

# Building Safety Strategic Business Plan

## Vision

**Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.**

## COUNTY MISSION

**Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.**

## DEPARTMENT MISSION

The Mission of the Building Safety Department is to provide building inspections, plan reviews, permit issuance, and investigative services to the public so they can be assured of their health, safety, and general welfare.

## ISSUE STATEMENTS

### Issue 1: Accountability

The continued public perception that a lack of accountability and oversight by all levels of County management exists, combined with increasingly complex multi-departmental processes and services requiring collaboration and management support if not addressed will result in:

- Increased customer frustration with the county's processes in delivery of accurate and timely services
- Continuing miscommunication between departments due to unclear direction for staff and customers.
- Decrease in morale among staff
- Continuing failure to complete approved infrastructure requirements

## **Issue 2: Technology**

The continued need for web-based customer service technology such as online building permit services and electronic building plan submission/review combined with the continued reliance on manual field data collection processes (inspections) and lack of remote connectivity to the County network and systems will if not addressed result in:

- Slower turnaround time for permits and plan reviews.
- Increase in cost to deliver service.
- Increase in waste of finite resources.

## **Issue 3– Environmental Awareness and Sustainability**

Due to an increase in environmental awareness and demand for sustainability together with increasingly complex building technology and ever evolving building codes, there is an increasing need for continuing education and specialized training which if not addressed will result in:

- Continued reliance on costly outside consultant services.
- Increased potential for injury, loss of life, and resulting in litigation.
- Potential decrease in professional credibility.
- Decreased ability to attract and retain qualified staff.
- Increased potential for loss of professional certification program.

## **Issue 4– Support Services**

The increasing need for county support services such as finance purchasing, and legal, combined with an increasing number of major issues (i.e. Agriculture Exemption Policy, Creation of Contingency Fund, Abatement of Dangerous Buildings and Natural Disasters) requiring new building compliance programs and policies if not addressed will result in:

- Increased potential for injury and loss of life.
- Increased potential for property damage.
- Increase in complaints.
- Increased liability and litigation.
- Increase in disruption of services.

## STRATEGIC GOALS

### **Strategic Goal 1 – Review Times** (Issues 1, 2)

Residents, Builders, and Contractors will benefit from improved Building Safety services as evidenced by:

- By 2012, 100% of residential plan reviews completed within 15 business days of submittal
- By 2012, 100% of commercial plan reviews completed within 20 business days of submittal
- By 2012, 100% of commercial permits will be issued within 1 business day of completed multi-departmental Site Plan Review process.

### **Strategic Goal 2 – Certifications** (Issue 3)

Pinal County Building Safety will improve efficiency and reduce reliance on outside services as evidenced by:

- By 2011, 100% of Building Inspectors will have second certification in either the International Building Code (IBC) or International Residential Code (IRC).
- By 2011, 100% of Plans Examiners will have second certification in either the International Building Code (IBC), International Residential Code (IRC), or Plans Examiner.
- By 2011, 100% of Permit Technicians will complete applicable certifications (Permit Technician, International Residential Code).

### **Strategic Goal 3 – Safety** (Issue 4)

Pinal County Building Safety will enhance the life, safety, and welfare of its residents as evidenced by:

- By 2012, 95% of code violation complaints investigated within 2 business days from the receipt of complaint.
- By 2012, 100% of dangerous building cases\* brought into compliance\*\* per the applicable Building Safety codes within 90 business days.

\*Dangerous building cases are defined as: All buildings out of compliance with the applicable life safety codes.

\*\* Compliance is defined as in need of repair, demolition or other measures as prescribed by the Property Maintenance Code.

## **Strategic Goal 4 – Improved Customer Convenience (Issue 1, 2)**

By 2010 the building public in Pinal County will benefit from more convenient Building Safety services as evidenced by:

- 50% of permits will be processed online (to include financial transactions)
- 25% of building plans will be submitted for review online.
- 100% of inspection results will be available in “real time”.

### **CROSS CUTTING ISSUES**

**Issue Statement #1:** Accountability

**Goal #1:** Review Times

**Cross Cutting With:** Public Works, Planning and Development, One Stop Shop, Environmental Health, Air Quality

**Need(s):** Oversight and support in streamlining processes throughout the County to deliver better service to customers

**Issue Statement #2:** Technology

**Goal #4:** Improved Customer Services

**Cross Cutting With:** Information Technology, One Stop Shop

**Needs:** *IT* - Development of web based services for customer submittal building plans and processing of permits.

*One Stop Shop* – Support in implementing payment of Building Safety fees online.

