

City of Grants Pass Work Plan 2020



Why a Work Plan

The work plan reflects the strategic planning process done by the City Council. Each year, the Council sets the direction of the organization based on the needs of its citizens. This is a living document and will be updated as progress is made and/or as goals change.

A work plan defines performance expectations and provides a framework for how we will achieve our organizational goals. To help achieve our goals and promote our successes the City of Grants Pass utilizes Specific, Measurable, and Achievable, Resource and Time-bound (SMART) objectives and actions.

S.M.A.R.T.

Developing sound goals is critical to managing our performance. Having a SMART Work Plan:

- Establishes direction for task and/or projects
- Clarifies expectations
- Clarifies resources required to meet objectives
- Identifies the results of efforts
- Achieves higher levels of performance
- Corrects performance deficiencies
- Increases ability to take pride and satisfaction in our achievements

Specific: Objectives should be simplistically written and clearly define an outcome. (What, Why, How)

Measurable: Objectives should be measurable so that you have tangible evidence that you have accomplished the goal. Usually, the entire goal statement is a measure for the project, but there are usually several short-term or smaller measurements built into the goal. Measures should include numeric or descriptive measures that define quantity, quality, etc. Focus on elements such as observable actions, quantity, quality, cycle time, efficiency, and/or flexibility to measure outcomes not activities.

Achievable and Assignable: Objectives should be achievable and assignable and within the department and staff member's control or influence and they must possess the appropriate knowledge, skills, and abilities needed to achieve the goal. Consider authority or

control, influence, resources and work environment support to meet the goal. You can meet most any goal when you plan your steps wisely and establish a timeframe that allows you to carry out those steps. As you carry out the steps, you can achieve goals that may have seemed impossible when you started. On the other hand, if a goal is impossible to achieve, you may not even try to accomplish it. Achievable goals motivate employees; impossible goals demotivate them.

Resources: Objectives should have a measure of resources required to complete task. This may include hard dollars, grant funds, in-kind services, staff time etc.

Time-bound: Objectives should identify a definite target date for completion and/or frequencies for specific action steps that are important for achieving the goal. How often should the staff member work on this assignment? By when should this goal be accomplished? Incorporate specific dates, calendar milestones, or timeframes that are relative to the achievement of another result (i.e., dependencies and linkages to other projects).

To achieve our goals, we have defined specific areas of focus and activities through objectives and actions. The following is a list of the Council's top objectives and actions:

Objectives and actions are prioritized to show weight of importance by number of asterisks (*).

- Develop housing incentives for multi-family units.
- Restore/replace Caveman Pool.
- Pass a Police/Fire levy November 2020.
- Develop and implement a Housing Action Plan.
- Install additional security cameras throughout the park system.
- Facilitate establishment of drug treatment facility, utilizing federal grant funding.
- Prevention focused community policing to help reduce crime and build public trust.
- Identify park infrastructure priorities.
- Install sidewalks and crosswalks near the intersection of Foundry and Booth streets.

Keep Citizens Safe

Leadership Objectives:

- Maintain necessary criminal justice infrastructure.
- Prevention focused community policing to help reduce crime and build public trust.***
- Utilize technology and social media to produce positive outcomes relative to improvements in Public Safety practices.*
- Enhance a safe and secure environment.

Leadership Actions:

Key: O – planned action date, X – action taken

Objective 1: Maintain necessary criminal justice infrastructure.

Action 1: Pass a Police/Fire levy November 2020.***

Objective: Maintain necessary criminal justice infrastructure.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Pass a Police/Fire levy November 2020. <ul style="list-style-type: none"> • At its March 23 and April 20 workshops, Council discussed options for a levy rate. (3/31/20) 	Administration Cubic	Staff	X	O			Active	

Objective 2: Prevention focused community policing to help reduce crime and build public trust.***

Objective: Prevention focused community policing to help reduce crime and build public trust.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		

1	<p>Prevention focused community policing to help reduce crime and build public trust.</p> <ul style="list-style-type: none"> • Warming Shelter panelist - volunteer training. • Participating member of the S.O. Regional Educator Network (SOREN). Frontline educators in collaboration with community resources/partners to support the needs of today's education workforce and students. • Polar Plunge – Special Olympics. • SOS – Run for the Law. Several DPS members participated. • Both Police & Support Division's completed SWOT Analysis. Several goals and actions were identified. (3/31/20) 	DPS Hensman	Staff	X	O			Active
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Objective 3: Utilize technology and social media to produce positive outcomes relative to improvements in Public Safety practices.*

Objective: Utilize technology and social media to produce positive outcomes relative to improvements in Public Safety practices.								
Specific Action	Measurement	Assignment	Resources	Time/ Quarter				Status
				1	2	3	4	
1	<p>Utilize technology and social media to produce positive outcomes relative to improvements in Public Safety practices.</p> <ul style="list-style-type: none"> • Increased use of social media by both Police & Fire. Traffic Tuesday is a new weekly educational platform. Increasing communities understanding of common traffic infractions. (3/31/20) 	DPS Hensman	Staff	X	O			Active

Objective 4: Enhance a safe and secure environment.

