

City of Phoenix, Oregon

Strategic Plan

September 2017



City Council

Chris Luz, mayor

Jim Snyder, Council President

Terry Baker, Council Vice President

Cindy Cameron, Councilor

Mike Shunk, Councilor

Stuart Warren, Councilor

Sarah Westover, Councilor

“The past cannot be changed. The future is yet in your power.”

- Mary Pickford

City of Phoenix

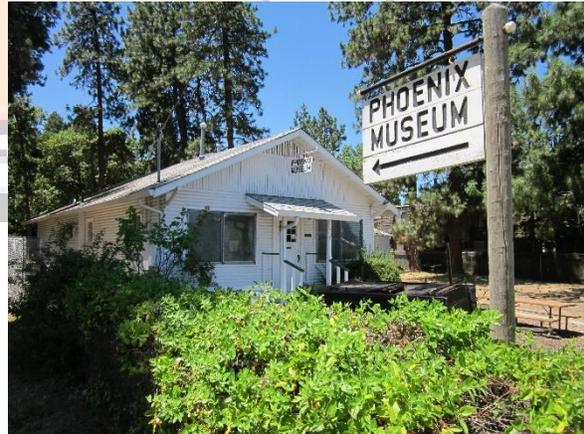
Strategic Plan

The City of Phoenix, Oregon, was one of the earliest pioneer settlements in Southern Oregon. Many vestiges of its rich past are still visible today.

The impressive Colver House was located on Highway 99 at the south end of town before it burned down in 2008. The Colver House was built in 1855 by one of the first settlers, Samuel Colver. Colver came west from Ohio in 1850, taking up a donation land claim of 640 acres on a site where Phoenix now stands. The town site of Phoenix was laid out on property he donated to the city in 1854.

Back in the 1850s, Phoenix was the hub of the Rogue Valley. The Rogue River and Modoc Indian Wars, the Northwest gold rush and the onset of the Civil War all played a part in the growth of this frontier town.

With the completion of the Oregon & California Railroad through Phoenix in 1887, travel and trade changed in the region forever. For the first time, agricultural products could reach markets across the country and world. Fruit orchards, particularly pears, grew to become one of the leading industries in Phoenix and still cover many of the rolling hills just outside the city.



Today, Phoenix is a commercial and residential center; eight miles north of Ashland, and three miles south of Medford, the largest city in Jackson County. The city is just close enough to surrounding destinations to be convenient, yet still secluded enough to maintain the best of rural Oregon.

Looking ahead, rapid growth is predicted for Phoenix. The City's population will grow by an estimated 50% by 2035, and large urban growth areas to the north and east of the City are a prime area for commercial and light industrial development.

The City employs a Council-Manager form of government. The City Council, led by a directly elected mayor, sets policy and direction for the City and hires a City Manager who supervises staff and runs the day-to-day affairs of the City. The City provides Police, Public Works (Water, Streets, Parks) and Planning/Building services. Sewer and fire protection services are offered by independent special districts.

The strategic planning process

In June 2017, the City Council came together to begin the job of working to create the City's first-ever strategic plan. The purpose of the strategic planning process, as identified by the Council, was to:

- Create a set of ideas – a prioritized list of goals and strategies -- to improve the lives of Phoenix citizens, as well as a rough timeline for their execution; and
- Build a strong foundation for a team, whose effort would establish these priorities.

The planning process began by conducting a SWOT analysis: strengths, weaknesses, opportunities and threats. When an organization understands what its strengths, weaknesses, opportunities and threats are (and leadership agrees on them), they become the basis for development of the strategic plan. The plan seeks to maximize and build on strengths and opportunities while moving to address weaknesses and threats. At its first strategic planning session, the Council agreed on the following:

Strengths

1. City is financially strong.
2. Qualified, well-trained, passionate, professional staff
3. Strong Council with new and engaged voices. Diverse viewpoints lead to healthy, productive discussions and problem-solving potential.
4. Small town charm with a diverse and engaged community; safe place to live. Local, unique businesses.
5. Great parks.
6. City location is convenient and attractive; strategically located between Medford and Ashland, with proximity to I-5
7. Bear Creek and Bear Creek Greenway
8. Great schools and school community.

