

# DEVELOPMENT

## ACTIVITIES

- \*Planning Services
- \*Building Services
- \*Economic Development Svc's
- \*Downtown Development Svc's
- \*Tourism Promotion Services



## DESCRIPTION

This program includes those activities associated with long range planning, current planning and development needed for the maintenance and orderly growth of the City.

The budget will continue to support the Council Goals of ***“Provide Cooperative, Shared Leadership”, “Encourage Economic Opportunities”, “Facilitate Sustainable, Manageable Growth” and “Maintain, Operate and Expand Infrastructure”***. The Planning Division will continue to support the development of our community, downtown businesses and tourism industry.

	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Program Generated Resources	2,131,870	2,568,505	2,538,620	2,795,504	2,795,504	2,795,504	2,551,021
General Support	<u>748,148</u>	<u>766,161</u>	<u>1,060,893</u>	<u>1,158,343</u>	<u>1,158,343</u>	<u>1,158,343</u>	<u>1,224,862</u>
<b>Total Resources</b>	<b><u>2,880,018</u></b>	<b><u>3,334,666</u></b>	<b><u>3,599,513</u></b>	<b><u>3,953,847</u></b>	<b><u>3,953,847</u></b>	<b><u>3,953,847</u></b>	<b><u>3,775,883</u></b>
Requirements							
Planning Services	671,500	695,826	830,566	958,817	958,817	958,817	1,009,261
Building Services	1,210,900	1,574,987	1,500,270	1,742,186	1,742,186	1,742,186	1,570,233
Economic Development Svc's	198,292	219,132	263,700	250,653	250,653	250,653	213,885
Downtown Development Svc's	379,662	411,456	460,629	513,946	513,946	513,946	521,236
Tourism Promotion Svc's	<u>419,664</u>	<u>433,265</u>	<u>544,348</u>	<u>488,245</u>	<u>488,245</u>	<u>488,245</u>	<u>461,268</u>
<b>Total Requirements</b>	<b><u>2,880,018</u></b>	<b><u>3,334,666</u></b>	<b><u>3,599,513</u></b>	<b><u>3,953,847</u></b>	<b><u>3,953,847</u></b>	<b><u>3,953,847</u></b>	<b><u>3,775,883</u></b>

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## Program: Development – Planning Services

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### Services Delivered:

The Planning Division strives to manage quality growth through the implementation of City regulations and plans, to achieve the long term goals and vision of building a healthy, vibrant community for all the citizens of Grants Pass.

The Planning Division provides a combination of current and long range planning services inside the City limits and the unincorporated areas within the Urban Growth Boundary (UGB). Planning staff works closely with the general public and the development community to provide information on the Comprehensive Plan, Development Code, Municipal Code, land use policies, and Statewide Planning Goals. These plans and policies are implemented through the review and processing of various land use applications and City wide plans. The Planning Division provides coordination among local, state and federal agencies to ensure compliance with local policies and applicable laws.

The division provides staffing for the Historical Buildings and Sites Commission, the Urban Area Planning Commission and City Council on a variety of planning applications. Planning staff also provides support for other citizen and technical steering committees such as the Bikeways/Walkways Committee, the Middle Rogue Metropolitan Planning Organization Technical Advisory Committee, the Solid Waste Agency, and the Urban Renewal Task Force. It recommends revisions to existing plans and codes as needed to achieve City Council goals and to remain current with changing conditions and regulations. Other responsibilities include preparing annexation proposals, reviewing building and sign permits, conducting site inspections, pursuing grants to help fund public projects and community plans such as small-scale/craft manufacturing downtown, the Community Development Block Grant application. Planning staff also works in conjunction with the Code Enforcement Division to ensure compliance with zoning regulations.

### Performance Measurements:

#### Planning Division Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18	2018-19
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
# of Land Use Application Hearings Held	72	73	62	65	65	70	70
Planning Daily Front Counter Hours	9	9	9	9	9	9	9
Community Education Forms	6	6	6	3-4	3-4	3-4	3-4
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
% of Land Use Applications Completed on Time or Early	95%	100%	95%	100%	100%	100%	100%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
% of Sign Permits Reviewed within two Business Days	93%	95%	95%	95%	95%	95%	95%

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## Program: Development – Planning Services

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### **FY'18 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Provide Cooperative, Shared Leadership Involving Council, Staff and Community**

##### **Objective 3: Ensure efficiency and effectiveness in City operations**

- Streamline processes at the City level for ease of development.

#### **Encourage Economic Opportunities**

##### **Objective 1: Facilitate an environment to encourage business prosperity and economic opportunities**

- Prepare funding package to resolve sewer issues in Spalding Park.
- Support (implement) Small-Scale/Craft manufacturing/Main Street.
- Develop additional industrial land.

#### **Facilitate Sustainable, Manageable Growth**

##### **Objective 1: Promote healthy neighborhoods**

- Canopy Tree Program.
- Focus on clean-up efforts in areas of blight.
- Encourage neighborhoods to keep themselves clean.

##### **Objective 2: Develop proactive solutions to community development challenges**

- Develop a Tree Canopy Program for commercial sites.
- Review and revise Development Code.
- Evaluate DDA and AFD process to determine best practices for the City and property owners and clean up old DDA and AFD records on properties – convert fee-in-lieu system.
- Initiate “highway-dependent” industrial land text amendment.

##### **Objective 3: Create and sustain a city of diverse neighborhoods where all residents can find and afford the values and lifestyles they seek**

- Encourage an environment which provides for the growth of affordable housing opportunities for the variety of Grants Pass residents’ needs.

#### **Maintain, Operate and Expand our Infrastructure to Meet Community Needs**

##### **Objective 1: Plan and develop infrastructure**

- Update Downtown Master Plan.
- Install ambient lighting on Caveman Bridge.

##### **Objective 4: Ensure transportation infrastructure needs are met**

- Plan with ODOT three lanes each direction on Redwood Hwy. from Williams Hwy. to Redwood Avenue.
- Improve dangerous/problem pedestrian crossings.
- Complete Transportation Master Plan.
- Design the Allen Creek Road project.

