

Development Services

FY22 Actual FY23 Actual FY24 Projection FY24 Target FY25 Target

Long-Term Issue - Code Enforcement/Construction Inspection Priorities

The growing demand and continued expansion of code enforcement and construction inspection programs, if not addressed, will have a negative impact on customer and citizen satisfaction.

Strategies to address the Long-Term Issue

- The Code Enforcement Line of Business will monitor its inspection assignment priorities to ensure a timely response.
- The Code Enforcement Line of Business will increase public engagement and education to residents and property owners to improve customer experience.
- The code enforcement and construction inspection programs will pursue new technologies to improve efficiencies.

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, Development Services will provide effective code enforcement services as evidenced by achieving at least 42% resident satisfaction with Code Enforcement.

151	% of residents satisfied with code enforcement	43%	38%	38%	40%	40%
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Long-Term Issue - Live Release Rate

The demand for an improved animal live release rate without an increased commitment of community resources and community participation will result in higher euthanasia rates and lower citizen satisfaction.

Strategies to address the Long-Term Issue

- The Animal Welfare Line of Business will continue to coordinate with partner agencies to promote programs and internal services that improve the live release rate of shelter pets and increase pet adoptions and placements.

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2025, Animal Welfare will provide improved services and coordination as evidenced by achieving at least a 90% live release rate of shelter pets.

152	% of dog/cat live releases	86%	81%	77%	90%	90%
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Long-Term Issue - Development Process Support

Without increased support to implement and maintain process enhancements, the growing number of applications and the ongoing need to have effective and efficient inter and intra-departmental coordination in the development process will continue to cause delays in processing development applications and the issuance of construction permits, licenses, and certificates of occupancy.

Strategies to address the Long-Term Issue

- *The Development Center Line of Business will utilize Accela reports to track and review response data to identify opportunities for greater efficiency in plan review, permit issuance, and inspections.*
- *The Development Center Line of Business will work with other departments that are involved in the private development process to improve efficiencies.*
- *The Development Center Line of Business will pursue new technologies to improve efficiencies.*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, the Development Center Line of Business will improve the timeliness of reviews and inspections, and customer service, as follows:

- *Complete 80% of initial review of commercial new construction plans within 15 working days of submission.*
- *Complete 80% of initial review of commercial remodel plans within 10 working days of submission.*
- *Complete 90% of construction inspections within one working day of request.*
- *At least 70% of phone calls will be answered within two minutes.*

153	% of commercial new construction plans initial code review completed within 15 working days	57%	43%	47%	65%	65%
154	% of commercial remodel construction plans initial code review completed within 10 working days	39%	34%	55%	45%	45%
156	% of permit-related phone calls answered within two minutes	47%	60%	56%	70%	70%



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Long-Term Issue - Animal Welfare Services

The growing demand for animal welfare services and programs to help residents be responsible pet owners and respond to growing animal populations, if not addressed, will result in continued shelter capacity issues, increased response times and an inability to respond to requests for service, lower resident satisfaction, and continued challenges with animal issues in the community.

Strategies to address the Long-Term Issue

- The Animal Welfare Line of Business will utilize proactive programs, public education and information services, and coordinate with partner agencies to decrease the amount of animal field calls and animal intakes/surrenders received.
- The Animal Welfare Line of Business will pursue technology enhancements to improve efficiencies.
- The Animal Welfare Line of Business will continue to coordinate with partner agencies to promote programs and internal services that improve the live release rate of shelter animals and increase pet adoptions and placements.

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2025, in order to provide quality services to our customers Animal Welfare will:


- Provide an initial response to services requested within two business hours for Priority One calls 60% of the time
- Provide improved services and coordination as evidenced by achieving at least a 90% live release rate of shelter animals.

