

# Development Services Department

## Departmental Programs

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

## *Department Description*

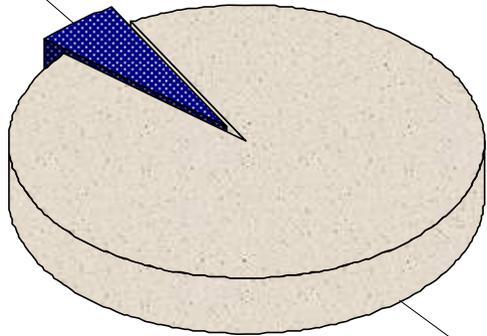
The Development Services Department (DSD) provides direction, coordination and support for metropolitan land use planning, property management, and development approval processes. The Department also oversees the operation of the Booth-Kelly Center. DSD actively works for increased housing, business, 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.

<b>FY08 OPERATING BUDGET – General Fund</b>	<b>\$ 29,152,101</b>
<b>Development Services:</b>	<b>\$ 1,673,021</b>

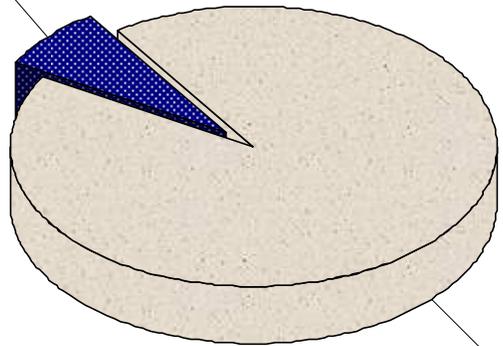
**Development Services**  
**\$1,673,021**  
**6%**



**All Others**  
**\$27,479,080**  
**94%**

<b>FY08 OPERATING BUDGET – All Funds</b>	<b>\$72,133,466</b>
<b>Development Services:</b>	<b>\$5,165,613</b>

