



CITYGATE ASSOCIATES, LLC
MANAGEMENT CONSULTANTS



A black and white photograph showing a large outdoor community event in a town square. There are several tents, people walking around, and buildings in the background. The text is overlaid on this image.

OPERATIONS PLAN FOR
COMMUNITY DEVELOPMENT
PROGRAMS AND ORGANIZATIONAL
STRUCTURE REVIEW FOR THE
PUBLIC WORKS DEPARTMENT

GRANTS PASS, OR

JULY 5, 2017

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EXECUTIVE SUMMARY

Citygate Associates, LLC (Citygate) was retained by the City of Grants Pass (City) to prepare an Operations Plan for Community Development Programs and an Organizational Structure Review for the Public Works Department. Citygate reviewed information provided by the City, including documents, web pages, statistics, etc.; completed two multi-day site visits during which multiple interviews were conducted and a Developers Forum was held; and conducted follow-up phone interviews and a survey. This information, along with best practices from other jurisdictions, was used to generate findings, recommendations, the Operations Plan, and the Organizational Structure Review.

Development services customers are pleased with the service they receive.

While the City faces challenges as it moves forward, it was clear to Citygate that development services customers are pleased with the service they receive. The staff in the Parks and Community Development Department, and in the Public Works Department, are committed to delivering high-quality service and infrastructure. The major challenges that the City must address include smooth succession to a new group of leaders as current department and division heads retire and, using those transitions as opportunities, to strategically realign functions to better deliver services and

Challenges include smooth succession to a new group of leaders and to strategically realign functions to better deliver services and infrastructure.

directors of both departments were very helpful and provided important insights. The Parks and Community Development Business Operations Supervisor provided important information, assisted with logistics for almost all meetings and interviews, and answered countless questions. Finally, the Finance Director, who served as Project Manager, provided invaluable perspective and guidance.

At the project initiation meeting with the Performance Audit, Visioning and Enhancement (PAVE) Committee, it was stated that the objective of this project is to help make a good organization better. It has been an honor and privilege for Citygate to be involved in this project, and it is our sincere belief and hope that this report will help the City meet this objective.

ORGANIZATION OF THIS REPORT

Citygate's report consists of four sections reflecting the study process, including:

Executive Summary

Section 1: Introduction

Section 2: Operations Plan

Section 3: Background and Analysis

The Operations Plan in Section 2 comprehensively lists all recommendations, the responsible party, the priority, and relative resource requirement.

Various appendices have been attached to this report, including Appendix B which provides detailed analysis of the Parks and Community Development Department employee survey.

For continuity and consistency in the Background and Analysis section, the stakeholder input, discussion of best practices, and findings and recommendations are included in subsections consisting of each of the six themes. The six themes are:

1. Organizational Structure Strategy

2. Community Development Functions
3. Public Works Structure
4. New Development and Capital Improvements Engineering Functions
5. Parks and Recreation Function and Service Delivery
6. Geographic Information Systems Function.

SUMMARY OF STRATEGIC FINDINGS AND RECOMMENDATIONS

At the initiation of this project, Citygate met with the PAVE Committee and key stakeholders to better understand the reasons the City decided it needed an Operations Plan for the Community Development Programs and an Organizational Structure Review of the Public Works Department. The key perceptions and desired outcomes can be summarized as follows:

- ◆ The Grants Pass Parks and Community Development Department is a good organization; the City wants to make it even better.
- ◆ The Grants Pass infrastructure is aging; the City is addressing this issue and does not want to “kick the can down the road.”
- ◆ The City wants to anticipate needs and make sure the City is ready for the future.

The Citygate team considered these key perceptions and outcomes as this report was developed. As a result, Citygate is recommending strategic realignment of some functions between the Parks and Community Development Department and the Public Works Department, and between the Parks and Community Development Department and Administration. Citygate believes these recommendations, if implemented, will prepare the City to provide even better service to the development community, allow the City to continue to successfully address aging infrastructure issues, and position the City well for the future.

The recommendations are organized into the aforementioned six themes. Citygate has provided a brief review of the current practices in Grants Pass, best practices in the field, and strategic findings and recommendations for each theme. Each *Strategic Recommendation* in this report includes more detailed recommendations necessary to fully implement the *Strategic Recommendations*. The recommendations appear in the Operations Plan located in Section 2. The following is a summary of the *Strategic Findings* and *Strategic Recommendations* organized by theme. These summary statements are supported by considerable detail and analysis in the following sections of this report.

Theme One: Organizational Structure Strategy

Strategic Finding #1: The current arrangement of functions in the Parks and Community Development Department and in the Public Works Department, as well as the lack of formal succession planning, will not serve the City well for future delivery of infrastructure to the City and services to the development community.

Strategic Recommendation #1: All staff serving development applicants should be grouped together in the City Community Development Department. All staff responsible for infrastructure, including the parks and recreation function, should be grouped together in the City Public Works Department. The City should consider creating and organizing staff to support a single customer service counter. A formalized succession planning system should be implemented in both departments.

Theme Two: Community Development Functions

Strategic Finding #2: The Parks and Community Development Department is providing good to excellent planning, building, and permit services to development customers, but it will be a challenge to continue to do so given expected growth, anticipated changes in staff, and the need to implement new technology.

Strategic Recommendation #2: The Parks and Community Development Department (PCD) should implement a series of changes to better track and reward performance, recruit and retain staff, and empower staff to make process improvements.

Theme Three: Public Works Structure

Strategic Finding #3: The current Public Works Department organizational structure will not effectively meet the City needs for efficient and effective delivery of infrastructure.

Strategic Recommendation #3: To most effectively provide infrastructure to the City, the Public Works Department should be restructured to include existing and anticipated additional components.

Theme Four: New Development and Capital Improvements Engineering Functions

Strategic Finding #4: The current practice of including capital improvements programming, project design, and the City Engineer position with community development functions provides little or no additional service to developers and diminishes the ability of the Public Works Department to effectively deliver and maintain City infrastructure.

Strategic Recommendation #4: The Engineering Division should be placed under the Public Works Department along with a full-time City Engineer position.

Theme Five: Parks and Recreation Function and Service Delivery

Strategic Finding #5: The City of Grants Pass is poised to make significant progress in achieving its vision through parks and recreation services.

Strategic Recommendation #5: To take advantage of current opportunities to improve parks and recreation services, the organizational structure and management, as well as current practices related to outsourcing of services and use of technology, should be enhanced.

Theme Six: Geographic Information System Function

Strategic Finding #6: The Grants Pass GIS has evolved to become an enterprise system that supports multiple departments in the City.

Strategic Recommendation #6: Formally transition to an enterprise GIS.

The following table shows the suggested timeframe and sequencing for key Operations Plan recommendations regarding realignment and positions.

Table 1—Timeframe and Sequence for Key Operations Plan Recommendations

FY	Community Development	Public Works	Engineering	Parks	GIS
16/17		Distribution and Collection Positions (3.2)			
17/18	Assistant Planner (2.3) Electrical and Plumbing Inspector (2.3)	Assistant PW Director / City Engineer (3.1)	CIP and CI Engineering to PW (4.2)	Municipal Services Specialist (5.17)	
18/19		All Building (Facilities) O&M to PW (3.5)		Parks to PW (5.8) Urban Forester (5.18)	
19/20				Recreation Superintendent (5.8, 5.19)	
TBD		Solid Waste Position (Part-Time) (3.4)			GIS to Internal Service (6.1)
Post-Plan Option				Stand-Alone Department	

These recommendations, if implemented, will prepare the City to provide even better service to the development community, continue to successfully address aging infrastructure issues, and position the City well for the future.



SECTION I—INTRODUCTION

Citygate Associates, LLC (Citygate) was retained by the City of Grants Pass (City) to prepare an Operations Plan for Community Development Programs and an Organizational Structure Review for the Public Works Department.

1.1 APPROACH AND SCOPE OF THE OPERATIONS PLAN

The approach Citygate used to prepare the Operations Plan for Community Development Programs consisted of four major components.

Figure 1—Overview of the Operations Plan and Organizational Structure Review Process

Citygate conducted on-site interviews, a Developers Forum, follow-up interviews, and an employee survey. Citygate also reviewed documents, City web pages, and other information obtained during the project (e.g., organization charts, permit valuation and workload time series data, case files, etc.). This stakeholder input was utilized to identify key themes or categories for identifying best practices, analyzing and determining findings, formulating recommendations, and developing an Operations Plan to guide the implementation of Citygate's recommendations.

The Work Plan for this project was developed and implemented consistent with Citygate's experience conducting management and operations reviews in local government agencies across the western United States. Our Work Plan included six major tasks, as follows:

Task 1 – Initiation and Management of the Project

Citygate met on-site with City staff to initiate the study, enhance our understanding of the issues and scope, and ensure that our process and schedule were agreeable to the City. Prior to and at that meeting, Citygate also obtained background information such as statistical reports, organizational structure, public documents, and URLs for relevant City web pages to begin the assessment process.

Task 2 – Assessment of Internal and External Stakeholder Perspectives

While Citygate was on-site for Task 1, and at a subsequent on-site visit, Citygate met with City staff, conducted interviews with most of the PAVE Committee City Council members and key stakeholders identified by the City, and convened a Developers Forum. Following the Task 1 on-

site visits, additional contact was made with City staff and stakeholders. From this information, the key themes used throughout this report were identified.

Task 3 – Comparison to Best Practices

Citygate prepared an overview of the best practices in the industry as they relate to each of the themes identified. These were compared to the current Community Development Programs and used to prepare findings and recommendations.

Task 4 – Preparation of Findings and Recommendations

Once the best practices related to each theme were identified, findings and recommendations based on the stakeholder themes and best practices were prepared.

Task 5 – Presentation of Draft Findings and Recommendations and Preparation of Draft Report

A presentation of draft findings and recommendations to key staff and the PAVE Committee was conducted in April 2017. The results from the internal City staff review and feedback from that meeting were used to make the final edits to this Final Report and Operations Plan.

Task 6 – Preparation and Presentation of Final Report

This Final Report includes the final edits identified in Task 5. The presentation of the Final Report to the City Council is scheduled for July 2017.

1.2 ORGANIZATION OF THIS REPORT

This report has four sections:

- ◆ **Executive Summary** – Introduces the study, explains the report’s organization, and summarizes findings and recommendations.
- ◆ **Section 1—Introduction** – Describes the purpose for this review, the study methodology, as well as report organization, recommendations, and implementation steps.
- ◆ **Section 2—Operations Plan** – Details the plan of action with specific steps, relative resource requirements, and suggested priorities in a tabular format.
- ◆ **Section 3—Background and Analysis** – Describes the results from Tasks 2, 3, and 4, stakeholder input process and stakeholder perceptions, best practices and comparison to current practices in Grants Pass, and a set of findings and related

recommendations that together comprise the strategy Citygate advises for the City to achieve the desired improvements in the Community Development Programs.

To enhance continuity and consistency for each of the six themes in Section 3—Background and Analysis, the same subsections are used to organize the stakeholder input, the discussion of best practices, and the findings and recommendations.

Figure 2—Use of Common Themes in the Background and Analysis Section



The themes are:

Theme One: Organizational Structure Strategy

Theme Two: Community Development Functions

Theme Three: Public Works Structure

Theme Four: New Development and Capital Improvements Engineering Functions

Theme Five: Parks and Recreation Function and Service Delivery

Theme Six: Geographic information Systems Function

1.3 DEVELOPMENT OF REPORT RECOMMENDATIONS

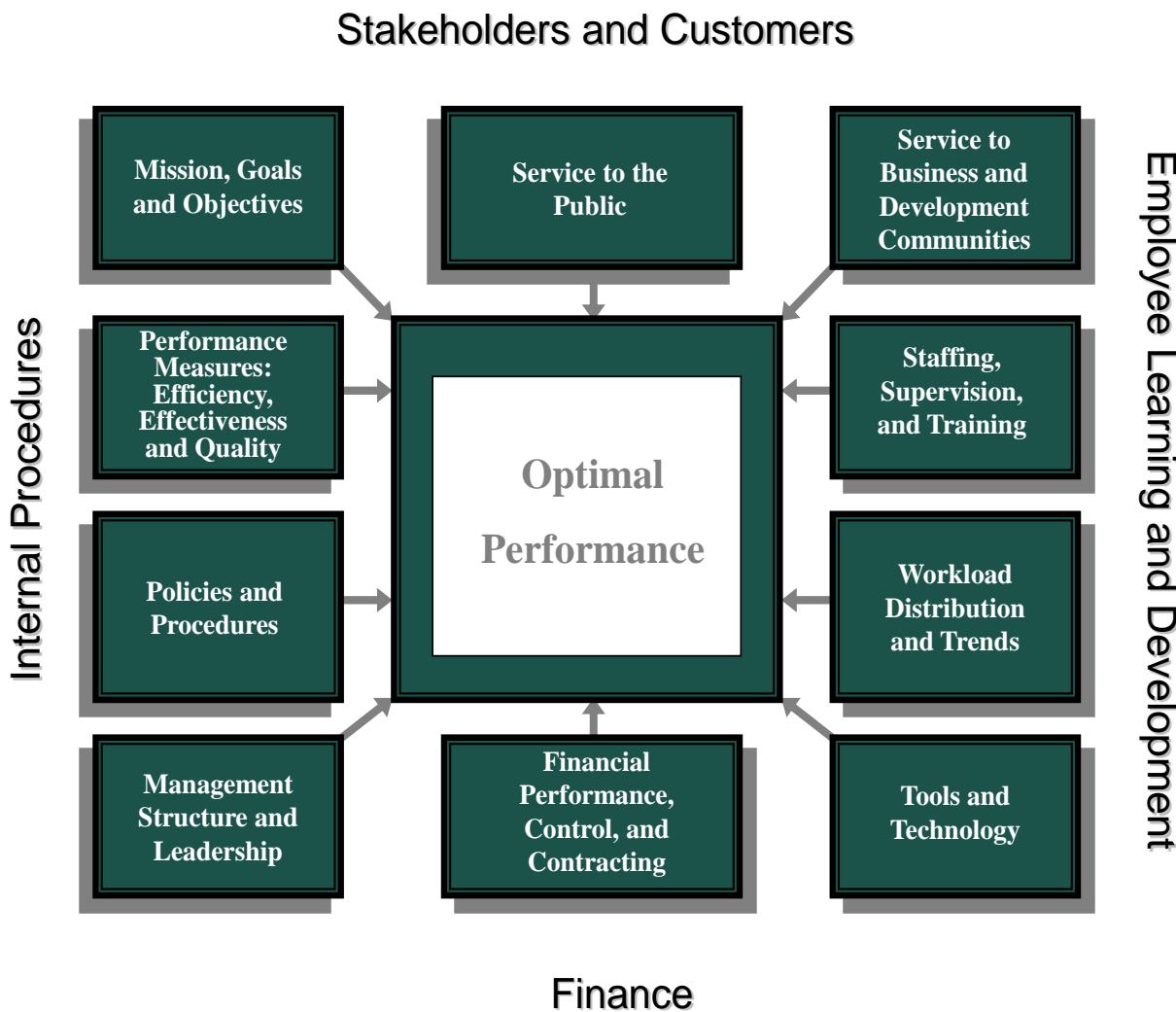
Citygate used the “balanced scorecard” as the framework for preparing recommendations regarding the Grants Pass Planning Services Division, the Building Services Division, Parks and Community Development Management Services Division, and the Public Works Structure.¹ This

¹ Robert S. Kaplan and David P. Norton, “The Balanced Scorecard—Measures that Drive Performance,” *Harvard Business Review* (January–February 1992): pp. 71–79.

framework has been accepted as a best practice in public sector performance management.² The balanced scorecard approach includes the following basic components:

- ◆ **Stakeholders and Customers** – This captures the perspective of both the customers who come to the City for a service (e.g., processing time for a planning permit) as well as the stakeholders (e.g., the City's residents) that desire certain outcomes (e.g., quality of life).
- ◆ **Internal Procedures** – These gauge how well internal processes are working (e.g., volume, time, etc.) and the efforts to improve those processes.
- ◆ **Finance** – Typical measures include revenues, expenditures, fund balances, etc., which are used to indicate if the organization has the necessary funding and reserves for maintaining service through economic cycles.
- ◆ **Employee Learning and Development** – This component includes staff development and training efforts designed to achieve objectives related to employee skillsets and knowledge.

² Paul R. Niven, *Balanced Scorecard Step-by-Step for Government and Non-profit Agencies, 2nd Edition* (Hoboken, NJ: John Wiley & Sons, 2008), pp. 25-43.

Figure 3—Balanced Scorecard Framework Used for Analysis and Recommendations

There are two levels of recommendations in this report. At the strategic level, the “strategic recommendations” relate to each theme and should be used as a set of principles against which more tactical and day-to-day implementation decisions should be evaluated. Citygate’s strategic recommendations are intended to serve the City over the longer term regardless of the timeframe for implementation which will, of course, depend on available resources as well as leadership and staff commitment and focus.

The more detailed recommendations are provided in a tabular format in Section 2, called the Operations Plan. The speed at which these are implemented will depend on the level of resources made available.

The recommended actions include suggested priorities based on the categories provided by Grants Pass. Citygate recommends the highest priority or critical actions be implemented immediately. The other recommended actions, necessary and desirable, should be considered in the context of all other Grants Pass functions and available resources (e.g., the priority-setting and budget processes).

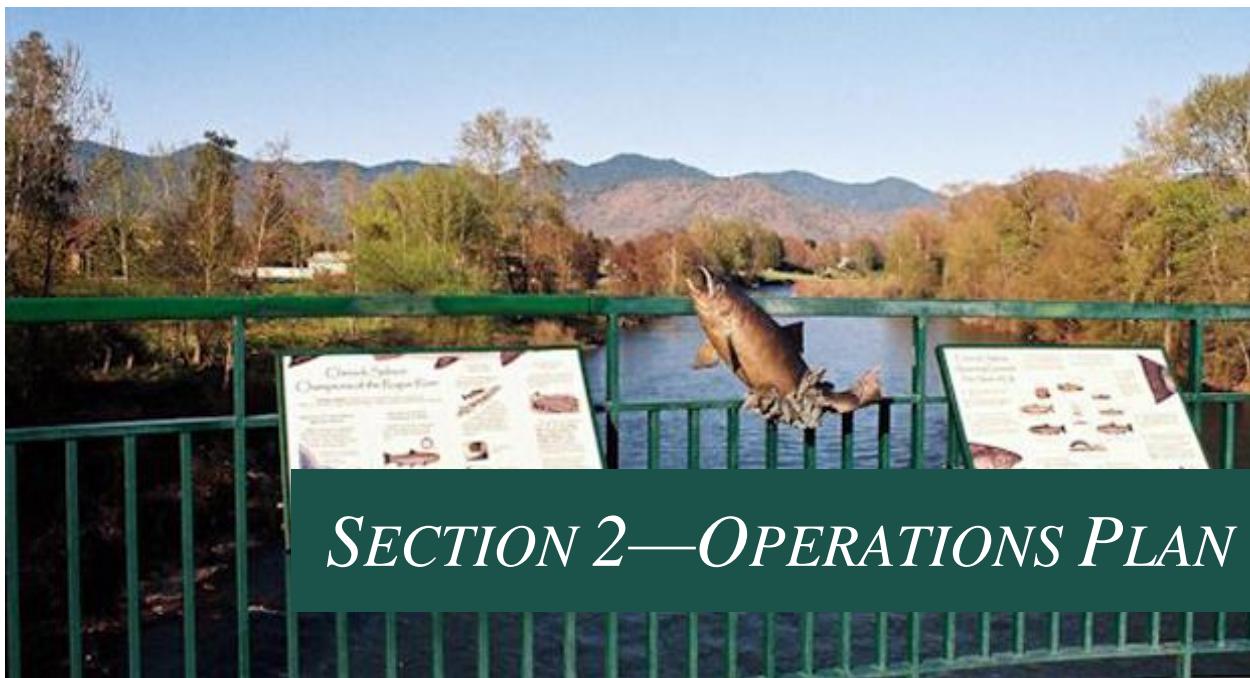
1.4 CORRELATION TO SCOPE ELEMENTS FROM THE CITY'S RFP

As issues were more clearly identified, some areas received greater attention and were addressed in greater detail. Nevertheless, all scope elements have been addressed as part of Citygate's review. The elements from the original City scope of work are listed in Table 2 along with the number of the theme or themes under which those elements are addressed in this report.

Table 2—Relationship of Scope Elements and Report Themes

Scope Element from the City's RFP	Theme Number(s)
Parks and Community Development Planning Services, Building Services, and Management Services review of organizational structure and best practices.	1, 2, 4, 5, 6
Parks and Community Development Planning Services, Building Services, and Management Services performance measures.	2
Parks and Community Development Planning Services, Building Services, and Management Services benchmarks and best practices.	2
Parks and Community Development Planning Services, Building Services, and Management Services staffing.	2, 4, 5, 6
Parks and Community Development Planning Services, Building Services, and Management Services compliance with regulations.	2
Parks and Community Development Planning Services, Building Services, and Management Services internal survey.	2
Parks and Community Development Planning Services, Building Services, and Management Services processes and systems.	2
Public Works organizational structure review.	1, 3
Public Works customer service.	3
Parks and Community Development Planning Services, Building Services, and Management Services external customer survey.	2
Parks and Community Development Planning Services, Building Services, and Management Services Developer Forum.	2, 3, 4

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The specific actions in this Operations Plan are organized under the six themes used throughout this report. A more general discussion of each theme and the associated strategy that underlies these specific actions is provided in Section 3. This Operations Plan is not the only possible series of steps that can be used to implement these strategies; however, it provides a roadmap for successful implementation.

The Operations Plan is presented in tabular format on the following pages with the specific actions listed under each of the six themes. The Operations Plan includes the responsible party, the priority, and the relative resource requirements for each recommended action. The responsible party is the person who should be held accountable for implementing that specific recommended action. The priority categories were provided by Grants Pass and reflect the relative urgency of the recommended action. The three priority levels are:

1. **Critical** – Should be implemented immediately.
2. **Necessary** – Should be implemented between now and the end of the next full fiscal year (i.e., FY 17/2018 or no later than June 30, 2018), if the necessary resources are provided.
3. **Desirable** – Longer-term items that should be scheduled as part of the discretionary Citywide priority-setting and resource allocation process.

The relative resource requirements also consist of three levels:

- ◆ **Low** – The staff should be able to implement these recommended actions given the current budget.
- ◆ **Medium** – These recommended actions will require dedicated funds in addition to those in the current budget. Funds should come from the current fiscal year budget, if available, or should be included in the proposed budget for the next, or a subsequent, fiscal year.
- ◆ **High** – These recommended actions will require an ongoing higher expenditure level for multiple years and should be considered in the context of other multi-year Citywide strategic priorities.

Table 3 lists the recommended actions arrayed by strategic recommendation. In some cases, recommended actions are directly related to other recommended actions, and those relationships have been noted in the table.

Table 3—Recommendations Arrayed by Theme and Strategic Recommendation

Recommendation	Responsible Party	Priority	Relative Resource Requirement	Related Discussion Pages
Strategic Recommendation #1: All staff serving development applicants should be grouped together in the City Community Development Department. All staff responsible for infrastructure, including the parks and recreation function, should be grouped together in the City Public Works Department. The City should consider creating and organizing staff to support a single customer service counter. A formalized succession planning system should be implemented in both departments.				
1.1 The Community Development Department should be comprised of planning, new development engineering, building, and permit services provided to development customers.	City Manager	Desirable	Low	27–33
1.2 The Public Works Department should be responsible for building, operation and maintenance, related programs and services, and replacement of water, wastewater, storm sewer, streets, and other public infrastructure assets.	City Manager	Desirable	Low	27–33
1.3 The parks and recreation function and services (i.e., both facilities and services) should be moved to the Public Works Department.	City Manager	Desirable	Low	27–33
1.4 The City should consider creating and organizing staff to support a single customer service counter for all City Hall customers.	City Manager	Desirable	High	27–33
1.5 A formalized succession planning system should be implemented in the Community Development Department and in the Public Works Department.	PCD Director / Public Works Director	Critical	Low	27–33

Recommendation	Responsible Party	Priority	Relative Resource Requirement	Related Discussion Pages
Strategic Recommendation #2: The PCD should implement a series of changes to better track and reward performance, recruit and retain staff, and empower staff to make process improvements.				
2.1 The PCD should establish a Customer User Group and a Permit Services Improvement Group that are tasked with working on customer service on an ongoing basis to resolve issues, identify opportunities, and improve customer service.	PCD Director	Necessary	Low	33–45
2.2 The PCD should modify its current practices to include service standards, reporting on performance against those standards, and inclusion of cascading (i.e., related individual) performance measures in employee performance plans.	PCD Director	Necessary	Low	33–43 45–47
2.3 In FY 17/18, an Assistant Planner should be hired in the Planning Services Division. Retiring contract electrical and plumbing plans examiners and inspectors should be replaced by a permanent Building Services Division position. Permit Services Division position modifications should be considered as part of the Permit Services Improvement Group work (see Recommendation #2.1).	City Manager / Finance Director / HR Director	Necessary	High	33–43, 48–49
2.4 The PCD should consider additional recognition tied to performance (see Recommendation #2.2), establish an internship program, and implement an enhanced staff development program.	PCD Director	Necessary	Medium	33–43, 45–47, 48–51
2.5 Consider completing an updated analysis of PCD staff time spent working across divisions, and then adjust the associated distribution of revenues if appropriate.	PCD Director / Finance Director	Desirable	Low	33–43, 51

Recommendation	Responsible Party	Priority	Relative Resource Requirement	Related Discussion Pages
Strategic Recommendation #3: To most effectively provide infrastructure to the City, the Public Works Department should be restructured to include existing and anticipated additional components.				
3.1 An Assistant Public Works Director / City Engineer should be hired in FY 17/18.	Public Works Director	Necessary	High	51–54
3.2 The current Distribution and Collection Superintendent position should be split into two positions upon the current Superintendent's retirement (FY 16/17). The two new positions can be at the superintendent or supervisor level, and report to either the Director or the new Assistant Director position.	Department Directors	Immediate	High	51–54
3.3 The Public Works Department should initiate training and job shadowing for existing staff.	Public Works Director	Necessary	Low	51–55
3.4 In the future, a part-time position funded by insurance proceeds should be established to oversee landfill operations. The position may possibly assist in other solid waste and recycling activities within the City of Grants Pass.	Public Works Director	Desirable	High	51–55
3.5 In FY 18/19, a position managing all City building operations and maintenance (i.e., Citywide) should be created for the efficient use of facilities. The first phase should include Parks and Public Works, with future phases including Public Safety and other functions.	Public Works Director	Desirable	High	51–55

