

**PAVE COMMITTEE**  
**Meeting Minutes – April 20, 2017 at 9:05 am**  
**Courtyard Conference Room**

**Member Attendance:**

Roy Lindsay (Chair)  
Dennis Roler  
Rick Riker  
John Raul - Absent  
Joseph Scheinberg - Absent  
Vacant positions (2)

**Staff/Liaison/Other:**

Aaron Cubic (City Manager)  
Jay Meredith (Finance Director)  
Wendy Giordano (Parks & Community Development)  
Valerie Lovelace – City Councilor  
Lora Glover – Parks & Community Development Director  
Jason Canady – Public Works Director

**Citygate Project Managers:**

John Hester

**I. – Citygate Associates Project managers and project update**

- John Hester stated that Dave Deroos President of Citygate was not able to make the meeting. John is the Project Manager, has been County CD Director, Acting Water Resource Director, I had 12,000 Water and Sewer Customers at one time. Now I am CEO of a Bi-State Agency. Kevin Tobec and Julie Conway are also on our Team. We put this plan together. We met with three of the four PAVE Council Members as well as a number of City Staff, customers and other stakeholders. From that, we identified six themes. Using those, we compared you to Public Work Structures and Community Development best practices. Chapter 3, section 3 of the report is the background. Section 2 is the table that summarizes it all, and today you have the Draft Plan. We set this up a week ago and have had a chance to get some email questions from Lora and Jason. That is where we are in the process. My understanding is after this we will work out some of the bugs.
- We have a Developers Quorum. There were about five or six people who showed up for that. We did an employee survey as well. Some general comments from you were you recognized Parks & Community Development is a good organization and you want to make it even better. We agree. In talking with your customers, they say you are doing a terrific job. Your workload has picked up and you are still meeting your targets. You also mentioned that you have started dealing with infrastructure, with a backlog of needs. A facility master plan has been done, with upgrading almost replacing some of our major facilities. A number of you said you want to anticipate and be ready. We kept these in mind as we put this together.
- PCD customers are pleased with your service. They are very happy across the board. Staff is working very hard to keep them that way. Employee surveyed showed that Lora and her team want to make the customer happy. Unfortunately, they feel they work hard and are not always compensated. We know you are having a hard time filling some of your open positions. Other employees have told us that Lora is filling multiple positions. This is not only PCD, you have a number of people who are retiring out and succession planning needs to be done.
- GIS department is doing really well. It grew from a department to serve the whole city and at some point it needs to migrate out and be citywide internal support system.
- We think your parks function is not realizing the potential that it could or that your vision statement calls for.

- Jason is young, enthusiastic and ready to go. He also recognizes that he is new at this and needs support. You have dispersed engineering functions throughout these two organizations. We think you can better align those.
- This came up in a number of spots that this levy that we have to keep doing every 3 years creates a cloud of uncertainty. We also took this into consideration on our recommendations because you are limited fiscally and you like to run a lean organization.
- You want a change, and we get that. It is going to be hard work and take some time. Your people are busy, and they are doing a lot with a little. A number of times your initiative on high performance organization was mentioned. A number of times it was also mentioned that you wished you had more time. We are recommending formal continuous improvements. This is one of the tools you use in a high performance organization.
- We are advocating taking time to work smarter. That is what these recommendations are about. My terms for strategic is the analogy of a guided missile. For tactics it is to move the missile. What we are talking about on the strategic level of recommendations, we think those are solid and should not change. However, your tactics might move around. This will depend on things like timing. We have made some timing recommendations but those could move.
- The first theme is Strategy on Organizational Structure. From the RP who told us she wanted to work on Planning Services, Building Services, and PCD Management services. We broke that into what we call Permit Services, which is the front counter, serving the customers. Parks, Aquatics are listed in the RMP, GIS. Organizational Structure in Public Works that is shared responsibility in internal service that PCD does for Public Works. We looked at, obviously not the whole organization these pieces. You have a lot of growth and change coming. Supervisors and managers will be moving on. One way is to group functions together by job description, or geographically. Another way is by product line. We view providing infrastructure as a product line more than another category. Then we have serving in certain customer groups. This is what you have in the Community Development part. With that concept, we think Community Development should be organized with the core organizing principal for Community Development part of PCD should be the develop of customers. You want to put all those pieces together to help develop your customer get the service they want. Public Works should be all about the infrastructure product line. Those are the Organizing Principals for those two big things. Those transitions happen as people fill new positions or move on. Community Development is about Integrating Planning, New Development Engineering, Building Permit Services and Permit Services for customers. The core principal for Community Development is Customer Services. The core principal for Public Works is that if you think of infrastructure, they all have a life cycle. We are recommending to you that you move all of those together, following the concept that this is a product. As a new GIS manager comes on line that should move into another service. We think this is an internal service. As people leave have a Formal Succession Planning Initiative. You might look within the City and groom people already working here for the positions as they become available.
- When someone comes in to Community Development, they may want something that changes your Plan, Code or Discretionary Permit. That often times come with some infrastructure. New Development and Engineering function is looking at the infrastructure that you get from Developers. From a Customer's prospective, you do not want to send them all over. The Engineering Staff at CD can speak about this so there is a single point of contact. Permit Services is Wendy's team. I think you have many creative people here. We are suggesting this structure.

