

**CITY OF SALEM
PUBLIC WORKS
DEVELOPMENT SERVICES**

**OUTREACH TO STAKEHOLDERS
2006 Year End Report**

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INTRODUCTION

The Public Works Development Services section staff has endeavored to identify the stakeholders who are affected by the City's development process, identify the needs of these stakeholders, and make a focused effort to address as many of their needs as possible. In an effort to accomplish this goal, Development Services has adopted a Community Outreach Plan that identifies specific strategies for improving the development process for all stakeholders.

The goal of the outreach plan is to provide a balanced and unbiased approach to the development process. It is the section's staff belief that if stakeholders' major issues are addressed, then Salem will produce commercial and residential developments that provide infrastructure and other benefits that enhance the livability of Salem.

STAKEHOLDERS

Development Services staff strives to reduce bureaucracy, find solutions, meet customer needs, and address the pertinent issues of all stakeholders. Our stakeholders include:

- Customers
- Users of Public Utilities
- Motorists
- Development Community
- Neighborhood Associations and Other Community Groups
- Other City Staff
- Other Government Jurisdictions

Our efforts, successes, and failures to achieve the goal are compiled below for each stakeholder group.

CUSTOMERS

Staff answers general customer questions by phone and at an information counter within the Permits Application Center (PAC) during working hours at City Hall. Specific efforts to improve customer service include:

- Creating clear staff procedures to ensure consistent customer for phone calls and over-the-counter questions.
- Reorganizing office space and aisles to provide more room and better service for customers.
- Hiring a seasonal permit technician position to provide support in permitting and answering general customer questions.
- Fully implementing and embracing the City's credit-card payment system.

USERS OF PUBLIC UTILITIES

Staff continuously serves the users of the City's municipal water, sewer, and storm systems through its daily regulation and permitting of development activity. Specific benefits of developer-funded infrastructure to the public utility users include:

- Eliminating the utility rate subsidy to fund public information efforts, saving utility ratepayers approximately \$300,000 per year.
- Improving water reservoir capacity in the S-3 water service level through completion of the Champion Hill Reservoir system with considerable use of developer funds.
- Partially funding the future Skyline #2 S-3 Reservoir through initiation of a Temporary Access Fee.
- Filing an application to join the Community Rating System program administered by the Federal Emergency Management Agency, which is anticipated to reduce all flood insurance premiums by as much as 20 percent.

MOTORISTS

Staff continuously serves motorists through its daily regulation and permitting of development activity and coordination with Transportation Services Division staff. Additional benefits to motorists include:

- Providing flexible work schedules for section staff, reducing the section's peak vehicle trips by over 50 percent and total vehicle trips by 10 percent.
- Preparing a press release that notified motorists about transportation projects in south Salem.
- Eliminating the gas tax subsidy to fund public information efforts within DS.

Over 60 percent of all current street construction projects in Salem are funded by developers. In addition to typically required boundary and internal street improvements, the section has greatly improved its identification of specific transportation needs and coordinated key off-site street improvement project exactions from existing and future developments. For example:

- Brush College Heights overlaid existing streets surrounding the development, valued at approximately \$100,000.
- Southern Heights and Wallace Ridge subdivisions developing are currently constructing Mildred Lane S from Lone Oak Road SE to Liberty Road S. Wallace Ridge is also adding left turn lanes from Liberty Road S to Mildred Lane SE.

- The Bailey Ridge Subdivision developer has completed nearly \$2 million in improvements to River Road S from Croisan Creek Road S to Illahe Hills Road/Country Club Drive S.
- PacTrust has been required to provide a four- to five-lane section along Kuebler Boulevard S between Commercial Street and Interstate 5.
- Mill Creek Industrial Park developers will provide approximately \$14 million in street improvements in southeast Salem.
- The developer of the former Fairview Training Center will provide approximately \$7 million in street improvements in southeast Salem.
- Brush College West has been required to construct sidewalk improvements to provide safe pedestrian access to Brush College Elementary School, valued at over \$100,000.
- Garmin A.T., Inc. has been required to improve Turner Road south of Mission Lakes Park. The improvements will be funded by the developer, a neighboring property owner, OECDD, and a grant from OECDD.
- Bella Cresta and Whispering Winds have been required to construct Mildred Lane S from Liberty Road S to Skyline Road S. Bella Cresta is also beginning construction of a left-turn lane from Skyline Road S to Davis Road S and improvements to lower the vertical curve of Davis Road S by 13 feet, which will greatly improve visibility and traffic safety.

