

City of Grants Pass Strategic Plan



Grants Pass Strategic Plan

Why a Strategic Plan

I am pleased to present the Grants Pass 2015-2016 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.

Mission of Council:

To represent all of the citizens by providing leadership policies, ordinances and decisions necessary to meeting citizen needs and desires.

Vision:

Grants Pass is a healthy, vibrant place to live, work and play. It is an engaging, responsive city, connecting people to people and to our natural beauty. Grants Pass meets today's needs while planning for a sustainable tomorrow with diverse economic, cultural and recreational opportunities.

Strategic Goals:

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

- Keep citizens safe
- Provide cooperative shared leadership involving Council, Staff and Community
- Encourage economic prosperity
- Expand tourism and cultural opportunities
- Promote healthy neighborhoods
- Facilitate sustainable, manageable growth
- Maintain, operate, and expand our infrastructure to meet community needs
- Preserve and enjoy our natural resources

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:

- Explore Police Station options
- Explore alternative funding options to property taxes that equitably allocates the cost of services
- Identify annexation areas for 2015
- Include Back to the 50s and Christmas Tree Lighting to Tourism Contract
- Tree lights downtown year-round
- Explore improvement of north Grants Pass coming off of Merlin Hill. Visual appeal of sight & sound to I-5
- Partner with homeless/transient service providers to explore the feasibility of a centralized service delivery location which is most compatible with the community
- Add a Sergeant and two officers to establish a Special Detail
- Participate in the pursuit of a Sobering Center
- Water Treatment – Acquire portable water treatment equipment to provide drinking water if WTP is damaged and unable to produce water
- Develop gateway signage and landscaping
- Update/improve Development Code

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

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Council Vision

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Strategic Goals

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

- Keep Citizens Safe
- Provide Cooperative Shared Leadership Involving Council, Staff and Community
- Encourage Economic Prosperity
- Expand Tourism and Cultural Opportunities
- Promote Healthy Neighborhoods
- Facilitate Sustainable, Manageable Growth
- Maintain, Operate, and Expand our Infrastructure to Meet Community Needs
- Preserve and Enjoy our Natural Resources

Keep Citizens Safe

Leadership Objectives:

- **Improve preparedness for emergencies**
- **Explore creation of a Municipal Court**
- **Enhance a safe and secure environment**
- **Respond to homelessness and vagrancy in our community in a proactive, comprehensive and coordinated approach**

Leadership Actions:

Objective 1: Improve preparedness for emergencies.

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

Objective 2: Explore creation of a Municipal Court.*

Objective 3: Enhance a safe and secure environment.

Action 1: Participate in the pursuit of a Sobering Center***

Action 2: Add a Sergeant and two officers to establish a Special Detail (ICMA)***

Action 3: Fully operate public safety shift positions at the targeted service levels**

Action 4: Expand use of video cameras on City grounds**

Action 5: Expand use of video cameras on City grounds to all City Parking Lots**

Action 6: Add a drug-sniffing canine**

Action 7: Proactive neighborhood patrols*

Action 8: Seek more grant funding for Firewise Program*

Action 9: Increase Pro-active time for police through technology*

Action 10: Increase lighting along railroad tracks on 4th & 9th Streets

Action 11: Expand use of community video cameras throughout the city

Action 12: Expand use of officer worn cameras

Objective 4: Respond to homelessness and vagrancy in our community in a proactive, comprehensive and coordinated approach.

Action 1: Partner with homeless/transient service providers to explore the feasibility of a centralized service delivery location which is most compatible with the community***

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Leadership Objectives:

- ***Provide leadership training***
- ***Develop and implement community communication strategies***
- ***Ensure efficiency and effectiveness in City operations***
- ***Provide outstanding customer service in all areas of operations***
- ***Explore alternative funding options to property taxes that equitably allocates the cost of services***

Leadership Actions:

Objective 1: Provide leadership training.

- Action 1: Provide opportunities for Councilor training
- Action 2: Provide opportunities for Committee training
- Action 3: Provide LEADS training

Objective 2: Develop and implement community communication strategies.

