

Development Services

FY23 Actual FY24 Actual FY25 Projection FY25 Target FY26 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.

	FY23 Actual	FY24 Actual	FY25 Projection	FY25 Target	FY26 Target
¹⁵¹ % of residents satisfied with code enforcement	38%	40%	38%	40%	40%

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.

	FY23 Actual	FY24 Actual	FY25 Projection	FY25 Target	FY26 Target
¹⁵² % of dog/cat live releases	81%	78%	80%	90%	90%



Development Services

FY23 Actual

FY24 Actual

FY25 Projection

FY25 Target

FY26 Target

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	43%	47%	37%	65%	65%
154	% of commercial remodel construction plans initial code review completed within 10 working days	34%	33%	28%	45%	50%
156	% of permit-related phone calls answered within two minutes	60%	50%	42%	70%	50%



Development Services

FY23 Actual FY24 Actual FY25 Projection FY25 Target FY26 Target

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	41%	18%	21%	52%	52%
158	% of dog/cat live releases	81%	78%	80%	90%	90%



Administrative - Executive Leadership

159	 % of key measures and strategic results achieved	41%	53%	35%	75%	75%
-----	--	-----	-----	-----	-----	-----

Animal Welfare - Animal Shelter





160	 % of dog/cat live releases	81%	78%	80%	90%	90%
161	# of all live animals sheltered	18,799	16,913	19,237	20,000	20,000
162	# of dog/cat live releases	13,058	10,508	13,357	17,600	17,600

Animal Welfare - Community Outreach

163	 % of requested spay/neuter provided	93%	91%	94%	90%	90%
164	 # of volunteer hours at the animal shelter	7,050	5,495	7,138	8,500	7,500
165	# of animals in foster care	10,986	9,977	11,307	12,000	10,000









Development Services

		FY23 Actual	FY24 Actual	FY25 Projection	FY25 Target	FY26 Target
Animal Welfare - Community Outreach						
166	# of community cats transferred	1,210	1,421	1,511	1,500	1,500
167	# of public spay/neuter performed	6,627	5,720	5,055	6,000	6,000
Animal Welfare - Field Services						
168	 % of Animal Welfare Calls responded to within specified time frames	48%	26%	40%	56%	56%
169	% of Animal Welfare Priority One calls receiving initial response within two business hours	41%	18%	21%	52%	52%
170	% of Animal Welfare Priority Three calls receiving initial response by the next business day	43%	20%	43%	45%	45%
171	% of Animal Welfare Priority Two calls receiving initial response within the same business day	62%	42%	50%	70%	70%
172	# of Animal Welfare service call responses provided	17,513	14,567	17,099	17,500	17,500
173	# of cruelty cases worked	3,285	2,992	2,719	3,000	3,000
174	Expenditure per animal welfare service call provided	53.40	24.59	N/A	68.13	68.13
Animal Welfare - Veterinary Services						
175	 % of animals spayed/neutered	33%	37%	45%	35%	40%
176	% of live animals logged treated for illness or injury	56%	55%	63%	35%	50%
177	# of animals spayed/neutered	6,197	6,247	8,563	7,000	8,000
178	# of animals treated for illness or injury	10,660	9,274	12,032	7,000	10,000
Code Enforcement - Code Inspections						
179	 % of first complaint-based inspections completed within four days	88%	85%	82%	85%	85%
180	 % of non-yard parking violations that are proactively identified	56%	58%	51%	60%	60%
181	% of second inspections completed on scheduled date	59%	49%	45%	55%	50%
182	# of code complaints received	24,833	30,656	28,793	23,000	23,000
183	Total # of inspections performed	73,508.00	84,518.00	70,126.02	75,000.00	75,000.00



Development Services

		FY23 Actual	FY24 Actual	FY25 Projection	FY25 Target	FY26 Target
Code Enforcement - Nuisance Abatement						
184	 % of code violations resolved voluntarily	80%	80%	82%	82%	80%
185	% of residents satisfied with code enforcement	38%	40%	38%	40%	40%
186	% of weeds/grass and junk/debris complaints abated within 45 days from date of complaint	87%	88%	88%	85%	85%
187	Average # of days from official violation notification to contractor work order issued for dilapidated complaints	120	122	N/A	145	145
188	Average # of days from official violation notification to contractor work order issued for unsecured complaints	28	28	27	27	30
Development Center - Construction Inspections						
189	 % of construction related inspections completed within one working day of request	67%	63%	67%	90%	90%
190	# of construction related inspections completed	124,319	126,389	127,350	128,000	125,000
Development Center - Permits and Licensing						
191	 % of permit-related phone calls answered within two minutes	60%	50%	42%	70%	50%
192	# of business licenses issued	11,870	11,861	13,305	12,200	12,200
193	# of construction permits issued	65,182	60,131	59,795	65,000	65,000
194	# of permit-related phone calls received	81,989	84,654	88,327	77,000	77,000
Development Center - Plan Review						
195	 % of commercial new construction plans initial code review completed within 15 working days	43%	47%	37%	65%	65%
196	 % of commercial remodel construction plans initial code review completed within 10 working days	34%	33%	28%	45%	50%
197	 % of single family residential new construction plans reviewed within four working days of submission	36%	91%	75%	30%	50%
198	# of commercial new construction plans reviewed	966	1,007	725	1,000	1,000
199	# of commercial remodel construction plans reviewed	933	1,138	1,013	1,200	1,200



Development Services

		FY23 Actual	FY24 Actual	FY25 Projection	FY25 Target	FY26 Target
Development Center - Plan Review						
200	# of one and two family residential new construction plan submitted	3,116	3,446	3,820	3,500	3,500

