

City of Grants Pass Strategic Plan



Grants Pass Strategic Plan

Why a Strategic Plan

I am pleased to present the Grants Pass 2014-2015 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 and receiving 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 top five of the 175 objectives and actions:

- Annexation of properties into the City limits
- Participate in the pursuit of a Sobering Center
- Water Treatment – Acquire portable water treatment equipment to provide drinking water if Water Treatment Plant 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 action 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.

A handwritten signature in black ink, appearing to read "Aaron K. Cubic". The signature is fluid and cursive, with a horizontal line extending from the end.

Aaron K. Cubic
City Manager

Organizational Values

“We Strive for Excellence”

Our primary value:

Public service

We strive to do those things which serve the best interests of all the people in Grants Pass.

Our supporting values:

Quality

We provide excellent service at an exceptional value in the services we offer.

Teamwork

We create opportunities to use each other’s strengths to achieve common goals. We communicate and share mutual ownership of our work results across the organization.

Individual

We respect and support the individual. We make each citizen feel important in our contacts. We are committed to pursuing opportunities for individual achievement, personal growth and development and recognition for each employee.

Creativity

We encourage innovation and flexibility. We recommend efforts at trying new ideas and we are willing to take risks and make changes to improve service.

Future

We plan strategically and we work from our plans. We look to the future and are guided by a view of what the community can be. Our daily actions reflect a long-term view of the community.

Celebrate

We celebrate! We recognize our successes and the successes of others. We share individual and team contributions and achievements. We have fun!

Mission of Council

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

Council 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

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Keep Citizens Safe

Leadership Objectives:

- **Increase proactive patrol with specific attention to the downtown area, to include foot patrol, bicycles, T3s**
- **Evaluate Department of Public Safety through PAVE**
- **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: Increase proactive patrol with specific attention to the downtown area, to include foot patrol, bicycles, T3s. *

Action 1: Expand use of video cameras on City grounds **

Action 2: Explore use of officer worn video recording cameras **

Objective 2: Evaluate Department of Public Safety through PAVE.

Action 1: Pursue the use of E-Ticketing to improve organizational efficiency **

Action 2: Explore the formation of a Public Safety Review Board *

Objective 3: Improve preparedness for emergencies.

Action 1: Complete emergency preparedness plans and implement ***

Action 2: Evaluate the effectiveness of services available to assure Grants Pass is prepared for disasters *

Objective 4: Explore creation of a Municipal Court. *

Objective 5: Enhance a safe and secure environment.

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

Action 2: Increase proactive policing, such as foot patrol in downtown corridor **

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

Action 4: Assess Jail Bed Contract in the event the system continues to be underfunded *

Action 5: Seek more grant funding for Firewise Program *

Objective 6: Respond to homelessness and vagrancy in our community in a proactive, comprehensive and coordinated approach.

Action 1: Continue addressing vagrancy issue **

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Leadership Objectives:

- ***Provide leadership training***
- ***Implement community communication strategies***
- ***Ensure efficiency and effectiveness in City operations***
- ***Provide outstanding customer service in all areas of operations***

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: Implement community communication strategies.

- Action 1: Expand City communications through use of Channel 21 and other means**
- Action 2: Develop new websites for both the City and Tourism *
- Action 3: Hold Quarterly Town Hall meetings **
- Action 4: Implement a City leadership walkabout program **
- Action 5: Encourage and seek out younger generation to volunteer on City committees **
- Action 6: Create/improve volunteer program and recognition *
- Action 7: Continue to explore greater use of volunteer assistance for park maintenance *
- Action 8: Explore options for a Citywide Social Media policy*
- Action 9: Develop a Tree Committee Facebook page *
- Action 10: Open doors and improve communication with City, other groups and Commissions *

Objective 4: Ensure efficiency and effectiveness in City operations.

