



City of Phoenix
Heart of the Rogue Valley

City Council
www.phoenixoregon.gov
541-535-1955

City Council Study/Work Session
Agenda

April 01, 2024

5:30 p.m. Public Meeting

Hybrid Meeting in Person and Via Zoom

Phoenix Plaza Civic Center 220 N. Main St./Via Zoom

*A complete agenda packet is available on the city's website. This meeting is being conducted in person and virtually to allow for public participation. A recording of the meeting in its entirety will be posted to www.phoenixoregon.gov. To comment on agenda items, please write your name on the sign-in sheet and include the item number, if attending via Zoom raise your hand when the topic is discussed by Council. **If you need special accommodations, please give the City Recorder 72-hours prior notice.***

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1. Call to Order / Roll Call / Confirmation of a Quorum

Except as provided in Section 33 of the City Charter, a minimum of four Council Members are needed for a quorum and to conduct city business. If the Mayor is needed to establish a quorum, then he/she may become a voting member for that meeting (Phoenix Municipal Code, Chap. 2.28.020.A.4).

2. Discussion – Strategic Plan,.....3

3. Adjournment



Agenda Report to Mayor and Council

Agenda item title: Discussion regarding Strategic Plan Update/Refresh

Meeting Date: April 1, 2024

From: Joe Slaughter, Deputy City Manager

Action: Motion, Ordinance, Resolution, Information only, Other

SUMMARY

Council adopted a revised (2021) Strategic Plan in October 2021. The plan includes Council Goals, Objectives and specific Actions to be taken over the life of the plan. This plan is used in developing budget priorities each year. Staff has provided an update once every 6 months on the status of the actions to be completed. As shown in the most recent update, there are very few actionable items left to be completed from the 2021 plan.

As we begin the work of establishing the budget for fiscal year 24-25, it would be helpful to have an updated strategic plan to help identify priorities for the upcoming year. In evaluating the existing plan, staff noticed that many of the Goals and Objectives from the existing plan are still relevant, but new Actions are needed in advancing the work toward meeting the objectives.

This being the case, the City Manager convened a meeting of management staff to discuss how the existing strategic plan could be refreshed to continue to move forward Council's priorities without requiring the plan to be completely rewritten. The documents attached for discussion are a result of that process. Management staff updated the SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), the Actions, and to a lesser extent, some of the Objectives and Goals based on Staff's understanding of current conditions as they relate to the delivery of the existing strategic plan.

There are two documents attached for review: 1) A marked-up version of the 2021 Strategic Plan showing changed proposed by Staff, and 2) a clean copy of the changes proposed by Staff.

The purpose of this work/study session is to discuss Council's desired approach to updating the strategic plan. Council could choose to refresh the existing plan or to start the work of creating a new strategic plan.

ATTACHMENTS

- 2021 Strategic Plan with Staff's Proposed Changes
- Clean Copy of Staff's Proposed Changes

Mark-up Showing Staff's Proposed Changes

City of Phoenix, Oregon Strategic Plan

~~October~~ May 20241



City Council

Terry Baker, Mayor

~~Angie Vermillion~~ Al Muelhoefer, Council President

~~Scott Clauson~~ Angie Vermillion, Council Vice President

~~Ketza McCready~~ Larry Dickson, Councilor

Krista Peterson, Councilor

Karen Shrader, Councilor

~~Jim Snyder~~ Jillian Shainholtz, Councilor

"The best way to predict the future is to create it."

- Abraham Lincoln

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.

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

But even as Phoenix was bracing for rapid growth, unimaginable tragedy struck the city on September 8, 2020. A fire that started at about 11 a.m. in a grassy field at the



Ashland BMX Park, swept into the Bear Creek Greenway, where overgrown blackberries and shrubs and ground covers rendered tinder dry by ongoing drought conditions created a fast-moving inferno. The fire raced through unincorporated Jackson County and the City of Talent then reached and burned through Phoenix.

Before being stopped just short of Medford's southern boundary, the Almeda Fire left in its wake an unprecedented path of destruction. The fire wiped out 3,400 structures, 2,800 of them residences, displacing thousands of people and destroying hundreds of businesses. In Phoenix, 116 single-family homes, 149 multi-

family homes, 284 manufactured homes and 41 businesses were lost. As this strategic plan is being written, permits have been issued to rebuild more than 70% of the single-family homes, more than 80% of the multi-family homes and work is underway to rebuild the Bear Lakes Estates (now Oak Ridge) mobile home park, one of the largest mobile home parks in Jackson County. It is no wonder, then, that much of the Council discussion in the meetings that built this strategic plan centered on emergency management, disaster preparedness, drought mitigation and public safety.



Looking ahead, after the ongoing rebuild, 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

On July 23 and 24, 2021, the City Council held day-long sessions at the Phoenix Civic Center to create the goals and objectives that are at the heart of this strategic plan.