- Continuous Improvement is also known as Total Quality Management. This is a plan to check process and empower groups to take on projects, and they come up with ideas and techniques. What we suggest is continue with the Continuous Improvement Training. Your standards are as good as we have seen. Permit turnaround time is good. Keep doing this. Make up a table with due dates for public. Get periodic reports with number of applications, the number that did not meet the turnaround time, etc.
- The third theme about Performance Measurement and Management is we think the individual targets for each Individuals Performance Plan should put these as targets in the performance forms. If you review building plans they should be reviewed in 10 days, if you are the building official you will have everything reviewed in 10 days, and Lora will have building permits done this fast, planning permits done this fast, etc. Everyone will have a target date to get his or her projects done. This is also good for the customer. They will have a level of expectancy. Customers care more about consistency and predictability than they do about cost.
- We talked about adding an Assistant Planner position. You have two contract inspectors who are about 70 years old. We think you could fill that with one City position that has one or more of the licenses. When the workload increases but employees still have the same target date, an incentive to get the work done might be something like a bonus or flex time. Come up with a plan based on that Performance Management System.
- Internship programs are a good way for you to check out the talent while they get course credits. We suggest you establish a relationship with one or more of the accredited programs in the state. This is a good way to groom new staff.
- Staff Development should be part of the Performance Management System. Lora and Wendy look at how much time people are spending and where so you can charge correctly.
- Public Works builds infrastructure, operate and maintain it and then replace it. New Development Engineering is critical. Lora sets priority, but technical issues talk to Jason. Public works then manages and maintains it.
- We see this infrastructure lifecycle as the product line your Public Works Department is responsible for. We worked up a structure. Our Distribution employee is ready to retire. You need an Assistant Director so they can do fewer things very well.
- Other recommendations we think your new Assistant Director should also be a City Engineer. You have many engineering decisions to be made. Every other city our size has a City Engineer.
- We think you should get two people and reorganize the Distribution and Collection position. Job training and job shadowing should be part of job succession and training. This is a part time position paid by insurance. This person can also start looking at the whole waste stream management and recycling as one package. Citywide buildings should all be together in one location. The Engineering concept, Capital Improvements Engineering, Public Works & New Development Engineering, and CD Consultant Engineering will transition out of being your City Engineers as your Assistant Director and City Engineer comes up to speed. You will still need specialized services.
- Parks & Recreation we have a few recommendations. Why are we talking about it moving under Public Works? We do not think it works well to separate the users of the facilities from the people who maintain them. It is important that those two go together. Ideally, you probably should have a separate Parks Department.
- Your contact with Recreation NW will expire at the end of 2018. We think you could probably have a second superintendent provide your citizens better services by turning that into an internal position.

