

ZONING AND NUISANCE ADMINISTRATION

Service Description

Zoning and Nuisance Administration staff provides information to the general public and individuals affiliated with specific development projects; reviews land use applications; determines use compatibility; and investigates complaints and enforces compliance in the areas of tree and natural resource preservation, nuisance standards such as junk and debris, development standards for property and buildings, smoking standards, camping, lighting, signs and such zoning issues as animals and home occupations. Staff administers standards primarily from chapters six and nine of the **Eugene Code**.

Staff investigated 430 complaints and reviewed 65 land use applications in fiscal year 2007.

The Zoning and Nuisance Administration service in FY08 had a total budget of \$688,718 supported by 7.35 FTE.

Historic Perspective

1948 First zoning code.
1968 First comprehensive zoning ordinance including sign code.
1990 Sign code rewrite adopted.
1994 Parking lot landscape standards adopted.
2001 *Land Use Code Update* (LUCU) adopted, and then put on hold by Oregon Land Use Board of Appeals upon appeal.
2001 Public Works transfers private property tree program to PDD.
2001 City adopts restrictions on smoking in public places and places of employment.
2002 *Land Use Code* re-adopted with modifications; code amendment process continues.
2004 Water resources standards adopted
2005 New smoking standards adopted.
2007 Noise standards adopted.

Public Involvement

The public provides informal feedback and comments to staff on a daily basis. A periodic customer satisfaction survey and the City Council's monthly public forum provide additional avenues for comments and suggestions. Extensive public process occurs as new and revised regulations are considered by the Planning Commission and City Council.

Customer Input

Zoning and Nuisance Administration gets primary customer input by surveying people who file complaints. Service staff also collects input from complaints and commendations.

Mission

To promote uses, development and property maintenance that support community livability.

Outcomes

- Maintain and improve community livability.
- Support healthy neighborhoods.
- Enhance community beautification.
- Protect natural resources.
- Ensure compliance with state and local codes, policies and goals.

Operating Principles

- Make public health and safety a priority.
- Strive for professionalism and respect in all situations.
- Be timely in responses to inquiries and complaints.
- Emphasize a cooperative, problem-solving approach in code administration and enforcement.
- Take advantage of team members' diverse strengths and talents by fostering a collaborative work environment.
- Use public resources effectively.
- Inform the public of changes to regulations and policies in a timely manner.
- Balance consistency and flexibility to provide equitable, reliable service.
- Provide exceptional customer service.

Current Operating Environment

External Trends

Complex and diverse development

Development is becoming more complex because of diverse uses, site constraints and increase in specialized regulations. Achieving a dynamic urban environment requires more customization and an increased demand for staff time to develop and communicate design options.

Neighborhood character and compatibility

With a static urban growth boundary and minimal vacant property available for easy development, more dwelling units are being added to existing neighborhoods. Concerned neighbors are requesting more detailed

information from staff on individual development projects and seek earlier notice and input, including for projects that do not have public involvement requirements or opportunities. In addition, community members care deeply about the way their neighborhoods look and feel. They seek information, assistance and leadership from the City to protect natural resources, including trees, and minimize impacts that can result from development.

Sustainability focus

Emphasis on sustainability in policy and operations provides an opportunity to continuously reevaluate service philosophy and delivery to ensure the City simultaneously supports social justice, economic vibrancy and environmental protection and restoration. Conflicts among these values are common.

Internal Conditions

Code enforcement expertise

In addition to administering key provisions of Chapters 6 and 9 of the Eugene Code, staff has also been assigned responsibility for camping provisions in Chapter 4. The work unit lacks the resources and authority to perform enforcement for other teams despite regular requests for assistance.

Changing regulations

The comprehensive update of the land use code in 2001-2002 resulted in more complex standards. New regulations for natural resources, infill compatibility, smoking, and noise also have been adopted. These standards result in increased public inquiries and education, staff discussions and lengthier application reviews. In addition, as staff identifies deficiencies in the land use code, the ability to initiate changes is limited.

