

Development Services Department

Departmental Programs

- **Administration**
- **Comprehensive Planning and Housing (HOME)**
- **Comprehensive Planning and Housing (CDBG)**
- **Comprehensive Planning and Housing**
- **Community Services**
- **General Property Management**
- **Urban Planning**

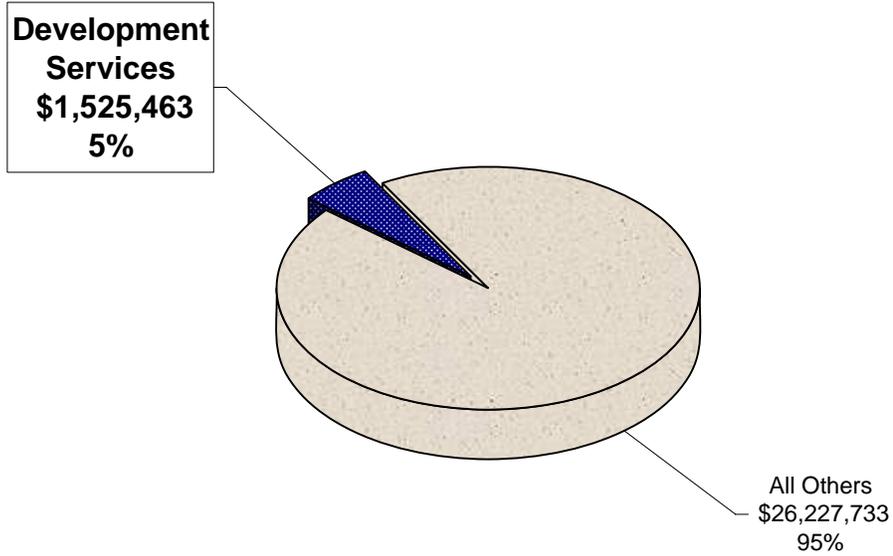
Department Description

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.

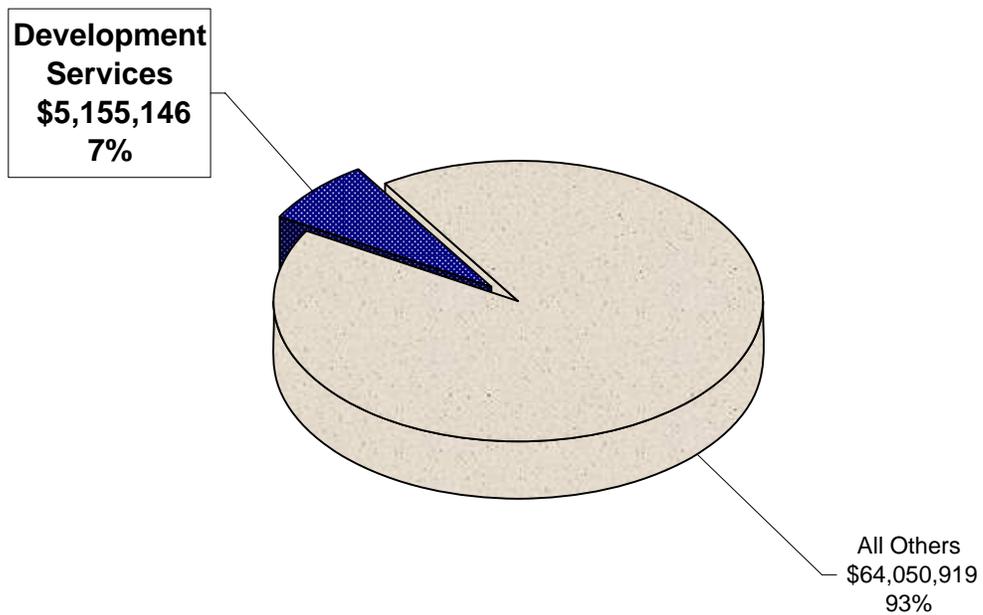
Mission

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.

