

# Development Services Department

## Departmental Programs

- Administration
- Community Planning and Revitalization (CDBG and HOME)
- Community Planning and Revitalization
- Community Services
- Urban Planning

## Department Description

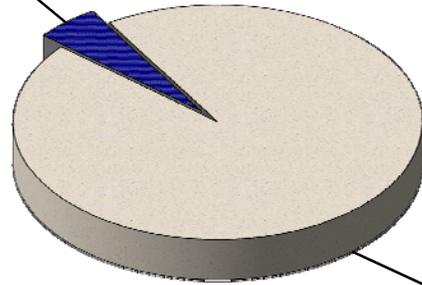
The Development Services Department (DSD) provides direction, coordination and support for metropolitan land use planning, property management, and development approval processes. The Department also oversees the operation of the Booth-Kelly Center. DSD actively works for increased housing, business, and industry opportunities in Springfield; administering the Community Development Block Grant (CDBG) Program and HOME programs, and managing the City's housing rehabilitation programs. DSD provides staff support to the Planning Commission, the Historical Commission and to the following committees: Community Development Advisory, Building Board of Appeals, and other ad hoc committees.

## Mission

The mission of the Development Services Department is to help Springfield manage current development opportunities and prepare for future development's needs. We accomplish this through the thoughtful delivery of planning, building safety and community development services in balance with the City's resources and desire for a healthy, safe and sustainable community.

<b>FY11 OPERATING BUDGET - General Fund</b>	<b>\$ 31,255,242</b>
<b>Development Services:</b>	<b>\$ 1,559,869</b>

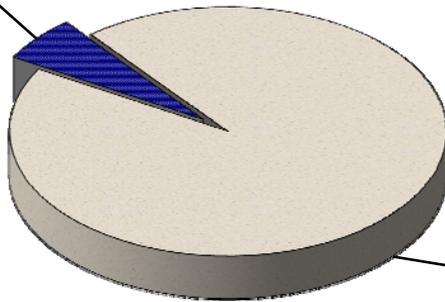
**Development Services**  
**\$1,559,869**  
**5%**



All Others  
 \$29,695,373  
 95%

<b>FY11 OPERATING BUDGET - All Funds</b>	<b>\$ 79,022,511</b>
<b>Development Services:</b>	<b>\$ 4,642,711</b>