- Action 1: Hold Quarterly Town Hall meetings**
- Action 2: Implement a City leadership walkabout program**
- Action 3: Encourage and seek out younger generation to volunteer on City committees**
- Action 4: Create/improve volunteer program and recognition*
- Action 5: Continue to explore greater use of volunteer assistance for park maintenance*
- Action 6: Open doors and improve communication with City, other groups and Commissions*
- Action 7: Encourage public participation utilizing outreach forums and neighborhood watch meetings*
- Action 8: Promote and create information programs for Cable TV with monthly frequency*

Objective 3: Ensure efficiency and effectiveness in City operations.

- Action 1: The City will be a model for government efficiency and effectiveness, delivering the highest quality of services at the best possible value**
- Action 2: 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 3: Improve dispatch/records operations to improve efficiency and customer service (ICMA)**
- Action 4: Explore the pursuit of Lexipol as a replacement for CALEA to meet law enforcement policy/ training needs (ICMA)**

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

- Action 5: Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies*
- Action 6: Proactive code enforcement*
- Action 7: Select a new financial software program and plan for new software implementation*
- Action 8: Continue to provide quarterly financial summary reports*
- 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*
- Action 11: Continue progress reflecting recommendations from strategic plans developed through PAVE*
- Action 12: Address highest priority recommendations from the 2012 Fleet Performance Audit*
- Action 13: Address Fire Fleet Needs by exploring Wildland Fleet readiness*
- Action 14: Utilize new CAD system for Intelligence-Led Policing (ILP) for more efficient policing and problem solving model*
- Action 15: Dark fiber connection from City Hall to Hillcrest (high-speed, secure, emergency backup, and continuity)*
- Action 16: Expand wireless network capabilities at City facilities*
- Action 17: Upgrade to a redundant\replicated disk based backup system*
- Action 18: Expand Tyler Munis system for employee self-service
- Action 19: Expand NEOGOV program for electronic notification and communication with applicants
- Action 20: Convert Clerk Aide position to that of a Records Call Taker for improved efficiency
- Action 21: Add two additional dispatchers (one possibly funded by the 911 Agency) to cut down on overtime and burn out (ICMA)
- Action 22: Explore adding an additional Wildland Suppression vehicle to address our Wildland fire risk
- Action 23: Develop timely reports from new CAD system that patrol shifts can utilize to identify crime trends in their beats and thus utilize problem oriented policing strategies
- Action 24: Create Crime Analyst position and eliminate Investigative Specialist position (ICMA)

Objective 4: Provide outstanding customer service in all areas of operations.

- Action 1: Provide centralized point of contact with standardized information*
- Action 2: Continually build citizen trust*

Objective 5: Explore alternative funding options to property taxes that equitably allocates the cost of services.**

Encourage Economic Prosperity

Leadership Objectives:

- ***Facilitate an environment to encourage business prosperity and economic opportunities***
- ***Streamline development process***
- ***Develop an Economic Development Plan***
- ***Coordinate and collaborate partnerships to enhance economic opportunities***

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: Develop business loan program incorporating a job creation forgiveness element*
- Action 3: Find solutions for business development and remodeling*
- Action 4: Prepare CDBG consolidated plan under new status as an entitlement community*
- Action 5: Encourage businesses to develop jobs in and around the City*

Objective 2: Streamline development process.

- Action 1: Implement an E-Permitting system for building and planning***
- Action 2: Create a fast-track land use process for job creating industrial development and building permits*
- Action 3: Continue education and transparency of development process for applicants*

Objective 3: Develop an Economic Development Plan.

- Action 1: Help establish a business incubator**
- Action 2: Retention & expansion (grant/loan programs)*
- Action 3: Vocational training for high school and college students focused on local industry needs*

Objective 4: Coordinate and collaborate partnerships to enhance economic opportunities.

- Action 1: Look into a partnership with Rogue Allure Hotel channel to promote tourism and economic development***

Expand Tourism and Cultural Opportunities

Leadership Objectives:

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

Leadership Actions:

Objective 1: Increase opportunities to promote character and community spirit.