**Development Services**  
**\$5,165,613**  
**7%**



**All Others**  
**\$66,967,853**  
**93%**

# Development Services Department

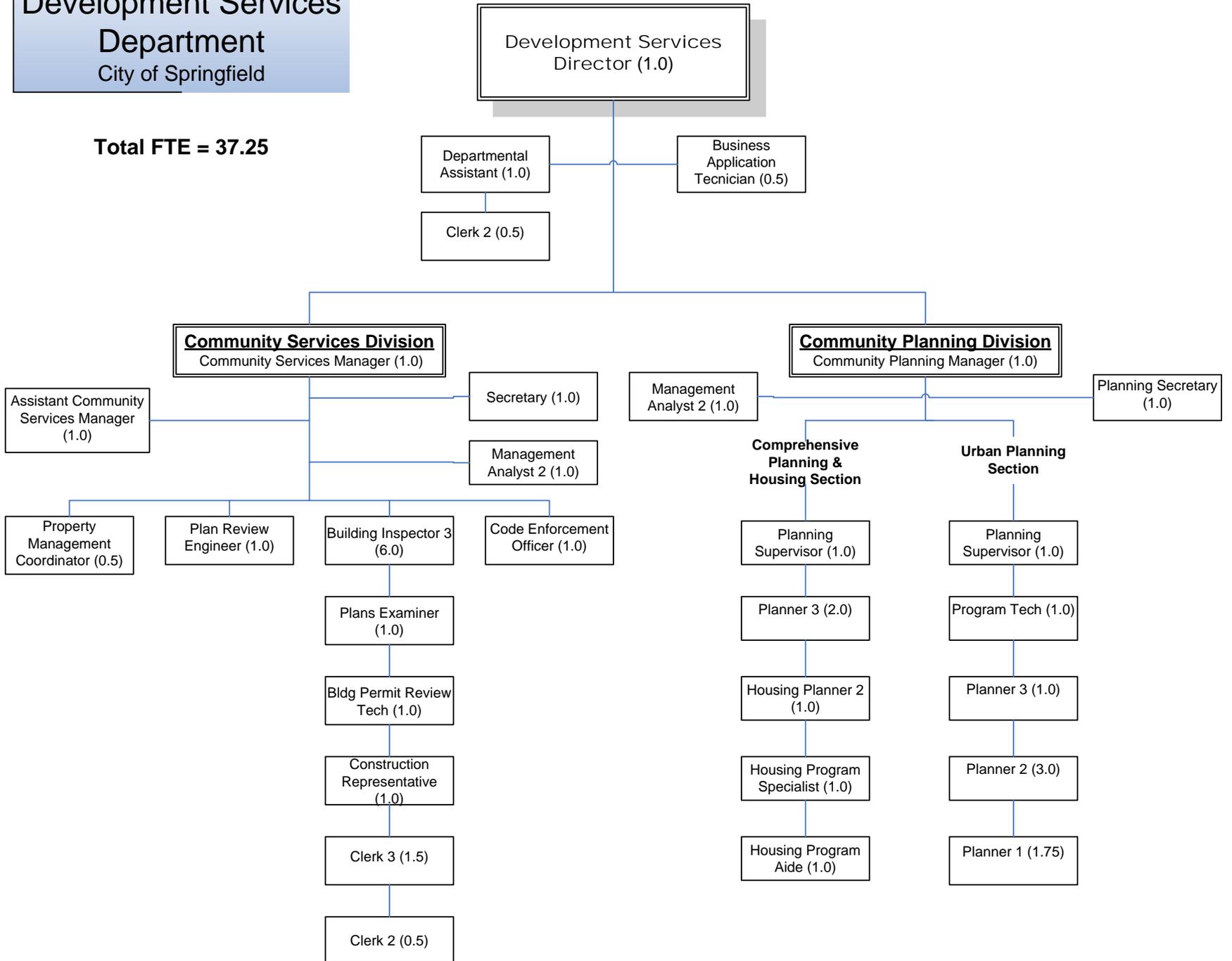
## Financial Summary

	Actual FY05	Actual FY06	Amended FY07*	Adopted FY08
<b>Expenditures by Category:</b>				
Personal Services	\$2,506,301	\$2,554,766	\$2,784,086	\$3,007,208
Materials and Services	1,935,930	2,119,043	3,790,159	2,138,405
Capital Outlay	18,821	-	-	20,000
<b>Total</b>	<b><u>\$4,461,052</u></b>	<b><u>\$4,673,810</u></b>	<b><u>\$6,574,245</u></b>	<b><u>\$5,165,613</u></b>
<b>Expenditures by Fund:</b>				
General	\$1,302,195	\$1,412,394	\$1,593,321	\$1,673,021
Building	1,369,126	1,875,345	2,198,474	2,410,195
Booth-Kelly	242,075	290,404	335,214	324,486
Community Development Block Grant	577,770	839,438	2,157,071	469,182
Drainage Operation	-	28,812	33,690	33,367
Museum	27,174	-	-	-
Riverbend Development	308,594	3,107	-	-
SDC Administration	-	93,392	101,928	103,559
Sewer Operations	50,190	18,321	20,751	21,833
Sewer SDC	64,673	-	-	-
Special Revenue	301,296	4,735	20,213	3,000
Street	23,880	53,762	50,209	55,245
Transient Room Tax	111,449	40,593	49,974	46,125
Transportation SDC	66,292	-	-	-
Vehicle and Equipment	16,337	13,507	13,400	25,600
<b>Total</b>	<b><u>\$4,461,052</u></b>	<b><u>\$4,673,810</u></b>	<b><u>\$6,574,245</u></b>	<b><u>\$5,165,613</u></b>
<b>Expenditures by Sub-Program:</b>				
Administration	\$ 310,316	\$ 322,608	\$ 321,501	\$ 376,523
Community Development Block Grants:				
CDBG Administration	106,229	102,179	73,679	73,318
CDBG Planning	61,356	53,980	60,540	61,260
CDBG Projects	188,788	155,468	387,422	156,631
Emergency Home Repair	72,671	67,582	72,000	-
Housing Rehab Loans	148,726	114,532	97,445	75,681
Community Development				
Community Development				
HUD Home Grant	279,110	347,418	1,480,361	102,292
Comprehensive Planning	219,332	-	(8,200)	-
Special Revenue Fund (SHPO Grant)	2,186	3,015	5,837	3,000
Community Planning & Revitalization	299,980	338,730	473,234	497,615
Community Development	67,838	9,530	-	-
Museum Operations	67,743	6,191	8,638	11,155
Economic Development	35	-	-	-
Downtown Program	-	-	-	40,000
Community Services	1,604,136	2,130,698	2,531,259	2,712,894
General Property Management				
Booth-Kelly Operations	194,034	234,792	287,947	251,203
General Property Management	67,090	68,779	72,953	90,806
Urban Planning	771,481	718,308	709,629	713,235
<b>Total</b>	<b><u>\$4,461,052</u></b>	<b><u>\$4,673,810</u></b>	<b><u>\$6,574,245</u></b>	<b><u>\$5,165,613</u></b>

