



CITY OF MEDFORD STRATEGIC PLAN

Vision:

We envision Medford as an outstanding community – a vibrant place for people to live, work, and play.

Our Mission:

Continuous Improvement ~ Customer Service



February 2015

Citizens of Medford:

On behalf of the Mayor and City Council, I am pleased to present the City of Medford 2015- 20 Strategic Plan. This plan has been updated to include 7 new objectives and 29 new action items to be addressed in the upcoming plan period. The updated plan was developed and revised to reflect the policy decisions and directions as set by the Mayor and City Council. The work, projects and processes undertaken by the City of Medford are referenced to these overarching policies.

Within the document, there are specific action items and timelines for completion for identified projects and processes. However, this is an overarching document that reflects the Council's policy directions and should not be interpreted to be a project work list or all-inclusive.

Strategic planning sets forth the City's vision, goals, objectives and the strategic decisions needed to guide the operations and resource needs. This document provides policy direction to the Budget Committee and staff in the development of the biennial budget. The goals, objectives and action items contained within this document will be reflected and referenced in future budget proposals.

We hope you find this document to be informative and thank you for your interest in the City of Medford.

Respectfully,

P. Eric Swanson

Eric Swanson
City Manager

Without a vision, the people will perish. Without a plan, the vision will perish. Without funding, the plan will perish.

City of Medford Strategic Plan 2015-20

Safe Community

1. Ensure a safe community by protecting people, property and the environment.
2. Provide public education regarding law enforcement, gang and drug activities and promote emergency preparedness.
3. Provide prevention and proactive education regarding public safety.
4. Provide a safe working environment for City employees.

Healthy Economy

5. Continue implementation of the Economic Development Strategy.
6. Maintain and enhance community livability.
7. Encourage a diverse economy.

Quality Public Services

8. Provide recreational activities and opportunities to improve the lives of Medford residents.
9. Provide a safe, multi-modal, efficient and well planned transportation system.
10. Provide efficient and effective sewer and storm water services.
11. Provide efficient and state-of-the-art development application review.

Responsive Leadership

12. Ensure financial stewardship and long-term municipal financial stability for City services, assets and facilities.
13. Preserve natural resources within the City of Medford and its Urban Growth Boundary.
14. In an open and transparent manner effectively deliver municipal services that Medford citizens need, want and are willing to support.
15. Ensure qualified City workforce through ongoing training and education.
16. Ensure a diverse City workforce through effective outreach and recruitment practices.

SAFE COMMUNITY

Goals:

1. Ensure a safe community by protecting people, property and the environment.
2. Provide public education regarding law enforcement, gang and drug activities and promote emergency preparedness.
3. Provide prevention and proactive education regarding public safety.
4. Provide a safe working environment for City employees.



GOAL 1: Ensure a safe community by protecting people, property and the environment.

Objective 1.1: Continue effectively enforcing residential housing standards.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
1.1a	Code Enforcement review and enforcement of substandard housing.	Police	Ongoing
1.1b	Revise Uniform Housing Code or develop and implement best practices and code standards for residential housing.	Building, Police	2016

Objective 1.2: Maintain high level of Building Codes administration.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
1.2a	Update the seismic retrofit portion of the Municipal Code Chapter 9	Building	2015
1.2b	Investigate opportunities to promote Green Building practices.	Building	2016
1.2c	Encourage City staff cross training to provide efficient plan review services.	Building	Ongoing



Objective 1.3: Increase public awareness of floodplain hazards and Fire and Life Safety.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
1.3a	Hold annual public outreach event related to floodplain hazards.	Building	Ongoing
1.3b	Hold annual public outreach events related to fire and life safety.	Fire, Police, Emerg. Mgmt.	Ongoing
1.3c	Prevent violations of Oregon State fireworks laws.	Fire & Police	Ongoing
1.3d	Recommend built-in fire safety elements in new buildings and identify and address fire safety issues in existing buildings.	Fire	Ongoing
1.3e	Increase public emergency preparedness outreach activities to promote all-hazard readiness and resilience.	Emerg. Mgmt.	Ongoing

Objective 1.4: Direct law enforcement strategies to respond most effectively to crime trends and emerging issues.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
1.4a	Continue to monitor crime statistics and integrate technology into operations.	Police	Ongoing
1.4b	Monitor high crime neighborhoods and develop plans to impact crime and improve livability.	Police	Ongoing
1.4c	Use information systems to connect crime prevention with patrol, special operations and specific community groups.	Police	Ongoing
1.4d	Conduct periodic assessment of beat boundaries.	Police	Ongoing



