



Annual Strategic Implementation Plan FY 2022-23

Madras Mayor & City Council Members

The Madras City Council is a Mayor-Council form of government. The mayor is a two-year term, directly elected office and does not vote except to break tie votes. The six council positions are elected at large on staggered four-year terms. All elected positions are uncompensated volunteers.

Mayor Richard Ladeby	Term Expires: 12/31/2022	Email: rladeby@cityofmadras.us
Council President Gary Walker	Term Expires: 12/31/2024	Email: gwalker@cityofmadras.us
Councilor Rose Canga	Term Expires: 12/31/2022	Email: rcanga@cityofmadras.us
Councilor Jennifer Holcomb	Term Expires: 12/31/2024	Email: jholcomb@cityofmadras.us
Councilor Mike Seibold	Term Expires: 12/31/2022	Email: mseibold@cityofmadras.us
Councilor Gabriel Soliz	Term Expires: 12/31/2024	Email: gsoliz@cityofmadras.us
Councilor Lamar Yoder	Term Expires: 12/31/2022	Email: lyoder@cityofmadras.us

City Administrator & Department Head Team

City Administrator	Gus Burrell	Email: gburrell@cityofmadras.us
HR & Administrative Director	Charo Miller	Email: cmiller@cityofmadras.us
Finance Director	Kristal Hughes	Email: khughes@cityofmadras.us
Public Works Director (interim)	Jeff Hurd	Email: jeff@ham-engr.com
Community Development Director	Nicholas Snead	Email: nsnead@cityofmadras.us
Madras Police Chief	Chief Tanner Stanfill	Email: tstanfill@madraspd.us
City Recorder / Communications	Lysa Vattimo	Email: lvattimo@cityofmadras.us

Mission Statement

“A vibrant, responsive community where you can thrive and grow.”

Council Goals

1. Adopt and Implement a Comprehensive Economic Development Strategy
2. Create and Implement a Housing Strategy
3. Provide Infrastructure in the Urban Growth Boundary Expansion Area (UGAMA)
4. Improve the Transportation System
5. Improve Infrastructure and Reduce Backlog
6. Increase Opportunities for Community Engagement
7. Organizational Development

City of Madras 2022 - 2023 Council Goals

Goal #1 – Adopt and Implement a Comprehensive Economic Development Strategy

Objective 1A

Finish update and adoption of the Airport Master Plan to be ready for the next 20 years of growth

Actions

- Complete Federal Aviation Administration (FAA) Review and Approval of Plan.
- Amend Development Code for protection of airport.

Focus/Deliverables

- Adopt final Airport Master Plan.

Responsibility

- FAA, Public Works, Airport Manager, Airport Industrial Committee, Community Development

Objective 1B

Establish Food Cart development standards.

Actions

- Conduct necessary public engagement.
- Prepare draft Development Code amendments for Planning Commission and City Council consideration.

Focus/Deliverables

- Contract with Rick Williams Consulting to assist implementation efforts.
- Complete short-term action (0-12 months) in Table 1 of Downtown Parking Plan.

Responsibility

- Community Development

Objective 1C

Provide responsive customer service to property owners and developers during the development process.

Actions

- Community Development Department Staff serve as liaisons between developers and City and County departments during the development process.

Focus/Deliverables

- Listen to issues and be open to changes that may improve or reduce permitting challenges.
- Closely coordinate with city and county community development departments to problem solve.
- Offer free pre-development meetings to answer questions and provide guidance to customers.

Responsibility

- Community Development

Objective 1D

Complete the Jefferson County Broadband Assessment and Strategic Plan.

Actions

- Community Development Director to continue to serve as project manager on behalf of Jefferson County.
- Assist consultant with public engagement efforts.
- Provide status reports to the Planning Commission and City Council.
- Collaborate with Jefferson County and community partners to implement the Broadband Plan by preparing federal grant application for Phase II: Design and Engineering.

Focus/Deliverables

- Community access to responsive and adequate service levels for internet/broadband.
- Completed Phase II Grant application for design and engineering.

Responsibility

- Community Development

Objective 1E

Participate in new Airport/Industrial building incentive opportunities and promote activities with Economic Development for Central Oregon (EDCO).

Actions /Deliverables

- Compete for grant dollars in the Connect Oregon program.
- Apply for grant funding for HB 5006 Flex Economic grants.
- Coordinate with Jefferson County on the HB 5006 industrial space maker grant program.
- Be active with EDCO to help promote the Enterprise Zone, Prospector website, and arrange potential business tour of Jefferson County (likely in 2023).
- Coordinate with EDCO to help expand existing industrial businesses and/or locate new business to Madras.