**Development Services**  
**\$4,642,711**  
**6%**



All Others  
 \$74,379,800  
 94%

# Development Services Department

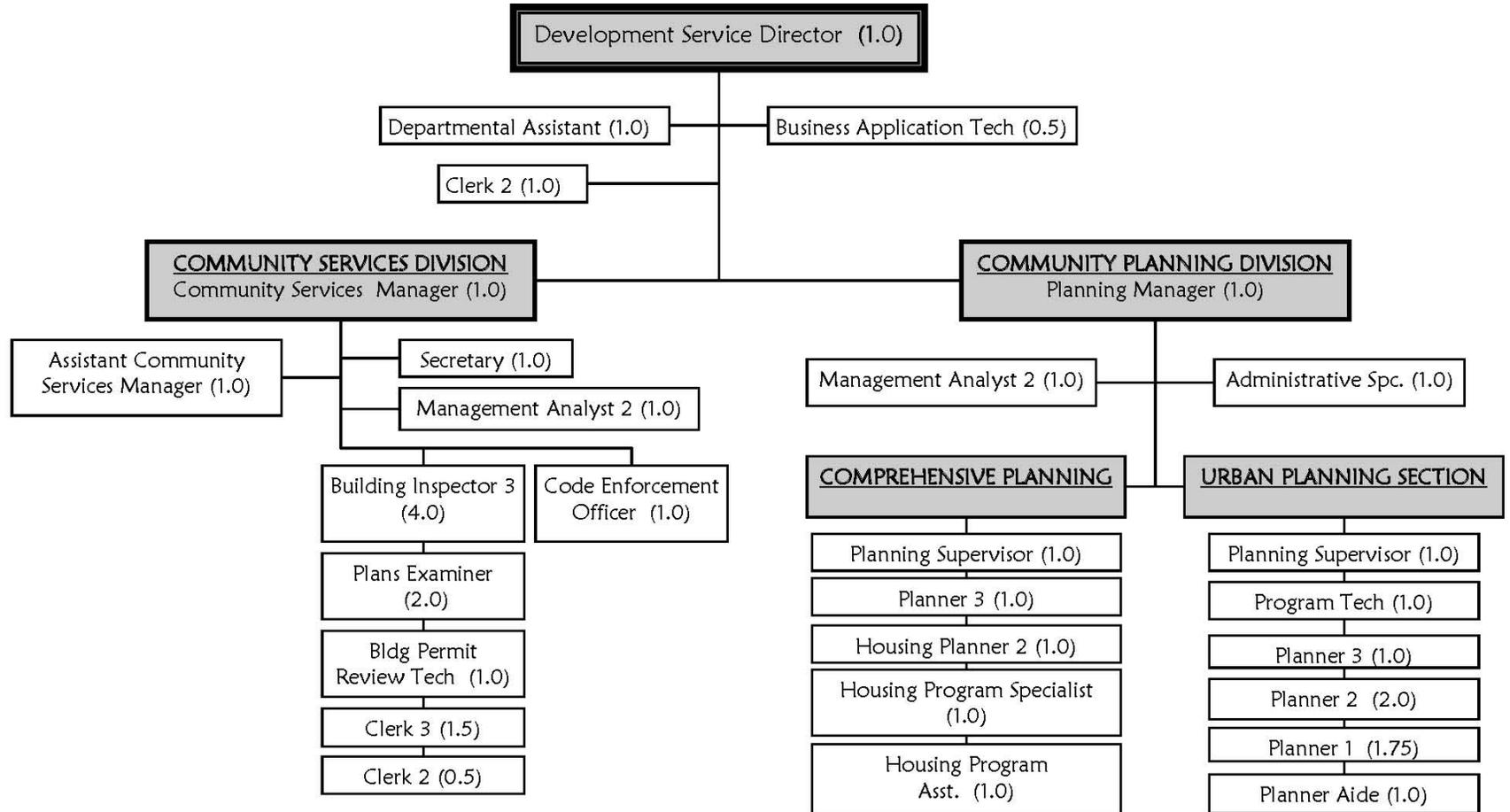
## *Financial Summary*

	Actual FY08	Actual FY09	Amended FY10*	Adopted FY11
<b>Expenditures by Category:</b>				
Personal Services	\$ 2,725,139	\$ 2,949,135	\$ 3,012,280	\$ 2,917,350
Materials and Services	2,565,478	2,090,234	4,452,382	1,725,361
Capital Outlay	<u>21,612</u>	<u>26,763</u>	<u>19,316</u>	<u>-</u>
<b>Total</b>	<b><u>\$ 5,312,228</u></b>	<b><u>\$ 5,066,132</u></b>	<b><u>\$ 7,483,978</u></b>	<b><u>\$ 4,642,711</u></b>
<b>Expenditures by Fund:</b>				
General	\$ 1,674,125	\$ 1,694,855	\$ 1,550,007	\$ 1,559,869
Building	2,230,237	1,467,087	1,418,413	1,312,493
Booth-Kelly	315,873	348,347	380,817	350,993
Community Development Block Grant	803,835	1,187,360	3,723,047	1,061,748
Drainage Operation	32,647	37,084	48,728	42,552
SDC Administration	103,409	95,296	97,080	98,889
Sewer Operations	21,378	22,312	23,088	18,938
Special Revenue	7,065	89,780	128,148	86,578
Street	55,028	58,045	59,620	59,388
Transient Room Tax	43,955	47,555	49,260	51,263
Vehicle and Equipment	<u>24,677</u>	<u>18,410</u>	<u>5,770</u>	<u>-</u>
<b>Total</b>	<b><u>\$ 5,312,228</u></b>	<b><u>\$ 5,066,132</u></b>	<b><u>\$ 7,483,978</u></b>	<b><u>\$ 4,642,711</u></b>
<b>Expenditures by Sub-Program:</b>				
<b>Administration</b>	\$ 386,761	\$ 379,435	\$ 352,464	\$ 371,423
<b>Community Development Block Grants and Home Investment Partnership Funds</b>	808,471	1,189,305	3,733,080	1,061,748
<b>Special Revenue Fund (SHPO Grant)</b>	2,428	4,474	5,450	-
<b>Community Planning &amp; Revitalization</b>	546,643	514,639	604,105	490,157
Museum Operations	6,646	6,248	11,155	10,714
<b>Downtown Program</b>	40,280	-	-	-
<b>Community Services</b>	2,508,161	1,738,826	1,680,781	1,591,366
<b>General Property Management</b>				
Booth-Kelly Operations	246,486	282,487	278,474	296,615
Carter Building Operations	26,029	19,445	25,000	18,350
General Property Management	58,818	61,182	91,001	38,004
<b>Urban Planning</b>	<u>681,505</u>	<u>870,090</u>	<u>702,468</u>	<u>764,334</u>
<b>Total</b>	<b><u>\$ 5,312,228</u></b>	<b><u>\$ 5,066,132</u></b>	<b><u>\$ 7,483,978</u></b>	<b><u>\$ 4,642,711</u></b>