Objective 1.5: Enhance community partnerships to address crime and emerging crime trends.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
1.5a	Continue to expand the Neighborhood Watch and Volunteer Programs.	Police	Ongoing
1.5b	Continue to use the Volunteer Program to staff Bike Path and Park Patrols.	Police	Ongoing
1.5c	Continue to use the Volunteer Program to assist with staffing the Counter Report positions as well as to support other Police functions such as document imaging.	Police	Ongoing
1.5d	Establish a plan with the Medford 549c School District in conjunction with our School Resource Officers, to reduce illegal drug use by students.	Police	2015
1.5e	Develop partnership between Police, Fire and Parks & Recreation to increase recreational programming opportunities to reduce drug use and gang activity.	Police, Fire & Parks	Ongoing



Objective 1.6: Assure that law enforcement resources are appropriately allocated.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
1.6a	Review calls for service times.	Police	Ongoing
1.6b	Review all staffing numbers and workload responsibilities to ensure equal distribution of work.	Police	Ongoing
1.6c	Develop a differential response plan.	Police	2015
1.6d	Enhance Code Enforcement partnerships.	Police	Ongoing
1.6e	Continue to work to provide officers time for problem solving and to increase citizen interaction.	Police	Ongoing
1.6f	Develop and implement a beat management system to hold personnel accountable for their assigned areas and to provide an environment where officers can collaborate on problem solving projects.	Police	Ongoing
1.6g	Increase number of Neighborhood Watch programs and citizen volunteers.	Police	Ongoing
1.6h	Enhance Counter and Computer report taking capabilities.	Police	Ongoing
1.6i	Implement a combined "work group" to assist in the planning and development of the finalized plans for the proposed new Police facility.	Facilities Mgmt.	2016
1.6j	Enforce obstruction of bike lanes by illegal parking, stopping, etc.	Police	Ongoing

Objective 1.7: Fund and implement a phased-in approach to update all Fire facilities as identified in the Fire Facilities Master Plan.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
17.a	Implement a combined “work group” to assist in the planning and development of the finalized plans for the proposed new Fire facilities #2, 3, & 4.	Facilities Mgmt.	2016
1.7b	Establish plan to remodel/rebuild Medford Fire Station #5.	Fire	2015-2017



Objective 1.8: Continue to improve emergency response readiness to meet City Council and Fire District adopted goals.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
1.8a	Implement methods and technology as identified in the Emergency Services Master Plan.	Fire	Ongoing
1.8b	Review calls for service times.	Fire	Ongoing
1.8c	Review daily staffing numbers.	Fire	Ongoing
1.8d	Explore the possibility of providing Crash Fire Rescue services to the Airport.	Fire	2015
1.8e	Review the ISO rating of Medford Fire-Rescue for rate improvement opportunities.	Fire	2015

Objective 1.9: Protect the environment by using water resources wisely.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
1.9a	Promote landscape irrigation regulations and practices that conserve water.	Planning	Ongoing



Objective 1.10: Protect the water quality in natural streams.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
1.10a	Enforce prohibition of illicit storm water connections and discharges.	Public Works	Ongoing
1.10b	Implement industrial sewage pretreatment program to ensure that Regional Water Reclamation Facility processes are not impacted and sewage treatment remains effective.	Public Works	Ongoing

Objective 1.11: Minimize the negative impacts of storms.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
1.11a	Continuously eliminate capacity deficiencies in the storm drain system to prevent flooding.	Public Works	Ongoing
1.11b	Annually remove debris and overgrowth in flood channels.	Public Works	Ongoing
1.11c	Promote increased community participation in the emergency alert system.	Emerg. Mgmt.	Ongoing



Objective 1.12: Respond most effectively to fire, medical, hazardous materials, and disaster incidents.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
1.12a	Monitor incident statistics to identify incident trends.	Fire, Emerg. Mgmt.	Ongoing
1.12b	Continued development of regional partnerships to strengthen local emergency response.	Fire, Emerg. Mgmt.	Ongoing
1.12c	Conduct threat and risk assessment of high risk occupancies.	Fire	Ongoing
1.12d	Ensure equipment and technology meet current and anticipated calls for service.	Fire	Ongoing
1.12e	Develop and maintain Continuity of Operation Plan.	Emerg. Mgmt.	2015
1.12f	Develop and maintain Natural Hazard Mitigation Plan.	Emerg. Mgmt.	2015

1.12g	Update and maintain Emergency Operations Center on City Hall campus.	Emerg. Mgmt.	Ongoing
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GOAL 2: Provide public education regarding law enforcement, gang and drug activities and promote emergency preparedness.

