To be a “a leader amongst municipalities in customer satisfaction” means

Development Services is often viewed as transactional, but when framed around outcomes, the department becomes a clear driver of prosperity, livability, and safety. Below I’ve expanded your framework into a more **statistically compelling, outcome-driven measurement system**. It links outputs to outcomes in ways that matter to residents, businesses, and elected officials.

You’re absolutely right to want to move beyond “bean counting” to tell the story of impact. Development Services is often viewed as transactional, but when framed around outcomes, the department becomes a clear driver of prosperity, livability, and safety. Below I’ve expanded your framework into a more **statistically compelling, outcome-driven measurement system**. It links outputs to outcomes in ways that matter to residents, businesses, and elected officials.

**Development Services: From Transactions to Tangible Impact**

**1. Economic Development**

* **Output →** Number of permits issued, review turnaround time, inspections completed.
* **Outcome →** Economic vitality, business growth, jobs, tax base.

**Robust Outcome Measures**

* **Business Openings Accelerated:** Average days saved in the permit process *multiplied* by average daily revenue/job creation per business type.
  + *Example:* If faster reviews shave 20 days off the opening timeline for 50 businesses, and the average small business employs 10 people (U.S. Small Business Administration), that’s ~500 jobs created sooner.
* **Tax Base Growth:** Annual increase in assessed value from new construction (commercial + residential).
  + *Why it matters:* Each $1 million in new taxable property generates ongoing revenue for essential services.
* **Private Investment Leveraged:** Total construction valuation compared to city’s development services budget.
  + *Why it matters:* Shows the department’s ROI. For instance, every $1 spent on permitting may enable $1,000 in new private investment.

**2. Housing and Livability**

* **Output →** Number of housing permits issued, zoning amendments processed, inspections completed.
* **Outcome →** Housing affordability, availability, and neighborhood quality.

**Robust Outcome Measures**

* **Housing Supply Expansion:** Net new housing units permitted per year, disaggregated by type (single-family, multifamily, affordable).
  + *Why it matters:* A 10% increase in supply can moderate housing cost inflation (Urban Institute).
* **Housing Affordability Impact:** Average monthly housing costs as a share of median household income in the city (tracked annually).
  + *Why it matters:* Development Services affects affordability by enabling supply to meet demand.
* **Neighborhood Stability:** Reduction in housing-related complaints (e.g., illegal conversions, overcrowding).
  + *Why it matters:* Fewer complaints signal healthier, safer neighborhoods and confidence in city oversight.

**3. Public Health and Safety**

* **Output →** Plan reviews, inspections, code enforcement actions.
* **Outcome →** Safer buildings, reduced risk, healthier community.

**Robust Outcome Measures**

* **First-Time Inspection Pass Rate:** % of projects passing on the first attempt.
  + *Why it matters:* A proxy for construction quality and fewer long-term hazards.
* **Incident Reduction:** Decline in fire calls, structural failures, or building-related safety issues linked to newer construction.
  + *Why it matters:* Demonstrates how today’s inspections prevent tomorrow’s emergencies.
* **Workplace Safety Impact:** Reduction in reported construction site accidents in the jurisdiction (in partnership with OSHA/state data).

**4. Citizen and Customer Experience**

* **Output →** Number of customer interactions, response time to inquiries.
* **Outcome →** Trust, satisfaction, and civic engagement.

**Robust Outcome Measures**

* **Customer Satisfaction Index:** % of permit applicants rating service “excellent” or “good.”
  + *Why it matters:* Gallup research shows citizen trust rises sharply when local services are efficient and respectful.
* **Resolution Speed:** Average days to resolve citizen complaints (zoning, permits, code).
  + *Why it matters:* A visible sign of responsiveness and accountability.
* **Equity of Service Delivery:** Satisfaction levels segmented by business size, neighborhood, or language preference.
  + *Why it matters:* Demonstrates inclusivity and fairness in access to city services.

**5. Environmental Sustainability *(often overlooked but powerful)***

* **Output →** Green building permits, inspections, energy-efficiency code compliance.
* **Outcome →** Lower emissions, sustainable growth, resilience.