\* Amended as of June 7, 2010

# Development Services Department

**Total FTE: 33.25**



## Development Services Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Actual FY08	Actual FY09	Adopted FY10	Adopted FY11
General	16.55	14.81	14.81	14.71
Booth-Kelly	0.55	0.50	0.50	0.10
Building Code	13.51	11.93	11.93	11.03
Community Development Block Grant	4.21	4.09	4.09	4.09
Drainage Operation	0.32	0.44	0.44	0.38
SDC Administration	0.94	0.82	0.82	0.82
Sewer Operations	0.21	0.21	0.21	0.17
Special Revenue Fund	0.00	1.00	1.00	1.00
Street	0.45	0.45	0.45	0.45
Transient Room Tax	0.51	0.50	0.50	0.50
<b>Total Full-Time Equivalents</b>	<b>37.25</b>	<b>34.75</b>	<b>34.75</b>	<b>33.25</b>

### Position Summary

Job Title/Classification:	Actual FY08	Actual FY09	Adopted FY10	Adopted FY11
Administrative Specialist	0.00	1.00	1.00	1.00
Assistant Community Services Manager	0.00	1.00	1.00	1.00
Building Inspector 3	6.00	5.00	5.00	4.00
Building Permit Review Technician	1.00	1.00	1.00	1.00
Business Application Technician	0.50	0.50	0.50	0.50
Clerk 2	1.00	1.50	1.50	1.50
Clerk 3	1.50	1.50	1.50	1.50
Code Enforcement Inspector	1.00	0.00	0.00	0.00
Code Enforcement Officer	1.00	1.00	1.00	1.00
Community Services Manager	1.00	1.00	1.00	1.00
Construction Representative	1.00	0.00	0.00	0.00
Departmental Assistant	1.00	1.00	1.00	1.00
Development Services Director	1.00	1.00	1.00	1.00

<b>Development Services Job Title/Classification, Continued:</b>	<b>Actual FY08</b>	<b>Actual FY09</b>	<b>Adopted FY10</b>	<b>Adopted FY11</b>
Housing Programs Aide	1.00	0.00	0.00	0.00
Housing Programs Assistant	0.00	1.00	1.00	1.00
Housing Programs Specialist	1.00	1.00	1.00	1.00
Management Analyst 2	2.00	2.00	2.00	2.00
Planner 1	1.75	1.75	1.75	1.75
Planner 2	4.00	3.00	3.00	3.00
Planner 3	3.00	2.00	2.00	2.00
Planner Aide	0.00	1.00	1.00	1.00
Planning Manager	1.00	1.00	1.00	1.00
Planning Supervisor	2.00	2.00	2.00	2.00
Plans Examiner	1.00	2.00	2.00	2.00
Plans Review Engineer	1.00	0.00	0.00	0.00
Program Technician	1.00	1.00	1.00	1.00
Property Management Coordinator	0.50	0.50	0.50	0.00
Secretary	2.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents</b>	<b>37.25</b>	<b>34.75</b>	<b>34.75</b>	<b>33.25</b>