Objective 2.1: Improve the flow of communication between the community and the City.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
2.1a	Continue quarterly meetings of the Police Advisory Committee to provide community input and to receive departmental information.	Police	Ongoing
2.1b	Increase public education opportunities to assist the public in understanding the Medford Police Department mission, challenges and to improve citizen ability to be proactive crime prevention partners.	Police	Ongoing
2.1c	Maintain and expand programs and activities to provide public education regarding emergency preparedness.	All Depts.	Ongoing
2.1d	Address transportation alternatives to respond to disaster impacts.	Public Works, Emerg. Mgmt.	Ongoing
2.1e	Maintain a Citizen Emergency Response Team (CERT) program.	Emerg. Mgmt.	Ongoing

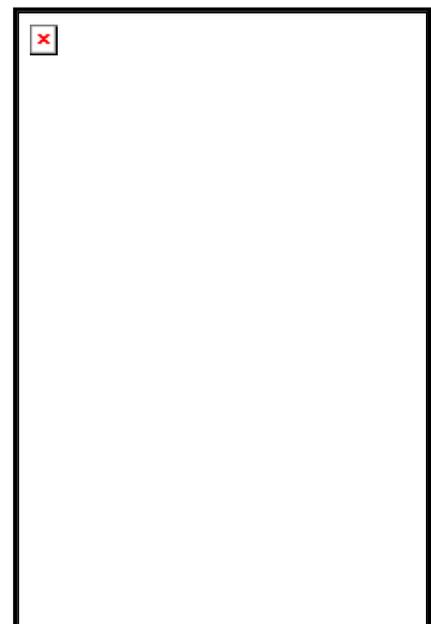
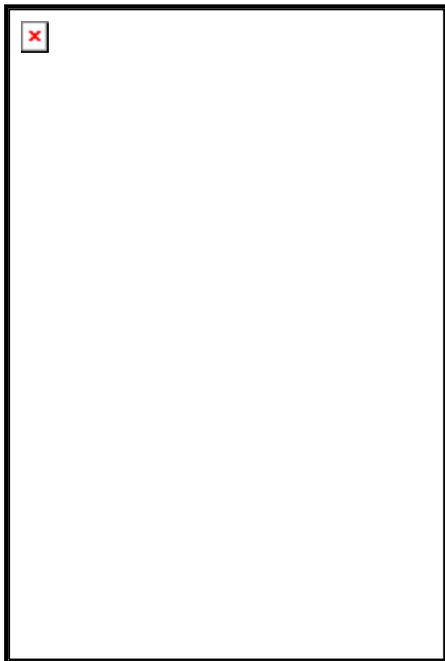
Objective 2.2: Develop sustainable whole community program for preparedness and resiliency.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
2.2a	Evaluate current Administrative Regulations regarding emergency preparedness and response for relevance and consider new or revised Administrative Regulations as necessary.	Emerg. Mgmt.	2015
2.2b	Explore options to maintain the second Emergency Management position after AmeriCorps participation sunsets.	Emerg. Mgmt.	2015
2.2c	Appoint and train a Crisis Management Team of key City Management to provide high level leadership during any major emergency response.	Emerg. Mgmt.	2015

GOAL 3: Provide prevention and proactive education regarding public safety.

Objective 3.1: Provide educational prevention programs to reduce the incidence of emergency responses, with particular attention to children, heart-related and senior citizen injuries.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
3.1a	Continue support of Fire & Life Safety education programs.	Fire	Ongoing



GOAL 4: Provide a safe working environment for City employees.

Objective 4.1: Foster a culture in which employees understand their responsibility for safety in the workplace.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
4.1a	Continue to maintain and enhance safe work practices by providing training; evaluating safety related incidents and responding to safety related suggestions.	Human Resources, Risk Mgmt.	Ongoing
4.1b	Develop and implement employee training program with focus on emergency preparedness.	Emerg. Mgmt.	2014
4.1c	Document and acknowledge positive employee safety behavior.	All Depts.	Ongoing
4.1d	Identify, document, evaluate and correct safety issues in the workplace.	All Depts.	Ongoing
4.1e	Continue and enhance the activities of the Safety Committee and subcommittees.	Human Resources	Ongoing



HEALTHY ECONOMY

Goals:

5. Continue implementation of the Economic Development Strategy.
6. Maintain and enhance community livability.
7. Encourage a diverse economy.

