

2005-2006 GOALS

With special emphasis on the central role of the Rogue River and our natural environment on all our goals, the City Council adopts these goal statements to guide our community and our organization.

<p><u>I. Growth Management</u> <i>While prospering and growing, we keep the sense of “Hometown,” protect our natural resources, and enhance our community improvements.</i></p> <p><u>II. Economic Development</u> <i>With emphasis on small business, we diversify the local economy and create quality jobs for our residents.</i></p> <p><u>III. Public Safety</u> <i>Living in Grants Pass feels safe and is safe. Public Safety provides our residents with a sense of well-being and protection at an affordable cost.</i></p> <p><u>IV. Environment</u> <i>We protect and enhance the natural environment of our valley, the air, land, hillsides, trees and Rogue River and its tributaries.</i></p>	<p><u>V. Parks & Recreation</u> <i>We provide outstanding park facilities throughout the community and facilitate recreation programs for all ages.</i></p> <p><u>VI. Management</u> <i>The City is an efficient and effective organization that fosters open and positive dialogue among citizens, elected officials and staff. The Council and staff of the City of Grants Pass foster user-friendly service, emphasizing a “how can we help” spirit. We are innovative and creative, finding solutions to strengthen our long-term financial position.</i></p>
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COUNCIL VISION

Through the leadership of the Governing Body, Grants Pass City Government has created a community:

- ▶ With the courage to consider the impact decisions have on the community today and in the future.
- ▶ Where people are proud to call Grants Pass their hometown, a town recognized as innovative and known for volunteers and active citizen participation.
- ▶ Which enjoys quality, cost-effective services where citizens feel and are safe.
- ▶ That protects and enhances its natural beauty, forests and trees, and the man-made environment.
- ▶ Which has a diverse economy that allows citizen freedom to pursue social, cultural, spiritual and educational aspirations.
- ▶ Which honors the past while building a hometown for our children’s children.

Note: Performance measurements in each activity within a program have been identified with the Goal number which it supports.

2004 - 2006 WORK PLAN

I. GROWTH MANAGEMENT

While prospering and growing, we keep the sense of hometown, protect our natural resources and enhance out community improvements.

A. OUTCOME: RELIEVE TRAFFIC ON 6TH AND 7TH STREETS

Limitations: Must occur within ten years

Must have minimal impact on residents

Workplan Element	Target for 2005/2006
1. Build a Fourth Bridge within 10 years	The staff will track the planning for the South Y and its potential impact on the Fourth Bridge. <i>Timing: Multi-year</i> <i>Resources: Staff time</i> <i>Resp.: William A. Peterson, Jr., City Manager</i> <i>Laurel Samson, Assistant City Manager</i>
2. Rebuild the South Y	Staff will continue to work with O.D.O.T. and complete Phase 1 of the planning process for the South Y. <i>Timing: Multi-year</i> <i>Resources: Project funded (TR4566)</i> <i>Resp.: Laurel Samson, Assistant City Manager</i>
3. Rebuild the Lewis/West Park/ Park Street intersections	Staff will work with O.D.O.T. to complete construction of the new West Park Street intersection. Staff will work to prepare the remainder parcels for development. <i>Timing: 2004-2006</i> <i>Resources: Project funded (TR4138)</i> <i>Resp.: Laurel Samson, Assistant City Manager</i>

B. OUTCOME: INCREASE USE OF NON-MOTORIZED TRANSPORTATION AND DECREASE VMT'S (VEHICLE MILES TRAVELED)

Limitations: Do not close streets

1. Install sidewalks around schools in the City	Staff will work with residents to install sidewalks on a Street serving either children or seniors. Staff has contacted property owners regarding a potential project on "A" Street. <i>Timing: Ongoing</i> <i>Resources: Project funded (TR4628)</i> <i>Resp.: Laurel Samson, Assistant City Manager</i>
2. Widen Willow Lane, adding sidewalks and bike lanes	The contract will be awarded and construction will be completed this year. <i>Timing: 2004-2005</i> <i>Resources: Projects funded (TR4688)</i> <i>Resp.: Laurel Samson, Assistant City Manager</i>
3. Widen Redwood Avenue, adding sidewalks and bike lanes	A local improvement district will be presented to Council. If approved, the design will be completed in anticipation of construction in 2006. <i>Timing: 2005-2006</i> <i>Resources: Project partially funded (TR4359)</i> <i>Resp.: Laurel Samson, Assistant City Manager</i>