- Action 1: Select a new financial software program and plan for new software implementation *
- Action 2: Continue to provide quarterly financial summary reports *
- Action 3: Continue progress reflecting recommendations from strategic plans developed through PAVE *
- Action 4: Address highest priority recommendations from the 2012 Fleet Performance Audit *
- Action 5: Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies*
- Action 6: Recruit and retain qualified employees *
- Action 7: Complete a compensation study of wages in accordance with the classification study to assist with employment recruitment and retention **
- Action 8: Evaluate the benefit of having a Public Safety Director position vs. a Police & Fire Chief *

- Action 9: The City will be a model for government efficiency and effectiveness, delivering the highest quality of services at the best possible value. **
- Action 10: Digitize 13,000 tax lot files into DF and TIFF format and link to Laserfiche and GIS *
- Action 11: Evaluate opportunities to outsource services **
- Action 12: Improve access to Municipal Building *
- Action 13: Upgrade heating/cooling system in the Municipal Building *
- Action 14: Discuss facility options and prepare a recommended plan for a Fleet Maintenance Facility upgrade according to the performance audit recommendations *
- Action 15: Document management – create records retention policy *
- Action 16: Reduce IT single points of failure by increasing system and network redundancy (IT Emergency Preparedness)*
- Action 17: Fix phone system *
- Action 18: Establish a pre-application analysis for building development projects ***
- Action 19: Have a public safety oversight committee of business experts and councilors to evaluate and manage cost savings in the Public Safety Department **
- Action 20: 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) **

Objective 5: Provide outstanding customer service in all areas of operations.

- Action 1: Provide centralized point of contact with standardized information *

Encourage Economic Prosperity

Leadership Objectives:

- **Facilitate an environment to encourage business prosperity and economic opportunities**
- **Streamline development process**
- **Business first attitude by cultivating a business-friendly environment; Grants Pass wants to be known as a friendly and helpful place to do business**
- **Enhance business retention, expansion and development**

Leadership Actions:

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

- Action 1: Pursue development of bronze forge in Grants Pass *
- Action 2: Adopt an amendment to the transportation plan for Spalding Industrial based on the previous year's traffic study *
- Action 3: Prepare funding package to resolve sewer issues in Spalding Park **

- Action 4: Develop business loan program incorporating a job creation forgiveness element *
- Action 5: Develop a joint City/County Economic Development Strategic Plan with associated performance evaluation standards **
- Action 6: Find solutions for business development and remodeling *
- Action 7: Create a clear process for the city, business owners and HBSC to obtain proper signage for the Historic District *
- Action 8: Develop an annual award for the best Historic Renovation *
- Action 9: Develop a comprehensive information list to be provided with property inquires*
- Action 10: City must stay up-to-date on business health in the downtown *
- Action 11: Prepare CDBG consolidated plan under new status as an entitlement community *
- Action 12: Review long term parking permits and enforcement strategies *

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: Business first attitude by cultivating a business-friendly environment; Grants Pass wants to be known as a friendly and helpful place to do business. *

Objective 4: Enhance business retention, expansion and 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**
- **Coordinate and collaborate partnerships to enhance economic opportunities**

Leadership Actions:

Objective 1: Increase opportunities to promote character and community spirit

- Action 1: Develop gateway signage and landscaping ***
- Action 2: Review and refresh the City's "Branding and Marketing" **

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

- Action 1: Update the Historic Landmark Inventory including the scoring criteria used to evaluate structures *
- Action 2: Evaluate expanding the Historic District *
- Action 3: Resolve Historic District conflict related to all buildings not being regulated under the same provisions *
- Action 4: Revise the sign code to include a guideline section for regulating signs in the Historic District *
- Action 5: Increase signage for Historical District awareness *

Objective 3: Increase recreational and cultural opportunities.

- Action 1: Improve access points to the river with paved trails and kiosks containing maps and historical information. *

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 ***
- Action 2: Reorganize the Economic Development and Tourism functions to better promote the City of Grants Pass *

Facilitate Sustainable, Manageable Growth

Leadership Objectives:

- **Complete expansion of the Urban Growth Boundary**
- **Review annexation policy**
- **Prepare industrial zones for economic expansion**
- **Identify and implement appropriate sustainability practices**
- **Improve bicycle/pedestrian paths**
- **Develop proactive solutions to community development challenges**

Leadership Actions:

Objective 1: Complete expansion of the Urban Growth Boundary. ***

- Action 1: Review the UGB and define with the Council the future look. Include the County when evaluating the industrial lands *

Objective 2: Review annexation policy. ***

- Action 1: Annexation of properties into the City limits ***
- Action 2: Incorporate sustainable construction methods into Public Works construction projects as feasible *
- Action 3: Support text changes associated with Code Assistance work *