Action 1: Increase proficiency and proactive time at the patrol level.*

Action 2: Safe routes to schools and parks.*

Action 3: Enhance emergency preparedness.

Objective: Enhance a safe and secure environment.								
Specific Action	Measurement	Assignment	Resources	Time/ Quarter				Status
				1	2	3	4	

1	<p>Increase proficiency and proactive time at the patrol level.</p> <ul style="list-style-type: none"> • Online police reporting was initiated. Vendor is currently building out a customized platform to meet departmental needs. The build out is expected to take six months. • New patrol briefing procedures are being finalized. PD & Parkway Stations will utilize Microsoft Teams platform. Both briefing rooms are now outfitted with appropriate technology. • Intelligence Led Briefing development is ongoing. (3/31/20) 	DPS Hensman	Staff	X	O			Active
2	<p>Safe routes to schools and parks.</p> <ul style="list-style-type: none"> • Staff continue to work on next round of grant applications. Staff have contracted with local engineering firm to estimate project costs in a timelier fashion. (3/31/20) 	PW Elliott	Staff	X	O			Active
3	<p>Enhance emergency preparedness.</p> <ul style="list-style-type: none"> • During this COVID-10 pandemic, several City staff members have been active participants in running the Emergency Operations Center. (3/31/20) 	Administration Cubic	Staff	X	O			Active

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Leadership Objectives:

- Evaluate/ensure financial stability of Utility Funds.**
- Develop and implement community communication strategies.
- Ensure efficiency and effectiveness in City operations.
- Shared constituency.

Leadership Actions:

Objective 1: Evaluate/ensure financial stability of Utility Funds.**

Action 1: Review development charge polices, system development charges and establish rates, which protect City investments and encourages economic growth.**

Objective: Evaluate/ensure financial stability of Utility Funds.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Review development charge polices, system development charges and establish rates, which protect City investments and encourages economic growth. <ul style="list-style-type: none"> • Waiting on recommendations from Housing Advisory Committee relating to potential exemption program for affordable housing. (3/31/20) 	Public Works Canady	Staff	X	O			Active	

Objective 2: Develop and implement community communication strategies.

Action 1: Increase citizen awareness of what utility rates cover.*

Objective: Develop and implement community communication strategies.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		

1	Increase citizen awareness of what utility rates cover. <ul style="list-style-type: none"> Staff will roll out rate flyer with implementation of revised SDC in 3rd quarter. (3/31/20) 	Public Works Canady	Staff	X	O		Active
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Objective 3: Ensure efficiency and effectiveness in City operations.

- Action 1: Perform a comprehensive GIS needs assessment to ensure community and department GIS expectations are met.***
- Action 2: Implement a new online city utility customer service platform and communication system.**
- Action 3: Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies.*
- Action 4: Upgrade heating/cooling system in the Municipal Building.*
- Action 5: Develop and implement an emergency fuel supply plan to ensure continuity of operations in the event of an emergency.*

Objective: Ensure efficiency and effectiveness in City operations.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Perform a comprehensive GIS needs assessment to ensure community and department GIS expectations are met. <ul style="list-style-type: none"> Consultant is busy revising draft projects after initial staff review. Expecting presentation to Council on projects in 2nd quarter. (3/31/20) 	Public Works Canady	Staff	X	O			Active
2	Implement a new online city utility customer service platform and communication system. <ul style="list-style-type: none"> Staff has reviewed system and vendor options and performed due diligence on the most qualified and compatible system vendor. A Council workshop has been scheduled for April 2020. (3/31/20) 	Finance Meredith/ Gasperson	Staff	X	O	O		Active
3	Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies. <ul style="list-style-type: none"> Staff continues to work on gathering potential financing sources and recommendations for the largest project ahead – the new Water Treatment Plant. Staff in Finance and Public Works coordinated a “one-stop” meeting with State and Federal Agencies during this quarter to help identify possible finance or grant sources for the Water Plant project through State and Federal sources. Debt policies will also be reviewed in conjunction with planning for the Water Treatment Plant financing. (3/31/20) 	Finance Meredith	Staff	X	O	O	O	Active

