

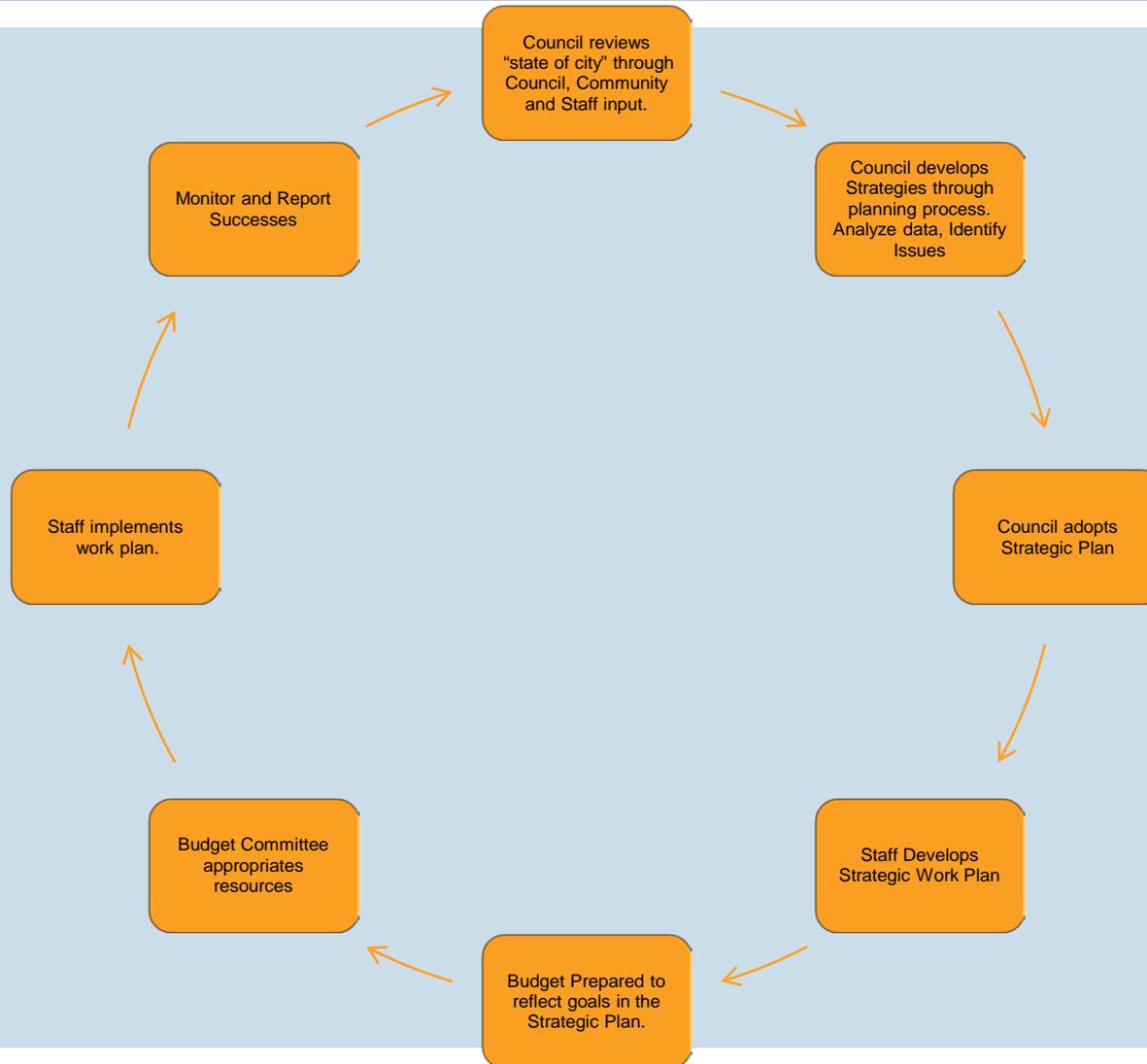
STRATEGIC PLAN 2013/2014

State of the
City

January 25,
2013



STRATEGIC PLAN PROCESS



SUMMARY

■ Nine Goals

- Provide cooperative shared leadership involving Council, Staff and Community
- Keep citizens safe
- Encourage economic prosperity
- Expand tourism and cultural opportunities
- Promote healthy neighborhoods
- Facilitate sustainable, manageable growth
- Maintain, operate, and expand our infrastructure to meet community needs
- Provide an efficient transportation system with safe street and alternate modes of transportation
- Preserve and enjoy our natural resources

■ 42 Objectives 132 actions – Living Document



PROVIDE COOPERATIVE, SHARED LEADERSHIP INVOLVING COUNCIL, STAFF AND COMMUNITY

OBJECTIVES:

- Complete City Charter Update
- Provide leadership training
- Develop and implement a communication plan
- Ensure efficiency and effectiveness in city operations
- Budget Police and Fire as separate departments
- Develop a plan and start annexing areas into the city as law requires and needs permit
- Assess future use of River Road Reserve
- Review City's Contract Review Board policies
- Explore the formation of a Public Safety Review Board



ENCOURAGE ECONOMIC PROSPERITY

OBJECTIVES:

- Recruit destination art based industry
- Remove barriers for industry/traded sector
- Review use of funding options (reimbursement districts, redevelopment agencies) to facilitate economic growth
- Reinvest in downtown
- Streamline development process



EXPAND TOURISM AND CULTURAL OPPORTUNITIES

OBJECTIVES:

- Support local events
- Partner to design, install and maintain a welcoming entryway to Grants Pass
- Increase accessibility to public art
- Re-invigorate branding and marketing focus



KEEP CITIZENS SAFE

OBJECTIVES:

- Work with County on funding efforts for criminal justice system
- Prepare a ballot measure for the continuation/renewal of the Public Safety Levy
- Increase proactive time for police through technology
- Evaluate dispatch/records operations to improve efficiency
- Improve preparedness for emergencies
- Explore creation of a municipal court



FACILITATE SUSTAINABLE, MANAGEABLE GROWTH

OBJECTIVES:

- Complete expansion of the Urban Growth Boundary
- Review annexation policy
- Prepare industrial zones for economic expansion
- Evaluate alternative sustainable energy and construction solutions on infrastructure projects and facilitate construction as appropriate
- Improve bicycle/pedestrian paths
- Acquire property for transportation corridor mitigation



PROMOTE HEALTHY NEIGHBORHOODS

OBJECTIVES:

- Create and sustain a city of diverse neighborhoods where all residents can find and afford the values, lifestyles and series they seek.



MAINTAIN, OPERATE AND EXPAND OUR INFRASTRUCTURE TO MEET COMMUNITY NEEDS

OBJECTIVES:

- Plan for utility infrastructure
- Design and construct needed water facilities
- Ensure sewer infrastructure needs are met
- Ensure storm facility infrastructure needs are met
- Ensure transportation infrastructure needs are met



PROVIDE AN EFFICIENT TRANSPORTATION SYSTEM WITH SAFE STREET AND ALTERNATE MODES OF TRANSPORTATION

OBJECTIVES:

- Interconnect all transportation modes



PRESERVE AND ENJOY OUR NATURAL RESOURCES

OBJECTIVES:

- Improve urban forest by planting street trees, park trees through the Tree Planting Program
- Improve parkland through private/public partnerships
- Develop text amendment on significant sized trees, steep slope and street tree list
- Comply with all National Pollutant Discharge Elimination System (NPDES) permit requirements



WORK PLAN

- Staff Developed
- Follow SMART format
 - Helps improve achievement and success
 - Clarifies expectations
 - Clarifies resources required to meet objectives

OBJECTIVE: Complete City Charter Update				
S pecific Action	M easurement	A chievable –Assignment	R esources	T ime
Develop Annexation Procedures				
Incorporate City Recorder				