- Action 1: Develop gateway signage and landscaping***
- Action 2: Tree lights downtown year-round***
- Action 3: Explore improvement of north Grants Pass coming off of Merlin Hill. Visual appeal of sight & sound to I-5***
- Action 4: Review and refresh the City's "Branding and Marketing"***
- Action 5: Promote City Rebranding/Brand Refreshing throughout the City**
- Action 6: Update/create a new CoPA Master Plan*
- Action 7: Redwood Empire sign restoration*
- Action 8: Exterior renovation of Visitor's Center*

Objective 2: Provide an environment to help preserve and enhance Grants Pass' historical assets.

- Action 1: Evaluate expanding the Historic District*
- Action 2: Update historic inventory*

Objective 3: Increase recreational and cultural opportunities.

- Action 1: Include Back to 50s & Christmas Tree lighting to Tourism contract***
- Action 2: Improve access points to the river with paved trails and kiosks containing maps and historical information*
- Action 3: Increase role in Special Events*

Facilitate Sustainable, Manageable Growth

Leadership Objectives:

- **Identify and implement appropriate sustainability practices**
- **Develop proactive solutions to community development challenges**
- **Review annexation policy and identify areas for annexation**

Leadership Actions:

Objective 1: Identify and implement appropriate sustainability practices.*

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

Objective 2: Develop proactive solutions to community development challenges.

Action 1: Create generic engineered design details for carports and covered patios for use by property owners submitting building permits***

Action 2: Develop building safety/inspection/permits processes**

Action 3: Create generic fill-in-the-blanks plans for detached garages/shops for use by property owners at no charge**

Action 4: Create an online permit application, inspection request, inspection results, inspection scheduling**

Action 5: Review and revise Development Code*

Action 6: Reduce barriers to development*

Action 7: Increase customer service and satisfaction*

Action 8: 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 9: Review and revise inspection policies and procedures*

Action 10: Initiate “highway-dependent” industrial land text amendment (i.e., no mini-storage on prime industrial land)*

Objective 3: Review annexation policy and identify areas for annexation.

Action 1: Identify annexation areas for 2015***

Action 2: Analyze/initiate charter amendment for annexation procedures*

Promote Healthy Neighborhoods

Leadership Objectives:

- **Create and sustain a city of diverse neighborhoods where all residents can find and afford the values and lifestyles they seek**
- **Improve trails to provide walking/biking transportation alternatives and recreation potential**

Leadership Actions:

Objective 1: Create and sustain a city of diverse neighborhoods where all residents can find and afford the values and lifestyles they seek.

- Action 1: Improve dangerous/problem pedestrian crossings with improved lighting, striping and pedestrian signals***
- Action 2: Complete Tussing Park Phase II by installing restrooms**
- Action 3: Evaluate improving/expanding soccer fields through a Soccer Task Force**
- Action 4: Promote local developers/contractors**
- Action 5: Utilize local developers*
- Action 6: Promote re-use of vacant properties for community gardens or use empty planter strips*
- Action 7: Apply for Bike and/or Walk Friendly designation*
- Action 8: Honor John Reinhart with Volunteer of the Year Award*
- Action 9: Improve trails to provide walking/biking transportation alternatives and recreation potential*
- Action 10: Support and improve current parks*
- Action 11: Focus on clean-up efforts in areas of blight*
- Action 12: Develop a vista point at the end of 8th Street*

Objective 2: Improve trails to provide walking/biking transportation alternatives and recreation potential.*

- Action 1: Add hard surface trails at Reinhart Volunteer Park and Morrison Park*

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 infrastructures needs are met**
- **Ensure storm facility infrastructure needs are met**
- **Ensure bicycle/pedestrian path needs are met**
- **Improve access to Municipal Building**

Leadership Actions:

Objective 1: Plan and develop infrastructure.