FY07 OPERATING BUDGET - General Fund	\$ 27,753,196
Development Services:	\$ 1,525,463



FY07 OPERATING BUDGET - All Funds	\$ 69,206,065
Development Services:	\$ 5,155,146



Development Services Department

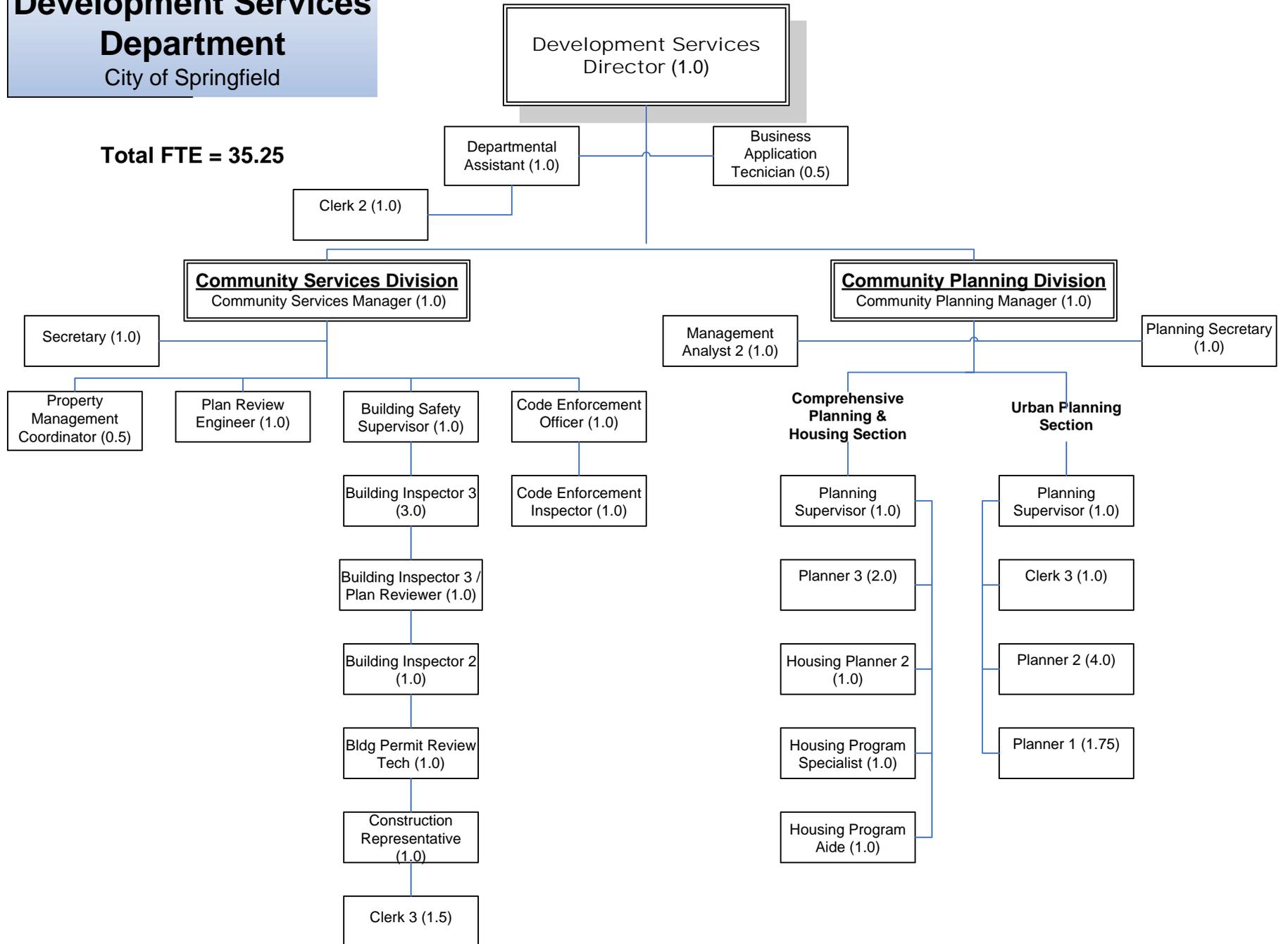
Financial Summary

	Actual FY04	Actual FY05	Adopted FY06	Adopted FY07
Expenditures by Category:				
Personal Services	\$ 2,627,576	\$ 2,506,301	\$ 2,554,137	\$ 2,744,086
Materials and Services	1,643,207	1,935,930	2,192,683	2,371,060
Capital Outlay	32,810	18,821	2,486	-
Total	\$ 4,303,593	\$ 4,461,052	\$ 4,749,306	\$ 5,115,146
Expenditures by Fund:				
General	\$ 1,975,406	\$ 1,302,195	\$ 1,458,010	\$ 1,525,463
Building	-	1,369,126	2,047,801	2,198,474
Booth-Kelly	243,204	242,075	332,275	343,414
Community Development Block Grant	558,387	577,770	647,057	815,881
Drainage Operation	-	-	30,531	33,690
Museum	63,315	27,174	-	-
Riverbend Development	542,068	308,594	-	-
SDC Administration	-	-	93,329	101,928
SDC Transportation Improvement	-	-	32	-
SDC Transportation Reimbursement	-	-	31	-
Sewer Operations	47,576	50,190	19,516	20,751
Sewer SDC	50,754	64,673	-	-
Special Revenue	531,261	301,296	4,129	1,962
Street	22,068	23,880	54,527	50,209
Transient Room Tax	203,781	111,449	41,268	49,974
Transportation SDC	53,810	66,292	-	-
Vehicle and Equipment	11,962	16,337	20,800	13,400
Total	\$ 4,303,593	\$ 4,461,052	\$ 4,749,306	\$ 5,155,146
Expenditures by Sub-Program:				
Administration	\$ 376,061	\$ 310,316	\$ 336,370	\$ 321,501
Community Development Block Grants:				
CDBG Administration	102,596	106,229	94,606	73,679
CDBG Planning	48,895	61,356	61,812	60,540