Workplan Element	Target for 2005/2006
4. Widen West Park Street, adding sidewalks and bike lanes	Staff will complete the design and begin the acquisition of right of way. <i>Timing: 2004-2008</i> <i>Resources: Project funded (TR4676)</i> <i>Resp.: Laurel Samson, Assistant City Manager</i>
5. Encourage the use of bicycles and walking as an alternative to driving	Staff will work with the Bikeways and Walkways Committee to implement this work plan item. <i>Timing: Ongoing</i> <i>Resources: Projects funded (TR4546, TR4719, TR4722, TR4723)</i> <i>Resp.: Laurel Samson, Assistant City Manager</i>
6. Increase use of transit in the community	Support Josephine Community Transit with direct financial support as well as a grant support agency, procuring financing from C.M.A.Q., O.D.O.T., and F.T.A. to directly finance the provision of transit services. <i>Timing: Ongoing</i> <i>Resources: Project conditionally funded (LB4391)</i> <i>Resp.: William A. Peterson, Jr., City Manager</i>

C. OTHER ACTIVITIES TO SUPPORT THE GOAL OF GROWTH MANAGEMENT

1. Consider the expansion of the Urban Growth Boundary	Staff will complete the Needs Analysis required for an expansion of the Urban Growth Boundary considering Residential, Commercial, Industrial and other land needs. Following the Needs Analysis, a preliminary estimate of the relative costs associated with the expansion into different areas will be completed. <i>Timing: 2005-2006</i> <i>Resources: Project yet to be funded</i> <i>Resp.: James Huber, Community Development Director</i>
2. Participate in the planning for improvements on Highway 199	The Staff will work with O.D.O.T. on this State project to develop a concept for a solution to the safety, congestion and access issues on Highway 199. This will be followed by a construction project at Allen Creek Road. <i>Timing: 2005-2006</i> <i>Resources: Staff time</i> <i>Resp.: Laurel Samson, Assistant City Manager</i>
3. Review and revise sections of the various codes	Staff will develop a series of revisions to the Development Code. These revisions will include housekeeping amendments, amendments in response to legislation and Others such as architectural standards for commercial buildings and industrial zone setbacks. <i>Timing: Ongoing</i> <i>Resources: Project funded (LB4559)</i> <i>Resp.: James Huber, Community Development Director</i>

Workplan Element	Target for 2005/2006
4. Construct improvements along Rogue River Highway access and development issue	<p>Staff will complete design for the improvements along Rogue River Highway in preparation of construction in 2006.</p> <p><i>Timing: 2005-2006</i></p> <p><i>Resources: Project funded (TR4724)</i></p> <p><i>Resp.: James Huber, Community Development Director</i> <i>Laurel Samson, Assistant City Manager</i></p>
5. Correct water system deficiencies	<p>Staff will install a 12 inch water line in 4th Street to replace a segment of line in 5th Street that has failed. In addition it will install a line in the northeast area to improve water service and pressure to customers.</p> <p><i>Timing: 2005</i></p> <p><i>Resources: (WA4739) Project not yet funded.</i></p> <p><i>Resp.: Rohel Amundson, Utilities Director</i></p>
6. Install a signal along Redwood Avenue at Dowell	<p>Staff will work with developers in the Redwood Area to develop a financing proposal to install a signal on Redwood Avenue in conjunction with the Redwood Avenue local improvement district or as a stand alone project.</p> <p><i>Timing: 2005-2006</i></p> <p><i>Resources: Project not yet funded.</i></p> <p><i>Resp.: William A. Peterson, Jr., City Manager</i></p>
7. Facilitate creation of public art in Grants Pass	<p>Staff will work with the Arts Advisory Committee to implement this work plan item utilizing appropriations for entry art and the dedicated trust for arts.</p> <p><i>Timing: Ongoing</i></p> <p><i>Resources: Project funded (LB4376)</i></p> <p><i>Resp.: William A. Peterson, Jr., City Manager</i></p>
8. Facilitate development of a Childhood Development Center through a CDBG partnership	<p>Staff will coordinate the work of the State and the Program operators (Rogue Community College and Headstart Program) to complete the design and begin construction on the building.</p> <p><i>Timing: 2004-2006</i></p> <p><i>Resources: Project funded</i></p> <p><i>Resp.: Laurel Samson, Assistant City Manager</i></p>
9. Submit a CDBG application to meet community need	<p>Depending on Federal Funding for the community development block grant program, Staff will work with community groups to identify projects that would be good candidates for funding and prepare an application for the project selected by Council.</p> <p><i>Timing: 2005</i></p> <p><i>Resources: Staff time</i></p> <p><i>Resp.: Laurel Samson, Assistant City Manager</i></p>

II. ECONOMIC DEVELOPMENT

With emphasis on small business, we diversify the local economy and create quality jobs for our residents.