4	Upgrade heating/cooling system in the Municipal Building. <ul style="list-style-type: none"> Staff has received the engineering proposal for the structural analysis. Bid documents will be posted 2nd quarter with installation proposed for 3rd quarter. (3/31/20) 	PCD Byrne	Staff	X	O	O		Active
5	Develop and implement an emergency fuel supply plan to ensure continuity of operations in the event of an emergency. <ul style="list-style-type: none"> On hold as emergency management staff are busy with Pandemic efforts. (3/31/20) 	Public Works Cory	Staff					Forth coming

Objective 4: Shared constituency.

Action 1: Facilitate establishment of drug treatment facility, utilizing federal grant funding.***

Action 2: Beacon Drive improvements.*

Objective: Shared constituency.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Facilitate establishment of drug treatment facility, utilizing federal grant funding. <ul style="list-style-type: none"> The February 19, 2020 Council memo, identified available services and service providers. Many of the grant opportunities have specific prerequisites that would prohibit an award to the City. These key service providers are aware of the funding and grants available to them through state and federal sources. (3/31/20) 	Administration Cubic	Staff	X				Complete
2	Beacon Drive improvements.	Public Works Elliott	Staff					

Encourage Economic Opportunities

Leadership Objectives:

- Facilitate an environment to encourage business prosperity and economic opportunities.
- Enhance commercial district to create quality shopping and dining experiences.

Leadership Actions:

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

- Action 1: Prepare funding package to resolve sewer development issues in Spalding Park with a focus on developing shovel ready property.***
- Action 2: Convention Center: Feasibility study and explore a partnership with a developer or major hotel chain to locate a convention center in Grants Pass.***
- Action 3: Blighted building removal and/or replacement: Removal and restructuring in key development areas to attract new investment.***
- Action 4: Expand Building Renovation Grant Program.**
- Action 5: Explore partnership opportunities to enhance Grants Pass airport.**
- Action 6: Promote mixed-use (commercial and residential) development in downtown and surrounding areas.*

Objective: Facilitate an environment to encourage business prosperity and economic opportunities.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Prepare funding package to resolve sewer development issues in Spalding Park with a focus on developing shovel ready property. <ul style="list-style-type: none"> • Public Works has identified an alternative system to serve the Spalding area consisting of a semi-public dual force main. • The URA will assist with approximately 25% of the funding needed for the project. • The remaining portion of NE Industry Drive connecting down to Spalding Drive has been dedicated as public right 	PCD Glover	Staff	X	O			Active

	of way. This will allow for the looping of utilities in Industry Dr. (3/31/20)						
2	<p>Convention Center/Meeting Facility: Feasibility study and explore a partnership with a developer or major hotel chain to locate a convention center in Grants Pass.</p> <ul style="list-style-type: none"> Staff will prepare a Request for Proposal in the 2nd quarter. (3/31/20) 	PCD Glover	Staff		O		Forth coming
3	<p>Blighted building removal and/or replacement: Removal and restructuring in key development areas to attract new investment.</p> <ul style="list-style-type: none"> Staff prepared and advertised the Request for Proposal for the Henderson Gas Station on 6th and A streets. The contract has been awarded. Station will be removed in the 2nd quarter. (3/31/20) 	PCD Glover	Staff	X	O		Active
4	<p>Expand Building Renovation Grant Program.</p> <ul style="list-style-type: none"> Consulting engineering firm has been hired to conduct analysis on downtown buildings. Three buildings will be identified for structural review to determine the estimated costs to allow for mixed use (commercial and residential). Staff will contact building owners who may be interested in moving forward with the project. Additional funding is proposed for FY'21. (3/31/20) 	PCD Glover	Staff	X	O		Active
5	<p>Explore partnership opportunities to enhance Grants Pass airport.</p> <ul style="list-style-type: none"> CEDC has recommended that the City consider annual supportive funding over five years to fulfil the FAA matching grant (\$50k per year). The funding would assist with the development of a longer runway needed to operate for larger jets. (3/31/20) 	PCD Seereiter	Staff	X	O		Active
6	<p>Promote mixed-use (commercial and residential) development in downtown and surrounding areas.</p> <ul style="list-style-type: none"> Council recently awarded a grant to the owner of the Blind George's building to allow for renovation of the second floor for two residential units. (3/31/20) 	PDC Seereiter/ Glover	Staff	X	O		Active