Responsibility

- City Council, City Administrator, Public Works Director, Community Development Director

Goal #2 - Create and Implement a Housing Strategy

Objective 2A

Facilitate development of new housing.

Actions

- Initiate professional services for scoping of essential facilities that serve multiple developments.
- Identify funding sources for shared public facilities including potential reimbursement districts.
- Apply for loans/grants to initiate more housing development.
- Continue to promote the City's reduced SDC and Housing Urban Renewal District incentive programs and assist developers through the process.

Focus/Deliverables

- Enter into new Housing Urban Renewal District development agreements as opportunities present.
- Facilitate land use permitting needs for new residential development.

Responsibility

- Community Development, Public Works, Finance Department

Objective 2B

Support developers and non-profit agencies seeking to develop affordable and multi-family housing.

Actions

- Identify permitting process, standards, and help facilitate permitting process.
- Community Development Department Staff serve as liaisons between City and County staff in the permitting process.
- Listen to issues and be open to possible changes that may improve or reduce permitting challenges.

Responsibility

- Community Development

Goal #3 - Provide Infrastructure in the Urban Growth Boundary Expansion Area (UGAMA)

Objective 3A

Update ordinance with Urban Holding Zones for the Urban Growth Area; Related Objectives 1D, 1E, 2A, 4B, 5A.

Actions

- Work with Jefferson County to determine mutually acceptable method of ensuring land use and infrastructure are adequately provisioned in the Urban Growth Area.
- Prepare an ordinance amendment for the addition of urban holding zones.
- Provide public outreach to property owners within the Urban Growth Area.
- Update the Urban Growth Area Management Agreement with Jefferson County.

Responsibility

- Community Development

Goal #4 - Improve the Transportation System

Objective 4A

Develop a reliable source of funds to maintain paved roads.

Actions

- Re-evaluate timing of potential voter measure.

Focus/Deliverables

- Update road condition, gas tax, construction cost and other pertinent data.
- Hire consultant to assist with polling public.
- Monitor economic conditions and identify possible timing to move forward with measure.

Responsibility

- City Council, City Administrator, Public Works

Objective 4B

Further Transportation System Planning & Improvements.

Actions

- Conduct a South Hwy 97/26 Corridor study.
- Seek funding to construct the Madras Transportation Equity Project (Hall Road, J Street, and Highway 361) for connectivity, capacity, and safety enhancements.
- Guide and participate in design development of the ODOT Earl to Colfax project including signalization of US 97 at "J" Street (NB & SB).

Focus/Deliverables

- Provide needed funding to ODOT to share the cost of the South Hwy 97/26 Corridor Study.
- Participate in area agency planning meetings.
- Issue the needed notices to engage stakeholders.
- Communicate local needs to State and Federal leaders/representatives.
- Apply for grant funding.
- Draft US 97 South Corridor Refinement Plan and the necessary Transportation System Plan amendments.

Responsibility

- Public Works, Community Development, City Administrator

Objective 4C

Improve Public Transportation Service to the Community.

Actions

- Advocate for improved transit connectivity and system improvements.
- Advocate for crossing signals at key boarding locations

Focus/Deliverables

- Participate in COIC and Central Oregon Agency Commission on Transportation (COACT) Transportation meetings.

Responsibility

- City Council, City Administrator, Public Works

Goal #5 – Improve Infrastructure and Reduce Backlog

Objective 5A

Improve water lines and delivery system.

Actions

- Construct the G Street Waterline Project and A Street Waterline Project (\$2.3 million).
- Replace 460 water meters.

Focus/Deliverables

- Replace/Improve water line and delivery system on G Street?
- Improve accuracy and efficiency of water meter reads

Responsibility

- Public Works

Objective 5B

Improve local sewer lines and delivery system.

Actions

- Construct the Skyridge/Mountain View Estates Sewer Project.
- Construct the Culver Hwy Sewer Extension from Fairgrounds to Hall Road.
- Design the Hwy 97 Parallel Sewer for the 2024 ODOT Project.

Responsibility

- Public Works

Objective 5C

Improve local roadways.

Actions

- Chip Seal \$150,000 worth of roadways based on the Capital Asset Management report.
- Complete \$4 million construction of the “J” Street Bridge project by October 1, 2022.

Responsibility

- Public Works

Objective 5D

Improve community parks and outdoor facilities.

Actions

- Apply for an Oregon Parks and Recreation construction grant for the Rail Archway Memorial.
- Partner with developer on Phase 1 of Willowbrook park.
- Improve accessibility to the Desert Peaks Golf Course from new Willowbrook subdivision.
- Modernize outdated play features in existing parks.