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## Program: Development – Planning Services

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### FY'18 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item – Cont'd:

#### Maintain, Operate and Expand our Infrastructure to Meet Community Needs – Cont'd.

##### Objective 6: Ensure bicycle/pedestrian path needs are met

- Interconnect trails.
- Continually identify and implement additional off-street pedestrian and bikeway opportunities.
- Improve trails to provide walking/biking transportation alternatives and recreation potential.
- Provide pedestrian & bike connectivity in the NE area.

##### Objective 7: Ensure park infrastructure needs are met

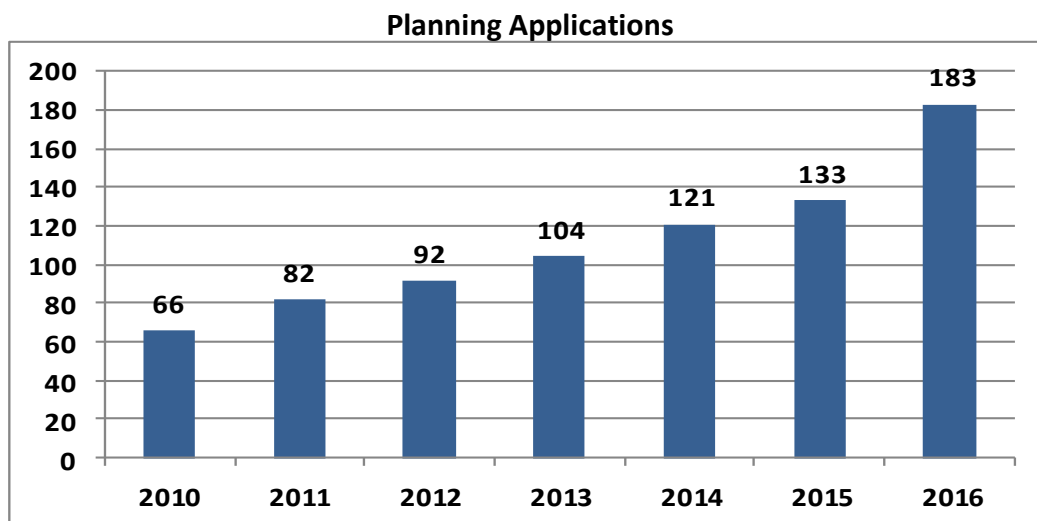
- Develop the park area west of Caveman Bridge.
- Develop Riverside Master Plan (spray park, community building/concert venue, and Active Club platform structure.
- Develop Sports Complex.
- Develop Fruitdale Park with pickle ball courts and restrooms.
- Develop neighborhood park enhancement.

##### Objective 9: Provide an environment to help preserve and enhance Grants Pass' historical assets

- Obtain Certified Local Government Status.
- Update Landmark list.

#### FY'17 Activity Review:

During calendar year 2016, the division received 183 land use applications within the City and the urbanizing area, including: 50 site plan reviews, 9 site plan modifications, 13 property line adjustments, 7 tentative subdivisions, 3 subdivision & PUD final plats, 1 Comp Plan amendment, 6 land partitions, 9 variances, 6 code amendments, 8 property line vacations. Staff also worked with applicants on 67 pre-applications ~ a service designed to assist the developer in the preparation of project proposals that reflect code requirements.



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## Program: Development – Planning Services

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### **FY'17 Activity Review - Cont'd:**

Of the 183 applications processed, thirty-nine (39) were Director's decisions, twenty-six (26) were decided on by a Hearings Officer, and twenty-four (24) decided on or recommended to the City Council by the Urban Area Planning Commission (UAPC). The City Council deliberated on sixteen (16) of the applications. This number does not include other municipal code items considered by the City Council.

In addition to the land use applications reviewed, the division issued Development Permits and reviewed construction drawings for projects that advanced to commercial and industrial construction. The division also reviewed and issued permits for 35 new commercial projects, 71 commercial additions/remodels, 137 new residential permits (includes single family dwellings, duplexes, multi-family, and manufactured homes), and 76 residential additions/remodels. Seventy-eight (78) sign permits were reviewed and issued. Other administrative applications included; review of 35 Municipal Code Amendments, Ordinances and Resolutions, 1 Sign Code Appeals, 3 Sidewalk Cafés, 2 Mobile Food Vendors, 2 Social Gaming applications, and 4 Minor Home Occupation permits.

Planning staff is available for customer assistance during normal business hours. This allows impromptu pre-app meetings with walk-in customers and inter-department staff.

Planning staff has also been involved in various long range planning and economic development projects, which include the Urban Renewal District and the Transportation Plan update. Staff completed code amendments include creating a new "Fee-In-Lieu" program, replacing the Deferred Development Agreement program. Staff completed the five year review for Floodplain Management Program and received a higher ranking for the City's Community Rating System. This higher ranking results in a 5% reduction for flood insurance premiums for City residents. Planning staff also implemented a new "Made in Grants Pass" program and a bike friendly business program.

### **Budget Highlights:**

The revenues are projected to increase in the coming year with a continued rise in planning applications. This is a shift from prior years when the Division was seeing a decline in permit activity. The increase in expenditures account for the funding of additional permanent and temporary staff to assist with current and long range planning, including reworking portions of the Development Code, the Historic District expansion, implementation of the Urban Growth Boundary expansion, project management for the Allen Creek Road project, the Transportation Plan update, development of the soccer complex, development of the Riverside Park Master Plan, and assisting with the new Urban Renewal District.