**Issue Statement #4:** Support Services

**Goal #3:** Compliance

**Cross Cutting With:** Finance, County Attorney

**Needs:** *Finance* – Clear definitions and support in procurement processes and codes.

*County Attorney* – Timely responses and support in abatements of dangerous buildings and other legal matters pertaining to Building Safety

## DEPARTMENT ORGANIZATION

### **1. Administrative Program**

- 1.1. Human Resources Activity, page 8
- 1.2. Reserved, page 8
- 1.3. Training Activity, page 9
- 1.4. Records Management Activity, page 10
- 1.5. Vehicle Management Activity, page 11
- 1.6. Financial Services Activity, page 12
- 1.7. Department Director Activity, page 13

### **2. Building and Safety Program**

- 2.1. Customer Service and Permitting Activity, page 14
- 2.2. Field Verification and Compliance Activity, page 16
- 2.3. Plans Examination Activity, page 18

### **3. Certification and Staff Development Program**

- 3.1. Certification and Staff Development Activity, page 19

# PROGRAMS

## *1. Administrative Program*

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

### **Key Results**

- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
- 85% of training dollars spent that directly align to County or Department strategic goals
- 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.
- 95% of department vehicles with preventative maintenance performed as scheduled
- 95% of department vehicles operated more than 1,000 miles per month
- 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
- 100% of applicable Key Results achieved
- 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Building Safety Department.
- 90% of site plan reviews will be approved within 90 cumulative working days of staff review time

## ***2. Building and Safety Program***

**Purpose Statement** The purpose of the Building and Safety Program is to provide building inspection, plan review, permit issuance, code adoption and investigative services to the building public so they can have the necessary approvals to build and occupy safe structures.

- Key Results**
- 100% of commercial permits issued within 1 business day of completed multi-departmental Site Plan Review process.
  - 100% of all customer information bulletins updated to current policies & procedures
  - 100% of dangerous building cases brought into compliance within 90 business days.
  - 90% of commercial plan reviews completed within 20 business days of submittal

## ***3. Certification and Staff Development Program***

**Purpose Statement** The purpose of the Certification and Staff Development Program is to provide certification and training oversight services to Building Safety staff so they can provide quality assured services to the building public.

- Key Results**
- 100% of Building Inspectors completing second certification in either International Building Code (IBC) or International Residential Code (IRC).
  - 100% of Plans Examiners completing second certification in either the International Building Code (IBC), International Residential Code (IRC) or the Plans Examiner.
  - 100% of Permit Technicians will complete applicable certifications in the Permit Technician or/and the International Residential Code (IRC).

# ACTIVITIES

## 1. Administrative Program

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

### Section 1.1: Human Resources Activity

**Activity Purpose Statement** The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can hire, manage and retain a qualified and diverse workforce.

<b>Activity Services</b>	<ul style="list-style-type: none"> <li>• Candidate Selection Recommendations</li> <li>• Job Postings</li> <li>• Policy Interpretations</li> <li>• Employee Relations Management</li> <li>• Employee Interviews</li> <li>• Grievance hearings</li> <li>• Employee Inquiry Responses</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Appraisals/ Evaluations</li> <li>• Employee Assistance Referrals</li> <li>• Employee Orientation Sessions</li> <li>• Exit Interviews</li> <li>• Personnel Reports</li> <li>• Police and Procedure Updates</li> <li>• Employee Awards</li> <li>• “Silent Whistle” Investigations</li> </ul>
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**Family of Measures**

Results

1. 98 % of all employee appraisals will be submitted to Human Resources by the end of January due date  
(# of employee appraisals submitted by due date/total # of appraisals)

Outputs

1. 21 employee appraisals submitted on/by due date

Demands

1. 21 employee appraisals anticipated to be submitted

Efficiencies

1. N/A

**Activity Manager(s)**

- Steve Brown

**Activity Budget** \$x,xxx,xxx

### Section 1.2: Reserved

## ***1. Administrative Program***

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

### ***Section 1.3: Training Activity***

**Activity Purpose Statement** The purpose of the Training Activity is to provide department specific training services to employees so they can more effectively meet the County and/or department strategic goal.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Training Sessions</li><li>• Safety Training Sessions</li><li>• Employee Handbooks</li></ul>	<ul style="list-style-type: none"><li>• Training Assessments</li><li>• Training Records</li><li>• Training Schedules/Arrangements</li></ul>
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**Family of Measures**