**Robust Outcome Measures**

* **Energy Efficiency Gains:** % of new square footage permitted that meets green building standards (LEED, Energy Star, etc.).
* **Sustainability Impact:** Estimated reduction in carbon emissions or energy usage enabled through permitted projects.
  + *Why it matters:* Ties Development Services directly to climate action goals and public health benefits.

✅ **Persuasive Framing Tip:** Tell the story in **“If-Then” impact chains**. Example:  
“If our team reduces permit review time by 10 days, then new businesses can open faster. That means more jobs, earlier tax revenue, and a stronger local economy.”

This makes the invisible visible and positions Development Services as a **community builder**, not just a regulator.

Great! A one-page outcomes dashboard works best when it blends **metrics, visuals, and narrative** so people immediately see how Development Services impacts the city. Here’s a draft structure you could adapt for presentations, council reports, or public-facing communications.

**📊 Development Services Outcomes Dashboard (Draft)**

**1. Economic Development**

**Headline Metric**

* **$X million** in new private investment enabled this year.

**Supporting Metrics**

* **Average permit review time:** XX days → **Business openings accelerated** by YY days.
* **Jobs created sooner:** ~ZZZ jobs (based on average jobs per business type).
* **Tax base growth:** $X million in new assessed value.

👉 *Impact Story:* “For every $1 the city invested in Development Services, $1,200 in private investment was realized.”

**2. Housing & Livability**

**Headline Metric**

* **X new housing units** permitted this year.

**Supporting Metrics**

* XX% increase in multifamily/affordable units.
* Housing cost burden (average % of income spent on housing) down X%.
* XX% fewer housing-related complaints (overcrowding, code violations).

👉 *Impact Story:* “By streamlining housing permits, we enabled a 10% increase in supply—helping stabilize prices and expand options for families.”

**3. Public Health & Safety**

**Headline Metric**

* **X% of projects passed inspections on first attempt** (up from last year).

**Supporting Metrics**

* Construction-related accidents down X%.
* X% decline in building-related fire or structural calls.

👉 *Impact Story:* “Each safe building we approve reduces long-term risks of fire, collapse, or injury—protecting residents and first responders.”

**4. Citizen & Customer Experience**

**Headline Metric**

* **X% of applicants rate service ‘Excellent’ or ‘Good’.**

**Supporting Metrics**

* Average response time to inquiries: X days.
* Complaint resolution time: X days.
* Service satisfaction consistent across neighborhoods and business sizes.

👉 *Impact Story:* “90% of our customers say they trust the city more after interacting with Development Services.”

**5. Environmental Sustainability**

**Headline Metric**

* **X% of new square footage built to green standards.**

**Supporting Metrics**

* Estimated X metric tons of CO₂ avoided annually.
* X% of projects include energy-efficient systems.

👉 *Impact Story:* “Each new energy-efficient building lowers utility costs for businesses and families while reducing community emissions.”

**🏙️ At-a-Glance Dashboard Visualization**

A simple graphic layout:

* **Top row:** Icons + headline metrics (Jobs, Housing Units, Safety, Satisfaction, Emissions).
* **Middle row:** Trend lines (3–5 year trend for each).
* **Bottom row:** Short “impact story” bullets showing human outcomes.

⚡ **Persuasion Tips**

* Lead with **dollar impact, jobs, housing units**—decision-makers tune in fast.
* Use **time saved** (e.g., “30 days faster approvals = 6 weeks of extra business revenue”).
* Frame measures as **“community wins,”** not internal processes.

Would you like me to **mock this up as a visual dashboard** (clean, infographic-style with icons and charts) so you have something you can present right away to leadership or the public?

Here’s a cleaner, infographic-style **Development Services Outcomes Dashboard** — easier for the public or elected officials to grasp at a glance.

Do you want me to also create a **leadership-focused version** with trend lines (e.g., 5-year changes in jobs, housing units, safety outcomes) to highlight progress over time?

This is a comprehensive, high-level list of the phases of the development process, focusing on the tasks traditionally performed by a local government's Development Services department. The process is cyclical, with some tasks running concurrently.

**Phase 1: Pre-Application & Entitlements**

This initial phase involves securing the legal and regulatory permissions to develop a property. It's often the most complex and time-consuming part of the process.