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. Strong, capable staff
2. Council works well together – culture of respect
3. Phoenix Plaza ~~and Civic Center~~, and Government and Public Safety Center

4. City Parks (Blue Heron, dog park)
5. City infrastructure Development within Urban Renewal district area
6. PHURA Urban Renewal owned properties
7. Safe city; low crime
8. Coordination with school district and other agencies on fire-rebuild
9. Police force Annexation and growing tax base
10. Active community volunteers Community Engagement



Weaknesses

1. Rapid growth and changing organization:
 - Continue to modify and improve internal processes
 - Budget changing with increased complexity, increased revenues, and increased costs
- Not making full or best use of communication channels (internal and external); lack of interaction with citizens; lack of citizen trust in governing body
2. Emergency preparedness; Everbridge citizen alert notifications
3. Budget: Available funding; High levels of debt; Previous money management Lack of current audited financial statements
4. Unpaved roads without gutters Lack of complete streets
5. Lack of Chamber of Commerce Public Works maintenance that is reactive rather than proactive – need to move to data driven approach to maintenance
6. Sustainability and unknown availability of staff resources Ability to be competitive in recruiting and retaining staff

Opportunities

1. PH-3 and PH-5
2. Funding for new building City infrastructure
3. Phoenix is the center of the valley
4. Exit 24 of I-5 and improved Hwy 99 corridor
5. Bear Creek Greenway (improve safety)
6. Fire created Strong interest from developers (housing, commercial, industrial) and in commercial business and housing, bringing new investment into the community
7. Phoenix Phoodery project
8. Follow up to LOC Council roles/responsibilities facilitation; continue to improve leadership Police force
9. Grant funding; Use of \$1 million ARPA funding
10. Blue Heron Park
11. Promote growth; New investment and reinvestment in the community Active community volunteers
12. Chamber of Commerce and Travel Phoenix

Threats

1. Drought and wildfire risk

2. ~~Redevelopment after Alameda Fire; Significantly higher housing construction cost, making it difficult for those who lost housing in the fire to replace to same standard~~
Increased cost of replacement housing and commercial building – gentrification – loss of access for former residents and/or business owners
3. Lack of ~~affordable~~ housing – at all price points
4. ~~High cost of living~~ Changes in state law – land use/housing/development
5. ~~Loss of property tax base due to fire and other fire financial impacts~~ Changes in state law – drug use/policing
6. Homelessness
7. ~~Challenges to attract new businesses~~
8. Employee turnover; retention
9. Crime

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

**City Leadership
Infrastructure/Growth and Development
Public Spaces/Public Safety
Budget/Finance**

Over the course of the two day-long planning meetings, the Council created a comprehensive set of goals within these focus areas, along with objectives for meeting the goals¹. After creating and agreeing on its goals, 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.” Categorizing the goals in this way is important because organizations are naturally drawn to work on whatever is urgent, even if it is not necessarily important. Knowing and agreeing on what’s important helps keep the organization focused. In addition, if there had been a goal that the Council agreed was not important and not urgent, it’s a sign that the goal should be removed from the plan. There are some goals in the plan that are shown as “Not Categorized.” That only means the Council did not reach consensus on the importance or urgency of the goal. There are no goals in this plan that were categorized as not important and not urgent.

¹ A goal is an aspirational statement about an idealized future outcome. It is not measurable or time-limited. Rather it is a statement that answers the question “what do we want in our idealized future?” Objectives are the “how are we going to achieve the goal?” statements. Unlike a goal, objectives are measurable and often time-limited. An objective is tangible in that you can stop and ask whether it has been achieved and if not, what else needs to be done to achieve it.

In the list of goals and objectives that follows, six goals are listed as “Priority Goals.” These are the goals the Council determined should be first in line for staff and budgetary resources in the near term. “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 longer 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.

The Council’s goals and objectives were subsequently presented to the department heads for their review and input. The department head team made numerous suggestions for new objectives and revisions to the Council-adopted objectives. All these proposed changes were approved by the Council in September 2021.

The final piece of the strategic planning process was the creation by the department heads of action plans for achieving the priority goals identified by the Council. The action plans contain the tactics staff will use to implement the objectives within those goals and identify the department responsible for the tactic and a timeline within which the Council and the community can expect the action to be completed.

Some of the actions are identified as “ongoing.” There are also numerous objectives in the plan that are ongoing (although not specifically identified as such). 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 objectives or tactics 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. For example, the first objective under Goal 15, a priority two goal, is “Ensure a balanced budget.” This is something the city will achieve regardless of whether it is included in this strategic plan. However, the inclusion of this objective highlights its importance to the city.

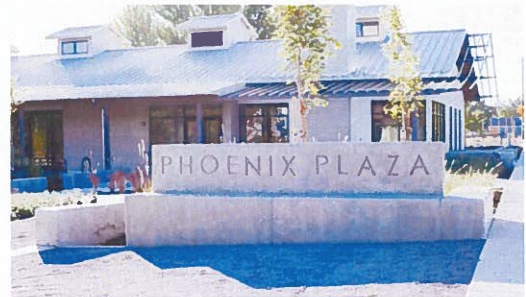
City Council Goals and Objectives, 2024

FOCUS AREA: City Leadership

Goal 1: PRIORITY GOAL Concise, transparent and frequent communication to build a culture of respect, accountability and excellence. Leadership that is accessible, responsive and proactive. (Category: Important/Not Urgent)

Objectives:

- 1.a Follow City Charter, Council Rules of Procedure and Roberts Rules of Order. Avoid closed sessions.
- 1.b Create new and more effective communication and citizen input channels.
- ~~1.c Publicize Council Rules of Conduct to raise awareness among citizens.~~
- 1.d ~~Update the~~Engaging city web site.
- 1.e Provide volunteer boards with training and education on roles and responsibilities.