- When your Award winning GIS team coordinator retires, this will be a key time to switch to a GIS manager. You can transition them out of being under CD into another internal service at that time. When you have a centralized GIS, you have data that everyone uses. Find out what software people are using, who has what version, hardware, which staff does what, etc. Those are things you need to work out as you transition.
- Based on all the recommendations, we recommend these sequences. Capital Improvements Programs and Capital Improvements Engineering should move to Public Works. We also recommend a Municipal Services Specialist. Sometime in the next fiscal year Facilities should move to Public Works, when they are ready Parks should move to Public Works. We recommend a Forester Position somewhere down the road, after the Recreation NW contract is closed. A part time Solid Waste position could happen any time, GIS could happen any time. These are the recommendations and sequences. They can be changed based on your needs.
- Chair Lindsay asked Jay to email the Committee Members a copy of the last slide. There was discussion on what happens next.
- Jay stated the staff and Committee would discuss and recommend changes, if any. Then John will come make the presentation to the City Council. Citygate delivered the preliminary staffing recommendations and budget recommendations. These have been put into the recommended budget for June's meeting.
- Vice Chair Riker asked about how much billing we have done with our contract engineers based on hiring an Engineer. There was discussion about the in-house Engineer versus the group they are using now. The volume the contract Engineer does now is incredible.
- Lora mentioned our Traffic Engineering consultant that is separate from this. This might be the less expensive way to go over hiring that position. Our City is expanding so we need to improve our customer services. This will also bring in more funds. You cannot expect the rest of the taxpayers to assume the burden of something that is only benefiting one organization or individual. It is important to achieve a reasonable approach that does not over burden the developer, but at the same time does not cause the regular taxpayer to pay for something that does not specifically benefit them.
- John suggested they be purposeful in what they subsidize. There was more discussion on this.
- Jay stated that Planning is one of those departments that have traditionally been heavily subsidized by General Fund's dollars. He asked John if he has experience or data that fully recover the cost of subsidizing.
- John stated that it did not work. He explained what happened in Reno. He recommended keeping Planning heavily subsidized function.
- Member Lovelace wanted to get Mike's feedback on how he felt on those changes. A few corrections need to be made to the presentation. There was discussion on solid waste fee being paid for landfill operations. We do not collect those fees. The timeline laid out might be aggressive on some things, but there are some that are going to have to come sooner than later. Collection and Distribution, he is leaving June 30 so we have to make a decision soon. We as a staff will do what we need to do.
- Chair Lindsay stated the purpose of this is to improve what is already good. This was to give us some ideas and timelines to make that move even better.
- Grants Pass is a unique culture and we do things differently.
- Lora stated there were some small things suggested that they could do even better. We already track our applications so we know the percentages, what we have not done the bragging rights and putting that on the website. Some of the reorganization is good for the future, not necessarily next year. When the former Parks and Community Services Director left, it was decided not to fill the position and we spread that work out.

The decision to bring Parks to PCD was a great fit. We have the staff to do that. I can work on the planning part, some of the fun projects and Wendy runs many of the contracts. We took over the Right of Way Maintenance from Public Works and Property Management last year. Wendy has the organizational skills to get those contracts out and to get those bids taken care of. Jeff Nelson is doing the field aspect; Wendy is doing the business end of it. We have those staff inline to pick up some of those services. If we have a Parks District at some point, that would be great. Our focus as an organization is Public Safety. That is our first priority. As you look at the budget, you can see that we work hard to consolidate some of our LB accounts because we do not have the funding to get them all done. In looking at the proposed work chart for Jason, already knowing what his workload is, this makes my heart stop.