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

Action 1: Ornamental lights on H and 5th streets and extend to G Street.***

Action 2: Alley activation and beautification.***

Action 3: Create a permanent plaza downtown.*

Objective: Enhance commercial district to create quality shopping and dining experiences.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	String lights on H and 5 th streets and extend to G Street. <ul style="list-style-type: none"> Engineering plans are being developed for the first phase of the project. Installation should begin in the 3rd quarter. (3/31/20) 	PCD Glover/Seereiter	Staff	X		O		Active	
2	Alley activation and beautification <ul style="list-style-type: none"> CoPA is reviewing the “Call for Artists” applications. Twenty responses were received. CoPA has narrowed the responses down to five which they will interview in 2nd quarter. (3/31/20) 	PCD Seereiter	Staff	X	O			Active	
3	Create a permanent plaza downtown. <ul style="list-style-type: none"> This project is part of the new Downtown Plan is under development. The consultant has provided initial proposals to CoPA, CEDC, Tourism and Downtown Merchants for their input. (3/31/20) 	PCD Glover/Seereiter	Staff	X	O			Active	

Facilitate Sustainable, Manageable Growth

Leadership Objectives:

- Develop proactive solutions to community development challenges.*
- Encourage an environment, which provides for the growth of affordable housing opportunities for the variety of Grants Pass resident’s needs.***

Leadership Actions:

Objective 1: Develop proactive solutions to community development challenges.*

Action 1: Collaborate and support extending sewer system in North Valley Industrial Park).**

Action 2: Work with the County and ODOT to find solutions to the South Y, Redwood Hwy. and Fairgrounds traffic issues.*

Objective: Develop proactive solutions to community development challenges.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Collaborate and support extending sewer system in North Valley Industrial Park). • No Action – awaiting direction from County (3/31/20)	PW Canady	Staff					Forth coming	
2	Work with the County and ODOT to find solutions to the South Y, Redwood Hwy. and Fairgrounds traffic issues. • County and City signed MOU of intent to work together. Fairgrounds development is accelerating need for understanding potential solutions. (3/31/20)	PW Canady/Elliott	Staff	X				Active	

Objective 2: Encourage an environment, which provides for the growth of affordable housing opportunities for the variety of Grants Pass resident’s needs.***

Action 1: Develop and implement a Housing Action Plan.***

Action 2: Develop housing incentives for multi-family units.***

Action 3: Explore different ways that legislation can both encourage and provide the development of housing for all levels of income in the community including homeless people.**

Action 4: Rezone UGB areas from rural to urban before TSP update is complete (Allen Creek Road).

Action 5: Develop “template” plans for auxiliary dwelling units & multi-family units.

Action 6: Develop/market affordable housing programs.

Action 7: Conduct a housing needs analysis.

Action 8: Create a pilot housing project program.

Action 9: Support opportunities to obtain and sustain affordable home ownership.

Action 10: Define development incentives and explore funding sources and partnerships.

Objective: Encourage an environment, which provides for the growth of affordable housing opportunities for the variety of Grants Pass resident’s needs.

Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Develop and implement a Housing Action Plan. <ul style="list-style-type: none"> The Housing Advisory Committee (HAC) is recommending a series of financial tools that could be available for multi-family developers. Tools include potential waivers for higher density, SDC reduction. (3/31/20) 	PCD Glover Housing Advisory Committee	Staff	X	O			Active
2	Develop housing incentives for multi-family units. <ul style="list-style-type: none"> Council has identified the Ramsey property as a potential multi-family development location. Staff has drafted a Request for Proposal to be presented to staff and then released for interested developers. (3/31/20) 	PCD Glover Housing Advisory Committee	Staff	X	O			Active
3	Explore different ways that legislation can both encourage and provide the development of housing for all levels of income in the community including homeless people. <ul style="list-style-type: none"> Council has recently adopted a Transitional Housing Ordinance. HAC is reviewing Measure Bill 102 which allows municipalities to raise bond to support multi-family. Council will be considering an amendment to allow flexibility for Auxiliary Dwelling Units. (3/31/20) 	PCD Glover	Staff	X	O			Active
4	Rezone UGB areas from rural to urban before TSP update is complete (Allen Creek Road). <ul style="list-style-type: none"> A private developer has submitted an application for rezoning prior to the TSP. The remaining area will be rezoned upon completion of the TSP which is estimated to be in the 3rd quarter. (3/31/20) 	PCD Glover	Staff	X	O			Active

