

APPENDIX C – CITY'S WORK PLAN

City of Grants Pass Work Plan 2016



Why a Work Plan

The work plan reflects the strategic planning process done by the City Council. Each year, the Council sets the direction of the organization based on the needs of its citizens. This is a living document and will be updated as progress is made and/or as goals change.

A work plan defines performance expectations and provides a framework for how we will achieve our organizational goals. To help achieve our goals and promote our successes the City of Grants Pass utilizes Specific, Measurable, and Achievable, Resource and Time-bound (SMART) objectives and actions.

S.M.A.R.T.S.

Developing sound goals is critical to managing our performance. Having a SMART Work Plan:

- Establishes direction for task and/or projects
- Clarifies expectations
- Clarifies resources required to meet objectives
- Identifies the results of efforts
- Achieves higher levels of performance
- Corrects performance deficiencies
- Increases ability to take pride and satisfaction in our achievements

Specific: Objectives should be simplistically written and clearly define an outcome. (What, Why, How)

Measurable: Objectives should be measurable so that you have tangible evidence that you have accomplished the goal. Usually, the entire goal statement is a measure for the project, but there are usually several short-term or smaller measurements built into the goal. Measures should include numeric or descriptive measures that define quantity, quality, etc. Focus on elements such as observable actions, quantity, quality, cycle time, efficiency, and/or flexibility to measure outcomes not activities.

Achievable and Assignable: Objectives should be achievable and assignable and within the department and staff member's control or influence and they must possess the appropriate knowledge, skills, and abilities needed to achieve the goal. Consider authority or control, influence, resources and work environment support to meet the goal. You can meet most any goal when you plan your steps

wisely and establish a timeframe that allows you to carry out those steps. As you carry out the steps, you can achieve goals that may have seemed impossible when you started. On the other hand, if a goal is impossible to achieve, you may not even try to accomplish it. Achievable goals motivate employees; impossible goals demotivate them.

Resources: Objectives should have a measure of resources required to complete task. This may include hard dollars, grant funds, in-kind services, staff time etc.

Time-bound: Objectives should identify a definite target date for completion and/or frequencies for specific action steps that are important for achieving the goal. How often should the staff member work on this assignment? By when should this goal be accomplished? Incorporate specific dates, calendar milestones, or timeframes that are relative to the achievement of another result (i.e., dependencies and linkages to other projects).

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 objectives and actions:

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

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

Keep Citizens Safe

Leadership Objectives:

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

Leadership Actions:

Key: O – planned action date, X – action taken

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

Objective: Partner with community to provide homeless youth shelter services.***								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Partner with community to provide homeless youth shelter services.	DPS	Staff					

Objective 2: Maintain necessary criminal justice infrastructure.***

Objective: Maintain necessary criminal justice infrastructure.***								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Maintain necessary criminal justice infrastructure.	Administration	Staff					

Objective 3: Explore feasibility of Fire District.***

Objective: Explore feasibility of Fire District.***									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Explore feasibility of Fire District.	Administration Cubic	Staff						

Objective 4: Increase school safety.**

Objective: Increase school safety.**									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Increase school safety.	DPS	Staff						

Objective 5: Improve proactive policing.**

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

Objective: Improve proactive policing.**									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Public education – traffic “don’t block the box”.	DPS	Staff						

Objective 6: Reduce meth/heroin use.*

Objective: Reduce meth/heroin use.*									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Reduce meth/heroin use.	DPS	Staff						

Objective 7: Improve preparedness for emergencies.

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

Objective: Improve preparedness for emergencies.									
Specific	Measurement	Assignment	Resources	Time/				Status	

Action				Quarter			
				1	2	3	4
1	Evaluate the effectiveness of services available to assure Grants Pass is prepared for disasters.	DPS/ Administration Landis/Reeves	Staff				

Objective 8: Enhance a safe and secure environment.