GOAL 5: Continue implementation of the Economic Development Strategy.

Objective 5.1: Promote retention and expansion of existing businesses and development of new businesses.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
5.1a	Encourage the development of vacant employment sites and the redevelopment of underutilized employment sites.	Planning Ec. Dev.	Ongoing
5.1b	Continue and expand on regional partnerships to promote unified regional economic development.	Ec. Dev.	Ongoing
5.1c	Investigate opportunities to utilize urban renewal districts and other tools to promote business development and expansion and/or address underutilized properties.	Ec. Dev.	Ongoing
5.1d	Consider methods and partnerships to encourage participation of local firms with City projects to assist in expansion of local expertise.	All Depts.	Ongoing
5.1e	Investigate and consider opportunities for international business development by partnering with local businesses interested in international markets.	Ec. Dev.	Ongoing
5.1f	Work with site consultants to create more international exposure to City and regional opportunities.	Ec. Dev.	Ongoing
5.1g	Expand the exposure of the Economic Development Plan to the community, businesses and site consultants.	All Depts.	Ongoing

Objective 5.2: Expand infrastructure systems to meet anticipated demand.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
5.2a	Establish, utilize and adjust SDC's to expand street, sewer and storm drain systems.	Public Works	Ongoing
5.2b	Research and bring forward recommendations to address the unmet aquatics needs.	Parks	Ongoing

Objective 5.3: Collaborate with other agencies, non-profits, and educational institutions to prepare a workforce for the 21st century.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
5.3a	Provide City input to local training programs provided by RCC and SOU as well as private providers that support the personnel needs of businesses in the community and those potentially locating to the community.	Ec. Dev.	Ongoing

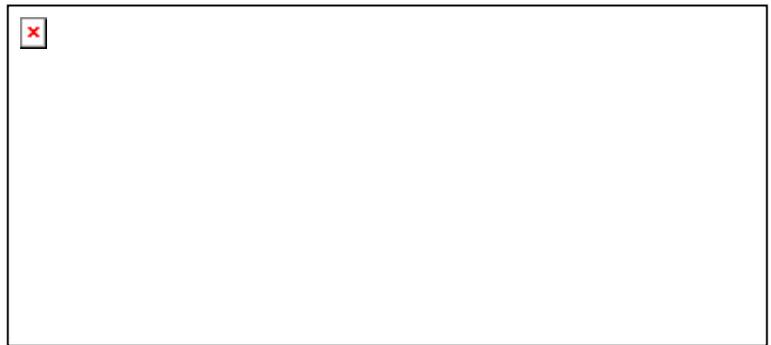
GOAL 6: Maintain and enhance community livability.

Objective 6.1: Promote the aesthetic quality of the urban environment.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
6.1a	Consider code language addressing the planting and care of street trees.	Planning, Parks	2015
6.1b	Maintain an inventory of area suitable for preservation as open space.	Planning, Parks	Ongoing
6.1c	Develop design standards addressing architectural, massing and spatial compatibility for infill residential development, particularly when it occurs at a higher density than existing uses.	Planning	2015
6.1d	Present options for revising provisions of Chapter 10 of the Municipal Code that regulate electronic message signs.	Planning	2015

Objective 6.2: Ensure that the City's codes enable developers, for-profit and non-profit housing providers to meet the housing needs of the residents of Medford.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
6.2a	Assure sufficient buildable land is available for an adequate mix of dwelling types and price, balancing placement throughout City.	Planning	Ongoing
6.2b	Maintain a current inventory of buildable residential land and periodically compare it to the needs identified in the Housing Element of the Comprehensive Plan.	Planning	Ongoing
6.2c	Support the affordability and sustainability of safe and sanitary housing for residents.	All Depts.	Ongoing



Objective 6.3: Encourage the continued revitalization of the downtown.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
6.3a	Remove unnecessary local regulatory impediments to downtown development and redevelopment activities.	Planning	Ongoing
6.3b	Work with representatives of stakeholders to consider employing wayfinding techniques to direct citizens, travellers and tourists to and from the downtown area.	Planning	2016

Objective 6.4: Increase access and public enjoyment of Prescott Park by developing appropriate facilities.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
6.4a	Continue implementation of master plan by expanding multi-use.	Parks	Ongoing
6.4b	Develop additional parking facilities.	Parks	2015

Objective 6.5: Support and encourage community driven efforts to establish identity and sense of place.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
6.5a	Continue to encourage neighborhood development and revitalization.	Council	Ongoing
6.5b	Continue to encourage neighborhood revitalization efforts.	All Depts.	Ongoing

Objective 6.6: Update the City of Medford Leisure Services Plan.