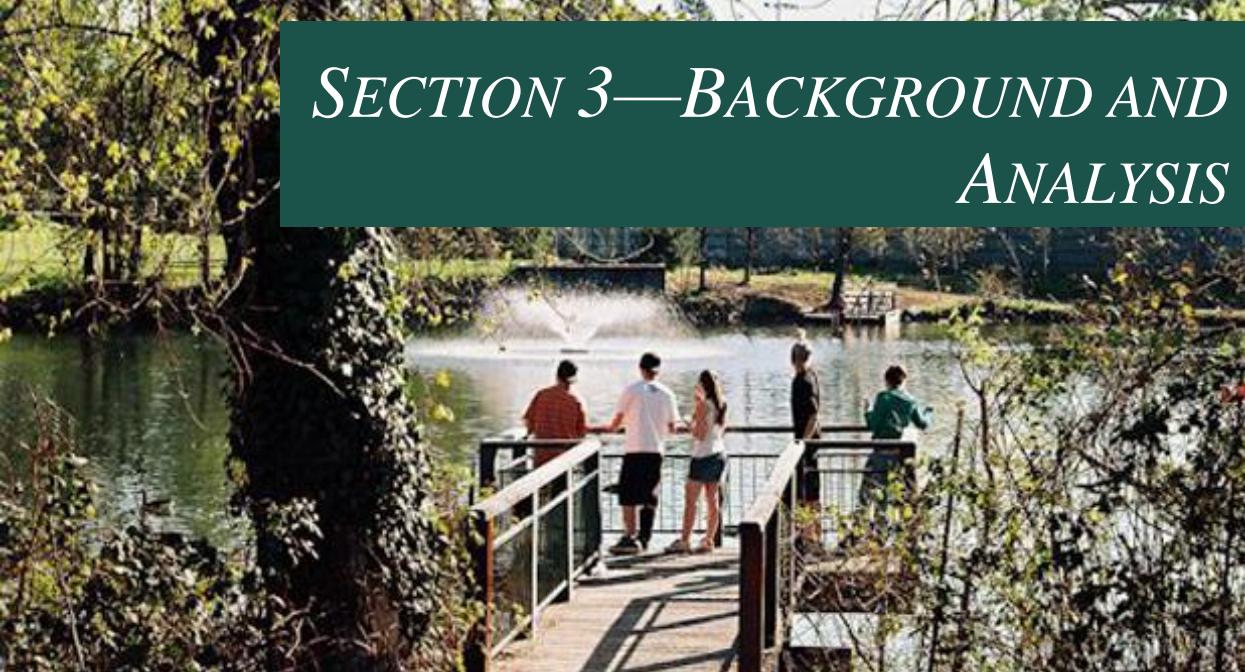
Recommendation	Responsible Party	Priority	Relative Resource Requirement	Related Discussion Pages
Strategic Recommendation #4: The Engineering Division should be placed under the Public Works Department along with a full-time City Engineer position.				
4.1 The engineering review and processing of new development applications, and inspection of new development infrastructure projects, should remain a community development function.	Community Development Director	Necessary	Low	55–57
4.2 The Public Works Department should be responsible for maintaining the City Capital Improvements Program, infrastructure design specifications, capital improvements project design, and capital improvements project construction management and inspections starting sometime during FY 17/18.	Public Works Director	Necessary	Low	51–54, 55–57
4.3 Contracting for consulting engineering services should be continued through the transition from current practices.	Public Works Director	Necessary	Low	55–58

Recommendation	Responsible Party	Priority	Relative Resource Requirement	Related Discussion Pages
Strategic Recommendation #5: To take advantage of current opportunities to improve parks and recreation services, the organizational structure and management, as well as current practices related to outsourcing of services and use of technology, should be enhanced.				
5.1 Coordinate and facilitate an annual, joint meeting of the three parks committees.	Park Superintendent	Desirable	Low	58–61
5.2 Review and revise the charter of the Parks Advisory Board.	Park Superintendent	Desirable	Low	58–61
5.3 Prioritize the implementation of the 2010 Comprehensive Parks and Recreation Master Plan recommendations from all functional areas within the Plan.	PCD Director / Park Superintendent	Necessary	Low	58–61
5.4 Initiate an analysis of existing community-wide recreation service providers, perform gap analysis of needed services, identify funding opportunities, and negotiate joint use and partnership agreements.	PCD Director / Park Superintendent	Necessary	Medium	58–62
5.5 Identify and purchase maintenance management system software to increase efficiencies.	Park Superintendent	Desirable	Medium	58–62
5.6 Evaluate, purchase, and implement volunteer management software, such as Volgistics or equal.	Park Superintendent	Desirable	Medium	58–62
5.7 Purchase and implement automated facility reservation, program registration, and sports field scheduling software.	Park Superintendent	Necessary	Medium	58–63

Recommendation	Responsible Party	Priority	Relative Resource Requirement	Related Discussion Pages
<p>5.8 <u>Short-Term (i.e., FY 17/18)</u> – Retain the parks maintenance function in the Parks and Community Development Department.</p> <p><u>Medium-Term (i.e., FY 18/19 or FY19/20)</u> – When the Assistant Public Works Director position is approved, relocate the function to the Public Works Department. Create a Park and Recreation Division/Section and consolidate the parks maintenance and recreation function.</p> <p><u>Longer-Term (i.e., FY 19/20)</u> – Timed with the December 2019 expiration of the Recreation NW, Inc. contract, restructure the recreation service functions to an in-house position of Recreation Superintendent. Broaden the existing Superintendent classification to include recreation responsibilities.</p>	City Manager / Finance Director / HR Director	Necessary	High	27–33, 58–61, 63–64
5.9 Reassign parks related CIP project administration to the Public Works Department as part of the overall City's CIP infrastructure management process.	City Manager	Necessary	Low	55–61, 63–64
5.10 Perform a thorough Cost of Services analysis for all parks facilities, structures, buildings, and sports field rentals. Develop a formal cost recovery policy.	PCD Director / Finance Director	Critical	Low	58–61, 65
5.11 Update the existing Comprehensive Fee Schedule based on a completed Cost of Services analysis and policy direction.	PCD Director / Finance Director	Critical	Low	58–61, 65
5.12 Perform an updated cost to acquire and construct analysis for prioritized and eligible parks facilities improvements.	PCD Director / Finance Director	Necessary	Medium	58–61, 65

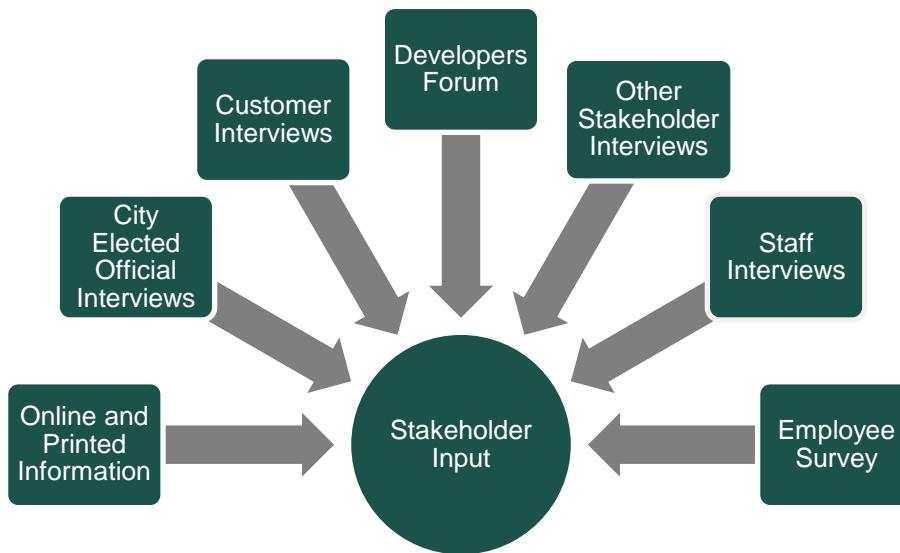
Recommendation	Responsible Party	Priority	Relative Resource Requirement	Related Discussion Pages
5.13 Seek City Council policy direction on the percentage of the cost to be recovered through Park System Development Charges and revise the Comprehensive Fee Schedule as appropriate.	PCD Director / Finance Director	Necessary	Low	58–61, 65
5.14 Based on findings from the community-wide recreation service provider analysis completed as part of Recommendation #5.4, review and update all existing contracts at time of agreement expiration.	PCD Director	Necessary	Low	58–61, 65
5.15 The facility naming policy should be reviewed and updated to allow more naming options and sponsorship levels to enhance revenue.	Park Superintendent	Desirable	Low	58–61, 65–66
5.16 Transfer responsibilities for parks facility rentals (e.g., River Vista House) for set-up / equipment rental / take-down to local private party and event rental businesses. Continue outsourcing restroom and building janitorial maintenance activities, median landscape maintenance, and turf mowing/care.	Park Superintendent	Necessary	Low	58–61, 65–66
5.17 Hire a Municipal Services Specialist in FY 17/18.	City Manager / Finance Director	Necessary	Medium	58–61, 65–66
5.18 Hire an Urban Forester in FY 18/19.	City Manager / Finance Director	Desirable	Medium	58–61, 66–68
5.19 Hire a Recreation Superintendent in FY 19/20.	City Manager / Finance Director	Desirable	Medium	58–61, 66–68

Recommendation	Responsible Party	Priority	Relative Resource Requirement	Related Discussion Pages
5.20 In FY 17/18, FY 18/19, and FY 19/20, provide staff training funding for the National Recreation and Parks Association (NRPA) Maintenance Management School, a Certified Pool Operator or Aquatic Facilitator Operator, an Irrigation Specialist Certification, and Certified Playground Safety Inspector.	City Manager / Finance Director	Necessary	High	58–61, 66–68
5.21 In the future, consider creation of a parks and recreation district covering the entire City or the City and Josephine County.	City Manager / Finance Director	Desirable	Medium	58–61, 68
Strategic Recommendation #6: Formally transition to an enterprise GIS.				
6.1 When the current GIS Coordinator position is vacated, upgrade the position to GIS Manager and transition the program to the appropriate internal service group in the City Manager's office.	City Manager	Desirable	Medium	71–73



SECTION 3—BACKGROUND AND ANALYSIS

Prior to conducting on-site interviews and meetings, Citygate reviewed online and printed information, including permit statistics, budget and staff levels, organizational structure and processes, customer information, and similar materials. On-site customer interviews and a Developers Forum focus group were held, as well as interviews with Grants Pass elected officials and staff. Additional telephone interviews and follow-up communications also occurred.

Figure 4—Stakeholder Input

At the Developers Forum focus group meeting, the questions asked of the group were:

1. What positive thoughts and comments do you have about the Parks and Community Development Department?
2. How is the Parks and Community Development Department doing overall?
3. How can the Parks and Community Development Department improve its efficiency and effectiveness?

Many stated that service has improved significantly over the last five years, and have attributed the improvements to the staff.

The comments from all interviews are confidential, so no specific individuals have been identified.

Through examination of the materials provided by the City, from the comments received during interviews, and based on the input from the Developers Forum, most agree that they are very pleased with the service they received when utilizing the community development functions. Many stated that service has improved significantly over the last five years, and have attributed the improvements to the staff. The results of the employee survey reinforce the emphasis that departmental managers have placed on customer service. The negative customer service input received was very limited. The most significant item was confusion regarding community development and Public Works engineering functions.

Six key themes emerged from the review of materials, interviews, meetings, and the survey. These themes are used to organize the stakeholder input and analysis, best practices, and findings and

recommendations in this section and the remainder of the report. The findings and recommendations are formatted as follows:

Strategic Finding #X: There is one strategic finding for each theme. They are reported using this style.

Strategic Recommendation #X: There is one strategic recommendation for each theme. They are reported using this style.

Recommendation #X.X: There are multiple recommendations following a strategic recommendation. They are identified with a two-digit number. The first digit is the same as the strategic recommendation. The second is to distinguish it from other recommendations related to that strategic recommendation. They are reported using this style.

3.1 ORGANIZATIONAL STRUCTURE STRATEGY

3.1.1 Stakeholder Input and Assessment

The City has an unprecedented opportunity to set a strategic direction for the future organizational structure and to establish succession planning to make the transition to the future as smooth as possible.

Grants Pass is expected to grow from its current population of 37,000 to 52,000 over the next 20 years, and to 57,000 by 2040. The City will need to serve and provide infrastructure for a population that is more than 50 percent greater than what it is now. Over the next five years, a very significant portion of its employees, especially those in supervisory and management roles, will be retiring. Given these significant changes, the City has an unprecedented opportunity to set a strategic direction for the future organizational structure and to establish succession planning to make the transition to the future as smooth as possible.

3.1.2 Best Practices

There are four basic concepts typically used in determining the distinct units (i.e., determining the departments) in an organization.³ Any single concept, or a combination of them, can be used. They are intended to provide clarity to the organization and result in more efficiency and effectiveness. The organizational structure concepts are:

- ◆ **Function** – All staff doing similar work are grouped together (e.g., all engineers in an organization form an engineering department).
- ◆ **Geography** – All staff serving a different geographic area are grouped together (e.g., a regional office of a statewide organization).
- ◆ **Product** – All staff responsible for a product or product line are grouped together (e.g., staff that provide infrastructure are grouped together).
- ◆ **Customers** – All staff serving a common set of customers or a common market are grouped together (e.g., employees who provide services to all development applicants are grouped together).

³ There are many sources that can be referenced to describe these concepts, but a succinct treatment of the subject can be found at <http://www.referenceforbusiness.com/management/Ob-Or/Organizational-Structure.html>

Figure 5—Organizational Structure Concepts

Consistent with the concept of organizing to best serve customers, the City should, at some point, consider creating and organizing staff to support a single customer service counter for all customers visiting City Hall. This is a best practice employed by many local governments with a strong commitment to customer service. For the casual customer who does not frequent City Hall, it provides “one-stop” service. Rather than the customer first learning the organizational structure and location of different staff, the staff provide that service by determining who should assist the customer and meet the customer at the counter. Customers who are more familiar with the City and know from which staff person they need assistance can do so directly through appointments, phone calls, email, etc.

One option for the physical location of such a counter is the courtyard area in the current City Hall. Typically, the “one-stop” counter will include a general information or check-in counter where the customer need is ascertained. The appropriate staff are identified and called to the larger main counter, and the customer is directed to that staff person. The larger main counter is where various staff can meet with the customer. Additional seating and resources (e.g., computer with access to data, like property records, handouts, forms, etc.) are also usually included.

The following photographs show the relatively new Roseville, CA “one-stop” counter where development services customers can meet with staff to obtain a wide range of services.

Figure 6—Recent “One-Stop” Counter Example



Best-practice organizations have established succession planning. The components usually included in effective succession planning are listed in the following bullets.⁴

- ◆ **Assessment of Key Positions** – These are the critical positions that are essential for continued smooth operation of the organization.
- ◆ **Identification of Key Talent** – This includes individuals from all levels of the organization who appear to have the potential to fill key positions in the organization. Often, they are not staff members who have formal managerial titles. They may be informal leaders.
- ◆ **Assessment of Key Talent** – After staff members who have the potential to fill key positions are identified, a candid assessment of their strengths and weaknesses is necessary.
- ◆ **Generation of Development Plans** – The development plans for key staff will address their weaknesses, help the organization to create staff “bench strength,” and retain key talent. Often, mentoring by a more senior staff member is included in the development plan. The development plan is included as part of the performance

⁴ <https://www.successfactors.com/static/docs/sfguidesuccessionplanningr3.pdf>

assessment process and will be useful for determining those who may not be able to fill the positions originally envisioned for them.

- ◆ **Development Monitoring and Review** – On an ongoing basis, the performance and development of those identified as having the potential to fill key positions is reviewed by the human resources division/department and senior level staff, as well as their supervisor. If necessary, adjustments are made (e.g., adjusting development plans, removing individuals from the succession plan, etc.).

Figure 7—Key Elements of Succession Planning



The assessment of key talent, generation of development plans, and development monitoring and review components are integrated with the performance measurement and management system.

3.1.3 Findings and Recommendations

Grants Pass enjoys an organizational culture that reflects the willingness of most staff to take on whatever work is necessary to get the job done. When there has been a change in a department manager, other department managers with appropriate skillsets have often stepped in to fill the void and add organizational units to their departments. While this commitment and initiative is commendable, the organizational structure that has evolved reflects these ad-hoc changes rather

than an underlying organizational strategy based on the organization structure concepts described previously.

Applying these concepts to the Parks and Community Development Department and the current Public Works Department, the following strategic direction is recommended.

- ◆ **Development Services** – All staff serving development applicants should be grouped together to provide integrated planning, engineering, building, and permitting services to development customers (i.e., applicants). This should be the core competency of any community development or development services department, and this should be strengthened and reinforced.
- ◆ **Infrastructure** – All staff responsible for building, operation and maintenance, related programs and services (e.g., water conservation, stormwater management, etc.), and replacement of water, wastewater, storm sewer, streets, and other public infrastructure assets (i.e., facilities, fleet, etc.) should be grouped together in the Public Works Department. At the appropriate time, the parks and recreation function and services (i.e., both facilities and recreation services) should be moved from the Parks and Community Development Department to the Public Works Department. At that time, the Parks and Community Development Department should become the Community Development Department.

It is also recommended that the transition to these changes in organizational structure be triggered by one, or both, of the following events: First, when a new position is created (e.g., new Assistant Public Works Director), the new position should be filled with an understanding that the role will reflect this new organizational structure. Second, when a higher-level position is vacated (e.g., retirement of a department head), the new department head should understand that changes to implement this strategic direction will occur at that time.

To help the City develop more “bench strength” in staff, and to groom potential future program, division, and department managers, a formalized succession planning system should be implemented in the Parks and Community Development Department and the Public Works Department. This should be integrated with the performance measurement and management system utilized in these departments.

Strategic Finding #1: The current arrangement of functions in the Parks and Community Development Department and in the Public Works Department, as well as the lack of formal succession planning, will not serve the City well for future delivery of infrastructure to the City and services to the development community.

*The organizational structure
that has evolved reflects
these ad-hoc changes rather
than an underlying
organizational strategy.*

Strategic Recommendation #1: All staff serving development applicants should be grouped together in the City Community Development Department. All staff responsible for infrastructure, including the parks and recreation function, should be grouped together in the City Public Works Department. The City should consider creating and organizing staff to support a single customer service counter. A formalized succession planning system should be implemented in both departments.

Recommendation #1.1:	The Community Development Department should be comprised of planning, new development engineering, building, and permit services provided to development customers.
Recommendation #1.2:	The Public Works Department should be responsible for building, operation and maintenance, related programs and services, and replacement of water, wastewater, storm sewer, streets, and other public infrastructure assets.
Recommendation #1.3:	The parks and recreation function and services (i.e., both facilities and services) should be moved to the Public Works Department.
Recommendation #1.4:	The City should consider creating and organizing staff to support a single customer service counter.
Recommendation #1.5:	A formalized succession planning system should be implemented in the Community Development Department and in the Public Works Department.

3.2 COMMUNITY DEVELOPMENT FUNCTIONS

3.2.1 Stakeholder Input and Assessment

The Grants Pass Parks and Community Development Department (PCD) is comprised of the functions typically found in a community development or development services department, with a few notable exceptions; the typical functions include the Planning Services Division, the New Development Engineering Division, the Building Services Division, and the Permit Services Division. The other functions in PCD are Capital Improvements Engineering, Parks and

The results of the employee survey reinforce the emphasis that departmental managers have placed on customer service.

respectively. This subsection (3.2) focuses on the PCD Planning Services Division, Building Services Division, and Management Services Division.

The Parks and Community Development Department provides applicants the opportunity to provide feedback on customer service using the Community Development Customer Service Survey form. A copy of that form can be found in **Appendix A**, or the interactive version can be viewed online at <http://grantspassoregon.gov/DocumentCenter/Home/View/3007>. Citygate reviewed the completed Community Development Service Survey forms provided by the City. That information indicated almost all aspects of customer service received a rating of excellent.

Almost all stakeholders who provided input directly to Citygate also indicated they are very pleased with the service they received when utilizing the community development functions. Many stated that service has improved significantly over the last five years, and attributed the improvements to the staff. Many stakeholders specifically mentioned that the Department director has made a positive difference. Citygate conducted a survey of PCD employees. The results of the employee survey, included in **Appendix B**, reinforce the emphasis that departmental managers have placed on customer service. The negative customer service input received was very limited and related to three specific items: the need for checklists, confusion regarding community development and Public Works engineering functions, and engineering inspections performed by Public Works Department staff. Citygate also received some suggestions that were not related to issues with service; they were ideas to be considered. Use of checklists is addressed later in this section. The engineering items are discussed in Section 3.4.

The Planning Services Division includes both long-range and current planning programs. The City has done well in providing the basic components of a long-range planning program necessary for a city of its size. Because the long-range planning program in the Parks and Community Development Department has only one full-time position, some of these components are provided by the Department; some are provided by other units in the City organization. The components are:

- ◆ **Comprehensive Plan** – The Grants Pass comprehensive plan (Comprehensive Community Development Plan) is comprised of 14 formal elements, as well as related documents (e.g., Rogue Riverfront and Development Plan, Downtown

Recreation, and the City's geographic information system (GIS). The current Grants Pass PCD organizational structure includes a Management Services Division that includes both the Permit Services Division and parts of some of the other PCD functions. New Development and Capital Improvements Engineering, Parks and Recreation, and GIS are addressed in subsections 3.4–3.6,

River District Plan). It includes the Official Population Forecast and Report issued in 2015 which is used for facility planning in the City and the urban growth boundary. The facility plans for each specific type of infrastructure are referenced in the public facilities and services element, and the policies section also addresses public facilities and capital improvements programming.

- ◆ **Facility Master Plans** – The City has recently completed updates to many of its facility plans (e.g., water, wastewater, and collection and distribution), and an update is scheduled for the transportation plan. These have largely been prepared by consultants working with the department responsible for that infrastructure. (i.e., Public Works). The City has demonstrated a commitment to updating these facility plans consistent with the growth projections included in the comprehensive plan. These plans are also typically followed by rate studies to address funding needs for operations and maintenance, as well as capital improvements.
- ◆ **Capital Improvements Program (CIP)** – The City has an Adopted Capital Budget that includes a list of projects identified in the facility plans, as well the funding mechanism identified in the associated rate studies. The Capital Budget also includes other non-facility projects (e.g., plans, organizational analyses, rebranding projects, etc.). It covers a three-year period (e.g., the FY 16/2017 document includes revised FY 2016 projects, adopted FY 2017 projects, and projected FY 2018 projects). More detailed CIP information (e.g., longer-term needs, phasing, etc.) for each specific type of infrastructure is included in the facility plans.
- ◆ **Development Code** – The Grants Pass Development Code is divided into 30 articles that address procedures, land uses, land subdivision, and development standards. As stated in the Code, it is intended to implement the comprehensive plan. From time to time, the City has amended different articles to keep the Code current.

The Planning Services Division's Current Planning program is responsible for conducting 11 different types of procedures for 32 different types of planning applications. The planning organizational unit presently has three funded positions for which recruitments are underway. One of those is a vacant Senior/Principal Planner position; one is an Associate Planner position, which is being filled on a temporary basis with a contract Assistant Planner; and one is an Assistant Planner position that is currently being filled by a Planning Technician.

The City has had difficulty recruiting and retaining Current Planning staff. Based on the results of the employee survey, included in **Appendix B**, staff perceptions about rewards and opportunities for promotion are impacting retention. The following statements are those with the lowest “degree-of-agreement.”

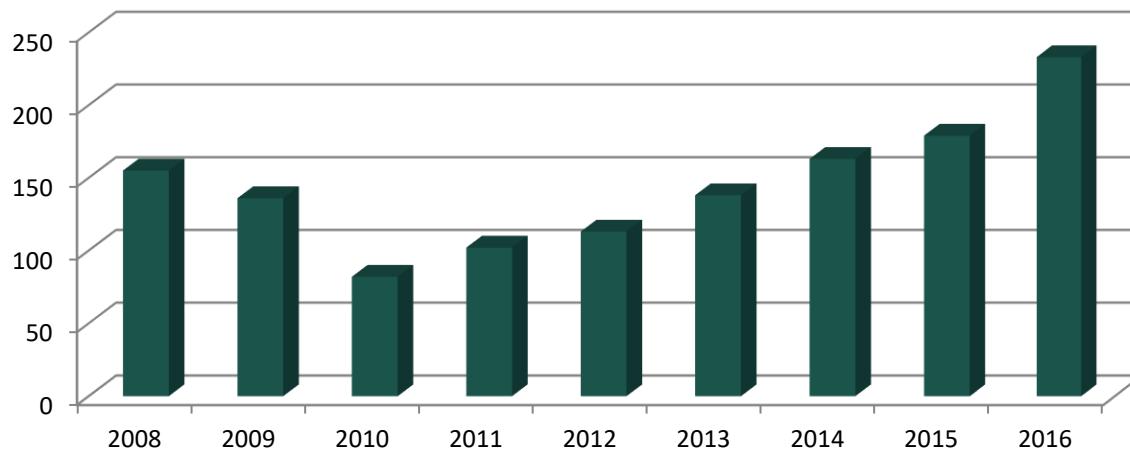
- ◆ “The current compensation and promotion process rewards me for higher than average levels of performance.”
- ◆ “Given the level of staffing within my division, the goals and objectives of the Division are achievable.”
- ◆ “I have sufficient opportunities for advancement and promotional upward mobility.”

Examples of the existing employee evaluation forms are included in **Appendix C**. They do not explicitly address workload and performance in quantitative terms.

The difficulties in recruiting and retaining staff impact succession planning, discussed in subsection 3.1, and make it very challenging for staff as the workload increases. One result of this perception, if not addressed, is a self-reinforcing system in which staff feel they are not rewarded for processing greater caseloads, they seek employment elsewhere, and thus the remaining staff must process greater caseloads for which they feel they are not rewarded, etc.

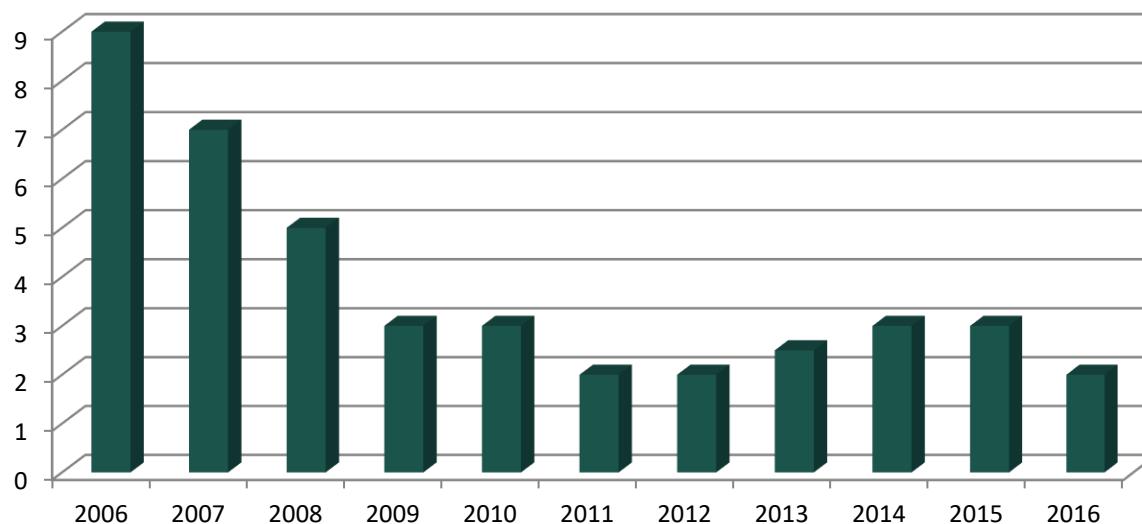
The workload for Current Planning declined significantly due to the Great Recession, but has increased steadily since then. Total applications of all types declined from 155 in 2008 to 82 in 2010; by 2016, the total number of applications has increased to 233.