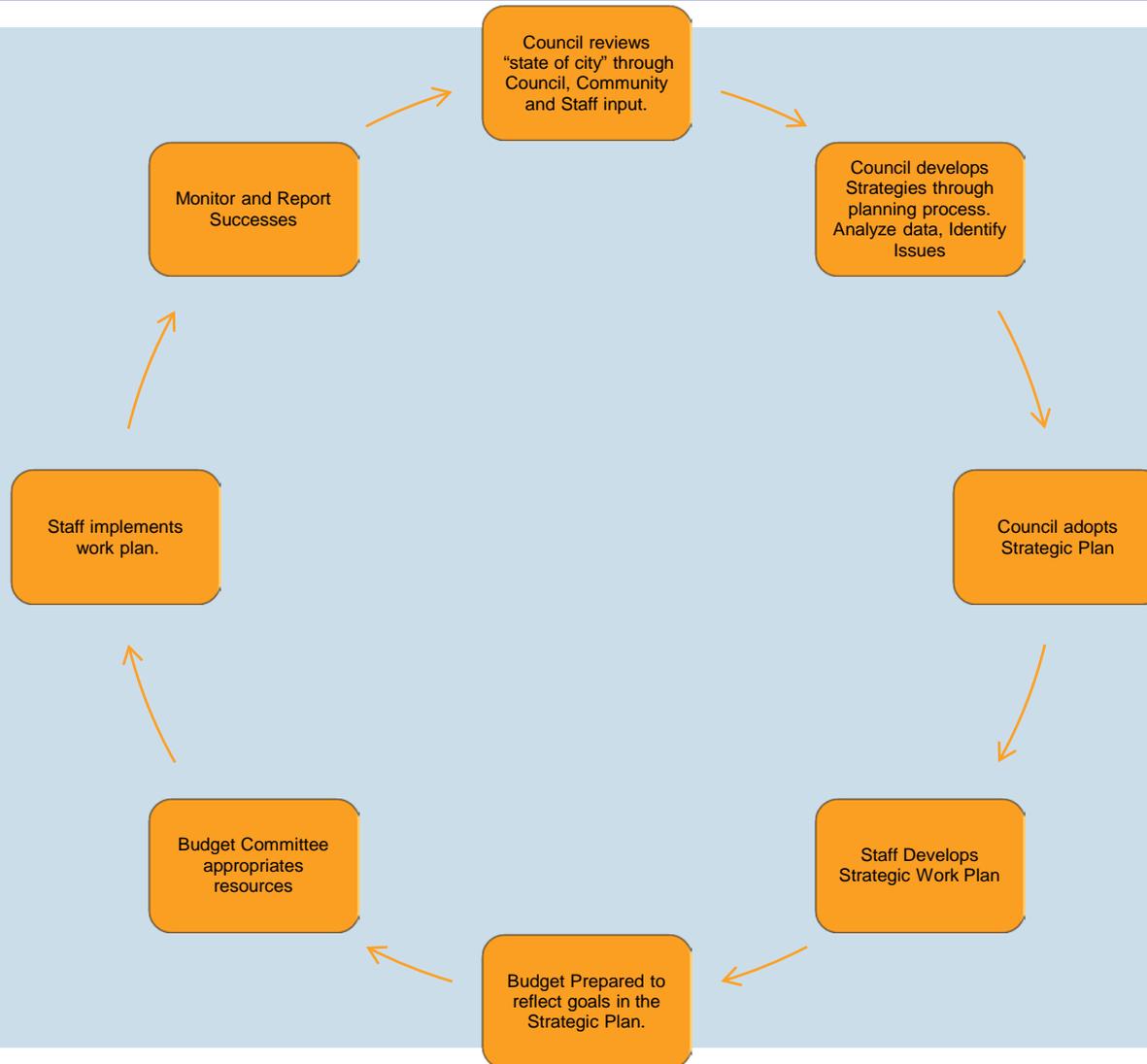


PRIORITY ACTIONS

- Partner to design, install and maintain a welcoming entryway to Grants Pass
- Implement grant program for fire sprinkler and structural retrofits of historic buildings
- Implement an E-permitting system for building and planning
- Establish a pre-application analysis for building development projects
- Dissolve Redwood Sanitary Sewer Service District
- Complete City Charter update
- Replace the bridge over Gilbert Creek on Savage



STRATEGIC PLAN PROCESS



Grants Pass Department of Public Safety

"Police-Fire-Dispatch-911"

Grants Pass Department of Public Safety



Chief Joe Henner



Today

Grants Pass Department of Public Safety

- Limited time!
- Impacting your profession and community
 - Who we are and how we serve you!
 - Hot issues:
 - Failing criminal justice system impacts:
 - City Residents
 - Rural Residents
 - Business
 - Tourism
 - Fire Wise Community Program
 - GP Alert Network



What is Grants Pass DPS?

Since early 1980's

Grants Pass Department of Public Safety

- Consolidated and Merged Department
 - One Chief...
 - One Administration...
- Three full-service departments
 - Police Services (Police Dept)
 - Fire/Rescue Services (Fire Dept)
 - Countywide Dispatch (Dispatch Center)
 - Josephine Co. 911 Answering
- *Pay to light Street Lights!*



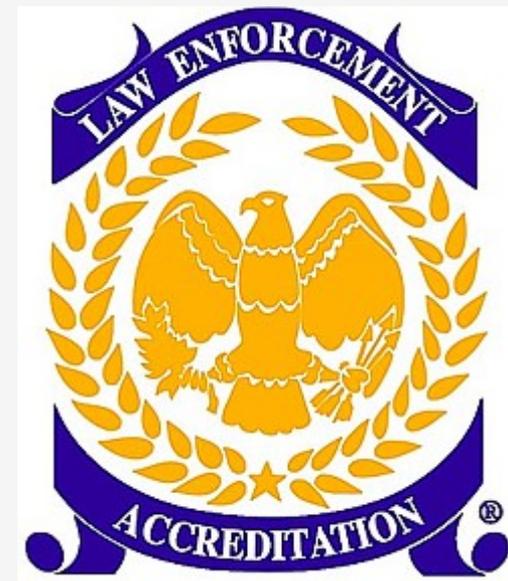
What is Grants Pass DPS?

Nationally Accredited Police Agency

Grants Pass Department of Public Safety



- CALEA – “*Since 1993*”
 - Commission on Accreditation for Law Enforcement Agencies
 - Meet nationally recognized standards
 - Independent external audit every 3 yrs.
 - Accreditation is critical for:
 - Hospitals, Colleges and Universities
 - We, along with hundreds of state, city and county police agencies believe it is critical for us as well.
 - Next reaccreditation - 2013



What is Grants Pass DPS?

CALEA = Reduced Cost and Liability

Grants Pass Department of Public Safety

- What does CALEA mean:
 - Business owners, elected officials and taxpayers?
 - Safety of my officers?
 - You?
- Countless benefits
 - Lawsuits and Litigation = \$\$\$
 - 1999 – 2012:
 - Paid less than \$3,000 in litigation!
 - Police, Fire and Dispatch/911
 - No judgments against the Grants Pass Department of Public Safety



What is Grants Pass DPS?

An I.S.O. class 3 Fire/Rescue Department

Grants Pass Department of Public Safety

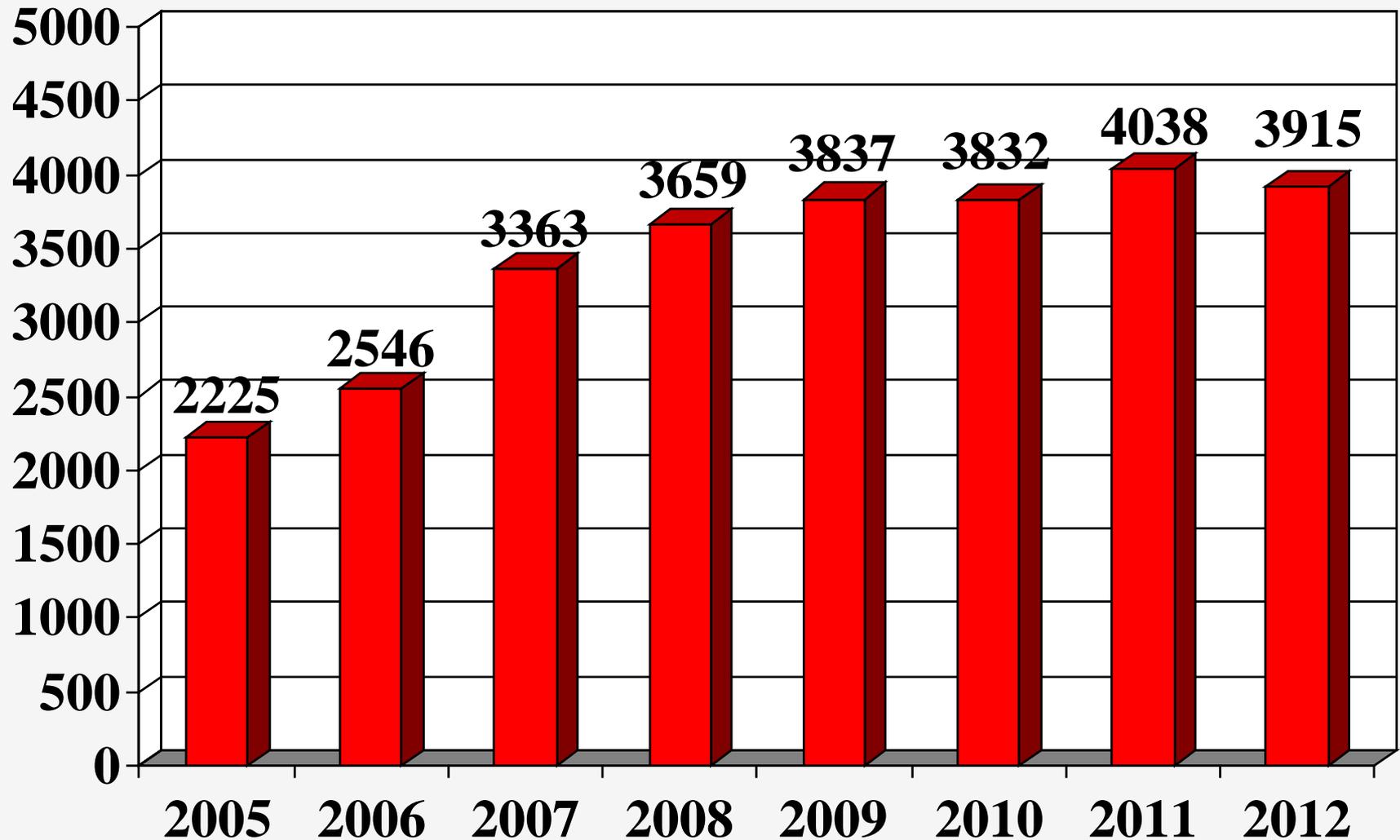
- Insurance Services Office (ISO)
 - ISO-3 excellent rating that may impact insurance rates
- Fire/Rescue Services
 - Parkway PS Center
 - Police and Fire facility
 - Hillcrest PS Station
 - Police report writing
 - Redwood PS Station
 - Police report writing
 - Crime Prevention