Action	Dept./Timeline
1.a.1. Update Council rules of Government when necessary. Train new Councilors and complete refresher training at the beginning of each year.	CM/CR—ongoing
1.b.1. Create City newsletter to be mailed with water bills quarterly. online portal to report streets, parks, water concerns.	CEDEV/CM/Fin.—Jun. 2022
1.b.2. Redesign water bill. Expand push notifications.	Fin.—Mar. 2022
1.b.3. Monthly public announcements via website, Facebook, etc. Create employee compliment form online.	CR—ongoing
1.b.4. Create Building/Planning customer survey.	
1.b.5. Create online public comment form for Council agenda and non-agenda items.	
1.b.6. Use screens in new City Hall lobby to communicate City information to public.	
1.d.1.- Contract for services to rebuild website. Continue to keep web site current and expand functionality.	CR—Dec. 2022
1.d.2. Expand use of online forms for all City permits and applications.	
1.d.3. Make website more transactional.	
1.e.1. Schedule Roberts Rules of Order training for City Council and volunteer boards. Implement standardized	CM/CR—ongoing

<u>onboarding for all incoming Council, Commission, and Committee members.</u>	
<u>1.e.2. Community and Economic Development Dept to identify training opportunities for Planning Commissioners through APA, League of Oregon Cities, etc. Develop a program for continued training and education opportunities for Council, Commission, and Committee members.</u>	CEDEV—ongoing

Goal 2: PRIORITY GOAL Hire and retain knowledgeable, educated and trained staff. Set standards for excellence. (Category: Important/Urgent)

Objectives:

- 2.a Ensure competitive salary and benefits.
- 2.b Complete timely performance evaluations.
- ~~2.c Explore and, as appropriate, provide incentive pay for extra skills and education.~~
- ~~2.d Investigate the efficacy of interest based bargaining.~~
- ~~2.e Review and, as necessary, update all job descriptions.~~
- 2.f Proactively monitor and adjust staffing levels in light of ~~grant funding and~~ growth.

Action	Dept./Timeline
2.a.1. Conduct salary survey.	CM—Dec. 2022
2.a.2. Adjust pay scale based on results of salary survey.	CM—Jun. 2023
2.b.1. Ensure standardized process for performance evaluations.	CM—ongoing
2.b.2. Use timely performance evaluation completion as a performance indicator for Dept Heads/City Manager.	CM—ongoing
2.c.1. Complete incentive pay survey.	CM—Mar. 2022
2.e.1. Use existing IGA with RVCOG to complete review of job descriptions.	CM—Dec. 2022
2.f.1. Use existing IGA with RVCOG to complete standardized performance evaluations, salary and incentive pay surveys, update job descriptions, etc. Continue to seek grant and other outside funding sources to support the need for additional staff for City growth.	CM—Dec. 2022
2.f.2. Amend General Unit collective bargaining agreement to add Senior Planner and Associate Planner positions. Amend staffing levels only upon demonstrating adequate revenues to cover increased costs.	CEDEV—Dec. 2021
2.f.3. If budget is available, hire limited duration Senior/Associate Planner position to aid with long range planning efforts related to fire recovery and UGB expansion.	CEDEV—Jan. 2022

~~**Goal 3: PRIORITY TWO GOAL** Work as a team. Respect teammates; listen and support. (Category: Important/Not Urgent)~~

Objectives:

~~3.a. Provide team building training through LOC or local consultants~~

~~3.b. Emphasize the importance of listening skills in recruitments for volunteer board positions and in recruitments and evaluations for staff.~~

Goal 4: Continue to Bbuild regional partnerships while retaining community identity. ~~and improve interaction with the School District~~
(Category: Important/Not Urgent)



Objectives

4.a Ensure regular liaison reports at Council meetings.

4.b Annual commemoration of Alameda Fire.

Action	Dept./Timeline
4.a.1. Assign Council liaisons to boards and committees.	GM—Dec. 2022
4.b.1. Continue to host annual Phoenix Rising event.	GM—Jun. 2023

FOCUS AREA: Infrastructure/Growth & Development

Goal 5: PRIORITY GOAL Facilitate growth and development within the Phoenix Urban Renewal District boundary (downtown) the highest and best use of Urban Renewal Agency properties. (Category: Important/Not Urgent)

Objectives:

~~5.a Seek proposals for use of the property to enliven downtown.~~Facilitate the highest and best use of PHURA owned properties.

~~5.b Provide education and training on Urban Renewal and the Urban Renewal Plan for the Council and volunteer commissions. Attract development into downtown with improved infrastructure and up to date plans.~~

Action	Dept./Timeline
5.a.1. <u>Seek proposals that enliven downtown. Work with Phoenix Phoodery to reach an agreement for development of one or more PHURA properties.</u>	CEDEV/GM—Dec. 2021
5.a.2. <u>Based on outcome of (1), consider listing remaining PHURA properties and/or otherwise soliciting proposal for development. Enhance marketing efforts for PHURA properties upon completion of GaPSC and Phoodery projects.</u>	CEDEV/GM—Jan. 2022

5.b.13. Investigate using money raised through PHURA property sale and or refinancing civic center bond to develop shared parking downtown through approved PIER project that could benefit the development of other PHURA properties along with the development of other properties within the urban renewal district boundary.	CEDEV/CM— Dec. 2022
5.b.24. Improve website information for PHURA. Adopt a revised Urban Renewal plan to account for development since existing plan adoption.	CEDEV—Mar. 2022

Goal 6: PRIORITY GOAL Build the new public safety building on time and on budget organization structure and size to account for growth in City boundary, water customers, population, and development potential
(Category: Important/Urgent)



Objectives

6.a ~~Maximize use of local contractors. Identify changes to internal operations to improve efficiency and enhanced customer service.~~