One result, if not addressed, is a self-reinforcing system in which staff feel they are not rewarded for processing greater caseloads, they seek employment elsewhere, and thus the remaining staff must process greater caseloads for which they feel they are not rewarded.

Figure 8—Planning Applications**Total Applications**

Source: Grants Pass Parks and Community Development Department

The staff in Current Planning has declined from a high of nine in 2006 to two in 2016. The number of applications per staff member has increased from a low of 27 in 2010 to a high of 117 in 2016.

Figure 9—Planning Services Division Current Planning Program Staff**Current Planning Staff**

Source: Grants Pass Parks and Community Development Department

The Planning Services Division is required to determine if an application is complete within five days of receipt. The Division is required to process almost all applications within 120 days per Development Code section 3.050. However, there is no official set of performance targets for the various types of applications other than those implied in the Land Use Decision and Hearing Schedule. Based on a review of the version of this document that covers applications received by February 3, 2017, the implied performance targets are summarized in Table 4.

Table 4—Land Use Decision Levels of Service

Type of Procedure	Target
Type I Director's Decision	20 Business Days to Final Decision
Type II Public Mediation Hearing	23 Business Days to Public Meeting
Type III Planning Commission Hearing	28 Business Days to Public Hearing
Type III/IV Planning Commission and City Council Hearing	63 Business Days to City Council Hearing

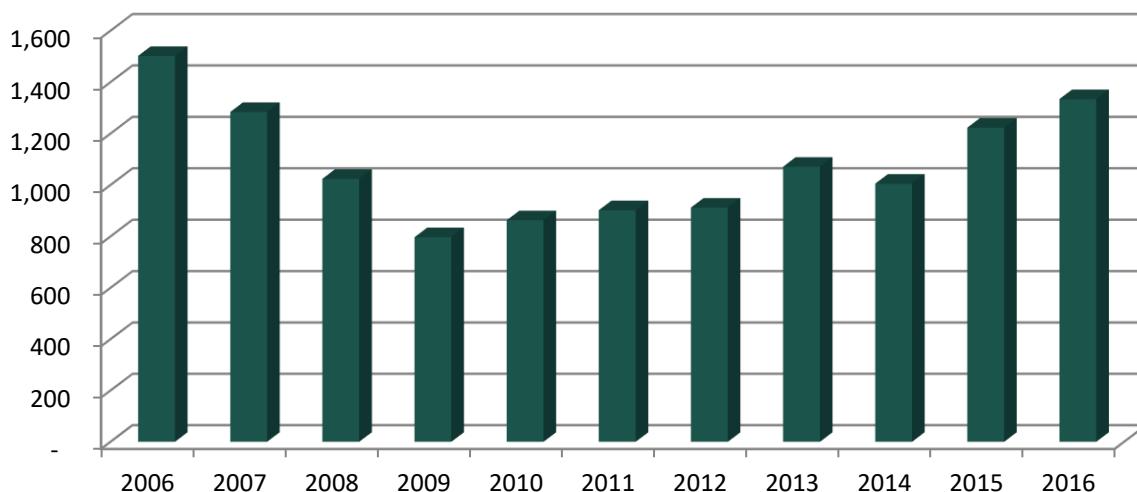
Based on the information provided to Citygate, the electronic review and permitting modules of the EnerGov software that the City purchased are not yet operational due to technical issues the vendor is addressing.

The budget for the Planning Services Division is funded by both general and self-generated revenues. Approximately 90 percent of the funds are from general revenues (e.g., franchise/right-of-way taxes, business and occupation taxes, state revenue sharing, etc.). The remaining 10 percent of the funds are generated by the Division.

The Building Services Division is responsible for reviewing building permit plans, issuing permits for approved plans, and inspecting construction for compliance with permitted plans. The City uses the State of Oregon building codes (structural, plumbing, mechanical, electrical, etc.) as updated by the State, as well as the national codes for housing and property management. The Building Services Division is comprised of two City positions and two part-time contract positions that are responsible and certified for “A Level” electrical and plumbing plans examination and inspections. These two contractors are nearing retirement age.

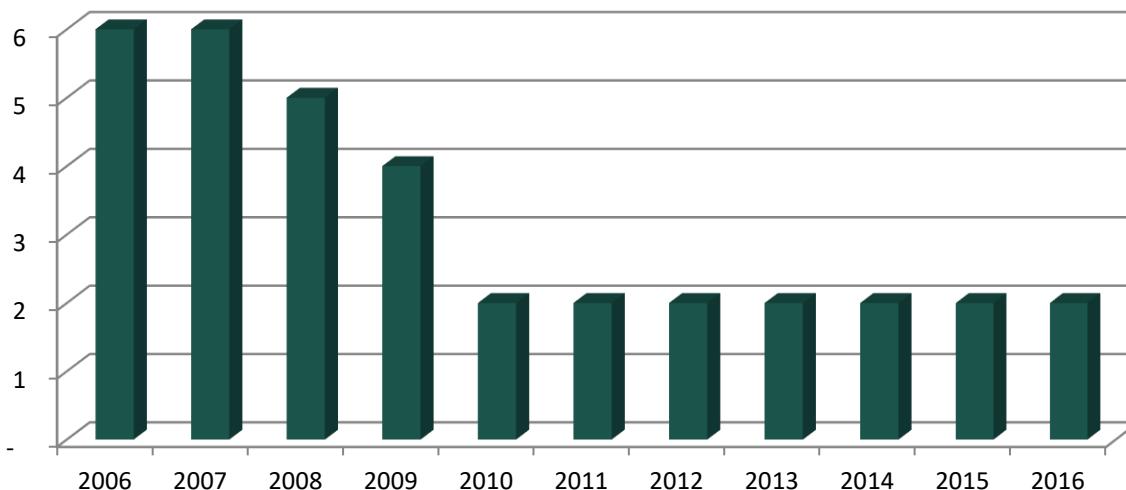
Figure 10—Building Permits

Number of Permits



As Figure 10 shows, the number of building permits issued annually has essentially followed the same trend as the economy. That is, the number decreased from 2006 through 2009 to reflect the Great Recession and, since then, has been generally increasing. In 2009, 797 permits were issued. That increased to 1,334 in 2016. The number of inspections generally increases as the number of permits increases.

Over the 2006–2016 period, two contract staff positions have been utilized by the Building Services Division. In addition, City positions ranged from six in 2006 and 2007 to two from 2010 to 2016 as illustrated in Figure 11. Although the number of permits per staff member has increased from 188 to 334 per year, the Building Services Division has been able to maintain “10-day first phase plan check” and “next business day inspection” service levels. Part of this increased efficiency is attributed to the EnerGov software inspection module that is now operational; the use of digital tablets in the field, which automatically report results from inspections; and support from the Information Technology staff. The EnerGov vendor is addressing the electronic review and permitting modules of the EnerGov software that are not yet operational due to technical issues.

Figure 11—Building Services Division Staff**Building Services Staff (Excludes Contract Staff)**

The Building Services Division has an annual operating budget of approximately \$600,000. The Division is entirely self-supported by permit revenues, which are restricted to use by the Division. It is projected that the fund balance will exceed \$1 million by the end of fiscal year 2017.

The Management Services Division includes what is often known as the permit services function in most community development organizations, as well as other functions, including departmental office management (budgeting, purchasing, etc.), support for the Parks Division, support for the Public Works Department (e.g., collection of Service Development Charges, and Reimbursement District charges), support for the Finance Department Business Tax approval process, and the Citywide geographic information system. The permit services functions that are provided include services to customers at the Department counter (e.g., answering questions on various City services and codes, application intake, issuing simple permits, etc.), answering telephone calls to the Department that are not made directly to other staff, collecting and processing fees, scheduling inspections, updating databases, generating reports, and supporting commissions and committees (e.g., agendas, notices, minutes, updating information on the website, etc.). Staff also assist in providing water and wastewater connection information.

The volume of permit services provided by the Management Services Division is directly related to the volume of applications and permits processed by the Planning Services Division and the Building Services Division, respectively. In addition to the Business Operations Supervisor, there are seven positions in the Management Services Division. While many of the staff have been trained to back up other Division staff, the primary functions of each position are shown in the following table.

Table 5—Management Services Division Staff by Primary Function

Primary Function	Full-Time Equivalents	Title(s)
Supervisor	1.0	Business Operations Supervisor
Planning	0.725	Office Assistant
Building	2.0	Permit Technician Office Assistant
Engineering	1.0	Support Technician
Parks and Committees Support	1.0	Office Assistant
GIS	2.0	GIS Coordinator GIS Database Technician
Total	7.725	

The Management Services Division staff have been able to increase efficiency by using the EnerGov software inspection module. They have not been able to improve efficiency by using the electronic review and permitting modules of the EnerGov software as they are not yet operational due to technical issues the vendor is addressing.

The Management Services Division budget is largely funded by direct charges to the other divisions and departments it supports, and through GIS engineering and capital projects charges.

3.2.2 Best Practices

Although all the basic components of community development in a local government may not be located in what is commonly known as the community development department, best-practice organizations recognize that three components are necessary and must work together in a highly-coordinated fashion. The components are:

- ◆ **Planning** – The foundation of this component is the comprehensive plan for the community. The comprehensive plan includes the aspirations or vision of the community for its future, as well as goals and policies designed to achieve that vision. It often is divided into sections that cover different topics (e.g., elements) and/or smaller parts of the jurisdiction (e.g., neighborhoods, corridors, etc.). The comprehensive plan is accompanied by code that provides guidelines for design and development of private and public projects so they will implement the plan.
- ◆ **Development Services** – This component includes those functions that work with developers who implement the comprehensive plan and code provisions through their investments. In most jurisdictions, the majority of the buildings and infrastructure are originally provided by private developers. The typical

development services functions include current planning, new development engineering, building safety, and permit services. Because these functions are by nature regulatory, best-practice organizations strive to instill a culture of customer service in recognition of the fact that development consistent with the comprehensive plan and code helps the community to achieve its vision. When these functions are combined into a single department, that department is often known as the community development department or development services department.

- ◆ **Capital Improvements** – This component is intended to ensure the necessary infrastructure for providing services to residents and business is in place. In some cases, capital projects are built to make sure services are provided consistent with adopted service levels. These projects focus on areas that have substandard or obsolete facilities. In other instances, the projects are designed to keep pace with development. These projects are largely funded by new development. Some jurisdictions use investments in infrastructure to direct development into certain areas. An urban growth area is an example of this type of area. Capital improvements programs can also be used to coordinate multiple projects with the result being that they leverage each other and create dramatic change in a certain area. Redevelopment programs often utilize this approach in target areas.

Figure 12—Components of Local Government Community Development



Citygate used the framework in Figure 12 to evaluate the Planning Services Division, Building Services Division, and Permit Services Division. The findings and recommendations relate to customer service, performance measurement and management, benchmarks, employee development, process and systems improvements, and funding and fees. The capital improvements component has been addressed in subsections 3.1, and 3.3–3.5.

3.2.3 Findings and Recommendations

It is anticipated that the City will continue to grow, many staff will be reaching retirement age, and there is a need for succession planning. At this point in time, the PCD staff are delivering service that is rated good to excellent by its customers while handling an increasing workload. It has been a challenge to recruit and retain qualified PCD staff, and implementing new digital plan review and permitting technology has been problematic.

Strategic Finding #2: The Parks and Community Development Department is providing good to excellent planning, building, and permit services to development customers, but it will be a challenge to continue to do so given expected growth, anticipated changes in staff, and the need to implement new technology.

Strategic Recommendation #2: The PCD should implement a series of changes to better track and reward performance, recruit and retain staff, and empower staff to make process improvements.

Customer Service

Citygate reviewed customer survey forms, received input from the Developers Forum focus group, and conducted interviews with various customers and stakeholders. The commonly held perception is that the Parks and Community Development Department has significantly improved service to the development community over the last five years and customers would like to see that continue as the volume of applications increases, staff changes, and the City continues to grow.

Several specific recommendations were received (e.g., create more checklists, create an ombudsperson, etc.). Rather than listing and recommending a limited series of minor

Rather than listing and recommending a limited series of minor improvements, Citygate recommends establishment of an ongoing process.

improvements, Citygate recommends establishing an ongoing process with the following components:

- ◆ **Customer User Group** – Even if on an informal basis, a group of users should be convened regularly (e.g., quarterly or twice annually). The first task of this group should be to receive proposed improvements from this report, from staff, and from the group. The group should then prioritize those tasks, staff should begin work on those tasks, and the group should receive regular reports on progress and accomplishments. When the group receives reports, the group should be asked to identify any emerging issues. This group should be used on an ongoing basis to identify service problems, opportunities to improve service, and to provide feedback as solutions are being implemented.
- ◆ **Permit Services Improvements Group** – Consistent with the Citywide High Performance Organization initiative, empower the Permit Services Division staff to employ continuous improvement tools to identify and implement service improvements. **Appendix D** includes summary information on the continuous improvement tools Citygate recommends. Based on the input Citygate has received during this project, the following items should be considered by the group:
 - **Information** – Consider updating and enhancing information available to applicants on both the City website and in hardcopy format. This information should be designed for applicants to be able to get more information through “self-help” (e.g., look up zoning, determine what zoning terms mean, determine what type of application is needed to change zoning, obtain a zone change application and checklist). This will help applicants avoid trips to the City offices, gain access to information on a 24/7 basis, and reduce demands on staff.
 - **Physical Changes to Counter** – Although it was remodeled recently, the counter area in the Parks and Community Development Department does not have adequate space to lay out plans and is not conducive for providing the best possible customer service. One option the City may want to consider is combining counter areas from multiple departments to provide a single, more spacious counter that meets multiple customer needs (e.g., planning and building permits, utility hook-

Citygate recommends adoption of service standards, reporting on performance against those standards, and inclusion of related individual performance measures in employee performance plans.



ups and bill-paying, business permits, etc.). This is discussed in more detail in subsection 3.1.

- **Ombudsperson** – For certain types of permits (e.g., small businesses, new applicants, etc.), the City may want to consider a staff member that serves as an ombudsperson.
- **Positions** – It may be possible to slightly change the Permit Services Division responsibilities and positions to significantly improve customer service. In many jurisdictions, staff are trained to become Planning Technicians, or Permit Technicians who are authorized to make higher-level decisions and/or issue “over-the-counter” permits.

Recommendation #2.1: The PCD should establish a Customer User Group and a Permit Services Improvement Group that are tasked with working on customer service on an ongoing basis to resolve issues, identify opportunities, and improve customer service.

Performance Measurement and Management

To better align customer expectations for service, performance measures and reporting, and staff performance, Citygate recommends adopting service standards, reporting on performance against those standards, and including related individual performance measures in employee performance plans. The standards for planning applications should be derived from the Land Use Decision Levels of Service in Table 4. The building application standards should reflect the current level of service for plan reviews and inspections scheduling.

Regular reports, like the example in Table 6, should indicate how well the organization is doing in meeting the performance standards.

Table 6—Example Building Permit Application Processing Report

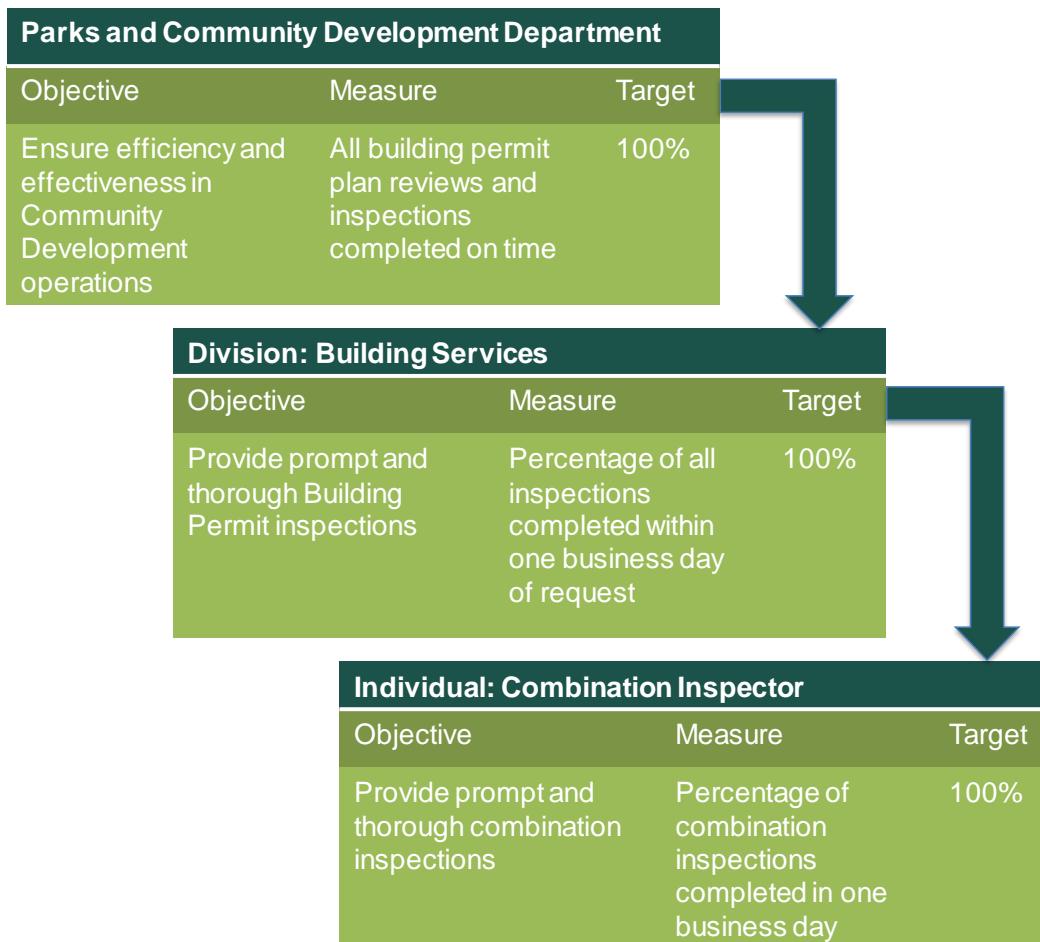
Month	Total Applications	Total Late*	Percent on Time
September 2015	759	15	98.0
October 2015	1,167	17	98.5
November 2015	731	8	98.9
December 2015	857	17	98.0
January 2016	587	14	97.6
February 2016	789	7	99.1
March 2016	924	37	96.0
April 2016	912	12	98.7
May 2016	880	49	94.4
June 2016	925	26	97.2
July 2016	638	22	96.6
August 2016	911	18	98.0
September 2016	997	10	99.0
Cumulative	11,077	252	97.7

* At least one reviewer held application for 11 working days or longer

The adopted Department and Division performance standards should be directly related to, and included in, individual performance plans as shown in the example in Figure 13. This will require modifying the existing performance evaluation forms (see **Appendix C**).

Once these performance measurement and management system components are in place, PCD should consider additional forms of recognition, like those that are part of the High Performance Organization initiative, for staff who exceed the standards and/or meet standards while processing a higher-than-average volume of applications. This information will also help PCD managers to better recognize when resources are being overburdened or underutilized, and when other options should be considered (e.g., utilize contract plan review consultants, seek assistance from the Council of Governments, etc.).



Figure 13—Cascading Performance Measures

Recommendation #2.2: The PCD should modify its current practices to include service standards, reporting on performance against those standards, and inclusion of cascading (i.e., related individual) performance measures in employee performance plans.

Benchmarks

As requested, Citygate benchmarked Grants Pass application processing times for planning and building applications, as well as response times for building permit inspections, against those of other western U.S. jurisdictions. The results are as follows:

- ◆ **Planning Application Processing** – The timeframes listed in the Land Use Decision Levels of Service in Table 4 are roughly equivalent to the timeframes in best-practice organizations. If the City determines it needs to reduce the timeframe

for a certain type of project, it should consider changing the review requirements (e.g., change a Type III/IV to a Type III).

- ◆ **Building Plan Review** – Best-practice organizations determine plans are complete within one working day, and perform the initial review of plans in 10 working days. The Grants Pass timeframes are similar.
- ◆ **Building Inspections** – Best-practice organizations provide inspections on the same day, as requested. Grants Pass typically provides inspections by the next day.

Staffing

Positions supporting the engineering function, the parks and recreation function, and the Public Works Department are addressed in other subsections of this report.

The Planning Services Division Current Planning program has three funded positions for which recruitments are underway. One of those is a vacant Senior/Principal Planner position, one is an Associate Planner position that is being filled on a temporary basis with a contract Assistant Planner, and one is an Assistant Planner position that is currently being filled by a Planning Technician. Citygate recommends an additional Assistant Planner position. Workload data, shown in the Planning Applications and Current Planning Staff tables (Figure 8 and Figure 9) support the need for the additional position, and that would provide the City with a more complete current planning series of positions for succession (i.e., one Planning Technician, two Assistant Planners, one Associate Planner, and one Senior Planner / Principal Planner).

To ensure that future staff are well-qualified, Citygate recommends that Grants Pass utilize the planning position descriptions provided by the American Planning Association for future recruitments. The position descriptions are included in **Appendix E**, and can also be obtained online at <https://www.planning.org/onthejob/descriptions/>. It is also recommended that the City recruit from schools that have planning degree programs accredited by the Planning Accreditation Board. The list of accredited planning programs schools is included in **Appendix F**, and can be obtained at <http://www.planningaccreditationboard.org/index.php?id=30>.

The existing Building Services Division is comprised of two City positions and two part-time contract positions that are responsible and certified for “A Level” electrical and plumbing plans examination and inspections. These two contractors are nearing retirement age, and the City should replace them with one position that can take over their responsibilities and add additional depth and flexibility to the building unit staff.

Modifications to the existing Permit Services Division positions should be considered as part of the Permit Services Improvement Group work described in conjunction with Recommendation #2.1.

Recommendation #2.3: In FY 17/18, an Assistant Planner should be hired in the Planning Services Division. Retiring contract electrical and plumbing plans examiners and inspectors should be replaced by a permanent Building Services Division position. Permit Services Division position modifications should be considered as part of the Permit Services Improvement Group work (see Recommendation #2.1).

Employee Development

In a recent report on being an “Employer of Choice” prepared by Harvard Business Review Analytics Services, the following survey results were reported.⁵

- ◆ Eighty-three percent of respondents said a company’s greatest asset is talent.
- ◆ Twenty-three percent of respondents said they are very successful in attracting and retaining high-quality talent.
- ◆ Seventy-five percent of respondents said the key to a sustainable business model relies on shared values benefitting society, the environment, and shareholders.

Community development organizations are subject to these same dynamics. In 2015, the American Planning Association completed a study on the office of the future.⁶ The key findings from that study include:

- ◆ To attract and retain motivated and entrepreneurial workers, the office of the future needs a driving purpose and clear sense of mission.
- ◆ Cutting-edge agencies need to be able to express why they do what they do, not just what they do or how they do it.⁷ It is vital to imbue a workplace with a sense of passion and purpose for the work they do.

⁵ Found at: https://hbr.org/resources/pdfs/comm/siemens/hbr_siemens_report.pdf, p.1

⁶ Planning Office of the Future Task Force | American Planning Association www.planning.org

⁷ The American Planning Association report cites the TED Talk by Simon Sinek, How Great Leaders Inspire Action. The City should consider using this resource. It is found at:

https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en

- ◆ Millennials clearly preferred a work environment that offered lifelong learning opportunities, including professional development, interdisciplinary cross-training, and retraining and ongoing exposure to new technologies and subjects.

Given the compensation concerns expressed in the employee survey, Grants Pass must provide an attractive staff development and training program to be competitive. The key components of this program should include recruitment, orientation, training, and evaluation.

- ◆ **Recruitment** – The most important factor in the success of an organization is hiring the right staff. Best-practice organizations are very clear about what kind of person they want, including their skills, level of commitment, and values. They are also realistic about what they can afford. This includes what salary they will offer and how it compares to the market, benefits, and other factors. Best-practice organizations often establish an internship program with nearby universities with accredited planning programs. Grants Pass should consider such a program with a nearby university (see list of accredited programs in **Appendix F**) using the Planning Intern job description in **Appendix E**. The internship program would allow students to work at the City to earn credit and/or income during a semester or over the summer. Interns would become familiar with the community as a place to work and live, and the City would develop potential employees that are familiar to the City. This is similar to the process law firms and other organizations use.
- ◆ **Orientation** – As a new staff member is “on-boarded,” it is critical that he/she receive an orientation that is both thorough and communicates the aspirations of the organization.
- ◆ **Training** – For both new and existing staff, this should be related to position-specific duties and based on a professional development plan for that person. The training program should clearly articulate the organizational commitment to life-long learning, describe the workshops and courses offered, outline the training materials that will be provided (e.g., manuals, online resources, etc.), and list other learning opportunities that are available (e.g., direct instruction, tours, an assigned buddy, mentoring, etc.).
- ◆ **Evaluation** – Staff development and training, like any other program, should be evaluated on a regular basis. This evaluation should include how well the program is meeting desired outcomes and what adjustments, if any, are needed.

The Parks and Community Development Department needs to implement performance management (see Recommendation #2.2), as well as a staff development program that complements it. The Parks and Community Development Department should, at a minimum, include training to increase the level of certified staff, address potential career paths, and incorporate mentoring to help the organization with succession planning.

Recommendation #2.4: The PCD should consider additional recognition tied to performance (see Recommendation #2.2), establish an internship program, and implement an enhanced staff development program.

Processes and Systems

As expected given the processing times described along with Recommendation #2.2, Citygate did not identify any significant process changes that should be implemented by the Planning Services or Building Services Divisions. As described along with Recommendation #2.1, both a Customer User Group and a Permit Services Improvement Group, led by the Permit Services Division staff, should be convened to address process improvements on an ongoing basis.

Funding and Fees

Citygate sometimes finds that local jurisdictions do not have development services funds segregated from other funds and reserved for downturns in development activity. Citygate also finds that development services do not always pay any amount, or an adequate amount, for overhead. Fortunately, Grants Pass has embraced both practices.

Citygate recommends PCD complete an updated analysis of the actual time staff spends working across divisions, and adjust funding appropriately. For example, the Planning Services and Engineering Services Divisions may be spending more time reviewing building permits than the distribution of building permit fee revenues indicates.

Recommendation #2.5: Consider completing an updated analysis of PCD staff time spent working across divisions, and then adjust the associated distribution of revenues if appropriate.

3.3 PUBLIC WORKS STRUCTURE

3.3.1 Stakeholder Input and Assessment

The Grants Pass Public Works Department is responsible for the major components of the City's infrastructure. The Department currently includes the Water Treatment Services Division, the Wastewater Treatment Services Division, the Water Distribution Division, Wastewater Collection Division, the Streets and Drainage Services Division, and the Fleet Maintenance Division. As the need for facilities in Grants Pass continues to grow, oversight of facilities operations and maintenance will also grow.

The organizational structure of Grants Pass Public Works Department is typical of full-service public works departments. Staffing of the Public Works Department is lean and reflective of the workplace environment and the economy of Grants Pass and Josephine County for the past 25 years.