Weaknesses

1. Staff retention. City is an "incubator" for Medford.
2. Council reputation in the community. (Dysfunction, trust, transparency issues.) Lingered discontent among some citizens.
3. Lack of clear vision - fluctuating priorities - Council turnover.
4. Unclear processes need updating. Lack of commitment to group decision-making.
5. Facilities - esp. Police and Public Works - are very inadequate.
6. Growing pains.
7. Lack of affordable housing. No affordable housing plan/ordinance.
8. One-lane configuration on Main St. hinders businesses.

Opportunities

1. New and expanding industries come with regional population and economic growth. Work with SOREDI.
2. Affordable/ workforce housing opportunities
3. Growing diversity in the community; esp. Hispanic population.
4. Public interest in environmental quality
5. New Community Center will help shape downtown; attract new business. A chance to create an image for Phoenix.
6. Medford/ODOT South Stage Overpass and proximity to I-5 offers the ability to move forward with smart, sustainable development and UGB expansion in PH-3, PH-5 and PH-10.7. Much room for improvement in communication/relationship with citizens. (Social media, web site.)



Threats

1. Cuts to federally funded programs and grants (esp. for housing).
2. Political partisanship and divisiveness. Growing distrust on all sides makes governing more difficult.
3. State finance issues: budget deficit and PERS.
4. Growth in older demographics. Increasing ratio of retirees to working-age population.
5. Low wages/High cost of living.
6. Climate change and natural disasters.
7. Homelessness and rising housing costs that could exacerbate homelessness.
8. Potential loss of Petro truck stop.

Drawing on the common themes identified by the SWOT analysis, the Council settled on the major areas from which goals and objectives would flow in the strategic plan. Those major areas are as follows:

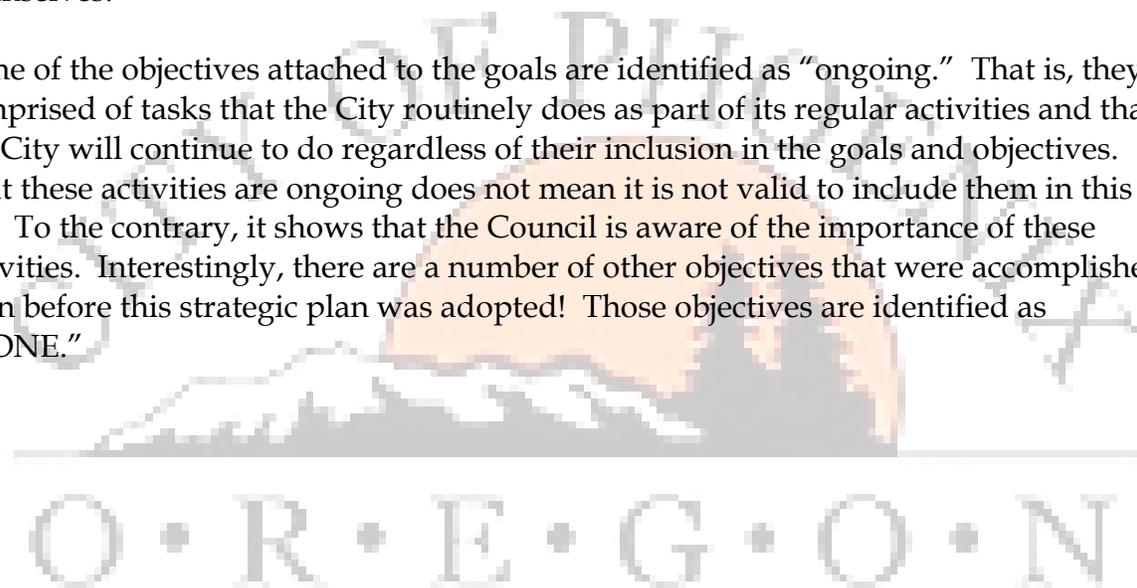
Infrastructure and Parks
Growth and Economic Development
Livability
Community
Organization and Staff

Over the course of a day-long planning meeting, the Council created a comprehensive set of goals within these focus areas, along with some objectives for meeting the goals. The City's department heads then brainstormed objectives to meet the goals, which were vetted at a subsequent Council strategic planning meeting. At that subsequent meeting, the Council categorized each of the goals as "important and urgent," "important but not urgent," "urgent but not important," or "not urgent and not

important.” The Council also prioritized the goals and objectives, identifying those that needed to be accomplished in the current or subsequent budget cycle and those that were longer-term in nature.