5	<p>Develop “template” plans for auxiliary dwelling units & multi-family units.</p> <ul style="list-style-type: none"> • Consultant is drafting plans for review 2nd quarter. (3/31/20) 	PCD Glover	Staff	X	O			Active
6	<p>Develop/market affordable housing programs.</p> <ul style="list-style-type: none"> • Council will be reviewing the Auxiliary Dwelling Unit code to provide additional flexibility. • Council has identified the Ramsey property for potential multi-family development. • Further steps are under review by the HAC. (3/31/20) 	PCD Glover Housing Advisory Committee	Staff	X	O			Active
7	<p>Conduct a housing needs analysis.</p> <ul style="list-style-type: none"> • Staff has applied to the State for a grant to assist with development the housing needs analysis. City has received notification that the grant has been selected for further review. (3/31/20). 	PCD Glover Housing Advisory Committee	Staff	X	O			Active
8	Create a pilot housing project program.	PCD Glover Housing Advisory Committee	Staff		O			Forth coming
9	Support opportunities to obtain and sustain affordable home ownership.	PCD Glover Housing Advisory Committee	Staff		O			Forth coming
10	<p>Define development incentives and explore funding sources and partnerships.</p> <ul style="list-style-type: none"> • HAC has made recommendations to the Council regarding funding sources. Potential funding may be made during the FY’21 budget process. (3/31/20) 	PCD Glover Housing Advisory Committee	Staff	X	O			Active

Maintain, Operate and Expand our Infrastructure to Meet Community Needs

Leadership Objectives:

- Plan and develop infrastructure.
- Ensure water infrastructure needs are met.
- Ensure sewer infrastructure needs are met.
- Ensure transportation infrastructure needs are met.
- Ensure storm facility infrastructure needs are met.
- Ensure bicycle/pedestrian path needs are met.
- Ensure park infrastructure needs are met.
- Enhance opportunities to promote character and community spirit.
- Provide an environment to help preserve and enhance Grants Pass' historical assets.
- Develop a Tree Canopy Program.

Leadership Actions:

Objective 1: Plan and develop infrastructure.

- Action 1: Develop landscape amendments focusing on xeriscape, planter strips and reducing landscape strips.***
- Action 2: Public Safety Station development.**
- Action 3: Refurbish Hillcrest Public Safety Station.**
- Action 4: Update the Downtown Master Plan.*
- Action 5: Evaluate/implement LED exterior street lighting upgrades.*
- Action 6: Welcome Center façade improvements.*

Objective: Plan and develop infrastructure.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Develop landscape amendments focusing on xeriscape, planter strips and reducing landscape strips. <ul style="list-style-type: none"> • A subcommittee has been formed to draft a proposed amendment. (3/31/20) 	PCD/PW Glover/Canady	Staff	X	O			Active

2	Public Safety Station development. <ul style="list-style-type: none"> All staff have moved into the Public Safety Station. A limited number of projects remain - perimeter gates and punch list items. (3/31/20) 	DPS Hensman	Staff	X	O			Active
3	Refurbish Hillcrest Public Safety Station. <ul style="list-style-type: none"> Reestablished contact with Engineering & Architecture. (3/31/20) 	DPS Hensman	Staff	X	O			Active
4	Update the Downtown Master Plan. <ul style="list-style-type: none"> Consultant is working on the first draft of the plan for review. (3/31/20) 	PCD Glover	Staff	X	O			Active
5	Evaluate/implement LED exterior street lighting upgrades. <ul style="list-style-type: none"> Staff will be preparing an RFP package for release in 3rd quarter. (3/31/20) 	Public Works Canady	Staff			O		Active
6	Welcome Center façade improvements. <ul style="list-style-type: none"> Roof, paint and siding will be replaced/repared by end of 2nd quarter. (3/31/20). 	PCD Byrne	Staff	X	O			Active

Objective 2: Ensure water infrastructure needs are met.

Action 1: Build new Water Treatment Plant.***

Action 2: Design and implement a distribution system valve exercise/replacement program to ensure system operability.***

Action 3: Design/install redundant water main loop in Redwood Highway pedestrian way.**

Action 4: Develop emergency water hook-up at City Hall well.*

Objective: Ensure water infrastructure needs are met.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Build new Water Treatment Plant. <ul style="list-style-type: none"> Staff continue to work with consultant on development of RFP to select design builder. Property acquisition continues to proceed. (3/31/20) 	Public Works Canady/Smith	Monetary	X	O			Active
2	Design and implement a distribution system valve exercise/replacement program to ensure system operability. <ul style="list-style-type: none"> Staff are reviewing maps and have purchased equipment to enable flushing system. (3/31/20) 	Public Works Canady/Kuhnert	Monetary	X	O			Active

3	Design/install redundant water main loop in Redwood Highway pedestrian way. <ul style="list-style-type: none"> Design is progressing – awaiting detailed potholing and survey data. (3/31/20) 	Public Works Canady/Kuhnert/ Sevco	Monetary	X	O			Active
4	Develop emergency water hook-up at City Hall well.	PCD/ Public Works Byrne/Canady	Monetary					Forth coming

Objective 3: Ensure sewer infrastructure needs are met.