\* Amended as of June 4, 2007

**Development Services  
Department**  
City of Springfield

**Total FTE = 37.25**



## Development Services Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Actual FY05	Adopted FY06	Adopted FY07	Adopted FY08
General	15.20	15.61	16.95	16.55
Booth-Kelly	0.55	0.55	0.55	0.55
Building Code Permits	9.69	9.86	11.11	13.51
Community Development Block Grant	3.88	4.55	4.21	4.21
Drainage Operation	0.00	0.32	0.32	0.32
Riverbend Development	3.00	0.00	0.00	0.00
SDC Administration	0.00	0.94	0.94	0.94
Sewer SDC	0.51	0.00	0.00	0.00
Sewer Operations	0.53	0.21	0.21	0.21
Special Revenue	0.67	0.00	0.00	0.00
Street	0.19	0.45	0.45	0.45
Transient Room Tax	1.01	0.51	0.51	0.51
Transportation SDC	0.52	0.00	0.00	0.00
<b>Total Full-Time Equivalents</b>	<b>35.75</b>	<b>33.00</b>	<b>35.25</b>	<b>37.25</b>

### Position Summary

Job Title/Classification:	Actual FY05	Adopted FY06	Adopted FY07	Adopted FY08
Building Inspector 2	1.00	1.00	1.00	0.00
Building Inspector 3	2.00	2.00	3.00	6.00
Building Permit Review Technician	1.00	1.00	1.00	1.00
Building Safety Supervisor	1.00	1.00	1.00	0.00
Business Application Technician	0.00	0.50	0.50	0.50
Clerk 2	1.00	0.00	1.00	1.00
Clerk 3	2.25	2.25	2.50	1.50
Code Enforcement Inspector	1.00	1.00	1.00	1.00
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	1.00	1.00	1.00
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	0.00	0.00
Housing Programs Specialist	1.00	1.00	1.00	1.00

<b>Job Title/Classification:</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>
	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>
Management Analyst 2	0.00	0.00	1.00	2.00
Museum Coordinator	0.50	0.00	0.00	0.00
Planner 1	2.00	1.00	1.75	1.75
Planner 2	6.00	5.00	5.00	4.00
Planner 3	3.00	2.00	2.00	3.00
Planning Manager	1.00	2.00	1.00	1.00
Planning Supervisor	1.00	1.00	2.00	2.00
Planning Technician	0.50	0.75	0.00	0.00
Plans Examiner	1.00	1.00	1.00	1.00
Plans Review Engineer	0.00	0.00	0.00	1.00
Program Technician	0.00	0.00	0.00	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	0.00
<b>Total Full-Time Equivalents</b>	<b>35.75</b>	<b>33.00</b>	<b>35.25</b>	<b>37.25</b>

## 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.

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### **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
- Continue to 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
- Provide supervision for the Laserfiche' scanning position for the Development Services and Public Works Departments.