CDBG Projects	162,617	188,788	164,822	175,827
Emergency Home Repair	83,923	72,671	-	-
Housing Rehab Loans	160,357	148,726	98,200	75,479
Community Development				
Community Development				
HUD Home Grant	498,000	279,110	227,707	430,356
Comprehensive Planning	1,375,852	219,332	-	-
Special Revenue Fund (SHPO Grant)	11,204	2,186	4,039	1,962
Community Planning & Revitalization	-	299,980	296,658	430,986
Community Development	175,686	67,838	9,516	-
Museum Operations	120,666	67,743	7,960	8,638
Museum Capital	1,091	-	-	-
Economic Development	28,056	35	-	-
Sports Center	35	-	-	-
Community Services	885,776	1,604,136	2,312,312	2,531,259
General Property Management				
Booth-Kelly Operations	207,617	194,034	282,001	287,947
General Property Management	65,161	67,090	78,518	72,953
Urban Planning	-	771,481	774,785	684,019
Total	\$ 4,303,593	\$ 4,461,052	\$ 4,749,306	\$ 5,155,146

Development Services Department

City of Springfield

Total FTE = 35.25



Development Services Department

FTE Summary by Fund

Number of Full-Time Equivalents	Actual FY04	Actual FY05	Adopted FY06	Adopted FY07
General	24.60	15.20	15.61	16.95
Booth-Kelly	0.80	0.55	0.55	0.55
Building Code	0.00	9.69	9.86	11.11
Community Development Block Grant	4.72	3.88	4.55	4.21
Drainage Operation	0.00	0.00	0.32	0.32
Riverbend Development	1.00	3.00	0.00	0.00
SDC Administration	0.00	0.00	0.94	0.94
Sewer SDC	0.51	0.51	0.00	0.00
Sewer Operations	0.53	0.53	0.21	0.21
Special Revenue	0.77	0.67	0.00	0.00
Street	0.19	0.19	0.45	0.45
Transient Room Tax	2.36	1.01	0.51	0.51
Transportation SDC	0.52	0.52	0.00	0.00
Total Full-Time Equivalents	36.00	35.75	33.00	35.25

