

## Section 10: Permit Services

### Permit Services Respondents at a Glance

Included in the table below are all jurisdictions that submitted data for at least one permits, planning, and development question, as well as some basic information about each jurisdiction's permits, planning, and development workload. Additional permits, planning, and development figures appear later in this section.

**Figure 10-1. Descriptors: Permit Services Characteristics (page 1 of 2)**

Jurisdiction	Population	Population density (in square miles)	Valuation of residential & commercial permits	Average processing time for residential building permits calendar days	Permitting services FTEs	Permitting services FTEs per 1,000 population
Chula Vista CA#	246,496	4,930	\$188,497,406	159		
Fort Lauderdale FL	165,521	5,016	\$192,359,454	54	49.0	0.30
Sugar Land TX	84,511	2,486	\$346,520,344	5	5.0	0.06
O'Fallon MO	80,860	2,695	\$60,626,465	2	8.1	0.10
Lancaster County SC	76,652	140	\$50,975,871	5	1.9	0.02
Eau Claire WI	66,060	2,064	\$176,261,432	4	6.5	0.10
Rancho Cordova CA	65,502	1,724	\$82,835,518	3	8.2	0.13
Oshkosh WI	64,592	2,691	\$51,106,915	1	9.2	0.14
Greenwich CT	61,171	1,274	\$307,277,040		13.5	0.22
Delray Beach FL	60,831	4,055	\$156,350,922	21	8.8	0.14
New Braunfels TX	57,040		\$206,305,040	5		
Manhattan KS	52,135	2,744	\$118,889,610	8		
Noblesville IN	51,969	1,676	\$131,317,564	3	12.0	0.23
Edina MN	47,941	2,996	\$152,367,903	6	10.2	0.21
Wauwatosa WI	46,396	3,569	\$56,801,548			
Campbell County WY	46,133	10		10		
Rohnert Park CA	41,194	6,866	\$11,931,763	1	2.4	0.06
Annapolis MD	38,394	5,485	\$62,820,990	19	6.8	0.18
Columbia TN	34,681	1,156	\$21,189,359			
Dartmouth MA	34,412	538	\$49,042,038	10	2.5	0.07
Andover MA*	33,201	1,071	\$72,583,535	3	4.9	0.15
Salisbury MD	30,343	2,167	\$16,904,327	1	0.9	0.03
Accomack County VA	30,223	69	\$21,465,903	3	2.8	0.09
Algonquin IL	30,046	2,504	\$16,875,624		2.0	0.07
Dover NH	29,987	1,071	\$47,441,026	17	1.9	0.06
Windsor CT	29,060	1,002	\$48,760,775	1	4.4	0.15
Newburgh NY	28,866	7,217	\$4,536,313	14	5.8	0.20
Monterey CA	27,810	3,476	\$29,117,094	30	8.1	0.29
Greer SC	25,515	1,215	\$26,413,169	2	1.1	0.04
Sahuarita AZ	25,259	842	\$48,239,674	1	2.4	0.10
Dedham MA	24,729	2,473	\$47,792,801	3	3.8	0.15
Fredericksburg VA	24,286	2,208	\$80,865,725	9	1.4	0.06
Belmont MA	23,819	4,764	\$41,538,921			
Ramsey MN	23,668	877	\$18,895,889	5	2.0	0.08
Junction City KS	23,353	1,946	\$33,474,774	2		

**Figure 10-1. Descriptors: Permit Services Characteristics (page 2 of 2)**

Jurisdiction	Population	Population density (in square miles)	Valuation of residential & commercial permits	Average processing time for residential building permits calendar days	Permitting services FTEs	Permitting services FTEs per 1,000 population
Peters Township PA+	21,378	1,125	\$55,966,360	10		
Libertyville IL	20,742	2,305	\$33,556,279	7	5.4	0.26
Rolla MO	19,560	1,630	\$19,111,435	1	2.5	0.13
Snellville GA	18,242	1,824	\$28,120,070	7	1.4	0.07
Tumwater WA	17,570	1,255	\$50,349,361	24		
King William County VA	15,935	58	\$9,377,992	5	0.6	0.04
Goodlettsville TN	15,921	1,137	\$7,064,383	1		
Ukiah CA	15,300	3,825	\$8,979,915	10	2.6	0.17
Hopkinton MA	15,000	536	\$43,921,325	9	6.2	0.42
Medway MA	13,877	1,156	\$23,588,628	5	1.5	0.11
Coventry CT	12,435	336	\$12,735,401	10	2.2	0.18
Lakeland TN	12,430	540			19.8	1.60
Blue Ash OH	12,114	1,514	\$37,504,884	5		
Crestwood MO	11,912	2,978	\$7,930,897	2	0.1	0.01
Weston MA	11,478	675	\$96,168,454	4	4.1	0.35
Granby CT	11,300	276	\$6,893,696	3	0.9	0.08
Show Low AZ	11,058	235	\$24,414,366		3.8	0.34
Lunenburg MA	10,086	374	\$11,055,222		2.0	0.20
Baker City OR	9,890	1,413	\$10,851,690	10	3.0	0.31
Shelton WA	9,834	1,639	\$12,536,090	14	1.2	0.12
Mason MI	8,252	1,650	\$18,040,462	4	0.2	0.02
Georgetown MA	8,100	623	\$746,431	2	1.6	0.20
Mahomet IL^	7,258	806	\$10,970,409	3	0.5	0.07
Fox Point WI	6,665	2,222	\$8,288,615	2	1.2	0.18
Islamorada Islands FL	6,119	1,020	\$16,713,198	14	5.4	0.88
Airway Heights WA	6,114	1,223	\$5,444,401	7	1.6	0.26
Lake Mills WI	5,735	1,434	\$4,131,712	1		
New Baden IL	3,349	1,675	\$1,189,000	7		
Cherryvale KS	2,374	1,187	\$481,000	1		