# Development Services Department

## Program: Administration

### Program Description:

Administration staff guide overall Department programs, functions and activities to ensure efficient delivery of development services including planning, zoning and land development administration, building safety reviews, nuisance and other general code enforcement actions, management of the Booth-Kelly facility, management of the Community Development Block Grant, housing and redevelopment activities, assistance with urban renewal and economic development activities managed by the City Manager's Office, and coordination of regional planning activities with Eugene, Lane County, Lane Council of Governments, affected state agencies and the City's management agreement with the Springfield Museum Board.

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### Budget Highlights:

- Provide overall administrative direction for all Departmental programs and services.
- Develop the Departmental budget and monitor annual revenues and expenses.
- Undertake special projects and assignments from the City Manager, Mayor and Council.
- Develop and monitor the Department's annual work program in coordination with the Public Works Department, and in concert with the annual Council Goals update.
- Actively participate in City issues as a member of the Executive Team.
- Increase accountability for resources by seeking operational efficiencies.
- Continuously improve coordination with the Public Works Department through management team-building.
- Administer the City's Management Agreement with the Springfield Museum Board.
- Maintain close communication with planning and development counterparts in Lane County and the City of Eugene.
- Review and coordinate all Department agenda items docketed for City Council consideration.
- Provide senior level advice and counsel to the Planning Commission.
- Maintain a diligent role with regional planning activities including those related to the Metro Plan, and regional transportation planning and funding.
- Continue to direct utilization and enhancements to the Tidemark/Accela Automation permit tracking system to integrate permit review between Planning, Building and Public Works to improve operational efficiency and customer service.
- Provide supervision for the Tidemark/Accela position for the Development Services Department.
- Update and monitor departmental work plan.
- Provide supervision for the Laserfiche scanning position for the Development Services and Public Works Departments.

**Service Level Changes:** No impact to FY11 General Fund.

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**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY10 Baseline	FY11 Target
Financially Sound and Stable Government	Positive and Supportive Work Environment	Employee Survey - % recommended working for City (Ques. #51)	66.6	75
		Employee Survey - % timely decision making (Ques. #46)	51.8	75
		Employee Survey - % appropriate workload (Ques. #15)	62.9	75
		Employee Survey- % overall positive rating	N/A	75
		Annual reviews current	91.0	95

## Development Services Department

### **Program: Community Development Block Grant (CDBG) and Home Investment Partnership (HOME)**

#### **Program Description:**

Administer the CDBG and HOME funded programs and projects to comply with federal regulations. Prepare and implement neighborhood refinement plans and functional plans that address community needs for housing, public safety, transportation, and parks. Provide code enforcement in designated neighborhoods. Assist low-income Springfield residents with housing rehabilitation loans, grants, neighborhood improvements, social services, and access to housing. Provide assistance to Community Development projects. Provide assistance to downtown redevelopment. Provide financial assistance to non-profit and for-profit housing developers that create affordable housing for low-income Springfield residents. Provide assistance to low and moderate-income homebuyers purchasing homes in Springfield. (The City's HOME Program is funded by a HUD grant made available through the Eugene-Springfield Consortium.)

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#### **Budget Highlights:**

- Will receive allocations of approximately \$612,500 in CDBG funds and \$469,250 in HOME funding in Federal FY10.
- Will provide approximately \$91,875 to the Intergovernmental Human Services Commission to be re-allocated among area service providers.
- Will provide approximately \$23,462 in HOME funding to four area Community Housing Development Organizations.
- The Springfield Home Ownership Program (SHOP) will assist approximately 40 low-income households with down-payment assistance for the purchase of their first home.
- Will see the completion of the two affordable home ownership units and preliminary construction of two more units through Habitat for Humanity.
- Will provide approximately \$250,000 to community and economic development projects.
- Will perform approximately 120 emergency home repairs for very low-income households.
- Will administer Federal stimulus funds awarded to the City of Springfield. The Neighborhood Stabilization Program is provided to assist households purchasing foreclosure properties in distressed neighborhoods and CDBG-R is provided for economic development and to create jobs.