Position Summary

Job Title/Classification:	Actual FY04	Actual FY05	Adopted FY06	Adopted FY07
Building Inspector 2	1.00	1.00	1.00	1.00
Building Inspector 3	2.00	2.00	2.00	3.00
Building Permit Review Technician	1.00	1.00	1.00	1.00
Building Safety Supervisor	1.00	1.00	1.00	1.00
Business Application Technician	0.00	0.00	0.50	0.50
Clerk 2	1.00	1.00	0.00	1.00
Clerk 3	2.25	2.25	2.25	2.50
Code Enforcement Inspector	1.00	1.00	1.00	1.00
Code Enforcement Officer	1.00	1.00	1.00	1.00
Community/Economic Development Manager	1.00	0.00	0.00	0.00
Community Services Manager	1.00	1.00	1.00	1.00
Construction Representative	1.00	1.00	1.00	1.00

Job Title/Classification, Continued:	Actual FY04	Actual FY05	Adopted FY06	Adopted FY07
Departmental Assistant	1.00	1.00	1.00	1.00
Development Services Director	1.00	1.00	1.00	1.00
Housing Programs Aide	1.00	1.00	1.00	1.00
Housing Programs Assistant	1.00	1.00	1.00	0.00
Housing Programs Specialist	1.00	1.00	1.00	1.00
Management Analyst 2	0.00	0.00	0.00	1.00
Museum Coordinator	0.75	0.50	0.00	0.00
Planner 1	2.00	2.00	1.00	1.75
Planner 2	6.00	6.00	5.00	5.00
Planner 3	2.00	3.00	2.00	2.00
Planning Manager	1.00	1.00	2.00	1.00
Planning Supervisor	1.00	1.00	1.00	2.00
Planning Technician	0.50	0.50	0.75	0.00
Plans Examiner	1.00	1.00	1.00	1.00
Property Management Coordinator	0.50	0.50	0.50	0.50
Secretary	2.00	2.00	2.00	2.00
Senior Building Inspector	1.00	1.00	1.00	1.00
Total Full-Time Equivalents	36.00	35.75	33.00	35.25

Development Services Department

Program: Administration

Program Description:

Administration staff: (1) guide overall Department programs, functions and activities to ensure efficient delivery of development services including planning, zoning and land development administration; (2) complete building safety reviews, nuisance and other general code enforcement actions; (3) manage the Booth-Kelly facility; (4) manage Community Development Block Grant, housing and redevelopment activities; (5) assist with urban renewal and economic development activities managed by the City Manager's Office; and (6) coordinate regional planning activities with Eugene, Lane County, Lane Council of Governments and affected state agencies.

Budget Highlights and Service Level Changes:

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
- ◆ Provide high-level project coordination for the PeaceHealth regional medical facility under construction at RiverBend, under an existing Memorandum of Agreement
- ◆ Provide high-level project coordination for the evolving public-private partnership between the City, Willamalane Park and Recreation District and a pioneer family
- ◆ 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 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, regional transportation planning and funding, and the Region 2050 visioning study
- ◆ Direct utilization and enhancements to the Tidemark permit tracking system to integrate permit review between Planning, Building and Public Works to improve operational efficiency and customer service

Service Level Changes: No impact to FY07 General Fund.

Program Outcomes and Indicators:	Actual FY04	Actual FY05	Estimated FY06	Adopted FY07
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Establish and monitor Departmental workplan

◆ Update and monitor Department work plan	Complete	Complete	Ongoing	Ongoing
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Evaluate the performance of Departmental employees

◆ Performance evaluations completed	37	35	35	35
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Prudently manage City resources

◆ Percent General Fund Operating Budget Unspent	23%	10%	5%	5%
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Maintain high level of communications within the Department and outreach to the community

◆ Hold regular Department meetings	Ongoing	Ongoing	Ongoing	Ongoing
◆ Periodically engage conversations with stakeholders	N/A	N/A	Commenced	Ongoing

Development Services Department

Program: Comprehensive Planning & Housing Section (HOME)

Program Description:

Staff in the Comprehensive Planning & Housing Section coordinate community development effort; help increase tourism activity and opportunities in the City, and provide prompt, courteous and effective customer service at the front counter. The Springfield HOME program provides financial assistance to non-profit and for-profit housing developers that create affordable housing for low-income Springfield residents. The City's HOME Program is funded by a HUD grant made available through the Eugene-Springfield Consortium.