## Program: Development – Planning Services

### Financial Summary

Resources	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Current Resources							
Activity Generated							
Sign Permits	7,169	5,754	9,500	8,000	8,000	8,000	8,000
Planning Fees	107,282	159,800	72,700	107,070	107,070	107,070	107,070
Other Revenues	<u>1,310</u>	<u>935</u>	<u>400</u>	<u>400</u>	<u>400</u>	<u>400</u>	<u>400</u>
<b>Total Current Revenues</b>	<b>115,761</b>	<b>166,489</b>	<b>82,600</b>	<b>115,470</b>	<b>115,470</b>	<b>115,470</b>	<b>115,470</b>
General Support	<u>555,739</u>	<u>529,337</u>	<u>747,966</u>	<u>843,347</u>	<u>843,347</u>	<u>843,347</u>	<u>893,791</u>
<b>Total Resources</b>	<b><u>671,500</u></b>	<b><u>695,826</u></b>	<b><u>830,566</u></b>	<b><u>958,817</u></b>	<b><u>958,817</u></b>	<b><u>958,817</u></b>	<b><u>1,009,261</u></b>

Requirements	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Personnel Services	358,003	377,405	399,981	519,880	519,880	519,880	547,542
Materials & Supplies	6,037	4,723	8,500	10,000	10,000	10,000	8,500
Contractual/Prof Services	29,581	54,725	94,410	111,099	111,099	111,099	111,331
Direct Charges	213,511	191,208	247,475	226,038	226,038	226,038	245,488
Indirect Charges	59,368	62,765	75,200	86,800	86,800	86,800	91,400
Transfers Out	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
<b>Total Requirements</b>	<b><u>671,500</u></b>	<b><u>695,826</u></b>	<b><u>830,566</u></b>	<b><u>958,817</u></b>	<b><u>958,817</u></b>	<b><u>958,817</u></b>	<b><u>1,009,261</u></b>

## Program: Development – Planning Services

### Personnel

	BUDGET FY'15 #	BUDGET FY'16 #	BUDGET FY'17 #	MANAGER RECOMMEND FY'18 #	COMMITTEE APPROVED FY'18 #	COUNCIL ADOPTED FY'18 #	PROJECTED FY'19 #
Asst. Parks & CD Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Planner	2.00*	2.00*	2.00*	2.00*	2.00*	2.00*	2.00*
Associate Planner	4.00*	4.00*	4.00*	4.00*	4.00*	4.00*	4.00*
Assistant Planner	3.00*	3.00*	3.00*	3.00*	3.00*	3.00*	3.00*
Department Support Technician	<u>1.00*</u>	<u>1.00*</u>	<u>1.00*</u>	<u>1.00*</u>	<u>1.00*</u>	<u>1.00*</u>	<u>1.00*</u>
<i>Subtotal</i>	<i>11.00</i>	<i>11.00</i>	<i>11.00</i>	<i>11.00</i>	<i>11.00</i>	<i>11.00</i>	<i>11.00</i>
Asst. Parks & CD Director							
To: Building	<u>(0.10)</u>	<u>(0.00)</u>	<u>(0.00)</u>	<u>(0.00)</u>	<u>(0.00)</u>	<u>(0.00)</u>	<u>(0.00)</u>
<i>Subtotal Distributed</i>	<i>(0.10)</i>	<i>(0.00)</i>	<i>(0.00)</i>	<i>(0.00)</i>	<i>(0.00)</i>	<i>(0.00)</i>	<i>(0.00)</i>
<b>Total Positions</b>	<b><u>10.90</u></b>	<b><u>11.00</u></b>	<b><u>11.00</u></b>	<b><u>11.00</u></b>	<b><u>11.00</u></b>	<b><u>11.00</u></b>	<b><u>11.00</u></b>
Total Un-Funded Positions	(7.00)	(7.00)	(7.00)	(6.00)	(6.00)	(6.00)	(6.00)
<b>Total Funded Positions</b>	<b><u>3.90</u></b>	<b><u>4.00</u></b>	<b><u>4.00</u></b>	<b><u>5.00</u></b>	<b><u>5.00</u></b>	<b><u>5.00</u></b>	<b><u>5.00</u></b>
Temporary/Seasonal Hours	<u>280</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

**\*The following is a Recap of Unfunded Positions by Fiscal Year:**

Associate Planner	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Assistant Planner	3.00	3.00	3.00	2.00	2.00	2.00	2.00
Senior Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Department Support Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00

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## Program: Development – Building Services

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### Services Delivered:

The Building and Safety Division aims to effectively administer the building codes of the State of Oregon and local ordinances to ensure public health, safety & welfare; and to provide the best possible professional services to our customers.

The Building and Safety Division of the Community Development Department enforces the Oregon State Building, Mechanical, Plumbing, Fire and Electrical Codes through the review of plans for building permits and inspection of those projects. In addition, the division provides information, education and enforcement of codes to tenants, builders and property owners as a public service.

### Performance Measurements:

#### Building Division Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18	2018-19
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of Building Inspections	4697	N/A	6761	4700	4700	7126	7126
Number of Permits Issued	1817	N/A	2687	1850	1850	2200	2200
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
% of Single Family Residential Permits Approved within 5 Business Days of Receipt	99%	100%	99%	100%	100%	100%	100%
% of Residential Inspections Completed within 1 Business Day of Request	100%	100%	99.9%	100%	100%	100%	100%
% of Commercial Inspections Completed within 1 Business Day of Request	100%	100%	99.9%	100%	100%	100%	100%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Building Permits Issued per FTE	908	N/A	1343	>925	>925	>725	>725

### FY'18 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 3: Ensure efficiency and effectiveness in City operations

- **Action 1:** Implement an E-Permitting system for building and planning.
- **Action 9:** Streamline processes at the City level for ease of development.

### Budget Highlights:

FY'18 budgeted expenses have increased approximately 26% to FY'17 budgeted expenses. Budgeted FY'18 revenues have increased approximately 10% from budgeted FY'17 revenues. The FY'18 budget adds one position for a total of 3 funded positions and 4 positions to remain vacant and unfunded.