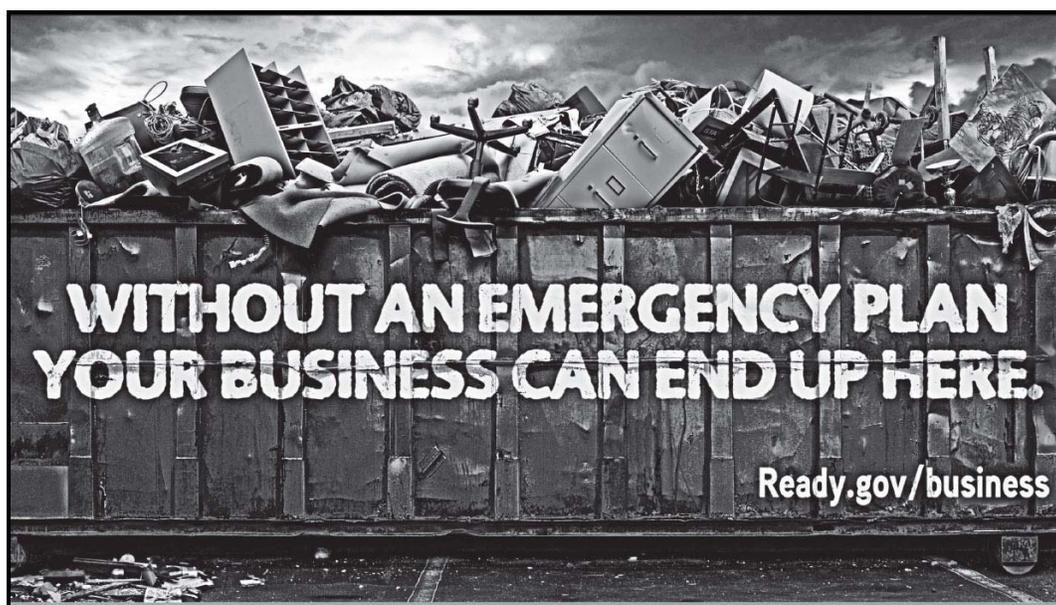
<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
6.6a	Complete an update to the Leisure Services Plan.	Parks	2015

Objective 6.7: Improve the ability of residents to become self-sustaining.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
6.7a	Support public service agencies to provide safety net services to residents.	Parks	Ongoing
6.7b	Improve opportunities of residents to obtain and/or retain family wage employment.	City Manager's Office	Ongoing

Objective 6.8: Work with community and regional partners and stakeholders to gain understanding regarding homeless issues in the community and potential opportunities to address the issues.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
6.8a	Provide City participation on the Jackson County Homeless Task Force	Police, Parks	Ongoing
6.8b	Review General Fund Grant program for allocation of funds to local social service agencies providing assistance to the homeless.	City Manager's Office	Ongoing



Objective 6.9: Develop a strategy for improving business emergency preparedness and resiliency.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
6.9a	Establish a working group of business, nongovernmental organizations, and others to explore options and promote resilience in the business community.	Emerg. Mgmt.	2015
6.9b	Offer related presentations and resources to inform and motivate business resilience.	Emerg. Mgmt.	Ongoing

GOAL 7: Encourage a diverse economy.

Objective 7.1: Ensure there is a long term supply of appropriately located and serviceable commercial and industrial land.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
7.1a	Maintain a current inventory of commercial and industrial lands and periodically compare them to the needs identified in the Economic Element of the Comprehensive Plan.	Planning	Ongoing

Objective 7.2: Encourage development of a regional civic/conference center in conjunction with Jackson County and the Chamber of Commerce/Travel Medford.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
7.2a	Update feasibility study.	City Manager's Office, Travel Medford, Jackson County	2015



QUALITY PUBLIC SERVICES

Goals:

8. Provide recreational activities and opportunities to improve the lives of Medford residents.
9. Provide a safe, multi-modal, efficient and well planned transportation system.
10. Provide efficient and effective sewer and storm water services.
11. Provide efficient and state-of-the-art development application review.

GOAL 8: Provide recreational activities and opportunities to improve the lives of Medford residents.