**Service Level Changes:** No impact to FY11 General Fund.

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**Program Performance Indicator:**

<b>Council Goal</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY10 Baseline</b>	<b>FY11 Target</b>
<b>Encourage Community and Economic Development and Revitalization</b>		Construction and rehabilitation of affordable housing units by partnering with non-profit organizations is supported	10	10
	Opportunities for affordable and decent housing are increased	Housing stock is preserved through owner-occupied rehabilitation programs - 550 household target goal for 2005-2010	120	120
		Non-profit programs to assist special needs populations are supported	100%	100%
	Opportunities for home ownership are increased (% owner/renter occupied, baseline is 54% 2000 Census)	Homeownership assistance to first time buyers is provided	55	35
<b>Preserve Hometown Feel, Livability and Environmental Quality</b>	Opportunities to provide facilities and services that help low-and moderate-income persons achieve dignity, well being, and self-sufficiency	Partner with non-profits to access services and facilities for special needs populations (e.g.-disabled, homeless, children, victims of domestic violence) goal for 2005-2010 65,000 persons	13,000	13,000
		Provide funding for capital improvements to facilities that help low and moderate income persons achieve dignity, well being and self sufficiency goal for 2005-2010 six facilities	1	1
		Downtown revitalization is supported through use of targeted CDBG funds to stimulate economic development and eliminate slums and blight	N/A	N/A
	Revitalization of low-income neighborhoods is supported	Vertical Housing Tax Credit zones are established to incentivize redevelopment in Downtown and Glenwood	VHTZ Established for the Downtown Area, Glenwood N/A	N/A

# Development Services Department

## Program: Community Planning & Revitalization

### Program Description:

Program responsibilities in the Community Planning & Revitalization Section include: 1) preparation of updates and provision of assistance in the implementation of the Metro Plan, refinement plans, special projects, and federal and state mandates; 2) administration of the Community Development Block Grant and the HOME Investments Partnerships programs; 3) coordination of regional and metropolitan-wide planning, transportation, housing and social service programs with Eugene, Lane County and other governments and service providers; 4) preparation of reports and option scenarios as directed by Council; 5) assistance to other divisions and departments in evaluating and implementing State and Federal laws applicable to buildable lands, housing, natural resources and hazards, TransPlan and the Public Facilities and Services Plan. The Springfield HOME program provides financial assistance to non-profit and for-profit housing developers creating affordable housing for low-income Springfield residents.

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### Budget Highlights:

- Prepare and adopt Springfield 2030 Refinement Plan to implement Council direction in response to: 1) Commercial and Industrial lands study; 2) Residential Land study; 3) Goal I and UGB Alternatives Analysis/ establishment of Springfield Urban Growth Boundary.
- Prepare and adopt Glenwood Refinement Plan amendments for Focus Area One-Glenwood Riverfront/Franklin-McVay Corridor.
- Prepare and adopt Downtown District Plan and implementation strategy.
- Continue planning support for preparation of amendments to the Public Facilities Plan.
- Prepare and adopt policy updates to the Springfield Development code to implement Glenwood Riverfront Plan District and Downtown Plan District.
- Continue planning support for the new I-5 Bridge and interchange improvements.
- Continue implementation of nodal development designations.
- Prepare policy updates to the Springfield Development Code to implement affordable housing and Land Use Efficiency Measures.
- Continue planning support for preparation of Springfield's local transportation system plan.