**Results**

1. 85% of training dollars spent that directly align to County or Department strategic goals.  
(#of training dollars spent that directly align to County or Department strategic goals/total number of training dollars spent)

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**Outputs**

1. \$20,000 Training \$ spent that directly align to County or Department strategic goals

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**Demands**

1. \$20,000 Training \$ spent that directly align to County or Department strategic goals anticipated to be spent

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**Efficiencies**

1. Training Activity \$ spent that directly align to County or Department strategic goals

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<b>Activity Manager(s)</b>	<ul style="list-style-type: none"><li>• <b>Steve Brown</b></li><li>• <b>Kelly Milton</b></li></ul>
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<b>Activity Budget</b>	\$6,238
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## ***1. Administrative Program***

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

### ***Section 1.4: Records Management Activity***

**Activity Purpose Statement** The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.

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**Activity Services**

- Record Archives
- Record Disposals
- Record Disposition Authorizations
- Records Destruction List
- Records Inventory
- Records Requests Responses

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**Family of Measures**

Results

1. 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.  
(# of record series managed in compliance with legal and policy requirements / total # of records series managed)

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Outputs

1. 5,000 record series in compliance with legal and policy requirements

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Demands

1. 4,500 record series anticipated to be in compliance with legal and policy requirements

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Efficiencies

1. \$ Records Management Activity expenditure per record series in compliance with legal and policy requirements

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**Activity Manager(s)**

- Steve Brown
- Yvette De La Cerda

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**Activity Budget** \$1,000

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## **1. Administrative Program**

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

### **Section 1.5: Vehicle Management Activity**

**Activity Purpose Statement** The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective, safe vehicles that meet the department's needs.

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**Activity Services**

- Vehicle Maintenance and Repair Service Schedules
- Vehicle Utilization Reports
- Maintenance Records
- Fleet Credit Card Usage Reports
- Vehicle Usage Assessment

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**Family of Measures**

Results

1. 95% of department vehicles with preventative maintenance performed as scheduled  
(# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles)
2. 95% of department vehicles operated more than 1,000 miles per month  
(# of department vehicles operated more than 1,000 miles per month/ total department vehicles)

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Outputs

1. 18 department vehicles operated
2. 18 vehicles operated more than 10000 miles a year

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Demands

1. 18 department vehicles anticipated to be operated

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Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated

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**Activity Manager(s)**

- **Darren Gauthier**

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**Activity Budget** \$0

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## **1. Administrative Program**

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

### **Section 1.6: Financial Services Activity**

**Activity Purpose Statement** The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure appropriate allocation, acquisition, utilization and control of County resources and stay within their budget at the activity level.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Grant Reports</li><li>• Grant Applications</li><li>• Grant Programmatic Progress Reports</li><li>• Payment Authorizations</li><li>• Employee Reimbursement Authorizations</li></ul>	<ul style="list-style-type: none"><li>• Year-end Accounting Records</li><li>• Cash Receipts</li><li>• Budget Proposal</li><li>• Spending Requests</li><li>• Appropriation Adjustments</li><li>• Expenditure Projections</li><li>• Performance Reports</li></ul>
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**Family of Measures**

Results

1. 90% of non-construction payment authorizations (requisitions) entered into the system within three business days of receipt of goods.  
(# of payment authorizations entered on the date of receipt of goods/total payment authorizations)

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Outputs

1. 110 payment authorizations received within three business days of physical receipt of item(s)

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Demands

1. 50 payment authorizations (requisitions) anticipated to be entered into the system

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Efficiencies

1. \$ Financial Services Activity per payment authorization entered within three business days

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**Activity Manager(s)** • **Christine Tucker**

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**Activity Budget** \$22,328

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## **1. Administrative Program**

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

### **Section 1.7: Department Director Activity**

**Activity Purpose Statement** The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Reports</li><li>• Direction</li><li>• Employee Supervision Meeting</li><li>• Inquiry Responses</li><li>• Strategic Business Plans</li><li>• Issue Resolutions</li><li>• Special Projects</li></ul>	<ul style="list-style-type: none"><li>• Budgets</li><li>• Department Structures</li><li>• Policies/Procedures</li><li>• Employee Evaluations</li><li>• Program Evaluations</li><li>• Recommendations</li><li>• Leadership</li></ul>
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#### **Family of Measures**

##### Results

1. 100% of applicable Key Results achieved  
(# of key results achieved/total # of key results)
  2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Building Safety Department.  
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)
  3. 90% of site plan reviews will be approved within 90 cumulative working days of staff review time  
(# of site plan reviews approved within 90 cumulative working days of staff review time/total # of site plan reviews)
- 