Fire Rescue Calls for Service

Growing Community Results in Increased Calls for Service

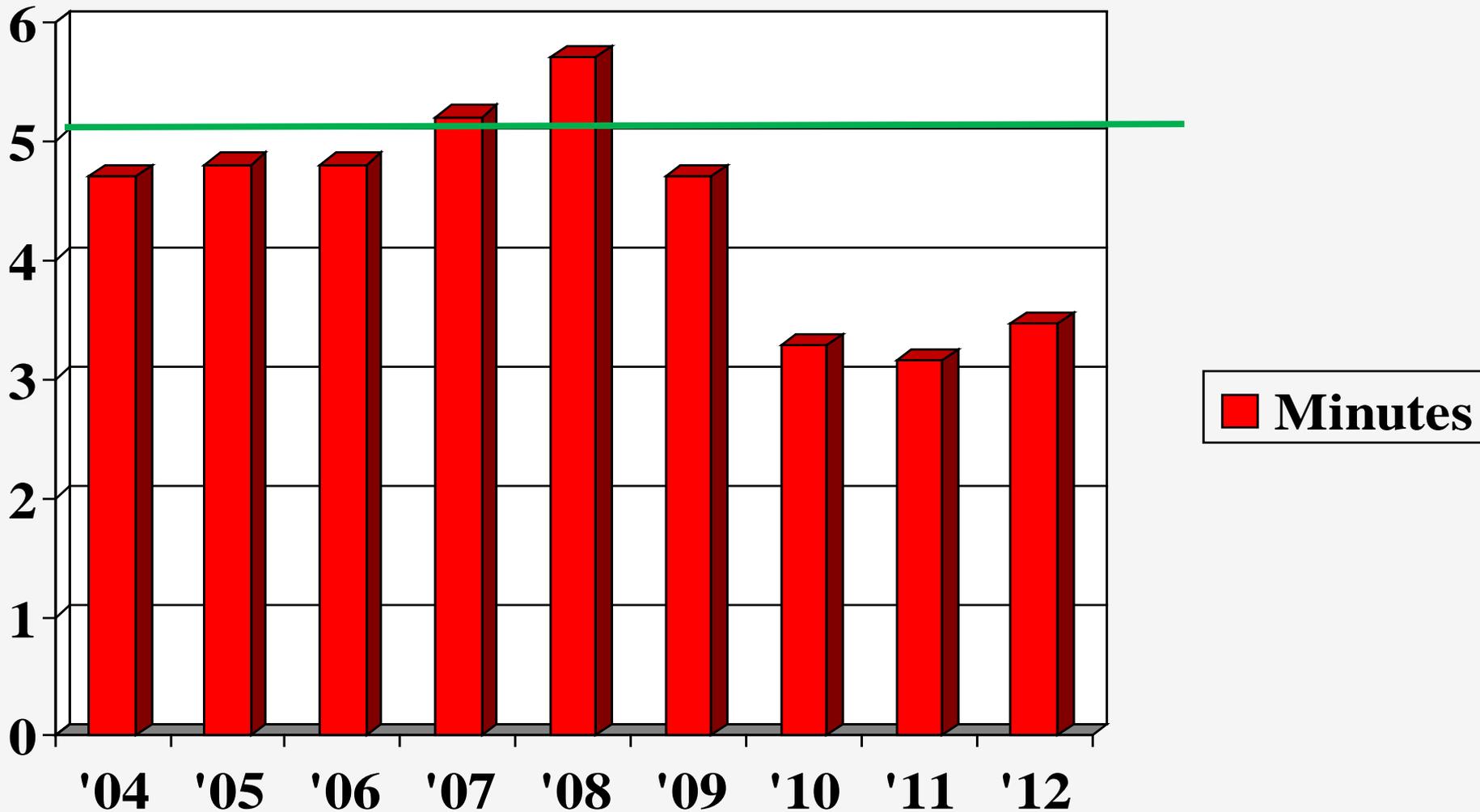
Grants Pass Department of Public Safety



Fire Rescue Response Time

Dramatic Improvement Since Opening New Stations

Grants Pass Department of Public Safety





Grants Pass Department of Public Safety



On the Horizon?

Grants Pass Department of Public Safety



A banner for the Grants Pass Department of Public Safety. On the left, a group of police officers in blue uniforms stand in front of a white patrol car. On the right, a group of firefighters in orange gear stand in front of a red fire truck. The text "Grants Pass Department of Public Safety" is written in white at the bottom right. A large red Maltese cross logo is on the far right. The main title of the slide is overlaid on the banner.

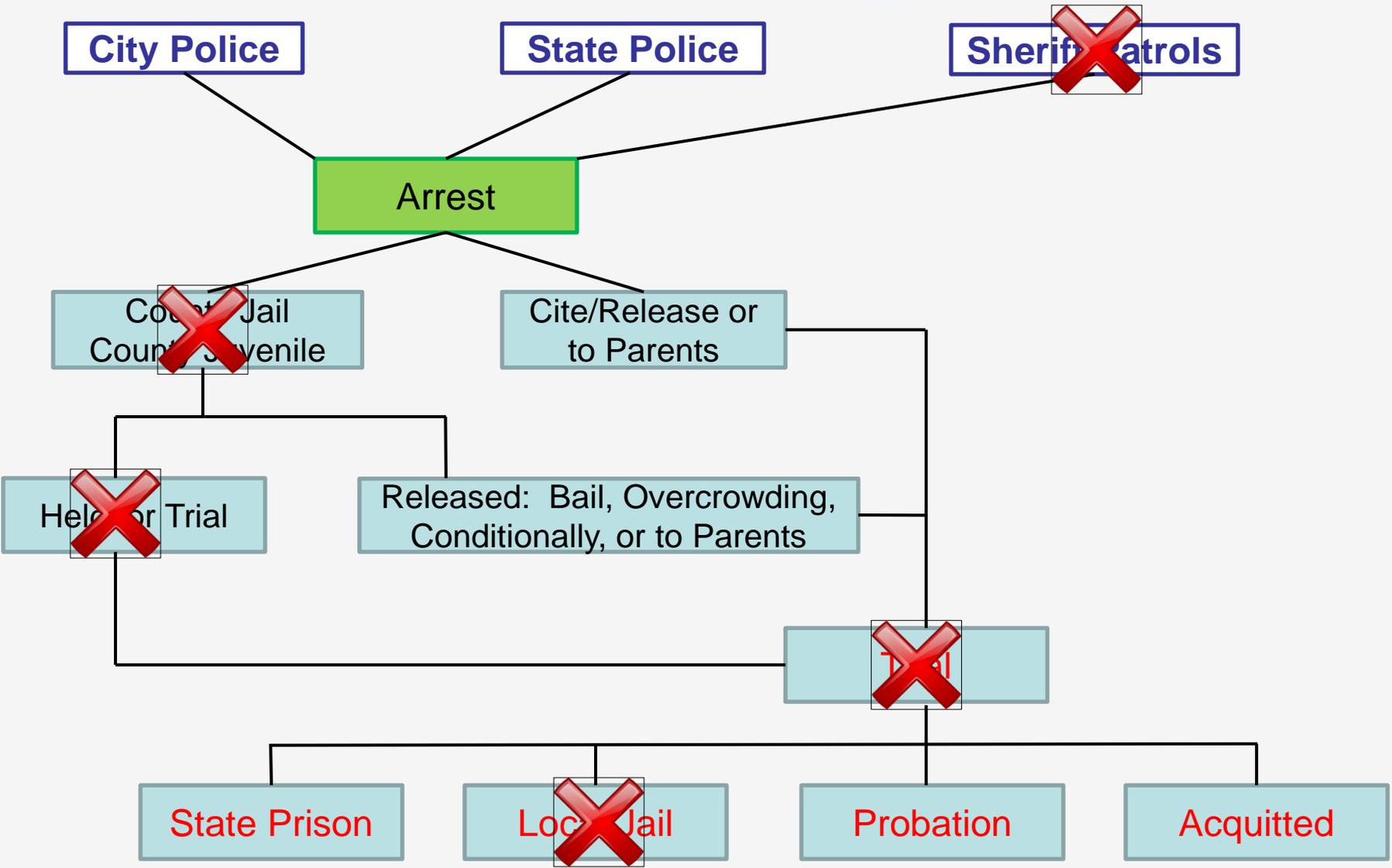
"Failing Criminal Justice System Impacting"

