

# Community Development Agency FY 2013 - 14 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 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

## IV. Accomplishments for FY 2012-13

- Implemented "Express Permitting" program for same day review and issuance of building permits for minor building permits and rooftop photovoltaic installations
- Implemented voluntary electronic inspection program for minor building permits
- Completed draft amendments to County Code that would allow for the voluntary use of "living building" principles and alternative construction compliance
- Initiated the Regulatory Improvements Advisory Committee
- Adopted amendments to County Code that regulated body art facilities and practitioners pursuant to Assembly Bill 300
- Initiated the first phase of implementation of the Analysis of Impediments to Fair Housing Choice by: (1) expanding the priority setting committee; (2) enhancing the application review process; (3) conducting community outreach meetings; and (4) initiating preparation of the Multi-Family Design Guidelines
- Completed Planning Commission hearings for the draft Local Coastal Program Amendment (LCPA), including updated Land Use Plan policies and amendments to the

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Development Code, with anticipated completion of public hearings before the Board of Supervisors by the end of the fiscal year and subsequent submittal of the LCPA to the California Coastal Commission

- Adopted program to develop/update community plans and initiated the first phase of work on community plans for the Blackpoint and Santa Venetia communities
- Completed the 2012 Draft Housing Element, related amendments to the Development Code, and draft Supplemental Environmental Impact Report
- Assisted with the launch of the Marin County Agricultural Worker Housing Program
- Completed the draft expanded Stream Conservation Area ordinance and initiated public outreach with scheduled completion of public hearings before the Planning Commission and Board of Supervisors by June 2013 Implemented Phase 2 of the County of Marin Enterprise Tracking System (COMET), which encompasses the financial, permitting, and inspection documentation for most of the Environmental Health Services Division workflows and processes

### **V. Key Challenges and Outstanding Issues**

- Overall trends in construction permitting reflect a gradual improvement in the economy. Given the staff reductions that have occurred over the past several years, the Agency will focus on enhancing the development review program to improve its customer service satisfaction levels and maintain fee-based revenues. Realigning constituent expectations for delivery of services with staffing constraints will be a challenge in the next fiscal year, particularly if the volume of permitting activity increases.
- The Agency is in the midst of implementing a new automated permit tracking system designed to improve work flow and permit-related information to the public. The demands placed on staff for assisting with business process integration, system design and system testing have and will continue to compete with available staff time for core business functions. The ability of managers and supervisors to assist staff with time management and project management will be essential to ensuring steady progress with implementation of the permit tracking system while also achieving an acceptable level of customer service in other high priority work areas.
- Although the most recent update of the Countywide Plan reflects a comprehensive integration of sustainability principles and practices, there is a growing need to build upon the Countywide Plan and Greenhouse Gas Reduction Plan by providing updated climate change adaptation strategies that respond to Marin's local conditions and opportunities as well as balance competing policy objectives.
- When the Board of Supervisors adopted an implementation plan for the Analysis of Impediments to Fair Housing Choice (AI) in October 2011, it signified the County's commitment to reaffirming fair housing, as well as affordable housing, as important public policy objectives and to reinforce social equity as one of the Three E's guiding the County's sustainability goals. Effectively promoting fair housing will require the County and other local jurisdictions to overcome barriers that have been identified in the AI.
- 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 a reduction in staffing, as well as the ambitious nature of the Countywide Plan's implementation schedule, the Agency will not be able to

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implement all programs according to their respective time frames for completing work. Staff will therefore be recommending adjustments to the implementation schedule based on a contemporary and more realistic assessment of the Agency's workload capacity.

