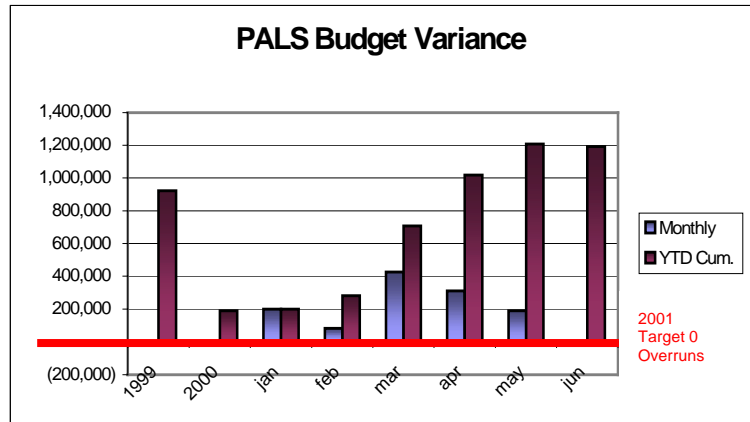




I. Budget Performance

- PALS cumulative budget savings/overage for 2001 totals over \$1,192,171 primarily due to revenues exceeding budget by \$853,731.
- Operating expenses remain below budget.
- \$15 to \$20,000 of additional expenditures to reduce the engineering application review backlog have been approved monthly since January. The backlog has been reduced



from 294 tasks overdue with the oldest being 323 days overdue to 258 tasks overdue with the oldest item being 123 days over due as of June 2001. Year to date revenues exceed expenses by \$1.2 million as of June 2001.

II. Serving the Development Applicants

Customer Service

Development application customers are an important stakeholder group for PALS. PALS strives to provide efficient, effective and timely services to our development customers. Currently, we gather input from our customers anecdotally to help us improve our services to better meet their needs. In 2002, we plan on surveying our customers to provide us with objective and measurable input from all customer groups to support our ongoing continuous improvement efforts.

Action Items:

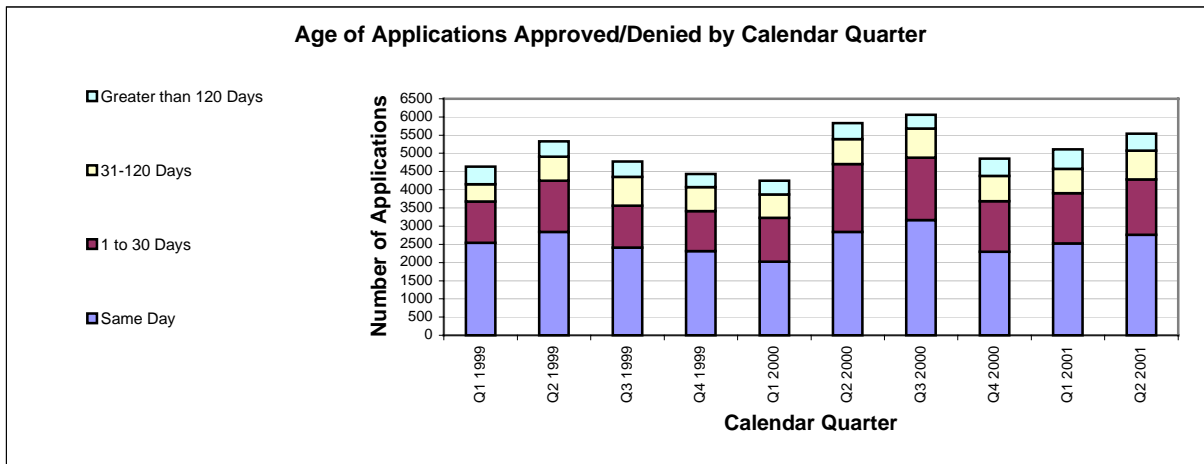
- PALS will develop a survey to measure development application customer satisfaction by January 2002, and update the data quarterly once implemented.

Efficient and Timely Processes

Application Processing

Processing applications in a quality and timely manner is a priority for PALS. It is a constant challenge to manage workload fluctuations caused by changes in local development activity and regulatory changes that affect the time required to review an application.

PALS processes a wide variety of building and development applications. The vast majority of simple building applications are processed within one day. Of the 10,651 applications that were approved or denied in the first 6 months of 2001, 9.4% required more than 120 days to process.