Grants Pass Department of Public Safety

- City Residents
 - Burglary, car break-ins, stolen vehicles, thefts, criminal mischief, disorderly conduct – little to no sanctions.
- Rural residents visiting our community
 - Face the same crime issues as city residents.
 - Plus, they lack adequate rural patrols
- Business
 - Repeat shoplifting
 - North Safeway, Wal-Mart, and more
 - Theft of Services
 - Restaurants, gas stations, etc.
- Tourism
 - Thefts from vehicles at hotels
 - Local conference drawing professionals from multiple states
 - Vehicle break-ins and rooms broken into



Grants Pass Department of Public Safety





What do we know factually?

- Jail
 - Lodging occurs on a very limited basis
 - Measure 11 (Murder, Rape, Robbery)
 - Mandatory Arrest (Domestic Violence)
 - Virtually all others are cited and released
- District Attorney
 - Many cases are not filed
 - Some misdemeanors are reduced to violations
 - Violations are 'prosecuted' by our officers like traffic court (No DA)
- Juvenile
 - Closed Juvenile Justice Center
 - Violent juvenile offenders are transported to Medford
 - All others are our responsibility:
 - Find a responsible adult or seat them in the lobby
- Animal Control
 - Very challenging as we try to resolve issues with dangerous animals

Police Calls for Service

2011 vs. 2012

Grants Pass Department of Public Safety

	2011	2012	% Change
Burglary	401	602	↑ 49.7%
Disorderly Conduct	1068	1254	↑ 17.4%
Theft	2254	2834	↑ 25.7%
Stolen Vehicle	190	223	↑ 17.4%

What are we seeing?

Grants Pass Department of Public Safety

- Increased crime
- Our officers say:
 - *“We are having more hostile and violent encounters with suspects willing to challenge and fight us.”*
- Suspects know we lack the ability to jail and prosecute them
- Constant repeat criminal activity by the same people results in:
 - Increased impact to citizens, business owners and visitors
 - More calls to the 911/Dispatch Center
 - Increased police calls for service





Our message to you!

Grants Pass Department of Public Safety

- Grants Pass Public Safety - “*City Police*”
 - No change to emergency response
 - We will respond as we always have
 - Proactive Policing/Prevention are vital for a community
- We will continue:
 - Making arrests
 - Transport suspects from the scene
 - Cite and release and report writing

Firewise Communities Program

Grants Pass Department of Public Safety

- Temporary grant funded coordinator
- Create safer neighborhoods by reducing the risk of wildfire.
- Create a change in knowledge and mindset about wildfire.
- Awareness through outreach
- Education for Prevention – *“How to protect your home.”*
- Progress in Grants Pass
 - Information to 1600 homeowners in 8 risk areas
 - 140 requests for assessments
 - Presentations at 21 events to over 750 citizens
 - Mailers beginning to south risk areas
- Contact information:
 - Bob Schumacher bschumacher@grantspassoregon.gov

Oak Knoll Fire 2010



Grants Pass Alert Network

Grants Pass Department of Public Safety

- Voluntary and FREE!
- Web based community alert network
- Our goal?
 - Responsive to the desire for timely information
 - Improve citizen safety with more timely information
- Shared via e-mail, text and web alerts
- You choose the level of participation
 - Fires/Police Emergencies, Road Closures
- How to sign-up:
 - www.grantspassoregon.gov
 - Click on “I want to”
 - Or, Public Safety web page
 - Click on **GRANTS PASS ALERT**



“Grants Pass Department of Public Safety”

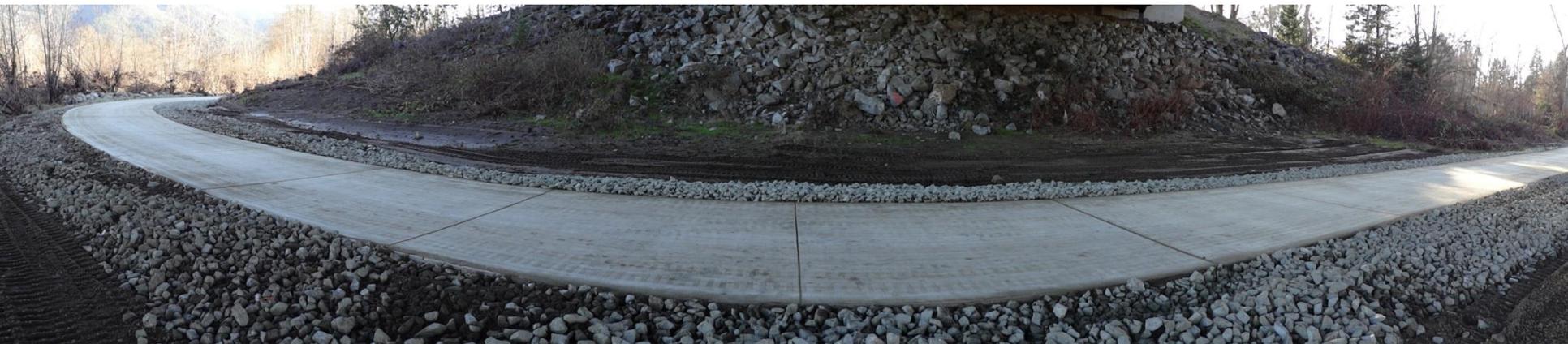
Grants Pass Department of Public Safety



2012 Development Statistics

City of Grants Pass

Parks & Community Development Dept.



Parks & Community Development

- Planning
- Building Safety
- Engineering
- Geographic Information Services
- Parks
- Support Services

Planning & Development



January 25, 2013

City of GRANTS PASS
Sunday Parkways
Come play in the street

Special Gift for the First 100 People to Check-In at the New Trail

FREE EVENT for All Ages

Sunday September 30, 2012
11am - 4pm

Walk the NEW School Trail (currently under construction)

Bring a picnic blanket

Farmers Market
Food Vendors
Entertainment
Booths
Bounce Houses
Bike Clinic
Fitness Classes
Music

Family-friendly, Fun, Food, and Fitness

Find Us on Facebook
www.facebook.com/GrantsPassSundayParkways
www.grantspass.com/grants-pass-sunday-parkways
 For more info call: 541-450-6070

Sponsors include: City of Grants Pass, School District #7, Club Northwest, YMCA, ALLCare, Pathways to Care Network & Define Your Edge

Grants Pass – State of the City

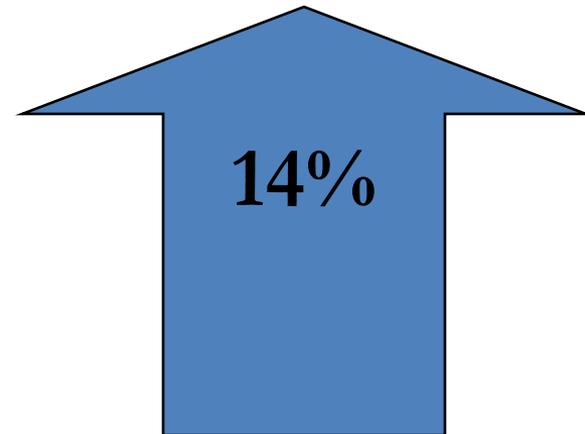


2012 P&CD Story

- **Planning**

- **All Development Permit Applications**

- **Pre-Applications**
 - **Site Plan Reviews**
 - **Partitions**
 - **Subdivisions/P.U.D.**
 - **Property Line Adjustments**
 - **Variances**



Development Legislation & Policy Adopted in 2012

Development Code Amendments:

- Articles 12, 14 and 30 – Repealed Itinerant Use provisions (Information now contained in Chapter 4.08 of the Municipal Code)
- Article 12 – Amended allowed uses in Riverfront Tourist Commercial III zoning district – Permits two single family residences in the zone when the parcel size is 4.42 acres

Municipal Code Amendments:

- Chapter 4.08 Amended – Solicitor/Peddler, Mobile Vending, and Temporary Merchants

Comprehensive Plan Amendments:

- Element 14 (Urbanization) Amended – Urbanization Element includes a buildable lands inventory for the current Urban Growth Boundary, identifies the development capacity of those lands, and summarizes the land needs for the next 20 year planning period. The amendment reduced and reallocated some of the public land needs from the previously adopted provisions.

