

City of Grants Pass Work Plan 2022



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 (*).

1. Permanent funding for Police and Fire Rescue services
2. Facilitate managed urban campground
3. Create kayak whitewater park in river
4. Use Urban Renewal to redevelop the Redwoods Hotel
5. Appropriate resources to keep parks safe, clean maintained for public use
6. Develop transitional housing/project turnkey.

Enhance Community Safety

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: Permanent funding for Police and Fire Rescue services.***

Objective: Maintain necessary criminal justice infrastructure.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Permanent funding for Police and Fire Rescue services.	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.	Police 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.	Police Hensman	Staff						

Objective 4: Enhance a safe and secure environment.

Action 1: Develop an Urban Interface Wildfire Resilience Plan.**

Action 2: Increase proficiency and proactive time within patrol, community service officer and cadet operations.*

Action 3: Safe routes to schools and parks.*

Action 4: Bolster Community Response Team to address homelessness and increase law enforcement.*

Action 5: Enhance emergency preparedness.

Objective: Enhance a safe and secure environment.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Develop an Urban Interface Wildfire Resilience Plan.	Fire Rescue DeLonge	Staff						
2	Increase proficiency and proactive time within patrol, community officer and cadet operations.	Police Hensman	Staff						
3	Safe routes to schools and parks.	PW Elliott	Staff						
4	Bolster Community Response Team to address homelessness and increase law enforcement.	Police Hensman							
5	Enhance emergency preparedness.	Administration Cubic	Staff						

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Leadership Objectives:

- Develop and implement community communication strategies.
- Ensure efficiency and effectiveness in City operations.
- Create a comprehensive clean-up program for downtown.*

Leadership Actions:

Objective 1: Develop and implement community communication strategies.

Action 1: Increase communication between advisory committees.*

Objective: Develop and implement community communication strategies.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Increase communication between advisory committees.	Administration Cubic	Staff						

Objective 2: Ensure efficiency and effectiveness in City operations.

Action 1: Create a Sustainability and Energy Action Taskforce.***

Action 2: Create an Art Along the Rogue Taskforce.*

Action 3: Fire Rescue Division internal restructure.*

Action 4: Designate HAC to recommend CDBG allocations.*

Objective: Ensure efficiency and effectiveness in City operations.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Create a Sustainability and Energy Action Taskforce.	PW Canady	Staff						
2	Create an Art Along the Rogue Taskforce.	Administration	Staff						

		Cubic						
3	Fire Rescue Division internal restructure.	Fire Rescue DeLonge	Staff					
4	Designate HAC to recommend CDBG allocations.	CD Neeck	Staff					

Objective 3: Create a comprehensive clean-up program for downtown..

Objective: Create a comprehensive clean-up program for downtown.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Create a comprehensive clean-up program for downtown.	CD/PW/Police Clark/Canady/Hensman	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. Explore Urban Renewal Agency opportunities for Caveman Plaza.***
- Action 2. Create kayak whitewater park in river.**
- Action 3. Parklet Infrastructure Plan.**
- Action 4. Expand Building Renovation Grant Program.**
- Action 5. Designate a portion of the Tourism Lodging Tax to fund projects and promotions.*

Objective: Facilitate an environment to encourage business prosperity and economic opportunities.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Explore Urban Renewal Agency opportunities for Caveman Plaza.	CD Clark	Staff					
2	Create kayak whitewater park in river.	CD Clark	Staff					
3	Parklet Infrastructure Plan.	CD Clark/Sinagra	Staff					
4	Expand Building Renovation Grant Program.	CD Clark	Staff					
5	Designate a portion of the Tourism Lodging Tax to fund projects and promotions.	CD ED Manager	Staff					

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

- Action 1. Alley activation and beautification.***
- Action 2. Create a permanent plaza downtown.*

Action 3. Support establishment of Downtown Merchant Association.*

Objective: Enhance commercial district to create quality shopping and dining experiences.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Alley activation and beautification.	CD ED Admin Assist	Staff						
2	Create a permanent plaza downtown.	CD Senior Planner	Staff						
3	Support establishment of Downtown Merchant Association.	CD ED Manager	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.***
- Implement Housing Action Plan.***

Leadership Actions:

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

Action 1. Use Urban Renewal to redevelop the Redwoods Hotel.**

Action 2. Work with ODOT and the County to build more capacity on Hwy. 199 from Tussey Lane to Dowell Road.*

Action 3. Extend public utilities to incentivize private development.*

Objective: Develop proactive solutions to community development challenges.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Use Urban Renewal to redevelop the Redwoods Hotel.	CD ED Manager	Staff					
2	Work with ODOT and the County to build more capacity on Hwy. 199 from Tussey Lane to Dowell Road.	PW Canady/Elliott	Staff					
3	Extend public utilities to incentivize private development.	PW Canady	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: Facilitate managed urban campground.**

Action 2. Develop transitional housing/project turnkey.**

Action 3. Establish a land bank program.*

Action 4. Fine tune CET and promote availability of funds for all qualifying projects.*

Action 5. Complete downtown mixed use development study.*

Action 6. Rezone UGB areas from rural to urban before TSP update is complete (Allen Creek Road).