A. OUTCOME: EXPAND THE NUMBER OF JOBS IN THE COMMUNITY

Limitations: Do not induce jobs in the retail or service industries, in firms of over 250 employees and paying less than \$12.50 per hour

<p>1. Assist local businesses efforts to remain in and/or expand in Grants Pass</p>	<p>Staff will work with the Business Retention and Expansion Committee for another round of surveys in early 2005 and report its findings. <i>Timing: Ongoing</i> <i>Resources: Project funded (LB4732)</i> <i>Resp.: Charlie Mitchell, Economic Development Coordinator</i></p>
<p>2. Facilitate development of Rogue Community College Technical Park</p>	<p>Work with Rogue Community College in the development of their master plan for their Josephine County campus and provide direct financing to water line extension and assist in grant development, functioning as lead agency with E.D.A. should the College board elect to go forward with the development of a technical park. <i>Timing: 2005-2007</i> <i>Resources: Project funded (WA4372) through feasibility study</i> <i>Resp.: William A. Peterson, Jr., City Manager</i> <i>Charlie Mitchell, Economic Development Coordinator</i></p>
<p>4. Maintain an active tourism program</p>	<p>The Tourism Advisory Committee with support from the Staff will update the marketing plan and present to Council for consideration and adoption. <i>Timing: Ongoing</i> <i>Resources: Program funded</i> <i>Resp.: Charlie Mitchell, Economic Development Coordinator</i></p>
<p>5. Protect City interests in the North Valley community boundary</p>	<p>Staff will implement Council’s direction regarding equal playing field development. <i>Timing: Ongoing</i> <i>Resources: Staff time</i> <i>Resp.: William A. Peterson, Jr., City Manager</i></p>

B. OUTCOME: CREATE A DOWNTOWN THAT PROJECTS A POSITIVE IMAGE OF GRANTS PASS

Limitations: Must follow the principles of the Main Street Program

<p>1. Adopt a Central Corridor Plan</p>	<p>The Council and Staff will work with the plans developed by Evergreen Bank and begin the work to create a Central Corridor Plan to include the area from the downtown to the Riverfront. <i>Timing: Multiyear</i> <i>Resources: Project funded (LB4460)</i> <i>Resp.: James Huber, Community Development Director</i> <i>William A. Peterson, Jr., City Manager</i></p>
<p>2. Support the Main Street program</p>	<p>Staff will review the contract with the Chamber of Commerce in early 2005 and will manage this new contract. <i>Timing: Ongoing</i> <i>Resources: Program funded</i> <i>Resp.: Charlie Mitchell, Economic Development Coordinator</i></p>

Workplan Element	Target for 2005/2006
3. Install improvements on 6th Street through downtown to the River	<p>The alley and parking lot project will be completed. The engineering work continues on other Streetscape project elements.</p> <p><i>Timing: Multi year</i></p> <p><i>Resources: Projects funded (TR4554, TR4555)</i></p> <p><i>Resp.: Charlie Mitchell, Economic Development Coordinator</i></p>

C. OUTCOME: IMPLEMENT A RIVERFRONT PLAN TO SUPPORT COMMERCIAL ACTIVITIES AND PROTECT THE NATURAL RIVERFRONT

1. Expand the commercial uses within selected Residential areas adjacent to Riverside Park	<p>The Council and Staff will work with the plans developed by Evergreen Bank and begin the work to create a Greater Grants Pass Plan which will be tied to the Central Corridor Plan and which will include the area south of the River.</p> <p><i>Timing: Multiyear</i></p> <p><i>Resources: Staff</i></p> <p><i>Resp.: James Huber, Community Development Director</i></p>
2. Investigate a White Water Park in Grants Pass as a tourist attraction	<p>The Council will determine the role the City should take in the potential development of a White Water Park in Grants Pass.</p> <p><i>Timing: 2005-2006</i></p> <p><i>Resources: Project not yet funded.</i></p> <p><i>Resp.: Phase 1: Laurel Samson, Assistant City Manager</i></p>

