

Community Development Department  
Presentation to Council  
December 10, 2013  
Background Materials

A. Description of Department

1. Duties and Responsibilities

- a. According to the City's Administrative Code the department is composed of two divisions:
  - 1) the Division of Code Enforcement and 2) the Division of Planning.
- b. According to the Land Development Code the City Manager through the Community Development staff has the following responsibilities:
  - i. Reviews and makes recommendations on site plans to the Planning Commission
  - ii. Reviews and takes final action on site plans for minor development
  - iii. Reviews and makes recommendations on text or zoning map amendments to the Planning Commission
  - iv. Reviews and makes recommendations on preliminary and final Planned Developments to the Planning Commission
  - v. Reviews and makes recommendation on preliminary and final subdivisions to the Planning Commission
  - vi. Reviews and makes recommendations on conditional uses to the Planning Commission
  - vii. Reviews and takes final action on minor modifications to standards and approved plans
  - viii. Reviews and takes final action on minor subdivisions (lot splits and consolidations)
  - ix. Conducts studies and makes recommendations to the Planning Commission regarding the annual residential development allocation
  - x. Reviews and makes recommendations on design compliance to the Architectural and Historic Board of Review
  - xi. Reviews and takes final action on minor residential improvements
  - xii. Reviews and takes final action on changes of nonresidential use
  - xiii. Appoints authorized zoning enforcement officers for the purposes of carrying out the duties and responsibilities for enforcement of City regulations
- c. Other duties and responsibilities:
  - i. Provides staff support for the Planning Commission, the Board of Zoning and Building Appeals, the Architectural and Historic Board of Review, their subcommittees, and other ad hoc committees related to planning. Generally these duties consist of making arrangements for the meeting space, posting notice, preparing staff reports, and recording minutes.
  - ii. Administers the City's Growth Management Allocation System
  - iii. Answers inquiries as to the use of land.
  - iv. Investigates complaints concerning land use issues and takes appropriate action
  - v. Administers permits for activities in the right-of-way
  - vi. Coordinate all fees, bonds, easements, and agreements relative to the development of land

- vii. Conducts or coordinates planning studies including updates to the Comprehensive Plan
- viii. Serves as the City's Historic Preservation Officer

2. Programs and Services Offered

- a. Issues permits for all development in the City including zoning certificates, certificates of appropriateness, and right-of-way permits
  - b. Produces the Growth Management Residential Development Allocation System Annual Review Report
  - c. Consults with potential developers on the City's standards and approval procedures
3. Objectives: The purpose of the Department of Community Development is to preserve and enhance Hudson's character and quality of life by administering the City's adopted development codes and regulations. Our department receives applications for Hudson's development review boards and assists applicants through the approval process. We provide guidance to residents and businesses requesting information related to property, zoning, and development issues. Additionally, we ensure continued compliance with the established ordinances and regulations.
4. Staffing: Please see the attached Performance Measures and Staffing 2004 -2013 table that outlines past and current staffing.
5. Equipment: The department uses typical office equipment including computers and copiers. Our code enforcement personnel use pick-up trucks and computer tablets in the field. The department also has a large format copy machine.
6. Performance Statistics: Please see the attached Performance Measures and Staffing 2004 -2013 table that outlines the number of past and current work items.

B. SWOT Analysis

Please find attached the SWOT Analysis from the Strategic Planning Workshop of May 5, 2012. We highlight the following:

- 1. Strengths: The recent hire of a City Planner affects two aspects of the SWOT Analysis. First, it strengthens succession planning, the so-called weakest strength. It also provides opportunities to strengthen organizational design, our biggest strength. The staff's combined years of experience is a tremendous asset in our work.
- 2. Weaknesses: Although facilities were thought to be obsolete, they have been dramatically improved by the move to Executive Parkway. The dedication of each staff member to fostering a collaborative relationship with our citizens has improved our customer service image even in the short time since the SWOT Analysis was conducted.
- 3. Opportunities: The department is constantly on the look-out for ways to reduce regulation in order to streamline our operations. The many recent changes in our staffing provide opportunities to rethink how we do things.
- 4. Threats: The recession and resulting budget tightening were the cause of some of the threats to the department. We are seeing an increase in activity which should reduce the impact of these threats. Even when the SWOT Analysis was conducted and the department had one more full time employee resources to meet the needs of customers was viewed as a threat. This certainly remains a threat now with one less employee. Now that several staff persons are within approximately five years of retirement it is important to maintain current staffing levels in order to maintain our services.



# Work Load Measures and Staffing 2004 - 2013

Zoning and Planning Work Items	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013 (1)	2013 (2)
Zoning Certificates for SFD Houses Issued (3)	32	41	30	15	19	2	11	11	42	11	13
Total Zoning Certificates Issued	528	454	482	464	380	333	356	449	609	442	520
PC Cases	45	31	35	23	25	17	17	39	20	22	26
BZBA Cases	40	35	35	35	20	15	17	20	19	19	23
ROW Permits	92 (4)	92 (4)	105	73	79	67	49	118	154	123	148
Total Work Items (5)	737	653	687	610	523	434	450	637	844	617	730
Zoning and Planning Staffing											
Director	1	1	1	1	1	1	1	1	0	1	1
City Planner	1	1	1	1	1	1	1	1	1 (6)	1 (7)	1 (7)
Associate Planner	2	2	2	1	1	1	1	1	1	1	1
Board Clerk	3	3	3	3	3	3	3	3	2	2	2
Account Clerk	1	1	1	1	1	1	1	1	1	1	1
Design Review Consultant				✓	✓	✓	✓	✓	✓	✓ (8)	✓ (8)
Total Full Time Employees	8	8	8	7	7	7	7	7	5	6	6
Work Items per Employee	92	82	86	87	75	62	64	91	169	103	122
Code Enforcement Work Items											
Property Maintenance			467	380	403	400	423	705	611	501	601
Inspections (ROW, construction, SWP)			322	264	271	174	175	363	379	380	456
Signs in ROW			633	445	548	655	546	526	624	446	535
Filings (stop work, citations, complaints)			49	40	41	10	26	30	13	12	14
Total Code Enforcement Work Items			1471	1129	1263	1239	1170	1624	1627	1339	1606
Code Enforcement Staffing			1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75
Work Items per Employee			841	645	722	708	669	928	930	765	918

## Notes

1. As of October 31, 2013
2. Projected to December 31, 2013
3. Per Growth Management Residential Development Allocation System Annual Review Report March 27, 2013
4. Data not available; average of 2006 - 2012
5. Does not include minor subdivisions, inquiries or growth management
6. Interim Director April 1, 2012 through December 26, 2012
7. Since August 7, 2013
8. Until September 30, 2013