### 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
Consider amendments to County Code to allow the use of graywater systems for commercial applications, pending approval of amendments to state codes by the California Building Standards Commission	Environmental Health Services – Land Use
Draft Local Agency Management Plan for monitoring and regulating septic systems along with any amendments to County Code for compliance with AB 885 policy for septic systems near impaired waterways	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	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of entities contacted and assisted	745	608	701	600	600
Number of trainings, workshops, events and/or presentations given	111	31	53	30	30
Efficiency Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of hours of technical assistance per green business certification	4	6	5	5	5

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Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
 Number of new certified green businesses	60	35	29	20	10
 Number of projects that met local energy efficiency or green building requirements	50	113	165	100	100
Number of solar installations in Marin per year	252	231	251	250	200
Total number of solar kilowatts installed in Marin per year	1,912	1,162	1,440	1,200	1,000
Tons of additional green house gas (GHG) reduced from solar installations in Marin County per year	1,607	977	1,210	500	500
Kilowatts per hour of energy saved by implementing Energy Watch Partnership	3,100,000	3,100,000	4,230,000	2,500,000	2,500,000

### Story Behind Performance:

The number of certifications in the Green Business Program has slowed due to staff's time being diverted toward grant-funded projects and the remaining hours being split between new certifications and recertifications of existing businesses. The greenhouse gas savings from solar installations were revised this year to reflect better available data on the emissions factor related to electricity use from the grid. Previously, a regional average emissions factor was used to track this metric; however, data specific to PG&E's electricity mix has since become available, which produces less emissions than the national average.

Department Goal	Countywide Goal
Goal II: Support healthy and safe communities through effective inspection, plan review, permit processing and safety programs	I. Healthy Communities

Initiative Description	Program(s)
Obtain approval for Memoranda of Agreements with cities outlining regulatory and enforcement responsibilities for the housing, public swimming pools, body arts, solid and medical waste, graywater, and septic/well programs	Environmental Health Services
Initiate food facility rating system	Environmental Health Services
Initiate update to Development Code for consistency with new legislation, to improve clarity, readability, and to consider amendments to planned district standards and processes	Current Planning

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**Program:** Code Enforcement

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

Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of days to respond and assign public service requests	N/A	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	N/A	7	7	7	7

**Story Behind Performance:**

The County of Marin Enterprise Tracking system (COMET) has helped the Code Enforcement Program staff meet the targeted turnaround times 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	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Public counter wait times (minutes)	2.3	2.2	2.2	3	3
Phone call return times (hours)	1.3	1.4	1.3	1.5	1.5

**Story Behind Performance:**

The scheduled completion of the public information counter and new Current Planning webpage by the beginning of the fiscal year is expected to assist with meeting customer response time targets.

**Program:** Current Planning

**Objective:** Reduce the overall time for processing discretionary planning permits

Efficiency Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of days to complete the third and subsequent review cycles from re-submittal of discretionary planning	N/A	20	38	20	15

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Efficiency Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
applications					

Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Average number of days to process discretionary permits that are exempt from environmental review	43	33	38	48	48
Percent of discretionary permits processed within 48 hours from a complete application (only environmental review exempt projects)	70.6	57.8	60	75	60

**Story Behind Performance:**

Reductions in project planning staff in the Current Planning program have exerted pressure on the program's ability to meet the cycle time targets for completing application reviews. The benefits of the streamlined review process approved by the Board of Supervisors in 2012 are not expected to be realized until completion of the update to the Current Planning website and implementation of changes to project review procedures. Consequently, the cycle time targets relative to the percentage of permits that meet the time target have been reduced from 75% to 60%, although the average cycle time target of 48 days will remain unchanged.

**Program:** Current Planning

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

Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of Days from application filing to process 80% of Minor Design Review applications that are exempt from environmental review	77	54	32	50	50

**Story Behind Performance:**

Changes to the intake procedures and review processes for Minor Design Review applications should continue to allow Current Planning staff to meet the 50-day target for completing review of Minor Design Review applications.

