Development Services

	FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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 and proactive service delivery targets are met.*
- *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.

	FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
[196] % of residents satisfied with code enforcement	38%	39%	38%	39%	39%

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 2023, Animal Welfare will provide improved services and coordination as evidenced by achieving at least a 90% live release rate of shelter pets.

	FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
[197] % of dog/cat live releases	86%	81%	90%	90%	90%

Development Services

Long-Term Issue - Development Application Review

The increasing complexity of development, if not adequately addressed, will cause increased costs and time delays in the development application review process and reduced customer satisfaction.

Strategies to address the Long-Term Issue

- *The Subdivision and Zoning Line of Business will utilize electronic plan review with Accela automated development process tracking system to decrease processing and review time for development applications.*

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

Annually, Development Services customers will experience a more timely and efficient development review process as evidenced by:

- *At least 98% of applicants proposing a new preliminary plat will receive a development application decision within 60 days of submission.*
- *At least 98% of applicants will receive a rezoning development application decision within 120 days of application submission.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
198	% of applicants proposing a new preliminary plat that receive a development application decision within 60 days of submission	100%	100%	100%	98%	98%
199	% of applicants that receive a rezoning development application decision within 120 days of application submission	100%	100%	103%	98%	98%

Development Services

Long-Term Issue - Development Process Technology Support

Ongoing inter and intra-departmental coordination in the development process without increased support to implement and maintain technology enhancements in a timely manner 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 Services Department 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 pursue new technologies to improve efficiencies.*
- *The Development Services Department will pursue the utilization of a Business Intelligence Specialist to integrate business processes with new and existing technology to improve service levels for residents and customers.*

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

By 2023, the Development Services Department 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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
200	% of commercial new construction plans initial code review completed within 15 working days	16%	51%	45%	90%	60%
201	% of commercial remodel construction plans initial code review completed within 10 working days	23%	30%	45%	90%	60%
202	% of single family residential new construction plans reviewed within one working day of submission	109%	99%	39%	100%	90%
203	% of permit-related phone calls answered within two minutes *	N/A	N/A	87%	N/A	N/A

Development Services

	FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Long-Term Issue - Animal Welfare Field Services					

The growing demand for animal field services and programs to help citizens be responsible pet owners, if not addressed, will result in: increased response times, an inability to respond to requests for service, lower citizen satisfaction, and continued challenges with animal field 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 received.*
- *Animal Welfare Line of Business will pursue new technologies to improve efficiencies.*

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

By 2024, 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*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
204	% of Animal Welfare Priority One calls receiving initial response within two business hours	24%	31%	33%	52%	52%
Administrative - Executive Leadership						
205	🔑 % of key measures and strategic results achieved	56%	47%	47%	75%	75%
206	% of performance evaluations completed by the review date	84%	86%	71%	95%	95%
Animal Welfare - Animal Shelter						
207	🔑 % of dog/cat live releases	86%	81%	90%	90%	90%
208	# of all live animals sheltered	22,428	21,556	19,696	22,000	21,000
209	# of dog/cat live releases	15,984	14,513	14,843	17,600	17,600
Animal Welfare - Community Outreach						
210	🔑 % of requested spay/neuter provided	95%	90%	81%	90%	85%
211	🔑 # of volunteer hours at the animal shelter *	N/A	N/A	3,866	10,000	10,000
212	# of animal adoptions resulting from an outreach event	1,634	1,073	96	1,750	200
213	# of animals in foster care	5,176	8,845	7,827	9,000	9,000
214	# of community cats transferred	1,509	1,221	1,365	1,500	1,500
215	# of public spay/neuter performed	4,705	4,051	2,396	4,500	3,000