In the list of goals and objectives that follows, seven goals are listed as “Priority Goals.” These are the goals the Council determined should be first in line for staff and budgetary resources through fiscal years 2018 and 2019. “Priority Two” goals are those that are next in line to become priority goals. While staff can and will work on these as time allows and opportunities arise, these goals are more likely to be achieved in a two-to five-year time frame. The remaining goals are longer-term goals that need to remain in the City’s consciousness, but were not deemed to be a priority for staff time or budgetary resources in either the short-term or intermediate term. That does not mean those things won’t be done. Rather, it means they will be done as opportunities present themselves.

Some of the objectives attached to the goals are identified as “ongoing.” That is, they’re comprised of tasks that the City routinely does as part of its regular activities and that the City will continue to do regardless of their inclusion in the goals and objectives. That these activities are ongoing does not mean it is not valid to include them in this list. To the contrary, it shows that the Council is aware of the importance of these activities. Interestingly, there are a number of other objectives that were accomplished even before this strategic plan was adopted! Those objectives are identified as “DONE.”



City Council Goals and Objectives

Approved September 18, 2017

FOCUS AREA: Infrastructure and Parks

Goal 1: PRIORITY GOAL Provide safe, accessible, family-friendly parks and increase park use through organized activities. (Category: Important/Not Urgent)

Objectives:

- 1.a Prioritize, fund and complete the projects called for in the adopted Parks Master Plan
- 1.b Ensure adequate police protection and lighting in all parks
- 1.c Conduct regular inspection and mitigation of hazards in parks
- 1.d Dedicate (or hire) staff to organize activities
- 1.e Create more parks on the east side of the freeway
- 1.f Make the downtown plaza a park
- 1.g Create a life-cycle replacement plan for all parks buildings and equipment

	Action	Dept.	Timeline
1.a.1	Pursue appropriate funding under annual budget review process.	Public Works/City Manager	Annually in April
1.a.2	Review grant opportunities from various sources.	Public Works/City Manager	Ongoing
1.a.3	Develop 5-year Parks Capital Improvement Plan.	PW	Apr. 2018
1.b.1	Install additional lights in parks per coordination with Parks and Recreation Committee.	PW	May, 2019
1.b.2	Increase public awareness through outreach programs and agenda items at public Parks & Greenway Committee and City Council meetings.	Public Works/City Manager	Ongoing
1.b.3	Expand coordination protocol with Police Department	Public Works/Police	Ongoing
1.c.1	Continue with regularly scheduled PW Department checklist maintenance program	Public Works	Bi-monthly
1.c.2	Have staff attend training opportunities regarding best management practices.	Public Works	Ongoing
1.c.3	Schedule a 5-year review from equipment manufacturer on playground equipment	Public Works	May, 2019
1.d.1	Review as part of FY 2019 budget process	City Manager	May, 2018

1.e.1	Work with developers to dedicate park land as part of subdivision approval.	Planning	Ongoing
1.e.2	Consider dedication of park land or creation of private park land in a PUD in exchange for smaller lots.	Planning	Ongoing
1.f.1	Upon transfer of ownership from PHURA, amend Parks Master Plan inventory to include the Plaza	Planning	Oct. 2018
1.f.2	Bring necessary ordinances and resolutions to Council following construction completion.	City Manager/ Planning	Summer or fall 2018
1.g.1	Create 10-year improvement plan for the parks system buildings and equipment.	Public Works	Jun. 2018
1.g.2	Pursue appropriate funding under annual budget review process.	Public Works	Ongoing
1.g.3	Review grant opportunities from various sources.	Public Works/City Manager	Ongoing

Goal 2: PRIORITY TWO GOAL Maintain and enhance safe and well-lit walkability and multi-modal transportation options. (Category: Important/Not Urgent)

Objectives:

- 2.a Create annual prioritization process for new infrastructure and maintenance
- 2.b Utilize available street funding to maintain collector and arterial streets in satisfactory or better condition and address local street needs as funding allows.
- 2.c Complete the downtown traffic study and select preferred alternatives
- 2.d Improve street lighting as necessary and address visibility issues created by trees



Goal 3: PRIORITY GOAL Provide safe, productive and professional work spaces for employees. (Category: Important/Urgent)

Objectives:

- 3.a Complete the space needs analysis for the Police Department
- 3.b Study the feasibility of the Fire District 5 building for City use
- 3.c Refresh City Hall
- 3.d Improve wayfinding to City Hall and the Police Department
- 3.e Conduct an equipment needs analysis for Public Works
- 3.f Improve the visual appearance of the Public Works yard

	Action	Dept.	Timeline
3.a.1	ORW Architecture currently working on a space needs analysis	Police/City Manager	Dec. 2017
3.a.2	Identify site for new police station and funding for site acquiring and building	City Manager	Jun. 2018
3.b.1	Contact FD 5 regarding plans for Phoenix fire station and report back to City Council	Police	Dec. 2017
3.c.1	Alternative layouts for City Hall included in PD space needs analysis	City Manager	Dec. 2017
3.c.2	Identify funding for City Hall refresh during FY '19 budget process	City Manager	Jun. 2018
3.c.3	Contract for and complete interior remodel	City Manager	Jun. 2019
3.d.1	Develop map graphic and post in public places and the City website.	Planning/ Public Works	Feb. 2018
3.d.2	Install permanent signage at key locations	Public Works	Jun. 2018
3.e.1	Prepare an equipment needs analysis report for Public Works	Public Works	Feb. 2019
3.e.2	Prepare and maintain an active inventory of all Public Works equipment	Public Works	Apr. 2018 and ongoing
3.f.1	Develop funding program through annual budget review process.	Public Works	Jun. 2019
3.f.2	Replace/upgrade paved surfaces, install additional stone surfacing	Public Works	May, 2018
3.f.3	Clean/paint/repair building facades.	Public Works	Dec. 2019
3.f.4	Recondition pump house roof.	Public Works	Dec. 2019
3.f.5	Recycle/discard unusable materials.	Public Works	Ongoing
3.f.6	Auction off surplus vehicles.	Public Works	Feb. 2018
3.f.7	Increase fleet cleaning facilities through installation of wash station.		Nov. 2019

Goal 4: PRIORITY TWO GOAL Plan for infrastructure in the urban growth areas (Category: Important/Not Urgent)

Objectives:

- 4.a** Study the infrastructure needs of PH-3
- 4.b** Plan for water infrastructure in PH-5 & 10

4.c Continue to plan for the South Stage overpass

Goal 5: PRIORITY TWO GOAL Protect natural resources, including Bear Creek (Category: Important/Urgency not categorized)

Objectives

- 5.a Work with regional partners to improve water quality in Bear Creek
- 5.b Research local programs for water and energy conservation
- 5.c Create a long-term plan for the Community Center wetlands
- 5.d Work with Bee City USA on pollinator education

FOCUS AREA: Growth and Economic Development

Goal 6: PRIORITY GOAL Attract new businesses and support existing ones (Category: Important/Urgent)

Objectives:

- 6.a Encourage businesses that create social hubs through incentives and direct outreach
- 6.b Create an Economic Development Commission tasked with business recruitment and retention

	Action	Dept.	Timeline
6.a.1	Meet with Chamber, Council and other community leaders to identify businesses who fit the criteria of the objective	City Manager/Mayor	Winter or spring 2018
6.a.2	Determine nature of incentives and seek funding (if necessary) in FY '19 budget	City Manager/City Council	Jun. 2018
6.a.3	Direct personal outreach to identified businesses	City Manager/Mayor	Summer or fall 2018
6.b.1	Prepare ordinance to create an Economic Development Commission, including mission and specific duties	City Manager	Winter 2018
6.b.2	Council adopt ordinance and appoint members	City Council	Winter 2018

Goal 7: PRIORITY GOAL A clear and consistent vision for growth areas, including downtown and urban renewal areas (Category: Important/Urgency not categorized)

Objectives:

- 7.a Utilize PHURA resources to promote growth
- 7.b Complete the update to the downtown plan
- 7.c Complete and adopt master plans for PH-3, PH-5 and PH-10
- 7.d Complete the Comprehensive Plan update

	Action	Dept.	Timeline
--	--------	-------	----------

7.a.1	Consolidate administrative and governance functions of PHURA into city government	City Manager	Winter 2018
7.a.2	Revive sign and façade grant program as soon as funding allows	City Manager	Spring 2018 or beyond
7.b.1	Complete the update to the Downtown Plan	Planning	Dec. 2018
7.c.1	Bring these items forward as soon as the Housing Element is in the adoption process.	Planning	Spring 2018
7.d.1	Complete the Comprehensive Plan update	Planning	Dec. 2018

Goal 8: PRIORITY TWO GOAL Collaborate with local businesses and regional partners to promote growth and economic development

(Category: Important/Not Urgent)

Objectives:

- 8.a Seek representation on the SOREDI Board of Directors. In the absence of a Board seat, meet regularly with SOREDI leadership
- 8.b Designate a Council liaison to attend Chamber of Commerce Board meetings and events
- 8.c Receive regular reports from the Chamber of Commerce to the City Council
- 8.d Create and distribute a “Doing Business in Phoenix” guide
- 8.e Create a business spotlight section in the Mayor’s newsletter - DONE

FOCUS AREA: Livability

Goal 9: Improve the environmental quality of the city (Not categorized)

Objectives:

- 9.a Collaborate with the County on illegal marijuana grows
- 9.b Improve walking and bicycle corridors to provide alternatives to driving
- 9.c Work with RVSS to protect local streams from the impacts of storm water runoff
- 9.d Work with Rogue Disposal to improve community-wide recycling and to reduce recycling contamination

Goal 10: PRIORITY GOAL Housing availability for all income levels

(Category: Important/Urgency not categorized)

Objectives:

- 10.a Collaborate with the Housing Authority, ACCESS and other housing providers on opportunities in Phoenix - ONGOING
- 10.b Provide incentives to developers of low-income and workforce housing
- 10.c Review and, as necessary, update zoning code to ensure housing variety, including multi-family housing

	Action	Dept.	Timeline
10.a 1	Regular contact with local housing agencies to keep abreast of opportunities in Phoenix	City Manager	Ongoing

10.b.1	Research and report back to City Council on incentive programs in other communities	City Manager	Apr. 2018
10.b.2	Council adopt program elements that are applicable in Phoenix and budget funds as necessary	City Manager/City Council	Jun. 2018
10.c.1	Initiate updates to LDC for consistency with all State laws and goals of Housing Element as soon as Housing Element is adopted.	Planning	Jun. 2018

Goal 11: Improve the aesthetics of downtown and residential neighborhoods (Category: Important/Not Urgent)

Objectives:

- 11.a Prioritize, fund and complete projects identified in the Downtown plan.
- 11.b Strictly enforce code provisions regarding public health, safety and welfare, including derelict and/or dangerous structures - ONGOING
- 11.c Provide neighborhood amenities in urban growth expansion areas

Goal 12: Proactively reassure residents and businesses we care about their needs and concerns (Not categorized)

Objectives:

- 12.a Provide ongoing customer service training for city staff
- 12.b Provide web-based tools that make it easier for citizens to communicate with City Hall
- 12.c Budget for and regularly conduct citizen satisfaction surveys

FOCUS AREA: Community

Goal 13: PRIORITY GOAL Promote community events in public spaces, including the new Civic Center Plaza building. Make the Civic Center the best it can be. (Category: Important/Urgent)

Objectives:

- 13.a Help fund the plaza building
- 13.b Engage in coordinated programming of the Civic Center building
- 13.c Develop a marketing program for the Civic Center.
- 13.d Continue to support annual events such as the Fall Parade, Dog Days and the Easter Egg Hunt
- 13.e Enhance relationships with Chamber organizations throughout the Valley
- 13.f Support efforts to bring a farmer’s market to the new plaza

	Action	Dept.	Timeline
13.a.1	Council and PHURA Board approval to seek City loan from Umpqua Bank (or other) to provide construction funding	City Manager/ City Council	Sept. 2017