DEVELOPMENT COMMUNITY

Staff interacts with the development community on a daily basis, and has greatly improved its efficiency its regulatory and permitting efforts as follows:

- Fully implementing the Project-Manager-of-the-Day (PMOD) program to provide the best possible service to developers seeking information for projects in the conceptual stages. This program includes semi-weekly project manager meetings to review the requirements for each new development application and immediate written responses to potential developers regarding infrastructure requirements.
- Continuing improvements to the Project Management program, which provides developers with a single point of contact who has the knowledge and authority to assist and coordinate each project throughout the development process. Program improvements include a formal weekly training program for project managers and process improvements that better focus project manager involvement at each phase of a project.
- Creating a Project Coordinator role for plan review projects, which has improved work flow and tracking of each project.

- Tracking and adhering to a ten-day turnaround for each review iteration, greatly reducing unnecessary delays in each project
- Providing written plan review memoranda, instead of informal “red-lines,” in order to improve clarity and tracking of plan revisions. These memoranda have particularly improved staff’s interaction with owners who have been frustrated by the plan review process in the past.
- Meeting consistently with developer groups and local design professionals to provide mutual feedback and process improvements.
- Continuing improvements to the City’s website with more detailed information about the development process.
- Publishing two informational articles in the Home Builders Association (HBA) newsletter and periodically attending HBA meetings and special functions.

NEIGHBORHOOD ASSOCIATIONS AND OTHER COMMUNITY GROUPS

Staff endeavors to meet the needs of neighborhood associations, watershed councils, volunteer and grant-based environmental groups, and other special interest groups of our community. DS has either initiated or had long-term involvement in the following activities with these groups:

- Attending monthly Mid-Willamette Valley Underground Utility Council meetings.
- Improving outreach efforts to Neighborhood Associations by initiating a program to notify each association regarding the status of all proposed development projects within their boundaries.
- Encouraging sustainability within Pringle Creek Community by creatively applying development standards to new construction techniques.
- Coordinating watershed enhancement projects, such as the wetland mitigation efforts and bioswale construction at Edward Street Subdivision.
- Proposing to develop new stormwater quality standards for the FY 07/08 budget in order to improve water quality in local streams.

OTHER CITY STAFF

Individual section staff are designated as liaisons to specific work groups among City staff and are encouraged to meet with their assigned groups or department(s) quarterly. Liaison efforts are summarized as follows:

Work Group	Summary
Public Works Transportation	<ul style="list-style-type: none"> • Improving coordination of trip generation estimates. • Providing greater scrutiny of subdivision street layouts and improved street configurations. • Identifying anticipated lane closures on upcoming development projects to better coordinate lane closure permits.
Public Works Engineering Inspections Records CIP	<ul style="list-style-type: none"> • Continuously coordinating construction projects. • Making project managers available to assist inspectors with engineering-level decisions. • Including inspectors in the plan review process. • Requiring concurrent submittal of final plat with subdivision construction plans. • Temporarily assigning two staff members to Engineering Division to assist in CIP projects. • Providing information about SDCs, AMANDA, and master plan facilities related to CIP projects.
Public Works Operations Water Sewer Storm Dispatch Billing Environmental Services	<ul style="list-style-type: none"> • Eliminating deposits for work by City forces, reducing the need to track costs for each project. • Coordinating smoke test program and follow-up inspections. • Coordinating tracking of detention basin numbers, detention basin design, and catch basin design and repair. • Providing AMANDA training and coordination for inspection requests. • Coordinating tracking of water meters and status of water/sewer accounts. • Creating information handouts and implementing notification letters to improve enforcement efforts for erosion control. • Initiating creation of sewer pretreatment standards. • Coordinating installation of monitoring manholes.

Public Works Administration Water Resources	<ul style="list-style-type: none"> Improving interaction between Water Resources and DS on development applications. Developing a new GIS layer to improve identification of natural resource issues.
Utility Planning	<ul style="list-style-type: none"> Providing funds in FY 07/08 for stormwater quality standards. Continuously involving Utility Planning staff in development meetings to optimize use of master plan facilities.
Administrative Support	<ul style="list-style-type: none"> Creating a Level-of-Service plan for phone calls to improve coverage and availability.
Community Development Building and Safety	<ul style="list-style-type: none"> Continuously assisting and coordinating with AMANDA programming and permitting. Creating a Level-of-Service plan for assistance to Building and Safety staff.
Planning	<ul style="list-style-type: none"> Improving notification process to expedite completion of land use actions. Coordinating new final plat review process.
Community Services Parks	<ul style="list-style-type: none"> Coordinating UGA waivers and USA expansions.

OTHER GOVERNMENT JURISDICTIONS

Staff regularly coordinates with various local, state, and federal jurisdictions. Specific endeavors to improve coordination are as follows:

- Creating a formal process for notifying Department of State Lands on all development projects.
- Coordinating street permitting and maintenance for projects along the city limits in Marion County.
- Notifying the Department of Environmental Quality regarding violations of 1200-C permits.