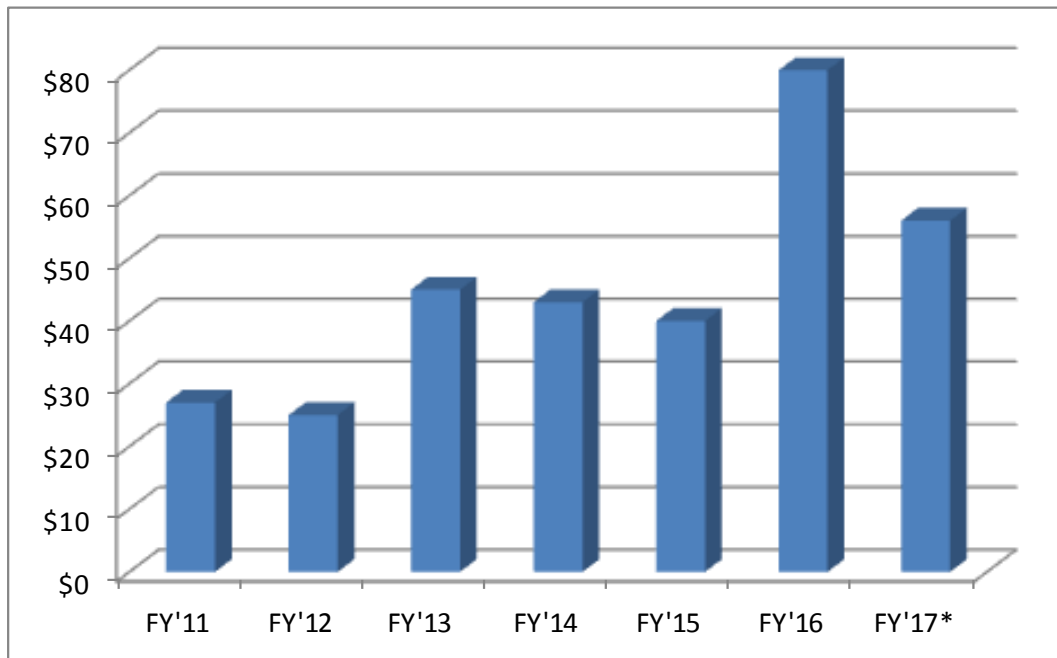


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## Program: Development – Building Services

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Construction Valuation FY'11 – FY'17



\*7/1/16-3/31/17

### **FY'17 Activity Review:**

In the first nine months of FY'17 we permitted and provided inspection services for 2,087 permits, compared to 1,919 permits in the first nine months of FY'16. The building construction valuation for the first nine months of FY'17 compared to the same period in FY'16, shows an decrease of approximately 12%.



## Program: Development – Building Services

### Financial Summary

Resources	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Beginning Balance	<u>605,788</u>	<u>747,270</u>	<u>995,270</u>	<u>1,178,486</u>	<u>1,178,486</u>	<u>1,178,486</u>	<u>1,006,533</u>
Current Resources							
Activity Generated							
Building Permits	178,872	312,030	175,000	192,500	192,500	192,500	192,500
Plumbing Permits	63,220	109,732	59,000	64,900	64,900	64,900	64,900
Mechanical Permits	48,502	73,892	40,000	44,000	44,000	44,000	44,000
Sewer Permits	3,574	3,421	3,000	3,300	3,300	3,300	3,300
Electrical Permits	63,326	108,072	60,000	66,000	66,000	66,000	66,000
Development Charges	243,554	213,952	165,000	181,500	181,500	181,500	181,500
Interest on Investments	2,966	6,618	3,000	11,500	11,500	11,500	11,500
Miscellaneous Revenue	<u>1,098</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Current Revenues</b>	<b><u>605,112</u></b>	<b><u>827,717</u></b>	<b><u>505,000</u></b>	<b><u>563,700</u></b>	<b><u>563,700</u></b>	<b><u>563,700</u></b>	<b><u>563,700</u></b>
<b>Total Resources</b>	<b><u>1,210,900</u></b>	<b><u>1,574,987</u></b>	<b><u>1,500,270</u></b>	<b><u>1,742,186</u></b>	<b><u>1,742,186</u></b>	<b><u>1,742,186</u></b>	<b><u>1,570,233</u></b>

Requirements	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Personnel Services	224,907	236,159	250,428	356,384	356,384	356,384	370,524
Materials & Supplies	3,367	1,174	6,700	7,700	7,700	7,700	7,200
Contractual/Prof Services	71,397	93,284	111,246	115,109	115,109	115,109	115,791
Direct Charges	122,599	110,595	163,625	189,460	189,460	189,460	198,084
Indirect Charges	<u>41,360</u>	<u>44,087</u>	<u>53,300</u>	<u>67,000</u>	<u>67,000</u>	<u>67,000</u>	<u>69,160</u>
<b>Subtotal Expenditures</b>	<b><u>463,630</u></b>	<b><u>485,299</u></b>	<b><u>585,299</u></b>	<b><u>735,653</u></b>	<b><u>735,653</u></b>	<b><u>735,653</u></b>	<b><u>760,759</u></b>
Contingencies	0	0	914,971	1,006,533	1,006,533	1,006,533	809,474
Ending Balance	<u>747,270</u>	<u>1,089,688</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>1,210,900</u></b>	<b><u>1,574,987</u></b>	<b><u>1,500,270</u></b>	<b><u>1,742,186</u></b>	<b><u>1,742,186</u></b>	<b><u>1,742,186</u></b>	<b><u>1,570,233</u></b>

## Program: Development – Building Services

### Personnel

	BUDGET FY'15 #	BUDGET FY'16 #	BUDGET FY'17 #	MANAGER RECOMMEND FY'18 #	COMMITTEE APPROVED FY'18 #	COUNCIL ADOPTED FY'18 #	PROJECTED FY'19 #
Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector/Plans Examiner	5.00*	5.00*	5.00*	5.00*	5.00*	5.00*	5.00*
Office Assistant II	<u>1.00*</u>	<u>1.00*</u>	<u>1.00*</u>	<u>1.00*</u>	<u>1.00*</u>	<u>1.00*</u>	<u>1.00*</u>
<i>Subtotal</i>	<i>7.00</i>	<i>7.00</i>	<i>7.00</i>	<i>7.00</i>	<i>7.00</i>	<i>7.00</i>	<i>7.00</i>
Asst. Parks & CD Director							
From: Planning	<u>0.10</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<i>Subtotal Distributed</i>	<i>0.10</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
<b>Total Positions</b>	<b><u>7.10</u></b>	<b><u>7.00</u></b>	<b><u>7.00</u></b>	<b><u>7.00</u></b>	<b><u>7.00</u></b>	<b><u>7.00</u></b>	<b><u>7.00</u></b>
Total Un-Funded Positions	(5.00)	(5.00)	(5.00)	(4.00)	(4.00)	(4.00)	(4.00)
<b>Total Funded Positions</b>	<b><u>2.10</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>3.00</u></b>	<b><u>3.00</u></b>	<b><u>3.00</u></b>	<b><u>3.00</u></b>