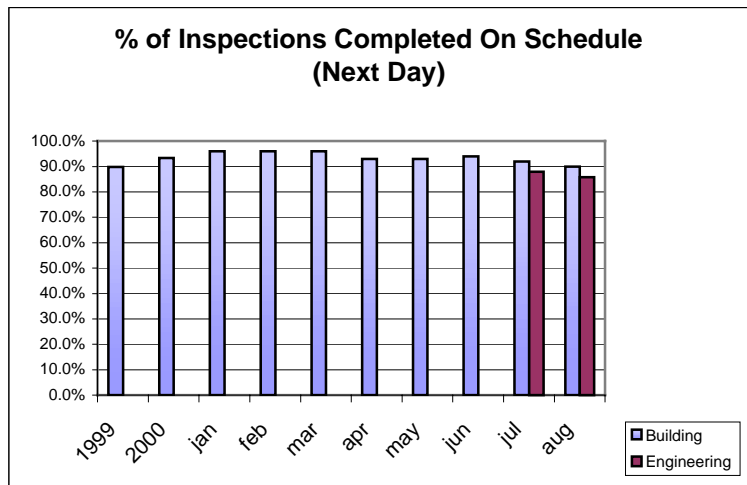
- Using contract review resources has significantly reduced the engineering application backlog. In January, there were 294 tasks overdue with the oldest being 323 days past due. At the end of the second quarter, there were 258 tasks overdue with the oldest being 123 days past due.
- PALS has invested \$15,000 to \$20,000 per month since January to reduce the backlog.

Action Items:

- Continue to use contract resources to eliminate the engineering backlog.
- Work with the County Executive and Council to develop flexible staffing solutions to better manage workload fluctuations to prevent future backlogs.
- Work on developing reports that better represent pending workload for all application review functions.

Inspections

- Building inspections have historically had a target of conducting 93% of requested inspections on the following business day.
- There is no historical Engineering inspection data available.
- Engineering had historically attempted to conduct all inspections within 3 business days of the request. In 2001, Engineering is in the process of positioning to be able to conduct inspections one day after request by 2003. This is intended to improve customer service and create a more consistent customer image for PALS.



Action Items:

- Work towards staffing engineering inspections to reach the goal of completing 93% of inspections the next business day by 2003.

Investments To Improve Efficiency and Effectiveness

Customer Assistance

Incomplete and poor quality application submittals reduce the productivity of PALS application processing staff and increase the time required to process an application. In an effort to increase application processing efficiency, PALS allocates significant resources to customer assistance and education activities to increase the overall quality of applications received.

Customer assistance in the form of developing informational written materials, training programs, and website content combined with presentations to the public and industry groups are necessary activities that affect the efficiency of application processing and also contribute to shaping a positive public image of Pierce County. While customer assistance efforts are an ongoing part of PALS workload, historically PALS has not systematically tracked the hours devoted to customer education and assistance activities. It is estimated, that PALS staff has contributed in excess of **425 hours to the development and administration customer assistance activities to date in 2001.**

Action Plans

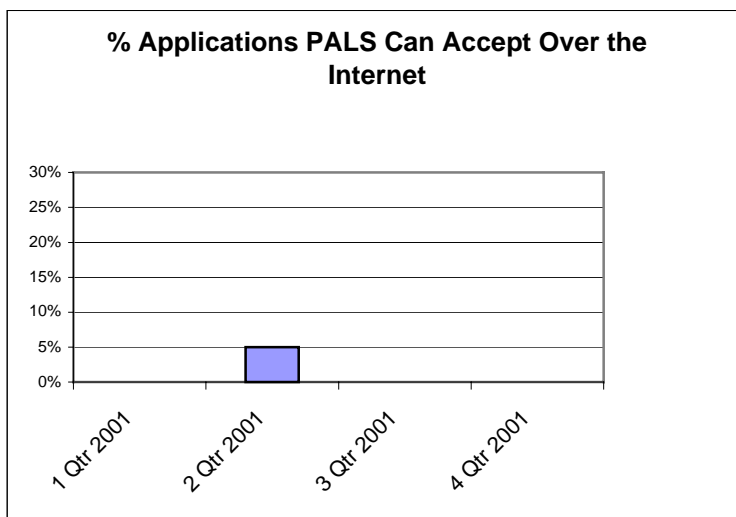
- Incorporate tracking of time related to customer education in the Time and Materials Program by the end of 2001.

E-Commerce

- Plumbing, mechanical, re-roofing, and base plan set-up applications can currently be accepted over the Internet. These types of applications typically constitute 5% of the applications we receive.
- To date, we have only received one on-line application.
- Effort must be focused on gaining customer faith in e-commerce business processes.

Action Items:

- Continue to develop on-line application capabilities.
- Develop an e-commerce marketing program by December 1, 2001.
- More application types will be added to those that can be accepted over the Internet in October 2001.