Action 7. Aggressively gear up for implementation of HB2001 with an ordinance allowing cottages and cottage clusters.

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	Facilitate managed urban campground.	Administration Cubic	Staff						
2	Develop transitional housing/project turnkey.	CD Neck	Staff						
3	Establish a land bank program.	Legal/CD Ogu/Clark	Staff						
4	Fine tune CET and promote availability of funds for all qualifying projects.	CD Neck	Staff						
5	Complete downtown mixed use development study.	CD Senior Planner	Staff						
6	Rezone UGB areas from rural to urban before TSP update is complete (Allen Creek Road).	CD Clark	Staff						
7	Aggressively gear up for implementation of HB2001 with an ordinance allowing cottages and cottage clusters.	CD Clark	Staff						

Objective 3: Implement Housing Action Plan. ***

Action 1. Develop housing incentives for multi-family units. ***

Action 2. Promote ADU program and case study. *

Action 3. Conduct a housing needs analysis.

Action 4. Develop/market affordable housing programs.

Action 5. Support opportunities to obtain and sustain affordable home ownership.

Action 6. Develop two more pre-approved ADU plans at 750 sq. ft. and 500 sq. ft.

Action 7. Use URA to incentivize development of multi-family housing by Winco.

Action 8. Develop minimum density zones.

Action 9. Incentivize increase in the City's affordable housing inventory by 2030 through expediting permits, financial motivation and Development Code amendments.

Action 10. Facilitate development of low-income housing.

Objective: Implement Housing Action Plan.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Develop housing incentives for multi-family units.	CD Neeck	Staff						
2	Promote ADU program and case study	CD Maki	Staff						
3	Conduct a housing needs analysis.	CD Clark	Staff						
4	Develop/market affordable housing programs.	CD Neeck	Staff						
5	Support opportunities to obtain and sustain affordable home ownership.	CD Neeck	Staff						
6	Develop two more pre-approved ADU plans at 750 sq. ft. and 500 sq. ft.	CD Sandlin	Staff						
7	Use URA to incentivize development of multi-family housing by Winco.	CD ED Manager	Staff						
8	Develop minimum density zones.	CD Clark	Staff						
9	Incentivize increase in the City's affordable housing inventory by 2030 through expediting permits, financial motivation and Development Code amendments.	CD Clark	Staff						
10	Facilitate development of low-income housing.	CD Neeck	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. Public Facility Management Plan.***

Action 2. Develop landscape amendment focusing on xeriscape, planter strips and reducing landscape strips.***

Action 3. Hillcrest Station study.*

Action 4. Welcome Center façade improvements.*

Objective: Plan and develop infrastructure.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Public Facility Management Plan.	PW Cannova	Staff						
2	Develop landscape amendments focusing on xeriscape, planter strips and reducing landscape strips.	CD/PW Clark/Canady	Staff						
3	Hillcrest Station study.	Fire Rescue DeLonge	Staff						

4	Welcome Center façade improvements.	PW Olson/Sevco	Staff					
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Objective 2: Ensure water infrastructure needs are met.

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

Action 2: Design/install redundant water main loop in Redwood Highway pedestrian way.**

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.	PW Canady	Monetary					
2	Design/install redundant water main loop in Redwood Highway pedestrian way.	PW Canady/Kuhnert/ Sevco	Monetary					

Objective 3: Ensure sewer infrastructure needs are met.

Action 1: 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	Continue Water Restoration Plant rehabilitation – Digester re-hab.	PW Canady/Brelinski	Staff					

Objective 4: Ensure transportation infrastructure needs are met.

Action 1. Develop a parking/restroom management plan.***

Action 2. Complete feasibility studies for three priority multimodal projects from the Transportation System Plan.*

Action 3. Design the Allen Creek Road project.