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

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

Objective: Enhance a safe and secure environment.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Light up downtown in alleyways and railroad tracks	Administration Reeves/Byrne	Monetary					
2	Expand use of community video cameras throughout the City.	DPS/PCD Landis/Glover	Monetary					

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

Action 1: Continue as a 'facilitator' not a 'partner' in consolidation of homeless/transient community services.**

Action 2: Appoint a Vagrancy Task Force.*

Objective: Respond to homelessness and vagrancy in our community in a proactive, comprehensive and coordinated approach.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Continue as a 'facilitator' not a 'partner' in consolidation of homeless/transient community services.	Administration Cubic	Staff					
2	Appoint a Vagrancy Task Force.	DPS Landis	Staff					

Objective 10: Reduce transient impact to community.*

Action 1: Targeted enforcement of illegal camping.**

Objective: Reduce transient impact to community.*								
Specific	Measurement	Assignment	Resources	Time/				Status

Action				Quarter			
				1	2	3	4
1	Targeted enforcement of illegal camping.	DPS	Staff				

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Leadership Objectives:

- Evaluate/ensure financial stability of Utility Funds.**
- Develop and implement community communication strategies.
- Ensure efficiency and effectiveness in City operations.

Leadership Actions:

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

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

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

Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Comprehensive Water Treatment/Wastewater funding strategy.	Public Works /Finance Canady/Meredith	Staff Consultants					

Objective 2: Develop and implement community communication strategies.

Action 1: Hold quarterly Town Hall meetings.**

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

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

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

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

Objective:

Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Hold quarterly Town Hall meetings.	Administration Cubic	Staff					

2	Encourage and seek out younger generation to volunteer on City committees.	Council	Council					
3	Continue to explore greater use of volunteer assistance for park maintenance.	PCD Glover/Nelson	Staff					
4	Increase volunteer activities for beautification cleanup projects.	Administration	Staff					
5	Promote and create information programs for Cable TV with monthly frequency.	Administration Reeves/ Anderson	Staff					

Objective 3: Ensure efficiency and effectiveness in City operations.

- Action 1: Implement an E-Permitting system for building and planning.***
- Action 2: Appoint Council liaisons to collective bargaining.**
- Action 3: Upgrade GIS reporting for Public Works.**
- Action 4: Work with the MRMPO to apply for and help administer a feasibility study on alternative fuel sources for local fleets (City, County, School District, Refuse Haulers).**
- Action 5: Evaluate/implement Asset Management software across Public Works (PAVE).*
- Action 6: Contribute resources to Food & Friends for the development of new facility.*
- Action 7: Dark fiber connection from City Hall to Hillcrest.*
- Action 8: Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies.*
- Action 9: Upgrade heating/cooling system in the Municipal Building.*
- Action 10: Discuss facility options and prepare a recommended plan for a Fleet Maintenance Facility upgrade according to the performance audit recommendations.*
- Action 11: Continue progress reflecting recommendations from strategic plans developed through PAVE.*
- Action 12: Expand wireless network capabilities at City facilities.*
- Action 13: Upgrade to a redundant\replicated disk based backup system.*
- Action 14: Create a fast-track land use process for job creating industrial development and building permits.*
- Action 15: Expand NEOGOV program for electronic notification and communication with applicants.
- Action 16: Convert Clerk Aide position to that of a Records Call Taker for improved efficiency.

Objective: Ensure efficiency and effectiveness in City operations.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Implement an E-Permitting system for building and planning.	PCD Holohan	Staff					
2	Appoint Council liaisons to collective bargaining.	Administration Frerk	Staff					