Budget Highlights and Service Level Changes:

Highlights:

- ◆ Will receive \$438,642 HOME funding allocation in Federal FY06
- ◆ The Springfield Home Ownership Program will assist approximately 40 low-income households with down-payment assistance for the purchase of their first home
- ◆ Will provide \$674,541 in FY06 and FY07 HOME funds to St. Vincent dePaul for the development of the Royal Building mixed use project in downtown
- ◆ Will provide approximately \$21,932 home funding to four area Community Housing Development Organizations

Service Level Changes: No impact to FY07 General Fund.

Program Outcomes and Indicators:	Actual FY04	Actual FY05	Estimated FY06	Adopted FY07
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Low-income households are provided with home ownership opportunities

◆ Percent of affordable* housing stock in Springfield purchased using SHOP funds	14%	13%	16%	18%
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*Affordable is defined as a single-family house with a selling price of less than \$128,000

Low-income households aware of SHOP

◆ Number of lenders using SHOP	45	37	44	45
◆ Number of realtors using SHOP	65	55	58	60

Development Services Department

Program: Comprehensive Planning & Housing (Community Development Block Grants - CDBG)

Program Description:

Administer the CDBG 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.

Budget Highlights and Service Level Changes:

Highlights:

- ◆ Will receive \$629,375 CDBG funding allocation in Federal FY06
- ◆ Will provide \$94,406 to the Intergovernmental Human Services Commission to be re-allocated among area service providers
- ◆ Will provide approximately \$244,094 to community and economic development projects
- ◆ Will perform approximately 155 emergency home repairs for very low-income households
- ◆ Will assist approximately 30 very low-income households with emergency rental assistance

Service Level Changes: No impact to FY07 General Fund but less support to CDBG programs

Program Outcomes and Indicators:	Actual FY04	Actual FY05	Estimated FY06	Adopted FY07
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City's housing stock complies with Building Safety Code

◆ Percent of units that still meet housing quality standards 3 years or more after CDBG rehabilitation	95%	95%	97%	97%
◆ Percent of available CDBG funds used for housing stock improvement	26%	40%	40%	30%
◆ Percent of available CDBG funds used for Community Development activities (streets, parks, public facilities and downtown revitalization)	74%	60%	60%	70%

Manages program in compliance with grant requirements

◆ Number of Single Audit Findings or Questioned Costs Reported by the auditors	0	0	0	0
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Development Services Department

Program: Comprehensive Planning & Housing

Program Description:

Program responsibilities in the Comprehensive Planning & Housing 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.

Budget Highlights and Service Level Changes:

Highlights:

- ◆ Complete commercial and industrial buildable lands analysis; begin implementation of designating new sites
- ◆ Prepare Residential Lands Inventory analysis; prepare policy evaluation; implement Council direction
- ◆ Implement new Goal 12 Transportation Rules
- ◆ Complete Jasper/Natron Specific Plan
- ◆ Continue stake-holder process for I-5 Bridge and off-ramps project at Franklin Boulevard
- ◆ Continue implementation of nodal development designations
- ◆ Reformat Springfield Development Code

Service Level Changes: CDBG reduced by 15%; reclassified Housing Assistant to Management Analyst II to oversee Department budget; conduct cost/benefit analyses on land use actions, annexations and Urban Growth Boundary (UGB) expansions

Program Outcomes and Indicators:	Actual FY04	Actual FY05	Estimated FY06	Adopted FY07
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Assigned periodic review tasks completed