13.a.2	Council and PHURA Board enter into IGA to have PHURA cover debt service on loan	City Manager/ City Council	Oct. 2017
13.a.3	Debt service payments included in FY '19 budget	City Manager	Jun. 2018
13.b.1	Council to determine need for additional staff as part of FY '19 budget process	City Manager	Jun. 2018
13.c.1	Council to determine need for additional staff as part of FY '19 budget process	City Manager	Jun. 2018
13.e.1	Reach out to other Chambers in the region to determine whether there are opportunities for Phoenix involvement and report back to City Council to identify next steps	City Manager	Jun. 2018
13.f.1	City Manager to contact Rogue Valley Growers and Crafters Market to discuss feasibility of establishing a farmer's market in the Plaza Park.	City Manager	Feb.2018



Goal 14: PRIORITY TWO GOAL Improve community engagement, communication and Council outreach to the public (Category: Important/Urgency not categorized)

Objectives:

- 14.a** Dedicate staff to web site and social media maintenance
- 14.b** Make video recordings of Council meetings available on the web. - DONE
- 14.c** Provide web-based tools that make it easier for citizens to communicate with City Hall
- 14.d** Schedule and advertise “open forum” town hall meetings with the Council - ONGOING
- 14.e** Communicate emergency preparedness and safety plans to citizens regarding major incidents and events

Goal 15: Maintain and improve strategies that ensure low crime rates (Not categorized.)

Objectives:

- 15.a Implement a “Coffee With the Chief” program
- 15.b Coordinate with neighborhood watch programs where necessary and appropriate
- 15.c Fund and promote the School Resource Officer program and participation in the Safe Schools meetings - ONGOING

Goal 16: Inspire greater volunteer involvement with the City (Category: Important/Not Urgent)

Objectives:

- 16.a Improve advertising and outreach for volunteer positions with the City.
- 16.b Create a spotlight section in the Mayor’s newsletter honoring a City volunteer - DONE

Goal 17: PRIORITY TWO GOAL Build civic pride and improve regional image (Category: Important/Not Urgent)

Objectives:

- 17.a Improve signage at entry points to the City
- 17.b Develop a branding program, using outside consultants if needed
- 17.c Ensure staff and Council liaison attendance at regional partnership meetings

FOCUS AREA: Organization and Staff

Goal 18: PRIORITY GOAL Open, transparent, consistent governance (Category: Important/Urgency not categorized)

Objectives:

- 18.a Improve Council processes and procedures
- 18.b Better record-keeping and bi-lingual accessibility
- 18.c Establish standardized training for new councilors
- 18.d Ensure ongoing compliance with all federal and state regulations that pertain to City services - ONGOING
- 18.e Keep all board and commission positions filled - ONGOING

	Action	Dept.	Timeline
18.a.1	Per Council direction, prepare and bring forward an ordinance to update the Council rules and procedures.	City Manager/ City Attorney	Nov. 2017
18.b.1	This function should be assigned to the newly created assistant to the city manager/city recorder position.	City Manager	TBD
18.c.1	City Manager to develop standardized program	City Manager	Nov. 2018

Goal 19: PRIORITY TWO GOAL Council and Staff teamwork/action guided by clear goals and priorities (Not categorized)

Objectives:

- 19.a Annual review of departmental performance as part of budget process
- 19.b Adopt and annually review/update Council goals and objectives

Goal 20: PRIORITY TWO GOAL Live within our means to ensure the financial stability of city government (Not categorized)

Objectives:

- 21.a** Incentivize employees to find cost savings
- 21.b** Develop strategies to search for grants to support City services
- 22.c** Annually review and, as necessary, update City Financial Management Policies

Goal 21: Implement standardized hiring and personnel practices that result in staff retention and job satisfaction (Category: Not important/Not Urgent)

Objectives:

- 22.a** Cross-training for staff on basic issues
- 22.b** Create and adopt a hiring manual

Goal 22: PRIORITY TWO GOAL Improve IT systems (Not categorized)

Objectives:

- 23.a** Digitize documents in searchable format
- 23.b** Seek competitive proposals for IT services at regular intervals