- Chair Lindsay stated that keeping the public safe is much more than just the Police Department. Parks has to be safe, water has to be safe, Waste Collection has to be safe, so all of those add in to the safety of the public. He suggested making an extended timetable so we are not wasting the recommendations, yet we are realizing the economies that we are facing.
- City Manager Cubic stated some of the recommendations in this proposal have already been budgeted for. You should not see any cost change associated with that. This should build efficiencies. The cost would be in looking into moving from contract services to bringing in new FTE. For the most part, we are tackling some of what is already in there with what we have budgeted right now.
- Jason stated that this would be highlighted in his presentation since the bulk of this is hitting his budget. We will be looking at adding an Assistant Public Works Director, which is critical in providing good service, as we look at splitting up Collections and Distributions with Bob leaving those are hitting my budget. I will be highlighting those through the Budget Presentation showing you what that cost increase is. When you spread it out over all the divisions, it does look small.
- Member Lovelace asked Lora where she was with her staff.
- Lora stated that we have someone coming in at the Associate Planner Level in June. We are re-advertising for the Principal Senior Planner position. We had a couple that we thought we had coming in, but those did not pan out. Our temporary worker is working out well.
- Chair Lindsay asked what is everyone's overall impression on this presentation.
- Jason stated speaking from the Public Works side, I believe that separate tracks for Engineering down the road are going to be important. We have such a high volume of work that I think we monopolize the bulk of the time of the Engineering Staff anyway. We will need dedicated people out there to do Public Works infrastructure projects. He does not think we are ready to split that up yet, but we are close. It does merit some further discussion.
- Lora sees the strain on Fred, her Engineering Supervisor. He is trying to respond to what she needs for new development and he manages the Capitol Projects too. He is getting ready to retire in two year, as well as the Parks Supervisor. Those are two keep positions.
- Jason stated they are paying quite a bit of money for Engineering Services and we want people to get out in the field inspecting the projects. Something that did not come out in the report is that we are duplicating some efforts where their Engineers are out inspecting and then my staff is coming out behind them and inspecting very similar things. We need Engineering Inspectors to be empowered to make those decisions on behalf of Public Works as well so we are more efficient.
- Chair Lindsay asked how we could improve this in the short term.

- Jason stated the short-term recommendations would be getting an Assistant Public Works Director and splitting up the two positions with our field staff. We are increasing our level of communication every day with Engineering just because we have to. In looking at ways to improve capitol program of how we are managing projects we are working closely with Nancy, on helping to improve our billing processes, our change order processes and our communications between our Field Supervisor and the Public Works Staff. Those are short-term things. For long term, I think we want to see our Capital Projects Engineering as an individual staff. Fred's retirement might be the perfect catalyst for this change.
- Lora stated that Wendy is developing an internal checklist to make sure the Utility Inspectors are doing the new development items that we need to know up front so that we do not have to do a refund if something was already done.
- Jason stated that Engineering sits in with their staff meetings, and he or one of his staff sits in on the Engineering Staff meetings to increase communications. We are well on track in doing what John is recommending and using those key retirement points is a good plan.
- John stated that on the Developers Forum, the Engineering confusion and the dual inspection was the one thing they said was a customer service issue. There was discussion on conversations with information, and continuous improvements.
- Member Lovelace asked about the two retiring Plumbing and Electrical Inspectors and what the thoughts are on in-house trained to do both as opposed to having two separate positions.
- Lora stated Ken thinks this is doable. It might be difficult to find one that has both, but we could find one that has one area and then train for the second area.
- Wendy stated that usually you do not have that high level of specialties. He thought that was going to be pretty challenging to find someone to fill both of those roles. You will see in the budget process that he is moving ahead with adding a position that would be assisting with Plan Review and performing inspections.
- Chair Lindsay asked if this was financially better than to have these positions contracted out.
- John stated if you have one inspector who is certified in everything that is the best customer service.
- Lora stated her staff has been working to meet the deadline and are doing a good job even being understaffed. She is looking into bumping them up to compensate them. There was discussion on finding staff that is willing to work for less pay until they get the experience.
- John stated he did not think we wanted to make those compensations permanent.
- Chair Lindsay asked if they could be rewarded where it doesn't impact their pay
- City Manager Cubic stated that we have the value program and it works pretty well.
- Lora suggested that managers should do that a little more often.
- City Manager Cubic agreed stating we need to be more consistent with that. He stated that he had some concerns with the incentives. He did not want one department to have this and not another. We have Collective Bargaining Agreements, I am concerned with them saying this is now a part of my salary and you cannot take it away. He stated that what makes a worker happy is not the salary, it is the working environment. If we focus on the HPO and culture, that is a good incentive for good performance.
- Chair Lindsay stated the reward would be just as important if it was just recognition.
- Some businesses get people to work for them because of their philosophy.
- John stated one of the concepts of the Cascading Performance measures is every employee should have a line of sight from what they do all the way to what your goals are.