Objective 8.1: Ensure that long-term plans are adopted that identify where land is needed for parks and pedestrian/bicycle trail systems throughout the City.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
8.1a	Fulfill identified land needs when properties are proposed for development.	Parks	Ongoing
8.1b	Pursue the inclusion of Prescott and Chrissy Parks into the City's Urban Growth Boundary.	Planning, Parks	Ongoing
8.1c	Locate parks and facilities in underserved areas.	Parks	Ongoing
8.1d	Review all high need areas as outlined in the Leisure Services Plan for future park sites and potential acquisition.	Parks	2014
8.1e	Pursue development of a pedestrian bridge connecting Hawthorne Park to the North Riverside Parking lot.	Parks	2016



Objective 8.2: Adjust recreation programs and services to meet changing demographics and growing community needs.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
8.2a	Annually complete a city-wide needs assessment to determine changes in programming focus and expansion.	Parks	Ongoing

Objective 8.3: Establish more revenue-generating programs to help fund or subsidize other programs and services.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
8.3a	Review cost recovery and pricing models for programming with the Parks and Recreation Commission to establish recovery levels.	Parks	Ongoing
8.3b	Increase the amount of sponsorships for programs and advertising opportunities with business partners by 3% annually.	Parks	Ongoing



Objective 8.4: The City has a philosophy of support for and appreciation of the arts.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
8.4a	Encourage the incorporation of art in public projects and incorporate aesthetic principles and standards for City buildings.	Arts Commission	Ongoing
8.4b	Leverage City support to enhance arts and cultural programs in the community.	Arts Commission	Ongoing

GOAL 9: Provide a safe, multi-modal, efficient and well planned transportation system.

Objective 9.1: Ensure that neighborhoods are designed with pedestrian and bicycle access ways that are connected to recreational facilities in the City.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
9.1a	Where gridded street patterns are not feasible, assure that bicycle and pedestrian connections are provided in neighborhoods.	Public Works	Ongoing

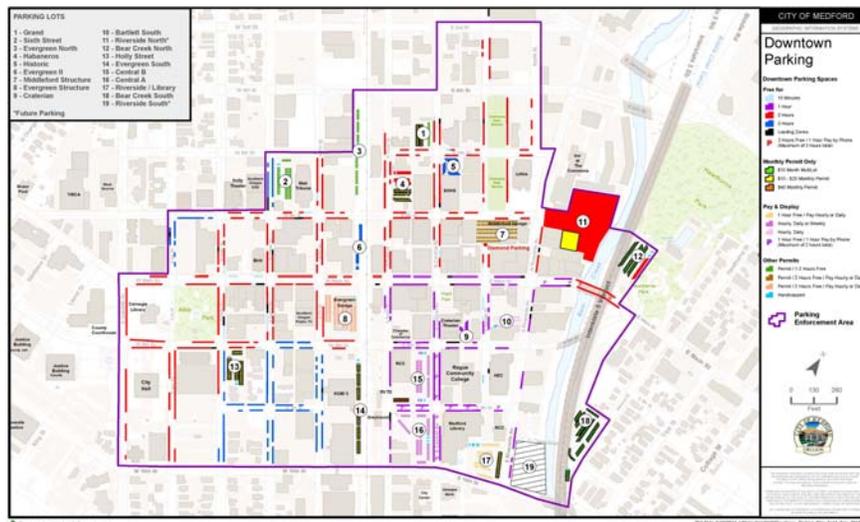


Objective 9.2: Encourage pedestrian friendly design near activity centers.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
9.2a	Identify existing and potential activity centers in the City, UGB and Urban Reserves.	Planning	Ongoing
9.2b	Undertake efforts to increase the percentage of new dwelling units and new employment located in activity centers, including Transit Oriented Districts (TODs) and mixed-use areas.	Planning *Regional Plan	Ongoing

Objective 9.3: Address the parking needs within the Central Business District.

Action		Dept.	Timeline
9.3a	Explore the feasibility of diagonal parking.	City Manager's Office	2015
9.3b	Annually assess the effectiveness of the Parking Management Plan	City Manager's Office	Ongoing
9.3c	Assess needs for parking within the Central Business District and add to capacity if needed.	City Manager's Office	Ongoing



Objective 9.6: Provide equal emphasis for all modes of travel supported by the City.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
9.6a	Enforce code provisions governing property owner responsibilities regarding the public right-of-way.	Public Works	Ongoing

Objective 9.7: Develop a strategy for effective transportation of City personnel, the public, and resources during response and recovery phases of an emergency.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
9.7a	Establish a disaster transportation working group that includes the City, RVTB, First Student and other potential transporters of people and material.	Emerg. Mgmt.	2015
9.7b	Develop necessary agreements to establish and maintain a robust land transportation capability.	Emerg. Mgmt.	2015

GOAL 10: Provide efficient and effective sewer and storm water services.