Other Policy Change:

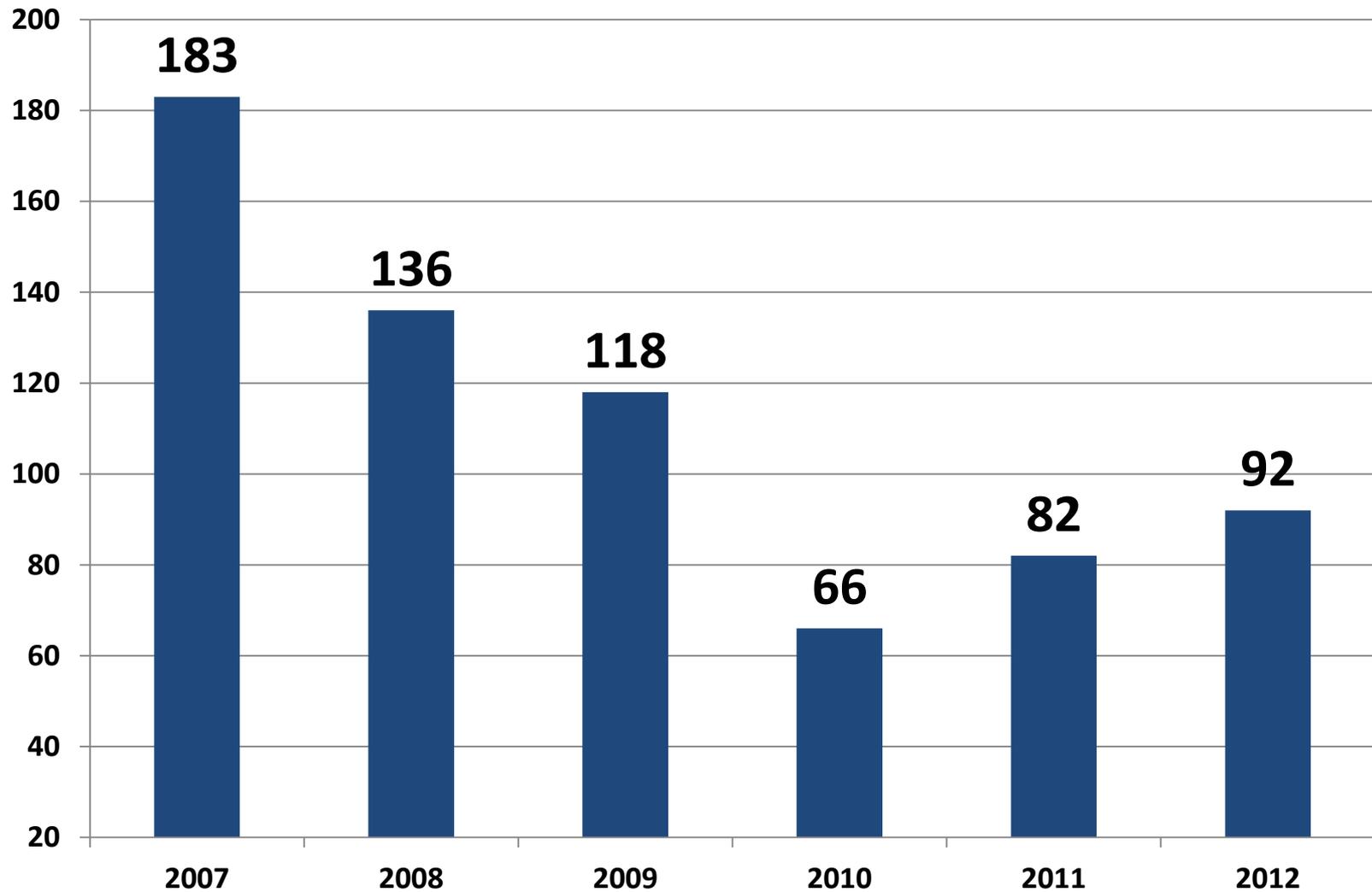
- Hillside Park renamed to Loveless Park

What's Coming Up.... Commercial Projects in the Planning Stages

Site Plan Review Applications received in 2012:

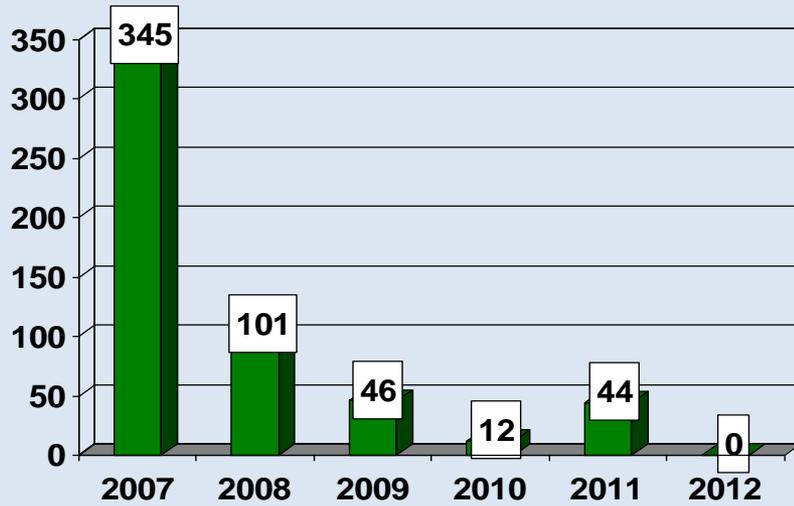
- **Asante Outpatient Center**
- **Lil' Pantry**
- **Southgate Cinema expansion**
- **Kairos**
- **First Community Credit Union expansion**
- **RCC Modular Classrooms**
- **Timber Products expansion**

Development Permit Applications: 2007 - 2012



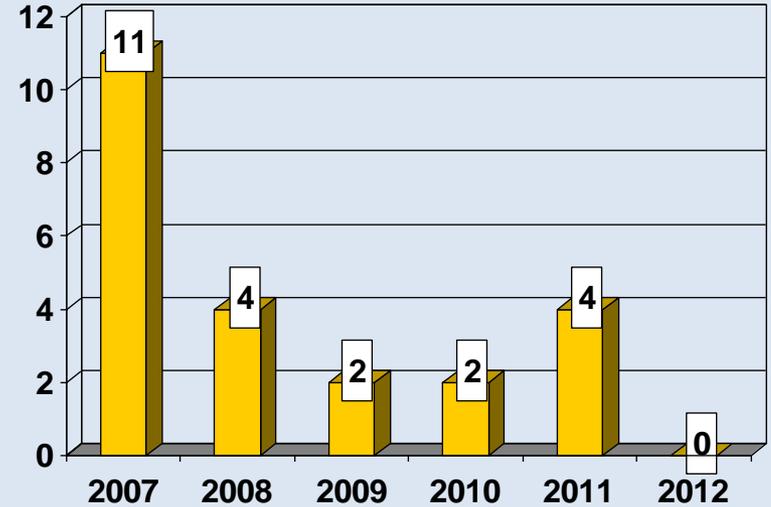
Subdivision Final Plat Process:

Number of Lots Created/Platted



*may included projects from prior years

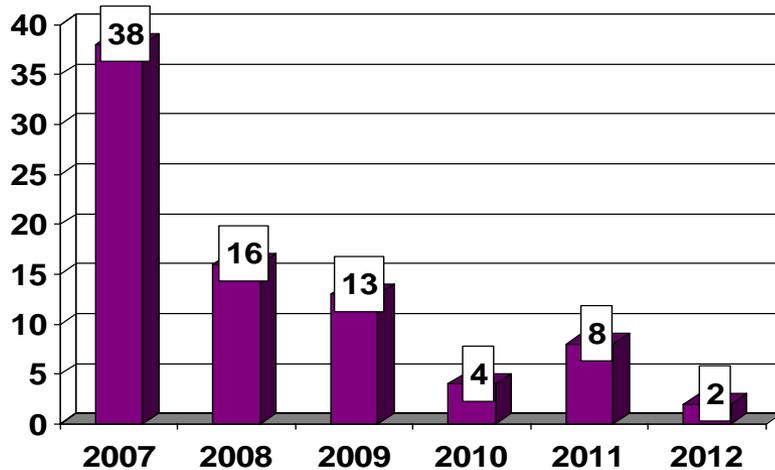
Number of Final Plat Applications



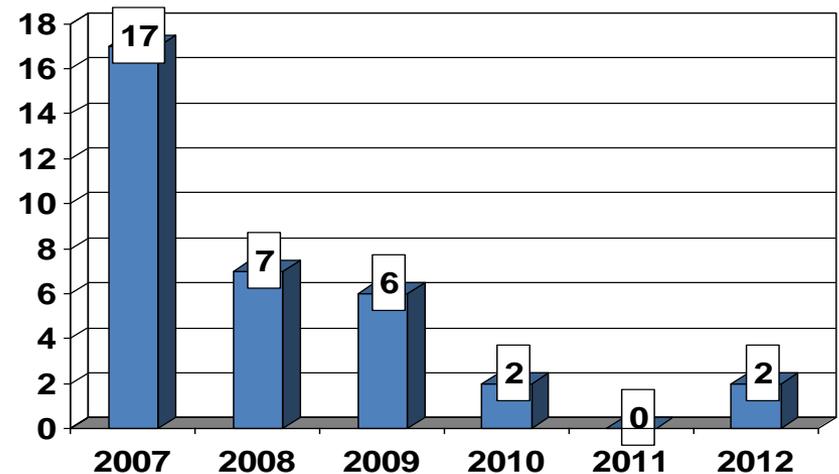
* revised 2007-2010

Minor Land Partition Process:

Number of Lots Proposed



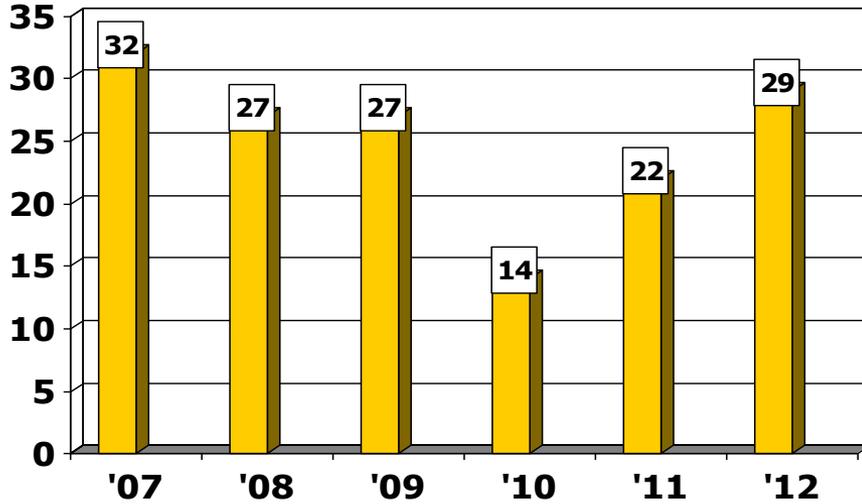
Number of Partition Plats



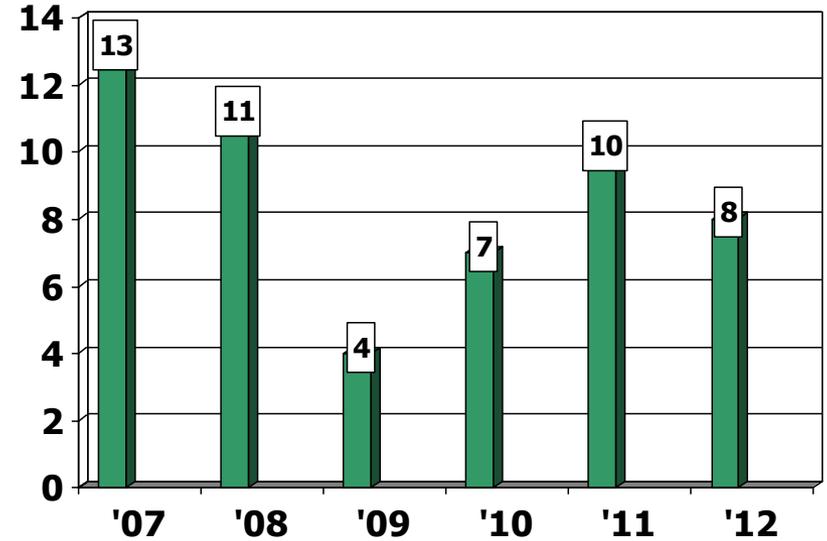
Other Land Use Activity:

Number of Applications Received

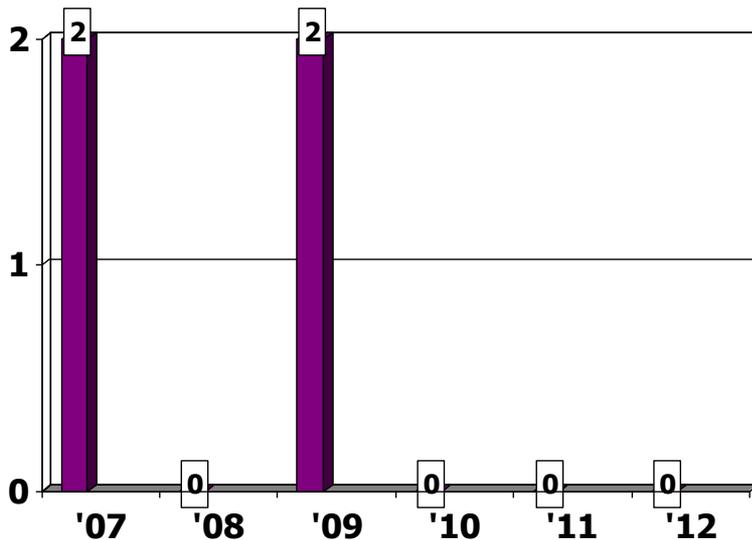
Major & Minor Site Plan Reviews



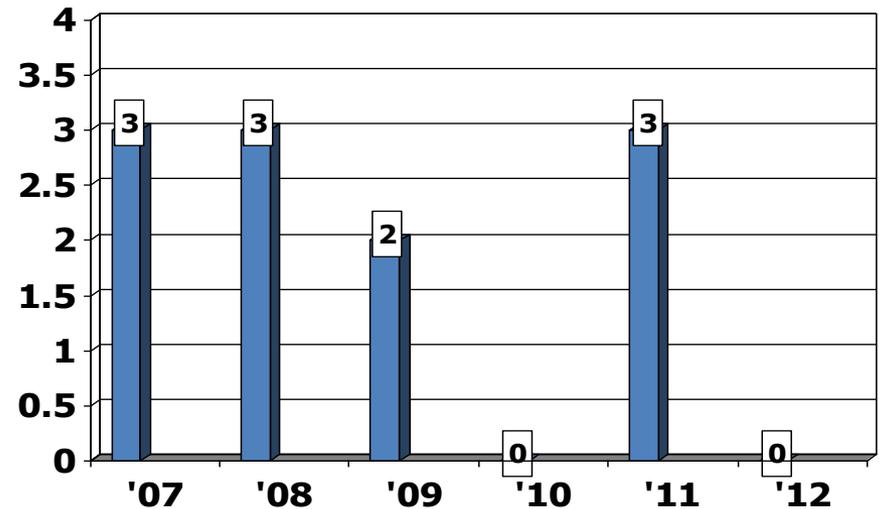
Property Line Adjustments



Zoning Map Amendments



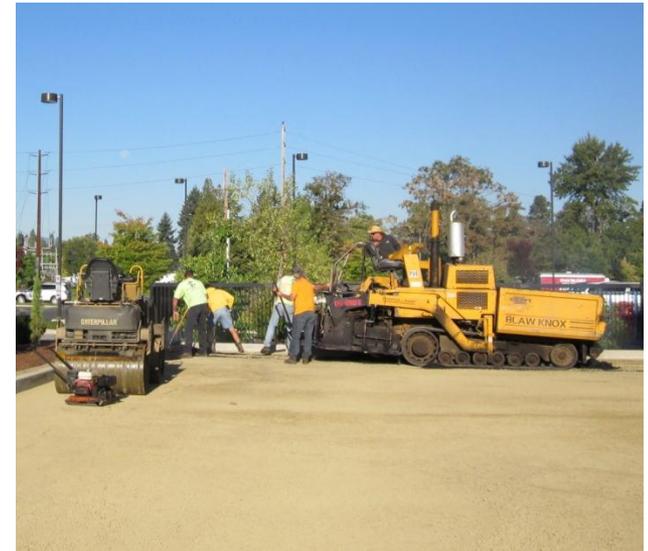
Lot Line Vacations



Engineering/ Capital Projects

In 2012 the City of Grants Pass installed:

- 375 LF of water lines (.07 miles)
- 895 LF of sewer lines (.17 miles)
- 2315 LF of storm drain lines (.44 miles)
- 4366 LF of asphalt pedestrian paths (.83 miles)
- 412 LF of concrete pedestrian paths (.08 miles)
- 10,498 LF roadway improvements (1.99 miles)
- 1,969 LF of sidewalk infill (.37 miles)
- 1,177 LF of curb & gutter (.22 miles)
- 44,980 LF of bike lane thermoplastic striping (8.52 miles)