Objective 3: Prepare industrial zones for economic expansion. *

Objective 4: Identify and implement appropriate sustainability practices. *

Objective 5: Improve bicycle/pedestrian paths. *

Objective 6: 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 *

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**

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: Support the Library **
- Action 2: Promote re-use of vacant properties for community gardens or use empty planter strips *
- Action 3: Apply for Bike and/or Walk Friendly designation *
- Action 4: Prepare a short-term priority list for city parks to be included in the Budget process *
- Action 5: Complete Tussing Park Phase II by installing restrooms **
- Action 6: Complete River Vista by installing lighting for automobiles and pedestrian *
- Action 7: Promote local developers/contractors **
- Action 8: Utilize local developers *
- Action 9: Facilitate creation of a Safe Routes to School project *
- Action 10: Support community events such as Weekend Parkways **
- Action 11: Improve dangerous/problem pedestrian crossings with improved lighting, striping and pedestrian signals ***
- Action 12: Rename Redwood Park to Phil Paquin Park ***
- Action 13: Evaluate improving/expanding soccer fields through a Soccer Task Force **
- Action 14: Honor John Reinhart with Volunteer of the Year Award *
- Action 15: Improve trails to provide walking/biking transportation alternatives and recreation potential *
- Action 16: Support and improve current parks *
- Action 17: Neighborhood watch captains to meet quarterly to exchange information *

Maintain, Operate and Expand Our Infrastructure to Meet Community Needs

Leadership Objectives:

- **Plan for utility infrastructure**
- **Ensure water infrastructure needs are met**
- **Ensure sewer infrastructure needs are met**
- **Ensure storm facility infrastructure needs are met**
- **Ensure transportation infrastructures needs are met**

Leadership Actions:

Objective 1: Plan for utility infrastructure.

- Action 1: Develop 20-year infrastructure master plans and combined utilities plan *
- Action 2: Complete Sewer Master Plan ***
- Action 3: Complete Water Master Plan ***
- Action 4: Complete Storm Drain Master Plan and consider funding option *
- Action 5: Water Treatment - Acquire portable water treatment equipment to provide drinking water if WTP is damaged and unable to produce water ***
- Action 6: 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 7: Rewrite the infrastructure related master plans *
- Action 8: Water Distribution and Wastewater Collection - Continue pursuit of property acquisition for future reservoir and pump station sites *

Objective 2: Ensure water infrastructure needs are met.

- Action 1: Replace Reservoir No. 3 ***
- Action 2: Acquire a portable generator for remote pump stations that do not have a stationary generator onsite **
- Action 3: Complete projects as part of small main replacement *
- Action 4: Complete design of Water Treatment Plant backup power *
- Action 5: Initiate the process to replace the Water Treatment Plant *
- Action 6: Construct structural improvements to correct seismic deficiencies *

Objective 3: Ensure sewer infrastructure needs are met.

- Action 1: Initiate the process to expand the Wastewater Treatment Plant as required to accommodate growth in the community **
- Action 2: Upgrade sewer lines *
- Action 3: Complete JO-GRO storm water improvements *
- Action 4: Evaluate Wastewater Treatment Plant expansion *

Objective 4: Ensure storm facility infrastructure needs are met.

- Action 1: Evaluate storm drainage deficiencies across the City *

Objective 5: Ensure transportation infrastructures needs are met.

- Action 1: Complete a Study of Parking Needs for the Downtown Core District ***
- Action 2: Design, bid and construct the Drury Lane project *
- Action 3: Complete Redwood Avenue design *
- Action 4: Design, bid and construct improvements to the Redwood Avenue and Allen Creek Road intersection per direction provided by City Council *
- Action 5: Implement separated protected bike lanes *
- Action 6: Make entrance to the 'Red Lot' off of 4th Street *
- Action 7: Interconnect bicycles **
- Action 8: Interconnect trails *
- Action 9: Work with ODOT to construct cycle-tract on 6th Street *
- Action 10: Evaluate one City street for a road diet *
- Action 11: Improve traffic safety **
- Action 12: Replace the bridge over Gilbert Creek on Savage **
- Action 13: Establish priority for construction of Redwood Avenue projects *

Preserve and Enjoy our Natural Resources

Leadership Objectives:

- **Improve Urban Forest by planting street trees, park trees through the Tree Planting Program**
- **Improve Parkland through private / public partnerships**
- **Ensure park infrastructure needs are met**
- **Comply with all NPDES permit requirements**

Leadership Actions:

Objective 1: Improve Urban Forest by planting street trees, park trees through the Tree Planting Program. *

Objective 2: Improve Parkland through private / public partnerships.

- Action 1: Develop soccer complex through partnership with Soccer Club *

Objective 3: 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: Replace aged gazebo at Lawnridge 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 *

Objective 4: Comply with all NPDES permit requirements. ***