6.b ~~Explore. Consider changes to staffing levels based on increased work load and balance against available revenues. and report on contracting methods (low bid, CM/GC, design/build).~~

6.c ~~Identify additional financing sources.~~

6.d ~~Minimize disruption of services while transitioning to temporary facilities during construction.~~

Action	Dept./Timeline
6.a.1. Communicate the desire to use local firms in design and build to project managers and other collaborators. Move Parks and Public Works administrative support functions to Community Development.	CEDEV/CM— ongoing
6.a.2. As much as possible, provide preference to local experience in selection process. Add one Accounting Technician position and split existing duties between two Accounting Technician positions: a dedicated cashier/accounts payable position and a utility billing position.	CEDEV/CM— ongoing
6.b.1 Report to Council on the available contracting options and the pros and cons of each. If budget is available, add planner position to help account for additional Parks/Public Works and long-range planning work.	CEDEV/CM— Dec. 2024
6.b.24. Pursue State, Federal and private grants. If budget is available, add additional Utility Worker position(s) to account	CEDEV/CM— ongoing

<u>for increased size of city – additional water customers, and new streets.</u>	
6.d.1. Investigate options for siting of temporary facilities and their relative strengths in providing continuation of City services.	CEDEV/GM– Mar. 2022
6.d.2. Use hybrid work schedule with remote work when possible while using temporary facilities.	CEDEV/GM– Dec. 2023

Goal 7: Increase sidewalks and controlled intersections and improve road conditions. Address parking issues, especially downtown. (Not categorized)

Objectives

- 7.a Update the pavement management plan.
- 7.b Seek and secure grant funding.
- ~~7.c Evaluate the need for standards for surface parking for new development.~~
- 7.d Enhance pedestrian safety ~~at crossings.~~
- 7.e Create a downtown parking plan, including investigation of a downtown parking district.

Action	Dept./Timeline
<u>7.a.1. Contract for pavement management plan.</u>	
<u>7.b.1. Continue to use Community Development staff to identify and apply for grants to improve pedestrian infrastructure.</u>	
<u>7.d.1. Develop enhanced pedestrian crossing at 2nd and Main</u>	
<u>7.d.2. Implement speed reduction (from 30 mph to 25 mph) for Main Street downtown.</u>	
<u>7.d.3. Develop sidewalks on Hwy 99 south of downtown using PIER funds.</u>	
<u>7.d.4. In coordination with sidewalk project, work with ODOT to restripe Hwy 99 south of downtown to include a center turn lane and bike lanes, as shown in the adopted OR99 corridor plan.</u>	
<u>7.e.1. Build downtown parking through PIER project.</u>	
<u>7.e.2. Coordinate with PHURA for parking lot development, parking district planning, and long-term maintenance and operations of a district.</u>	

Goal 8: PRIORITY TWO GOAL. Promote and encourage developers. Maintain responsive and effective planning and building services. (Not categorized)

Objectives

8a Provide improved and expanded electronic permitting.

8.b ~~Direct outreach to property owners and real estate brokers.~~ Provide adequate long-range planning staff to stay current with rapidly changing laws related to land use, housing, and development.

8.c Ensure that Planning staff is engaged regionally and current on land use laws/trends.

Action	Dept./Timeline
<u>8.a.1. Create planning application forms that are submittable online.</u>	
<u>8.b.1. If budget permits, add planner position to help with additional long-range planning needs.</u>	
<u>8.c.1. Quarterly update to Council regarding noteworthy changes to state and/or local land use rules and regulations.</u>	

Goal 9: Continue to advocate for PH-3 and PH-5 inclusion/development.
(Important/Not Urgent)

Objectives

9.a ~~Follow up with Jackson County on applications for PH-3 and PH-5 inclusion~~ Complete transition of water service from CAWD to City of Phoenix.

9.b ~~Ensure that PH-5 bike path connects to Bear Creek Greenway~~ Improve and enhance transportation facilities and encourage better connected, more pedestrian friendly development within PH-3.

9.c ~~Plan for bringing city water to areas currently served by Charlotte Ann W.D.~~ Facilitate development of PH-5.

9.d Work with City of Medford to develop a joint plan for the development of infrastructure in PH-5 and MD-5.

Action	Dept./Timeline
<u>9.a.1. Move meter reading and billing for former CAWD customers from MWC to City of Phoenix.</u>	
<u>9.a.2. Transfer maintenance and operations of former CAWD infrastructure to City of Phoenix.</u>	
<u>9.b.1. Complete Transportation Growth Management (TGM) study and implement recommendations to improve transportation and land use along the Hwy 99/Bear Creek corridor.</u>	
<u>9.c.1. Develop and adopt zoning regulations for lands in PH-5.</u>	
<u>9.c.2. Update Transportation System Plan and Parks Master Plan to account for expanded UGB.</u>	
<u>9.d.1. Continue to seek funding for development of infrastructure into PH-5.</u>	
<u>9.d.2. Continue to participate in infrastructure coordination meetings with the City of Medford, RVSS, MWC, ODOT, and major land owners in the area of PH-5/MD-5.</u>	

<u>9.d.3. Design and build infrastructure into PH-5 for which funding has been secured.</u>	
<u>9.d.4. Ensure that sufficient funding is provided to cover staff costs necessary to complete infrastructure projects for which outside funding is obtained.</u>	

Goal 10: Drought mitigation; maintain optimum water availability in cooperation with Medford Water Commission.