D. OUTCOME: INCREASE HOME OWNERSHIP FOR FAMILIES WITH 70 TO 90% OF MEDIAN INCOME

Limitations: No mandates for builders

Adopt and implement an 'Affordable Housing Program'	<p>Staff will develop a program to address the Council's desire to increase the availability of housing for families with income levels at the 70 to 90% of median level.</p> <p><i>Timing: Ongoing</i></p> <p><i>Resources: Program not yet funded.</i></p> <p><i>Resp.: Ulys Stapleton, City Attorney</i></p> <p><i>James Huber, Community Development Director</i></p>
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III. Public Safety

Living in Grants Pass feels safe and is safe. Public Safety provides our residents with a sense of well-being and protection at an affordable cost.

A. OUTCOME: OUR CITIZENS ARE SAFE AND FEEL SAFE

1. Expand the number of Neighborhood Watch Groups	<p>Staff will work with neighborhoods to create additional neighborhood watch groups and support them on a continuing basis.</p> <p><i>Timing: Ongoing</i></p> <p><i>Resources: Staff time</i></p> <p><i>Resp.: Joe Henner, Public Safety Director</i></p>
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Workplan Element	Target for 2005/2006
2. Sponsor two Public Safety Citizen's Academies each year	Staff will sponsor the 13th and 14th Public Safety Academies in 2005. <i>Timing: Ongoing</i> <i>Resources: Staff time</i> <i>Resp.: Joe Henner, Public Safety Director</i>
3. Reduce traffic accidents in critical areas	Staff will work with the community to reduce traffic accidents in critical areas although at a reduced staffing level. <i>Timing: Ongoing</i> <i>Resources: Staff time</i> <i>Resp.: Jim Hamilton, Public Safety Sergeant</i>
4. Receive re-accreditation of Police Operations	Staff will work to receive re-accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA) this year for its police services. <i>Timing: 2005</i> <i>Resources: Funded in operations</i> <i>Resp.: Joe Henner, Public Safety Director</i>
5. Establish a Code Enforcement Program	Procure contractual services to establish code enforcement coordinator and develop a code enforcement program, complete with required clerical support and software assistance. <i>Timing: 2005 start up then ongoing</i> <i>Resources: Project funded (LB4731). Ongoing funding through operations</i> <i>Resp.: William A. Peterson, Jr., City Manager</i> <i>Joe Henner, Public Safety Director</i>
6. Maintain quantity and quality of drinking water	Staff will rebuild the Water Treatment Plant filters. <i>Timing: Ongoing</i> <i>Resources: Funded in operations</i> <i>Resp.: Rohel Amundson, Utilities Director</i>
7. Respond to neighborhood concerns for traffic calming	Staff will evaluate at least four locations and present to Council. Staff will implement measures on at least one Street. <i>Timing: Ongoing</i> <i>Resources: Projects funded (TR4727)</i> <i>Resp.: Laurel Samson, Assistant City Manager</i>
8. Pursue a Public Safety station and Isaac Walton Building replacement A. Public Safety First B. Community Meeting room as separate facility or in conjunction	Council will determine, based on information provided by the community, the architects and the staff, where the new station will be built and how to present a general obligation bond proposal to fund the project. <i>Timing: Multi Year</i> <i>Resources: Projects funded (LB4453, LB8580) for architectural work, some funding for I.W. Replacement</i> <i>Resp.: Joe Henner, Public Safety Director</i> <i>William A. Peterson, Jr., City Manager</i>

Workplan Element	Target for 2005/2006
9. Maintain relationship with schools and students	The City continues to provide for a police presence with the school system. The City will be working with the School District to increase hours and funding for this program. <i>Timing: Ongoing</i> <i>Resources: Funded in operations</i> <i>Resp.: Joe Henner, Public Safety Director</i>
10. Create a Fire Inspection Program to increase the number of inspections made annually	The new Prevention Inspector will develop new targets for fire inspections and implement a program to meet the targets. <i>Timing: Ongoing</i> <i>Resources: Funded in operations</i> <i>Resp.: Joe Henner, Public Safety Director</i>

IV. ENVIRONMENT

We protect and enhance the natural environment of our valley, the air, land, hillsides, trees and the Rogue River and its tributaries.