**\*The following is a Recap of Unfunded Positions by Fiscal Year:**

Building Inspector/Plans Examiner	4.00	4.00	4.00	3.00	3.00	3.00	3.00
Office Assistant I	1.00	1.00	1.00	1.00	1.00	1.00	1.00

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## Program: Development – Economic Development Services

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### Services Delivered:

Advocates and promotes the development of a vibrant business culture within the City, by assisting business enterprises navigating the various City review processes. Proactively facilitates and maintains positive, effective working relationships, with and between, the City of Grants Pass business community, City staff, City departments and other organizations, through collaboration and communications. Provides support to City projects to assure adequate outreach and communication is provided to the business community, in advance of large projects. Identify barriers to economic development and/or business development activities. Coordinate, monitor, and provide support to City businesses, including completing research, conducting analysis and preparing related reports. Participates on committees as a representative of the City, and interfaces with businesses in a manner that promotes business development activities.

This program leads the City’s economic development efforts and supports the regional and the City and County’s Joint Economic Development Strategic plan implementation. Business recruitment from outside the area is primarily the responsibility of SOREDI and the Oregon Economic & Community Development Department (OECD).

### Performance Measurements:

#### Economic Development Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18	2018-19
	Actual	Est	Actual	Est	Est	Est	Est
Businesses Approved for Economic Incentive Grants (Community Development)	6	5	4	5	5	5	5
Number of Businesses Expanded (SBDC)	2	3	8	3	3	3	3
Average Monthly Contacts with Local Businesses (Business Advocate)	7	10	18	10	10	10	10
Business Trainings events Provided (SBDC)	100	4	94	4	50	50	50
Effectiveness	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Jobs Generated (SBDC)	97	200	88	200	100	100	100
Investment of Capital (SBDC)	\$3.4 Mil	\$1 Mill	\$5.1Mil	\$1 Mil	\$1 Mil	\$3 Mil	\$3Mil

### FY’18 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Encourage Economic Prosperity

#### Objective 1: Facilitate an environment to encourage business prosperity and economic opportunities

- Prepare funding package to resolve sewer issues in Spalding Park.
- Light storefronts downtown (CDBG) Grants of \$1000 - \$1500.
- Look into a partnership with Rogue Allure Hotel channel to promote tourism and economic development.

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## **Program: Development – Economic Development Services**

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### **FY'18 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item – Cont'd:**

- Partner to develop incubator facilities.
- Develop a brochure for economic opportunities in Grants Pass.
- Support (implement) Small-Scale/Craft manufacturing/Main Street.
- Encourage businesses to develop jobs in and around the City.
- Develop additional industrial land.
- Promote murals within the Historic District that are based on local history.

### **Objective 4: Adopt an Economic Development Plan**

- Adopt an Economic Development Plan.

Economic development activity helps to define the future of the Community. Immediate return on investment, while important, may not be as important as long-term viability. Having the combined focus of the County and the City, with assistance from the State and other participating agencies, such as the Small Business Development Center (SBDC), RCC and other regional agencies will help develop the region and the City as a desirable place to conduct business.

### **Budget Highlights:**

The Joint Economic Strategic Plan as well as the Collaborative Economic Development Committee (CEDC) has been adopted by both the City and the County. The next step is to appoint the committee and to start working on goals. The City also adopted the Urban Renewal Plan. Beginning in fiscal year 2018, the City will be generating funding for identified projects.

### **FY'17 Activity Review:**

There was a First Impression Study conducted in Grants Pass and one of the findings was the need for wayfinding signs for pedestrian traffic. The City then implemented a program to encourage blade signs for downtown merchants. The City of Grants Pass and RCC with the assistance of the SBDC is getting closer to an agreement to conduct a feasibility study for an incubator/innovation hub/makerspace. A link on the City website is dedicated to makers and small-scale manufacturers to promote “Made in Grants Pass” products. The City’s Business Advocate is an active partner within our region, working closely with the County, SBDC, RCC, Chamber of Commerce, SOREDI, Business Oregon, and Grants Pass High School. Active engagement in Business Retention and Expansion, Business and Education Partnership, Hotelier meetings, Chamber Greeters, SOREDI meetings and the SBDC connection, promotes the City in a proactive and positive way.

## Program: Development – Economic Development Services

### Financial Summary

Resources	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Beginning Balance	<u>41,848</u>	<u>74,878</u>	<u>80,300</u>	<u>67,753</u>	<u>67,753</u>	<u>67,753</u>	<u>29,400</u>
Current Resources							
Activity Generated							
GP Redevelopment Agency	0	0	0	5,000	5,000	5,000	10,000
Other Revenues	341	0	0	0	0	0	0
Transfer from Room Tax	151,104	139,253	183,400	177,900	177,900	177,900	171,800
Transfer from Indust. Loans	<u>5,000</u>	<u>5,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Current Revenues</b>	<b>156,445</b>	<b>144,253</b>	<b>183,400</b>	<b>182,900</b>	<b>182,900</b>	<b>182,900</b>	<b>181,800</b>
General Support	<u>(1)</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,685</u>
<b>Total Resources</b>	<b><u>198,292</u></b>	<b><u>219,132</u></b>	<b><u>263,700</u></b>	<b><u>250,653</u></b>	<b><u>250,653</u></b>	<b><u>250,653</u></b>	<b><u>213,885</u></b>