Objective 10.1: Ensure that costs associated with new development are borne by the developer and not by the public-at-large.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
10.1a	Provide regular training to elected and appointed officials and staff on the “Nollan” and “Dolan” decisions, focusing on the principles of essential nexus and rough proportionality.	Planning, Legal	Ongoing

Objective 10.2: Use incentives to encourage innovative means of detaining and conveying stormwater associated with the development of private property.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
10.2a	Increase the use of bioswales and other natural stormwater conveyance systems.	Planning, Public Works	Ongoing

Objective 10.4: Reliably treat sewage in compliance with the applicable National Pollutant Discharge Elimination System (NPDES) permit.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
10.4a	Upgrade plant facilities to improve reliability.	Public Works	2016

GOAL 11: Provide efficient and state-of-the-art development application review.

Objective 11.1: Reduce development application cycle time.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
11.1a	Develop a faster process for specific commercial redevelopment project types.	Public Works, Planning, Building, Fire Safety	2015
11.1b	Develop an over-the-counter process for residential remodels and additions.	Public Works, Planning, Building, Fire Safety	2015
11.1c	Develop a simplified process for review of remodels of schools and hospitals.	Public Works, Planning, Building Safety and Fire Safety	2015
11.1d	Develop a set of rules to facilitate storage lots for shipping containers.	Public Works, Planning, Building, Fire Safety	2015
11.1e	Institute a new process for electronic plan submittal.	Planning	2015
11.1f	Evaluate the thresholds for what is administratively approved versus when a public hearing is required. Et seq. (Horizon Centre Study)	Planning	Ongoing



Objective 11.2: Assist applicants in submitting thorough and complete development applications.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
11.2a	Create flow charts outlining application process per Horizon Centre Study.	Public Works, Planning, Building, Fire Safety	2015
11.2b	Improve application checklist.	Public Works, Planning, Building, Fire Safety	2015
11.2c	Hold quarterly open forums with contractors, citizens and stakeholders.	Building Dept.	Ongoing

Objective 11.3 Building Department Goals

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
11.3a	Maintain and/or improve Building Code Grading Effectiveness Scale	Building	Ongoing
11.3b	Maintain and/or improve the ISO rating for the floodplain Community Rating Service.	Building	Ongoing
11.3c	Review/revise business license application process.	Building Dept.	Ongoing

**Business License
Information**



RESPONSIVE LEADERSHIP

Goals:

12. Ensure financial stewardship and long-term municipal financial stability for City services, assets and facilities.
13. Preserve natural resources within the City of Medford and its Urban Growth Boundary.
14. In an open and transparent manner effectively deliver municipal services that Medford citizens need, want and are willing to support.
15. Ensure qualified City workforce through ongoing training and education.
16. Ensure a diverse City workforce through effective outreach and recruitment practices.

GOAL 12: Ensure adequate long-term municipal financial stability for City services, assets and facilities.

Objective 12.1: Assure that law enforcement resources are appropriately allocated by assessing calls for service and eliminating responses to calls that do not require police presence.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
12.1a	Assess and modify a beat management system to hold personnel accountable for their assigned areas.	Police	Ongoing
12.1b	Maintain an environment where officers can collaborate on problem solving projects.	Police	Ongoing

Objective 12.2: Provide Public Works infrastructure (streets, sewer, and storm drainage) construction and maintenance at the lowest life-cycle costs.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
12.2a	Require utility trench patches which span travel lanes to minimize reduction of pavement life.	Public Works	2020
12.2b	Increase pavement restoration to match deterioration rate.	Public Works	2020

Objective 12.3: Continue to fund capital improvements to city owned facilities to preserve and increase the life capacity.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
12.3a	Develop and update long-range capital improvement plans for City facilities.	All Depts.	Ongoing
12.3b	Provide necessary maintenance resources for all City facilities.	All Depts.	Ongoing



