



Annual Strategic Implementation Plan FY 2021-22

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@ci.madras.or.us
Council President Bartt Brick	Term Expires: 12/31/2022	Email: bbrick@ci.madras.or.us
Councilor Rose Canga	Term Expires: 12/31/2022	Email: rcanga@ci.madras.or.us
Councilor Royce Embanks, Jr.	Term Expires: 12/31/2022	Email: rembanks@ci.madras.or.us
Councilor Jennifer Holcomb	Term Expires: 12/31/2024	Email: jholcomb@ci.madras.or.us
Councilor Gary Walker	Term Expires: 12/31/2024	Email: gwalker@ci.madras.or.us
Vacant Seat	Term Expires: 12/31/2024	

City Administrator & Department Head Team

City Administrator	Gus Burrell	Email: gburriel@cityofmadras.us
HR & Administrative Director	Charo Miller	Email: cmiller@cityofmadras.us
Finance Director	Kristal Hughes	Email: khughes@cityofmadras.us
Public Works Director	Jeff Hurd	Email: jhurd@cityofmadras.us
Community Development Director	Nicholas Snead	Email: nsnead@cityofmadras.us
Madras Police Chief	Chief Tanner Stanfill	Email: tstanfill@cityofmadras.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. Reduce Infrastructure Backlog**
- 6. Increase the Level of Community Engagement**
- 7. Organizational Development**

City of Madras 2021 - 2022 Council Goals

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

Objective 1A

Update Airport Master Plan to be ready for the next 20 years of growth

Actions

- Conduct a series of public outreach meetings with consultant assistance
- Amend Development Code for protection of airport

Focus/Deliverable

- Identify capital improvement needs for next 20 years of operation; clarify where aeronautical and non-aeronautical uses can occur.
- Adopt final Airport Master Plan

Responsibility

- Public Works
- Airport
- Industrial Committee
- Community Development

Objective 1B

Improve Marketing of Airport / Industrial Park Properties

Actions

- Upload City Airport/Industrial properties into Oregon Prospector website with the relevant content from the Industrial Site Readiness Plan

Focus/Deliverable

- Industrial property use will increase.

Responsibility

- Community Development

Objective 1C

Amend Development Code to be consistent with Downtown Parking Study.

Actions

- Conduct necessary public hearings, prepare adopting ordinance for Planning Commission and Council consideration

Focus/Deliverable

- Determine and adopt necessary Development Code Changes

Responsibility

- Community Development

Objective 1D

Continue implementation of MRC's Urban Renewal Action Plan

Actions

- Support new development or development or redevelopment through land use support, developer improvement agreements, and other technical assistance

Focus/Deliverable

- Use available funding for redevelopment projects, new construction projects, business loans, etc.
- Continue identifying available grants and other funding sources for business development and other projects

Responsibility

- Community Development
- Public Works
- Finance Department

Objective 1E

Improve the availability of internet/broadband to the community.

Actions

- Conduct a study of current and future internet/broadband providers, services offered, and identify where enhancements & access are needed

Focus/Deliverable

- Community access to responsive and adequate service levels for internet/broadband

Responsibility

- Community Development

Goal #2 - Create and Implement a Housing Strategy

Objective 2A

Facilitate new housing development

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

Focus/Deliverable

- Enter into new housing development agreements as opportunities present
- Facilitate land use permitting needs for new residential development

Responsibility

- Community Development
- Public Works
- Finance Department

Objective 2B

Development Code to allow “missing middle” housing in the appropriate residential and commercial zoning districts

Actions

- Utilize technical and consultant assistance from the ODOT Transportation and Growth Management program to identify needed Development Code amendments
- Review Development Code for opportunities to include amendments that provide for modern development concepts

Focus/Deliverable

- Present ordinance amendments for Planning Commission and Council consideration

Responsibility

- Community Development

Objective 2C

Develop strategy to improve living conditions for at-risk residents

Actions

- Identify properties that have unsafe living conditions
- Develop strategic plan for homeless residents

Focus/Deliverable

- Stakeholder outreach, identify partners, and select highest priority properties to contribute to a strategic plan
- Assist local non-profit homeless services provider with grant acquisition to acquire site and construct a new homeless service center; continue to partner on interim temporary shelter assistance

Responsibility

- Community Development
- Public Works
- Central Services

Objective 2D

Support Housing Works permitting for multi-family development per Housing Action Plan

Actions

- Identify permitting process, standards, and help resolve problems to ease permitting

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

Actions

- 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

Objective 3B

Master Planning & Development 21-acre site west of Loves Travel Center

Actions

- Annex 21-acre site into City Limits
- Extend public sanitary sewer
- Develop north and south public road network to serve area

Responsibility

- Community Development
- Public Works

Goal #4 - Improve the Transportation System

Objective 4A

Develop a reliable source of funds to maintain paved roads

Actions

- Postpone voter measure until economy recovers further from COVID-19 impacts

Focus/Deliverable

- Monitor economic conditions and identify possible timing to move forward with measure again