Objectives

- 10.a Explore and report back on drought mitigation measures used by other cities.
- 10.b Find opportunities for shared regional conservation/drought mitigation resources.
- 10.c Update development standards for new construction.

Action	Dept./Timeline
<u>10.b.1. Continue to participate in monthly partners meeting hosted by MWC.</u>	
<u>10.c.1. Include discussion regarding defensible space and revised landscaping and fencing standards in upcoming Development Code Amendments.</u>	

FOCUS AREA: Public Spaces/Public Safety

Goal 11: PRIORITY GOAL Build, create and maintain the best, safest and most family-friendly park system in the Rogue Valley. Enhance opportunities for recreation, functionality and civic engagement in public spaces. (Not categorized)

Objectives

- 11.a Ensure sufficient funding.
- 11.b ~~Enforce the no camping ordinance~~ Apply and enforce revised Prohibited Camping ordinance upon adoption.
- ~~11.c Replace the playground in Blue Heron Park.~~
- 11.d Prioritize park improvement projects and seek funding.
- 11.e Adequate law enforcement in city parks.
- 11.f Explore creation of family friendly events (music, movies, etc.).



Action	Dept./Timeline
<u>11.a.1. Complete parks maintenance fee and system development charges study.</u>	

11.a.24. Continue to <u>use Community Development staff to identify and apply for grants for parks development and improvement.</u> utilize existing grant funds and to investigate the possibility of additional funding to help with park development/redevelopment.	CEDEV/CM/PW—ongoing
11.b.1. The Police Department actively enforces the <u>revised</u> no prohibited camping ordinance.	PD—ongoing
11.c.1. Use funding available through FEMA, Business Oregon and insurance to replace the playground while also providing for enhanced accessibility and fire resiliency.	CM/PW—Jun. 2022
11.c.2. Create ad hoc committee to help in fund raising for other playground enhancements not covered by grants.	CM/PW—Jun.2022
11.c.3. Use ad hoc committee to help organizing ground breaking, grand opening, and other events related to playground replacement.	CM/PW—Jun.2022
11.d.1. Update Park Master Plan to account for UGB expansion <u>and coordinate with revised Urban Renewal plan.</u>	CEDEV—Jun. 2023
11.d.23. Use updated Parks Master Plan as the basis for grant funding to improve park system.	CEDEV—ongoing
<u>11.d.3. If budget is available, hire new planner position to assist with Parks administrative support functions.</u>	
11.e.1. When the new facilities are completed, activate a Volunteer i n Police Services (VIPS) program and use volunteers to patrol parks and greenway areas.	PD—Jun. 2024
11.f.1. If budget is available, hire <u>limited duration Senior/Associate Planner position</u> Continue to host an annual Phoenix Rising event to aid in developing Community Development events focused on emergency preparedness and resiliency, and also aid in the development of smaller, more frequent, family friendly events.	CEDEV—Jun. 2022
<u>11.f.2. Investigate possibility of outdoor farmers market on park or other City property.</u>	
<u>11.f.3. Investigate feasibility of annual springtime street fair in downtown.</u>	
<u>11.f.4. Develop movies and/or music in the park(s) in coordination with the Parks and Rec Committee.</u>	

Goal 12: Support organizations that support the Bear Creek Greenway and riparian areas. (Not categorized)

Objectives

12.a Participate in the Bear Creek restoration initiative.

12.b Study the feasibility of lighting the Greenway through Phoenix.



Goal 13: PRIORITY TWO GOAL Best trained and educated public safety officers in the Rogue Valley. (Not categorized)

Objectives

13.a Determine what training is available and ensure adequate training dollars are budgeted.

<u>Action</u>	<u>Dept./Timeline</u>
<u>13.a.1. Use new training/EOC room in Government and Public Safety Center to host regional training and help reduce costs to Phoenix.</u>	

Goal 14: PRIORITY GOAL Create and maintain the best disaster preparedness and fire-resistant community in the Rogue Valley. Enhance public participation. (Category: Important/Urgent)

Objectives



14.a Coordinate with Jackson County Emergency Preparedness Management.

14.b Educate the public re:about Everbridge-Citizen Alert and ensure that all citizens encourage sign up. -Educate the public about evacuation zones.

14.c Review the development code to promote fire-resistant new construction.

14.d Educate property owners on how to create defensible space.

14.e Coordinate with ~~Talent and~~ Fire District 5 on a joint emergency operations plan.

14.f ~~Secure grant funding for creation of Adopt a fire and flood natural hazard~~ mitigation plan for and implement a strategy for hazard mitigation. Bear Creek Greenway and wetland areas adjacent to Bear Creek Drive.

Action	Dept./Timeline
14.a.1. Regular meetings/discussion with regional partners to seek opportunities for planning and projects of mutual interest.	CM—ongoing
14.b.1. Continue to host an annual Phoenix Rising event focused on emergency preparedness and resiliency. If budget is available, hire limited duration Senior/Associate Planner position to aid in developing family friendly events in Phoenix that can also educate the public about Everbridge and evacuation zones.	CEDEV/PD—Jun. 2022
14.b.2. Provide information about Everbridge-Citizen Alert and evacuation zones in-on City website, lobby screens, and other forms of communication. newsletter and monthly public announcements.	CR/CEDEV/PD—ongoing
14.c.1. Include discussion regarding defensible space and revised landscaping and fencing standards in upcoming Development Code Amendments. If budget is available, hire limited duration Senior/Associate Planner position to aid with long-range planning efforts related to fire recovery and UGB expansion.	CEDEV—Jan. 2022
14.d.1. Provide information and links to additional information about defensible space in-on the City website. newsletter and monthly public announcements.	CR/CEDEV—ongoing
14.e.1. If budget is available, hire limited duration Senior/Associate Planner position to aid with emergency operations planning. Review Community Development jobs and incorporate emergency preparedness, and emergency response planning.	CEDEV—Jan. 2022
14.f.1. Review Community Development jobs and incorporate hazard mitigation planning. If budget is available, hire limited duration Senior/Associate Planner position to aid with long-range planning efforts related to fire recovery and UGB expansion.	CEDEV—Jan. 2022
14.f.2. Continue to use Community Development staff to identify and apply for hazard mitigation grants.	