**Service Level Changes:** No impact to FY08 General Fund.

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<b>Program Outcomes and Indicators:</b>	<b>Actual FY05</b>	<b>Actual FY06</b>	<b>Estimated FY07</b>	<b>Adopted FY08</b>
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**Establish and monitor Departmental workplan**

- |   |          |          |         |         |
|---|----------|----------|---------|---------|
| • Update and monitor Department work plan | Complete | Complete | Ongoing | Ongoing |
|---|----------|----------|---------|---------|

**Evaluate the performance of Departmental employees**

- |                                     |    |    |    |    |
|-------------------------------------|----|----|----|----|
| • Performance evaluations completed | 35 | 35 | 35 | 36 |
|-------------------------------------|----|----|----|----|

**Prudently manage City resources**

- |   |     |    |    |    |
|---|-----|----|----|----|
| • Percent General Fund Operating Budget Unspent | 10% | 5% | 5% | 5% |
|---|-----|----|----|----|

**Maintain high level of communications within the Department and outreach to the community**

- |   |         |         |           |         |
|---|---------|---------|-----------|---------|
| • Hold regular Department meetings                    | Ongoing | Ongoing | Ongoing   | Ongoing |
|   | N/A     | Ongoing | Commenced | Ongoing |
| • Periodically engage conversations with stakeholders |         |         |           |         |

## Development Services Department

**Program:** Community Planning & Revitalization Section (HOME)

**Program Description:**

Staff in the Community Planning & Revitalization 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 approximately \$439,000 funding allocation in Federal FY07
- The Springfield Home Ownership Program will assist approximately 30 low-income households with down-payment assistance for the purchase of their first home
- Will provide approximately \$21,900 in home funding to four area Community Housing Development Organizations
- Will see the completion of the St. Vincent de Paul downtown mid-rise with 33 units of affordable rental housing in the downtown
- Will see the completion of the 8 affordable home ownership units through NEDCO and Habitat for Humanity

**Service Level Changes:** No impact to FY08 General Fund.

<i><b>Program Outcomes and Indicators:</b></i>	<b>Actual FY05</b>	<b>Actual FY06</b>	<b>Estimated FY07</b>	<b>Adopted FY08</b>
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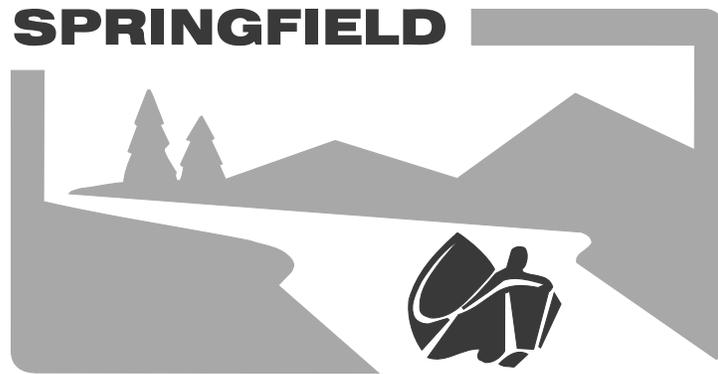
**Low-income households are provided with home ownership opportunities**

<ul style="list-style-type: none"> <li>• Percent of affordable* housing stock in Springfield purchased using SHOP funds</li> </ul>	13%	11%	14%	14%
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\*Affordable is defined as a single-family house with a selling price of less than \$155,000 for FY08

**Low-income households aware of SHOP**

<ul style="list-style-type: none"> <li>• Number of lenders using SHOP</li> <li>• Number of realtors using SHOP</li> </ul>	37	44	40	45
	55	58	61	60



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## Development Services Department

**Program:** Community Planning & Revitalization  
(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 approximately \$629,000 CDBG funding allocation in Federal FY07
- Will provide approximately \$94,406 to the Intergovernmental Human Services Commission to be re-allocated among area service providers
- Will provide approximately \$250,000 to community and economic development projects
- Will perform approximately 125 emergency home repairs for very low-income households
- Will assist approximately 35 very low-income households with emergency rental assistance

**Service Level Changes:** No impact to FY08 General Fund but less support to CDBG programs

<i>Program Outcomes and Indicators:</i>	Actual FY05	Actual FY06	Estimated FY07	Adopted FY08
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**City's housing stock complies with Building Safety Code**

<ul style="list-style-type: none"> <li>• Percent of units that still meet housing quality standards 3 years or more after CDBG rehabilitation</li> </ul>	95%	95%	97%	97%
<ul style="list-style-type: none"> <li>• Percent of available CDBG funds used for housing stock improvement</li> </ul>	40%	40%	30%	30%
<ul style="list-style-type: none"> <li>• Percent of available CDBG funds used for Community Development activities (streets, parks, public facilities and downtown revitalization)</li> </ul>	60%	60%	70%	70%

