

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.	Administration Cubic	Staff						

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	Prevention focused community policing to help reduce crime and build public trust.	DPS Hensman	Staff						

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	Utilize technology and social media to produce positive outcomes relative to improvements in Public Safety practices.	DPS Hensman	Staff						

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	Increase proficiency and proactive time at the patrol level.	DPS Hensman	Staff						
2	Safe routes to schools and parks.	PW Elliott	Staff						
3	Enhance emergency preparedness.	Administration Cubic	Staff						

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.	Public Works Canady	Staff						

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.	Public Works Canady	Staff						

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.	Public Works Canady	Staff						
2	Implement a new online city utility customer service platform and communication system.	Finance Meredith/Gasperson	Staff						
3	Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies.	Finance Meredith	Staff						
4	Upgrade heating/cooling system in the Municipal Building.	PCD Byrne	Staff						
5	Develop and implement an emergency fuel supply plan to ensure continuity of operations in the event of an emergency.	Public Works Cory	Staff						

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.	Administration Cubic	Staff						
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.	PCD Glover	Staff					
2	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.	PCD Glover	Staff					
3	Blighted building removal and/or replacement: Removal and restructuring in key development areas to attract new investment.	PCD Glover	Staff					

4	Expand Building Renovation Grant Program.	PCD Glover	Staff					
5	Explore partnership opportunities to enhance Grants Pass airport.	PCD Seereiter	Staff					
6	Promote mixed-use (commercial and residential) development in downtown and surrounding areas.	PDC Seereiter/ Glover	Staff					

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.	PCD Glover/Giordano	Staff						
2	Alley activation and beautification	PCD Seereiter	Staff						
3	Create a permanent plaza downtown.	PCD Glover/Seereiter	Staff						

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).	PW Canady	Staff						
2	Work with the County and ODOT to find solutions to the South Y, Redwood Hwy. and Fairgrounds traffic issues.	PW Canady/Elliott	Staff						

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.	PCD Glover Housing Advisory Committee	Staff						
2	Develop housing incentives for multi-family units.	PCD Glover Housing Advisory Committee	Staff						
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.	PCD Glover	Staff						
4	Rezone UGB areas from rural to urban before TSP update is complete (Allen Creek Road).	PCD Glover Housing Advisory Committee	Staff						
5	Develop "template" plans for auxiliary dwelling units & multi-family units	PCD Glover Housing Advisory Committee	Staff						
6	Develop/market affordable housing programs.	PCD Glover Housing Advisory Committee	Staff						
7	Conduct a housing needs analysis	PCD Glover Housing Advisory Committee	Staff						
8	Create a pilot housing project program.	PCD Glover	Staff						

		Housing Advisory Committee						
9	Support opportunities to obtain and sustain affordable home ownership.	PCD Glover Housing Advisory Committee	Staff					
10	Define development incentives and explore funding sources and partnerships.	PCD Glover Housing Advisory Committee	Staff					

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.	PCD/PW Glover/Canady	Staff					

2	Public Safety Station development.	DPS Hensman	Staff					
3	Refurbish Hillcrest Public Safety Station.	DPS Hensman	Staff					
4	Update the Downtown Master Plan.	PCD Glover	Staff					
5	Evaluate/implement LED exterior street lighting upgrades.	Public Works Canady	Staff					
6	Welcome Center façade improvements.	PCD Byrne	Staff					

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.	Public Works Canady/Smith	Monetary					
2	Design and implement a distribution system valve exercise/replacement program to ensure system operability.	Public Works Canady/Kuhnert	Monetary					
3	Design/install redundant water main loop in Redwood Highway pedestrian way.	Public Works Canady/Kuhnert/ Sevco	Monetary					
4	Develop emergency water hook-up at City Hall well.	PCD/ Public Works Byrne/Canady	Monetary					

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.	Public Works Canady/Baker	Staff/Monetary						
2	Begin Webster 2 alternatives study/design/construction.	Public Works Canady/Brelinski/Baker	Staff/Monetary						
3	Develop a pilot plan for Cured-In-Place-Piping (CIPP) for pipe rehabilitation projects.	Public Works Baker/Elliott	Staff						
4	Continue Water Restoration Plant rehabilitation – Digester re-hab.	Public Works Canady/Brelinski	Staff						

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.	PCD Glover	Staff/Monetary						
2	Install sidewalks and crosswalks near the intersection of Foundry and Booth streets.	Public Works Elliott/Stichter	Staff/Monetary						
3	Develop an innovative pavement repair program to test new repair products and techniques.	Public Works Elliott/Stichter	Staff/Monetary						

4	Improve dangerous/problem pedestrian crossings (flashing beacons).	Public Works Elliott	Staff/Monetary					
5	Complete Transportation Master Plan.	Public Works Elliott/Stichter	Staff/Monetary					
6	Design the Allen Creek Road project.	PCD/PW Glover/Canady	Staff/Monetary					
7	Develop local access street for Allen Creek Road.	PCD Glover	Staff					

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					

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					

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.	PCD Glover/Giordano	Staff/ Monetary						
2	Develop Beacon Hill Park.	PCD Glover/Giordano	Staff/ Monetary						
3	Restore/replace Caveman Pool.	PCD Giordano	Staff/ Monetary						
4	Install additional security cameras throughout the park system.	PCD Giordano	Staff/ Monetary						
5	Identify park infrastructure priorities.	PCD Glover/Giordano	Staff/ Monetary						
6	Install a bike pump track at Beacon Hill Park.	PCD Giordano	Staff/ Monetary						
7	Develop Riverside Park Community Building.	PCD Glover/Giordano	Staff/ Monetary						
8	Upgrade and repurpose Westholm Park.	PCD Glover/Giordano	Monetary						
9	Landscape and irrigate the area entering the City from Redwood Highway.	PCD Giordano	Staff						
10	Complete Allen Creek Trail.	PCD Giordano	Staff/ Monetary						
11	Upgrade and repurpose Westholm Park.	PCD Giordano	Staff/ Monetary						

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.	PCD Seereiter	Staff						
2	Catalogue and promote the City's Public Art Collection in collaboration with CoPA, Tourism and HBSC.	PCD Seereiter	Staff						
3	Utility Box Project.	PCD Seereiter	Staff						
4	Food truck event early autumn.	PCD Seereiter	Staff						

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.	PCD Clark	Staff						
2	Develop a historic design overlay for the area bounded by Lawnridge Ave., Washington Blvd., A and Savage streets.	PCD Clark							

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.	PCD Mecum Tree Advisory Committee	Staff					
2	Public right of way tree planting with maintenance for three years.	PCD Mecum Tree Advisory Committee	Staff					
3	Citywide tree inventory for tree canopy.	PCD Mecum Tree Advisory Committee	Staff					
4	Increase public education on trees.	PCD Mecum Tree Advisory Committee	Staff					
5	Dedicated tree canopy funding.	PW/PCD Canady/Mecum	Staff/ Monetary					