\*Andover, MA, reports they have several high end residential and commercial properties.

^Mahomet, IL, reports they had an assisted living facility built which attributes to high valuation of residential and commercial permits.

+Peters Township, PA, reports they had six multimillion dollar Commercial buildings built and the average home price is \$400,000 which attributes to high valuation of residential and commercial permits.

#Chula Vista, CA, reports they led the County of San Diego in the foreclosure market and experienced a greater than \$1B reduction in the total valuation of property values.

	Population	Population density (in square miles)	Valuation of residential & commercial permits	Average processing time for residential building permits calendar days	Permitting Services FTEs	Permitting Services FTEs per 1,000 Population
<b>CPM 101</b>						
Mean	33,948	1,920	\$57,169,587	10	5.2	0.19
Median	24,053	1,572	\$31,295,934	5	2.6	0.14
<b>CPM 101 &amp; Comprehensive</b>						
Mean	108,399	2,148	\$141,765,619	9	6.9	0.13
Median	38,394	1,874	\$50,662,616	6	4.0	0.10

## Important Service-Specific Considerations

Some of the factors that influence the comparability of permits data are:

- Permit categories—Whether a jurisdiction engages in permitting for various activities can affect the overall volume of permits tracked as well as the time needed for each permit.
- Permit staff—The availability of dedicated permit staff can influence a jurisdiction’s ability to address permits quickly, which in turn can influence approval time frames.

Broadly speaking, the physical, political, and demographic characteristics of each reporting jurisdiction also influence performance.

- Examples include unusually good or bad weather, new state or federal mandates, significant changes in state or federal aid, major budget cuts, and median household income. Citizen preferences, council or board priorities, local tax resources, and state-imposed spending limits cause additional variation in the funds, equipment, and staff available for providing permits services.

A list of additional considerations applying to all service areas is included in the introduction to this report. Please review it before reporting, analyzing, or otherwise using the information in this report.

## Suggested Applications

- **Examine your performance compared to peers and means and medians.**—If you’re performing above the norms, check in with ICMA if you’d be willing to share what you’re doing to achieve high performance. Your practices may be suitable for write-up that can be shared with others. If you find that you’d like to improve performance in any areas, check the analysis and effective practice case studies posted on the [CPM 101 group](#) on the ICMA Knowledge Network. The studies are full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. You can also check out the [What Works Case Studies](#) posted on the performance measurement topic page.
- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the data you have evaluated and the goals you are hoping to achieve, write a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction. Check out CPM’s public website ([icma.org/performance](http://icma.org/performance)) and click on the Certificate Program link to view samples of reports prepared by participants in the CPM Comprehensive program.
- **Hold internal meetings to celebrate successes & discuss improvements.** — Hold internal meetings/discussions with your department to review results shown in this report. Identify where your department excels and where improvement may be needed. In areas where you are a high performer, discuss how to maintain high performance, as well as ways to share the good news. In areas where improvement is desired, solicit ideas from department employees about how to set and reach new targets. Consider consulting peer communities for advice, too.

Regardless of the exact path you choose, involving staff in review and analysis of the results, inviting them to ask questions and voice concerns, and responding to their questions and concerns, can help ensure effective use of the information and build staff support for your jurisdiction's performance measurement program.

### **Figure List**

In addition to Figure 10-1 displayed above, the following figures are presented in this section:

- Figure 10-2. Output Measure: Total Building Permits Issued per 1,000 Population
- Figure 10-3. Workload Measure: Permits Issued per FTE
- Figure 10-4. Efficiency Measure: Expenditures per Permit Issued
- Figure 10-5. Outcome Measure: Citizen Ratings of the Quality of Land Use, Planning, and Zoning Services

Figure 10-2. Output Measure: Total Building Permits Issued per 1,000 Population (page 1 of 2)