Requirements	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Personnel Services	58,846	54,664	91,024	96,150	96,150	96,150	102,844
Materials & Supplies	32	652	200	1,145	1,145	1,145	200
Contractual/Prof Services	49,118	48,618	104,448	99,380	99,380	99,380	88,430
Direct Charges	4,464	4,380	4,378	4,378	4,378	4,378	4,378
Indirect Charges	<u>10,954</u>	<u>10,819</u>	<u>20,200</u>	<u>20,200</u>	<u>20,200</u>	<u>20,200</u>	<u>18,033</u>
<b>Subtotal Expenditures</b>	<b>123,414</b>	<b>119,133</b>	<b>220,250</b>	<b>221,253</b>	<b>221,253</b>	<b>221,253</b>	<b>213,885</b>
Ending Balance	<u>74,878</u>	<u>99,999</u>	<u>43,450</u>	<u>29,400</u>	<u>29,400</u>	<u>29,400</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>198,292</u></b>	<b><u>219,132</u></b>	<b><u>263,700</u></b>	<b><u>250,653</u></b>	<b><u>250,653</u></b>	<b><u>250,653</u></b>	<b><u>213,885</u></b>

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**Program: Development – Economic Development Services**

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**Personnel**

	BUDGET FY'15 #	BUDGET FY'16 #	BUDGET FY'17 #	MANAGER RECOMMEND FY'18 #	COMMITTEE APPROVED FY'18 #	COUNCIL ADOPTED FY'18 #	PROJECTED FY'19 #
Economic Development Business Advocate	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Positions</b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>

**Partner Agencies:**



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## Program: Development – Downtown Development Services

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### Services Delivered:

The Downtown Development Services promotes and enhances a vibrant commercial and cultural district with supporting infrastructure, maintenance, security, information exchange, marketing and promotions.

This program provides support for businesses and visitors to the downtown areas. It maintains the public infrastructure including: sidewalks, developed alleyways, public parking lots, street lighting, tree canopy, drinking fountains, benches, bicycle parking and public areas. It provides for public restrooms and Parking Enforcement. Recent downtown merchant surveys include: Light up the alleys survey, Downtown parking survey, two park bench surveys and H Street 3-hour parking survey.

The goal is to provide:

- A clean, safe, well-lit, maintained and inviting appearance.
- Appealing sidewalks.
- Activities that attract and benefit area residents, businesses, and visitors.
- A reputation for welcoming and supporting new businesses.
- Creative and fresh places where people will shop, enjoy, remember and return.
- Work closely with downtown businesses to enhance information exchange and working relationships.

### Performance Measurements:

#### Downtown Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18	2018-19
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of Merchant Surveys	3	3	3	3	3	3	3
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
% of posted hours downtown restrooms are in clean/working order	97%	95%	96.7%	95%	95%	95%	95%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Community Service Officer Hours in DT	2080	2080	2080	2080	2080	2080	2080

### FY'18 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Keep Citizens Safe

##### Objective 5: Enhance a safe and secure environment

- Light up downtown in alleyways and railroad tracks.

#### Encourage Economic Opportunities

##### Objective 1: Facilitate an environment to encourage business prosperity and economic opportunities

- Light storefronts downtown.
- Partner to develop incubator facilities.
- Support small-scale Craft Manufacturing/Main Street.

##### Objective 2: Enhance commercial district to create quality shopping and dining experiences

- Welcome center, public restrooms and Public Safety substation for downtown.



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## **Program: Development – Downtown Development Services**

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### **FY'18 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item - Cont'd:**

#### **Maintain, Operate and Expand our Infrastructure to Meet Community Needs**

##### **Objective 4: Ensure transportation infrastructure needs are met**

- Rehabilitate Redwood lot.

##### **Objective 8: Increase opportunities to promote character and community spirit**

- Explore improvement of North Grants Pass coming off of Merlin Hill.
- Promote City Rebranding/Brand refreshing throughout the City.
- Exterior building remodel for the Downtown Welcome Center.
- Military Flag Memorial.
- Replace Municipal Building sign to match entry signs.
- Expand implementation of the City's Branding.
- Expand the downtown hardscape.
- Improve the street scape in 5<sup>th</sup> & H Street for multiple uses.
- Redwood Empire sign restoration.

##### **Objective 9: Provide an environment to help preserve and enhance Grants Pass' historical assets**

- Refurbish and consider adding "Welcome to Grants Pass, established 1887" to "It's the Climate" sign.

#### **Budget Highlights:**

Enhancement and maintenance of the downtown physical environment is an ongoing project and priority. The City outsources many elements of this service through contracts to help ensure prompt communication on maintenance and service issues, visitor information, and promotional programs with merchants. This is the primary role of the Travel, Tourism and Downtown Services contractor. The flower basket program and the winter holiday events are supported through this program and they will be maintained at the current service level.

#### **FY'17 Activity Review:**

Downtown is the heart of the community and receives support from City staff, Contractors, the Chamber of Commerce, and many individual merchants. Many successful events, such as Back to the 50's and Art Along the Rogue, are staged in the downtown area, which helps to bring additional customers and an awareness of the variety of shops and restaurants available.

City activities have resulted in better lighting in the alleyways and along the railroad tracks, improved downtown landscaping, expansion of the year-round tree lighting and businesses more engaged in making storefronts, especially those that are temporally closed, look more appealing to visitors and citizens.

## Program: Development – Downtown Development Services

### Financial Summary

Resources	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Current Resources							
Activity Generated							
Parking Lot Permits	17,160	12,080	8,500	8,500	8,500	8,500	8,500
Reserved Parking Permits	0	300	300	300	300	300	300
Parking Violations	9,916	13,952	10,000	10,000	10,000	10,000	10,000
Other Revenue	9,072	9,048	2,250	2,250	2,250	2,250	2,250
Transfer from Room Tax Fund	<u>151,104</u>	<u>139,253</u>	<u>183,400</u>	<u>177,900</u>	<u>177,900</u>	<u>177,900</u>	<u>171,800</u>
<b>Total Current Revenues</b>	<b><u>187,252</u></b>	<b><u>174,633</u></b>	<b><u>204,450</u></b>	<b><u>198,950</u></b>	<b><u>198,950</u></b>	<b><u>198,950</u></b>	<b><u>192,850</u></b>
General Support	<u>192,410</u>	<u>236,823</u>	<u>256,179</u>	<u>314,996</u>	<u>314,996</u>	<u>314,996</u>	<u>328,386</u>
<b>Total Resources</b>	<b><u>379,662</u></b>	<b><u>411,456</u></b>	<b><u>460,629</u></b>	<b><u>513,946</u></b>	<b><u>513,946</u></b>	<b><u>513,946</u></b>	<b><u>521,236</u></b>