***Program Outcomes and Indicators:***  
***Continued:***

<b>Actual FY05</b>	<b>Actual FY06</b>	<b>Estimated FY07</b>	<b>Adopted FY08</b>
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**Manages program in compliance with grant requirements**

- Number of Single Audit Findings or Questioned Costs Reported by the auditors                      0                      0                      0                      0

## 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.

**Budget Highlights and Service Level Changes:**

**Highlights:**

- Follow-up the Commercial and Industrial Buildable Lands Study; complete the land supply inventory, conduct a future needs analysis; designate lands required for future development
- Complete the Residential Land Study; prepare policy evaluation; implement Council direction
- Update TransPlan and implement new state Goal 12 Transportation Rules
- Provide planning support for Glenwood Riverfront development initiatives sponsored by SEDA
- Initiate planning for a Downtown Urban Renewal District and associated revitalization plan
- Continue planning support for the new I-5 Bridge and interchange improvements
- Continue implementation of nodal development designations
- Complete the reformatting of the Springfield Development Code and begin policy updates

**Service Level Changes:** No changes are proposed. Expanded planning support for the remainder of the Glenwood project may be funded at up to 2.5 FTE.

<i>Program Outcomes and Indicators:</i>	<b>Actual FY05</b>	<b>Actual FY06</b>	<b>Estimated FY07</b>	<b>Adopted FY08</b>
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**Assigned periodic review tasks completed**

Commercial Lands Study (Implementation)	N/A	25%	50%	75%
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**Program Outcomes and Indicators:  
Continued**

	<b>Actual FY05</b>	<b>Actual FY06</b>	<b>Estimated FY07</b>	<b>Adopted FY08</b>
<b>Special projects assigned</b>				
• Commercial Building Design Regs.	15%	25%	50%	50%
• Jasper/Natron Plan Adoption	50%	75%	75%	75%
• I-5 Willamette River Bridge/Ramps	10%	40%	40%	75%
• Commercial Industrial Buildable Lands	N/A	50%	75%	75%
• Residential Lands Study	N/A	25%	50%	75%
• Nodal Development	50%	50%	75%	100%
• Development Code Reformatting	N/A	50%	100%	Completed
• Development Code Policy Update	N/A	N/A	10%	25%
• Downtown Urban Renewal Plan	N/A	N/A	50%	100%
• Update TransPlan	N/A	N/A	25%	100%
• Implement Goal 12 Transportation Rules	N/A	N/A	N/A	25%
• SEDA support Glenwood Riverfront	N/A	N/A	10%	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.

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#### **Budget Highlights and Service Level Changes:**

##### **Highlights:**

- Maintained adequate plan review turnaround times for both residential and commercial construction despite significant increase in building activity and the absence of three key staff members for an extended period of time
- Provided permit and inspection services for new development with an estimated valuation exceeding \$130,000,000
- Implemented an on-line permit system to further streamline and enhance the City's permitting system
- Continued 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
- Continued to upgrade the Tidemark permit tracking software system for building services and code enforcement; implemented a direct link connection from the permit and tracking system to the City's GIS system
- Conducted over 30,000 building safety inspections and respond to 3,000 nuisance, land use or enforcement actions
- Completed three facility improvement projects at the Booth-Kelly Center

**Service Level Changes:** Increased Community Services staffing by 2.5 FTE with no impact to the FY08 General Fund.

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**Program Outcomes and Indicators:**

Actual FY05	Actual FY06	Estimated FY07	Adopted FY08
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**Process building plans efficiently within targeted timeframes**

• Percent of residential plan reviews completed within 10 working days	85%	85%	70%	95%
•				
• Percent of commercial/industrial plan reviews completed within 12 working days	70%	65%	70%	90%