The oversight of the Public Works Director currently includes six divisions/sections with potential expansion in the next five years. The oversight of all these divisions, as well as interaction with other departments, places a significant demand on the Director position. Of particular note is the regular interaction with Parks and Community Development Engineering staff associated with daily operations and capital improvement projects. The regulatory nature of water and wastewater operations furthermore increase the demands placed upon the Public Works Department and the Director. This is further described in the Strategic Plan for Water and Wastewater Programs that was completed in October 2015.

Although generally taken for granted, drinking water quality and wastewater collection are high priorities in any well-maintained City. The current Distribution and Collection Superintendent oversees 13 positions. This is a high number of staff to direct in areas requiring high reliability and customer service. The Superintendent has indicated that he will be retiring this fiscal year.

Grants Pass is also responsible for monitoring and maintaining the City's 425-acre closed landfill site. This is currently conducted by staff from the Wastewater Plant. This impacts wastewater plant staff, and is viewed as a non-wastewater function.

Because of the lean staffing levels within other areas of Public Works, succession planning is necessary in those divisions as well. This is even more critical due to a significant number of retirements of key personnel expected to occur in the next few years.

3.3.2 Best Practices

In jurisdictions the same size as Grants Pass, full service public works departments that utilize best practices view infrastructure from the life cycle perspective. The major stages of this infrastructure lifecycle are building, operation and maintenance, and replacement.

Infrastructure is either funded and built as part of new development projects, or by the local government citizens and ratepayers. In either case, it should meet adopted specifications to ensure efficient and effective operations and maintenance. These specifications are almost always prepared by, or for, the public works department as that is the department responsible for infrastructure maintenance. To provide the best possible service to the development community, the new development engineering may be organized within a community development department. However, those staff must ensure that the infrastructure provided by development projects meets the specifications of the public works department. Hence, the priorities for these staff are set by their manager in the community development department; however, the final authority on technical issues remains with the public works department.



Operation and maintenance of infrastructure is funded by local government ratepayers through taxes and rates. The management and maintenance of that infrastructure is the responsibility of public works staff. Along with maintenance of the facilities associated with these infrastructure systems, other local government facilities (e.g. buildings, vehicle fleets, etc.) are often also the responsibility of the public works department. Related programs (like water conservation, stormwater management, etc.) are also provided by public works staff.

Best-practice organizations establish sinking funds using a portion of taxes and/or rates. As infrastructure needs to be replaced or rehabilitated, these funds are utilized by the public works capital project staff for that purpose.

Figure 14—Infrastructure Life Cycle, Funding Sources, Funding Methods, and Staff

Infrastructure Life Cycle				
		Building	Operation and Maintenance	Replacement
Provided by Development Project	Funding Source	Developer	City Ratepayers	City Taxpayers and Ratepayers
	Funding Method	Exaction	Taxes and/or Rates	Sinking Fund
	Staff	New Development Engineering (CD)	Management and Maintenance (PW)	Capital Projects Engineering (PW)
Provided by City	Funding Source	City Taxpayers and Ratepayers	City Ratepayers	City Taxpayers and Ratepayers
	Funding Method	Borrowing and/or Grants	Taxes and/or Rates	Sinking Fund
	Staff	Capital Projects Engineering (PW)	Management and Maintenance (PW)	Capital Projects Engineering (PW)

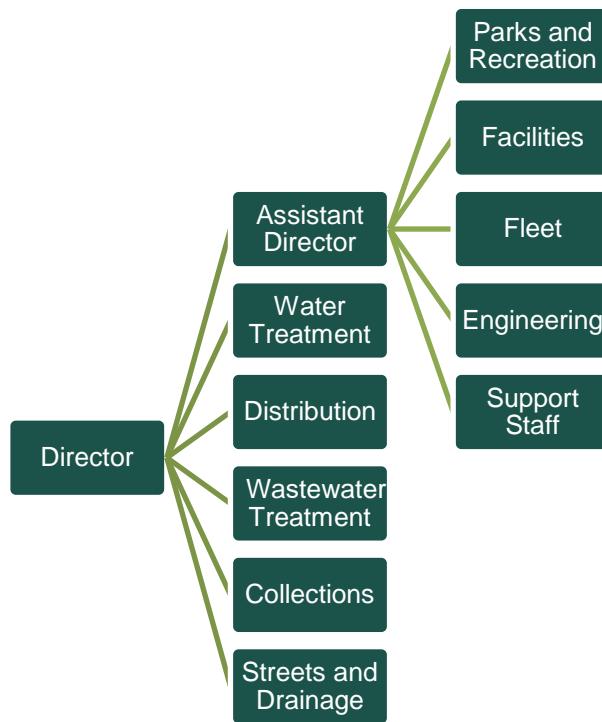
3.3.3 Findings and Recommendations

Strategic Finding #3: The current Public Works Department organizational structure will not effectively meet the City needs for efficient and effective delivery of infrastructure.

Strategic Recommendation #3: To most effectively provide infrastructure to the City, the Public Works Department should be restructured to include existing and anticipated additional components.

The anticipated additional components include a Parks and Recreation Division, a Facilities Division (i.e., buildings and grounds), and an Engineering Division. The restructured organization should reflect reasonable spans of control (i.e., approximately five direct reports).

Figure 15—Recommended Public Works Department Organizational Structure



Staffing

- | | |
|-----------------------------|---|
| Recommendation #3.1: | An Assistant Public Works Director should be hired in FY 17/18. |
| Recommendation #3.2: | The current Distribution and Collection Superintendent position should be split into two positions upon the current Superintendent's retirement (FY 16/17). The two new positions can be at the superintendent or supervisor level, and report to either the Director or the new Assistant Director position. |

Investing in the training and retention of the existing staff should be a high priority. Competitive salaries to attract quality staff should also be given serious consideration.

Recommendation #3.3:	The Public Works Department should initiate training and job shadowing for existing staff.
Recommendation #3.4:	In the future, a part-time position funded by insurance proceeds should be established to oversee landfill operations. The position may possibly assist in other solid waste and recycling activities within the City of Grants Pass.
Recommendation #3.5:	In FY 18/19, a position managing all City building operations and maintenance (i.e., Citywide) should be created for the efficient use of facilities. The first phase should include Parks and Public Works, with future phases including Public Safety and other functions.

Other Findings

The Public Works Department will need to periodically review the demands placed upon the Department staff to ensure adequate staffing is provided for effective operations and maintenance of City infrastructure.

The Public Works Department will need to review contracts for various maintenance and operation services to determine the cost effectiveness and reliability of that service.

3.4 NEW DEVELOPMENT AND CAPITAL PROJECTS ENGINEERING

3.4.1 Stakeholder Input and Assessment

Public Works and Parks and Community Development engineering staff work together on a regular basis to ensure the City's infrastructure that is built as part of new development projects meets approved standards and functions in an efficient manner. The Public Works Department also utilizes capital project engineering expertise for the construction and rehabilitation of City-funded infrastructure. The only negative comments received regarding community development and Public Works functions were related to the engineering function. In some cases, there were comments regarding lack of clear roles and responsibilities. But the most serious concerns were raised about inspections for infrastructure.

3.4.2 Best Practices

Best-practice organizations have adopted design and construction specifications to ensure that the public works department can efficiently and effectively deliver water, wastewater, stormwater, streets, and other infrastructure services.

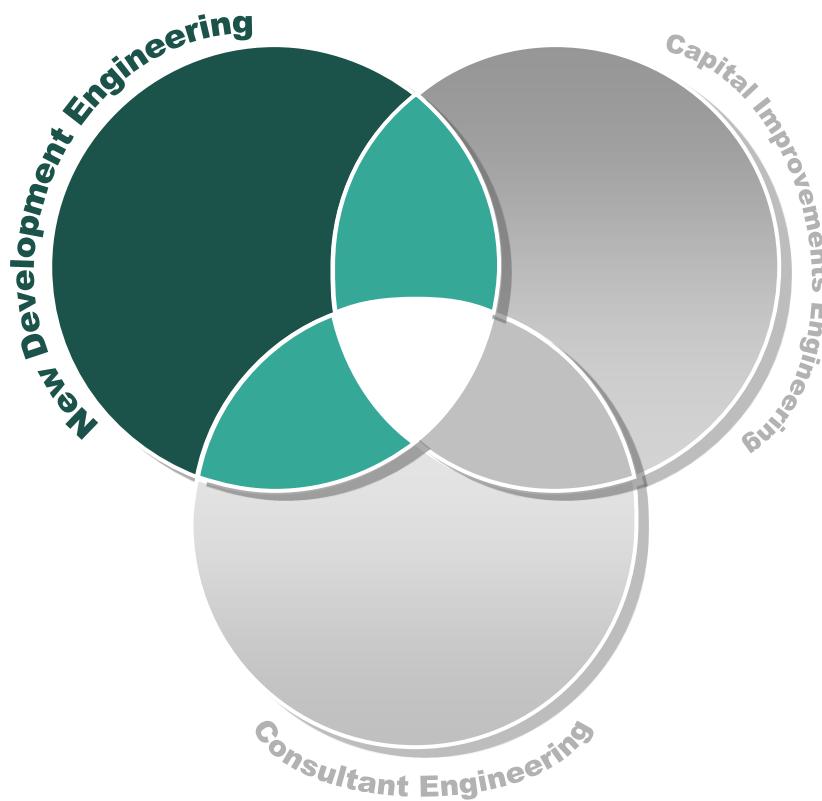
New development engineering is often organized within the community development department to better serve developers. Whether in the community development department or the public works department, those staff ensure that the infrastructure provided by development projects meet the adopted specifications of the public works department. The priorities for new development engineering staff located in a community development department are set by their manager; the final authority on technical issues remains with the public works department.

Capital improvements engineering is usually located in the public works department as that department is responsible for building, operating and maintaining, and replacing infrastructure provided by the City.

3.4.3 Findings and Recommendations

Strategic Finding #4: The current practice of including capital improvements programming, project design, and the City Engineer position with community development functions provides little or no additional service to developers and diminishes the ability of the Public Works Department to effectively deliver and maintain City infrastructure.

Strategic Recommendation #4: The Engineering Division should be placed under the Public Works Department along with a full-time City Engineer position.

Figure 16—Complementary Engineering Functions

New Development Engineering

Recommendation #4.1: The engineering review and processing of new development applications, and inspection of new development infrastructure projects, should remain a community development function.

Capital Improvements Engineering

Recommendation #4.2: The Public Works Department should be responsible for maintaining the City Capital Improvements Program, infrastructure design specifications, capital improvements project design, and capital improvements project construction management and inspections starting sometime during FY 17/18.

Consultant Engineering

Recommendation #4.3: Contracting for consulting engineering services should be continued through the transition from current practices.

3.5 PARKS AND RECREATION FUNCTION AND SERVICE DELIVERY

3.5.1 Stakeholder Input and Assessment



The City of Grants Pass has experienced the organizational management challenges that have occurred in many small- to mid-sized cities in Oregon over the past 20 to 25 years. The decisions regarding expansion and contraction of service delivery based on funding availability, or lack thereof, has made it difficult for municipal managers to efficiently manage, much less predict, the future in a fluctuating economic and political environment. After far-reaching statewide property tax limitation measures approved by voters beginning in the early- to mid-1990s, and an economic slowdown in Oregon during the late 1990s and early 2000s,

the state's communities had to significantly adjust their budgets and municipal service expectations to address the new and irreversible economic climate. Then beginning in 2007 communities were once again faced with even more sweeping and negative outcomes resulting from the Great Recession that lasted through 2012 and, in some cases, longer. The timing and severity of the consequences of the recession varied greatly by region within the state. Especially hardest hit were those cities that were well outside the major metropolitan centers of Portland, Salem, Bend, and Eugene, where the economic rebound began sooner and with more vigor.

This fluctuating economic environment has found the City of Grants Pass in a predictable condition, especially due to the unstable fiscal position of Josephine County for which Grants Pass serves as its largest city and operates as its county seat. Due to failed levies in the mid-1980s, significant and lasting decline of timber receipts in the 1990s, and the statewide property tax limiting measures throughout the later part of 1990s, the County was forced to reevaluate and reorganize its government structure and its complement of services. With Josephine County facing major revenue shortfalls, it undertook significant service reductions, closures of its facilities, outsourcing, considerable personnel layoffs, and reevaluation and prioritization of its core mission. With these activities came the restructuring, and in some cases termination, of its role as a regional parks and recreation service provider. The County's focus was to divest from its less productive parks and campgrounds, outsource functions, monetize its assets where feasible, and retain only



those amenities that had net earned revenue potential. This was done to reallocate its remaining resources to other public health and safety services. Often, the phraseology of the day was “doing more with less.”

In the midst of the County restructuring, the City of Grants Pass experienced similar fiscal challenges. It has been forced to address the needs not only of its own taxpaying citizens, but also the needs of Josephine County residents that formerly sought and received services from the County.

Historically, Josephine County and the City of Grants Pass have shared the responsibilities for providing parks and recreation services, each with its defined role. With the fiscal realities of the 2000s, the regional and municipal governments were now faced with major decisions of managing fully developed parks facilities, recreation-focused capital investments, functional and community-supported recreation programs, and promoting tourist-supported assets with little to no public funding support. Both governmental units quickly responded with significant staffing reductions, closure of facilities where possible, conversion of general funded recreation programs to a more financially self-supporting model, outsourcing most programs to for-profit or non-profit agencies, and a greater reliance on contract services.

In the intervening years, up to today, the City has reprioritized its services and deemphasized its direct role in offering and supporting parks and recreation service. It has terminated City-provided recreation services, outsourced other services, and reassessed its structural organization related to parks and recreation service functions.

Based on the region’s tumultuous economic and fiscal history, the subsequent evolution of parks and recreation service delivery, and the current environment of economic recovery, the City is now poised to take advantage of many opportunities to be prepared for future growth. The repositioning of the City’s organizational structure with the alignment of the elected officials’ vision will strategically establish a more resilient and sustainable organization.

As an initial step, it is essential to review and address the current and future demands on City services, green infrastructure, and parks facilities based on the City’s vision, goals, and work plan.

The 2017 City Council Vision is:

Grants Pass is a healthy, vibrant place to live, work, and play; a city connecting people to people with thriving economic, cultural, and recreational opportunities.

This review of the parks and recreation function and services identified six topics for which Citygate has provided findings and recommendations, plus other findings, designed to achieve that vision:

- ◆ Customer Service and Citizen Involvement
- ◆ Performance Measurements and Management

- ◆ Technology
- ◆ Organization Structure and Functions
- ◆ Financial Management
- ◆ Staff Development
- ◆ Other Findings.

These are included in the Operations Plan in Section 2, and are described in more detail in subsection 3.5.3 following the discussion of best practices below.

3.5.2 Best Practices

Best practices in cities and counties of similar population size and demographics have created a manageable and sustainable organizational structure to weather economic downturns while maintaining core parks and recreation services. To do so requires focused, experienced, and qualified leadership overseeing parks and recreation functions. The City of Grants Pass is poised to take advantage of the existing opportunities to make significant improvements and enhance the long-term sustainability of the City's parks and recreation services.

It is not unusual, and is considered a best practice in many circumstances, to outsource programs and utilize contract services to complement in-house staff functions. This approach is effective when it meets the citizens' needs, provides a specific technical skill or expertise not available in house, supports a service or function needed for a short duration or time period (i.e., special event planning), or when specialized or expensive equipment or facilities are needed on an intermittent or infrequent basis. In these situations, it is more efficient and cost-effective than having the same service provided by the jurisdiction staff.

Most parks and recreation organizations now operate online recreation management software to simplify workloads, generate revenue, and maximize staff productivity.⁸ The implementation of software programs to automate routine and repetitive systems will bring more efficiencies and cost savings to the organization. The City of Grants Pass is poised to take advantage of available technology to advance its parks and recreation objectives with relatively minimal financial expenditures when compared to the performance outcomes.

⁸ Park Technology: Exploring Opportunities – National Parks and Recreation Association Magazine, May 1, 2016
Karen Zgong

3.5.3 Findings and Recommendations

Strategic Finding #5: The City of Grants Pass is poised to make significant progress in achieving its vision through parks and recreation services.

Strategic Recommendation #5: To take advantage of current opportunities to improve parks and recreation services, the organizational structure and management, as well as current practices related to outsourcing of services and use of technology, should be enhanced.

Customer Service/Citizen Involvement

The City has an effective practice of soliciting input from its citizen committees during the City Council's annual goal-setting process. The City has an opportunity to improve volunteer citizen board communication, focus, and efforts. An annual, joint meeting of the Parks Advisory Board, Urban Tree Advisory Committee, and Sports Complex Task Force is recommended for this purpose. In addition, the Parks Advisory Board charter should be reviewed and revised to recognize the role of recreation consistent with the Council's vision statement, possibly change the name to include recreation, and remove references to positions that are no longer valid (e.g., Field Operations Director).

Recommendation #5.1: Coordinate, and facilitate an annual, joint meeting of the three parks committees.

Recommendation #5.2: Review and revise the charter of the Parks Advisory Board.

Performance Measurement and Management

In 2010, the City approved a Comprehensive Parks and Recreation Master Plan that was prepared by a well-respected firm. The City exhibited leadership in the acceptance of this plan. It has clearly defined policies, as well as recommendations and guidelines regarding parkland acquisition, development, rehabilitation, and trails and open space enhancements and preservation. The City has an opportunity to prepare for the future by systematic implementation and focus on the Plan directives.

Recommendation #5.3: Prioritize the implementation of the 2010 Comprehensive Parks and Recreation Master Plan recommendations from all functional areas within the Plan.

The City has a well-defined and robust Work Plan document that outlines its strategic direction with specific, measurable, and focused actions. However, the City Council's vision regarding recreation services has not been clearly translated or integrated into the Work Plan. There is an absence of corresponding leadership objectives that demonstrate a commitment to recreation services, as highlighted in the vision statement. An alignment between these two documents is strongly recommended to provide the emphasis needed for meaningful direction to staff.

Recommendation #5.4: Initiate an analysis of existing community-wide recreation service providers, perform gap analysis of needed services, identify funding opportunities, and negotiate joint use and partnership agreements.

Technology

The City has an opportunity to improve its parks grounds maintenance and facility management by implementing computerized maintenance management software. Existing parks staff is exceptionally well-positioned and open to automation, and possess excellent computer skills to learn and implement such a system.

Recommendation #5.5: Identify and purchase maintenance management system software to increase efficiencies.

The City places a high value on its citizens' input and volunteers that support the parks development, facility use, and maintenance activities. There is a need to better manage the City's volunteer program to promote and encourage more citizen involvement and provide better onboarding and supervision that will help meet the City's Work Plan goals and objectives, while conserving staff resources.

Recommendation #5.6: Evaluate, purchase, and implement volunteer management software, such as Volgistics or equal.

The City has an opportunity to consolidate and better manage its parks and building reservation activities, facility usage, and revenue tracking and reconciliation processes. The current practice of using Google Scheduler is a generic approach that can be improved upon with a parks and recreation, industry-specific software solution. In addition, users that pay for services through Recreation NW, Inc. contract service cannot pay online by credit/debit card, and are inconvenienced as they are required to bring payments to the office or give unsecured credit/debit card information over the phone.

Recommendation #5.7: Purchase and implement automated facility reservation, program registration, and sports field scheduling software.

Organization Structure and Functions

The parks and recreation services delivery and functionality can be improved by the re-evaluation of its organizational placement within the City. Currently managed by the PCD Department, the core competency and existing broad focus of the Department’s functions does not optimally support the varied and growing needs required by the parks maintenance operations and the recreation referral service functions.

The primary reason consolidation with the Public Works Department is recommended is the value and efficiency in combining “like” functions, which is often a best practice in municipal services. Examples include CIP project management oversight by staff who are trained and skilled in this area; joint estimating and purchasing of supplies, materials, and services; and sharing expertise between trades and at joint facilities (e.g., streets sharing surplus asphalt run to resurface park/trail pathways and park roads, with reimbursement by the General Fund as needed). Since many of the current parks maintenance activities (e.g., buildings, shelters, site amenities, pumps, foot bridges, ponds, surrounding grounds maintenance, etc.) and contract service administration (existing restroom facilities, tree maintenance, landscape services, and street median maintenance, etc.) are related to similar functions in Public Works, there is an economy of scale in providing the oversight in the same functional unit. This ultimately provides the optimal customer-service-focused alternative as citizens have a “single point of service contact” with combined functions. In addition, the recommendation for installation of parks maintenance management software can be evaluated across all “like” functions within the Public Works Department.

The relocation of the Parks and Recreation function to Public Works should occur only when the groundwork is laid to functionally support the transition (i.e., the management support with an Assistant Public Works Director or equivalent who can oversee this function along with other related Public Works functions, the CIP, buildings and grounds oversight, etc.). Additional time may be required to implement these changes, so the consolidation could occur in either FY 19/20 or FY 20/21. Without this position in-place, the likelihood of a successful transition and long-term integration is greatly reduced.

The most successful consolidations occur when the park maintenance, operations, and recreation functions are kept together. This supports the ability to “speak in one voice” as the facilities are maintained by parks and heavily accessed by the public. If these functions are split up between two separate departments, there is a higher incidence of miscommunications in addressing public needs, facility management is often haphazard as it relates to customer service, and there is often a disconnect between seemingly similar functions.

The City's engagement of Recreation NW, Inc. for its recreation services information and referral, facility reservation functions, and facilitation and support of the non-profit sports groups is not a sustainable and financially cost-effective strategy. Although the dependence on a contractual service model was justified when it began over 20 years ago, this model now does not meet the citizens' needs, nor will it in the future. In addition, most of the items identified in the contract scope of work can be performed with industry-standard technology that can prove more cost effective for the City. Additionally, the City's \$124,000 annual expenditure on the contract can be reallocated to the hiring of qualified employees with specific parks and recreation expertise that would develop, implement, and maintain a more robust and sustainable service platform, including the engagement of contract services, where appropriate.

There are opportunities for short-term and long-term efficiencies with structure changes and enhancements.

Recommendation #5.8:	<p><u>Short-Term</u> (i.e., FY 17/18) – Retain the parks maintenance function in the Parks and Community Development Department.</p> <p><u>Medium-Term</u> (i.e., FY 18/19 or FY 19/20) – When the Assistant Public Works Director position is approved, relocate the function to the Public Works Department. Create a Park and Recreation Division/Section and consolidate the parks maintenance and recreation function.</p> <p><u>Longer-Term</u> (i.e., FY 19/20) – Timed with the December 2019 expiration of the Recreation NW, Inc. contract, restructure the recreation service functions to an in-house position of Recreation Superintendent. Broaden the existing Superintendent classification to include recreation responsibilities.</p>
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The Parks and Community Development Department has an opportunity to refocus its efforts and outputs to its core competencies by realigning its parks facility related Capital Improvement Program (CIP) oversight, which is currently managed by the Director of Parks and Community Development in coordination with the Park Superintendent.

Recommendation #5.9:	Reassign parks related CIP project administration to the Public Works Department as part of the overall City's CIP infrastructure management process.
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Financial Management

The parks maintenance and recreation service facilitation functions have an opportunity to enhance revenue generation to support operational activities.

Recommendation #5.10: Perform a thorough Cost of Services analysis for all parks facilities, structures, buildings, and sports field rentals. Develop a formal cost recovery policy.

Recommendation #5.11: Update the existing Comprehensive Fee Schedule based on a completed Cost of Services analysis and policy direction.

Based on the 2010 Comprehensive Parks and Recreation Master Plan recommendations, the City has an opportunity to increase financial resources to implement identified parks facility improvement priority projects to prepare for the anticipated population growth. Increased revenue can provide leveraged funds to better compete for local, state, federal, and foundation grants.

Recommendation #5.12: Perform an updated cost to acquire and construct analysis for prioritized and eligible parks facilities improvements.

Recommendation #5.13: Seek City Council policy direction on the percentage of the cost to be recovered through Park System Development Charges and revise the Comprehensive Fee Schedule as appropriate.

The City can obtain critical recreation service and referral information from the existing outsource and joint use contracts and agreements. Using this information, the City has an opportunity to increase existing recreation service levels, expand service delivery, and identify and prepare for future demands.

Recommendation #5.14: Based on findings from the community-wide recreation service provider analysis completed as part of Recommendation #5.4, review and update all existing contracts at time of agreement expiration.

The City has an opportunity to enhance operating and capital improvement revenue by reviewing, amending, and proactively promoting its existing innovative practice of facility naming and sponsorships.

Recommendation #5.15: The facility naming policy should be reviewed and updated to allow more naming options and sponsorship levels to enhance revenue.

The City can further capitalize on its current practice of outsourcing maintenance functions that require low-skill or routine maintenance activities.

Recommendation #5.16: Transfer responsibilities for parks facility rentals (e.g., River Vista House) for set-up / equipment rental / take-down to local private party and event rental businesses. Continue outsourcing restroom and building janitorial maintenance activities, median landscape maintenance, and turf mowing/care.

Staff Development

The Park Maintenance Section staff are highly motivated and work well together as a team. An investment of additional staffing resources, beginning in FY 17/18, will enhance their ability to complete the identified Work Plan priorities. Without additional staff resources, the performance of the section staff will be significantly challenged due to the increasing workload of added facilities and maintenance functions assigned to the team.

Recommendation #5.17: Hire a Municipal Services Specialist in FY 17/18.

The City is subject to increased liability exposure due to underfunding of the urban forestry activities. A tree fall incident has recently occurred in Riverside Park resulting in an injury. Although the Superintendent has some training in the hazard tree assessment process, and contractual Arborist services are periodically engaged when visibly needed, a more proactive approach is clearly warranted to prevent added liability to citizens and staff. This finding is especially evident as the City prides itself as being named a *Tree City USA* for over 20 years, supports an active citizen-based Urban Tree Advisory Committee, celebrates annual Arbor Day events, and promotes its Urban Forestry Program on its City website.

The current functional structure of the separated parks operation and contracted recreation information and referral service model is an obsolete approach to service delivery in the parks and recreation industry.

Forester can bring expertise to the Park Maintenance Section, as well as help manage and reduce the City's exposure to liability from its extensive urban forest within Park facilities, medians, and parkways, and all City-owned property.

There are two viable interim alternatives to hiring a full-time position in FY18/19:

- ◆ Train and certify existing staff in the routine activities related to tree maintenance. The International Society of Arboriculture offers technical support, information, and, more importantly, specific training and professional certifications. This option provides valuable, ongoing training for staff who are responsible for urban forest management, including hazard tree detection and mitigation, tree related land use ordinances and regulations, equipment and chemical application training, etc. This option would require the designation of an existing staff person to this work function and funding to train and support staff certification. This alternative is not an optimal long-term solution as the Park Maintenance Section is understaffed at the current time and reallocation of existing staff time to additional urban forestry duties would reduce focus on other priority maintenance functions.
- ◆ Expand the use and breath of activities of the existing contracted certified Arborist. Expanded activities may include a more rigorous and proactive system-wide hazard tree survey and assessment, routine consultation and maintenance mitigation of hazard trees, provision of on-call service for tree conflict situations and best-practice advice for land use or utility system placement inquiries, and ongoing customer service support.