FOCUS AREA: Budget/Finance

Goal 15: PRIORITY TWO GOAL Live within our means. Prioritize resources. Encourage savings for future investment. Reduce debt when possible. (Category: Important/Urgent)

Objectives

15.a Ensure a balanced budget.

15.b Reflect strategic plan priorities in the budget.

15.c Earn the GFOA Award for Financial Reporting. Update Finance software.

Action	Dept./Timeline
<u>15.b.1. Continue to list Strategic Plan tie-in on City Council agenda reports to demonstrate that City staff efforts and budget align with City Council goals.</u>	
<u>15.c.1. Investigate cost to upgrade Finance Department software and plan for cost within upcoming budget(s).</u>	

Goal 16: Continue pursuit of all available grant funding – public and private. (Category: Important/Urgent)

Objectives

~~16.a Regular reporting on status of grants and potential grants.~~ Capitalize on existing relationships with grant programs/providers.

~~16.b Regular reporting on fire related state appropriations and public assistance grants.~~ Identify new sources for grant funding.

Action	Dept./Timeline
<u>16.b.1. Continue to build and maintain relationships with those programs which are currently or have recently provided funding to Phoenix.</u>	

Clean Copy of Staff's Proposed Changes

City of Phoenix, Oregon

Strategic Plan

October 2024



City Council

Terry Baker, Mayor

Angie Vermillion, Council President

Scott Clauson, Council Vice President

Larry Dickson, Councilor

Krista Peterson, Councilor

Jillian Shainholtz, Councilor

Karen Shrader, Councilor

Strengths

1. Strong, capable staff
2. Council works well together – culture of respect
3. Phoenix Plaza/Civic Center and Government and Public Safety Center
4. City Parks (Blue Heron, dog park)
5. Development within Urban Renewal district area
6. PHURA owned properties
7. Safe city; low crime
8. Coordination with school district and other agencies
9. Annexation and growing tax base
10. Community engagement

Weaknesses

1. Rapid growth and changing organization: Continue to modify and improve internal processes - Budget changing with increased complexity, increased revenues, and increased costs
2. Lack of current audited financial statements
3. Lack of complete streets
4. Public Works maintenance that is reactive rather than proactive – need to move to data driven approach to maintenance
5. Ability to be competitive in recruiting and retaining staff

Opportunities

1. PH-3 and PH-5
2. City infrastructure
3. Phoenix is the center of the valley
4. Exit 24 of I-5 and improved Hwy 99 corridor
5. Bear Creek Greenway
6. Strong interest from developers (housing, commercial, industrial), bringing new investment into the community
7. Phoenix Phoodery project
8. Police force
9. Grant funding
10. Blue Heron Park
11. Active community volunteers
12. Chamber of Commerce and Travel Phoenix

Threats

1. Drought and wildfire risk
2. Increased cost of replacement housing and commercial buildings – gentrification – loss of access for former residents and/or business owners
3. Lack of housing at all price points
4. Changes in state law – land use/housing/development
5. Changes in state law – drug use/policing
6. Homelessness
7. Employee turnover; retention
8. Crime

City Council Goals and Objectives, 2024

FOCUS AREA: City Leadership

Goal 1: PRIORITY GOAL Concise, transparent and frequent communication to build a culture of respect, accountability and excellence. Leadership that is accessible, responsive and proactive. (Category: Important/Not Urgent)

Objectives:

- 1.a Follow City Charter, Council Rules of Procedure and Roberts Rules of Order. Avoid closed sessions.
- 1.b Create new and more effective communication and citizen input channels.
- 1.c Engaging city web site.
- 1.d Provide volunteer boards with training and education on roles and responsibilities.

Action	Dept./Timeline
1.a.1. Update Council rules of Government when necessary. Train new Councilors and complete refresher training at the beginning of each year.	
1.b.1. Create online portal to report streets, parks, water concerns.	
1.b.2. Expand push notifications.	
1.b.3. Create employee compliment form online.	
1.b.4. Create Building/Planning customer survey.	
1.b.5. Create online public comment form for Council agenda and non-agenda items.	
1.b.6. Use screens in new City Hall lobby to communicate City information to public.	
1.c.1. Continue to keep web site current and expand functionality.	
1.c.2. Expand use of online forms for all City permits and applications.	
1.c.3. Make website more transactional.	
1.d.1. Implement standardized onboarding for all incoming Council, Commission, and Committee members.	
1.d.2. Develop a program for continued training and education opportunities for Council, Commission, and Committee members.	

Goal 2: PRIORITY GOAL Hire and retain knowledgeable, educated and trained staff. Set standards for excellence. (Category: Important/Urgent)

Objectives:

- 2.a Ensure competitive salary and benefits.
- 2.b Complete timely performance evaluations.
- 2.c Proactively monitor and adjust staffing levels in light of growth.