A. PROJECTS THAT PROTECT AND ENHANCE THE AIR:

Maintain alternate disposal to eliminate burning of leaves	The City will provide a spring and fall leaf pick up program. <i>Timing: Ongoing</i> <i>Resources: Funded in operations</i> <i>Resp.: Rohel Amundson, Utilities Director</i> Note: the alternative transportation efforts listed in Goal 1 contribute to the air quality.
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B. PROJECTS THAT PROTECT AND ENHANCE THE LAND AND TREES:

1. Close Merlin Landfill in way that protects adjoining water and land uses	Implement the provisions of the final Record of Decision for Merlin, including the construction of water lines, acquisition of property, and monitoring. <i>Timing: 2006</i> <i>Resources: Projects funded (LA2640, LAXXXX)</i> <i>Resp.: William A. Peterson, Jr., City Manager</i>
2. Reforest the Merlin Landfill property	First contract for reforestation completed in 2004, ongoing annual projects estimated for six years. Thinning contract for forest health will be required during FY06. <i>Timing: Multiyear.</i> <i>Resources: Project funded (LA0000)</i> <i>Resp.: William A. Peterson, Jr., City Manager</i>
3. Provide effective oversight of the Solid Waste Franchise	Staff will continue to work with other members of the Solid Waste Agency to provide oversight of the solid waste franchise. <i>Timing: Ongoing</i> <i>Resources: Staff time</i> <i>Resp.: William A. Peterson, Jr., City Manager.</i>
4. Encourage dedication of land for natural areas	Council will consider a policy on the acceptance and maintenance of land for natural areas. <i>Timing: Ongoing</i> <i>Resources: Staff time</i> <i>Resp.: Ulys Stapleton, City Attorney</i>

Workplan Element	Target for 2005/2006
5. Explore opportunity to partner with Josephine County and BLM to provide additional open space	Staff will work with the County and BLM on an agreement that would result in additional natural areas around Grants Pass being made available for recreational uses. <i>Timing: Ongoing</i> <i>Resources: Staff time</i> <i>Resp.: Martin Seybold, Field Operations Director</i>
6. Protect hillsides from inappropriate development	Staff will develop engineering standards in hand-out form for erosion control measures. Continue to provide erosion control training for staff and builders. <i>Timing: Ongoing</i> <i>Resources: Staff time</i> <i>Resp.: James Huber, Community Development Director</i>
7. Replace the Pine / Booth sewer line	Staff will complete the design of the replacement for the sewer line in Pine and Booth streets. <i>Timing: 2005-2007</i> <i>Resources: Project funded (SE4351)</i> <i>Resp.: Rohel Amundson, Utility Director</i>
8. Participate in the Tree City USA Program	The Urban Tree Committee supported by Staff will implement a program that allows the City to be recognized as a Tree City. <i>Timing: Ongoing</i> <i>Resources: Staff time</i> <i>Resp.: Martin Seybold, Field Operations Director</i>

C. PROJECTS THAT PROTECT THE ROGUE RIVER AND ITS TRIBUTARIES:

1. Maintain quality of effluent discharged into the Rogue River	The Staff is working on plans for TMDL compliance and Phase 2 expansion of the Water Restoration Plan. <i>Timing: Ongoing</i> <i>Resources: Projects funded (SE4344)</i> <i>Resp.: Rohel Amundson, Utilities Director</i>
2. Reduce negative impact of intake structure on life in the Rogue River	Staff will proceed with design and permitting for water intake structure at the water treatment plant. <i>Timing: 2004-2006</i> <i>Resources: Project funded (WA4740)</i> <i>Resp.: Rohel Amundson, Utilities Director</i>
3. Manage quantity and quality of storm water discharged to the streams and Rogue River	Staff will work with the consultant to complete the Storm Water Facilities Plan in early 2006. <i>Timing: 2004-2006</i> <i>Resources: Project funded (DO4715)</i> <i>Resp.: Martin Seybold, Field Operations Director</i>
4. Purchase critical wetlands for storm water management	Council will be presented wetlands to accept and to purchase in conjunction with storm water management. <i>Timing: Multi Year</i> <i>Resources: Two projects funded (LB4455, LB4457)</i> <i>Resp.: Martin Seybold, Field Operations Director</i> <i>Ulys Stapleton, City Attorney</i>

V. PARKS AND RECREATION

We provide outstanding park facilities throughout the community and facilitate recreation programs for all ages.