To support the City's goals related to its vigorous and successful Urban Forestry Program, a fully qualified, in-house Urban Forester would best serve the public's needs.

Recommendation #5.18: Hire an Urban Forester in FY 18/19.

Recommendation #5.19: Hire a Recreation Superintendent in FY 19/20.

The Park Maintenance Superintendent has done an excellent job in identifying and promoting training opportunities for his staff to extend their technical capabilities. Utilizing Oregon Recreation and Park Association and National Recreation and Park Association training classes and short schools is a strategic method to promote employee morale and effectively increase staff expertise to meet the Work Plan objectives.

Recommendation #5.20: In FY 17/18, FY 18/19, and FY 19/20, provide staff training funding for the National Recreation and Parks Association (NRPA) Maintenance Management School, a Certified Pool Operator or Aquatic Facilitator Operator, an Irrigation Specialist certification, and Certified Playground Safety Inspector.

Creating a parks and recreation district is a worthwhile option for long-term consideration. There are several successful parks and recreation districts in Oregon, primarily formed and governed per Oregon Revised Statutes Chapter 198 (Special Districts) or Chapter 451 (Service Districts), along with other related supportive chapters. The state legislative requirements mandate County entities to be advised/involved regarding the formation, financing, management, elections, planning, etc., of special or service districts. Therefore, preliminary discussions need to be initiated with Josephine County to ascertain its interest in this concept. Given an expression of interest to collaborate on exploring the concept, an Intergovernmental Agreement is approved by both parties to acknowledge their collective interest to proceed with the process and to mutually fund a feasibility study regarding the district formation. In light of the cooperative working relationship between the City and the County related to parks and recreation services and facilities, this concept deserves further evaluation as the City discusses its long-term options.

Recommendation #5.21: In the future, consider creation of a parks and recreation district covering the entire City or the City and Josephine County.

Other Findings

There has been a decline in the level of service for parks and facility maintenance activities as more acreage and amenities have been added without commensurate increases in the Park

Maintenance Section resources, including staffing, equipment, and supplies. Although some of the added responsibilities are being addressed through an outsourcing maintenance contract, an increase in funding levels is needed to maintain parks and facility infrastructure needs.

Staff has resorted to a reactive approach to scheduled maintenance due to lack of staffing and financial resources. Without adequate funding, infrastructure deteriorates more rapidly, and a backlog of deferred maintenance accrues. In effect, the City has the choice to “pay some now or pay more later.”

There is an increase in homelessness activity in and around the parks facilities (i.e., picnic shelters, restrooms, etc.). This problem has been experienced by governmental agency parks and recreation systems throughout the nation, and surveys have been completed to examine the problem in the effort to improve the community’s livability related to this issue.⁹ This condition has intensified the City’s staff workload, resulted in an unsafe work environment for maintenance personnel, and is preventing use of the facilities by its other citizens. The engagement of an outsourced security service is not a sustainable, long-term approach to address this issue. A targeted, system-wide plan needs to be undertaken to address this issue in the parks facilities.

There are several ongoing personnel issues that should be addressed. They include the review and implementation of a succession plan in the parks section to assure continuity of experience; restructure the section to provide upward mobility opportunities for existing staff and therefore encourage employee retention; for each vacant or new position, implementing a robust external and internal recruitment and screening process to identify and select the most optimally qualified individuals for the position; and periodically (every five years), reviewing salary and compensation scales to be able to attract and retain qualified personnel.

The City completed a thorough and well-crafted Comprehensive Parks and Recreation Master Plan in 2010.¹⁰ Although some of the capital improvement recommendations have been initiated and implemented, there is a lack of reference to, and utilization of, the plan. For example, the staff has observed a decline in the use of the softball and Little League fields, and an increase in the need for year-around playable soccer fields. An analysis of converting existing facilities to multi-use soccer/play fields that utilize artificial field turf is highly warranted.

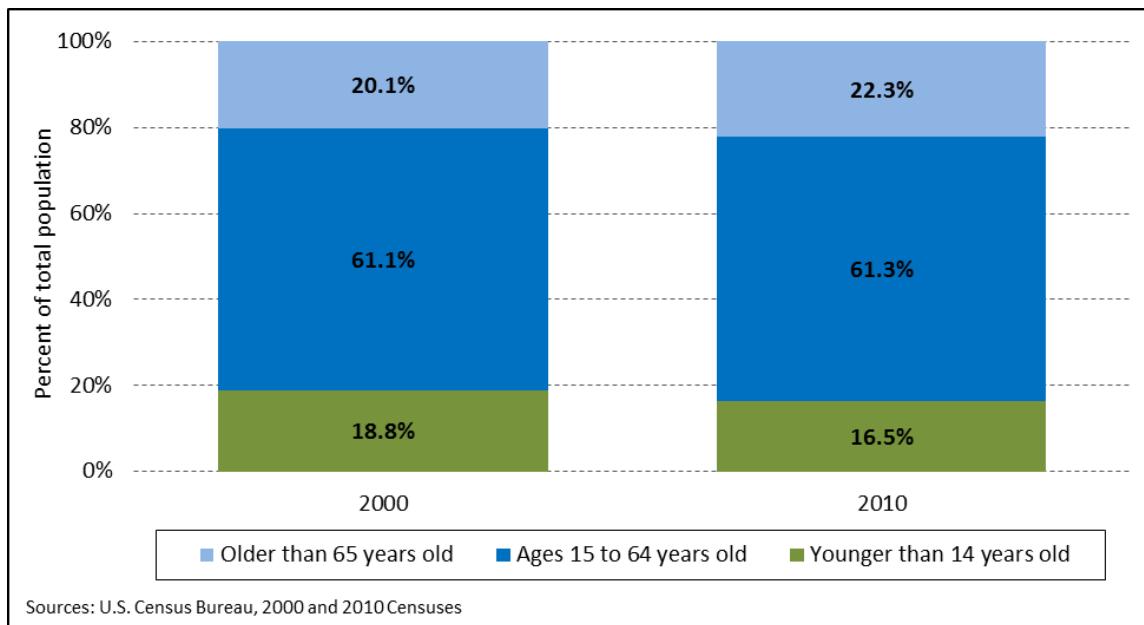
There is a lack of adequate and affordable parks and recreation services and facilities in the community for the City’s aging population. Although private health clubs exist that offer some health and fitness opportunities for its members, the underserved and more economically challenged senior population does not have access to parks and recreation services.

⁹ Homelessness in Parks-2017 National Parks and Recreation Association

¹⁰ City of Grants Pass Comprehensive Parks and Recreation Plan-January 2010

According to the 2015 Population Research Center – Portland State University population study of Josephine County and Grants Pass, the aging segments of the community have increased significantly from 2000 to 2010. During that period, the proportion of County population 65 or older grew from just over 20 percent to approximately 22 percent.¹¹ In addition, the changing age demographics of Grants Pass and Josephine County will continue to increase the need for, and use of, its parks facilities by senior adults of age 50 and older. There exists an opportunity to create a more livable community through recreation and wellness services.

Figure 17—Josephine County—Age Structure of the Population (2000 and 2010)



Source: Coordinated Population Forecast 2015-2035 Josephine County
Population Research Center, Portland State University

The current functional structure of the separated parks operation and contracted recreation information and referral service model is an obsolete approach to service delivery in the parks and recreation industry. The decentralized approach to management of functions has resulted in a reactive and fragmented focus on facility management and recreation service delivery. More focus is needed on parks facility maintenance and operation, buildings and structures upkeep, landscape grounds maintenance, administration of capital improvement projects, and an in-house recreation staff position to not only administer facility reservations and non-profit groups facilitation, but a much more robust and efficient recreation services function. Lastly, significant productivity can

¹¹ Coordinated Population Forecast 2015-2035 Josephine County, Population Research Center, Portland State University

be achieved with a greater investment and use of technology. Combining and focusing the parks and recreation functions, while effectively employing strategically selected contract services, can realize greater efficiencies and a more sustainable service delivery.

The City has not completed a thorough Americans with Disabilities Act (ADA) Assessment and Transition Plan for its parks facilities, grounds, and buildings, and needs to undertake this initiative to be in compliance with federal and state requirements.

Cursory review indicates the City has not actively managed, updated, or maintained its facility use or joint management agreements with the School District #7 and the YMCA for joint management of Caveman Pool, joint use school sites, and City park sites. At a minimum, this creates significant liability exposure to the City without fully executed agreements. More importantly, the City is not taking advantage of reviewing the terms and conditions of each agreement, and negotiating in good faith to provide the optimal level of parks and recreation services to its citizens while balancing the City's risk and expenditures for services and maintenance. A full review and analysis of all of the City's parks and recreation use and services agreements and contracts is warranted.

3.6 GEOGRAPHIC INFORMATION SYSTEM FUNCTION

3.6.1 Stakeholder Input and Analysis

Grants Pass has a well-developed geographic information system (GIS) that is used by multiple departments in the City. Like in many organizations, GIS has evolved from serving a few users to a system that is used across the organization. As such, the system has both shared, multi-user components and decentralized single-user components. In recognition of the success of the system, the City received a 2014 Special Achievement in GIS award from the Environmental Systems Research Institute.



Figure 18—Centralized and Decentralized GIS Model

3.6.2 Best Practices

In organizations with geographic information systems that have evolved from a single division or department to serve multiple departments, it is a best practice to move to what is often termed an enterprise model. An enterprise model includes both centralized and decentralized components (i.e., data, software, hardware, and staff). The transition to an enterprise system must address each of these components in a systematic process.¹²

3.6.3 Findings and Recommendations

The Grants Pass GIS is currently funded as a support function separate from other functions in the Parks and Community Development Department; however, it is not managed and located in the organization as an internal support function. Doing so will eliminate conflicting priorities and ensure that Citywide GIS objectives are met.

Strategic Finding #6: The Grants Pass GIS has evolved to become an enterprise system that supports multiple departments in the City.

¹² <http://www.esri.com/library/bestpractices/enterprise-gis.pdf>

Strategic Recommendation #6: Formally transition to an enterprise GIS.

Recommendation #6.1: When the current GIS Coordinator position is vacated, upgrade the position to GIS Manager and transition the program to the appropriate internal service group in the City Manager's office.

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APPENDIX A

COMMUNITY DEVELOPMENT SERVICE SURVEY FORM

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Community Development Service Survey

The Community Development Department consistently strives to provide quality, professional service to our applicants. In an effort to evaluate and improve our service, we would like to invite you to answer nine questions and provide any comments or suggestions you have. Your responses are valued and appreciated!



Applicant:	
Staff Contact:	
Project:	
File:	

	Criteria	Score		
1	How would you rate your staff contact's knowledge of the City's policies and procedures?	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Acceptable	<input type="checkbox"/> Excellent
2	How would you rate your staff contact's ability to work through the issues of this case?	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Acceptable	<input type="checkbox"/> Excellent
3	How would you rate the overall professionalism of your staff contact?	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Acceptable	<input type="checkbox"/> Excellent
4	How would you rate your staff contact's ability to return your calls and/or emails within one business day?	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Acceptable	<input type="checkbox"/> Excellent
5	How would you rate the time it took your staff contact to review submittals/revisions and get a response back to you?	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Acceptable	<input type="checkbox"/> Excellent
6	How would you rate your staff contact's willingness to help you?	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Acceptable	<input type="checkbox"/> Excellent
7	How would you rate your staff contact's friendliness toward you and your case?	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Acceptable	<input type="checkbox"/> Excellent
8	How would you rate the professionalism, responsiveness, and courtesy of the Planning Department as a whole?	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Acceptable	<input type="checkbox"/> Excellent
9	How would you rate the service you received from the City of Grants Pass's Community Development Department compared to the service you've received from other municipal planning departments?	<input type="checkbox"/> Worse	<input type="checkbox"/> Same	<input type="checkbox"/> Better

Do you have any suggestions on how we can better serve our applicants? Please share here:

Click here to enter text.

Please submit completed form by email to: lglover@grantspassoregon.gov, or to the Planning Department at: City of Grants Pass Attn: Lora Glover, 101 NW A Street, Room 201, Grants Pass, OR 97526.

Completed by: [Click here to enter text.](#) Date: [Click here to enter a date.](#)

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APPENDIX B

EMPLOYEE SURVEY ANALYSIS

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EMPLOYEE SURVEY ANALYSIS

Citygate conducted an internet-based employee survey between February 17, 2017 and March 3, 2017 for the employees of the City of Grants Pass Parks & Community Development Department. A total of 28 employees were invited to participate in this survey. The availability of the survey was announced via direct email invitations to staff. In total, there were 25 completed surveys.

Details of the deployment are shown below.

Survey Summary	
Launch Date	February 17, 2017
Close Date	March 3, 2017
Partials¹	2
Completes²	25
Total Responses	27

Apart from several basic employee classification questions, the survey mostly consisted of closed-ended “degree-of-agreement” statements organized into nine different sections. For each “degree-of-agreement” statement, respondents were directed to rate their agreement with 54 statements from “Strongly Agree” (5) to “Strongly Disagree” (1) with the statement. Additionally, two open-ended questions were asked to provide employees with an opportunity to fully express their opinions, concerns, and suggestions.

It should be noted in reviewing the results that the employees were not required to answer any question. Additionally, they were permitted to respond “Don’t Know or N/A” to the degree-of-agreement statements, and these responses were excluded from the mean response calculations. Therefore, the response totals may not always add to the total of 25 completed surveys.

¹ “Partial” – the number of surveys that were begun but not completed. These surveys *cannot* be added to the database.

² “Completes” – the number of surveys that were *completed* and *successfully* added to the database.

ORGANIZATION OF ANALYSIS

The results for the survey are organized in the following order:

Employee Classification Questions

- ◆ The raw data for all employee classification questions included on the survey.

Summary of Results

- ◆ The 10 statements receiving the *overall* highest and lowest mean score.

Response for Each Statement by Statement Section

- ◆ All the survey statements are presented with the calculation of the mean and standard deviation, along with the percentage of each type of response.
- ◆ Overall mean scores for each statement section.

Open-Ended Response Summaries

- ◆ Summaries, by topic, of the open-ended responses.

DEFINITION OF TERMS

The terms defined below are encountered in the information that follows:

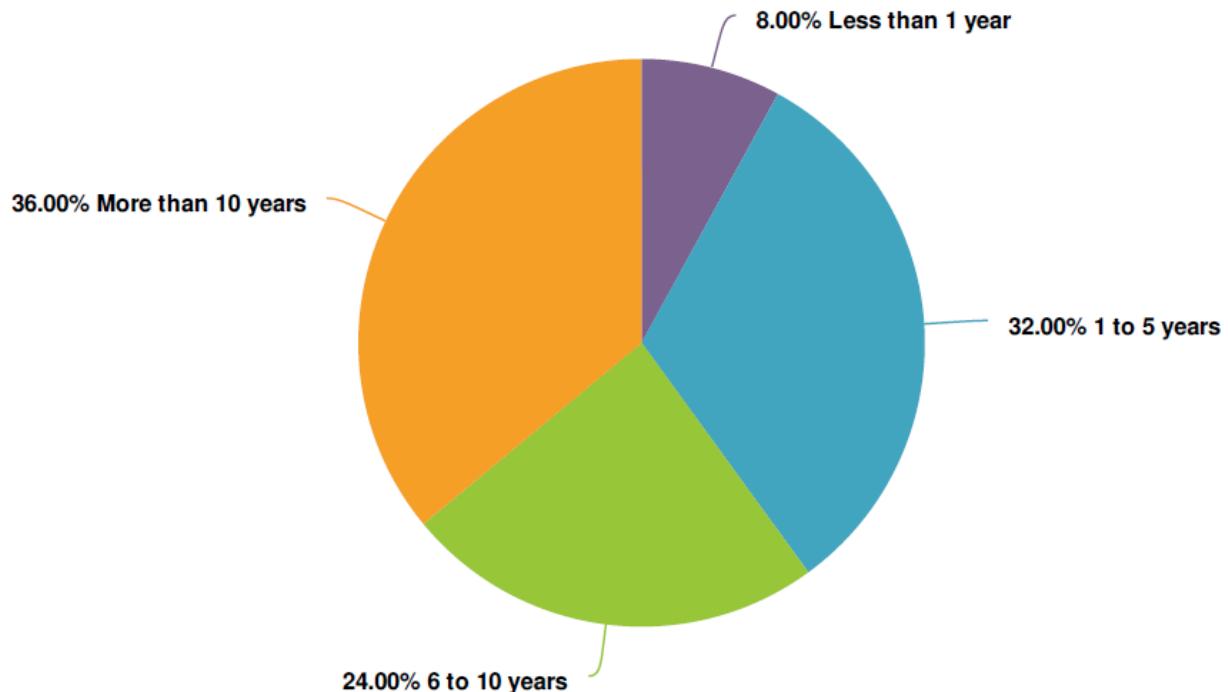
- ◆ Mean: An arithmetic mean that is the sum of the responses for each statement divided by the number of responses for each statement.
- ◆ Standard Deviation: Standard deviation tells how spread out the responses are from the arithmetic mean. A standard deviation close to zero indicates that most responses are close to the mean response and that a greater degree of agreement exists among employees with regard to the statement. A greater standard deviation indicates that there was a wider spread of variation in the responses and that a greater degree of disagreement exists among employees with regard to the statement.

EMPLOYEE SURVEY ANALYSIS: SURVEY RESULTS

How long have you worked for Grants Pass?

Timeframe	# of Responses	Response Ratio
Less than 1 year	2	8.0%
1 to 5 years	8	32.0%
6 to 10 years	6	24.0%
More than 10 years	9	36.0%
Total	25	100%

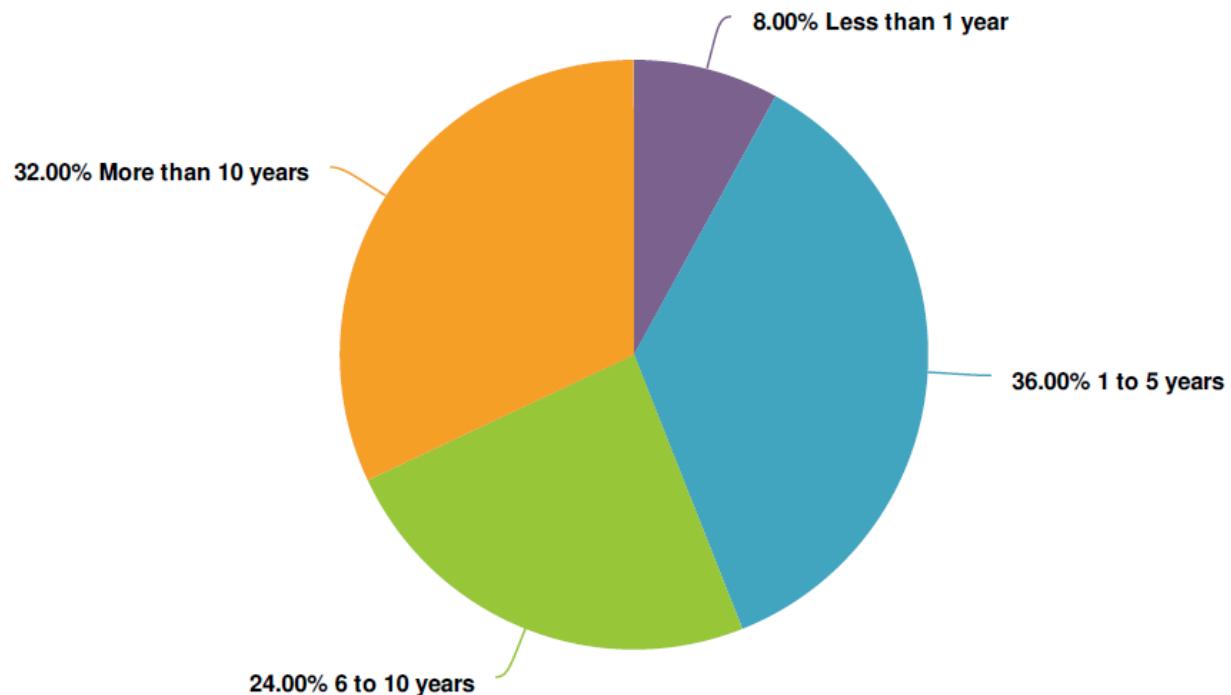
This information is represented graphically in the following image:



How long have you worked for the PCD Department?

Timeframe	# of Responses	Response Ratio
Less than 1 year	2	8.0%
1 to 5 years	9	36.0%
6 to 10 years	6	24.0%
More than 10 years	8	32.0%
Total	25	100%

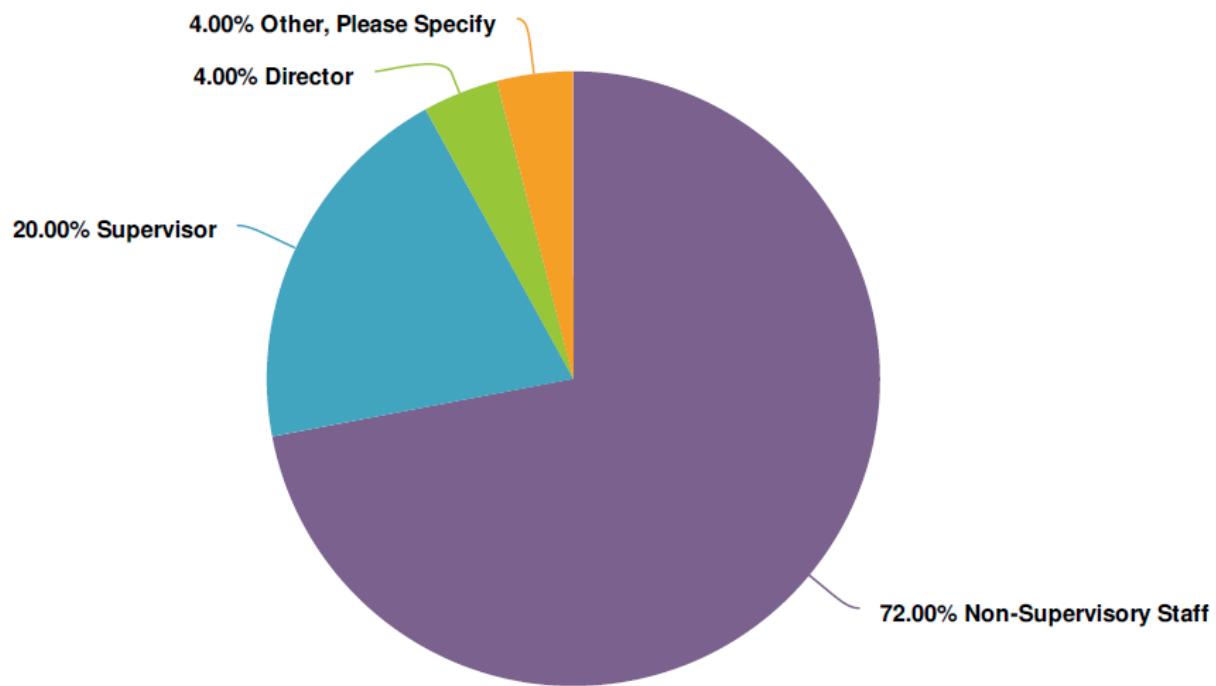
This information is represented graphically in the following image:



What is your job function?

Job Function	# of Responses	Percentage
Non-Supervisory Staff	18	72.0%
Supervisor	5	20.0%
Director	1	4.0%
Other, Please Specify ³ :	1	4.0%
Total	25	100%

This information is represented graphically in the following image:



³ One respondent input “Professional Level – Non Supervisory.”

SUMMARY OF RESULTS

The results of the employee survey of the City of Grants Pass Parks & Community Development Department are summarized the follow subsections. This summary includes some of the highest and lowest ranking statements. The highest-ranking statements include: “*Service to the public is strongly emphasized in my division,*” “*Service to the public is strongly emphasized in the PCD Department,*” and “*My manager/supervisor values my time as much as his/her own.*” The lowest-ranking statements include: “*The current compensation and promotion process rewards me for higher than average levels of performance,*” “*Given the level of staffing within my division, the goals and objectives of the division are achievable,*” “*I have sufficient opportunities for advancement and promotional upward mobility.*”

10 Highest Ranking Statements

(Presented in *descending* order. 5 is the highest possible score)

Statement	Mean	Std Dev
Service to the public is strongly emphasized in my division.	4.54	0.50
Service to the public is strongly emphasized in the PCD Department.	4.52	0.57
My manager/supervisor values my time as much as his/her own.	4.36	0.56
Generally, I have adequate decision-making authority in processing an application, inspecting a permit, or assisting a customer in another way.	4.33	0.55
My manager/supervisor keeps commitments he/she makes to me.	4.33	0.62
It is clear to me what my role is and how it contributes to the larger purpose of my division.	4.32	0.47
I understand my manager/supervisor's expectations of the job I perform.	4.28	0.45
Customer inquiries are responded to in a reasonable amount of time.	4.20	0.40
The goals and objectives of my division are reasonable.	4.17	0.48
I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.	4.16	0.88

The following is a graph of the same information.