3	Upgrade GIS reporting for Public Works.	PCD Glover	Staff					
4	Work with the MRMPO to apply for and help administer a feasibility study on alternative fuel sources for local fleets (City, County, School District, Refuse Haulers).	Finance Meredith	Staff/ Design Contract					
5	Evaluate/implement Asset Management software across Public Works (PAVE).	Public Works Canady	Staff					
6	Contribute resources to Food & Friends for the development of new facility.	Administration	Staff					
7	Dark fiber connection from City Hall to Hillcrest.	Administration Selland	Monetary					
8	Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies.	Finance Meredith	Staff					
9	Upgrade heating/cooling system in the Municipal Building.	Administration Byrne	Monetary					
10	Discuss facility options and prepare a recommended plan for a Fleet Maintenance Facility upgrade according to the performance audit recommendations.	Finance Meredith	Staff					
11	Continue progress reflecting recommendations from strategic plans developed through PAVE.	Administration	Staff					
12	Expand wireless network capabilities at City facilities.	Administration Selland/Reeves	Monetary					
13	Upgrade to a redundant\replicated disk based backup system.	Administration Selland/Reeves	Monetary					
14	Create a fast-track land use process for job creating industrial development and building permits.	PCD Glover	Staff					
15	Expand NEOGOV program for electronic notification and communication with applicants.	Human Resources Mejia	Staff					
16	Convert Clerk Aide position to that of a Records Call Taker for improved efficiency.	Human Resources Mejia	Staff					

Encourage Economic Opportunities

Leadership Objectives:

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

Leadership Actions:

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

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

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

Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Prepare funding package to resolve sewer issues in Spalding Park.	PCD Glover	Staff					
2	Look into a partnership with Rogue Allure Hotel channel to promote tourism and economic development.	Administration Reeves/Bowen	Staff					
3	Partner to develop incubator facilities.	Administration Seereiter	Staff					
4	List of commercial properties – buildings available.	Administration Seereiter	Staff					
5	Support (implement) Small-Scale/Craft Manufacturing/Main Street.	Administration Seereiter	Staff					

6	Develop business loan program incorporating a job creation forgiveness element.	Administration Seereiter	Staff					
7	Find solutions for business development and remodeling.	Administration Seereiter	Staff					
8	Encourage businesses to develop jobs in and around the City.	Administration Seereiter	Staff					
9	Develop additional industrial land.	PCD Glover	Staff					
10	Vocational training for high school and college students focused on local industry needs.	Administration Seereiter	Staff					

Objective 2: Adopt an Economic Development Plan.

Objective: Adopt an Economic Development Plan.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Adopt an Economic Development Plan.	Administration Seereiter	Staff					

Facilitate Sustainable, Manageable Growth

Leadership Objectives:

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

Leadership Actions:

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

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

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

Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Pursue code violations for those that have been reported by the citizens.	DPS/PCD Moran/Stichter	Staff					

Objective 2: Promote healthy neighborhoods.*

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

Action 2: Canopy Tree Program.*

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

Action 4: Encourage neighborhoods to keep themselves clean.*

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

Objective: Promote healthy neighborhoods.*

Specific	Measurement	Assignment	Resources	Time/	Status
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Action				Quarter			
				1	2	3	4
1	More public trash cans and recycling bins around town or near problem areas.	Administration Byrne	Monetary				
2	Canopy Tree Program.	PCD Nelson	Staff				
3	Focus on clean-up efforts in areas of blight.	Administration/ PCD Glover	Staff Monetary				
4	Encourage neighborhoods to keep themselves clean.	Administration/ PCD Cubic/Glover	Staff				
5	Keep rec/med pot from disrupting neighborhoods.	DPS Moran	Staff				

Objective 3: Identify and implement appropriate sustainability practices.

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

Objective: Identify and implement appropriate sustainability practices.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Incorporate sustainable construction methods into Public Works construction projects as feasible.	Public Works Wright	Project Staff					

Objective 4: Develop proactive solutions to community development challenges.*

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

Action 2: Review and revise Development Code.*

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

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

Objective: Develop proactive solutions to community development challenges.*								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	

1	Develop building safety/inspection/permits processes.	PCD Sandlin	Staff					
2	Review and revise Development Code.	PCD Glover	Staff					
3	Evaluate DDA and AFD process to determine best practices for the City and property owners and clean up old DDA and AFD records on properties – possibly convert to a fee-in-lieu system.	PCD Glover/Holohan	Staff					
4	Initiate “highway-dependent” industrial land text amendment (i.e., no mini-storage on prime industrial land).	PCD Glover/Schauer	Staff					

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

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

Objective: Review annexation policy and identify areas for annexation.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Analyze/initiate charter amendment for annexation procedures.	PCD Schauer	Staff					

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

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

Objective: Create and sustain a city of diverse neighborhoods where all residents can find and afford the values and lifestyles they seek.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Facilitate and environment which increases affordable housing opportunities.	Administration	Staff					

Objective 7: Improve Parkland through private / public partnerships.

