

City of Grants Pass Strategic Plan



Grants Pass Strategic Plan

Why a Strategic Plan

I am pleased to present the Grants Pass 2016-2017 Strategic Plan. A strategic plan helps an organization perform at a high level by defining expectations and aligning resources. It provides a clear course of action for achieving positive results. A strategic plan also provides an opportunity for Council, the community and Staff to all see the routes to be taken to achieve our goals; providing an opportunity for an alignment of resources to achieve a common goal.

One thing I recognized during the strategic planning process is the secondary benefit of building stronger relations between members of Council, the community and Staff. This was accomplished by involving everyone in the process of setting a course to accomplish our dreams.

This was a rewarding process that I look forward to continuing as we follow our charted course. As an organization we are committed to the implementation of the Strategic Plan. The City's Strategic Plan will be used to establish clear staff expectations and help align department resources with common goals.

Grants Pass Strategic Plan

Strategic Planning is the formal consideration of an organization's future course. All strategic planning deals with at least one of three key questions:

1. "What do we do?"
2. "For whom do we do it?"
3. "How do we excel?"

The Importance of Strategic Planning

Where should City government focus its priorities? What role does the City have in addressing the community's most pressing challenges? How well is Grants Pass, as a city government, doing in its role to meet those challenges?

One way to try and answer these questions is through strategic planning. This process and how these questions are answered become our roadmap to the future. Strategic planning provides the framework for:

- Providing the community with the means to participate in establishing the vision and direction of the City.
- Establishing a process for review of and improvement in services managed by the City.
- Establishing the foundation for budgeting appropriate resources for specific outcomes.

The Strategic Plan is not a static document or process. It must change to reflect the changing community. Updates or periodic reviews can occur annually or every other year.

The Planning Framework

City Council expressed a desire to incorporate the goals of the community in their decision making process. An important part of the strategic planning process is public input; this was done through the City holding a community goal setting forum, reports from non-profits and community organizations. The Council also received goals from their advisory committees and commissions and City departments. Council also submitted and discussed their own goals for the City along with discussions of long range issues and Council effectiveness.

Strategic Plan

The Strategic Plan demonstrates how the City intends to achieve the broader goals established through policy. The Plan encourages teamwork and establishes clear targets for what needs to be accomplished and helps a city realize the community's vision and to accomplish a city's mission.

Strategic planning is a method that puts employees, management and Council on one page around common goals and objectives. The strategic planning process begins with Council setting broad, organizational goals that will serve the City for many years. Then, objectives and actions are attached to the organizational goals.

Council Mission: To represent all citizens by providing leadership and decisions necessary to meet community needs and desires.

Council Vision: Grants Pass is a healthy, vibrant place to live, work and play; a city connecting people to people with thriving economic, cultural and recreational opportunities.

Council Values: We base our decisions on the following values:

- Accountability
- Communication
- Credibility
- Integrity
- Respect
- Responsibility
- Truthfulness

Strategic Goals: Our Strategic Plan has five goals, which reflect the City's Mission and Vision.

- Keep Citizens Safe
- Provide Cooperative Shared Leadership Involving Council, Staff and Community
- Encourage Economic Opportunities
- Facilitate Sustainable, Manageable Growth
- Maintain, Operate, and Expand our Infrastructure to Meet Community Needs

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 highest priorities:

- Partner with community to provide homeless youth shelter services
- Allen Creek Sports Park Complex (Funding)
- Maintain necessary criminal justice infrastructure (jail, DA, juvenile)
- Prepare funding package to resolve sewer issues in Spalding Park
- Light up downtown in alleyways and railroad tracks
- Expand Wastewater Plant
- Develop landscaping and parking at Park Street
- Build new Water Plant
- Explore feasibility of Fire District
- Develop the park area west of the Caveman Bridge

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

The final link to the Strategic Plan is the City's Fiscal Year Budget and Capital Improvement Program. The Budget is the document that provides the allocation of resources necessary to implement the objectives and actions in the Strategic Plan.

I look forward to reporting our success in the coming months and to next year's plan review where we can continue our focus on long range planning to extend our plan to a five-year period.



