

## Organizational Design - CP&D

As we reflected on last December during our holiday party, 2018 was a very difficult year. The *Downtown Strategy*, set into motion in 2017 to boost economic development and community use of downtown, was soon overwhelmed by hundreds living homeless on downtown streets, alleys, alcoves, and parking lots. Our response quickly added new responsibilities and staff positions and drew several in the organization away from traditional functions.

So, we launched an effort this year to examine the widespread effects of homelessness response across CP&D to recommend organizational design improvements to better balance workload and create efficiencies.

This work is complete. Kurt Latimore presented an analysis and recommended paths forward to the CP&D Leadership Team. Then, over the last month, the Leadership Team carefully discussed, refined, and arrived at this organizational design. It is effective Monday, June 10.

These changes are not dramatic. Most programs remain as they were. Some programs move intact to different branches of the organization to create new synergies. A few programs shift focus somewhat:

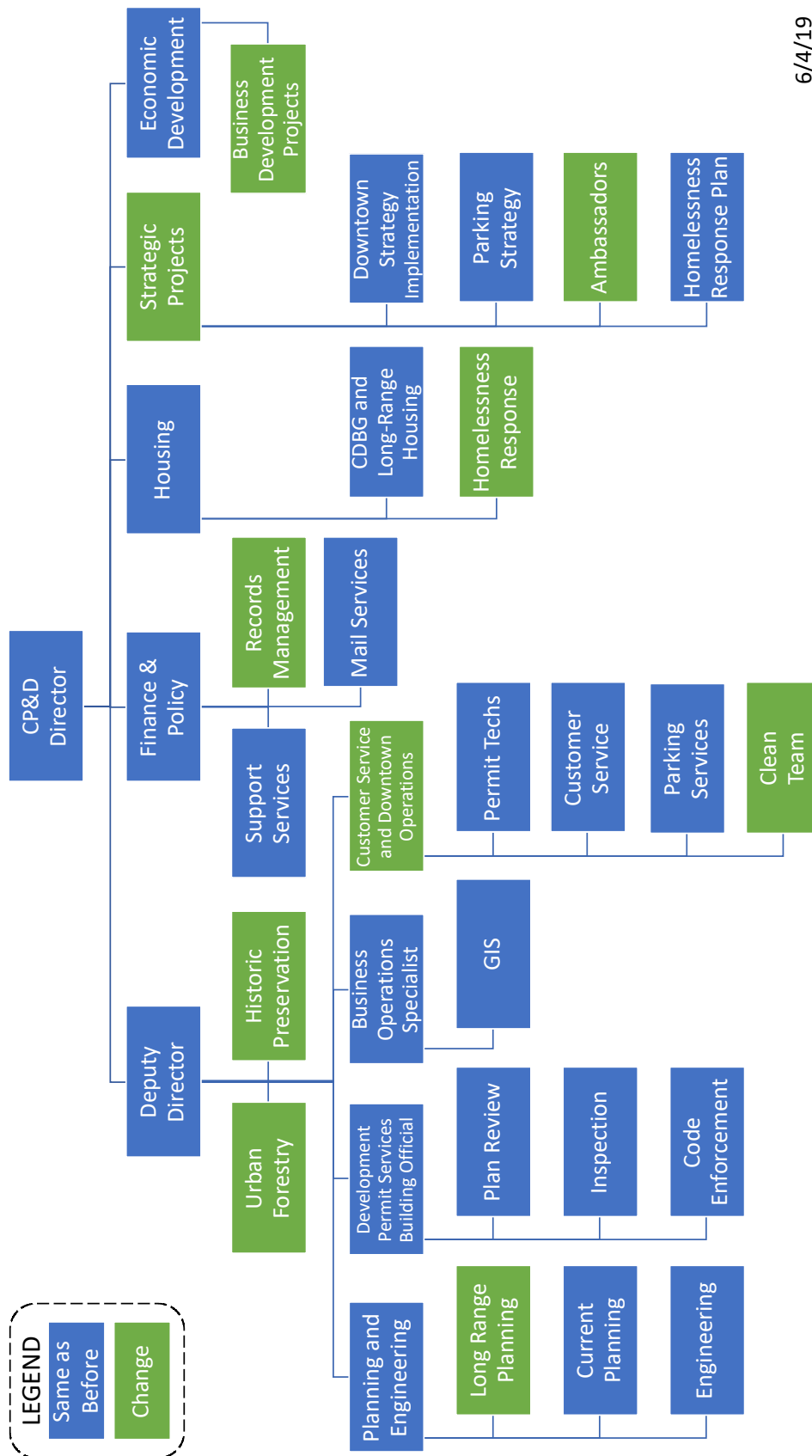
- Tim adds Long Range Planning.
- Leonard adds Urban Forestry and Historic Preservation.
- Pam adds the Clean Team and an expanded role in Downtown Program operations.
- Suki adds Records Management.
- Cary adds Homelessness Response.
- Amy adds an expanding range of strategic projects for CP&D.
- Mike adds a new Business Development position to his Economic Development team.
- The Ambassadors program begins a shift towards more downtown business focus.

These changes provide many benefits. Samples include:

- Integration of long-range and current planning. This strengthens code drafts through greater exposure to current planners to validate practical application and fill gaps in existing code, adds flexibility to balance workload, and enhances career path options.
- Much of CP&D's work is project-oriented (like development review). Other services are operational in nature (like customer service) or strategic (like parking strategy). This new org structure creates synergy by combining more like services together.

June 4, 2019

- The three teams central to Downtown Strategy, Housing, and Economic Development work together toward an integrated plan to address downtown homelessness, business development, and housing holistically.
- Each CP&D line of business takes on a new challenge, providing growth opportunities, and leveling out the concentrated workload we've been experiencing from our homelessness response efforts.
- Positions us for refocus on traditional CP&D functions to restore performance in these areas that was displaced by homelessness response.



6/4/19