

City of Grants Pass Strategic Plan



Grants Pass Strategic Plan

Why a Strategic Plan

I am pleased to present the Grants Pass 2013-2014 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 proving 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 nine goals which reflect the City's Mission and Vision.

- Provide cooperative shared leadership involving Council, Staff and Community
- Keep citizens safe
- 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 top seven of the 130 objectives and actions:

- Partner to design, install and maintain a welcoming entryway to Grants Pass
- Implement grant program for fire sprinkler and structural retrofits of historic buildings
- Implement an E-permitting system for building and planning.
- Establish a pre-application analysis for building development projects
- Dissolve Redwood Sanitary Sewer Service District
- Complete City Charter update
- Replace the bridge over Gilbert Creek on Savage.

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.



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

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

- Provide cooperative shared leadership involving Council, Staff and Community
- Keep citizens safe
- 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

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Leadership Objectives:

- ***Complete City Charter update***
- ***Provide leadership training***
- ***Develop and implement a communication plan***
- ***Ensure efficiency and effectiveness in City operations***
- ***Budget Police and Fire as separate divisions***
- ***Develop a plan and start annexing areas into the city as law requires and needs permit.***
- ***Assess future use of the Rogue River Reserve land***
- ***Review City's contract review board policies***
- ***Explore the formation of a Public Safety Review Board***

Leadership Actions:

Objective 1: Complete City Charter update. ***

- Action 1: Develop annexation procedures ***
Action 2: Incorporate City Recorder into Charter ***

Objective 2: Provide leadership training.

- Action 1: Develop vision, goals and a work plan with annual retreat
Action 2: Provide opportunities for Councilor training
Action 3: Provide opportunities for Committee training

Objective 3: Develop and implement a communication plan.

- Action 1: Use Channel 21 for education **
Action 2: Develop new website for both the City and Tourism *
Action 3: Quarterly Town Hall meetings **
Action 4: Strengthen committees and advisory groups *
Action 5: Develop a meeting participation incentive program *

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: Complete one performance audit each year *
Action 4: Address highest priority recommendations from the 2012 Fleet Performance Audit *
Action 5: Evaluate pros and cons of City Debt Free Financial Policy, "Debt Free 2030" *
Action 6: Recruit and retain qualified employees *

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

- Action 7: Complete a compensation study of the wages for unrepresented staff to deal with compression/inversion issues **
- Action 8: Priority based budgeting. Review all approved and budgeted capital projects. Eliminate everything that is being simply carried forward with no actual plan of implementation and properly label all other accounts so current and future councils can know what these items were designated for when they were added to the budget *
- Action 9: Develop centralized point of contact for City Hall with provided follow through **
- Action 10: Digitize 13,000 tax lot files into DF and TIFF format and link to Laserfiche and GIS *
- Action 11: Improve public access to public documents through the internet using a public facing GIS application **
- Action 12: Improve access to Municipal Building *
- Action 13: Upgrade heating/cooling system in the Municipal Building *
- Action 14: Dissolve Redwood Sanitary Sewer Service District ***
- Action 15: Document management – create records retention policy *
- Action 16: Implement sustainable practices (paperless Council packet, recycling) ***
- Action 17: Provide a comprehensive planning process for Downtown Plaza *
- Action 18: Improve transparency *
- Action 19: Establish a pre-application analysis for building development projects ***
- Action 20: List the methods of access to information such as TV, website, news media and monthly newsletter. Summarize how they are used *

Objective 5: Budget Police and Fire as separate divisions. *

Objective 6: Develop a plan and start annexing areas into the city as law requires and needs permit. *

Objective 7: Assess future use of the River Road Reserve land. **

- Action 1: Monitor progress of current agreements with UCAN and Fort Vannoy Farms (Bob Crouse). **

Objective 8: Review City's contract review board policies. *

- Action 1: Consider the creation of a review board for all contracts not approved by Council *

Objective 9: Explore the formation of a Public Safety Review Board. **

Encourage Economic Prosperity

Leadership Objectives:

- **Recruit destination art based industry**
- **Remove barriers for industry / traded sector**
- **Review use of funding options (Reimbursement Districts, Redevelopment Agencies) to facilitate economic growth**
- **Reinvest in downtown**
- **Streamline development process**

Leadership Actions:

Objective 1: Recruit destination art based industry.

- Action 1: Pursue development of bronze forge in Grants Pass *
- Action 2: Revitalize/develop craft beer brewer *

Objective 2: Remove barriers for industry / traded sector.

- Action 1: Adopt an amendment to the transportation plan for Spalding Industrial based on the previous year's traffic study *
- Action 2: Truck Stop study *
- Action 3: Prepare funding package to resolve sewer issues in Spalding Park **

Objective 3: Review use of funding options (Reimbursement Districts, Redevelopment Agencies) to facilitate economic growth. *

- Action 1: Develop business loan program incorporating a job creation forgiveness element *

Objective 4: Reinvest in downtown.

- Action 1: Continue work on downtown gathering place by designing and building the 5th St. Plaza **
- Action 2: Implement grant program for fire sprinkler and structural retrofits of historic buildings ***
- Action 3: Create downtown historic walking tour with plaques and signs for buildings and places *
- Action 4: Create physical connections to 5th St. Plaza *

Objective 5: Streamline development process.

- Action 1: Prepare changes to Development Code (i.e. uses in industrial area, bed and breakfast) *
- Action 2: Implement an E-Permitting system for building and planning ***
- Action 3: Create a fast-track land use process for job creating industrial development and building permits *
- Action 4: Continue education and transparency of development process for applicants *
- Action 5: Assess Economic Development programs **

Expand Tourism and Cultural Opportunities

Leadership Objectives:

- **Support local events**
- **Partner to design, install and maintain a welcoming entryway to Grants Pass**
- **Increase accessibility to public art**
- **Re-invigorate branding and marketing focus**

Leadership Actions:

Objective 1: Support local events.