- City Manager Cubic stated that we have that in place with the work plan. It defines what department, what person is responsible for that. They have a direct connection of what they are doing in order to accomplish the five goals, and accomplish the objectives to support the goals, and the task that supports the objective.
- Chair Lindsay stated that having expectancy knowing that you are in consideration for something bigger down the line, this would be a good incentive to make an effort to be considered for this position. Those are skillsets managers need to have and utilize.
- John stated that there are some organizations that do not do what we are doing, and there are some who as a routing go through all of their departments over a certain number of years. They do not do everything the outside consultant suggests, but they do constantly get refreshed and get better ideas.
- There was more discussion on incentives and HPOs. They mentioned the annual recognition dinner and the ivalue program. It was suggested to have the employee recognized at the Council Meetings. Some people do not want to attend evening meetings. We have to get to know our employees.
- City Manager Cubic stated that we have a TV program, which stands for Team Vision. This is a creative solutions team with a representation from every department. They are charged with breaking down those barriers that inhibit us to be high performing. They also help create and identify those model behaviors that will build our culture.
- John will work with Jay to get some language on that.
- Jay stated that ultimately the HPO and TV are about staff engagement and making them feel better about the work environment they are in and empowering them to help make decisions.
- Chair Lindsay stated the most important thing to him is recognizing the value of the individual.
- City Manager Cubic shared that we would love to have the concept of the 'one stop shop'. We would supply the staff member to help the customer. The problem is with the building, it is not very customer friendly.
- Jay stated he had some questions on some of the recommendations. It was suggested that GIS be a separate internal service. It is already a division of the PCD management function. It has its own separate line of accounts in the accounting structure and the budget structure. It already is its own internal support service. All the different departments are already paying a fee for their share of how much they use GIS. We charge a 1% indirect charge on our capital projects to help support that function. The way he sees it, it is already its own internal support service.
- John stated that it is supported financially. However, it is not management.
- Jay stated the basic structure for PCD looks like it does now so were are not talking about much of a structure changed as far as PCD is concerned.
- John said the focus is on serving the customer. Lora is stretched too thin to provide the leadership the Parks Department needs. She is capable of doing this, but there is only one of her.
- City Manager Cubic stated the difficulty in the replacement is that once we have the internal infrastructure for support that is what is missing right now, the Associate and Senior Planner and the Assistant Planner. From a recruitment standpoint, it is going to be difficult to find a Parks and Community Developer.
- Jay asked questions about the internship that was recommended for Planning. Are we talking about a semester or whole year for this?
- John suggested talking with a university about this.
- Jason said we operated this program at the Water Plant. Two of our current full time employees have come out of that program. This is a huge investment in time, but it is worth it.

- Chair Lindsay stated that one of our departments that have many interns is the Fire Department. They go to school and work on the team and this is very effective. Unfortunately, we have nine students each year, but they go elsewhere because we do not have nine openings. Fire Departments love this because it is good assistance for them. This is also cost effective for us; we pay for their tuition, books and equipment.
- John talked about tuition reimbursement to get staff trained in other areas. It was stated that we have this.
- Jay asked about the Citywide Facilities Manager that would be under Public Works. He feels that would make sense, but maintaining a water plant is very different from maintaining City Hall. He asked if that was effective to have a very broad range of types of facilities.
- John stated there would be some things that are different, but there are also common things. There was discussion as to what Property Management does now.
- Chair Lindsay asked if it would be cost effective to combine all of that in to one activity. Then you have to hire someone to run the whole operation.
- City Manager Cubic stated there would have to be FTE changes to make this happen. He suggested doing this a little at a time.
- Jay asked about the recommendation of bring Parks and Recreation Contract back in house, what are the details and why was this your recommendation?
- John stated that Julie knows the person who was at Josephine County who started Recreation Northwest, who then hired the person who is running it now. You pay \$124,000 a year. The person running it now has no formal education in recreation, is not certified or belongs to any of those groups. Julie felt that there were some things she did not know that she should have. She also felt that thing like new technology that someone who had those qualifications would know how to use and get more use out of volunteers, would know how to provide better services to the residents. She felt those funds would be better used by having that position in house.
- City Manager Cubic stated that part of this was to be more of a centralized recreational department. Then we have more of a focused recreation department as a whole.
- John stated from a customer's point of view, it adds to confusion and perception of disorganization.
- Member Roler mentioned the Police stated they needed 10 officers. They have six now and everything is working fine. I think we have to prioritize who we are hiring and who we are not. To me, the recreation could be lower on the priority level because it is working. There was more discussion on budgets and prioritizing.
- John was a little hesitant on the Urban Forester position. I also know where Julie was coming from because she had a person die from falling out of one of the buckets so she is very keen on safety.
- Jay stated that there are two staff members that are part of the \$125,000 contract. Was Julie confident that one person could handle this?
- John said yes. It is a woman and her college daughter.
- Wendy stated that they do have a part time person working there as well. She did agree that on technology side that is something we could look at and implement now. Regarding certifications perhaps we could have someone on staff could progress their professional skills. One of the things Julie missed is the relationship they have built with the community and how they work with the leagues. This means a lot. There probably is not enough room in this building to fit another division. I personally like the idea of having a contractor doing this as opposed to a high dollar superintendent position. There was more discussion on the need for technology in this area as well as the cost of contractors and new employee positions. They also discussed street sweeping and the schedule on this.