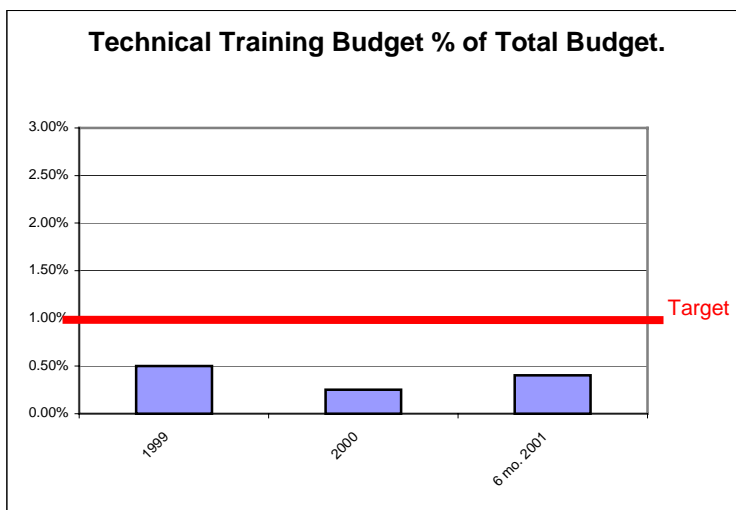
Technical Training

Technical training is required for many PALS employee certifications, it is also an important factor in maximizing the productivity of our staff. Unlike many other similar building inspection organizations, PALS building inspectors are trained in 5 disciplines to minimize the number of site visits required to inspect for building permits. To provide a context for adequate training levels some comparators are listed below:

- The Building Code Effectiveness Grading System (BCEGS) established by the insurance industry, FEMA, and ICBO recommends 3% of a department's annual budget be set aside for technical training.
- The State of Oregon requires 1% of building permit fees to be set aside for training relating to the State's mandatory certification program. PALS currently allocates 0.25% of the budget for training.
- Periodically PALS is audited by the BCEGS to rate the competency of our building permit process that includes an assessment of the technical skills of staff. A rating of less than "2" would increase the insurance rates of Pierce County homeowners based on the assumption that homes permitted and inspected by PALS may not be as safe as they should be. PALS current BCEGS rating is "2".

Action Items:

- Allocate 1% of an upcoming budget towards technical training to ensure PALS retains a BCEGS rating of at least 2 and that building inspectors can continue to work in all 5 disciplines.
- Systematically develop technical professional development plans for all employees by July 2001 and incorporate the training plans in the employee evaluation process. The results of these plans will be included in the 2002 training budget.

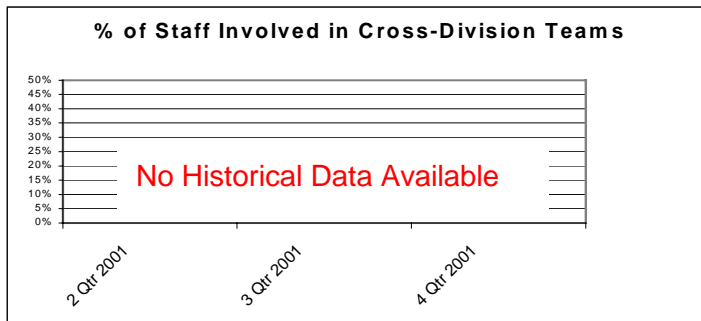


Cross-Division Employee Teams

The Balanced Scorecard performance measure effort has highlighted the cause-and-effect relationships between each of the PALS divisions that affect the efficiency and effectiveness of service delivery. Employees that participated on Balanced Scorecard teams said that the agency-wide process has provided them with a broader knowledge of division dependencies and challenges. They suggested that providing more staff with opportunities to work on cross-division teams would enhance overall teamwork, communication, and ultimately the efficiency and effectiveness of PALS services.

Action Items:

- Begin tracking cross-division team activities in the 3rd quarter of 2001.
Continue working with employee teams to complete the performance measure project.
- Convene cross-division teams as needed to develop solutions to specific process changes and issues.



III. Serving Pierce County Citizens

PALS mission is to guide the development and preservation of quality communities by balancing the needs and desires of Pierce County Citizens. The first step to achieving this mission is to guide long-term planning in the County and its communities. The public planning process is based on involving and balancing the needs of different stakeholder groups that often conflict.

Once long-range plans are developed, PALS has a hand in implementing the citizens' vision defined in the community plans by developing, utilizing, and enforcing the resulting land use planning regulations.

Community Planning Services

Community Satisfaction

In an attempt to measure how well PALS is delivering on our mission, we plan to survey Community Planning Boards during plan development and the Community Advisory Commissions after adoption and during the implementation process. The surveys will collect feedback on our stakeholders' satisfaction with PALS' community planning services providing us with input for ways we can continuously improve. Surveys will be conducted every six months.

Action Items:

- Develop community board and commission survey instrument and methodology by January 2002.
- Begin surveys in January 2002.

Planning Process Timeliness

Community plans are a product of a public process that can be impacted by many factors that are outside of the control of the PALS staff assigned to supporting the planning board's efforts. However, it is important to the public and County Council members that PALS manages the process such that we produce a quality product within a reasonable period of time. In the following tables the status of community plans plan development process and in the final review process are summarized.