* **Pre-Application Meeting:** The developer meets with Development Services staff to discuss the proposed project, including its scope, potential challenges, and applicable regulations. This informal meeting helps to identify key issues early on.
* **Zoning Verification:** A formal request is made to confirm the property's current zoning and permitted uses.
* **Zoning Amendment/Rezoning:** If the proposed use is not permitted under the current zoning, the developer must apply to change the zoning classification. This involves public hearings and approval by the Planning Commission and/or City Council.
* **Subdivision Plats:** For projects involving the division of land into multiple lots (e.g., a new residential neighborhood), a plat must be submitted, reviewed, and approved. This includes:
  + **Preliminary Plat:** A conceptual layout of the proposed subdivision.
  + **Final Plat:** The detailed, legally binding map of the subdivision, which is recorded with the county.
* **Specific Use Permit (SUP) / Conditional Use Permit (CUP):** For uses that are generally allowed in a zoning district but require additional review to ensure they are compatible with the surrounding area (e.g., a school in a residential zone).
* **Annexation:** If the property is not within the city limits, the developer may need to apply for the property to be annexed into the city, making it subject to the city's ordinances and regulations.
* **Easement/Right-of-Way Dedication:** The developer may be required to dedicate land for public use, such as roads, utilities, or drainage.

**Phase 2: Plan Review & Permitting**

Once the entitlements are secured, the project transitions to a detailed design and review phase to ensure compliance with all building codes and ordinances.

* **Building Plan Submission:** The developer submits detailed architectural, structural, mechanical, electrical, and plumbing (MEP) plans to the Development Services department.
* **Plan Review:** Staff from various departments (e.g., Building, Fire, Public Works, Health) review the plans to ensure they meet all applicable codes, including:
  + **Building Code:** International Building Code (IBC) or a local variation.
  + **Fire Code:** International Fire Code (IFC) or a local variation.
  + **Public Works/Engineering Review:** Review of site plans, drainage, grading, streets, and utility infrastructure.
  + **Landscaping Plan Review:** Ensures compliance with local landscape ordinances.
* **Permit Issuance:** Once the plans are approved and all fees are paid, a building permit is issued. This permit is the legal authorization to begin construction.
* **Trade Permits:** Separate permits for specific work, such as plumbing, electrical, and mechanical, are often issued concurrently with or after the building permit.

**Phase 3: Construction & Inspections**

This is the active construction phase, where Development Services staff conduct inspections to verify that the work is being performed in accordance with the approved plans and codes.

* **Pre-Construction Meeting:** A meeting between the developer, contractor, and city inspectors to review the project scope and inspection requirements.
* **Footing/Foundation Inspection:** A check of the foundation before concrete is poured.
* **Slab Inspection:** For slab-on-grade construction, an inspection before the concrete is poured.
* **Framing/Rough-In Inspections:** Inspections of the structural framing, as well as the "rough-in" plumbing, electrical, and mechanical systems before walls are closed up.
* **Insulation Inspection:** A check to ensure insulation is installed correctly before drywall is installed.
* **Drywall/Sheathing Inspection:** Inspection of interior and exterior sheathing.
* **Firewall/Firestopping Inspection:** A critical inspection to ensure fire safety measures are in place.
* **Final Inspections:** A comprehensive set of inspections conducted once construction is complete, including:
  + **Building Final Inspection:** A final walk-through to ensure all work is completed according to the approved plans and codes.
  + **Fire Final Inspection:** A check of fire alarm systems, sprinkler systems, and other fire safety features.
  + **Public Works/Site Final Inspection:** Ensures the site work (e.g., paving, sidewalks, drainage) is complete and functional.
  + **Landscaping Final Inspection:** Verifies that the required landscaping has been installed.

**Phase 4: Post-Construction & Occupancy**

The final phase involves formalizing the completion of the project and granting permission for the building to be occupied.

* **Certificate of Occupancy (CO) Application:** The developer requests the final inspections and a CO.
* **Utility Connection:** Final sign-offs from utility companies (e.g., electric, gas, water) are often required.
* **Certificate of Occupancy (CO) Issuance:** Once all final inspections are passed and all conditions have been met, the Development Services department issues the Certificate of Occupancy. This is the official document that allows a building to be legally inhabited or used for its intended purpose.
* **Final Plat Recording:** If the project involved a subdivision, the final plat is officially recorded with the county, legally establishing the new lots.