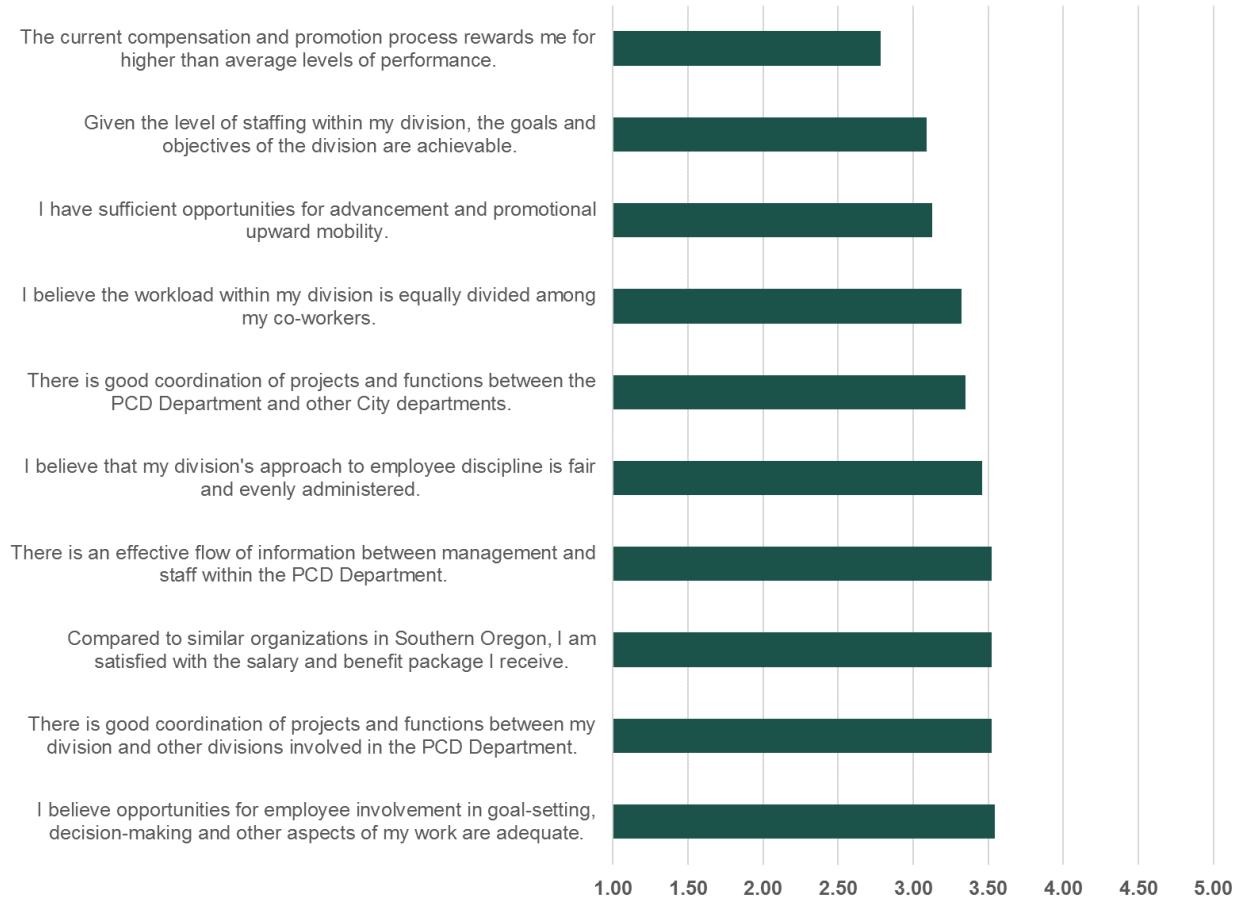


10 Lowest Ranking Statements

(Presented in *ascending* order. 1 is the lowest possible score)

Statement	Mean	Std Dev
The current compensation and promotion process rewards me for higher than average levels of performance.	2.78	0.98
Given the level of staffing within my division, the goals and objectives of the division are achievable.	3.09	0.88
I have sufficient opportunities for advancement and promotional upward mobility.	3.13	0.93
I believe the workload within my division is equally divided among my co-workers.	3.32	1.09
There is good coordination of projects and functions between the PCD Department and other City departments.	3.35	0.91
I believe that my division's approach to employee discipline is fair and evenly administered.	3.46	1.00
There is an effective flow of information between management and staff within the PCD Department.	3.52	1.10
Compared to similar organizations in Southern Oregon, I am satisfied with the salary and benefit package I receive.	3.52	1.02
There is good coordination of projects and functions between my division and other divisions involved in the PCD Department.	3.52	0.88
I believe opportunities for employee involvement in goal-setting, decision-making and other aspects of my work are adequate.	3.54	0.87

The following is a graph of the same information.



RESPONSES FOR EACH STATEMENT BY SECTION

Below, all the employee survey statements are presented with the calculation of the mean and standard deviation, along with the percentage of each type of response, including “Don’t Know or N/A.”

Statement	Mean	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA
Mission, Goals, and Objectives								
The goals and objectives of my division are reasonable.	4.17	0.48	20%	68%	4%	0%	0%	8%
The goals and objectives for the PCD Department are reasonable.	3.91	0.65	12%	64%	12%	4%	0%	8%
The established goals and objectives of my division have been clearly communicated to me.	4.00	0.87	24%	56%	12%	0%	4%	4%
The established goals and objectives of the PCD Department have been clearly communicated to me.	3.83	0.94	24%	40%	28%	0%	4%	4%
I agree with the mission, vision, and values statement that guides all City staff members.	4.08	0.69	24%	64%	8%	4%	0%	0%
Organization, Workload, and Staffing								
I believe the workload within my division is equally divided among my co-workers.	3.32	1.09	8%	52%	8%	28%	4%	0%
There is an effective flow of information between supervisors and staff within my division.	3.88	0.86	20%	60%	8%	12%	0%	0%
There is an effective flow of information between management and staff within the PCD Department.	3.52	1.10	20%	36%	24%	16%	4%	0%
Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.	3.92	0.64	17%	58%	25%	0%	0%	0%
Written policies and procedures are available and consistently followed in day-to-day operations.	3.75	0.72	8%	64%	16%	8%	0%	4%

Statement	Mean	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA
Given the level of staffing within my division, the goals and objectives of the division are achievable.	3.09	0.88	4%	28%	32%	28%	0%	8%
Morale and Positive Work Environment								
I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.	4.16	0.88	36%	52%	8%	0%	4%	0%
I feel that I have sufficient authority to uphold recommendations and policies when challenged.	4.04	0.72	24%	60%	12%	4%	0%	0%
I believe my division functions proactively, and does not simply react to crises.	3.92	0.84	28%	40%	28%	4%	0%	0%
I believe opportunities for employee involvement in goal-setting, decision-making and other aspects of my work are adequate.	3.54	0.87	8%	52%	20%	16%	0%	4%
I believe good teamwork exists in my division.	4.08	0.93	40%	36%	16%	8%	0%	0%
The work environment in my division is supportive and positive.	4.00	1.02	36%	44%	4%	16%	0%	0%
My division is an inspiring place to work.	3.80	0.80	16%	56%	20%	8%	0%	0%
Customers and Service								
Service to the public is strongly emphasized in my division.	4.54	0.50	54%	46%	0%	0%	0%	0%
Service to the public is strongly emphasized in the PCD Department.	4.52	0.57	56%	40%	4%	0%	0%	0%
The City has an effective process for listening to citizen or customer concerns.	3.96	0.72	24%	48%	28%	0%	0%	0%
I believe that customers perceive that my division is consistently doing a good job.	3.76	0.99	16%	60%	16%	0%	8%	0%
Customer inquiries are responded to in a reasonable amount of time.	4.20	0.40	20%	80%	0%	0%	0%	0%
Organizational Effectiveness								
I believe my division is an efficient, well-run organization.	3.80	0.94	20%	52%	20%	4%	4%	0%

Statement	Mean	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA
I believe the PCD Department is an efficient, well-run organization.	3.58	0.81	4%	63%	25%	4%	4%	0%
I receive sufficient training for the effective completion of my job responsibilities.	4.16	0.78	28%	68%	0%	0%	4%	0%
Overall, I believe my division's performance is above average.	4.16	0.61	28%	60%	12%	0%	0%	0%
I believe my division has a solution-oriented philosophy.	4.04	0.66	24%	56%	20%	0%	0%	0%
Pay and Fairness								
I believe that my division's approach to employee discipline is fair and evenly administered.	3.46	1.00	8%	48%	28%	4%	8%	4%
The performance evaluations I have received have been completed in a timely manner and according to schedule.	4.00	0.90	24%	48%	12%	0%	4%	12%
The current compensation and promotion process rewards me for higher than average levels of performance.	2.78	0.98	4%	16%	36%	28%	8%	8%
Compared to similar organizations in Southern Oregon, I am satisfied with the salary and benefit package I receive.	3.52	1.02	12%	52%	16%	16%	4%	0%
I have sufficient opportunities for advancement and promotional upward mobility.	3.13	0.93	4%	32%	36%	20%	4%	4%
Decision-making and Communication								
Overall, I believe the decision-making within my division is consistent with City Council priorities.	4.15	0.48	17%	63%	4%	0%	0%	17%
Overall, I believe the decision-making within the PCD Department is consistent with City Council priorities.	4.10	0.53	16%	60%	8%	0%	0%	16%
It is clear to me what my role is and how it contributes to the larger purpose of my division.	4.32	0.47	32%	68%	0%	0%	0%	0%
There is good coordination of projects and functions between my division and other divisions involved in the PCD Department.	3.52	0.88	8%	48%	20%	16%	0%	8%

Statement	Mean	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA
There is good coordination of projects and functions between the PCD Department and other City departments.	3.35	0.91	4%	44%	28%	12%	4%	8%
Generally, I have adequate decision-making authority in processing an application, inspecting a permit, or assisting a customer in another way.	4.33	0.55	36%	56%	4%	0%	0%	4%
Regulations and/or policies I am responsible for administering are reasonable and enforceable.	3.92	0.81	20%	56%	12%	8%	0%	4%
Resources and Technology								
I have sufficient resources to complete my work, such as office space, computers, etc.	4.16	0.67	28%	64%	4%	4%	0%	0%
The equipment and technology used in my division are up-to-date.	4.08	0.81	28%	56%	4%	8%	0%	4%
Resources and equipment needed for the performance of my job tasks are properly maintained.	4.12	0.71	28%	60%	8%	4%	0%	0%
Overall, my division's computer tracking systems address our project tracking needs.	3.91	0.67	17%	50%	25%	0%	0%	8%
Leadership and Supervision								
The management of my division contributes to the productivity of the division.	3.84	0.83	16%	64%	8%	12%	0%	0%
The management of the PCD Department contributes to the productivity of my division.	3.75	0.88	16%	52%	16%	12%	0%	4%
I receive clear and specific direction from my supervisor(s) regarding my work assignments.	3.84	0.88	20%	56%	12%	12%	0%	0%
The management of my division listens to employees.	4.12	0.86	36%	48%	8%	8%	0%	0%
My manager/supervisor values my time as much as his/her own.	4.36	0.56	40%	56%	4%	0%	0%	0%
My manager/supervisor keeps commitments he/she makes to me.	4.33	0.62	40%	48%	8%	0%	0%	4%

Statement	Mean	Std Dev	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree	% Don't Know/NA
My manager/supervisor encourages teamwork in my division.	4.13	0.83	38%	42%	17%	4%	0%	0%
PCD Department leaders handle human errors on the part of staff in a constructive and respectful manner.	4.04	0.69	25%	50%	21%	0%	0%	4%
I understand my manager/supervisor's expectations of the job I perform.	4.28	0.45	28%	72%	0%	0%	0%	0%
Leadership realizes that "perfection" is unachievable and has realistic expectations for measuring employee performance.	3.92	1.06	24%	64%	0%	4%	8%	0%

The following table shows the overall mean score by statement section.

Statement Section	Mean Score
Mission, Goals, and Objectives	4.00
Organization, Workload, and Staffing	3.58
Morale and Positive Work Environment	3.93
Customers and Service	4.20
Organizational Effectiveness	3.95
Pay and Fairness	3.38
Decision-making and Communication	3.95
Resources and Technology	4.07
Leadership and Supervision	4.06

OPEN-ENDED QUESTION SUMMARY

The following table shows a summary of the responses to the open-ended employee survey question. The results are summarized by common themes identified in each response and are organized by count (frequency) of each response.

What existing activities and processes are functioning well and should be continued that currently support your division or the PCD Department overall to effectively deliver service into the future?

Count	Employee OVERALL Responses (Summarized)
1	Praise for EnerGov as a helpful tool
1	Praise for iPads as a helpful tool
2	Praise for GIS as a helpful tool
1	GIS Operates slowly and could be improved
1	Everything is done well
2	No specific issues identified
1	Praise for support staff flexibility (not being assigned to a specific division)
1	Praise for Thursday staff meeting collaboration
1	Praise for the availability of cross-training
1	Praise for the unique organization of the PCD (including multiple divisions)
1	Praise for the closeout and lessons-learned meetings
1	Praise for the availability of training
1	Praise for the Department's promotion of customer service
1	Praise for communication from management
1	Praise for a safe work environment regarding ideas and opinions

Please add any specific comments or suggestions you may have for improving services in the PCD Department overall or your division.

Count	Employee OVERALL Responses (Summarized)
1	The Department should continue to be made up of its various component divisions
1	Work space at the front office could be improved to provide less distractions
3	More staff is needed
1	Promotions for some staff are overdue
1	Supervisors and Director do a great job supporting staff
1	Underperforming staff are not being remediated
1	Promotions appear to be granted based on seniority rather than merit

Count	Employee OVERALL Responses (Summarized)
1	Strong performance is not recognized
1	Continued use of checklists should eliminate communication “problems” with developers

OPEN-ENDED QUESTION ONE FULL RESPONSES

The following are responses to the open-ended question, “What existing activities and processes are functioning well and should be continued that currently support your division or the PCD Department overall to effectively deliver service into the future?” As this is a professional report, all or parts of comments that contain personal references have been removed. Otherwise, these are exact quotes, and have not been modified in any way.

- ◆ EnerGov is a wonderful asset to the department and the iPads for the inspectors is also making less manual work for multiple employees in the department. GIS is a very helpful tool but sometimes its frustrating with how slow it operates.
- ◆ Everything we do is done well.
- ◆ I believe we can always get better but I do not have any specific issues within the PCD Department.
- ◆ It works very well to have GIS in our department and I would like to continue to see GIS supported as part of PCD. The flexibility of having support staff not permanently assigned to specific divisions allows for changes year to year in how we allocate these services.
- ◆ NA
- ◆ Our Thursday meetings when co-workers describe what they have done for the week. Specifics of what they have done at a particular park or what issues have arise at a said park. The way that we communicate with each other to get tasks accomplished or a different way of looking at tasks and which route is best to go to complete the task.
- ◆ Our supervisor has made it possible to cross train in other areas so we can be more effective in our job. It also allows us to apply for promotions when they become available.

- ◆ PCD has a unique combination of divisions and support services which functions very smoothly, providing excellent internal and external customer service.
- ◆ Project close out meetings, lessons learned meetings. Both processes implemented as a result of the previous audit.
- ◆ Promoting customer service. Training is available as requested.
- ◆ management to employee communication. Safe environment for opinions and ideas.

OPEN-ENDED QUESTION TWO FULL RESPONSES

The following are responses to the open-ended question, "Please add any specific comments or suggestions you may have for improving services in the PCD Department overall or your division." As this is a professional report, all or parts of comments that contain personal references been removed. Otherwise, these are exact quotes, and have not been modified in any way.

- ◆ I feel strongly that PCD should continue to be made up of the planning, community development, GIS, parks, engineering and building divisions. These departments all work well together. We have moved departments around over the past 20 years and I think this is the best grouping of departments for each Director.
- ◆ I think the work space at the front office could be a little different. It is hard to concentrate and work up here when there is so much going on at the front counter.
- ◆ More could be done if we had more man power. We are spread thin and only manage to get done was absolutely needs to get done.
- ◆ Planning department is understaffed and needs at least one additional planner. Promotions are overdue and well deserved for certain staff. Our front office staff also is well overdue for a promotion as their job title does not do justice to the large workload they deal with on a day to day basis. Our supervisors and director do an amazing job and are very supportive of their staff. However there are some underperforming staff that seem to be flying under the radar or if they management staff is aware they are not dealing with it. It seems that "lower seniority" staff may not get promotions even if they are very deserving if there is an employee with more seniority even if they are not as capable of doing the job as well as the less seniority employee.
- ◆ There is not enough recognition for extraordinary effort.

- ◆ We are refocusing on our communication with developers for their final punch lists. As staff becomes more comfortable with the use of our new software and tablets, this should eliminate some of the communication problems.
- ◆ improve staffing

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APPENDIX C

EMPLOYEE PERFORMANCE EVALUATION FORMS

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City of Grants Pass
Employee Performance Evaluation
(Non-Supervisor)

Employee Name:			Title/Position:			
Assigned To:			Title/Position:			
Date Assigned:			Due Date:			
Evaluation Period	From:		Type of Evaluation	<input type="checkbox"/> Annual	<input type="checkbox"/> Trial Service	
	To:			<input type="checkbox"/> Promotion	<input type="checkbox"/> Other	

Raw Score (1 - 5)					Weight	Score
(1) Unsatisfactory	(2) Needs Improvement	(3) Meets Expectations	(4)* Exceeds Expectations	(5)* Outstanding	(equal 100%) Weighting Factor	Weighted Score (raw score X weighting factor)
Below 1.6	1.6 - 2.4	2.5 - 3.3	3.4 - 4.2	4.3 - 5		#DIV/0!

* As noted in the policy, an exceeds expectations and outstanding rating must be accompanied by tangible evidence of results produced and value added to the City

CRITERIA	SCORING		
Raw Score	Weight	Final Score	
Enter comments in the cell below to support the score awarded: PERFORMANCE MANAGEMENT:	#DIV/0!	x .30	#DIV/0!
JUDGMENT/DECISION MAKING:	#DIV/0!	x .20	#DIV/0!
CONDUCT AND DEMEANOR:	#DIV/0!	x .10	#DIV/0!
FLEXIBILITY:	#DIV/0!	x .08	#DIV/0!
SAFETY:	#DIV/0!	x .15	#DIV/0!
APPEARANCE:	#DIV/0!	x .05	#DIV/0!
COMMUNICATION SKILLS (VERBAL AND WRITTEN)	#DIV/0!	x .12	#DIV/0!

Total Score: #DIV/0!

Evaluator Comments: Comment on any mark above/below meets expectations. Specifically list the criteria you are commenting on. As an example if employee is marked high in Performance Management, list this and then make the comments specific to this area.

(attach separate sheet if necessary)

Director Comments (if any):

Upon completion of the employee's review, the evaluating supervisor should sign this form below. Please obtain additional approvals before forwarding this document to Human Resources.

Employee may add written comments below, or on attached sheet(s). These additional documents must be made a part of this review and forwarded to Human Resources for record retention.

Scoring Form for Non-Supervisory Employee Performance Categories

There are seven required categories to be rated for every employee and three additional categories for those employees in a supervisory or management position. For employees in a supervisor position, please use the scoring form for those positions.

Using the definitions for the criteria guidelines given in the Annual Performance Review Procedure score will be given for each of the required categories. This score will be determined by rating relevant subcategories in each category and averaging the score for that category (total score divided by number of subcategories scored.)

Scoring for Criteria Guidelines				
0	(1 - 1.5)	(1.6 - 2.4) Needs Improvement	(2.5 - 3.3) Meets Expectations	(3.4 - 4.2) Exceeds Expectations
Not Applicable	Unsatisfactory			

* As noted in the policy, an exceeds expectations and outstanding rating must be accompanied by tangible evidence of results produced and value added to the City.

1. Performance Management

- _____
Performs all tasks as outlined in **job description**, and fulfills specifically assigned duties, goals, and objectives
- _____
Demonstrates responsibility for assigned tools and equipment
- _____
If applicable and when required, is able to demonstrate that appropriate proficiency in the use of assigned weapons and job-specific equipment
- _____
Demonstrates ability to handle quantity of work required
- _____
Demonstrates ownership of the assigned function
- _____
Consistently performs at an acceptable level and can be depended upon what they say they will do
- _____
Reliable in completing work assignment on time and in an orderly fashion with continual supervision
- _____
Uses work time effectively
- _____
Reports for work and scheduled appointments on time
- _____
Consistently maintains required work schedule, is not absent without prior authorization, and provides adequate notice for unscheduled absences
- _____
Stays informed regarding policies and regulatory changes or external regulations which may effect our operations

#DIV/0! (Average of above scores)

2. Judgment and Decision Making

- _____ Is proactive in identifying areas requiring intervention or improvement
- _____ Has the ability to not only analyze problems, but also to develop and implement solutions
- _____ Solves problems maximizing current resources and minimizing waste
- _____ Evaluates situations quickly and accurately and reaches decisions in a timely amount of time
- _____ Exercises good judgment in taking appropriate action based on all available information

#DIV/0! (Average of above scores)

3. Conduct & Demeanor

- _____ Behavior adheres to the organization's code of conduct and represents favorably
- _____ Displays a positive attitude and professional image toward others
- _____ Demonstration of workplace integrity by seeking to create a peaceful work environment by sharing the workload, being respectful, honest, forthright, polite and considerate of others
- _____ Demonstrates a willingness and is able to work with and interact appropriately, **courteously, and efficiently** with others

#DIV/0! (Average of above scores)

4. Flexibility and Commitment

- _____ Supportive of City Management and mission and vision of the organization
- _____ Assists in making fellow co-workers successful
- _____ Maintains job related knowledge, skills and abilities through education and specialized training opportunities
- _____ Proactive in finding improvements and solutions to existing problems
- _____ Accomplishment of annual goals and objectives
- _____ Offers ideas for goals based upon education, training, and research conducted during the year which facilitate improvement to the employee's areas of responsibility

#DIV/0! (Average of above scores)

5. Safety

Follows acceptable safety practices

Identifies and takes actions to prevent situations from becoming hazard

Per policy and procedures, promptly notifies supervisor of hazards and hazards

When required to operate and agency vehicle, does so in a safe and leg

#DIV/0! (Average of above scores)

6. Personal Appearance

Dresses appropriately and in an orderly, clean manner in accordance with department specific standards

Well groomed and good hygiene

#DIV/0! (Average of above scores)

7. Communication Skills (written and verbal)

Demonstrates good, effective verbal communication skills

Receives and relays information accurately and understandably

Completes documents, reports, and messages clearly and accurately

Demonstrates computer and data entry skills acceptable for position

Communicates appropriately while utilizing the organizations email and

Communicates and interacts with others regardless of racial or ethnic o gender, ages, disability, or similar factors

#DIV/0! (Average of above scores)

City of Grants Pass
Employee Performance Evaluation
(Supervisor)

Employee Name:	Title/Position:			
Assigned To:	Title/Position:			
Date Assigned:	Due Date:			
Evaluation Period	From:	Type of Evaluation	<input type="checkbox"/> Annual	<input type="checkbox"/> Trial Service
	To:		<input type="checkbox"/> Promotion	<input type="checkbox"/> Other

Raw Score (1 - 5)					Weight	Score
(1) Unsatisfactory	(2) Needs Improvement	(3) Meets Expectations	(4)* Exceeds Expectations	(5)* Outstanding	(equal 100%) Weighting Factor	Weighted Score (raw score X weighting factor)
Below 1.6	1.6 - 2.4	2.5 - 3.3	3.4 - 4.2	4.3 - 5		

** As noted in the policy, an exceeds expectations and outstanding rating must be accompanied by tangible evidence of results produced and value added to the City*

CRITERIA		SCORING		
Enter comments in the cell below to support the score awarded:		Raw Score	Weight	Final Score
PERFORMANCE MANAGEMENT:			x. 15	0
JUDGMENT/DECISION MAKING:			x .15	0
CONDUCT AND DEMEANOR:			x .10	0
FLEXIBILITY:			x .08	0
SAFETY:			x .10	0
APPEARANCE:			x .05	0
COMMUNICATION SKILLS (VERBAL AND WRITTEN)			x .10	0

The next three categories are required for all **SUPERVISORY** employees.

SUPERVISORY SKILLS:		x .08	0
MANAGEMENT SKILLS:		x .08	0
LEADERSHIP:		x .11	0
Total Score: To determine the total score add the final scores listed above			0

Evaluator Comments: Comment on any mark above/below meets expectations. Specifically list the criteria you are commenting on. As an example if employee is marked high in Performance Management, list this and then make the comments specific to this area.

(attach separate sheet if necessary)

Director Comments (if any):

Upon completion of the employee's review, the evaluating supervisor should sign this form below. Please obtain additional approvals before forwarding this document to Human Resources.

Employee may add written comments below, or on attached sheet(s). These additional documents must be made a part of this review and forwarded to Human Resources for record retention.

Employee signature below does not indicate agreement with this appraisal. It only acknowledges that a supervisor has offered the employee an opportunity to view, discuss and provide comments to this appraisal document.

Employee Signature	Date
Evaluator's Signature	Date
Director's Signature	Date
City Manager's Signature (if applicable)	Date

After completing the evaluation process, send only the Performance Appraisal form, and any associated documents (explanations of ratings, written employee comments, any pertinent attachments, etc.), to Human Resources.

ATTACHMENTS:

- Employee Goals / Input
 - Guardian Entries
 - Training Record
 -
 -
 -
-
-
-

Scoring Form for Supervisory & Management Employee Performance Categories

There are seven required categories to be rated for every employee and three additional categories to be rated for those employees in a supervisory or management position.

Using the definitions for the criteria guidelines given in the Annual Performance Review Procedures, a raw score will be given for each of the required categories. This score will be determined by rating each of the relevant subcategories in each category and averaging the score for that category (total score for category divided by number of subcategories scored)

Scoring for Criteria Guidelines						
0	(1 - 1.5)	(1.6 - 2.4) Needs Improvement	(2.5 - 3.3) Meets Expectations	(3.4 - 4.2) Exceeds Expectations	(4.3 - 5)	
Not Applicable	Unsatisfactory					Outstanding

* As noted in the policy, an exceeds expectations and outstanding rating must be accompanied by tangible evidence of results produced and value added to the City.

1. Performance Management

- | | |
|----------|---|
| <u>4</u> | Performs all tasks as outlined in job description , and fulfills specifically assigned duties, goals, and objectives |
| <u>4</u> | Demonstrates responsibility for assigned tools and equipment |
| <u>4</u> | If applicable and when required, is able to demonstrate that appropriate level of proficiency in the use of assigned weapons and job-specific equipment |
| <u>4</u> | Demonstrates ability to handle quantity of work required |
| <u>4</u> | Demonstrates ownership of the assigned function |
| <u>4</u> | Consistently performs at an acceptable level and can be depended upon to do what they say they will do |
| | Reliable in completing work assignment on time and in an orderly fashion without continual supervision |
| | Uses work time effectively |
| | Reports for work and scheduled appointments on time |
| | Consistently maintains required work schedule, is not absent without prior authorization, and provides adequate notice for unscheduled absences |
| | Stays informed regarding policies and regulatory changes or external requirement which may effect our operations |

4.00 (Average of above scores)

2. Judgment and Decision Making

- _____ Is proactive in identifying areas requiring intervention or improvement
- _____ Has the ability to not only analyze problems, but also to develop and implement solutions
- _____ Solves problems maximizing current resources and minimizing waste
- _____ Evaluates situations quickly and accurately and reaches decisions in a reasonable amount of time
- _____ Exercises good judgment in taking appropriate action based on all available information

#DIV/0! (Average of above scores)

3. Conduct & Demeanor

- _____ Behavior adheres to the organization's code of conduct and represents the City favorably
- _____ Displays a positive attitude and professional image toward others
- _____ Demonstration of workplace integrity by seeking to create a peaceful workplace by sharing the workload, being respectful, honest, forthright, polite, and courteous to others
- _____ Demonstrates a willingness and is able to work with and interact appropriately, **courteously, and efficiently** with others

#DIV/0! (Average of above scores)

4. Flexibility and Commitment

- _____ Supportive of City Management and mission and vision of the organization
- _____ Assists in making fellow co-workers successful
- _____ Maintains job related knowledge, skills and abilities through education and specialized training opportunities
- _____ Proactive in finding improvements and solutions to existing problems
- _____ Accomplishment of annual goals and objectives
- _____ Offers ideas for goals based upon education, training, and research conducted during the year which facilitate improvement to the employee's areas of responsibility

#DIV/0! (Average of above scores)

5. Safety

-
- Follows acceptable safety practices
-
- Identifies and takes actions to prevent situations from becoming hazardous
-
- Per policy and procedures, promptly notifies supervisor of hazards and potential hazards
-
- When required to operate and agency vehicle, does so in a safe and legal manner

#DIV/0! (Average of above scores)

6. Personal Appearance

- Dresses appropriately and in an orderly, clean manner in accordance with department specific standards
-
- Well groomed and good hygiene

#DIV/0! (Average of above scores)

7. Communication Skills (written and verbal)

- Demonstrates good, effective verbal communication skills
-
- Receives and relays information accurately and understandably
-
- Completes documents, reports, and messages clearly and accurately
-
- Demonstrates computer and data entry skills acceptable for position
-
- Communicates appropriately while utilizing the organizations email and phone system
-
- Communicates and interacts with others regardless of racial or ethnic origins, gender, ages, disability, or similar factors

#DIV/0! (Average of above scores)

8. Supervisory Skills (required only for employees in a supervisory or management position)

- Insures compliance with all rules, regulations and policies
-
- Plans and manages human and financial resources effectively
-
- Holds employees accountable and evaluates employees performance accurately
-
- Able to promote and reinforce positive employee behavior
-
- Demonstrated fairness to all employees
-
- Motivates and assists employees to achieve their highest potential

#DIV/0! (Average of above scores)

9. Management Skills (required only for employees in a supervisory or management position)

_____ Demonstrates the ability to plan, develop and implement projects

_____ Staff selection and development

_____ Ability to formulate and complete goals and objectives

_____ Manages resources effectively

_____ Anticipates future requirements and takes positive action to address

#DIV/0! (Average of above scores)

10. Leadership (required only for employees in a supervisory or management position)

_____ Productivity of staff

_____ Demonstrates ability to foster cooperation between himself/herself and employees, between shifts and other organizational units

_____ Motivates employees through positive role modeling and a willingness to do what is right

_____ Approaches management with ideas and improvements for existing functions and positions

_____ Facilitates the success of each team member

_____ Study best practices and design and implement findings into position with the City, based upon needs and identified goals

_____ A leader in the field providing assistance to peers and other governments, serving on regional or national committees/boards, teaching or facilitating conference or professional workshops

#DIV/0! (Average of above scores)

APPENDIX D

CONTINUOUS IMPROVEMENT

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CONTINUOUS IMPROVEMENT

Citygate is recommending that Grants Pass use continuous improvement tools and techniques on an ongoing basis to improve Community Development services.