Action 4. 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.	CD/PW Clark/Elliott	Staff/ Monetary					

2	Complete feasibility studies for three priority multimodal projects from the Transportation System Plan.	PW Elliott	Staff/ Monetary					
3	Design the Allen Creek Road project.	PW Canady	Staff/ Monetary					
4	Develop local access street for Allen Creek Road area.	CD/PW Clark/Elliott	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.	PW Canady/Elliott/ Stichter	Consultant					

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

Action 1: Pedestrian & Bicycle Commuting Connectivity.**

Action 2: Support development of Rogue River Greenway.**

Action 3: Identify/complete multimodal enhancements for a north/south corridor from Gilbert Creek Park to Allen Creek Road.*

Objective: Ensure bicycle/pedestrian path needs are met.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Pedestrian & Bicycle Commuting Connectivity.	PW Elliott	Staff					
2	Support development of Rogue River Greenway.	PW Elliott	Staff					
3	Identify/complete multimodal enhancements for a north/south corridor from Gilbert Creek Park to Allen Creek Road.	PW Elliott	Staff					

Objective 7: Ensure park infrastructure needs are met.

Action 1: Trail Development & Recreation.***

Action 2: Develop a Forest Stewardship and Recreational Use Plan for Dollar Mountain.***

Action 3: Develop Beacon Hill Park.***

- Action 4: Restore/replace Caveman Pool.***
- Action 5: Install additional security cameras throughout the park system.***
- Action 6: Identify park infrastructure priorities.***
- Action 7: Appropriate staffing and resources to keep parks safe, clean, and maintained for public use.**
- Action 8: Upgrade and repurpose Westholm Park.**
- Action 9: Upgrade and/or relocate the Skate Park.*
- Action 10: Reassess the purpose and usage of Gilbert Creek Park and redesign it to better meet the neighborhood needs.*
- Action 11: Develop a pump-track.*
- Action 12: Develop Dollar Mountain incline feature.*

Objective: Ensure park infrastructure needs are met.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Trail Development & Recreation.	CD Parks Superintendent	Staff/ Monetary						
2	Develop a Forest Stewardship and Recreational Use Plan for Dollar Mountain.	CD Parks Superintendent	Staff/ Monetary						
3	Develop Beacon Hill Park.	CD Clark	Staff/ Monetary						
4	Restore/replace Caveman Pool.	CD Clark	Staff/ Monetary						
5	Install additional security cameras throughout the park system.	CD Westbrook	Staff/ Monetary						
6	Identify park infrastructure priorities.	CD Parks Superintendent	Staff/ Monetary						
7	Appropriate staffing and resources to keep parks safe, clean, and maintained for public use.	CD Clark	Staff						
8	Upgrade and repurpose Westholm Park.	CD Westbrook	Staff/ Monetary						
9	Upgrade and/or relocate the Skate Park.	CD Westbrook	Staff/ Monetary						

10	Reassess the purpose and usage of Gilbert Creek Park and redesign it to better meet the neighborhood needs	CD Parks Superintendent	Staff/ Monetary					
11	Develop a pump-track.	CD Parks Superintendent	Staff/ Monetary					
12	Develop Dollar Mountain incline feature.	CD Parks Superintendent	Monetary					

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

Action 1. Develop new maps: Art Walk, Historic Walks (downtown & residential), biking map.*

Action 2. Utility Box Project.*

Action 3. Add one parking lot art installation to a designated parking lot.*

Objective: Enhance opportunities to promote character and community spirit.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Develop new maps: Art Walk, Historic Walks (downtown & residential), biking map.	PW/CD ED Admin Assistant	Staff						
2	Utility Box Project.	CD ED Admin Assistant	Staff Monetary						
3	Add one parking lot art installation to a designated parking lot.	CD ED Admin Assistant	Staff Monetary						

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

Action 1: 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	Develop a historic design overlay for the area bounded by Lawnridge Ave., Washington Blvd., A and Savage streets.	CD Maki	Staff						

Objective 10: Develop a Tree Canopy Program.**

Action 1: Develop a Tree Canopy Program for commercial sites.**

Action 2: Develop an Urban Forest Management Plan.*

Action 3: Public right of way tree planting with maintenance for three years.

Action 4: Citywide tree inventory for tree canopy.

Action 5: Increase public education on trees.

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.	CD Mecum Tree Advisory Committee	Staff						
2	Develop an Urban Forest Management Plan.	PW/CD Canady/Mecum	Staff/ Monetary						
3	Public right of way tree planting with maintenance for three years.	CD Mecum Tree Advisory Committee	Staff						
4	Citywide tree inventory for tree canopy.	CD Mecum Tree Advisory Committee	Staff						
5	Increase public education on trees.	CD Mecum/ Tree Advisory Committee	Staff						