Development Services

	FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Animal Welfare - Field Services					
216 🔑 % of Animal Welfare Calls responded to within specified time frames	32%	39%	46%	56%	56%
217 % of Animal Welfare Priority One calls receiving initial response within two business hours	24%	31%	33%	52%	52%
218 % of Animal Welfare Priority Three calls receiving initial response by the next business day	27%	30%	39%	45%	45%
219 % of Animal Welfare Priority Two calls receiving initial response within the same business day	54%	66%	73%	70%	70%
220 # of Animal Welfare service call responses provided	16,177	16,502	16,393	20,000	16,500
221 # of cruelty cases worked	2,515	2,790	2,826	2,500	2,800
222 Expenditure per animal welfare service call provided	56.73	62.33	57.06	61.84	75.84
Animal Welfare - Veterinary Services					
223 🔑 % of animals spayed/neutered	25%	27%	31%	25%	32%
224 % of live animals logged treated for illness or injury	23%	23%	21%	18%	21%
225 # of animals spayed/neutered	5,637	5,796	6,180	5,500	6,000
226 # of animals treated for illness or injury	5,156	4,874	4,208	4,000	4,000
Code Enforcement - Code Inspections					
227 🔑 % of first complaint-based inspections completed within four days *	N/A	N/A	89%	70%	70%
228 🔑 % of non-yard parking violations that are proactively identified *	N/A	N/A	67%	60%	60%
229 % of second inspections completed on scheduled date *	N/A	N/A	46%	55%	55%
230 # of code complaints received *	N/A	N/A	21,474	40,000	40,000
231 Total # of inspections performed	N/A	81,520.00	76,982.69	80,000.00	80,000.00
Code Enforcement - Nuisance Abatement					
232 🌐 🔑 % of code violations resolved voluntarily	65%	86%	82%	90%	90%
233 % of residents satisfied with code enforcement	38%	39%	38%	39%	39%

Development Services

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Code Enforcement - Nuisance Abatement						
234	% of weeds/grass and junk/debris complaints abated within 45 days from date of complaint	11%	17%	17%	50%	50%
235	Average # of days from official violation notification to contractor work order issued for dilapidated complaints *	N/A	N/A	157	120	120
236	Average # of days from official violation notification to contractor work order issued for unsecured complaints *	N/A	N/A	30	25	25
237	# of abatement actions completed	7,374	7,243	6,447	7,000	7,000
238	# of abatement notices issued	9,416	5,143	2,954	5,000	5,000
239	# of properties declared abandoned by City Council *	N/A	N/A	254	250	250
240	# of abatement actions requiring a competitive bid *	N/A	N/A	312	200	200
241	# of abatement actions requiring a court order *	N/A	N/A	272	200	200
242	# of violations identified for abatement *	N/A	N/A	18,308	17,000	17,000
Development Center - Construction Inspections						
243	🔑 % of construction related inspections completed within one working day of request	94%	86%	76%	90%	90%
244	# of construction related inspections completed	106,221	120,883	122,623	110,000	121,000
Development Center - Permits and Licensing						
245	🔑 % of permit-related phone calls answered within two minutes *	N/A	N/A	87%	N/A	N/A
246	# of business licenses issued *	N/A	N/A	12,392	12,000	12,000
247	# of construction permits issued	53,728	62,831	66,706	60,000	65,000
248	# of permit-related phone calls received	54,281	53,667	72,741	72,000	72,000
249	# of walk in customers assisted	21,226	16,622	N/A	21,000	21,000
Development Center - Plan Review						
250	🔑 % of commercial new construction plans initial code review completed within 15 working days	16%	51%	45%	90%	60%

Development Services

	FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Development Center - Plan Review					
251 🔑 % of commercial remodel construction plans initial code review completed within 10 working days	23%	30%	45%	90%	60%
252 % of single family residential new construction plans reviewed within one working day of submission	109%	99%	39%	100%	90%
253 # of commercial new construction plans reviewed	1,117	848	1,175	1,150	1,150
254 # of commercial remodel construction plans reviewed	1,166	1,627	1,338	1,000	1,400
255 # of one and two family residential new construction plans reviewed	2,916	3,876	4,035	2,900	4,000
Subdivision and Zoning - Subdivision and Zoning					
256 🔑 % of applicants that receive a rezoning development application decision within 120 days of application submission	100%	100%	103%	98%	98%
257 % of applicants proposing a new preliminary plat that receive a development application decision within 60 days of submission	100%	100%	100%	98%	98%
258 Average # of days for applicants proposing a new subdivision to receive a development application decision	50	54	54	48	54
259 # of zoning and subdivision applications processed	314	351	555	350	400