**Service Level Changes:** No impact to FY11.

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**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY10 Baseline	FY11 Target
<b>Financially Sound and Stable Government</b>	Adequate supply of land is planned and zoned to meet short-term and long-term commercial, industrial, residential, public and open space needs	Sufficient land is planned and zoned to accommodate 5,980 new dwelling units to accommodate growth between 2010-2030 (average 299 per year)	Baseline established upon adoption of 2030 Refinement Plan	Implement Monitoring System in FY11
		Sufficient land is planned and zoned to provide 13,440 new jobs between 2010-2030 (average 672 per year) short-term and long-term supply	"	"
		New employment land uses are monitored to track consistency with Economic Development Strategy/Economic Opportunities Analysis Goals and Targets	"	"
		Housing mix of new development is monitored annually to track achievements of 2030 target 60% single family dwelling-40% multifamily dwellings	"	"
	Land is used efficiently to support optimal utilization of public infrastructure and transit investments	Density of new development is monitored to track progress toward 2030 overall density target of 7.9 dwelling units per net acre	"	"
		Employment in transit nodes is increased. New jobs within 1/4 mile of EmX Stations	"	"
		Housing near transit is increased: Dwelling units within 1/4 mile of the EmX	"	"
	<b>Encourage Community and Economic Development and Revitalization</b>	Target areas are planned and zoned for redevelopment	Glenwood Refinement Plan is updated and adopted	30%
Downtown district Plan & Implementation Strategy is adopted			100%	100%
Downtown District Implementation Strategy is fully implemented			10%	25%

# Development Services Department

## Program: Community Services

### Program Description:

Staff in the Community Services Division: 1) provide services designated to facilitate economic growth and neighborhood stability; 2) provide reasonable safeguards to life, health, property and the public welfare through building permit administration and enforcement; 3) support the effective coordination of federal, state and City requirements relative to the built environment and welfare of the community; 4) deliver permits and inspection services efficiently, cost effectively and in a professional manner; 5) provide prompt, courteous and effective responses to City Code, Development Code and Building Safety Code citizen requests and/or complaints; 6) coordinate community concerns and public welfare through the investigation and issuance of appropriate business licenses; 7) manage the daily operation and revenue/expenses of the Booth-Kelly Center; 8) manages City-owned property to protect and enhance the City's investment and, where possible, utilize properties to maximize the City's return; 9) assist other departments in real property matters.

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### Budget Highlights:

- Selected by the State of Oregon to be the first City in Oregon to begin implementation of an enhanced statewide electronic permitting software system. The system will allow users to apply and obtain building permits and plan review approvals on-line without being required to visit City offices. Implementation of a complete e-permitting program will be a substantial tool in expediting the building permit process. It will save the development industry and the City valuable time and resources.
- Implemented a building permit fee deferral program for One and Two Family residential structures to potentially help stimulate local development. The program allows payment of fees and charges at the time of final occupancy approval rather than requiring payment at time of permit issuance.
- Successfully maintained an expedited residential plan review process where certain residential permit applications are reviewed with the applicant present with the desired goal to complete the review process within one-hour of application submittal.
- Continued to expand and make more user-friendly the Community Services/Building Safety website. The site offers a myriad of permit information and a variety of links to other websites of interest to the construction community, including on-line access to the Oregon Specialty Codes and a complete list of licensed contractors throughout Oregon.
- Completed the “close-out” of all construction documents and occupancy requirements for Phase 1 of the RiverBend-PeaceHealth project.
- Continued to adequately maintain the Building Permit Specialty Fund which was created to solely fund building permit and inspection services from revenue received from construction permits without financial support from the General Fund.
- Continued the process of digital imaging of all site specific construction documents in order to make this information readily accessible to the public on-line.

- Issued over 4,500 construction permits with an associated valuation exceeding \$60,000,000 and conducted over 17,000 field inspections to determine compliance with the State Building Code.
- Continued to maintain the City’s “same-day” field inspection response time and the State Of Oregon’s mandated residential plan review timeline.
- Responded to over 3,400 inquiries for enforcement of the nuisance code, land use, building and City Sign Code. Responded within three working days to all citizen complaints.
- Successfully resolved several long standing Municipal Code violation cases which had generated numerous citizen complaints and hours of multiple division/department staff resources.
- Continued to manage City-owned properties and assist other departments in the purchase, lease or sale of other-than foreclosed property.
- Issued over 650 City business licenses.