CONTINUOUS IMPROVEMENT

Continuous improvement practices have a long history, and can be traced back to the adaptive management concept represented by the Shewhart Plan-Do-Study-Act cycle as applied by W. Edwards Deming during and after World War II. Major milestones in the development of continuous improvement include:

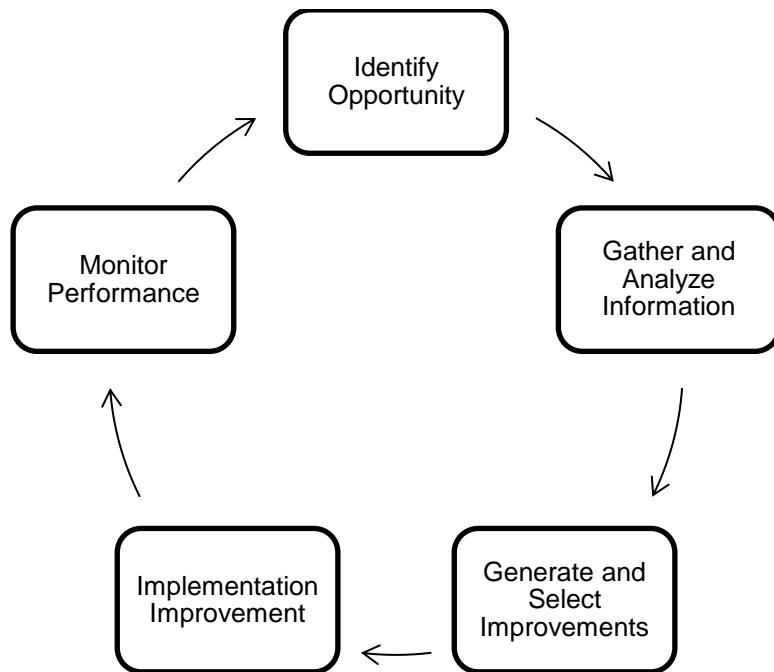
- ◆ Shewhart Cycle (Plan-Do-Study-Act)
- ◆ Total Quality Management (Kaizen)
- ◆ Malcolm Baldrige Award (P.L. 100-107)
- ◆ Other (Reengineering, Six Sigma, etc.)

Although not specifically directed to the public sector, the video at the following hyperlink explains the origin of continuous improvement:

<https://www.youtube.com/watch?v=sb6ACA8C6zg>

ROLE OF THE LEADER

To create a truly outstanding organization that is continually adapting and increasing organizational capacity to deliver results, the practice of continuous improvement is key. The steps involved in this process are shown in Table 1.

Figure 1—Continuous Improvement Steps

The tools typically used for gathering and analyzing information, and for generating and selecting improvements are listed in the table below. Citygate often recommends using the process mapping technique as a starting point for improving the plan review and inspection processes. A copy of a Continuous Improvement training manual from another organization has been provided to Grants Pass staff. It explains these tools and techniques and how they can be used.

Table 1—Tools and Techniques for Gathering Information and Selecting Improvements

Tools and Techniques	Gather Information	Analyze Information	Generate Improvements	Select Improvements
Affinity Diagram			•	
Brainstorming			•	
Cause-Effect (Fishbone or Ishikawa) Diagram		•		
Cause-Effect Interrelationship Diagram				•
Check or Tally	•			
Contingency Planning				•
Data Sheets	•			
Force Field Analysis		•		
Gantt Chart				•
Hexagon Technique		•	•	•
Histograms		•		
Is-Is Not		•		
Method 6-3-5			•	
Mind Mapping			•	
Multi-Voting				•
Nominal Group Technique				•
Pareto Charts		•		•
Prioritization Matrix				•
Process Mapping		•	•	
Project Selection Checklist				•
Scatter Diagrams		•		
Solution Matrix				•
Spider Diagram		•		
Tree Diagram				•

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APPENDIX E

PLANNING POSITION DESCRIPTIONS

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Planning Director and Executive Director Job Descriptions

Senior-Level Planning Job Descriptions

The employment level of Planning Director, Executive Director, Director, Owner, CEO, or President, is the top management level specializing in planning issues. Within a private sector planning firm or a nonprofit, the Executive Director directs all operations of the organization and reports to a Board of Directors. The Planning Director of a local, county or state government directs planning initiatives and typically reports to a Town/City Manager. Planning Directors are often given a significant degree of flexibility in accomplishing their tasks.

Typical Functions

- Oversees the recruitment, employment, evaluation, and release of staff and contract personnel.
- Supervises all organization staff, either directly or indirectly through senior staff
- Develops organization-wide or department-wide goals, objectives, policies and procedures
- Prepares division/department/organization operations budget
- Ensures that the Board of Trustees is kept fully informed on the condition of the agency and about any trends, events, or emerging issues of significance to the agency's success
- Report events and activities to senior management and elected and appointed officials
- Represents the organization on regional/local boards
- Implements General Plan or other planning projects
- Reviews all departmental reports and presentations
- Evaluates planning-related legislation and applicability to department projects
- Evaluates proposals to local governments for organization's planning consulting services
- Attends substantial number of evening and weekend meetings

Typical Knowledge

- Considerable knowledge of the theory, principles and techniques of the planning profession and development process
- Considerable knowledge of federal, state and local laws, ordinances and codes pertaining to a wide variety of planning topics
- Considerable knowledge of principles of personnel management, including supervision, training and performance evaluation
- Considerable knowledge of the methods and techniques of research and analysis
- Considerable knowledge of the principles of budgeting and finance
- Knowledge of real estate terminology, laws, practices, principles, and regulations
- Knowledge of computer applications including Microsoft Office, Internet applications, and GIS

Typical Skills

- Effective and persuasive leadership comfortable with all levels of staff, public and others
- Proven management skills and ability to manage day-to-day operations
- Strong written and oral communication skills, including the editing, oversight or preparation of technical reports, and the presentation of information to government entities and various committees
- Strong interpersonal and public relations skills to work effectively with various officials, staff, citizens and other customers
- Strong organizational skills
- Ability to understand and manage high-profile, sensitive or controversial political situations
- Strong problem-solving and negotiation skills
- Ability to exercise sound and independent judgment within general policy guidelines

Minimum Qualifications

This position level requires a master's degree in urban planning, public administration or a related field and a minimum of 8 years of progressively responsible planning experience. Generally, four years of experience must be in a supervisory capacity. AICP Certification is required, or ability to obtain certification within one year. Preference may be given to applicants possessing qualifications above the minimum.

Job Descriptions / Principal Planner / Planning Manager

Planning Job Descriptions

The Principal Planner, also known as Planning Manager or Planner IV, supervises and participates in advanced, highly-complex professional planning activities. Depending on the organization, the Principal Planner often manages and supervises sections or divisions within the larger planning department of an organization. Furthermore the Principal Planner may function as a deputy for the Planning Director or even serve as Acting Director. In other cases, the Principal Planner may possess a more limited supervisory role and rather function within an organization as the most senior planner with expertise in a particular specialization.

Typical Functions

- Performs and manages complex and sensitive professional planning projects, research and analysis
- Monitors and ensures compliance with local, state and federal laws
- Oversees specialized planning functions such as large-scale new development proposals and environmental studies
- Provides overall management of division-related planning issues
- Advises the Planning Director on all planning-related matters
- Advises various councils, boards, commissions and elected officials in planning-related issues
- Supervises the Transportation Modeling Division of Planning Department
- Serves as liaison and performs all necessary functions in support of Planning Commission
- Assigns work to professional staff and ensures appropriate training is provided
- Evaluates operations and activities of assigned responsibilities
- Prepares reports on operations and activities, recommending improvements and modifications
- Handles sensitive personnel matters
- Participates in budget preparation and administration, monitors and controls expenditures
- Attends substantial number of evening and weekend meetings
- Serves as acting Planning Director in his or her absence

Typical Knowledge

- Thorough knowledge of urban planning and development and local government policies and procedures
- Thorough knowledge of specialization such as housing, zoning, historic preservation, and economic development
- Research methods and statistical principles related to urban growth and development
- Methods and techniques of effective technical report preparation and presentation

- Pertinent federal, state and local laws, codes and regulations including recent changes
- Principles and practices of supervision, training and personnel management
- Budgeting procedures and techniques
- Recent developments, current literature and sources of information related to municipal planning and administration.
- Knowledge of local government procedures and practices
- Citizen involvement techniques and processes
- Knowledge of computer hardware and software programs, which may include Microsoft Office, Internet applications, econometric or transportation modeling, database management, or GIS

Typical Skills

- Must be innovative, detail-oriented, experienced in highly visible/controversial projects
- Capable of managing multiple, high-priority assignments
- Strong interpersonal skills to develop good working relationships at various levels and to resolve complaints
- Strong analytical skills to interpret research data for reports and apply mathematic techniques in practical situations
- Reading comprehension to understand technical and legal materials.
- Ability to work on several projects or issues simultaneously
- Ability to provide effective supervision and staff management
- Ability to manage projects effectively and meet firm deadlines

Minimum Qualifications

The Principal Planner usually possesses a master's degree in planning or a closely related field and at least five years of experience in the planning profession. Three to four years of supervisory experience is often required. AICP certification preferred.

Planner III / Senior Planner

Planning Job Descriptions

The Planner III or Senior Planner most often requires advanced professional planning experience of high complexity and variety. Some functions are similar to those of the Planner II level, though the Planner III often leads or is significantly involved with larger, more complex planning assignments. Planners at this level exercise greater independence and judgment, receiving general supervision from senior management. The Planner III may supervise the Planning Technician, Planner I or II, depending on the structure of the organization.

Typical Functions

- Performs advanced professional work related to variety of planning assignments
- Manages complex planning studies, development applications and reviews consultant proposals
- Reviews and processes complex comprehensive plan amendments, rezonings, annexations, site plans, plats
- Develops project budgets, administers bidding process, verifies contract expenditures and compliance
- Conducts research and prepares statistical reports on land use, physical, social & economic issues
- Provides professional planning assistance to member communities on varied land use projects
- Develops transportation plans, studies and analyses on regional basis
- Works in regional program areas relating to natural/water resources planning, community development, hazard mitigation, coastal zone mgt and others
- Performs field inspections to gather data relevant to the development review process and/or to verify that development projects comply with approved plans
- Schedules and conducts meetings with advisory boards and elected officials
- Presents reports and other findings to staff, Planning & Zoning Board, and Council and serves as liaison to such committees
- Attends substantial number of evening and weekend meetings
- Supervises more junior planners within organization

Typical Knowledge

- Advanced knowledge of the philosophies, principals, practices & techniques of planning
- Well-developed knowledge of one or more planning disciplines, such as urban design, affordable housing, economic development or land use
- Knowledge and experience in construction processes
- Knowledge of principles, methodology, practices of research and data collection
- Knowledge of effective writing techniques

- Knowledge of computer hardware and software programs, which may include Microsoft Office, Internet applications, and GIS

Typical Skills

- Excellent oral and written communication skills for preparing and presenting planning reports and projects
- Excellent interpersonal skills for facilitating relationships with elected/appointed officials or other decision-makers
- Creative problem-solving skills to gather relevant information to solve less well-defined planning problems
- Group facilitation skills for use with community workshops
- Ability to work on several projects or issues simultaneously
- Ability to provide effective supervision and staff management
- Ability to manage projects effectively and meet firm deadlines

Minimum Qualifications

The Planner III, or Senior Planner, requires a master's degree in planning or related field and four years of professional planning experience. Organizations may accept candidates possessing a bachelor's degree in planning or a related field and six years of professional planning experience. Supervisory experience may be required or preferred. AICP Certification is preferred.

Planner II / Associate / Junior Planner

Junior Planner Job Descriptions

The position of Planner II, also known as Associate Planner or Junior Planner, requires professional planning work of moderate difficulty. It is characterized by increasingly specialized knowledge of the planning field and a more elevated level of required duties and responsibilities compared with the Planner I. The Planner II is expected to possess in-depth knowledge within one or more planning specialties such as economic development, comprehensive planning, or environmental planning. Although senior planners and supervisors closely review the work of the Planner II, planners at this level receive somewhat less immediate supervision when compared to the Planning Technician or Planner I.

Typical Functions

- Interprets and applies applicable state, county and local codes, ordinances and regulations
- Initiates actions necessary to correct deficiencies or violations of regulations
- Assists with updates and maintenance of Comprehensive Plan and land development regulations
- Conducts review of various development applications including plats, permits, site plans, variance requests and rezonings
- Conducts extensive research in specific or general project areas
- Writes and presents formal and technical reports, working papers, and correspondence
- Identifies community problems, issues, and opportunities in particular neighborhoods that could be mitigated through better community planning
- Develops long range plans for communities with common developmental issues
- Develops strategies to promote economic and community development or efficient land use consistent with community goals
- Evaluates adequacy of community facilities in meeting current and projected needs
- Recommends priorities, schedules, and funding sources to implement public improvements plan
- Writes, or assists in writing, a variety of ordinances and regulations relating to development controls
- Attends substantial number of evening and weekend meetings

Typical Knowledge

- Well-developed knowledge of planning principles and practices
- In-depth knowledge of one or more planning specialization, such as economic development, transportation planning, or environmental planning
- Knowledge of principles, methodology, practices of research and data collection
- Knowledge of effective writing techniques
- Knowledge of or experience in community remediation and redevelopment, and knowledge of relevant Federal programs

- Statistical, algebraic, or geometric knowledge and ability to apply such knowledge in practical situations
- Knowledge of computer hardware and software programs, which may include Microsoft Office, Internet applications, econometric or transportation modeling, database management, or GIS

Typical Skills

- Oral communication and interpersonal skills to present research findings to various boards and committees
- Creative problem-solving skills to gather relevant information to solve less well-defined practical problems
- Ability to review plans and apply provisions of the ordinances and codes to determine compliance with such regulations and to apply regulations to field conditions
- Group facilitation skills for use with community workshops
- Ability to work on several projects or issues simultaneously
- Ability to work independently or in a team environment as needed
- Ability to attend to details while keeping big-picture goals in mind

Minimum Qualifications

The Planner II level generally requires a master's degree with two years of experience in the planning profession. Organizations may accept candidates with a bachelor's degree and four years of professional planning experience.

Planner I / Assistant Planner

Entry-Level Planning Job Descriptions

The position of Planner I, also known as Assistant Planner, is the entry-level position within professional planning. A bachelor's degree or a master's degree is usually required, depending on the hiring organization. It is distinguished from the Planning Technician position because it involves professional-level duties and judgment, and fewer routine administrative tasks. This position level receives considerable immediate supervision from senior planners.

Typical Functions

- Develops planning studies and reports in support of new and updated plans, programs and regulations
- Reviews or assists in the review of moderately difficult development proposals and site plans for conformance with codes, plans, and regulations
- Prepares and presents detailed reports on development proposals to government bodies
- Collects a variety of statistical data and prepare reports and maps on topics such as census information, land use, tax base data, and occupancy rates
- Evaluates or assists in the evaluation of rezonings, ordinance amendments, site plans, special use permits, variances and other proposals
- Acts as liaison between community groups, government agencies, developers and elected officials in developing neighborhood plans
- Coordinates community review of public and private development projects
- Provides information to the public regarding development regulations
- Assists in resolving citizen and customer issues
- Oversees the work of consultants and interns
- Conducts field evaluations and assessments
- Attends substantial number of evening and weekend meetings

Typical Knowledge

- Knowledge of the principles and practices of planning
- Knowledge of a relevant specialization such as transportation, land use, or affordable housing is desired
- Knowledge of principles and practices of research and data collection
- Knowledge of effective writing techniques
- Statistical, algebraic, or geometric knowledge and ability to apply such knowledge in practical situations
- Knowledge of computer hardware and software programs, which may include Microsoft Office, Internet applications, and GIS

Typical Skills

- Oral communication and interpersonal skills to explain rules and procedures clearly to the public
- Creative problem-solving skills to gather relevant information to solve vaguely defined practical problems
- Ability to review plans and apply provisions of the ordinances and codes to determine compliance with such regulations and to apply regulations to field conditions
- Ability to create graphic designs, development strategies, and render site plans via sketches and/or computer graphics highly desirable.
- Ability to work on several projects or issues simultaneously
- Ability to work independently or in a team environment as needed
- Ability to attend to details while keeping big-picture goals in mind

Minimum Qualifications

Some Planner I or Assistant Planner positions require a bachelor's degree in urban planning, architecture, public policy, or related area of study in addition to one year of planning experience. Other positions at this level require a master's degree but, in these cases, no formal experience is usually required.

Planning Technician

Planning Technician Job Description

The position of Planning Technician, which may also be called GIS Technician/Analyst, Code Enforcement Technician, Zoning Technician, or other specialized technician, is entry-level paraprofessional work. The Planning Technician devotes a significant amount of time on routine administrative tasks. A Planning Technician often works closely with the public on a regular basis to provide customer service on planning issues. Successful Planning Technicians may be asked to perform professional-level (Planner I) duties of limited complexity as a trainee.

Typical Functions

- Provides technical assistance and information to staff and the public in the administration of specific planning programs areas or ordinances
- Reviews building plans and zoning permit applications to assure compliance with requirements such as use, bulk, placement, and parking ratios
- Performs routine office tasks in designated program areas, including data entry, file management, copying and answering telephone
- Develops and maintains automated tracking systems, hard copy files and records
- Prepares narrative staff reports and recommendations of limited complexity, such as special use permits and variances
- Researches and compiles information on a variety of planning issues from multiple sources
- Prepares public notices or property owner verifications
- Prepares maps, charts, tables of limited complexity
- Investigates violations of planning regulations and ordinances, including site visits
- Attends public meetings, assisting other planning staff as appropriate

Typical Knowledge

- Knowledge of planning principles and practices, including pertinent specialties
- Knowledge of principles and practices of research and data collection
- Knowledge of effective writing techniques
- Statistical, algebraic or geometric knowledge and ability to apply such knowledge in practical situations
- Knowledge of computer hardware and software programs, which may include Microsoft Office, Internet applications, and GIS

Typical Skills

- Oral communication and interpersonal skills to explain rules and procedures clearly to the public
- Problem-solving skills to gather relevant information to solve vaguely defined practical problems

- Ability to review plans and apply provisions of the ordinances and codes to determine compliance with such regulations and to apply regulations to field conditions
- Ability to work on several projects or issues simultaneously
- Ability to work independently or in a team environment as needed

Minimum Qualifications

The Planning Technician level generally requires, at a minimum, the completion of an associate's degree in urban planning, architecture, construction management, social sciences or related field. Two years of experience in plans review, zoning administration, building code issuance or surveying is also required. A bachelor's degree is preferred and may substitute for two years of experience.

Planning Intern

Planning Intern Job Description

The internship level in the planning profession often represents the first practical contact a prospective planner makes with the profession. Successful internships yield valuable insight and practical knowledge for students as they refine their educational and career paths. Many internships are unpaid, yet they offer a wealth of opportunities for students, such as college credit or the possibility for permanent employment with the organization upon graduation. Interns usually are more marketable as they search for permanent employment because of their additional experience in the planning profession. Unlike most other positions within the planning profession, internship standards and circumstances vary considerably. Such variables include length of internship (from a few summer months to a year or longer), hours per week, expected tasks, amount of supervision, and areas of specialization.

Typical Functions

- Provides support to a team of community planners
- Assists staff in collecting and preparing data for various planning projects
- Manages a full meeting calendar, creates and mails committee meeting packages
- Conducts field work, collects parcel data and searches land records
- Prepares maps and planning reports of limited or variable complexity
- Produces sketches and renderings of limited or variable complexity
- Assists planning staff at community meetings
- Presents report findings at community meetings
- Researches funding sources and writes grant proposals
- Conducts basic office functions as needed, such as data entry, file management, and customer service

Typical Knowledge

- Basic understanding of planning principles
- Specific knowledge relating to pertinent specialty, such as affordable housing, transportation, or land use
- Competency in various computer software programs, such as Microsoft Office and Internet applications

Typical Skills

- Strong written and oral communication skills
- Strong research and analytical skills
- Motivated self-starter able to work independently
- Ability to work effectively in a team environment
- Flexibility and desire to work on varying planning projects

Minimum Qualifications

Most planning internships require interest in the planning profession and relevant planning specializations. Depending on the nature of the intended workload, some organizations are more rigid than others regarding qualifications for interns. Internships may be intended specifically for undergraduate students or for graduate students. Some opportunities may be open to any type of student. Short-term internships are often intended for students currently pursuing their education, though longer-term internships may be geared specifically toward recent graduates.

APPENDIX F

ACCREDITED PLANNING PROGRAMS

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Accredited Planning Programs

PAB currently accredits 72 master's and 16 bachelor's programs at 77 North American universities.

PAB Policy on Accredited Degree Status Students who graduate after the beginning of the fall term of the academic year in which the Site Visit occurs for a program subsequently granted accreditation, shall be considered to have graduated from an accredited program.

Any student enrolled at the time that the program held accreditation status (including probationary accreditation), and who earns the degree within three years from the effective date of the revocation of that status, is considered to be a graduate of an accredited program.

Public Information

PAB standards require a program to routinely provide reliable information to the public on its performance, specifically: student achievement as determined by the program; the cost for a fulltime student for one academic year; student retention and graduation rates, and number of degrees produced; the percentage of students who pass the AICP exam; and the employment rate of fulltime graduates at one year of graduation. The listing below includes links to webpages where that information can be found.

UNITED STATES

ALABAMA

Alabama A & M University

College of Agricultural, Life & Natural Sciences
Department of Community & Regional Planning
Room 308 G J.I. Dawson Building
Normal, AL 35762
Bachelor of Science in Urban Planning
Master of Urban and Regional Planning
Accreditation through December 31, 2018
Berneece S. Herbert, Interim Chair
256.372.4988; Dept phone: 256.372.5426
berneece.herbert@aamu.edu
<http://www.aamu.edu/academics/alns/crp/pages/default.aspx>
[Public Information](#)

ARIZONA

Arizona State University

College of Liberal Arts and Sciences
School of Geographical Sciences and Urban Planning
975 S. Myrtle Street

P.O. Box 875302
Tempe, AZ 85287-5302
Master of Urban and Environmental Planning
Accreditation through December 31, 2018
Trisalyn Nelson, Director
480.727.5996; Dept phone: 480.965.7533
Trisalyn.Nelson@asu.edu
<https://geoplan.asu.edu/muep>
[Public Information](#)

The University of Arizona

College of Architecture, Planning and Landscape Architecture
School of Landscape Architecture and Planning
1040 N. Olive
P.O. Box 210075
Tucson, AZ 85721
Master of Science in Planning
Accreditation through December 31, 2017
Lauri Macmillan Johnson, ASLA, Director
520.621.8790; School phone: 520.621.1004
ljohnson@email.arizona.edu
<http://capla.arizona.edu/planning-program>
[Public Information](#)

CALIFORNIA

California Polytechnic State University, San Luis Obispo
College of Architecture and Environmental Design
City & Regional Planning Department
1 Grand Avenue
San Luis Obispo, CA 93407
Bachelor of Science in City and Regional Planning
Master of City and Regional Planning
Accreditation through December 31, 2019
Michael Boswell, AICP Department Head
805.756.1315; Dept phone: 805.756.1315
<http://planning.calpoly.edu/content/prospective/about-crp>
mboswell@calpoly.edu
[Public Information](#)

California State Polytechnic University, Pomona
College of Environmental Design
Department of Urban and Regional Planning
3801 W. Temple Avenue
Pomona, CA 91768-4048
Bachelor of Science in Urban and Regional Planning

Master of Urban and Regional Planning
 Accreditation through December 31, 2022
 Do Kim, Chair
 909.869.4656; Dept phone: 909.869.2688
dohyungkim@cpp.edu
<http://env.cpp.edu/urp/urp>
[Undergraduate Public Information](#)
[Graduate Public Information](#)

San Jose State University
 College of Social Sciences
 Department of Urban and Regional Planning
 One Washington Square
 San Jose, CA 95192-0185
 Master of Urban Planning
 Accreditation through December 31, 2018
 Hilary Nixon, Chair
 408.924.5852; Dept phone: 408.924.5882
hilary.nixon@sjsu.edu
www.sjsu.edu/urbanplanning/
[Public Information](#)

University of California, Berkeley
 College of Environmental Design
 Department of City and Regional Planning
 228 Wurster Hall MC 1850
 Berkeley, CA 94720-1850
 Master of City Planning
 Accreditation through December 31, 2017
 Theresa Caldeira, Chair
 510.642.3258; Dept phone: 510.642.3256
dcrpchair@berkeley.edu
<http://ced.berkeley.edu/academics/city-regional-planning/programs/master-of-city-planning/>
[Public Information](#)

University of California, Irvine
 School of Social Ecology
 Department of Planning, Policy, and Design
 300 Social Ecology 1 Building
 Irvine, CA 92697-7075
 Master of Urban and Regional Planning
 Accreditation through December 31, 2021
 Scott Bollens, Chair
 949.824.3480; Dept phone: 949.824.0563
bollens@uci.edu

<http://ppd.sococo.uci.edu/MURP>

[Public Information](#)

University of California, Los Angeles

Luskin School of Public Affairs

Department of Urban Planning

3250 Public Affairs Building

Los Angeles, CA 90095-1656

Master of Urban and Regional Planning

Accreditation through December 31, 2019

Vinit Mukhija, Chair

310.794.4478; Dept phone: 310.825.4025

vmukhija@ucla.edu

<http://luskin.ucla.edu/urban-planning/>

[Public Information](#)