Objective 12.4: Continue to address financial best practices to ensure financial stability now and into the foreseeable future.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
12.4a	Conduct regular revenue and expense forecasting (4 yrs.)	Finance	Ongoing
12.4b	Develop alternative options/plan to address revenue shortfalls.	All Depts.	Ongoing
12.4c	Review and implement staff recommendations regarding Enterprise Resource Planning for new financial systems.	Finance	2015
12.4d	Review City's compensation model and evaluate the impact of wage and benefit levels as they may relate to the City's ability to effectively recruit and retain highly effective employees.	Human Resources	Ongoing
12.4e	Bargain effectively with represented employee groups to ensure appropriate wage and benefit levels are maintained.	Human Resources	Ongoing

Objective 12.5: Improve employee health and control health benefit costs.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
12.5a	Promote wellness through Health Promotion Team activities and education.	All Depts.	Ongoing
12.5b	Explore opportunities to self-insure medical, dental and vision insurance.	Human Resources	Ongoing

Objective 12.6: Align technology investments in support of the goals, objectives and action items identified in the City's Strategic Plan.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
12.6a	Acquire, implement and maintain technology solutions in support of Strategic Plan goals, objectives and action items.	Tech. Services	Ongoing
12.6b	Protect the security and integrity of the City's data and information.	Tech. Services	Ongoing
12.6c	Proactively manage technology investments for maximum lifecycle efficiency.	Tech. Services	Ongoing
12.6d	Maintain technology asset inventory and ensure application licensing compliance.	Tech. Services	Ongoing



GOAL 13: Preserve natural resources within the City of Medford and its Urban Growth Boundary, as applicable.

Objective 13.1: Protect waterways and wetlands which are unique components of the urban landscape.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
13.1a	Establish and implement storm water program required by the City's National Pollutant Discharge Elimination System (NPDES) Phase 2 permit.	Public Works	2015

Objective 13.2: Encourage energy conservation and production.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
13.2a	Use energy-efficient building techniques and solar energy in public construction and remodeling.	Parks	Ongoing
13.2b	Consider opportunities to develop and support diverse domestic energy production and consumption.	All Depts.	Ongoing



GOAL 14: In an open and transparent manner effectively deliver municipal services that Medford citizens need, want and are willing to support.

Objective 14.4: Maintain sufficient resources to meet service levels as set by policy makers.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
14.4a	Allocate funding for staffing requirements or outsourcing of services.	All Depts.	Ongoing
14.4b	Dedicate resources to address changing demands for service.	All Depts.	Ongoing
14.4c	Provide fleet maintenance and repair services to internal and external customers efficiently and rapidly to ensure equipment resources are available to fulfill the public's needs.	Public Works	Ongoing
14.4d	Selectively provide fleet services to external customers which results in lower costs and better service to all customers.	Public Works	Ongoing

Objective 14.5: Provide adequate opportunities for public input.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
14.5a	Provide and promote various methods of communication to enhance opportunities for citizen education and interaction.	All Depts.	Ongoing
14.5b	Provide guidance and feedback opportunities for citizen boards and commissions.	Council, City Manager's Office	Ongoing
14.5c	Encourage participation on City boards and commissions that reflect the diversity of the community.	Council	Ongoing

GOAL 15: Ensure qualified City workforce through ongoing training and education.

Objective 15.1: Revise performance management processes to incorporate technology based system for tracking performance and developing employees.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
15.1a	Incorporate performance management system into NeoGov Perform web based program and train employees regarding utilization.	Human Resources	2015

Objective 15.2: Provide development opportunities to personnel that meet the operational needs of the departments and contributes to the professional development of the employee.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
15.2a	Provide and facilitate required training and professional development for personnel.	All Depts.	Ongoing
15.2b	Assess and develop mentoring programs for employees.	All Depts.	Ongoing
15.2c	Identify and maintain a succession plan for operational continuity and employee advancement opportunities within the organization.	All Depts.	Ongoing
15.2d	Identify opportunities to recruit qualified personnel into the organization in order to meet operational needs.	Human Resources	Ongoing

GOAL 16: Ensure a diverse City workforce through effective outreach and recruitment practices.

Objective 16.1: Identify internal and community diversity demographics and develop a plan for recruitment of women and minorities for employment and promotional opportunities in the City.

<u>Action</u>		<u>Dept.</u>	<u>Timeline</u>
16.1a	Research State and Federal resources to identify area population demographics.	Human Resources	Ongoing
16.1b	Identify the diversity demographics within the City workforce.	Human Resources	Ongoing
16.1c	Assess and revise the plan that gives access to employment and promotional opportunities to encourage diversity in the workplace.	Human Resources	Ongoing
16.1d	Review and utilize a variety of recruitment opportunities.	All Depts.	Ongoing