- Action 1: Explore Police Station options^{***}
- Action 2: Complete Sewer Master Plan^{***}
- Action 3: Complete Water Master Plan^{***}
- Action 4: Water Treatment - Acquire portable water treatment equipment to provide drinking water if WTP is damaged and unable to produce water^{***}
- Action 5: Comprehensive Water Treatment/Wastewater funding strategy^{**}
- Action 6: Establish SDC fees at level that promotes economic development and infrastructure^{**}
- Action 7: Water Distribution and Wastewater Collection - Continue pursuit of property acquisition for future reservoir and pump station sites^{*}
- Action 8: Water Distribution and Wastewater Collection - Evaluate relocation or abandonment of old water mains that could cause considerable damage to private property if they failed^{*}
- Action 9: Complete Storm Drain Master Plan and consider funding option^{*}
- Action 10: Ensure the City's infrastructure needs are met and maintained in as timely a fashion as possible, so its cost is spread out over many years to keep the burden on residents as low as possible. (sewer, water, storm, transportation, parks, buildings)^{*}
- Action 11: Explore use of sales and gas tax^{*}
- Action 12: Downtown Hardscape Improvements^{*}

Objective 2: Ensure water infrastructure needs are met.

- Action 1: Acquire a portable generator for remote pump stations that do not have a stationary generator onsite^{**}
- Action 2: Complete projects as part of small main replacement^{*}
- Action 3: Initiate the process to replace the Water Treatment Plant^{*}
- 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

Maintain, Operate and Expand Our Infrastructure to Meet Community Needs

Action 6: Complete a flow analysis of the Rogue River adjacent to the Water Treatment intake structure

Objective 3: Ensure sewer infrastructure needs are met.

Action 1: Upgrade sewer lines*

Action 2: Evaluate Wastewater Treatment Plant expansion*

Action 3: Design and construct the necessary Webster Wastewater Pump Station No. 1 improvement project

Action 4: Initiate upgrades to the Water Restoration Plant SCADA hardware and software

Objective 4: Ensure transportation infrastructure needs are met.

Action 1: Interconnect bicycles**

Action 2: Design, bid and construct improvements to the Redwood Avenue and Allen Creek Road intersection per direction provided by City Council*

Action 3: Design, bid and construct the Drury Lane project*

Action 4: Interconnect trails*

Action 5: Work with ODOT to construct cycle-tract on 6th Street*

Action 6: 5th & H Street Parking lot improvements*

Action 7: Complete Transportation Master Plan

Action 8: Complete the second five-year implementation plan for the TMDL

Action 9: Establish criteria for the installation of rectangular rapid flashing beacons (RRFBs) in Grants Pass

Action 10: Construct the Eastern Avenue road improvements

Action 11: Design the Allen Creek Road project

Objective 5: Ensure storm facility infrastructure needs are met.

Action 1: Initiate the preparation of a storm water implementation plan following adoption of the Storm Water Master Plan

Action 2: Create and initiate the Storm Water utility

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

Action 1: Provide additional resources to extend bike lane designations*

Objective 7: Improve access to Municipal Building.*

Action 1: Municipal seismic improvement project (Council Chambers)*

Preserve and Enjoy our Natural Resources

Leadership Objectives:

- ***Improve Parkland through private / public partnerships***
- ***Ensure park infrastructure needs are met***

Leadership Actions:

Objective 1: Improve Parkland through private / public partnerships.

- Action 1: Develop soccer complex through partnership with Soccer Club*
- Action 2: Trails at Riverside school in conjunction with Portola Park*

Objective 2: Ensure park infrastructure needs are met.

- Action 1: Install full Riverside Park playground system***
- Action 2: Evaluate options at Reinhart Park for converting irrigation system to prevent future issues with pumping water from the River**
- Action 3: Continually identify and implement additional off-street pedestrian and bikeway opportunities**
- Action 4: Add restroom at Fruitdale Park**
- Action 5: Improve Mountain Bike Park by maintaining trails, adding bike station with clean out, parking, jumps and general maintenance*
- Action 6: Continue to support the Allen Creek Soccer Complex design and fundraising*
- Action 7: Improve Loveless Park with dirt pump track, seating areas, restroom, bike station, sidewalk and skills area*
- Action 8: Complete improvements at Redwood Park by adding a shelter*
- Action 9: Replace aged gazebo at Lawnridge Park*
- Action 10: Add portable goals at Reinhart Volunteer Park and Gilbert Park*
- Action 11: Replace gazebo at Lawnridge Park*
- Action 12: 'Limb up' trees for better accessibility*
- Action 13: Create design for Hillcrest Park Reserve for future park use*

WHERE THE ROGUE RIVER RUNS



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