Aaron K. Cubic
City Manager

Mission of Council

To represent all citizens by providing leadership and decisions necessary to meet community needs and desires.

Council Vision

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Strategic Goals

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Keep Citizens Safe

Leadership Objectives:

- Partner with community to provide homeless youth shelter services^{***}
- Maintain necessary criminal justice infrastructure^{***}
- Explore feasibility of Fire District^{***}
- Increase school safety^{**}
- Improve proactive policing^{**}
- Reduce meth/heroin use^{*}
- Improve preparedness for emergencies
- Enhance a safe and secure environment
- Respond to homelessness and vagrancy in our community in a proactive, comprehensive and coordinated approach
- Reduce transient impact to community^{*}

Leadership Actions:

Objective 1: Partner with community to provide homeless youth shelter services.^{***}

Objective 2: Maintain necessary criminal justice infrastructure.^{***}

Objective 3: Explore feasibility of Fire District.^{***}

Objective 4: Increase school safety.^{**}

Objective 5: Improve proactive policing.^{**}

Action 1: Public education – traffic “don’t block the box”.^{*}

Objective 6: Reduce meth/heroin use.^{*}

Objective 7: Improve preparedness for emergencies.

Action 1: Evaluate the effectiveness of services available to assure Grants Pass is prepared for disasters.^{*}

Objective 8: Enhance a safe and secure environment.

Action 1: Light up downtown in alleyways and railroad tracks.^{***}

Action 2: Expand use of community video cameras throughout the City.^{***}

Objective 9: Respond to homelessness and vagrancy in our community in a proactive, comprehensive and coordinated approach.

Action 1: Continue as a ‘facilitator’ not a ‘partner’ in consolidation of homeless/transient community services.^{**}

Action 2: Appoint a Vagrancy Task Force.^{*}

Objective 10: Reduce transient impact to community.^{*}

Action 1: Targeted enforcement of illegal camping.^{**}

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.**

Leadership Actions:

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

Action 1: Comprehensive Water Treatment/Wastewater funding strategy.**

Objective 2: Develop and implement community communication strategies.

Action 1: Hold quarterly Town Hall meetings.**

Action 2: Encourage and seek out younger generation to volunteer on City committees.**

Action 3: Continue to explore greater use of volunteer assistance for park maintenance.*

Action 4: Increase volunteer activities for beautification cleanup projects.*

Action 5: Promote and create information programs for Cable TV with monthly frequency.*

Objective 3: Ensure efficiency and effectiveness in City operations.

Action 1: Implement an E-Permitting system for building and planning.***

Action 2: Appoint Council liaisons to collective bargaining.**

Action 3: Upgrade GIS reporting for Public Works.**

Action 4: Work with the MRMPO to apply for and help administer a feasibility study on alternative fuel sources for local fleets (City, County, School District, Refuse Haulers).**

Action 5: Evaluate/implement Asset Management software across Public Works (PAVE).*

Action 6: Contribute resources to Food & Friends for the development of new facility.*

Action 7: Dark fiber connection from City Hall to Hillcrest.*

Action 8: Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies.*

Action 9: Upgrade heating/cooling system in the Municipal Building.*

Action 10: Discuss facility options and prepare a recommended plan for a Fleet Maintenance Facility upgrade according to the performance audit recommendations.*

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Leadership Actions: Continued

Objective 3: Ensure efficiency and effectiveness in City operations.

- Action 11: Continue progress reflecting recommendations from strategic plans developed through PAVE.*
- Action 12: Expand wireless network capabilities at City facilities.*
- Action 13: Upgrade to a redundant\replicated disk based backup system.*
- Action 14: Create a fast-track land use process for job creating industrial development and building permits.*
- Action 15: Expand NEOGOV program for electronic notification and communication with applicants.
- Action 16: Convert Clerk Aide position to that of a Records Call Taker for improved efficiency.