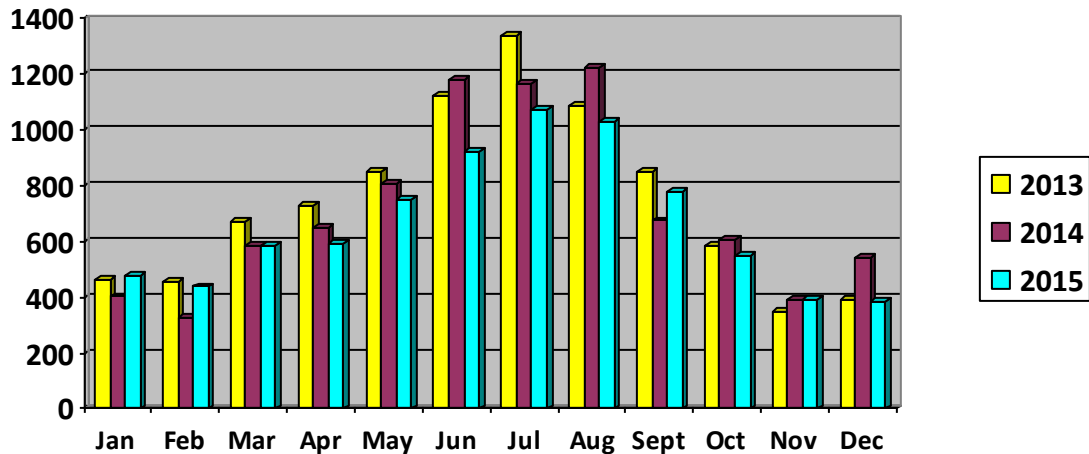
Requirements	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Personnel Services	143,434	166,588	182,954	230,520	230,520	230,520	237,095
Materials & Supplies	17,512	19,370	21,950	35,675	35,675	35,675	35,050
Contractual/Prof Services	166,310	178,786	198,125	185,851	185,851	185,851	186,128
Direct Charges	17,276	9,323	15,600	15,600	15,600	15,600	15,600
Capital Outlay	969	0	0	0	0	0	0
Indirect Charges	<u>34,161</u>	<u>37,389</u>	<u>42,000</u>	<u>46,300</u>	<u>46,300</u>	<u>46,300</u>	<u>47,363</u>
<b>Total Requirements</b>	<b><u>379,662</u></b>	<b><u>411,456</u></b>	<b><u>460,629</u></b>	<b><u>513,946</u></b>	<b><u>513,946</u></b>	<b><u>513,946</u></b>	<b><u>521,236</u></b>

## Program: Development – Downtown Development Services

### Personnel

	BUDGET FY'15 #	BUDGET FY'16 #	BUDGET FY'17 #	MANAGER RECOMMEND FY'18 #	COMMITTEE APPROVED FY'18 #	COUNCIL ADOPTED FY'18 #	PROJECTED FY'19 #
Assistant City Manager							
From: Management	0.025	0.025	0.025	0.025	0.025	0.025	0.025
Community Service Officer							
From: Public Safety Field	0.500	0.500	0.500	0.500	0.500	0.500	0.500
From: Public Safety Field	0.500	0.500	0.500	0.500	0.500	0.500	0.500
Prop. Management Coordinator							
From: Property Management	0.100	0.100	0.100	0.150	0.150	0.150	0.150
Municipal Service Specialist							
From: Property Management	0.000	0.000	0.000	0.550	0.550	0.550	0.550
Municipal Service Worker							
From: Property Management	<u>0.550</u>	<u>0.950</u>	<u>0.950</u>	<u>0.900</u>	<u>0.900</u>	<u>0.900</u>	<u>0.900</u>
<b>Total Positions</b>	<b><u>1.675</u></b>	<b><u>2.075</u></b>	<b><u>2.075</u></b>	<b><u>2.625</u></b>	<b><u>2.625</u></b>	<b><u>2.625</u></b>	<b><u>2.625</u></b>
Temporary/Seasonal Hours	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>

### Monthly Visitor Center Guests



## Program: Development – Tourism Promotion Services

### Services Delivered:

The Tourism Promotion Services program promotes the City of Grants Pass as a vibrant and vital tourism destination to potential visitors through the implementation of a marketing plan directed by the Tourism Advisory Committee.

This program is responsible for marketing the Grants Pass area and providing tourism and visitor services to increase economic impact to the community. Activities include advertising, maintaining a dynamic website, visitor contact, event promotion, industry training, development of informational materials and public relations. The North visitor center is staffed by the Chamber of Commerce and volunteers. The Welcome Center downtown is staffed by Experience Grants Pass, the City’s Travel, Tourism and Downtown services contractor.

### Performance Measurements:

#### Tourism Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18	2018-19
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of new or expanded events	1	1	2	1	1	2	1
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Tourism Spending – Jo. Co.* (\$ Millions)	123.9	123.0	124.7	124.0	125.0	126.0	127.0
Tourism Tax Revenue* (\$ Millions)	4.9	4.9	5.1	5.0	5.2	5.3	5.4
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Social networking activities/accounts	4	4	6	6	7	7	7

\*Source – Dean Runyan, Oregon Travel Impacts

### FY’18 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

- Art Along the Rogue (AATR) 15<sup>th</sup> year: Experience Grants Pass has enhanced and expand the event while keeping the focus on Street Painting, Music and the family atmosphere.
- Amazing May, Back to the 50’s, AATR, Grants Pass Half Marathon and Holiday events will continue to be promoted through websites and social media along with a new event, “Rally on the Rogue.”
- Annual Hospitality Training, and volunteer meetings and hospitality staff briefings will continue. Efforts to maximize print and web exposure through cooperative opportunities available through SOVA (Southern Oregon Visitors Association), Travel Oregon and local tourism entities will continue. Additional efforts will focus on a shift towards website and social media marketing.
- Branding is completed and is a key element in identifying and promoting the City. Branding implementation is positively impacting the look and feel of Grants Pass in a positive way.