**Service Level Changes:** No impact for FY11 General Fund.

**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY10 Baseline	FY11 Target
Preserve Public Safety	Development Code/Municipal Code standards enforced	% of complaints resolved within 40 days	74	74
		% of complaints resulting in a citation	15	15
		% of citizen complaints responded to within 3 working days	99	100
	Building permit applications processed in a timely manner	% of Commercial and Industrial applications decided with 30 days of submittal	90	90
		% of residential applications approved within 10 days of submittal	90	90
		% of express residential permits completed within 1 day	80	80
		% of inspections completed within 24 hours of request	95	95

**Program Performance Indicator Cont.:**

<b>Council Goals</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY10 Baseline</b>	<b>FY11 Target</b>
Preserve Hometown Feel, Livability and Environmental Quality	Citizen request/Inquiries are given timely attention	% of E-permits issued within 24 hours	99	99

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# Development Services Department

## Program: Urban Planning

### Program Description:

Staff in the Urban Planning Section: 1) strive to fulfill the Council goals for a safe community, excellent customer service, increased assessed value through quality development, and protection of Springfield's hometown character; 2) implement the Springfield Development Code, and State and Federal law related to land use and development within Springfield's jurisdiction; 3) prepare, amend and maintain the development code; 4) process administrative, quasi-judicial and legislative zoning and land use applications; 5) provide front-counter customer service on issues related to land use and development; 6) serve the City Council and Planning Commission on matters pertaining to the division's program; 7) collaborate with other public agencies, property owners and land developers to protect the public interest; and 8) assure that development review will be fast, fair, friendly, flexible and consistent with adopted laws, goals, standards and policies of the community.

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### Budget Highlights:

- Strategic Plan Goal: To preserve the hometown feel, livability and environmental quality. Outcome: Meet or exceed the number of applications completed within the Council target of 75 days with reduced staff; 90% of land use decisions will be issued within the Council target of 75 days; the remaining 10%, will be completed between 75 days and 120 days.
- Strategic Plan Goal: To enhance public safety. Outcome: The Development code standards are achieved.
- Update the Springfield Development Code for compliance with local legislative land use updates in response to HB3337 and other State and Federal regulations.
- Continue rapid process improvement of development procedures and implement innovative cost and time saving techniques such as Express Building Permits.
- Implement Acella and coordinate with Laser fiche and other software systems to improve application management by staff and improve public access to application status information.
- Continue to cultivate new development and staff Expedited Applications for major projects that serve the development community and the citizens of Springfield.
- Temporarily re-assign urban planners to respond to reduced Community Planning and Revitalization staffing levels and complete long-range planning projects required by State statutes.
- Continue high-level front counter staffing to assist owners, consultants and lenders in identifying and developing new projects in the recovering market.

### Service Level Changes:

No changes to service levels in FY11. However, reduced Urban Planning staffing levels and work share with Community Planning and Revitalization on long-range planning work may impact service levels if planning applications and land use activity increases.

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### Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY10 Baseline	FY11 Target
Encourage Community and Economic Development and Revitalization	Opportunities for affordable and decent housing are increased	Development review processes are streamlined to facilitate development of affordable housing and higher density housing	N/A	N/A
Preserve Hometown Feel, Livability and Environmental Quality	Development Applications processed in a timely manner	Type I application-% of applications processed within DSD target (30 days)	100	100
		Type II Applications-% of decisions issued within Council target (75 days)	100	90
		Type II Applications - % of applications ready for decisions within DSD target (60 days)	90	90
		Type III Applications - % of complete applications scheduled for hearing within 60 days	90	90
	Citizen Requests are Given Timely Attention	% of front counter requests responded to within 24 hours	99	99
		% of phone calls returned by end of the day	99	99
		% of phone calls returned within 24 hours	99	99
		% of e-mail requests responded to within 24 hours	99	99