- Action 1: Implement manhole inflow/infiltration elimination program in the Redwood area.*
- Action 2: Begin Webster 2 alternatives study/design/construction.*
- Action 3: Develop a pilot plan for Cured-In-Place-Piping (CIPP) for pipe rehabilitation projects.*
- Action 4: Continue Water Restoration Plant rehabilitation – Digester re-hab.*

Objective: Ensure sewer infrastructure needs are met.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Implement manhole inflow/infiltration elimination program in the Redwood area. <ul style="list-style-type: none"> Continuing evaluation of leaks in the Redwood area. (3/31/20) 	Public Works Canady/Baker	Staff/ Monetary	X				Active
2	Begin Webster 2 alternatives study/design/construction. <ul style="list-style-type: none"> On hold during Redwood conveyance study. (3/31/20) 	Public Works Canady/Brelinski/ Baker	Staff/ Monetary					Forth coming
3	Develop a pilot plan for Cured-In-Place-Piping (CIPP) for pipe rehabilitation projects.	Public Works Baker/Elliott	Staff					Forth coming
4	Continue Water Restoration Plant rehabilitation – Digester re-hab. <ul style="list-style-type: none"> Completing heat exchanger digester study. Indications that a new heat exchanger are needed. (3/31/20) 	Public Works Canady/Brelinski	Staff	X	O			Active

Objective 4: Ensure transportation infrastructure needs are met.

- Action 1: Develop a parking/restroom management plan.***
- Action 2: Install sidewalks and crosswalks near the intersection of Foundry and Booth streets.***
- Action 3: Develop an innovative pavement repair program to test new repair products and techniques.**

- Action 4: Improve dangerous/problem pedestrian crossings (flashing beacons).*
- Action 5: Complete Transportation Master Plan.
- Action 6: Design the Allen Creek Road project.
- Action 7: Develop local access street for Allen Creek Road.

Objective: Ensure transportation infrastructure needs are met.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Develop a parking/restroom management plan. <ul style="list-style-type: none"> • Pending the Downtown Parking Task Force final recommendations to Council. (3/31/20) 	PCD Glover	Staff/Monetary	X	O			Active	
2	Install sidewalks and crosswalks near the intersection of Foundry and Booth streets.	Public Works Elliott/Stichter	Staff/Monetary					Forth coming	
3	Develop an innovative pavement repair program to test new repair products and techniques.	Public Works Elliott/Stichter	Staff/Monetary					Forth coming	
4	Improve dangerous/problem pedestrian crossings (flashing beacons). <ul style="list-style-type: none"> • 90% Plans have been developed for the intersections of Hawthorne/Hillcrest and Harbeck/Grandview Avenue. (3/31/20) 	Public Works Elliott	Staff/Monetary	X	O			Active	
5	Complete Transportation Master Plan. <ul style="list-style-type: none"> • The draft document has been circulated to the project team and ODOT for comments. TAC and CAC meetings will commence in May. (3/31/20) 	Public Works Elliott/Stichter	Staff/Monetary	X	O			Active	
6	Design the Allen Creek Road project. <ul style="list-style-type: none"> • ODOT is drafting a RFP for a new design firm after the previous contract expired. (3/31/20) 	PW Canady	Staff/Monetary	X	O			Active	
7	Develop local access street for Allen Creek Road. <ul style="list-style-type: none"> • Engineer is finalizing street layout. (3/31/20) 	PCD Glover	Staff	X	O			Active	

Objective 5: Ensure storm facility infrastructure needs are met.

- Action 1: Initiate the preparation of a stormwater implementation plan following adoption of the Storm Water Master Plan.

Objective: Ensure storm facility infrastructure needs are met.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		

1	Initiate the preparation of a stormwater implementation plan following adoption of the Storm Water Master Plan.	Public Works Canady/Elliott/Stichter	Consultant					Forth coming
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Objective 6: Ensure bicycle/pedestrian path needs are met.