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**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	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Percentage of food facility plan checks completed within 20 days of submittal	99%	100%	100%	100%	100%
Percentage of major food facility establishments inspected twice annually	65%	52%	78%	80%	80%
 Percentage of food borne illness complaints responded to within 24 hours	100%	100%	100%	90%	90%

**Story Behind Performance:**

The turnover of staff (3 positions) in the Consumer Protection program and the training of replacement staff will affect the ability of the program to meet the targeted percentage of major food facilities that will be inspected twice annually. No change is expected relative to the cycle time targets for plan reviews and response to food borne illness complaints.

**Program:** Building & Safety

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

Efficiency Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
 Percentage of initial review for complex applications completed within 7 weeks	N/A	76%	64.9%	80%	70%
 Percentage of initial review for simple applications completed within 2 weeks	N/A	76%	66.2%	80%	70%
Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Percentage of customers rating their experience with the plan review process as "very satisfied"	N/A	50%	83.3%	60%	70%

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**Story Behind Performance:**

The completion of the reclassification of two Building Inspector positions to Plans Examiners is expected to assist with meeting the cycle time targets for simple and complex building permit applications.

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**Program:** Building & Safety

**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

Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
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	80%	80%

**Story Behind Performance:**

This is a new performance measure that was added in Fiscal Year 2012-13. Depending on the results of the customer service survey, adjustments to the 80% target for customer satisfaction may be needed for Fiscal Year 2013-14.

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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	V. Community Participation

Initiative Description	Program(s)
Prepare draft Santa Venetia Community Plan	Community Planning
Prepare draft Blackpoint Community Plan Update	Community Planning
Initiate draft sea level rise pilot study for Southern Marin (contingent on funding).	Community Planning
Initiate preparation of a Climate Action Plan	Sustainability
Adopt the Wetlands Conservation Area ordinance for implementation of the Countywide Plan	Community Planning
Initiate work with Coastal Commission staff to review the Local Coastal Program Amendment	Community Planning
Adopt post-disaster recovery ordinance in collaboration with the	Current Planning

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<b>Initiative Description</b>	<b>Program(s)</b>
Office of Emergency Services	
Complete phased implementation plan for the Analysis of Impediments to Fair Housing Choice	Federal Grants
Consider amendments to County Building Code to allow voluntary use of "living building" principles and standards	Affordable Housing
Implement agricultural worker housing program for West Marin	Affordable Housing
Adopt amendments to County Building Code to allow voluntary use of "living building" principles and standards	Building & Safety

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

<b>Initiative Description</b>	<b>Program(s)</b>
Complete Phase III of the County of Marin Enterprise Tracking system (COMET) for "Over-the-Counter" Building Permits	Building & Safety
Initiate Phases IV and V of COMET for Planning and Building Permits for permits requiring plan check	Planning, Building & Safety
Initiate re-examination of overlapping building permit review processes	Building & Safety
Consider expansion of the "Express Permit" program to include other minor improvements, such as decks and improvements on properties served by individual sewage disposal systems.	Building & Safety
Complete public information center and workspace reorganization plan	Planning, Building & Safety
Initiate update of Agency website for consistency with new County website	Planning, Building & Safety, EHS
Present recommendations from the Regulatory Improvements Advisory Committee	Planning

**Program:** Consumer Protection

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

<b>Effectiveness Measures</b>	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Posting of updated food facility inspection results within 48 hours of	65%	N/A	100%	90%	100%

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Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
facility inspection					

**Story Behind Performance:**

The completion of Phase II of the comprehensive permit tracking system (COMET) is expected to assist the Consumer Protection program in meeting the cycle time target for posting updated food facility inspection results.

**Program:** Building & Safety

**Objective:** Improve customer satisfaction with the permit process

Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
 Percent of customers rating overall experience with the building permit process as "very satisfied"	87%	87%	77%	80%	80%
Percentage of customers rating permit counter customer service as "excellent"	85%	85%	81%	80%	80%
Percentage of customers rating permit counter staff as "very informative"	92%	92%	100%	80%	80%

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	Building & Safety, EHS, Planning
Continue to use networked talent-based teams for implementation of key initiatives	Building & Safety, EHS, Planning