Encourage Economic Opportunities

Leadership Objectives:

- **Facilitate an environment to encourage business prosperity and economic opportunities.**
- **Adopt an Economic Development Plan.**

Leadership Actions:

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

- Action 1: Prepare funding package to resolve sewer issues in Spalding Park.***
- Action 2: Look into a partnership with Rogue Allure Hotel channel to promote tourism and economic development.***
- Action 3: Partner to develop incubator facilities.**
- Action 4: List of commercial properties – buildings available.*
- Action 5: Support (implement) Small-Scale/Craft Manufacturing/Main Street.*
- Action 6: Develop business loan program incorporating a job creation forgiveness element.*
- Action 7: Find solutions for business development and remodeling.*
- Action 8: Encourage businesses to develop jobs in and around the City.*
- Action 9: Develop additional industrial land.*
- Action 10: Vocational training for high school and college students focused on local industry needs.*

Objective 2: Adopt an Economic Development Plan.

Facilitate Sustainable, Manageable Growth

Leadership Objectives:

- **Strengthen current codes to help enforce and promote properly maintained commercial and residential structures.***
- **Promote healthy neighborhoods.***
- **Identify and implement appropriate sustainability practices.**
- **Develop proactive solutions to community development challenges.***
- **Review annexation policy and identify areas for annexation.**
- **Create and sustain a city of diverse neighborhoods where all residents can find and afford the values and lifestyles they seek.**
- **Improve Parkland through private / public partnerships.**

Leadership Actions:

Objective 1: Strengthen current codes to help enforce and promote properly maintained commercial and residential structures.

Action 1: Pursue code violations for those that have been reported by the citizens.*

Objective 2: Promote healthy neighborhoods.*

Action 1: More public trash cans and recycling bins around town or near problem areas.**

Action 2: Canopy Tree Program.*

Action 3: Focus on clean-up efforts in areas of blight.*

Action 4: Encourage neighborhoods to keep themselves clean.*

Action 5: Keep rec/med pot from disrupting neighborhoods.*

Objective 3: Identify and implement appropriate sustainability practices.

Action 1: Incorporate sustainable construction methods into Public Works construction projects as feasible.*

Objective 4: Develop proactive solutions to community development challenges.

Action 1: Develop building safety/inspection/permits processes.**

Action 2: Review and revise Development Code.*

Action 3: Evaluate DDA and AFD process to determine best practices for the City and property owners and clean up old DDA and AFD records on properties – possibly convert to a fee-in-lieu system.*

Action 4: Initiate “highway-dependent” industrial land text amendment (i.e., no mini-storage on prime industrial land).*

Objective 5: Review annexation policy and identify areas for annexation.

Action 1: Analyze/initiate charter amendment for annexation procedures.*

Facilitate Sustainable, Manageable Growth

Leadership Actions: Continued

Objective 6: Create and sustain a city of diverse neighborhoods where all residents can find and afford the values and lifestyles they seek.

Action 1: Facilitate an environment which increases affordable housing opportunities.*

Objective 7: Improve Parkland through private / public partnerships.

Action 1: Develop Allen Creek Sports Park Complex.**

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.**
- **Increase opportunities to promote character and community spirit.**
- **Provide an environment to help preserve and enhance Grants Pass' historical assets.**

Leadership Actions:

Objective 1: Plan and develop infrastructure.

- Action 1: Explore Public Safety Station options.***
- Action 2: Complete Sewer Master Plan.***
- Action 3: Complete Water Master Plan.***
- Action 4: Update the Downtown Master Plan.*
- Action 5: Install ambient lighting on Caveman Bridge.*
- Action 6: Purchase and install two "Portland Loos".*
- Action 7: Water Distribution and Wastewater Collection - Continue pursuit of property acquisition for future reservoir and pump station sites.*
- Action 8: Complete Storm Drain Master Plan and consider funding option.*

Objective 2: Ensure water infrastructure needs are met.

- Action 1: Build new Water Plant (PAVE).***
- Action 2: Develop emergency water hook-up at City Hall well.*
- Action 3: Complete projects as part of small main replacement.*
- Action 4: Complete the update to the Water Emergency Operations Plan.
- Action 5: Initiate the process of acquiring property for a new Water Treatment Plant.

Objective 3: Ensure sewer infrastructure needs are met.