- Jay also stated Citygate did not make the recommendation that we make Parks its own department. He wondered if that should be reconsidered in the context that we are a growing City, and because the General Fund does heavily subsidize the Parks and Recreation Department and Public Safety and other funding pressures we have right now. I'm wondering if keeping it as a long term consideration weather a Parks and Recreation District makes sense or weather to make it its own department.
- Chair Lindsay asked who owned the Cave Man Pool.
- Jay stated that the City owns the pool, but the YMCA manages it
- John stated that this was one item we discussed longer than anything else. Kevin felt it would work better as its own department. Julie agreed but we know you are trying to keep your budget flat. We would recommend that as an option if you all felt that it could work.
- City Manager Cubic stated that with funding right now this would need to be a long-term consideration. We need to solidify our Criminal Justice System and Public Safety first.
- John said they would be happy to put that in as a long-range goal.
- City Manager Cubic suggested it could be either a City or a City/County District.
- The Committee was asked how they felt about the report. They suggested many changes so they would like to take a second look at this. Hopefully then we will have the two vacancies filled.
- Member Roler asked what happens next.
- John stated he would make the changes and send them to Jay. Then we can have another meeting in about 3 or 4 weeks.
- It was suggested to meet again at the end of May. The final report will be submitted to City Council in July. The real critical part of the recommendations affecting the budget have already been submitted. There was discussion on budget changes and recommendations.
- City Manager Cubic stated he did not know if this kind of financial analysis was done before the project was done in the other PAVE projects. I have marked where most of the cost would be in the FTE recommendations. From a Planning standpoint, we are adding an Inspector, we are adding from the Engineer standpoint and there are a couple FTE's we are asking for this year and they happen to mirror what is in this report.
- Jay stated that you will not see all of the recommendations in this Budget Report but you will see many of them. There will be an additional Assistant Planner, there is an additional Inspector being recommended in the Building Department, which still leaves many unfunded positons in the Building Department. We talked about Assistant Public Works Director and the retiring Superintendent. We are talking about breaking it up into two positions, one for Distribution and one for Collections.
- Jason stated that he and Lora would be hitting those areas much more in-depth as we are making those recommendations. There was discussion on funded and non-funded positions and do we have the money set aside for those positons that have not been filled.
- Jay stated he would set another meeting time sometime in the end of May.
- John will email changes to Jay. Jay will modify if there is something John missed. Then Jay will email this to all the PAVE members to give to the two vacant positon members. You will then give input back to Jay, which he will give to John. They will revise the report and we will have another PAVE Committee Meeting at the end of May. Then this will be sent to City Council the end of July.

## **II. New Business –**

- None

**III. Approve Minutes:** February 2, 2017

**MOTION/VOTE**

**Committee member Roler moved and member Lovelace seconded motion to approve the minutes from the meetings of February 2, 2017.**

**The vote resulted as follows: "Ayes": Members, Riker, and Lindsay. "NAYS": None. Abstain: None. Absent: Members Rall & Scheinberg.**

**IV. Set next meeting date and agenda** - The next meeting will be determined for the end of May.

Meeting adjourned at 12:04 pm

These minutes were prepared by Dianne Phelan, City of Grants Pass Administration.