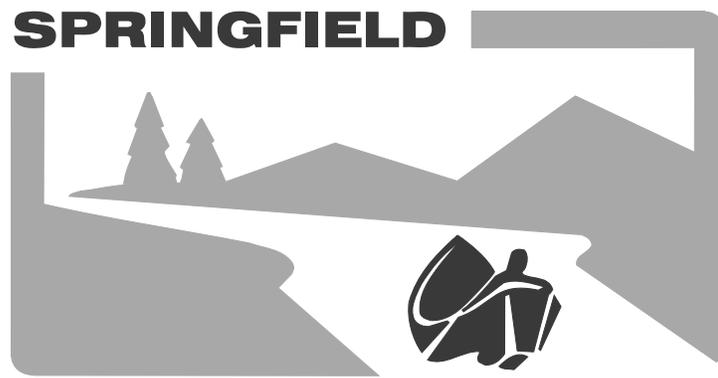
**Assist the construction industry and general public with information relevant to the State/City's building safety regulations with a courteous, friendly and helpful attitude both in the field and office**

• Percent of survey respondents who were satisfied with the timeliness of plan review and inspection services received	95%	N/A	N/A	N/A
• Percent of survey respondents who felt satisfied with the information, helpful attitude and courteousness received from work unit	95%	N/A	N/A	N/A
• Percent of survey respondents who rate permit and inspection services as excellent	70%	N/A	N/A	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	Very Good	Good	Excellent
• Survey rating of inspection services received	N/A	Excellent	Excellent	Excellent
• Survey rating of interaction with staff regarding knowledge, courteousness and completeness of information provided	N/A	Excellent	Excellent	Excellent

<b>Program Outcomes and Indicators: Continued:</b>	<b>Actual FY05</b>	<b>Actual FY06</b>	<b>Estimated FY07</b>	<b>Adopted FY08</b>
<ul style="list-style-type: none"> <li>• Survey rating regarding consistency of information provided by staff</li> </ul>	N/A	Very Good	Very Good	Excellent
<ul style="list-style-type: none"> <li>• Survey rating of the level of assistance provided by reception staff</li> </ul>	N/A	Excellent	Excellent	Excellent
<b>The Booth-Kelly Center is effectively managed and maintained</b>				
<ul style="list-style-type: none"> <li>• Percent of tenant respondents who felt satisfied with city's response to individual tenant space issues or concerns</li> </ul>	90%	90%	95%	95%
<b>Resolve complaints by voluntary compliance and correction of code violations</b>				
<ul style="list-style-type: none"> <li>• Percent of violations corrected following the first written notice</li> </ul>	64%	66%	66%	68%
<ul style="list-style-type: none"> <li>• Percent of violations corrected following warning citation</li> </ul>	66%	66%	68%	70%
<b>Provide efficient and effective inspection services</b>				
<ul style="list-style-type: none"> <li>• Percent of building safety inspections conducted within 24 hours of inspection request</li> </ul>	99%	99%	99%	99%
<ul style="list-style-type: none"> <li>• Percent of survey respondents who reported their inspections were approved no later than the second inspector site visit</li> </ul>	N/A	N/A	N/A	N/A



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## 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

<i>Program Outcomes and Indicators:</i>	Actual FY05	Actual FY06	Estimated FY07	Adopted FY08
<b>Administer leases of City-owned property other than the Booth-Kelly Center</b>				
<ul style="list-style-type: none"> <li>• Monitor existing leases and negotiate lease renewals</li> </ul>	5	6	5	6
<b>Negotiate and assist in the purchase or sale of other-than-foreclosed property</b>				
<ul style="list-style-type: none"> <li>• Provide City-wide assistance in real property matters</li> </ul>	15 cases	16 cases	12 cases	13 cases



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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 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.

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**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; 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
- 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:** No changes to service levels are anticipated for FY08.

<b><i>Program Outcomes and Indicators:</i></b>	<b>Actual FY05</b>	<b>Actual FY06</b>	<b>Estimated FY07</b>	<b>Adopted FY08</b>
<b>Provide timely customer service</b>				
• Respond to customer requests within 24 hours	70%	85%	85%	88%
• Return phone calls the same day if received before 3 PM	75%	90%	90%	80%
<b>Provide land use decisions within statutory and Council goals</b>				
• Process land use decisions within Council goal (75 days)	81%	90%	90%	85%