A. OUTCOME: ACQUIRE AND DEVELOP NEW PARKS

Limitations: Funding should be wide based, customer based, have the least impact on owners and simple to approve

<p>1. Purchase four sites for future parks</p>	<p>The Staff will present potential purchases of parkland that will implement the 1984 Parks Master Plan. <i>Timing: 2005-2006</i> <i>Resources: Portion funded (LB4539, LB4712)</i> <i>Resp.: Ulys Stapleton, City Attorney</i> <i>Martin Seybold, Field Operations Director</i></p>
<p>2. Renegotiate the agreement with Josephine County for the purchase of parkland in the urbanizing area</p>	<p>Staff will work with the County to prepare a revised 190 agreement to address the park needs in the urbanizing area and the County’s responsibility toward meeting these needs. <i>Timing: 2005</i> <i>Resources: Unknown at this time.</i> <i>Resp.: Martin Seybold, Field Operations Director</i></p>
<p>3. Implement elements of the Riverside Park Master Plan</p>	<p>The Staff will present elements of the Riverside Park Master Plan in the early part of the year and implement Council direction. <i>Timing: Multi Year</i> <i>Resources: Project funded (LB4716)</i> <i>Resp.: Martin Seybold, Field Operations Director</i></p>
<p>4. Develop two parks sites</p>	<p>Staff will work with the Morrison Centennial and Redwood Park Committees to develop park facilities. <i>Timing: Multi Year</i> <i>Resources: Project funded.(LB4604, LB4629, LB4687, LB4712)</i> <i>Resp.: Martin Seybold, Field Operations Director</i></p>
<p>5. Develop interim improvements at Fruitdale Park</p>	<p>Staff will complete the initial improvements at Fruitdale Park, primarily the installation of a soccer field. <i>Timing: 2005</i> <i>Resources: Project funded (LB4620)</i> <i>Resp.: Martin Seybold, Field Operations Director</i></p>

B. OUTCOME: CREATE THE RIVER CITY TRAIL ALONG COMMUNITY WATERWAYS

<p>1. Build 600 feet of Riverfront trail each year</p>	<p>A second segment of trail will be installed. <i>Timing: Multi Year</i> <i>Resources: Projects funded (LB4458, LB4390)</i> <i>Resp.: Laurel Samson, Assistant City Manager</i> <i>Ulys Stapleton, City Attorney</i></p>
<p>2. Increase the number of public access points to the river</p>	<p>This action item is on hold until the completion of the Evergreen Riverfront Plan. At that point, this will be considered for construction. <i>Timing: 2006</i> <i>Resources: Project funded (LB4718)</i> <i>Resp.: Laurel Samson, Assistant City Manager</i></p>

Workplan Element	Target for 2005/2006
3. Build section of Allen Creek Trail	Staff will work with the Trails Committee to install a segment of the Allen Creek Trail between West Harbeck and New Hope. <i>Timing: Multi Year</i> <i>Resources: Project funded (LB4392)</i> <i>Resp.: Laurel Samson, Assistant City Manager</i> <i>Ulys Stapleton, City Attorney</i>
4. Build section of Fruitdale Creek Trail	Staff will work with the Trails Committee to install a segment of the Fruitdale Creek Trail between Hamilton and Cloverlawn. <i>Timing: Multi Year</i> <i>Resources: Project funded (TR4719)</i> <i>Resp.: Laurel Samson, Assistant City Manager</i> <i>Ulys Stapleton, City Attorney</i>
5. Build a section of trail along a G.P.I.D. canal	Staff will work with the Trails Committee to purchase land and construct a segment of trail along the G.P.I.D. canal. <i>Timing: Multi Year</i> <i>Resources: Project funded (TR4546)</i> <i>Resp.: Laurel Samson, Assistant City Manager</i> <i>Ulys Stapleton, City Attorney</i>

VI. MANAGEMENT

The City is an efficient and effective organization, which fosters open and positive dialogue among citizens, elected officials and staff. We are innovative and creative, finding solutions to strengthen our long-term financial position.

A. PROJECTS THAT SUPPORT COMMUNICATION AND PLANNING:

1. Conduct annual goals setting and community survey	The Staff will co-ordinate the annual community survey and Council goals setting early 2006. <i>Timing: Ongoing</i> <i>Resources: Contract / Staff</i> <i>Resp.: William A. Peterson, Jr., City Manager</i>
2. Conduct community workshops on community wide issues	The Staff will provide opportunities for public information and involvement through public meetings, workshops and open houses around specific issues. <i>Timing: Ongoing</i> <i>Resources: Contract / Staff</i> <i>Resp.: Various staff members</i>
3. Support leadership to implement the community vision	The City will support other leadership development efforts in the community include the Leadership Training at Silver Falls and the High School programs. <i>Timing: Ongoing</i> <i>Resources: Funded in operations</i> <i>Resp.: William A. Peterson, Jr., City Manager</i>