Staff capacity

Responsibility to enforce new regulations has been approved by State and local officials without additional funding. Requests for service currently outpace staffing. Complaints are prioritized with an emphasis on more serious nuisance violations affecting health and safety at the expense of other violations relating to livability standards. Staff has been unable to meet community expectations related to natural resource protection.

Performance Measures

Core Processes

Administer Zoning and Nuisance Codes.

- Number of compliance cases resolved annually.
- Percentage of reviews and inspections completed within cycle times.
- Number of outreach activities.
- Number of hits on web site.

Total System

Effectiveness

- Reduction in number of repeat violators overall.
- Increased compliance with tree and natural resource protection requirements.

Efficiency

- Number of complaints resolved annually per 1 FTE of dedicated staff.

Customer Satisfaction

- Attain at least a 4 rating on a 1 to 5 scale for knowledgeable, respectful and timely service by staff.

Strategy 1: Focus staff resources on timely first response.

Objective: Maintain average response time of 5 or fewer working days 80% of the time for complaints which are not urgent health and life safety issues, each year through FY12.

Work Activities:

- Use prioritization and information tools, staff training, technology and partnerships to improve responsiveness.
- Align priorities and actions with Council policy and strategic plan goals.
- Conduct periodic surveys of complainants to determine customer satisfaction and implement improvements based on responses.
- Communicate priorities and processes to the public.

Strategy 2: Continue to evaluate and implement ideas identified through process improvement strategies for zoning and nuisance information.

Objective: Achieve above-average ratings from internal and external customers and partners on understanding of regulations and services for FY09-FY12.

Work Activities:

- Review and modify handouts in the self-service center and web information on the internet to answer frequently asked questions.
- Modify customer survey to include e-mail option to obtain feedback.
- Develop tools that help empower community members in accessing City processes and in resolving issues which lie beyond City authority or capacity.
- Regularly survey internal partners on usefulness and availability of information, level of support, and effective collaboration in information

and outreach; permit reviews and inspections; policy analysis; and enforcement.

Strategy 3: Provide effective and defensible education and enforcement to support adopted policies.

Objective: Maintain a success rate of 80% on appeals to the hearings official regarding enforcement actions, each year through FY12.

Work Activities:

- Analyze past hearings official findings to increase knowledge of successful enforcement policies and procedures.
- Enhance existing and explore potential enforcement tools and strategies to provide effective disincentives for repeat violators.
- Seek recommendations from hearings official on code amendments, code administration and enforcement practices.

System Map

FEEDBACK:
 PIC Bulletin
 Performance evaluations
 Informal feedback

FEEDBACK:
 Informal phone and personal contact
 Customer satisfaction survey
 Bi-annual PIC phone survey
 PSO
 Complaints and commendations

SUPPLIERS:
 Vendors

INPUTS:
 Vehicles and equipment
 Materials and supplies

Labor pool

Labor hours

Tax and fee payers

General fund dollars
 Zoning review fees

State and local
 legislators

Code

Administer Zoning and Nuisance Codes
 - Compliance through education & enforcement
 - Land use & tree permit reviews/inspections

OUTPUTS:
 Information
 Completed reviews
 Inspections
 Variances
 Code enforcements
 Resolved complaints
 Voluntary compliance
 Civil penalties
 Abatements

DIRECT CUSTOMERS:
 Developers
 Property owners
 Planning Division
 Contracting professionals
 Applicants
 Neighbors with complaints
 Business owners

SUPPORTING PROCESSES:

Personnel
 Finance and budget
 Code update
 Resource management
 Manage priorities
 Training

STAKEHOLDERS:

General public	City Manager
City Council	Executive managers
Neighborhood groups	Sign companies
Adjacent neighbors	Public safety agencies
Planning Commission	