Action	Dept./Timeline
2.a.1. Conduct salary survey.	
2.a.2. Adjust pay scale based on results of salary survey.	
2.b.1. Ensure standardized process for performance evaluations.	
2.b.2. Use timely performance evaluation completion as a performance indicator for Dept Heads/City Manager.	
2.c.1. Continue to seek grant and other outside funding sources to support the need for additional staff for City growth.	
2.c.2. Amend staffing levels only upon demonstrating adequate revenues to cover increased costs.	

Goal 3: Continue to build regional partnerships while retaining community identity. (Category: Important/Not Urgent)

Objectives

- 3.a Ensure regular liaison reports at Council meetings.
- 3.b Annual commemoration of Alameda Fire.

Action	Dept./Timeline
3.a.1. Assign Council liaisons to boards and committees.	
3.b.1. Continue to host annual Phoenix Rising event.	

FOCUS AREA: Infrastructure/Growth & Development

Goal 4: PRIORITY GOAL Facilitate growth and development within the Phoenix Urban Renewal District boundary (downtown). (Category: Important/Not Urgent)

Objectives:

- 4.a Facilitate the highest and best use of PHURA owned properties.
- 4.b Attract development into downtown with improved infrastructure and up-to-date plans.

Action	Dept./Timeline
4.a.1. Seek proposals that enliven downtown.	
4.a.2. Enhance marketing efforts for PHURA properties upon completion of GaPSC and Phoodery projects.	
4.b.1. Develop shared parking downtown through approved PIER project.	
4.b.2. Adopt a revised Urban Renewal plan to account for development since existing plan adoption.	

Goal 5: PRIORITY GOAL Build organizational structure and size to account for growth in City boundary, water customers, population, and development potential (Category: Important/Urgent)

Objectives

5.a Identify changes to internal operations to improve efficiency and enhanced customer service.

5.b Consider changes to staffing levels based on increased work load and balance against available revenues.

Action	Dept./Timeline
5.a.1. Move Parks and Public Works administrative support functions to Community Development.	
5.a.2. Add one Accounting Technician position and split existing duties between two Accounting Technician positions: a dedicated cashier/accounts payable position and a utility billing position.	
5.b.1 If budget is available, add planner position to help account for additional Parks/Public Works duties.	
5.b.2. If budget is available, add additional Utility Worker position(s) to account for increased size of city – additional water customers, and new streets.	

Goal 6: PRIORITY GOAL Increase sidewalks and controlled intersections and improve road conditions. Address parking issues, especially downtown. (Category: Important/Urgent)

Objectives

6.a Update the pavement management plan.

6.b Seek and secure grant funding.

6.c Enhance pedestrian safety.

6.d Create a downtown parking plan, including investigation of a downtown parking district.

Action	Dept./Timeline
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6.a.1. Contract for pavement management plan.	
6.b.1. Continue to use Community Development staff to identify and apply for grants to improve pedestrian infrastructure.	
6.c.1. Develop enhanced pedestrian crossing at 2 nd and Main.	
6.c.2. Implement speed reduction (from 30 mph to 25 mph) for Main Street downtown.	
6.c.3. Develop sidewalks on Hwy 99 south of downtown using PIER funds.	
6.c.4. In coordination with sidewalk project, work with ODOT to restripe Hwy 99 south of downtown to include a center turn lane and bike lanes, as shown in the adopted OR99 corridor plan.	
6.d.1. Build downtown parking through PIER project.	
6.d.2. Coordinate with PHURA for parking lot development, parking district planning, and long-term maintenance and operations of a district.	

Goal 7: PRIORITY TWO GOAL. Promote and encourage developers. Maintain responsive and effective planning and building services.
(Category: Important/Urgent)

Objectives

- 7.a** Provide improved and expanded electronic permitting.
- 7.b** Provide adequate long-range planning staff to stay current with rapidly changing laws related to land use, housing, and development.
- 7.c** Ensure that Planning staff is engaged regionally and current on land use laws/trends.

Action	Dept./Timeline
7.a.1. Create planning application forms that are submittable online.	
7.b.1. If budget permits, add planner position to help with additional long-range planning needs.	
7.c.1. Quarterly update to Council regarding noteworthy changes to state and/or local land use rules and regulations.	

Goal 8: Continue to advocate for PH-3 and PH-5 development. (Category: Important/Not Urgent)

Objectives

- 8.a** Complete transition of water service from CAWD to City of Phoenix.
- 8.b** Improve and enhance transportation facilities and encourage better connected, more pedestrian friendly development within PH-3.

8.c Facilitate development of PH-5.

8.d Work with City of Medford to develop a joint plan for the development of infrastructure in PH-5 and MD-5.

Action	Dept./Timeline
8.a.1. Move meter reading and water billing for former CAWD customers from MWC to City of Phoenix.	
8.a.2. Transfer maintenance and operations of former CAWD infrastructure to City of Phoenix.	
8.b.1. Complete Transportation Growth Management (TGM) study and implement recommendations to improve transportation and land use along the Hwy 99/Bear Creek corridor.	
8.c.1. Develop and adopt zoning regulations for lands in PH-5.	
8.c.2. Update Transportation System Plan and Parks Master Plan to account for expanded UGB.	
8.d.1. Continue to seek funding for development of infrastructure into PH-5.	
8.d.2. Continue to participate in infrastructure coordination meetings with the City of Medford, RVSS, MWC, ODOT, and major land owners in the area of PH-5/MD-5.	
8.d.3. Design and build infrastructure into PH-5 for which funding has been secured.	
8.d.4. Ensure that sufficient funding is provided to cover staff costs necessary to complete infrastructure projects for which outside funding is obtained.	