- Action 1: Expand Wastewater Plant (PAVE).***
- Action 2: Construct vector truck dumping facility.**
- Action 3: Initiate Fats, Oils and Grease (FOG) education/enforcement program.*
- Action 4: Implement manhole inflow/infiltration elimination program in Redwood area.*
- Action 5: Upgrade sewer lines.*
- Action 6: Design and construct the necessary Webster Wastewater Pump Station No.1 improvement project.
- Action 7: Initiate upgrades to the Water Restoration Plant SCADA hardware and software.

Maintain, Operate and Expand Our Infrastructure to Meet Community Needs

Leadership Actions: Continued

Objective 4: Ensure transportation infrastructure needs are met.

- Action 1: Clean the streets – hire contractor to pressure wash sidewalks and alleyways.*
- Action 2: Improve dangerous/problem pedestrian crossings (flashing beacons).*
- Action 3: Focused approach to right of way vegetation management.*
- Action 4: Utilize college program to provide design concepts for South ‘Y’ interchange.*
- Action 5: Design, bid and construct improvements to the Redwood Avenue and Allen Creek Road intersection per direction provided by City Council.*
- Action 6: Complete Transportation Master Plan.
- Action 7: Design the Allen Creek Road project.

Objective 5: Ensure storm facility infrastructure needs are met.

- Action 1: Find most cost-effective way to deal with storm water regulations.**
- Action 2: Initiate the preparation of a storm water implementation plan following the adoption of the Storm Water Master Plan.
- Action 3: Create and initiate the Storm Water utility.

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

- Action 1: Interconnect trails.**
- Action 2: Continually identify and implement additional off-street pedestrian and bikeway opportunities.**
- Action 3: Improve trails to provide walking/biking transportation alternatives and recreation potential.*

Objective 7: Ensure park infrastructure needs are met.

- Action 1: Develop the park area west of the Caveman Bridge.***
- Action 2: Enhance Riverside Park.**
- Action 3: Develop Hillcrest Park Reserve.**
- Action 4: Remove the large barrels and debris in the river from under the 6th Street Bridge.**
- Action 5: Evaluate options at Reinhart Park for converting irrigation system to prevent future issues with pumping water from the River.**
- Action 6: Add restroom at Fruitdale Park.**
- Action 7: Increase security and lighting in Parks.*
- Action 8: Develop spray/water park.*
- Action 9: Improve the high visibility landscaping at the corner of GP Parkway & East Park Street.*
- Action 10: Landscape and irrigate the area entering the City from Redwood Highway.*
- Action 11: Create a tree walk map for Reinhart for next year’s Fall Tree Walk.*
- Action 12: Provide shade screening for exposed playground areas.*
- Action 13: Improve Loveless Park with dirt pump track, seating areas, restroom, bike station, sidewalk and skills area.*

Maintain, Operate and Expand Our Infrastructure to Meet Community Needs

Leadership Actions: Continued

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

- Action 1: Explore improvement of north Grants Pass coming off of Merlin Hill. Visual appeal of sight & sound to I-5.***
- Action 2: Review and refresh the City's "Branding and Marketing".**
- Action 3: Promote City Rebranding/Brand refreshing throughout the City.**
- Action 4: Develop landscaping and parking at Park Street.**
- Action 5: Exterior building remodel for the Downtown Welcome Center.**
- Action 6: Support the development and installation of an art piece for a City parking lot each year.**
- Action 7: Expand year-round tree lights in the downtown.**
- Action 8: Replace Municipal Building sign to match entry signs.*
- Action 9: Purchase a "watering truck".*
- Action 10: Continue installing welcome signs for Grants Pass.*
- Action 11: Entrance sign for south I-5.*
- Action 12: Expand implementation of the City's Branding.*
- Action 13: Catalogue and promote the City's Public Art Collection in collaboration with CoPA, Tourism and HBSC.*
- Action 14: Expand downtown hardscape.*
- Action 15: Improve the street scape in 5th & H Street multiple uses.*
- Action 16: Redwood Empire sign restoration.*
- Action 17: Place a permanent GP on Beacon Hill.*

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

- Action 1: Obtain Certified Local Government Status.*
- Action 2: Update Landmark list.*
- Action 3: Evaluate expanding the Historic District.*
- Action 4: Update historic inventory.*