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

Objective: Improve Parkland through private / public partnerships.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	

1	Develop Allen Creek Sports Park Complex.	PCD Glover, Nelson, Slaughter	Monetary					
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Maintain, Operate and Expand our Infrastructure to Meet Community Needs

Leadership Objectives:

- Plan and develop infrastructure.
- Ensure water infrastructure needs are met.
- Ensure sewer infrastructure needs are met.
- Ensure transportation infrastructure needs are met.
- Ensure storm facility infrastructure needs are met.
- Ensure bicycle/pedestrian path needs are met.
- Ensure park infrastructure needs are met.
- Increase opportunities to promote character and community spirit.
- Provide an environment to help preserve and enhance Grants Pass' historical assets.

Leadership Actions:

Objective 1: Plan and develop infrastructure.

Action 1: Explore Public Safety Station options.***

Action 2: Complete Sewer Master Plan.***

Action 3: Complete Water Master Plan.***

Action 4: Update the Downtown Master Plan.*

Action 5: Install ambient lighting on Caveman Bridge.*

Action 6: Purchase and install two "Portland Loos".*

Action 7: Water Distribution and Wastewater Collection - Continue pursuit of property acquisition for future reservoir and pump station sites.*

Action 8: Complete Storm Drain Master Plan and consider funding option.*

Objective: Plan and develop infrastructure.

Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Explore Public Safety Station options.	Administration/ DPS Rubinstein/ Landis	Staff/ Monetary					

2	Complete Sewer Master Plan.	Public Works Wright/Hamblin/ Brelinski	Consultant/ Staff					
3	Complete Water Master Plan.	Public Works Wright/Hamblin/ Canady	Consultant/ Staff					
4	Update the Downtown Master Plan.	PCD Glover	Staff					
5	Install ambient lighting on Caveman Bridge.	PCD Saunders	Staff/ Monetary					
6	Purchase and install two "Portland Loos".	Administration Reeves	Monetary					
7	Water Distribution and Wastewater Collection - Continue pursuit of property acquisition for future reservoir and pump station sites.	Public Works Canady	Land Acquisition Specialist					
8	Complete Storm Drain Master Plan and consider funding option.	Public Works Wright/Scrivner	Consultant/ Staff					

Objective 2: Ensure water infrastructure needs are met.

Action 1: Build new Water Plant (PAVE).***

Action 2: Develop emergency water hook-up at City Hall well.*

Action 3: Complete projects as part of small main replacement.*

Action 4: Initiate the process to replace the Water Treatment Plant.*

Action 5: Complete the update to the Water Emergency Operations Plan.

Action 6: Initiate the process of acquiring property for a new Water Treatment Plant.

Objective: Ensure water infrastructure needs are met.

Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Build new Water Plant (PAVE).	Public Works Canady	Monetary					
2	Develop emergency water hook-up at City Hall well.	Administration Reeves	Monetary					
3	Complete projects as part of small main replacement.	Public Works Wright/Hamblin	City Engineer					
4	Initiate the process to replace the Water Treatment Plant.	Public Works Canady/Wright	Consultant/ Staff					

5	Complete the update to the Water Emergency Operations Plan.	Public Works Canady/Wright	Consultant/ Staff					
6	Initiate the process of acquiring property for a new Water Treatment Plant.	PW/ Administration Canady/ Rubenstein	Staff					

Objective 3: Ensure sewer infrastructure needs are met.