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## Program: Development – Tourism Promotion Services

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### **FY'18 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item - Cont'd:**

#### **Encourage Economic Opportunities**

##### **Objective 2: Enhance commercial district to create quality shopping and dining experiences**

- String lights on H and 5<sup>th</sup> Streets.
- Welcome Center, public restrooms and Public Safety substation for downtown.

##### **Objective 3: Encourage activities that attract visitors and add to Grants Pass' livability.**

- Balloon festival
- Vintage trailer rally
- Bicycle grand prix

#### **Maintain, Increase opportunities to promote character and community spirit**

##### **Objective 8: Ensure transportation infrastructure needs are met**

- Explore improvement of north Grants Pass coming off of Merlin Hill. Visual appeal of sight & sound to I-5.
- Promote City Rebranding/Brand refreshing throughout the City.
- Develop gateway signage and landscaping.
- Tree lights downtown year-round.
- Expand implementation of the City's Branding.
- Redwood Empire sign restoration.

### **Budget Highlights:**

Projected revenues are forecast to increase again in FY'18. Last year saw transient room taxes increased again over the prior year. This program is provided under contract by Experience Grants Pass. Revenue directed to this department which is in excess of the contract requirements is used to promote tourism activities in Grants Pass.

Branding implementation is an important focus for all sectors in the City, including the City itself, Downtown businesses and our citizens. We will be focusing on the downtown, beginning with branded parking lot signs and moving to new branded wayfinding signs.

Both the Economic development and Travel and Tourism will get additional program focus now that the joint Josephine County/City Economic Development Plan Strategic Plan has been adopted. The strategic plan will help further define performance measures in these departments.

### **FY'17 Activity Review:**

The Travel, Tourism and Downtown services, managed by Experience Grants Pass, continues to work with the other associations and marketing associates to promote, develop, advertising and coach associates to enhance the experience of coming to Grants Pass. The new tourism website is providing a positive experience for web visitors. A bi-monthly newsletter is produced and distributed. Social media activities such as Facebook, Twitter, Pinterest and YouTube have become an important part of the marketing activities. Art along the Rogue, our fall premiere season event, was again extremely well received by the community and visitors. Attendance for this event continues to grow.

The increase attention to First Friday Live is making this monthly event more popular and more successful. There are more venues, music, attractions and activities bringing in larger and more engaged crowds of people. There's more to do than ever before in downtown Grants Pass on the First Friday of each month.

## Program: Development – Tourism Promotion Services

### Financial Summary

Resources	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Beginning Balance	<u>30,627</u>	<u>75,785</u>	<u>16,100</u>	<u>30,745</u>	<u>30,745</u>	<u>30,745</u>	<u>19,468</u>
Current Resources							
Activity Generated							
Sales	479	(600)	0	0	0	0	0
Transfer from Room Tax	388,552	358,080	471,500	457,500	457,500	457,500	441,800
Other Revenue	<u>6</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Current Revenues</b>	<b>389,037</b>	<b>357,480</b>	<b>471,500</b>	<b>457,500</b>	<b>457,500</b>	<b>457,500</b>	<b>441,800</b>
General Support	<u>0</u>	<u>0</u>	<u>56,748</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Resources</b>	<b><u>419,664</u></b>	<b><u>433,265</u></b>	<b><u>544,348</u></b>	<b><u>488,245</u></b>	<b><u>488,245</u></b>	<b><u>488,245</u></b>	<b><u>461,268</u></b>

Requirements	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Personnel Services	8,143	7,154	7,328	7,814	7,814	7,814	8,405
Contractual/Prof Services	300,672	321,311	326,540	375,140	375,140	375,140	375,150
Direct Charges	3,828	22,872	24,480	24,480	24,480	24,480	24,480
Indirect Charges	31,236	35,133	36,000	40,743	40,743	40,743	40,804
Transfers Out	<u>0</u>	<u>25,000</u>	<u>150,000</u>	<u>20,600</u>	<u>20,600</u>	<u>20,600</u>	<u>0</u>
<b>Subtotal Expenditures</b>	<b>343,879</b>	<b>411,470</b>	<b>544,348</b>	<b>468,777</b>	<b>468,777</b>	<b>468,777</b>	<b>448,839</b>
Ending Balance	<u>75,785</u>	<u>21,795</u>	<u>0</u>	<u>19,468</u>	<u>19,468</u>	<u>19,468</u>	<u>12,429</u>
<b>Total Requirements</b>	<b><u>419,664</u></b>	<b><u>433,265</u></b>	<b><u>544,348</u></b>	<b><u>488,245</u></b>	<b><u>488,245</u></b>	<b><u>488,245</u></b>	<b><u>461,268</u></b>

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**Program: Development – Tourism Promotion Services**

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**Personnel**

	BUDGET FY'15 #	BUDGET FY'16 #	BUDGET FY'17 #	MANAGER RECOMMEND FY'18 #	COMMITTEE APPROVED FY'18 #	COUNCIL ADOPTED FY'18 #	PROJECTED FY'19 #
Tourism							
Assistant City Manager							
From: Management	0.025	0.025	0.025	0.025	0.025	0.025	0.025
Office Assistant II							
From: Management	0.050	0.050	0.050	0.050	0.050	0.050	0.050
Tourism/Downtown Specialist							
To: Downtown	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
<i>Subtotal Distributed</i>	<i>0.075</i>	<i>0.075</i>	<i>0.075</i>	<i>0.075</i>	<i>0.075</i>	<i>0.075</i>	<i>0.075</i>
<b>Total Positions</b>	<b><u>0.075</u></b>	<b><u>0.075</u></b>	<b><u>0.075</u></b>	<b><u>0.075</u></b>	<b><u>0.075</u></b>	<b><u>0.075</u></b>	<b><u>0.075</u></b>