Focus/Deliverables

- Install irrigation and sod at Willowbrook Park.
- Extend golf course cart path from Willowbrook Subdivision to the clubhouse.
- Replace Playground equipment in Bean Park.

Responsibility

- Public Works

Objective 5E

Pursue more state and federal grants for economic development and infrastructure projects.

Actions

- Hire grant writer with state and federal grant writing experience.
- Meet regularly with grant writer to develop understanding of City needs and determine which grant opportunities to pursue.

Focus/Deliverables

- Grant applications submitted to appropriate agencies for identified infrastructure needs.

Responsibility

- Community Development, Public Works

Goal # 6 - Increase Opportunities for Community Engagement

Objective 6A

Enhance communications and participation with the Madras community.

Actions

- Serve on boards with local organizations.
- Continue to update and further develop the City's website as a more effective public resource.
- Staff and Council members attend Coffee Cuppers events regularly and host at least one event at City Hall.
- Work with the Madras Downtown Association to increase the activities/events in the city.
- Post regularly on social media and follow trending topics in the community.
- Have a presence/tabletop at community events with Staff and Council members present.
- Survey community members with short survey questions at community events.
- Increase number of City-supported community events.

Focus/Deliverables

- HR Director to serve on Madras Downtown Association Board to help educate business owners on City programs and increase City exposure at events.
- Build relationships necessary for future city projects or initiatives and use feedback from event surveys in communication pieces.
- Monitor statistics from social media accounts regarding visitors, likes and shares.
- Count of number of meetings and events attended.

Responsibility

- HR Director, City Recorder, Council, and other Staff as appropriate

Goal #7 - Organizational Development

Objective 7A

Accomplish upgrade to Jefferson County Emergency Services radio system and purchase/program new mobile and portable radios - continued from FY 2021-22.

Actions

- Attend upgrade meetings and coordinate with Jefferson County on implementation of the system.
- Coordinate with Motorola/Day Wireless on purchase, programming, and installation of new mobile and portable radios.

Focus/Deliverables

- Install new system and roll out new portable and mobile radios.

Responsibility

- Madras PD

Objective 7B

Enhance Public Safety Services.

Actions

- Apply for public safety grants, including law enforcement pedestrian safety, seatbelt enforcement, DUII enforcement and speeding enforcement grants.
- Increase law enforcement visibility in the downtown corridor, at parks, and at 1st Thursdays and other community events.

Focus/Deliverables

- Apply for grants and fulfill obligations of the grants.

Responsibility

- Madras PD, HR Director, Finance Department

Objective 7C

Increase efficiencies through implementation of technology where appropriate.

Actions

- Purchase and implement contracts management software.
- Implement online agenda and minutes software system through website provider.
- Upgrade technical equipment in Council Chambers.

Focus/Deliverables

- Increase efficiencies for tracking contracts, leases, franchise agreements, and other important documents.
- Increase efficiencies for City Recorder and other meeting managers
- Produce files in compliance with ADA requirements and reduce meeting communication issues due to aging equipment.

Responsibility

- HR Director, City Recorder

Objective 7D

Reduce PERS payroll rate for the City.

Actions

- Reduce City of Madras PERS unfunded actuarial liability.

Focus/Deliverables

- Set aside 4% of payroll during FY 2022-23 to be deposited into a new or existing Side Account in future years.

Responsibility

- Finance Department

Objective 7E

Achieve the Oregon Government Finance Officers Association Budget Award for Excellence.

Actions

- Regularly achieve Finance Department deadlines.
- Continue/implement thorough review process using internal checks and balances.

Focus/Deliverables

- Prepare and apply for the OGFOA Budget Award to achieve excellence in budgeting for the third year in a row.

Responsibility

- Finance Department

Objective 7F

Enhance Airport Management and Fixed Based Operator (FBO) services model.

Actions/Deliverables

- Prepare FY 2022-23 budget with new model of services.
- Recruit for new Airport Manager position starting spring 2023.
- Recruit for separate Fixed Based Operator starting Summer 2023.

Responsibility

- City Council, City Administrator, Public Works Director, Finance Director, HR Director, Outside Consultant

Objective 7G

Obtain Body Cameras for Police Department and roll-out Body Camera Program.

Actions

- Obtain three quotes for Body Cameras and select vendor.
- Adopt Policies for Body Cameras.
- Take quote and policy to Council for approval.

Focus/Deliverables

- Successful roll-out of Body Camera program including public communication.

Responsibility

- Police Department, City Council, City Administrator, Finance Director