Action 1: Support development of Rogue River Greenway.**

Objective: Ensure bicycle/pedestrian path needs are met.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Support development of Rogue River Greenway.	Public Works Elliott	Staff					Forth coming

Objective 7: Ensure park infrastructure needs are met.

Action 1: Develop a Forest Stewardship and Recreational Use Plan for Dollar Mountain.***

Action 2: Develop Beacon Hill Park.***

Action 3: Restore/replace Caveman Pool.***

Action 4: Install additional security cameras throughout the park system.***

Action 5: Identify park infrastructure priorities.***

Action 6: Install a bike pump track at Beacon Hill Park.**

Action 7: Develop Riverside Park Community Building.**

Action 8: Upgrade and repurpose Westholm Park.**

Action 9: Landscape and irrigate the area entering the City from Redwood Highway.*

Action 10: Complete Allen Creek Trail.*

Action 11: Focus on Park connectivity and trail heads.*

Objective: Ensure park infrastructure needs are met.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Develop a Forest Stewardship and Recreational Use Plan for Dollar Mountain. <ul style="list-style-type: none"> Staff has conducted a stakeholder meeting and two core property owner meetings along with Public Safety participation. A community survey is currently in process. Data collection on existing trails is in process. The 	PCD Glover/Giordano	Staff/Monetary	X	O			Active

	<p>National Park Service team is performing analysis on current data to develop the recreational use plan.</p> <ul style="list-style-type: none"> The Memorandum of Understanding with BLM for the Crescent parking lot has been completed. City Engineer is finalizing parking lot design. (3/31/20) 						
2	<p>Develop Beacon Hill Park.</p> <ul style="list-style-type: none"> Engineered site plan has been developed. Land use application has been submitted and will be reviewed by the Urban Area Planning Commission in the 2nd quarter. (3/31/20) 	PCD Glover/Giordano	Staff/ Monetary	X	O		Active
3	<p>Restore/replace Caveman Pool.</p> <ul style="list-style-type: none"> Council has discussed options for Caveman Pool. Parks Advisory Committee conducted a walk-through inspection of the facilities. (3/31/20) 	PCD Giordano	Staff/ Monetary	X	O		Active
4	<p>Install additional security cameras throughout the park system.</p> <ul style="list-style-type: none"> Staff has identified locations for needed cameras. Funding will be available in FY'21. (3/31/20) 	PCD Giordano	Staff/ Monetary	X	O		Active
5	<p>Identify park infrastructure priorities.</p> <ul style="list-style-type: none"> Staff has identified priority items. Work has begun on several projects. Additional projects will be completed with funding in FY'21. (3/31/20) 	PCD Glover/Giordano	Staff/ Monetary	X	O		Active
6	<p>Install a bike pump track at Beacon Hill Park.</p> <ul style="list-style-type: none"> This project will be completed as Phase II of the Beacon Hill Park. (3/31/20) 	PCD Giordano	Staff/ Monetary	X	O		Active
7	<p>Develop Riverside Park Community Building.</p>	PCD Glover/Giordano	Staff/ Monetary				Forth coming
8	<p>Upgrade and repurpose Westholm Park.</p> <ul style="list-style-type: none"> Staff has a plan for new lighting and camera location. The new play structure has been identified. Staff will apply for a new matching grant through Oregon State Parks. Staff is developing a concept site plan, to include drainage options. (3/31/20) 	PCD Glover/Giordano	Monetary	X	O		Active

9	Landscape and irrigate the area entering the City from Redwood Highway. <ul style="list-style-type: none"> This is an active ODOT project which will be completed in the 2nd quarter. City will be responsible for maintaining irrigation. (3/31/20) 	PCD Giordano	Staff	X	O			Active
10	Complete Allen Creek Trail. <ul style="list-style-type: none"> Staff will present an update to Council on history and status of the trail project. (3/31/20) 	PCD Giordano	Staff/ Monetary		O			Active

Objective 8: Enhance opportunities to promote character and community spirit.