##### Outputs

1. 1,200-customers served by the Department -or- # of customers responding to the department survey -or- # of customers surveyed
- 

##### Demands

1. 1,200 customers anticipated to request services -or- # of customers expected to be surveyed -or- # of customers expected to respond to the survey
- 

##### Efficiencies

1. \$ Department expenditures per customer served
- 

**Activity Manager(s)** • **Steve Brown**

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**Activity Budget** \$119,739

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## **2. Building and Safety Program**

**Purpose Statement** The purpose of the Building and Safety Program is to provide building inspection, plan review, permit issuance, code adoptions and investigative services to the building public so they can have the necessary approvals to build and occupy safe structures.

### **Section 2.1: Customer Service and Permitting Activity**

**Activity Purpose Statement** The purpose of the Customer Service and Permitting activity is to provide permitting, coordination, code adoptions and customer information services to the building public, internal departments and outside agencies so they can begin and complete the construction process in a timely manner.

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#### **Activity Services**

- Building permit extensions
- Building Code complaint validations
- Building code complaint responses
- Mechanical, Plumbing, Electrical permits
- Plan submittal coordinations
- Fire districts notifications
- Permit/plan review cancellation requests
- Provide construction technique information
- Pool plan review and permits
- Permit Expiration Notifications
- Code adoptions
- Statistical Reports (Monthly Reports, Public Records Requests)
- Certificates of Occupancy
- Permit/Plan refund requests
- Commercial building permits
- Residential building permits
- Special event coordinations
- Site plan review information packets
- Utility clearance notifications
- Counter consultations
- Telephone inquiry responses
- Customer service responses
- Plan Review Expiration Notifications
- One Stop Invoices
- Administrative Reports
- Customer Information Bulletins

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#### **Results**

1. 100% of commercial permits issued within 1 business day of completed multi-departmental Site Plan Review process.  
(#of commercial permits issued within 1 business day of completed multi-departmental Site Plan Review process./total # of commercial permits issued)
2. 75% of customers that responded to pre expiration letter  
(total # of customers that responded to pre expiration letter/# of pre expiration letters sent)
3. 100% of statistical report requests completed within 5 business days  
(# of statistical reports requests completed within 5 business days/total # of statistical report requests)
4. 100% of customer information bulletins are updated to current policies & procedures  
(# of customer information bulletins updated/total # of customer information bulletins)

**Outputs**

1. 25 commercial permits issued
  2. 477 of pre-expiration notice responses received
  3. 4,480 Counter consultations completed
  4. 617 statistical report requests completed
- 

**Demands**

1. 10 commercial permits anticipated to be issued
  2. 451 of pre-expiration notice responses anticipated to be received
  3. 4,838 Counter consultations anticipated to be completed
  4. 401 statistical report requests anticipated to be completed
- 

**Efficiencies**

1. Total \$\$ expenditure for customer service permitting activity of commercial permits issued
  2. Total \$\$ activity expenditure per report request completed.
- 

<b>Activity</b>	<ul style="list-style-type: none"><li>• <b>Christine Tucker</b></li></ul>
<b>Manager(s)</b>	<ul style="list-style-type: none"><li>• <b>Yvette De La Cerda</b></li></ul>
<b>Activity Budget</b>	\$245,946

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## **2. Building and Safety Program**

**Purpose Statement** The purpose of the Building and Safety Program is to provide building inspection, plan review, permit issuance, code adoptions, and investigative services to the building public so they can have the necessary approvals to build and occupy safe structures.

### **Section 2.2: Field Verification and Compliance Activity**

**Activity Purpose Statement** The purpose of the Field Verification and Compliance activity is to provide building code compliance inspection and education services to the building public so they can build and occupy safe structures according to the current building codes.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Emergency responses</li><li>• Inspection results</li><li>• Courtesy inspections</li><li>• Construction technique approvals</li><li>• Code violation investigations</li><li>• Violation letters and deficiency notices</li></ul>	<ul style="list-style-type: none"><li>• Building code enforcements</li><li>• Pre-construction inspection consultations</li><li>• Investigations findings</li><li>• Commercial inspections</li><li>• Residential Inspections</li></ul>
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### **Family of Measures**

#### Results

1. 100% of dangerous building cases\* brought into compliance\*\* per the applicable Building Safety codes within 90 business days.  
(# of dangerous building cases brought into compliance within 90 business days/total # of dangerous building cases)
2. 95% of code violation complaints investigated within 2 business days from receipt of complaint  
(# of code violation complaints investigated within 2 days/total code violation complaints investigations)
3. 100% of building inspections completed within 1 business day of request  
(# of building inspections completed within 1 business day of request/ total # of building inspections requested)

\*Dangerous Building Cases are defined as buildings out of compliance with the applicable life safety codes.