Workplan Element	Target for 2005/2006
4. Increase access to information through the expansion of technology	Staff will maintain a City sponsored website, providing access to current Council meeting packets, minutes, meeting schedule and other items as well as historic information such as previous development codes. <i>Timing: Ongoing</i> <i>Resources: Funded in operations</i> <i>Resp.: William A. Peterson, Jr., City Manager</i>

B. PROJECTS THAT SUPPORT VOLUNTEERS AND COMMUNITY PRIDE:

1. Facilitate and participate in community celebrations	Council and staff will participate in at least three community celebrations during 2005. <i>Timing: Ongoing</i> <i>Resources: Funded in operations</i> <i>Resp.: Laurel Samson, Assistant City Manager</i> <i>Joanne Stumpf, Administrative Services Director.</i>
2. Facilitate "Paint Your Heart Out"/ neighborhood clean up	The Paint Your Heart Out event will paint at least eight homes in 2005. <i>Timing: Ongoing</i> <i>Resources: Funded in operations</i> <i>Resp.: Ulys Stapleton, City Attorney</i>
3. Recognize contributions to the community	Mayor's Volunteer Breakfast honors City volunteers and the Developer Awards recognizes outstanding development projects. <i>Timing: Ongoing</i> <i>Resources: Funded in operations</i> <i>Resp.: William A. Peterson, Jr., City Manager</i> <i>James Huber, Community Development Director</i>

C. OUTCOME: ONGOING AND CONTINUAL USE OF STRATEGIC PLANNING AND TECHNOLOGY MOVES THE ORGANIZATION FORWARD.

Limitations: Meet State law and be ethical

1. Adopt a financial strategy to address financial needs for the community	The Strategy Task Force work with the Council to prepare recommendations for Council consideration. <i>Timing: 2005-2006</i> <i>Resources: Council and Staff time</i> <i>Resp.: Mayor and Council</i>
2. Develop funding sources to fund water capital improvements	Staff will prepare the background and present an increase in System Development Charges and water user rates to funded needed changes in the water system. <i>Timing: 2005</i> <i>Resources: Contract / Staff</i> <i>Resp.: Rohel Amundson, Utility Director</i>
3. Develop funding sources to fund major sewer maintenance and other capital projects	Staff will prepare the background and present an increase in System Development Charges and wastewater user rates to funded needed changes in the wastewater system <i>Timing: 2005</i> <i>Resources: Contract / Staff</i> <i>Resp.: Rohel Amundson, Utility Director</i>

Workplan Element	Target for 2005/2006
4. Develop additional funding to expand capacity of roadways	Staff will prepare the resolution for Council consideration which would increase the Transportation S.D.C. to the amount allowed in the approved methodology. <i>Timing: 2005</i> <i>Resources: Staff time</i> <i>Responsible: Laurel Samson, Assistant City Manager</i>
5. Create funding program for the Stormwater facilities	Staff will work with a consultant to prepare a rate analysis and recommendation to build and maintain stormwater facilities <i>Timing: 2005-2006</i> <i>Resources: Project not yet funded</i> <i>Resp.: Martin Seybold, Field Services Director</i>
6. Develop a strategy to allow for the development of parks	Staff will prepare resolution and ordinance needed to implement the financial proposals for the development of three parks over the next 18 years. <i>Timing: 2006</i> <i>Resources: Staff time</i> <i>Resp.: Laurel Samson, Assistant City Manager</i> <i>Martin Seybold, Field Operations Director</i>
7. Develop a Capital Facilities Plan	The capital facilities plan will follow the creation of the funding sources. <i>Timing: 2006</i> <i>Resources: Staff time</i> <i>Resp.: Laurel Samson, Assistant City Manager</i>
8. Submit grants to fund specific fire and police needs	Staff will work with State and federal agencies to prepare and submit grant applications to finance public safety programs and activities. <i>Timing: 2006</i> <i>Resources: Staff time</i> <i>Resp.: Joe Henner, Public Safety Director</i>
9. Optimize the operating margin with Jo-Gro	Staff will explore options to improve the operating margin at Jo-Gro including options such as bagging of Jo-Gro product. <i>Timing: 2006</i> <i>Resources: project funded (SE4744)</i> <i>Resp.: Rohel Amundson, Utility Director</i>
10. Continue to achieve GFOA Budget and financial reporting awards	The Staff will continue to prepare budgets and audits that can qualify for the national awards. <i>Timing: Ongoing</i> <i>Resources: Staff time</i> <i>Resp.: Joanne Stumpf, Director of Administrative Services</i>
11. Complete labor negotiations	Staff will negotiate with the Grants Pass Police Association and the IAFF contracts which expire December 31, 2005. <i>Timing: Ongoing</i> <i>Resources: Staff time</i> <i>Resp.: Joanne Stumpf, Director of Administrative Services</i> <i>William A. Peterson, Jr., City Manager</i>