Action 1: Establish art facilities program.**

Action 2: Catalogue and promote the City's Public Art Collection in collaboration with CoPA, Tourism and HBSC.*

Action 3: Utility Box Project.*

Action 4: Food truck event early autumn.*

Objective: Enhance opportunities to promote character and community spirit.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Establish art facilities program. <ul style="list-style-type: none"> CoPA will identify existing art that may need maintenance. Funding will be available FY'21. (3/31/20) 	PCD Seereiter	Staff	X	O			Active
2	Catalogue and promote the City's Public Art Collection in collaboration with CoPA, Tourism and HBSC. <ul style="list-style-type: none"> The art has been catalogued. Photos to be added. (3/31/20) 	PCD Seereiter	Staff	X				Complete
3	Utility Box Project. <ul style="list-style-type: none"> Project currently lacks funding. (3/31/20) 	PCD Seereiter	Staff Funding					Forth coming
4	Food truck event early autumn.	PCD Seereiter	Staff			O		Forth coming

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

Action 1: Obtain Certified Local Government Status.**

Action 2: Develop a historic design overlay for the area bounded by Lawnridge Ave., Washington Blvd., A and Savage streets.*

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

Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Obtain Certified Local Government Status. <ul style="list-style-type: none"> One of the final steps is to update the Development Code to align with the State's model code. Final draft has been prepared. The amendment will be reviewed by the Historical Buildings & Sites Commission in the 2nd quarter, followed by Council adoption. (3/31/20) 	PCD Clark	Staff	X	O			Active
2	Develop a historic design overlay for the area bounded by Lawnridge Ave., Washington Blvd., A and Savage streets. <ul style="list-style-type: none"> Historical Buildings & Sites Commission will be developing residential standards for the proposed district. (3/31/20) 	PCD Clark	Staff	X	O			Active

Objective 10: Develop a Tree Canopy Program.**

- Action 1: Develop a Tree Canopy Program for commercial sites.**
- Action 2: Public right of way tree planting with maintenance for three years.
- Action 3: Citywide tree inventory for tree canopy.
- Action 4: Increase public education on trees.
- Action 5: Dedicated tree canopy funding.

Objective: Develop a Tree Canopy Program								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Develop a Tree Canopy Program for commercial sites. <ul style="list-style-type: none"> A subcommittee on Landscape Text Amendments was formed to revise landscaping requirements, including tree canopy requirements and an updated species list that provides developers and businesses a larger variety of trees to select. Staff has worked on an updated approved street tree species list, which provides clearer guidance on "the right tree for the right place," including parking lot species and trees best suited for specific planting strip widths. Urban and drought tolerance, as well as native species, are noted 	PCD Mecum Tree Advisory Committee	Staff	X	O			Active

	to better inform developers/landscapers on appropriate species selection. (3/31/20)							
2	<p>Public right of way tree planting with maintenance for three years.</p> <ul style="list-style-type: none"> The current Tree Canopy Program provides up to 50 new trees for City residents for \$50 per tree. Applications will be made available soon for Fall 2020 plantings. Engineering developed a plan to water newly planted trees from street improvements. Sixteen street trees will be planted and watered along Pine Street in 2nd quarter. (3/31/20) 	PCD Mecum Tree Advisory Committee	Staff	X	O		O	Active
3	<p>Citywide tree inventory for tree canopy.</p> <ul style="list-style-type: none"> Staff met with the OSU Extension Office of Josephine County where volunteers for a tree canopy inventory were discussed. The extension office was excited to invite their master gardeners to assist. Due to COVID-19, in-person training may not be authorized. Staff will create a video-based training series for volunteers to watch at home so that they can successfully inventory trees and maintain social distancing. Volunteers will then be able to submit their data via email. (3/31/20) 	PCD Mecum Tree Advisory Committee	Staff	X	O	O		Active
4	<p>Increase public education on trees.</p> <ul style="list-style-type: none"> Staff was scheduled to give an Urban Forestry lecture and discussion at the Seeds of Spring event with the OSU Extension Office. Unfortunately, from COVID-19, the event was canceled. Staff developed an Urban Forestry webpage with the City's webmaster: www.grantspassoregon.gov/tree - A one-stop shop for residents to learn about their urban forest, our programs and policies, and where to find permits and guidelines. Staff met with the GP Garden Club Board of Directors to discuss the Memorial Tree Program and to answer general questions about urban forestry operations in the city. Arbor Day 2020 was postponed indefinitely. (3/31/20) 	PCD Mecum/ Tree Advisory Committee	Staff	X	O	O	O	Active
5	Dedicated tree canopy funding.	PW/PCD	Staff/	X	O	O	O	Active

	<ul style="list-style-type: none"> Staff has researched other Oregon municipalities and their versions of tree canopy funding. Medford, Talent, Corvallis, and Portland were researched. The Corvallis model showed great promise: \$0.50 per water utility bill per month provides enough funds to reduce the right of way tree maintenance financial burden from landowners. Findings were sent to Canady, who then presented to Council during Strategic Planning. (3/31/20) 	Canady/Mecum	Monetary					
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