



# Memorandum

**TO:** HONORABLE MAYOR AND  
CITY COUNCIL

**FROM:** Joseph Horwedel

**SUBJECT: DEVELOPMENT SERVICES  
FIVE YEAR PERFORMANCE  
GOAL REVIEW**

**DATE:** May 23, 2012

Approved

Date

5/23/12

During the May 9, 2012 Community and Economic Development Committee Budget Study Session, staff was asked to provide information regarding Development Services five year performance goals, to consider making the goals 100%, and to make them consistent across the Development Services partners. This memorandum responds to that request.

## BACKGROUND

The Development Services Partners (Planning, Building and Code Enforcement) closely track performance and activity measures. These measures are used, in conjunction with customer feedback and ongoing revenue analysis, to make staffing and process improvement recommendations. Staff is currently reviewing the level of services provided by the Partners to reconcile goals. During that review, the current goals are being considered for revision in order to reflect the many new forms of services delivered today that are not captured in the current measures, such as the expedited Building and Planning service lines. Staff is considering a series of new measures to affirm what the base level of service is needed for our customers. The existing goals were established previously in direct discussions with the customer groups.

## ANALYSIS

Staff will be reaffirming base service level goals again working directly with the customer groups. In addition, staff is also developing performance goals for the new expedited and coordinated service delivery that reflects the expectation of 100% service level guarantees for staff turnarounds. All customers deserve to receive service they can count on, and the additional staff positions as recommended in the 2012-2013 Proposed Operating Budget and Manager's Budget Addendum #33 will provide capacity to serve customers.

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**COST IMPLICATIONS**

There are no cost implications associated with this effort. If major changes are desired on the targets of service, staff levels would be required to be updated, triggering reviews of fees and revenues to maintain our 100% cost recovery goal. Due to fee increase impacts and the desire to avoid increase in fees for customers in this downturn, staff has not proposed higher levels of service beyond previously agreed service levels.

/s/

JOSEPH HORWEDEL, DIRECTOR  
Planning, Building and Code Enforcement