experience with the building permit process as "very satisfied"	87%	77%	93%	80%	80%	80%
	Percentage of customers rating permit counter customer service as "excellent"	85%	81%	92%	80%	80%	80%
	Percentage of customers rating permit counter staff as "very informative"	92%	100%	96%	80%	80%	80%

Story Behind Performance:

Customer satisfaction with the overall building permit experience and counter service is generally high, and will benefit from the addition of the new Development Services Center. This performance measure is based primarily on survey results related to front line customer service

Program: Building & Safety

Objective: Improve customer satisfaction with the building permit inspection process

	Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
		Actual	Actual	Actual	Target	Target	Target
	Percentage of customers rating overall experience with the building permit field inspection process as "very satisfied"	N/A	N/A	N/A	60%	60%	70%

Story Behind Performance:

This new performance measure was added for Fiscal Year 2013-14. The proposed increase in customer satisfaction ratings for the field inspection program for Fiscal Year 2015-16 may be adjusted, depending on the results of a pilot program to deliver mobile field inspection services using existing staff and available part-time/on-call staff.

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Program: Building & Safety

Objective: Improve customer satisfaction by offering same-day permit review services for minor construction types

Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Percentage of express permit applications meeting requirements for same day approval and building permit issuance	N/A	N/A	N/A	80%	80%	80%

Story Behind Performance:

This new performance measure was added for Fiscal Year 2013-14. The popularity of the express permit program has led to its expansion from one to two mornings per week. This program has also benefited from the recent completion of the Development Services Center which provides a comfortable space for applicants and staff from the County departments that participate in the express permit program.

Department Goal	Countywide Goal
Goal V: Address staff training and organization development needs in order to create a more satisfying work environment and increase staff retention	VII. Employer of Choice

Initiative Description	Program(s)
Continue staff training program focusing on high-priority program and core business areas. Examples include training to maintain registration for Environmental Health Services specialists, continuing education credits for planners who are certified by the American Institute of Certified Planners, and building codes training for building permit plan checkers and field inspectors.	Building & Safety, EHS, Planning
Continue to use networked talent-based teams for implementation of key initiatives. Examples include the COMET permit tracking system and the Express Permit program.	Building & Safety, EHS, Planning