Status of Community Plans That Are In the Planning Process

Community Plan	On Schedule for Delivery to Planning Comm.? (Yes/No)	Start date	Target Planning Comm. Delivery Date	Projected Actual Planning Comm. Delivery Date	Comments on current status and action plans going forward.
Frederickson	Yes	4/00	8/02	8/02	Review process may be shortened due to accelerated CPB meeting schedule (2x/mo.), and supplemental funding: \$50k for community character, and \$100k for EIS.
South Hill	Yes	6/00	8/02	8/02	HUD grant may provide added resources to shorten review process.
Graham	Yes	10/01	9/03	9/03	Issues related to landfill might affect timelines.

Status Of Community Plans That Are Complete and In the Review Process

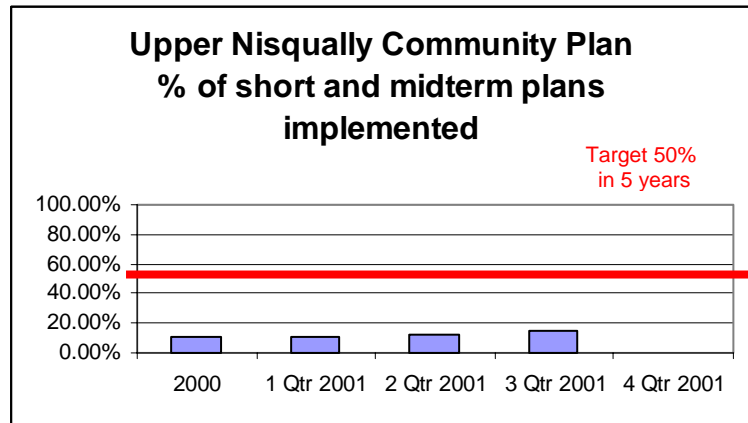
Community Plan	Start date	Actual Planning Comm. Delivery Date	Actual County Council Delivery Date	Actual County Council Adoption Date	Comments on current status and action plans going forward.
Upper Nisqually	7/96	2/99	4/99	1/00	Target Commission delivery date was 2/98. Issues related to Park Junction contributed to delays..
Parkland Spanaway Midland	10/97	9/01			Delivery to Planning Commission delayed by prolonged public review process, and extended review period by CPB, which received preliminary draft in 3/01.
Gig Harbor	1/98	1/01	2/01		Delivery to Planning Commission delayed due to issues related to Tacoma Narrows Airport.

Action Items:

- Alderton/McMillan and Central County are scheduled to begin community plans in 2002.

Community Plan Implementation

Even if the planning process was effective, true success is only achieved if community plans are implemented. PALS will report on the percentage of short to mid-term implementation items that were achieved for each community plan that is adopted. So far, the Upper Nisqually Plan is the only community plan that has reached this stage. The target is to implement at least 50% of short and mid-term implementation plans within 5 years.



Action Items:

- Gig Harbor Community plan is scheduled for adoption in 2001.

Quality Review of Permits Relative to Community Plan Intentions

Community plans and regulations are only effective if their intent is adequately represented in the permits issued by PALS. In order to monitor and manage the implementation of regulatory intent, and interdisciplinary team of PALS staff will conduct quality reviews of one complex application that was approved each month. Based on these findings, PALS will seek to improve the practical application of regulatory intent by clarifying regulation language or modifying the training provided to PALS application processing personnel.

Action Items:

- Develop quality review process and checklist by January 2001.
- Begin monthly quality reviews in January 2001.

Enforcement

Enforcement is the regulatory function of PALS that is responsible for ensuring that land use regulations, shoreline regulations, and sign codes are adhered to and meet minimum standards as set forth in each regulation. It is also the primary means through which citizens can report potential violations to seek assistance from PALS and other agencies in maintaining the quality of communities as outlined in the [Comprehensive Plan](#).

Enforcement Responsiveness

Timely response to citizen complaints is an important factor in defining PALS public image as a concerned and effective steward of the County's land. Complainants receive a letter documenting their complaint within a week. It is our goal to visit the physical site and notify the complainant of our activity within 2 weeks of the complaint.

The data presented here only reflects enforcement of zoning and land use regulations. PALS is in the process of standardizing all enforcement practices and will report on areas of enforcement as data becomes available.

Enforcement Success Rates

Ultimately, the true measure of effective enforcement lies in the percentage of violators PALS brings into compliance. In 2001, Code Enforcement monitored the percentage of violation cases closed in one year and the percentage of wetlands violations that began Implementation within one year.

Action Items:

- Gain enforcement performance measurement capabilities in all enforcement areas.
- Standardize enforcement activities of all functional disciplines at PALS by 2006.
- Gain adequate resources to enable reaching site visit goals for all enforcement functions in 2002.