E Street Sidewalk



January 20, 2012

Grants Pass – State of the City

Cloverlawn Improvements



Gilbert Creek Path



January 20, 2012

Grants Pass – State of the City

Baker Park



Building Division



January 25, 2013

Grants Pass – State of the City

The Parks & Community Development Story of 2012

- **Building**

- Single-Family Residential Construction



89%

- Duplex/Multi-Family Residential Construction



50%

- Commercial/Industrial



17%

- Overall Building Valuation



6%

Total Number of New Residential Units

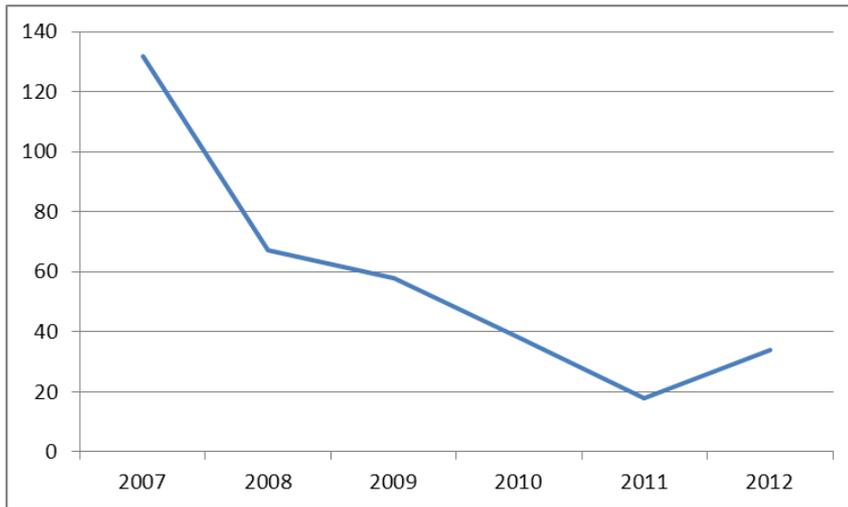
Year	Single-family Detached	Single-family Attached	Mfd. Homes	Duplex units	3+ Multi-family units	TOTAL
2007	132	103	3	20	12	270
2008	67	15	1	6	3	92
2009	58	0	3	2	0	63
2010	38	0	7	12	0	57
2011	18	0	7	2	0	27
2012	34	0	4	1	0	39

44% increase in number of units in '12 from '11

Residential Starts by Year

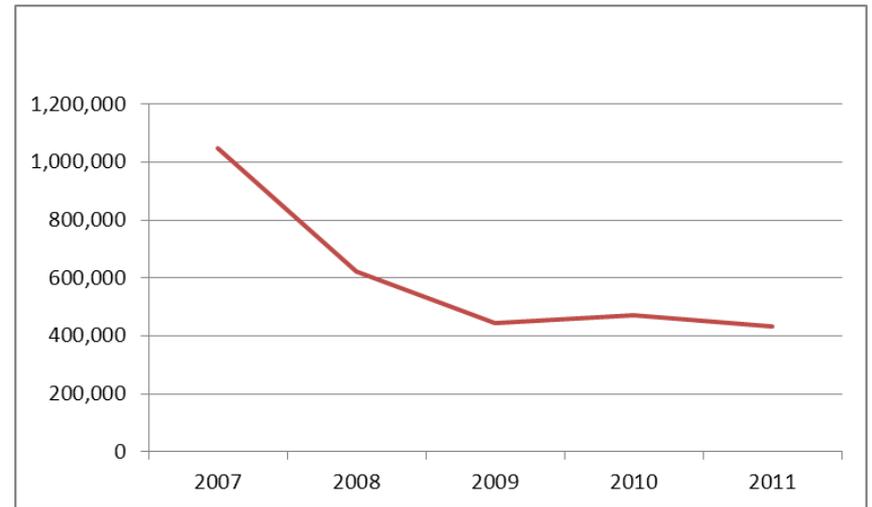
Single Family Residences

Grants Pass '07-'12



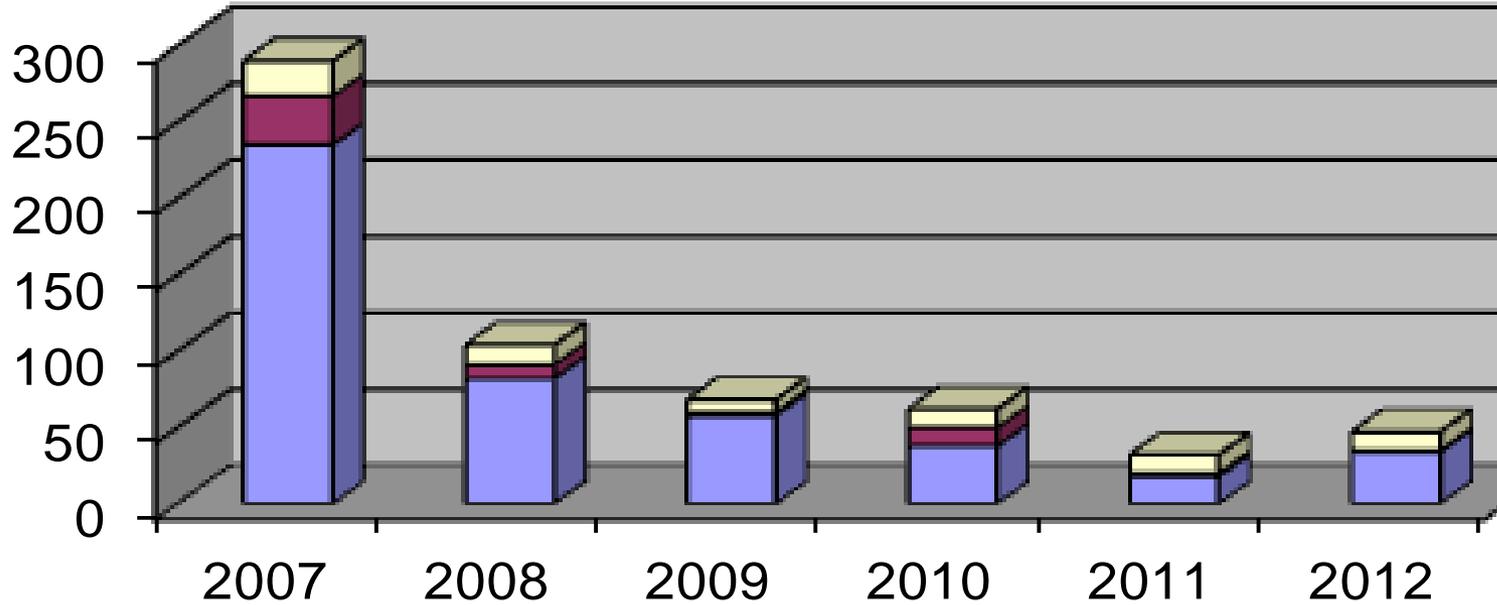
Source: Grants Pass SFD building permit report

National Average '07-'11



Source: NAHB Annual Housing Starts, downloaded from:
<http://www.nahb.org/generic.aspx?sectionID=130&genericContentID=554>