◆ Public Facilities Plan	100%	Completed	Completed	Completed
◆ Urban Reserve Rule	100%	Completed	Completed	Completed
◆ Commercial Lands Implementation	25%	25%	100%	Completed
◆ Natural Resources	25%	75%	100%	Completed
◆ Wellhead Protection Plan	50%	100%	100%	Completed
◆ Metro Plan Housekeeping	50%	100%	100%	Completed
◆ Wetlands Plan	50%	75%	100%	Completed

**Program Outcomes and Indicators:
continued**

	Actual FY04	Actual FY05	Estimated FY06	Adopted FY07
Special projects assigned				
♦ Glenwood Riverfront Plan	25%	75%	100%	Completed
♦ SDC Amendments – Art. 40&41	25%	100%	Completed	Completed
♦ Commercial Building Design Regs.	15%	25%	50%	100%
♦ Mohawk Node Adoption	N/A	25%	100%	Completed
♦ Downtown Node Adoption	25%	50%	100%	Completed
♦ Jasper/Natron Plan Adoption	50%	75%	75%	100%
♦ Ballot Measure 37 Implementation	N/A	100%	Completed	Completed
♦ I-5 Willamette River Bridge Ramps	N/A	10%	40%	100%
♦ Commercial Industrial Buildable Lands	N/A	50%	75%	100%
♦ Residential Lands Inventory	N/A	25%	50%	100%
♦ Nodal Development	25%	50%	50%	75%

Development Services Department

Program: Community Services

Program Description:

Staff in the Community Services Division: 1) provide services designed 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.

Budget Highlights and Service Level Changes:

Highlights:

- ◆ Maintain targeted plan review turnaround times for both residential and commercial construction despite significant increase in building activity
- ◆ Provide permit and inspection services for new development with an estimated valuation exceeding \$400,000,000
- ◆ Implement an off-site permit issuance and billing system to further streamline and enhance the City’s permitting system
- ◆ Continue to make use of the division’s customer service survey to get more responsive feedback from contractors and developers who utilize permit and inspection services
- ◆ Complete yearly update of the Springfield Sign Code
- ◆ Continue to upgrade the Tidemark permit tracking software system for building services and code enforcement; to better meet the needs of our customers, implement a direct link connection from the permit and tracking system to the City’s GIS system
- ◆ Conduct over 20,000 building safety inspections and respond to 2,300 nuisance, land use or enforcement actions
- ◆ Complete four facility improvement projects at the Booth-Kelly Center

Service Level Changes: No FY07 General Fund changes

Program Outcomes and Indicators:	Actual FY04	Actual FY05	Estimated FY06	Adopted FY07
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Process building plans efficiently within targeted timeframes

◆ Percent of residential plan reviews completed within 10 working days	80%	85%	80%	90%
◆ Percent of commercial/industrial plan reviews completed within 12 working days	60%	70%	75%	90%

**Program Outcomes and Indicators:
continued**

Actual FY04	Actual FY05	Estimated FY06	Adopted FY07
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Assist the construction industry and general public with information relevant to the State/City's building safety regulations with a courteous, friendly and helpful attitude both in the field and office

◆ Percent of survey respondents who were satisfied with the timeliness of plan review and inspection services received	100%	95%	N/A	N/A
◆ Percent of survey respondents who felt satisfied with the information, helpful attitude and courteousness received from work unit	100%	99%	N/A	N/A
◆ Percent of survey respondents who rate permit and inspection services as excellent	70%	70%	70%	N/A

Note: Beginning in 2005 a new survey was used, asking customers to rate building services from poor, not good, good, very good and excellent)

◆ Survey rating of the of timeliness of commercial, industrial and residential plan review	N/A	N/A	Very Good	Excellent
◆ Survey rating of inspection services received	N/A	N/A	Excellent	Excellent
◆ Survey rating of interaction with staff regarding knowledge, courteousness and completeness of information provided	N/A	N/A	Excellent	Excellent
◆ Survey rating regarding consistency of information provided by staff	N/A	N/A	Very Good	Excellent
◆ Survey rating of the level of assistance provided by reception staff	N/A	N/A	Excellent	Excellent