Goal 9: Drought mitigation; maintain optimum water availability in cooperation with Medford Water Commission. (Category: Important/Not Urgent)

Objectives

9.a Explore and report back on drought mitigation measures used by other cities.

9.b Find opportunities for shared regional conservation/drought mitigation resources.

9.c Update development standards for new construction.

Action	Dept./Timeline
9.b.1. Continue to participate in monthly partners meeting hosted by MWC.	
9.c.1. Include discussion regarding defensible space and revised landscaping and fencing standards in upcoming Development Code Amendments.	

FOCUS AREA: Public Spaces/Public Safety

Goal 10: PRIORITY GOAL Build, create and maintain the best, safest and most family-friendly park system in the Rogue Valley. Enhance opportunities for recreation, functionality and civic engagement in public spaces. (Category: Important/Not Urgent)

Objectives

- 10.a Ensure sufficient funding.
- 10.b Apply and enforce revised Prohibited Camping ordinance upon adoption.
- 10.c Prioritize park improvement projects and seek funding.
- 10.d Adequate law enforcement in city parks.
- 10.e Explore creation of family friendly events (music, movies, etc.).

Action	Dept./Timeline
10.a.1. Complete parks maintenance fee and system development charges study.	
10.a.2. Continue to use Community Development staff to identify and apply for grants for parks development and improvement.	
10.b.1. The Police Department actively enforces the revised prohibited camping ordinance.	
10.c.1. Update Park Master Plan to account for UGB expansion and coordinate with revised Urban Renewal plan.	
10.c.2. Use updated Parks Master Plan as the basis for grant funding to improve park system.	
10.c.3. If budget is available, hire new planner position to assist with Parks administrative support functions.	
10.d.1. When the new facilities are completed, activate a Volunteer in Police Services (VIPS) program and use volunteers to patrol parks and greenway areas.	
10.e.1. Continue to host an annual Phoenix Rising event focused on emergency preparedness and resiliency.	
10.e.2. Investigate possibility of outdoor farmers market on park or other City property.	
10.e.3. Investigate feasibility of annual springtime street fair in downtown.	
10.e.4. Develop movies and/or music in the park(s) in coordination with the Parks and Rec Committee.	

Goal 11: Support organizations that support the Bear Creek Greenway and riparian areas. (Category: Important/Not Urgent)

Objectives

- 11.a Participate in the Bear Creek restoration initiative.
- 11.b Study the feasibility of lighting the Greenway through Phoenix.

Goal 12: PRIORITY TWO GOAL Best trained and educated public safety officers in the Rogue Valley. (Category: Important/Not Urgent)

Objectives

- 12.a Determine what training is available and ensure adequate training dollars are budgeted.

Action	Dept./Timeline
12.a.1. Use new training/EOC room in Government and Public Safety Center to host regional training and help reduce costs to Phoenix.	

Goal 13: PRIORITY GOAL Create and maintain the best disaster preparedness and fire-resistant community in the Rogue Valley. Enhance public participation. (Category: Important/Urgent)

Objectives

- 13.a Coordinate with Jackson County Emergency Management.
- 13.b Educate the public about Citizen Alert and encourage sign up. Educate the public about evacuation zones.
- 13.c Review the development code to promote fire-resistant new construction.
- 13.d Educate property owners on how to create defensible space.
- 13.e Coordinate with Fire District 5 on a joint emergency operations plan.
- 13.f Adopt a natural hazard mitigation plan for and implement a strategy for hazard mitigation.

Action	Dept./Timeline
13.a.1. Regular meetings/discussion with regional partners to seek opportunities for planning and projects of mutual interest.	
13.b.1. Continue to host an annual Phoenix Rising event focused on emergency preparedness and resiliency.	
13.b.2. Provide information about Citizen Alert and evacuation zones on City website, lobby screens, and other forms of communication.	
13.c.1. Include discussion regarding defensible space and revised landscaping and fencing standards in upcoming Development Code Amendments.	
13.d.1. Provide information and links to additional information about defensible space on the City website.	
13.e.1. Review Community Development jobs and incorporate emergency preparedness and emergency response planning.	

13.f.1. Review Community Development jobs and incorporate hazard mitigation planning.	
13.f.2. Continue to use Community Development staff to identify and apply for hazard mitigation grants.	

FOCUS AREA: Budget/Finance

Goal 14: PRIORITY TWO GOAL Live within our means. Prioritize resources. Encourage savings for future investment. Reduce debt when possible. (Category: Important/Urgent)

Objectives

- 14.a Ensure a balanced budget.
- 14.b Reflect strategic plan priorities in the budget.
- 14.c Update Finance software.

Action	Dept./Timeline
14.b.1. Continue to list Strategic Plan tie-in on City Council agenda reports to demonstrate that City staff efforts and budget align with City Council goals.	
14.c.1. Investigate cost to upgrade Finance Department software and plan for cost within upcoming budget(s).	

Goal 15: Continue pursuit of all available grant funding – public and private. (Category: Important/Urgent)

Objectives

- 15.a Capitalize on existing relationships with grant programs/providers.
- 15.b Identify new sources for grant funding.

Action	Dept./Timeline
15.b.1. Continue to build and maintain relationships with those programs which are currently or have recently provided funding to Phoenix.	