Number of New Units Built 2007-2012



■ Single Family Residences

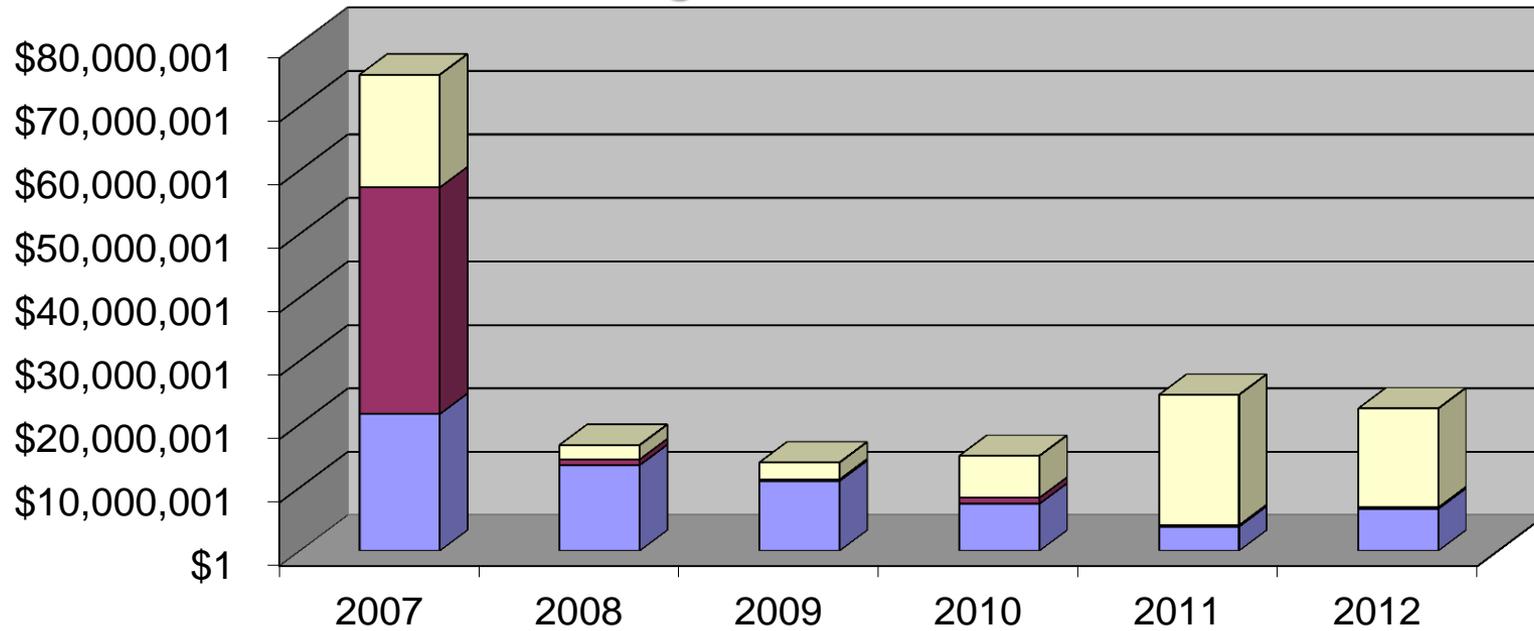
■ Duplex/Multi Family Units

■ Commercial/Industrial Units

Number of New Units Built	2011	2012		
Single Family Residences	18	34	89%	Increase
Duplex/Multi Family Units	2	1	50%	Decrease
Commercial/Industrial Units	12	10	17%	Decrease

* Includes permits issued in the UGB. *Does not include Manufactured Homes.

New Building Construction Valuation 2007-2012



	<u>2011</u>	<u>2012</u>
Single Family Valuation	\$3,809,385	\$ 6,623,000
Multi Family Valuation	\$ 248,000	\$ 247,609
<u>Commercial/Industrial Valuation</u>	<u>\$20,553,025</u>	<u>\$15,590,658</u>
Total Valuation	\$ 24,610,410	\$ 22,461,267

Construction Valuation = Building construction class (commercial v. residential, wood v. masonry, fire rating) x square footage *

* Rates from the State of Oregon Structural Specialty Code Building Valuation Table April 2007-2012 updated table adopted and applied to 2012 permits

***Total valuation down 9% in
2012 from 2011***

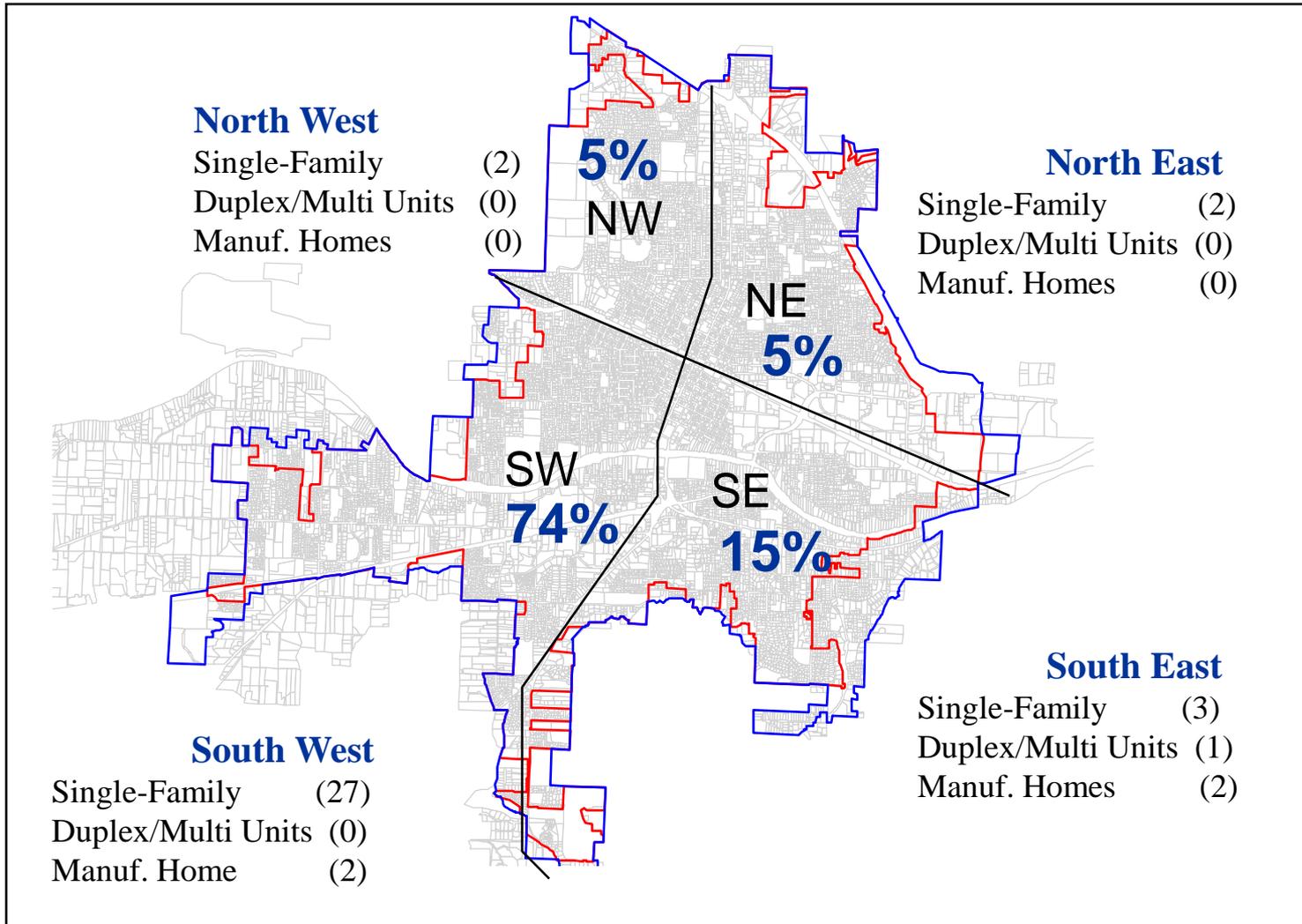
Single-Family Building Permits:

Valuation	# SFD Permits	Total Valuation
Up to \$100k	0	0
\$100-150k	1	\$126,475
\$150-200k	22	\$3,386,685
\$200-250k	7	\$1,573,698
\$250-300k	3	\$778,330
\$300 & up	1	\$307,812
2012 total:	34	\$6,623,000

2012 Median Valuation = \$184,436

Where are the new homes being built?

Permits Issued - 2012



Total Number of Permits Issued

	2007	2008	2009	2010	2011	2012
Structural	516	298	218	272	251	278
Electrical	800	520	373	400	431	446
Plumbing	449	336	204	241	216	230
Mechanical	508	339	288	297	247	300
Sewer	392	204	99	111	90	100
Demolition	33	21	13	17	8	12
Sign Permits	108	82	48	63	93	73
Special Occurance	10	11	12	6	7	8
Encroachment	246	139	118	127	154	185
Grading	19	12	10	5	7	9
Fire Sprinkler/Alrm	46	21	22	38	40	21
Water Meter	221	179	94	68	46	49
TOTAL PERMITS	3348	2162	1499	1645	1590	1711

7% increase in 2012 from 2011

Number of Inspections Scheduled

2007	2008	2009	2010	2011	2012
11,473	8,225	5,146	4,063	4,104	3,525

2012 Inspections	3,525	%
Approved	2441	69%
Approved w/Exception	513	15%
Disapproved	423	12%
Disapproved w/Penalty	6	.1%
Cancelled by contractor	74	2%
Waived by staff	68	2%



Average Number of Inspections for a Single Family Dwelling: **28**

Residential Projects



Residential Projects



Select New Commercial Projects



Redwood Motel Expansion



Select New Commercial Projects



Lil' Pantry



Bi-Mart Expansion



Fire Damage Restoration Projects

HiLo Club



**Mountain
Alloys**

Energy Improvements

Bus Shelter Solar Panels



Asante Charging Station

Municipal Construction Projects

Hillcrest Fire Station Seismic Retrofit



Redwood Park Pavilion Rebuild

Commercial Projects - Medical

**Asante
Women's
Center**



**Asante
Outpatient
Center**

Commercial Additions/Remodels

**71 permits issued
in
2012
including tenant
improvements**



US Cellular remodel (Old Blockbuster)



**Southern
Oregon
Sanitation
Addition**

Commercial Additions/Remodels/Tenant Improvements



Southgate Cinema Expansion



2012 Parks & Community Development Statistics – Any Questions?



Grants Pass – State of the City