157	% of Animal Welfare Priority One calls receiving initial response within two business hours	58%	41%	18%	52%	52%
158	% of dog/cat live releases	86%	81%	77%	90%	90%



Administrative - Executive Leadership

159	 % of key measures and strategic results achieved	50%	41%	41%	75%	75%
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Animal Welfare - Animal Shelter





160	 % of dog/cat live releases	86%	81%	77%	90%	90%
161	# of all live animals sheltered	20,734	18,799	15,300	20,000	20,000
162	# of dog/cat live releases	14,781	13,058	9,526	17,600	17,600

Animal Welfare - Community Outreach

163	 % of requested spay/neuter provided	85%	93%	91%	90%	90%
164	 # of volunteer hours at the animal shelter	8,623	7,050	4,507	8,500	8,500
165	# of animals in foster care	10,936	10,986	9,188	12,000	12,000









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Animal Welfare - Community Outreach						
166	# of community cats transferred	1,273	1,210	1,258	1,500	1,500
167	# of public spay/neuter performed	4,123	6,627	5,827	6,000	6,000
Animal Welfare - Field Services						
168	 % of Animal Welfare Calls responded to within specified time frames	59%	48%	25%	56%	56%
169	% of Animal Welfare Priority One calls receiving initial response within two business hours	58%	41%	18%	52%	52%
170	% of Animal Welfare Priority Three calls receiving initial response by the next business day	48%	43%	18%	45%	45%
171	% of Animal Welfare Priority Two calls receiving initial response within the same business day	77%	62%	44%	70%	70%
172	# of Animal Welfare service call responses provided	16,705	17,513	14,417	17,500	17,500
173	# of cruelty cases worked	3,449	3,285	2,971	3,000	3,000
174	Expenditure per animal welfare service call provided	52.79	53.40	N/A	68.13	68.13
Animal Welfare - Veterinary Services						
175	 % of animals spayed/neutered	33%	33%	36%	35%	35%
176	% of live animals logged treated for illness or injury	31%	56%	52%	35%	35%
177	# of animals spayed/neutered	6,774	6,197	5,481	7,000	7,000
178	# of animals treated for illness or injury	6,378	10,660	7,959	7,000	7,000
Code Enforcement - Code Inspections						
179	 % of first complaint-based inspections completed within four days	85%	88%	81%	85%	85%
180	 % of non-yard parking violations that are proactively identified	61%	56%	51%	60%	60%
181	% of second inspections completed on scheduled date	47%	59%	47%	55%	55%
182	# of code complaints received	24,013	24,833	29,403	23,000	23,000
183	Total # of inspections performed	73,620.00	73,508.00	75,704.18	75,000.00	75,000.00



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Code Enforcement - Nuisance Abatement						
184	 % of code violations resolved voluntarily	77%	80%	81%	82%	82%
185	% of residents satisfied with code enforcement	43%	38%	38%	40%	40%
186	% of weeds/grass and junk/debris complaints abated within 45 days from date of complaint	94%	87%	87%	85%	85%
187	Average # of days from official violation notification to contractor work order issued for dilapidated complaints	190	120	119	145	145
188	Average # of days from official violation notification to contractor work order issued for unsecured complaints	28	28	27	27	27
Development Center - Construction Inspections						
189	 % of construction related inspections completed within one working day of request	71%	67%	59%	90%	90%
190	# of construction related inspections completed	132,271	124,319	123,170	128,000	128,000
Development Center - Permits and Licensing						
191	 % of permit-related phone calls answered within two minutes	47%	60%	56%	70%	70%
192	# of business licenses issued	11,684	11,870	12,135	12,200	12,200
193	# of construction permits issued	70,659	65,182	61,206	65,000	65,000
194	# of permit-related phone calls received	83,707	81,989	83,533	77,000	77,000
Development Center - Plan Review						
195	 % of commercial new construction plans initial code review completed within 15 working days	57%	43%	47%	65%	65%
196	 % of commercial remodel construction plans initial code review completed within 10 working days	39%	34%	55%	45%	45%
197	 % of single family residential new construction plans reviewed within four working days of submission	N/A	36%	87%	30%	30%
198	# of commercial new construction plans reviewed	1,245	966	764	1,000	1,000
199	# of commercial remodel construction plans reviewed	1,248	933	987	1,200	1,200



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Development Center - Plan Review						
200	# of one and two family residential new construction plan submitted	4,657	3,116	3,451	3,500	3,500