Responsibility

- City Council/City Administrator
- Public Works

Objective 4B

Further Transportation System Planning

Actions

- Conduct a South Hwy 97/26 Corridor study
- Further develop alignment of Hall Road connection to between US 97/26 and Highway 361 (Culver Hwy.)
- Initiate planning and contact property owners to see if open to granting or selling public right-of-way access from Hall Rd. to Bi-Mart area as alternate access location vs. State Highway system

Focus/Deliverable

- Provide needed funding to ODOT to share the cost of the project the South Hwy 97/26 Corridor Study
- Participate in planning meetings.
- Issue the needed notices to engage stakeholders

Responsibility

- Public Works
- Community Development

Objective 4C

Improve Public Transportation Service to the Community

Actions

- Advocate for improved transit connectivity and system improvements

Focus/Deliverable

- Participate in COIC Transportation meetings, COACT and other project efforts such as the new Jefferson County Health Department
- Oversee transit stop improvements at Dollar Tree, Bi-Mart, health clinic and Safeway

Responsibility

- City Council
- City Administrator
- Public Works

Goal #5 - Reduce Infrastructure Backlog

Objective 5A

Prioritize list of Capital Improvements Projects moving forward this year

Actions

- Pavement Preservation
- Apply for Community Development Block Grant funding for construction of highest priority capital projects.
- "J" Street Bridge Flood Mitigation
- Construction of the Safe Routes to School Project: 7th Street – B Street to D Street
- Apply for funding to construct Hoffman and Willowbrook Parks

Focus/Deliverable

- Chip Seal \$125,000 worth of roadways in town based on the Capital Asset Management report.
- Apply for construction dollars to complete the G Street Waterline Project and A Street Waterline Project
- Replace 180 water meters to improve accuracy and efficiency of reads
- Complete construction of the “J” Street Bridge project by December 31, 2021
- Reconstruction/construction of sidewalks from B Street to D Street on 7th Street. Estimated cost is \$375,000
- Apply for a construction grant through the Oregon Parks and Recreation Department for Hoffman and Willowbrook Parks

Responsibility

- Public Works

Goal #6 - Increase the Level of Community Engagement

Objective 6A

Enhance communications and participation with the Madras community

Actions

- Increase social media presence and Spanish translated messaging
- Increase the level of participation by HR within community groups and/or organizations
- Identify effective use and increase translation services for community publications and messaging
- Update and further develop the City’s website as a more effective public resource and intranet to provide helpful tools and links for employees
- Regularly attend the Downtown Association Meetings, and Coffee Cuppers
- Track progress for 1st Thursday revival
- Post on social media regularly (approximately 10 posts per month) and follow trending topics in the community

Focus/Deliverable

- Develop the City’s presence on other media platforms such as LinkedIn; assist local business owners with their pages
- Stats from social media accounts regarding visitors, likes and shares
- Count of number of meetings attended

Responsibility

- HR Director
- City Recorder

Goal #7 - Organizational Development

Objective 7A

Accomplish upgrade to Jefferson County Emergency Services radio system and purchase/programming of new mobile and portable radios

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/Deliverable

- Install new system and roll out of 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, parks and at “1st Thursday” events

Focus/Deliverable

- Receive grants and fulfill obligations of the grants.

Responsibility

- Madras PD
- HR Director
- Finance Department

Objective7C

Identify and execute opportunities for a LEAN process of improvement

Actions

- Build a more efficient contracts management process

Focus/Deliverable

- Select and implement an efficient software program for department wide contracts management, facilitation, and record retention

Responsibility

- HR Director
- City Recorder

Objective 7D

Reduce PERS payroll rate for the City

Actions

- Reduce City of Madras PERS unfunded actuarial liability to

Focus/Deliverable

- Establish a PERS side account with a minimum of \$250,000 deposit by November 2021 (Finance)

Responsibility

- Finance Department

Objective 7D

Achieve the Oregon Government Finance Officers Association Budget Award

Actions

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

Focus/Deliverable

- Prepare and apply for the OGFOA Budget Award to achieve excellence in budgeting

Responsibility

- Finance Department

Objective 7E

Evaluation and renewal of airport management/fixed based operator (FBO) services including shared facility use needs of the North WWII Hangar and General Aviation Building

Actions

- Create a subcommittee with the assistance of a business consultant to facilitate evaluation process
- Convene with City Council on findings by consultant
- Decide which changes are recommended for the FBO & Airport Management services per selected preferred option moving ahead

Focus/Deliverable

- Evaluate the current structure of services for the Fixed-Based Operator (FBO) and airport management services; tour another airport to see how others perform services; conduct stakeholder surveys/interviews in shared used facility needs for airport hangar space (specifically the North WWII Hangar)

Responsibility

- City Council
- City Administrator
- Public Works Director