Workplan Element	Target for 2005/2006
12. Annex properties into the City	A series of annexations will be presented for consideration to Council during the summer, 2005. <i>Timing: Ongoing</i> <i>Resources: Staff time</i> <i>Resp.: James Huber, Community Development Director.</i>
13. Investigate opportunities to share resources and expenses for recreational facilities	Council and Staff will work with the School District 7 to create opportunities to develop and maintain recreational facilities. <i>Timing: 2005-2006</i> <i>Resources: Unknown</i> <i>Resp.: William A. Peterson, Jr. City Manager</i>
14. Pursue cost effective alternatives for processing of utility payments.	Staff will explore the feasibility of using a lock box payment processing. <i>Timing: 2005</i> <i>Resources: Unknown</i> <i>Resp.: Joanne Stumpf, Administrative Services Director</i>
15. Reevaluate the pavement management rating for Grants Pass Streets	Staff will work with the consultant to reevaluate city streets with a target of a PSI of 7.8. <i>Timing: 2006</i> <i>Resources: Contract/Staff time</i> <i>Resp.: Martin Seybold, Field Operations Director</i>
16. Complete a performance review of a City division	City will contract to complete a productivity and performance review for a selected division. <i>Timing: 2006</i> <i>Resources: Contract</i> <i>Resp.: William A. Peterson, Jr. City Manager</i>
17. Adopt a financial auditing strategy to improve audit accountability and appoint a committee of the Governing Board as the "Audit Committee"	The City Council will review current municipal audit standards and develop an audit sampling and implementation plan satisfactory to assure the Council of financial accountability. Council will weigh the relative costs of auditing standards with outcomes and determine how to proceed with the annual audit. <i>Timing: 2005-2006</i> <i>Resources: Council and Staff time</i> <i>Resp: Mayor and Council; Joanne Stumpf, Administrative Services Director.</i>

The following items from the 2004 Work Plan have been removed from the list.

Growth: Complete the Grants Pass Local Street Plan	Dropped, priority has moved to other projects.
Growth: Widen Hamilton Lane	Completed
Growth: Widen Grandview Street	Completed
Economic Development: Evaluate adding property for industrial development	Included in another work plan item.
Safety: Secure funding for Public Safety	Completed with passage of the levy. Now included in Work Plan item and the work of the Strategic Task Force.
Safety: Receive accreditation of Communications and Fire	Completed Communications accreditation. Fire will be postponed until Police re-accreditation.
Environment: Increase recycling to reduce landfill waste.	This is the responsibility of the franchisees.
Environment: Enhance riparian vegetation along the river/ streams to reduce water temperature, enhance aesthetics and improve habitat	Dropped, priorities have moved to other projects.
Environment: Protect the wastewater treatment plant from encroachment and potential neighborhood problems	The "Smell" easement was created for the new P.U.D.. The purchase of the buffer property was abandoned as a result of the high property costs.
Environment: Explore commercial sales of bags of Jo-Gro	Language amended to "Optimize operating Margin"
Parks: Adopt a strategy and funding source to allow for the purchase of parks	Completed with the increase in the Parks System Development Charge.
Parks: Consider requirements for dedication of land for park area with development	Dropped, priorities have moved to other projects.
Parks: Purchase land to expand Riverside Park	Completed with the purchase of the parcel to the west of Riverside Park.
Parks: Adopt a financing strategy for the Riverfront Trail	Completed with approval of AFD payments to Agency as funding source for Riverfront trail.
Parks: Develop the "Parkway" property	Combined with another project.
Management: Manage property purchases and sales to maximize value to citizens.	Completed. Policy was adopted and the major property transactions have been completed.
Management: Create a program to assist with the installation of over depth or preferred routes for sewer lines	Dropped. No significant funding for the program

WHERE THE ROGUE RIVER RUNS



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