- Action 1: Expand Wastewater Plant (PAVE).***
- Action 2: Construct vector truck dumping facility.**
- Action 3: Initiate Fats, Oils and Grease (FOG) education/enforcement program.*
- Action 4: Implement manhole inflow/infiltration elimination program in the Redwood area.*
- Action 5: Upgrade sewer lines.*
- Action 6: Evaluate Wastewater Treatment Plant expansion.*
- Action 7: Design and construct the necessary Webster Wastewater Pump Station No. 1 improvement project.
- Action 8: Initiate upgrades to the Water Restoration Plant SCADA hardware and software.

Objective: Ensure sewer infrastructure needs are met.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Expand Wastewater Plant (PAVE).	Public Works Canady	Staff/ Monetary					
2	Construct vector truck dumping facility.	Public Works Canady	Staff/ Monetary					
3	Initiate Fats, Oils and Grease (FOG) education/enforcement program.	Public Works Canady	Staff/ Monetary					
4	Implement manhole inflow/infiltration elimination program in the Redwood area.	Public Works Canady/Hamblin	Staff/ Monetary					
5	Upgrade sewer lines.	Public Works Wright/Hamblin	City Engineer					
6	Evaluate Wastewater Treatment Plant expansion.	Public Works Canady/Brelinsky/ Wright	Consultant					
7	Design and construct the necessary Webster Wastewater Pump Station No. 1 improvement project.	Public Works Wright/Brelinski/ Hamblin	Consultant/ staff					
8	Initiate upgrades to the Water Restoration Plant SCADA	Public Works	Staff/					

hardware and software.	Canady/Brelinsky	Monetary					
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Objective 4: Ensure transportation infrastructure needs are met.

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

Objective: Ensure transportation infrastructure needs are met.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Clean the streets – hire contractor to pressure wash sidewalks and alleyways.	Administration Byrne	Staff/ Monetary					
2	Improve dangerous/problem pedestrian crossings (flashing beacons).	PCD	Staff					
3	Focused approach to right of way vegetation management.	Administration	Staff					
4	Utilize college program to provide design concepts for South ‘Y’ interchange.	PCD	Staff					
5	Design, bid and construct improvements to the Redwood Avenue and Allen Creek Road intersection per direction provided by City Council.	PCD/PW Glover, Slaughter Wright	Consultant/ staff					
6	Complete Transportation Master Plan.	PCD	Consultant					
7	Design the Allen Creek Road project.	PCD/PW Glover, Slaughter Wright	Consultant/ staff					

Objective 5: Ensure storm facility infrastructure needs are met.

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

Objective: Ensure storm facility infrastructure needs are met.

Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Find most cost-effective way to deal with storm water regulations.	Public Works Canady	Staff					
2	Initiate the preparation of a storm water implementation plan following adoption of the Storm Water Master Plan.	Public Works Canady	Consultant					
3	Create and initiate the Storm Water utility.	PW/Finance Canady/Meredith	Consultant					

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

Action 1: Interconnect trails.**

Action 2: Continually identify and implement additional off-street pedestrian and bikeway opportunities.**

Action 3: Improve trails to provide walking/biking transportation alternatives and recreation potential.*

Objective: Ensure bicycle/pedestrian path needs are met.

Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Interconnect trails.	PCD Saunders & Gindlesperger	Staff Monetary					
2	Continually identify and implement additional off-street pedestrian and bikeway opportunities.	PCD Saunders	Staff Monetary					
3	Improve trails to provide walking/biking transportation alternatives and recreation potential.	PCD Saunders	Staff Monetary					

Objective 7: Ensure park infrastructure needs are met.