University of Southern California

Sol Price School of Public Policy

Graduate Programs in Urban Planning and Development

Ralph & Goldy Lewis Hall – Room 102

Los Angeles, CA 90089-0626

Master of Planning

Accreditation through December 31, 2021

Marlon G. Boarnet, Director

213.740.3696; Dept phone: 213.740.1205

boarnet@usc.edu

www.usc.edu/price/mpf

[Public Information](#)

COLORADO

University of Colorado Denver

College of Architecture and Planning

Department of Urban and Regional Planning

Campus Box 126, P.O. Box 173364

Denver, CO 80217-3364

Master of Urban and Regional Planning

Accreditation through December 31, 2023

Austin Troy, Chairperson

303.315.1006; Dept phone: 303.315.1000

austin.troy@ucdenver.edu

<http://www.ucdenver.edu/academics/colleges/ArchitecturePlanning/Academics/DegreePrograms/MURP/Pages/MURP.aspx>

[Public Information](#)

FLORIDA



Operations Plan for Community Development Programs
Organizational Structure Review for the Public Works Department

City of Grants Pass

Florida Atlantic University

College for Design and Social Inquiry
 School of Urban and Regional Planning
 777 Glades Road, SO 284J
 Boca Raton, FL 33431
 Master of Urban and Regional Planning
 Accreditation through December 31, 2018
 Steven Bourassa, Director
 561-297-4164; Dept phone: 561-297-4279
sbourassa@fau.edu
www.fau.edu/surp/
[Public Information](#)

Florida State University

College of Social Sciences and Public Policy
 Department of Urban & Regional Planning
 330 Bellamy Building
 Tallahassee, FL 32306-2280
 Master of Science in Planning
 Accreditation through December 31, 2017
 Jeff Brown, Chairperson
 850.644.8519; Dept phone: 850.644.4510
jrbrown3@fsu.edu
www.coss.fsu.edu/durp/
[Public Information](#)

University of Florida

College of Design, Construction & Planning
 School of Landscape Architecture and Planning
 Department of Urban and Regional Planning
 431A Architecture Building
 P.O. Box 115706
 Gainesville, FL 32611-5706
 Master of Urban and Regional Planning
 Accreditation through December 31, 2019
 Kristin Larsen, AICP, Director and Acting Chair
 352.294.1482
klarsen@ufl.edu
www.dcp.ufl.edu/urp/
[Public Information](#)

GEORGIA**Georgia Institute of Technology**

College of Design
 School of City and Regional Planning

Operations Plan for Community Development Programs
 Organizational Structure Review for the Public Works Department

245 Fourth Street NW, Suite 204
 Atlanta, GA 30332-0155
 Master of City and Regional Planning
 Accreditation through December 31, 2019
 Bruce Stiftel, FAICP, Chair
 404.894.2350; Dept phone: 404.894.2350
crp@design.gatech.edu
<http://www.planning.gatech.edu/academics/mcrp/overview>
[Public Information](#)

University of Georgia

College of Environment and Design
 Environmental Planning and Design Program
 285 S. Jackson Street
 Athens, GA 30602
 Master of Environmental Planning and Design
 Accreditation through December 31, 2020
 Umit Yilmaz, Program Director
 706.542.4723; Dept phone: 706.542.1816
yilmaz@uga.edu
<http://www.ced.uga.edu/academics/graduate-programs/mepd/>
[Public Information](#)

HAWAII

University of Hawaii at Manoa

College of Social Sciences
 Department of Urban and Regional Planning
 2424 Maile Way, Room 107
 Honolulu, HI 96822
 Master of Urban and Regional Planning
 Accreditation through December 31, 2020
 Karen Umemoto, Chair
 808.956.7383; Dept phone: 808.956.7381
idurp@hawaii.edu
www.durp.hawaii.edu
[Public Information](#)

ILLINOIS

University of Illinois at Chicago

College of Urban Planning and Public Affairs
 Department of Urban Planning and Policy
 412 S. Peoria Street – Suite 215
 Chicago, IL 60607-7068
 Master of Urban Planning and Policy

Accreditation through December 31, 2019
 Zorica Nedovic-Budic, Head
 312.996.2155; Dept phone: 312.996.5240
nbzorica@uic.edu
www.uic.edu/cuppa/upp
[Public Information](#)

University of Illinois at Urbana-Champaign
 College of Fine & Applied Arts
 Department of Urban and Regional Planning
 111 Temple Buell Hall – 611 Taft Dr
 Champaign, IL 61820
 Bachelor of Arts in Urban Planning
 Master of Urban Planning
 Accreditation through December 31, 2021
 Robert Olshansky, FAICP, Department Head
 217.333.8703; Dept phone: 217.333.3890
robo@illinois.edu
www.urban.illinois.edu/
[Public Information](#)

INDIANA

Ball State University
 College of Architecture and Planning
 Department of Urban Planning
 Architecture Building 327
 Muncie, IN 47306-0315
 Bachelor of Urban Planning and Development
 Master of Urban and Regional Planning
 Accreditation through December 31, 2017
 Eric Damian Kelly, FAICP, Chairperson
 765.285.1909; Dept phone: 765.285.1963
ekelly@bsu.edu
www.bsu.edu/urban
[Undergraduate Public Information](#)
[Graduate Public Information](#)

IOWA

Iowa State University
 College of Design
 Department of Community and Regional Planning
 146 College of Design
 Ames, IA 50011
 Bachelor of Science in Community and Regional Planning

Operations Plan for Community Development Programs
 Organizational Structure Review for the Public Works Department

Master of Community and Regional Planning
Accreditation through December 31, 2017
Francis Owusu, Chair
515.294.7769; Dept phone: 515.294.8958
fowusu@iastate.edu
www.design.iastate.edu/communityplanning/index.php
[Public Information](#)

University of Iowa
School of Urban and Regional Planning
347 Jessup Hall
Iowa City, IA 52242-1316
Master of Arts or Master of Science in Urban and Regional Planning
Accreditation through December 31, 2020
Charles Connerly, Director
319.335.0039; Dept phone: 319.335.0032
charles-connerly@uiowa.edu
www.urban.uiowa.edu
[Public Information](#)

KANSAS

Kansas State University
College of Architecture, Planning & Design
Department of Landscape Architecture/Regional and Community Planning
302 Seaton Hall
Manhattan, KS 66506-2909
Master of Regional and Community Planning
Accreditation through December 31, 2022
Stephanie Rolley, FASLA, AICP, Department Head
785.532.5961; Dept phone: 785.532.5961
srolley@k-state.edu
<http://apdesign.k-state.edu/larcp/academics-/regional-and-community-planning.html>
[Public Information](#)

University of Kansas
School of Architecture, Design and Planning
Department of Urban Planning
1465 Jayhawk Boulevard, Room 317 Marvin Hall
Lawrence, KS 66045-7614
Master of Urban Planning
Accreditation through December 31, 2017
Stacey Swearingen White, Chair
785.864.3530; Dept phone: 785.864.4184
sswhite@ku.edu

<http://urbanplanning.ku.edu>

[Public Information](#)

KENTUCKY

University of Louisville

College of Arts and Sciences
 Department of Urban and Public Affairs
 426 W. Bloom Street
 Louisville, KY 40208
 Master of Urban Planning
 Accreditation through December 31, 2021
 David M. Simpson, AICP, Director
 502.852.8019; Dept phone: 502.852.7906
dave.simpson@louisville.edu
<http://louisville.edu/upa/programs/mup>
[Public Information](#)

LOUISIANA

University of New Orleans

School of Urban Planning and Regional Studies
 Department of Planning and Urban Studies
 368 Milneburg Hall
 New Orleans, LA 70148-2910
 Master of Urban and Regional Planning
 Accreditation through December 31, 2018
 Marla Nelson, AICP, Program Coordinator
 505.280.3110; Dept phone: 504.280.6277
mnelson@uno.edu
<http://www.uno.edu/cola/planning-and-urban-studies/master-urban-regional-planning.aspx>
[Public Information](#)

MARYLAND

Morgan State University

School of Architecture and Planning
 Graduate Program in City and Regional Planning
 1700 E. Cold Spring Lane
 CBEIS 104
 Baltimore, MD 21251
 Master of City and Regional Planning
 Accreditation through December 31, 2020
 Siddhartha Sen, Director
 443.885.1864; Dept phone: 443.885.3225
siddhartha.sen@morgan.edu

www.morgan.edu/school_of_architecture_and_planning/academic_programs/city_and Regional_Planning.html
[Public Information](#)

University of Maryland at College Park
School of Architecture, Planning and Preservation
Urban Studies and Planning Program
3835 Campus Drive
College Park, MD 20742
Master of Community Planning
Accreditation through December 31, 2020
Casey Dawkins, Director
301.405.2158; Dept phone: 301.405.0753
dawkins1@umd.edu
<http://www.arch.umd.edu/ursp/urban-studies-and-planning>
[Public Information](#)

MASSACHUSETTS

Harvard University
Graduate School of Design
Department of Urban Planning and Design
Gund Hall 312, 48 Quincy St.
Cambridge, MA 02138
Master in Urban Planning
Accreditation through December 31, 2019
Ann Forsyth, Program Director
617.495.2521; Dept phone: 617.495-2521
aforsyth@gsd.harvard.edu
<http://www.gsd.harvard.edu/urban-planning-design/master-in-urban-planning/>
[Public Information](#)

Massachusetts Institute of Technology
School of Architecture and Planning
Department of Urban Studies & Planning
77 Massachusetts Ave – Room 7-337
Cambridge, MA 02139
Master in City Planning
Accreditation through December 31, 2020
Eran Ben-Joseph, Department Head
617.253.7305; Dept phone: 617.253.1907
ebj@mit.edu
<http://dusp.mit.edu/>
[Public Information](#)

Tufts University

Graduate School of Arts and Sciences
 Department of Urban and Environmental Policy and Planning
 97 Talbot Ave
 Medford, MA 02155
 Master of Arts in Urban and Environmental Policy and Planning
 Accreditation through December 31, 2018
 Mary Davis, Chair
 617.627.5429; Dept phone: 617.627.3394
mary.davis@tufts.edu
<http://as.tufts.edu/uep/programs/ma>
[Public Information](#)

University of Massachusetts at Amherst

College of Social and Behavioral Sciences
 Department of Landscape Architecture and Regional Planning
 109 Hills North, 111 Thatcher Road, Ofc. 1
 Amherst, MA 01003 – 9357
 Master of Regional Planning
 Accreditation through December 31, 2019
 Mark Hamin, Program Director
 413.545.6608; Dept phone: 413.545.2255
mhamin@larp.umass.edu
<https://www.umass.edu/larp/node/311>
[Public Information](#)

MICHIGAN**Eastern Michigan University**

Department of Geography and Geology
 Urban and Regional Planning Program
 205 Strong Building
 Ypsilanti, MI 48197-2219
 Bachelor of Science or Bachelor of Arts/Major in Urban and Regional Planning
 Accreditation through December 31, 2020
 Bob Jones, Director
 734.487.8488; Dept phone: 734.487.0218
rjones16@emich.edu
www.emich.edu/geo/planning/index.php
[Public Information](#)

Michigan State University

School of Planning, Design and Construction
 Urban & Regional Planning Program
 536 East Circle Dr
 East Lansing, MI 48823

Bachelor of Science in Urban and Regional Planning
 Master in Urban and Regional Planning
 Accreditation through December 31, 2019
 Mark Wilson, Program Leader
 517.353.9056; Dept phone: 517.432.0704
wilsonmm@msu.edu
http://www.spdc.msu.edu/programs/urban_and_regional_planning
[Public Information](#)

University of Michigan

A. Alfred Taubman College of Architecture & Urban Planning
 Urban & Regional Planning Program
 2000 Bonisteel Blvd
 Ann Arbor, MI 48109-2069
 Master of Urban Planning
 Accreditation through December 31, 2022
 Richard Norton, Chair
 734.936.0197; Dept phone: 734.763.1275
rknorton@umich.edu
<http://taubmancollege.umich.edu/planning/>
[Public Information](#)

Wayne State University

College of Liberal Arts and Sciences
 Department of Urban Studies and Planning
 3198 Faculty/Administration Building
 656 W. Kirby
 Detroit, MI 48202
 Master of Urban Planning
 Accreditation through December 31, 2019
 Kami Pothukuchi, Interim Chair
 313.577.4296; Dept phone: 313.577.2701
k.pothukuchi@wayne.edu
<http://clas.wayne.edu/DUSP/Master-of-Urban-Planning-Program>
[Public Information](#)

MINNESOTA

University of Minnesota

Humphrey School of Public Affairs
 Urban and Regional Planning Program
 301 19th Ave South
 Minneapolis, MN 55455
 Master of Urban and Regional Planning
 Accreditation through December 31, 2020
 Yingling Fan, Interim Director

612.626.2930; Dept phone: 612.624.3800
yingling@umn.edu
<http://www.hhh.umn.edu/degrees/murp/index.html>
[Public Information](#)

MISSISSIPPI

Jackson State University
 College of Public Service
 Department of Urban and Regional Planning
 101 West Capitol Street
 Jackson, MS 39201
 Master of Arts in Urban and Regional Planning
 Accreditation through December 31, 2020
 Mukesh Kumar, Interim Department Chair
 601.979.6359; Dept phone: 601.979.6357
mukesh.kumar@jsums.edu
www.jsums.edu/planning/
[Public Information](#)

MISSOURI

Missouri State University
 College of Natural and Applied Sciences
 Department of Geography, Geology and Planning
 901 S. National
 Springfield, MO 65897
 Bachelor of Science in Planning
 Accreditation through December 31, 2018
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[Public Information](#)

NEBRASKA

University of Nebraska-Lincoln
 College of Architecture
 Community & Regional Planning Program
 210 Architecture Hall
 Lincoln, NE 68588-0105
 Master of Community and Regional Planning
 Accreditation through December 31, 2018
 Gordon Scholz, AICP, AIA, Interim Program Director
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Operations Plan for Community Development Programs
 Organizational Structure Review for the Public Works Department

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<http://architecture.unl.edu/degree-programs/community-and-regional-planning>
[Public Information](#)

NEW JERSEY

Rutgers, The State University of New Jersey
 Edward J. Bloustein School of Planning and Public Policy
 Urban Planning and Policy Development Program
 33 Livingston Avenue – Ste 300
 New Brunswick, NJ 08901-1987
 Master of City and Regional Planning
 Accreditation through December 31, 2021
 Lyna Wiggins, Program Director
 848.932.2802; Dept phone: 848.932.2727
lyna@rutgers.edu
<http://www.policy.rutgers.edu/academics/uppd/>
[Public Information](#)

NEW MEXICO

University of New Mexico
 School of Architecture and Planning
 Community and Regional Planning Program
 MSC04 2530
 1 University of New Mexico
 Albuquerque, NM 87131-0001
 Master of Community & Regional Planning
 Accreditation through December 31, 2021
 Renia Ehrenfeucht, Director
 505.277.2168; Dept phone: 505.277.5050
rehrenfeucht@unm.edu
<http://saap.unm.edu/academic-programs/community-regional-planning/index.html>
[Public Information](#)

NEW YORK

Columbia University
 Graduate School of Architecture, Planning and Preservation
 Urban Planning Program
 1172 Amsterdam Ave
 413c Avery Hall
 New York, NY 10027
 Master of Science in Urban Planning
 Accreditation through December 31, 2019
 Weiping Wu, Director

212.854.3080; Dept phone: 212.854.3518
weiping.wu@columbia.edu
www.arch.columbia.edu/programs/urban-planning
[Public Information](#)

Cornell University
 College of Architecture, Art and Planning
 Department of City and Regional Planning
 210 W. Sibley Hall
 Ithaca, NY 14853
 Master of Regional Planning
 Accreditation through December 31, 2021
 Jeffrey Chusid, Interim Department Chair
 607.254.8579; Dept phone: 607.255.6848
crpchair@cornell.edu
<http://aap.cornell.edu/academics/crp/graduate/planning/mrp>
[Public Information](#)

Hunter College, City University of New York
 School of Arts and Sciences
 Department of Urban Policy and Planning
 695 Park Avenue, West Building 1611
 New York, NY 10065
 Master of Urban Planning
 Accreditation through December 31, 2017
 John Chin, Director
 212.772.5603; Dept phone: 212.772.5518
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www.hunterurban.org/master-of-urban-planning
[Public Information](#)

New York University
 Wagner Graduate School of Public Service
 Urban Planning Program
 295 Lafayette St, 2nd Fl
 New York, NY 10012
 Master of Urban Planning
 Accreditation through December 31, 2019
 Zhan Guo, Director
 212.998.7510; Dept phone: 212.998.7400
Zhan.guo@nyu.edu
<http://wagner.nyu.edu/education/degrees/master-urban-planning>
[Public Information](#)

Pratt Institute
 School of Architecture

Operations Plan for Community Development Programs
 Organizational Structure Review for the Public Works Department

Programs for Sustainable Planning and Development

200 Willoughby Avenue

Brooklyn, NY 11205

Master of Science in City and Regional Planning

Accreditation through December 31, 2020

Eve Baron, Chair

718.399.4391; Dept phone: 718.399.4340

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<https://www.pratt.edu/academics/architecture/city-and-regional-planning/>

[Public Information](#)

University at Albany, State University of New York

College of Arts and Sciences

Department of Geography and Planning

Master in Regional Planning Program

Arts & Sciences 218

Albany, NY 12222

Master of Regional Planning in Urban and Regional Planning

Accreditation through December 31, 2023

Catherine T. Lawson, Director

518.442.4775;Dept phone: 518.442.4636

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http://www.albany.edu/gp/masters_regionall_planning.php

[Public Information](#)

University at Buffalo, State University of New York

School of Architecture and Planning

Department of Urban and Regional Planning

Hayes Hall

Buffalo, NY 14214-3087

Master of Urban Planning

Accreditation through December 31, 2021

Ernest Sternberg, Chair

716.829.3671; Dept phone: 716.829.3671

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www.ap.buffalo.edu/planning

[Public Information](#)

NORTH CAROLINA

East Carolina University

Thomas Harriot College of Arts and Sciences

Department of Geography, Planning and Environment

Urban and Regional Planning Program

A-213 Brewster Building

Greenville, NC 27858



Bachelor of Science in Urban and Regional Planning
 Accreditation through December 31, 2019
 Mulatu Wubneh, Interim Director
 252.328.1272; Dept phone: 252.328.6465
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www.ecu.edu/plan/
[Public Information](#)

The University of North Carolina at Chapel Hill
 College of Arts and Sciences
 Department of City and Regional Planning
 New East Building – CB#3140
 Chapel Hill, NC 27599-3140
 Master of City and Regional Planning
 Accreditation through December 31, 2019
 Noreen McDonald, Chair
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www.planning.unc.edu
[Public Information](#)

OHIO

Cleveland State University
 Levin College of Urban Affairs
 Urban Planning and Development Program
 1717 Euclid Ave – Room UR 208
 Cleveland, OH 44115
 Master of Urban Planning and Development
 Accreditation through December 31, 2021
 Stephanie Ryberg-Webster, Director
 216.802.3386; Dept phone: 216.687.2136
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[Public Information](#)

The Ohio State University
 Knowlton School of Architecture
 City and Regional Planning Program
 275 W. Woodruff Ave
 Columbus, OH 43210-1135
 Bachelor of Science in City and Regional Planning
 Master of City and Regional Planning
 Accreditation through December 31, 2018
 Rachel Kleit, Head
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Kleit.1@osu.edu

<http://knowlton.osu.edu/programs/city-and-regional-planning>

[Undergraduate Public Information](#)

[Graduate Public Information](#)

University of Cincinnati

College of Design, Architecture, Art and Planning

School of Planning

6210 DAAP Building, 2624 Clifton Ave

Cincinnati, OH 45221-0016

Bachelor of Urban Planning

Master of Community Planning

Accreditation through December 31, 2019

Danilo Palazzo, School Director

513.556.4943; Dept phone: 513.556.4943

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[Public Information](#)

OKLAHOMA

University of Oklahoma

College of Architecture

Division of Regional and City Planning

180 Gould Hall, 830 Van Vleet Oval

Norman, OK 73019-6114

Master of Regional and City Planning

Accreditation through December 31, 2020

Charles Warnken, AICP, Director

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[Public Information](#)

OREGON

Portland State University

College of Urban & Public Affairs

Nohad A. Toulan School of Urban Studies and Planning

P.O. Box 751-USP

Portland, OR 97207-0751

Master of Urban and Regional Planning

Accreditation through December 31, 2020

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<http://www.pdx.edu/usp/master-urban-and-regional-planning-murp>
[Public Information](#)

University of Oregon

School of Architecture and Allied Arts
 Department of Planning, Public Policy & Management
 Graduate Program in Community & Regional Planning
 119 Hendricks Hall
 Eugene, OR 97403-1209
 Master of Community & Regional Planning
 Accreditation through December 31, 2023
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 541.346.2526; Dept phone: 541.346.3851
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[Public Information](#)

PENNSYLVANIA

Indiana University of Pennsylvania

College of Humanities and Social Sciences
 Department of Geography and Regional Planning
 Humanities and Social Science Building
 Room 413
 981 Grant Street
 Indiana, PA 15705
 Bachelor of Science in Regional Planning
 Accreditation through December 31, 2020
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[Public Information](#)

Temple University

Tyler School of Art
 Department of Planning and Community Development
 2001 N. 13th Street
 Philadelphia, PA 19122
 Master of Science in City and Regional Planning
 Accreditation through December 31, 2020
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[Public Information](#)

University of Pennsylvania

School of Design

Department of City and Regional Planning

127 Meyerson Hall

210 S. 34th Street

Philadelphia, PA 19104-6311

Master of City Planning

Accreditation through December 31, 2019

John Landis, Department Chair

215.573.8965; Dept phone: 215.898.8330

jlan@upenn.eduwww.design.upenn.edu/new/cplan/index.php[Public Information](#)**SOUTH CAROLINA****Clemson University**

College of Architecture, Arts and Humanities

Department of City Planning and Real Estate Development

Graduate Program in City and Regional Planning

2-215 Lee Hall, Box 340511

Clemson, SC 29634-0511

Master of City and Regional Planning

Accreditation through December 31, 2018

Cliff Ellis, Director

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School of Urban Affairs and Public Policy

Department of City and Regional Planning

208 McCord Hall

Memphis, TN 38152

Master of City and Regional Planning

Accreditation through December 31, 2020

Charles A. Santo, Chair

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Operations Plan for Community Development Programs
 Organizational Structure Review for the Public Works Department

City of Grants Pass

Texas A&M University

College of Architecture
 Department of Landscape Architecture & Urban Planning
 MS 3137
 College Station, TX 77843-3137
 Master of Urban Planning
 Accreditation through December 31, 2018
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[Public Information](#)

Texas Southern University

Barbara Jordan-Mickey Leland School of Public Affairs
 Department of Urban Planning and Environmental Policy
 3100 Cleburne Street – PAB 420D
 Houston, TX 77004
 Master of Urban Planning and Environmental Policy
 Accreditation through December 31, 2018
 Sheri Smith, AICP, Interim Department Head
 713.313.4807; Dept phone: 713.313.6842
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[Public Information](#)

The University of Texas at Arlington

College of Architecture, Planning and Public Affairs
 Department of Planning and Landscape Architecture
 601 W. Nedderman Drive
 Box 19108
 Arlington, TX 76019
 Master of City and Regional Planning
 Accreditation through December 31, 2018
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www.uta.edu/cappa/academics/planning-landscape-architecture/index.php
[Public Information](#)

The University of Texas at Austin

School of Architecture
 Graduate Program in Community and Regional Planning
 One University Station B7500
 Austin, TX 78712-0222
 Master of Science in Community and Regional Planning

Accreditation through December 31, 2017
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[Public Information](#)

UTAH

University of Utah
College of Architecture + Planning
Department of City & Metropolitan Planning
375 S. 1530 E. Room 235
Salt Lake City, UT 84112-0370
Master of City & Metropolitan Planning
Accreditation through December 31, 2021
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<http://plan.cap.utah.edu/prospective-students/degrees-offered/masters-of-city-metropolitan-planning-programs/>
[Public Information](#)

VIRGINIA

University of Virginia
School of Architecture
Department of Urban and Environmental Planning
Campbell Hall – P.O. Box 400122
Charlottesville, VA 22904-4122
Bachelor of Urban and Environmental Planning
Master of Urban and Environmental Planning
Accreditation through December 31, 2020
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[Public Information](#)

Virginia Commonwealth University
L. Douglas Wilder School of Government and Public Affairs
Master of Urban & Regional Planning Program
Rm. 517, Scherer Hall
923 West Franklin Street
Richmond, VA 23284-2028
Master of Urban and Regional Planning

Accreditation through December 31, 2021

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804.827.0869; Dept phone: 804.828.0776

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<http://www.wilder.vcu.edu/programs/urban-and-regional-studies-planning/>

[Public Information](#)

Virginia Polytechnic Institute & State University

College of Architecture & Urban Studies

Urban Affairs and Planning

1021 Prince Street, Suite 200

Alexandria, VA 22314

Master of Urban and Regional Planning

Accreditation through December 31, 2019

Thomas W. Sanchez, Chair

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[Public Information](#)

WASHINGTON

Eastern Washington University

College of Business & Public Administration

Department of Planning and Public Administration

668 N. Riverpoint Blvd – Suite A

Spokane, WA 99202-1660

Bachelor of Arts in Urban and Regional Planning

Master of Urban and Regional Planning

Accreditation through December 31, 2019

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kbrooks@ewu.edu

www.ewu.edu/CBPA/Programs/Urban-Regional-Planning.xml

[Undergraduate Public Information](#)

[Graduate Public Information](#)

University of Washington

College of Built Environments

Department of Urban Design and Planning

410 Gould Hall – Box 355740

Seattle, WA 98195-5740

Master of Urban Planning

Accreditation through December 31, 2020

Christopher Campbell, Chair

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Operations Plan for Community Development Programs

Organizational Structure Review for the Public Works Department

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[Public Information](#)

Western Washington University
Huxley College of the Environment
Department of Environmental Studies
Program in Urban Planning and Sustainable Development
516 High Street – MS 9085
Bellingham, WA 98225
Bachelor of Arts in Urban Planning and Sustainable Development
Accreditation through December 31, 2020
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[Public Information](#)

WISCONSIN

University of Wisconsin – Madison
College of Letters & Science and College of Agricultural & Life Sciences
Department of Urban and Regional Planning
925 Bascom Mall/110 Music Hall
Madison, WI 53706-1317
Master of Science in Urban and Regional Planning
Accreditation through December 31, 2020
Kenneth Genskow, Chair
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[Public Information](#)

University of Wisconsin – Milwaukee
School of Architecture and Urban Planning
Department of Urban Planning
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Milwaukee, WI 53201-0413
Master of Urban Planning
Accreditation through December 31, 2018
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[Public Information](#)

U.S. TERRITORIES AND CANADA

University of Puerto Rico

Graduate School of Planning

Campus de Rio Piedras

Torre Central Piso 7

Plaza Universitaria

Avenida Ponce de León

San Juan, Puerto Rico 00931

Master in Planning

Accreditation through December 31, 2017

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[Public Information](#)

University of British Columbia

Faculty of Applied Science

School of Community & Regional Planning

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Master of Community and Regional Planning

Accreditation through December 31, 2017

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