- Action 1: Maintain current tourism events *
- Action 2: Investigate at least one new tourism event or expansion of an existing one **
- Action 3: Christmas tree location (6th Street) *
- Action 4: Promote/Celebrate local artists, authors etc. that have published works that speak to the history of Grants Pass *
- Action 5: Continue current art programs including “Art in Motion” and mural development *

Objective 2: Partner to design, install and maintain a welcoming entryway to Grants Pass. ***

- Action 1: Attractive/consistent entryway signs *

Objective 3: Provide an environment to help preserve and enhance Grants Pass’s 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 not all buildings being regulated under the same provisions *
- Action 4: Revise the sign code to include a guideline section for regulating signs in the Historic District *

Objective 4: Increase recreational and cultural opportunities.

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

Objective 5: Re-invigorate branding and marketing focus.

- Action 1: Encourage buying local *
- Action 2: Increase efforts to attract additional Travel Writers *

Keep Citizens Safe

Leadership Objectives:

- **Work with County on funding efforts for criminal justice system**
- **Prepare a ballot measure for the continuation/renewal of the Public Safety Levy**
- **Increase proactive time for police through technology**
- **Evaluate dispatch/records operations to improve efficiency**
- **Improve preparedness for emergencies**
- **Explore creation of a Municipal Court**

Leadership Actions:

Objective 1: Work with County on funding efforts for criminal justice system. *

Action 1: Review lease agreement/switching spaces with Josephine County **

Objective 2: Prepare a ballot measure for the continuation/renewal of the Public Safety Levy. ***

Objective 3: Increase proactive time for police through technology. *

Action 1: Complete implementation of Computer Aided Dispatch System

Action 2: Evaluate use of cameras at traffic signals for enforcement **

Action 3: Expand use of community video cameras in parks and other open spaces **

Action 4: Promote crime prevention type of educational videos *

Action 5: Maintain CALEA re-accreditation **

Objective 4: Evaluate dispatch/records operations to improve efficiency. *

Action 1: Scheduling options for dispatch *

Action 2: Utilize the GPDPS Traffic Team to coordinate targeted enforcement *

Action 3: Create a one-hour traffic safety video to air on Channel 21 *

Action 4: Pursue the use of E-Ticketing to improve organizational efficiency **

Objective 5: Improve preparedness for emergencies.

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

Action 2: Maintain and implement the City of Grants Pass addendum to the Josephine County Natural Hazards Mitigation Plan *

Action 3: Evaluate the effectiveness of services available to assure Grants Pass is prepared for disasters *

Action 4: Staff, Police, Fire & citizens utilize ‘Neighborhood Watch’ programs to verbally discuss safety in the community for an emergency. Tie into the emergency preparedness with expanded participation **

Objective 6: Explore creation of a Municipal Court. *

Facilitate Sustainable, Manageable Growth

Leadership Objectives:

- ***Complete expansion of the Urban Growth Boundary***
- ***Review annexation policy***
- ***Prepare industrial zones for economic expansion***
- ***Evaluate alternative sustainable energy and construction solutions on infrastructure projects and facilitate construction as appropriate***
- ***Improve bicycle/pedestrian paths***
- ***Acquire property for transportation corridor mitigation***

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: Amend Development Code to facilitate growth (home businesses, remodeling, cell towers, encourage infill *

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: Evaluate alternative sustainable energy and construction solutions on infrastructure projects and facilitate construction as appropriate.*

Objective 5: Improve bicycle/pedestrian paths. *

Objective 6: Acquire property for transportation corridor mitigation. **

Action 1: 'M' Street and South Y **

Promote Healthy Neighborhoods

Leadership Objectives:

- ***Create and sustain a city of diverse neighborhoods where all residents can find and afford the values, lifestyles and series they seek***

Leadership Actions:

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

- Action 1: Install donated outdoor exercise equipment in a City park *
- 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 to include 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 (Redevelopment money until the end of June). *
- Action 7: Promote local developers/contractors **
- Action 8: Utilize local developers *
- Action 9: Facilitate creation of a Safe Routes to School project *
- Action 10: Promote walking and biking for all City residents and visitors
- Action 11: Continue to install neighborhood trails and sidewalks *
- Action 12: Hold community clean ups in neighborhoods *
- Action 13: Evaluate improving/expanding soccer fields through a Soccer Task Force **

Objective 2: Respond to homelessness and vagrancy in our community in a proactive, comprehensive and coordinated approach.

Maintain, Operate and Expand Our Infrastructure to Meet Community Needs

Leadership Objectives:

- ***Plan for utility infrastructure***
- ***Design and construct needed water facilities***
- ***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: Eliminate all charges on the water/sewer bill that are not directly related to the provision of those services *

Objective 2: Design and construct needed water facilities.

- Action 1: Complete Bond Offering for Water Reservoir 3 ***
- Action 2: Replace Reservoir 3 ***
- Action 3: Complete projects as part of small main replacement *
- Action 4: Complete design of Water Treatment Plant backup power *

Objective 3: Ensure sewer infrastructure needs are met.

- Action 1: Upgrade sewer lines *
- Action 2: Evaluate improvements to RSSSD *
- 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: Develop, design and construct annual overlay / reconstruction program *
- 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: Leaf collection – streets *
- 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 ***

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***
- ***Develop Text Amendment on significant sized trees, steep slope and street tree list***
- ***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: Develop Text Amendment on significant sized trees, steep slope and street tree list. *

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

WHERE THE ROGUE RIVER RUNS



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