\*\* Compliance is defined as in need of repair, demolition or other measures as prescribed by the Property Maintenance Code.

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#### Outputs

1. 17,135 inspections completed
2. 287 code violations investigated

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#### Demands

1. 18,000 inspections anticipated
2. 293 code violations investigations anticipated

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#### Efficiencies

1. Total activity expenditure per inspection completed.
2. Total activity expenditure per code violation investigation.

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**Activity Manager(s)**

- **Kelly Milton**

**Activity Budget** \$735,991

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## 2. Building and Safety Program

**Purpose Statement** The purpose of the Building and Safety Program is to provide building inspection, plan review, permit issuance, code adoptions, and investigative services to the building public so they can have the necessary approvals to build and occupy safe structures.

### Section 2.3: Plans Examination Activity

**Activity Purpose Statement** The purpose of the Plans Examination activity is to provide plan review and code interpretation services to public customers and internal county departments so they can receive reviewed plans in a timely manner.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Internal code interpretations</li><li>• Residential plan review approvals</li><li>• Consultant contracts</li><li>• Field Inspections</li></ul>	<ul style="list-style-type: none"><li>• Builder/developer consultations</li><li>• Commercial plan review approvals</li><li>• Commented (red-lined) Plans</li><li>• Standard plan reviews (program for licensed contractors)</li></ul>
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**Family of Measures**

Results  
Public customers and internal County departments will receive timely plan reviews as evidenced by:

1. 100% of residential plan reviews completed within 15 days of submittal  
(# of residential plan reviews completed within 15 days of submittal/total residential plan reviews submitted)
2. 90% of commercial plan reviews completed within 20 days of submittal  
(# of commercial plan reviews completed within 20 days of submittal/total # of plan reviews submitted)

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Outputs

1. 1,262 Residential plan reviews completed
  2. 25 Commercial plan reviews completed
- 

Demands

1. 1,312 Residential plan reviews anticipated
  2. 10 Commercial plan reviews anticipated
- 

Efficiencies

1. \$ Total Plans Examination Activity expenditure per residential plan review
  2. \$ Total Plans Examination Activity expenditure per commercial plan review
- 

**Activity Manager(s)** • **Tony Guasp**

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**Activity Budget** \$379,874

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### **3. Certification and Staff Development Program**

**Purpose Statement** The purpose of the Certification and Staff Development Program is to provide certification and training oversight services to Building Safety staff so they can provide quality assured services to the building public.

#### **Section 3.1: Certification and Staff Development Activity**

**Activity Purpose Statement** The purpose of the Certification and Staff Development Activity is to provide certification and training oversight services to Building Safety staff so they can provide quality assured services to the building public.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Legal Aspects</li><li>• Conflict resolution</li><li>• Internal Training Sessions</li></ul>	<ul style="list-style-type: none"><li>• Permitting system facilitations</li><li>• Staff certifications</li><li>• Training Session Schedules</li></ul>
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**Family of Measures**

Results

1. 100% of Building Inspectors completing second certification in either International Building Code (IBC) or International Residential Code (IRC)  
(# of Building Inspectors with completed second certification in either International Building Code (IBC) or International Residential Code (IRC)/Total Building Inspectors and Plan Examiners)
2. 100% of Plans Examiners completing second certification in either the International Building Code (IBC), International Residential Code (IRC) or Plans Examiner  
(# of Plans Examiners with completed second certification in either International Building Code (IBC), International Residential Code (IRC) or Plans Examiner/Total # of Plans Examiners)
3. 100% of Permit Technicians will complete applicable certifications in the Permit Technician or/and the International Residential Code (IRC)  
(#of Permit Technicians will complete applicable certifications/total number of Permit Technicians)

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Outputs

1. 1 staff certifications completed.

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Demands

1. 14 staff certifications anticipated to be completed.

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Efficiencies

1. \$\$ Total activity expenditure per staff certification completed.

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<b>Activity Manager(s)</b>	<ul style="list-style-type: none"><li>• Steve Brown</li><li>• Yvette De La Cerda</li><li>• Kelly Milton</li></ul>
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<b>Activity Budget</b>	\$539,889
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