**Program Outcomes and Indicators:
continued**

Actual FY04	Actual FY05	Estimated FY06	Adopted FY07
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The Booth-Kelly Center is effectively managed and maintained

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|---|-----|-----|-----|-----|
| ◆ Percent of tenant respondents who felt satisfied with city's response to individual tenant space issues or concerns | 80% | 90% | 95% | 95% |
|---|-----|-----|-----|-----|

Resolve complaints by voluntary compliance and correction of code violations

- | | | | | |
|--|-----|-----|-----|-----|
| ◆ Percent of violations corrected following the first written notice | 60% | 64% | 66% | 68% |
| ◆ Percent of violations corrected following warning citation | 58% | 66% | 68% | 70% |

Provide efficient and effective inspection services

- | | | | | |
|--|------|-----|-----|-----|
| ◆ Percent of building safety inspections conducted within 24 hours of inspection request | 99% | 99% | 99% | 99% |
| ◆ Percent of survey respondents who reported their inspections were approved no later than the second inspector site visit | 100% | N/A | N/A | N/A |

Development Services Department

Program: General Property Management

Program Description:

General Property Management: 1) manages City-owned property to protect and enhance the City's investment and, where possible, utilize properties to maximize the City's return; 2) assists other departments in real property matters.

Budget Highlights and Service Level Changes:

Highlights:

- ◆ Continue to manage City-owned property and assist other departments in the purchase, lease, or sale of other-than-foreclosed property
- ◆ Enhance the City's ability to lease vacant space in the Booth-Kelly Center by dividing existing large warehouse space into smaller manufacturing spaces
- ◆ Assist in the acquisition of properties for various City projects
- ◆ Acquire Public Utility Easements for Glenwood and the Mountain Gate sewer projects

Service Level Changes: None

Program Outcomes and Indicators:	Actual FY04	Actual FY05	Estimated FY06	Adopted FY07
Administer leases of City-owned property other than the Booth-Kelly Center				
◆ Monitor existing leases and negotiate lease renewals	4	5	4	5
Negotiate and assist in the purchase or sale of other-than-foreclosed property				
◆ Provide City-wide assistance in real property matters	12 cases	15 cases	16 cases	12 cases

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 and fee schedule; 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 goals, standards and policies of the community.

Budget Highlights and Service Level Changes:

Highlights:

- ◆ Continue to implement mandatory pre-submittal meetings for key land use applications. Subsequent applications submitted to the City are more complete and more accurate resulting in better reviews, fewer delays and quicker turnaround times
- ◆ Institute more efficient business practices for application processing procedures thereby reducing waiting time and paperwork
- ◆ Update the format for staff reports that incorporate new business practices improving efficiency and reducing paper and processing time
- ◆ Update the Springfield Development Code and all land use applications on the City's web page for easy access and downloading by customers
- ◆ Meet or exceed the number of applications completed within the Council target of 75 days; 80% of land use decisions will be issued within the Council target of 75 days; of the remaining 20%, one quarter will be completed between 75 days and 120 days
- ◆ Complete timely review of discretionary land use applications that are expect to increase from 400 in FY06 to 500 in FY07
- ◆ Modify business practices and application forms for improved customer service
- ◆ Continued high-level front counter staffing will result in improved communication with applicants and developers
- ◆ Continue to implement Tidemark permit-tracking software to greatly enhance application management and tracking by staff while simultaneously allowing the public access to view status of applications
- ◆ Increase the cost recovery for the land use review program as determined by City Council

Service Level Changes: The Urban Planning Section is now headed by a Planning Supervisor under direction of a single Planning Manager. Reorganization of two divisions into two sections of one division with a single Planning Manager results in a General Fund savings of approximately \$8,200

Program Outcomes and Indicators:	Actual FY04	Actual FY05	Estimated FY06	Adopted FY07
Provide timely customer service				
♦ Respond to customer requests within 24 hours	75%	70%	60%	70%
♦ Return phone calls the same day as received	85%	75%	60%	70%
Provide land use decisions within statutory and Council goals				
♦ Process land use decisions within Council goal (75 days)	92%	81%	88%	80%