Action 1: Develop the park area west of the Caveman Bridge.***

Action 2: Enhance Riverside Park.**

Action 3: Develop Hillcrest Park Reserve.**

Action 4: Remove the large barrels and debris in the river from under the 6th Street Bridge.**

Action 5: Evaluate options at Reinhart Park for converting irrigation system to prevent future issues with pumping water from the River.**

Action 6: Add restroom at Fruitdale Park.**

Action 7: Increase security and lighting in Parks.*

Action 8: Develop spray/water park.*

Action 9: Improve the high visibility landscaping at the corner of GP Parkway & East Park Street.*

Action 10: Landscape and irrigate the area entering the City from Redwood Highway.*

Action 11: Create a tree walk map for Reinhart for next year's Fall Tree Walk.*

Action 12: Provide shade screening for exposed playground areas.*

Action 13: Improve Loveless Park with dirt pump track, seating areas, restroom, bike station, sidewalk and skills area.*

Objective: Ensure park infrastructure needs are met.

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

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

Action 1: Explore improvement of north Grants Pass coming off of Merlin Hill. Visual appeal of sight & sound to I-5.***

- Action 2: Review and refresh the City’s “Branding and Marketing”. **
- Action 3: Promote City Rebranding/Brand refreshing throughout the City. **
- Action 4: Develop landscaping and parking at Park Street. **
- Action 6: Exterior building remodel for the Downtown Welcome Center. **
- Action 7: Support the development and installation of an art piece for a City parking lot each year. **
- Action 8: Expand year-round tree lights in the downtown. **
- Action 9: Replace Municipal Building sign to match entry signs. *
- Action 10: Purchase a “watering truck”. *
- Action 11: Continue installing welcome signs for Grants Pass. *
- Action 12: Entrance sign for south I-5. *
- Action 13: Expand implementation of the City’s Branding. *
- Action 14: Catalogue and promote the City’s Public Art Collection in collaboration with CoPA, Tourism and HBSC. *
- Action 15: Expand downtown hardscape. *
- Action 17: Improve the street scape in 5th & H Street multiple uses. *
- Action 18: Redwood Empire sign restoration. *
- Action 19: Place a permanent GP on Beacon Hill. *

Objective: Increase opportunities to promote character and community spirit.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Explore improvement of north Grants Pass coming off of Merlin Hill. Visual appeal of sight & sound to I-5.							
2	Review and refresh the City’s “Branding and Marketing”.							
3	Promote City Rebranding/Brand refreshing throughout the City.	Administration Reeves	Monetary					
4	Develop landscaping and parking at Park Street.	PCD Nelson	Staff Monetary					
5	Exterior building remodel for the Downtown Welcome Center.	Administration Reeves	Monetary					
6	Support the development and installation of an art piece for a City parking lot each year.	Administration Reeves/CoPA	Monetary					
7	Expand year-round tree lights in the downtown.	Administration Byrne	Monetary					
8	Replace Municipal Building sign to match entry signs.	Administration Reeves	Monetary					
9	Purchase a “watering truck”.	Administration/ PCD	Monetary					

		Byrne/Nelson						
10	Continue installing welcome signs for Grants Pass.	Administration Seereiter	Staff					
11	Entrance sign for south I-5.	Administration Seereiter	Staff					
12	Expand implementation of the City's Branding.	Administration Bowen/Reeves	Monetary					
13	Catalogue and promote the City's Public Art Collection in collaboration with CoPA, Tourism and HBSC.	Administration Seereiter	Staff					
14	Expand downtown hardscape.	Administration Byrne	Staff/ Monetary					
15	Improve the street scape in 5th & H Street multiple uses.	Administration Reeves	Monetary					
16	Redwood Empire sign restoration.	Administration Cubic	Monetary					
17	Place a permanent GP on Beacon Hill.	Administration	Staff					

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

Action 1: Obtain Certified Local Government Status.*

Action 2: Update Landmark list.*

Action 3: Evaluate expanding the Historic District.*

Action 4: Update historic inventory.*

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

Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Obtain Certified Local Government Status.	PCD Slaughter	Staff					
2	Update Landmark list.	PCD Gindlesperger	Staff					
3	Evaluate expanding the Historic District.	PCD Glover Gindlesperger	Staff					
4	Update historic inventory.	PCD Glover Gindlesperger	Staff					