



Annual Strategic Plan FY 2023-24

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 Mike Lepin	Term Expires: 12/31/2024	Email: mlepin@cityofmadras.us
Council President Jennifer Holcomb	Term Expires: 12/31/2024	Email: jholcomb@cityofmadras.us
Councilor Michael Seibold	Term Expires: 12/31/2026	Email: mseibold@cityofmadras.us
Councilor Gabriel Soliz	Term Expires: 12/31/2024	Email: gsoliz@cityofmadras.us
Councilor Patricia Spencer	Term Expires: 12/31/2026	Email: pspencer@cityofmadras.us
Councilor Gary Walker	Term Expires: 12/31/2024	Email: gwalker@cityofmadras.us
Councilor Lamar Yoder	Term Expires: 12/31/2026	Email: lyoder@cityofmadras.us

City Administrator & Department Head Team

Interim City Administrator	Christy Wurster	Email: cwurster@cityofmadras.us
HR & Administrative Director	Charo Miller	Email: cmiller@cityofmadras.us
Finance Director	Kristal Hughes	Email: khughes@cityofmadras.us
Public Works Director	Michael Whitfield	Email: mwhitfield@cityofmadras.us
Community Development Director	Nicholas Snead	Email: nsnead@cityofmadras.us
Interim Director of Police Services	Tim Plummer	Email: tplummer@madraspd.us
City Recorder / Communications	Lysa Vattimo	Email: lvattimo@cityofmadras.us

Mission Statement

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

City of Madras 2023 - 2024 Council Goals

1. Public Safety
2. Redefine Mission Statement, Values, and Strategic Planning
3. Increase Livability/Beautification of Madras
4. Organizational Development

Goal #1 – Public Safety

Improve our ability to provide public safety services to our community.

- A. Recruit and Hire Chief of Police
- B. Recruit and Hire Evidence Room Technician
- C. Continue Recruitment Efforts for Police Officers
- D. Partner with County to Hire a Central Oregon Drug Enforcement Officer
- E. Re-establish a School Resource Officer
- F. Purchase, Install, Upgrade Needed Equipment
 1. Body Cams
 2. Mobile Data Terminals
 3. Radios
- G. Update Department Policies
- H. Establish Sources of Mental Health for Officers
- I. Create Succession Plan
- J. Increase Community Engagement/Involvement
 1. Events
 2. Schools
 3. Social Media
- K. Partner with Jefferson County Fire to Hire a Code Enforcement Position
- L. Explore Opportunity to Create Public Safety Advisory Committee with Neighborhood District Associations

Goal #2 – Redefine Mission Statement, Values, and Strategic Planning

Review the mission and vision for Madras and redesign the Strategic Planning process to better reflect our community.

- A. Determine Core Values
- B. Identify Key Stakeholders
- C. Perform SWOT Analysis
- D. Evaluate Council's Vision for Madras
- E. Engage Community Input for Mission Statement
- F. Redesign Strategic Planning Process to Better Incorporate into Budget
- G. Explore Opportunities to Revise City Charter
- H. Identify Opportunities to Establish Greener and More Energy-Efficient Practices

Goal #3 – Increase livability/beautification of Madras

Promote a community that is filled with beauty and provides the amenities our community desires.

A. Community Development

1. Develop Strategy for Combatting Homelessness
2. Improve Rural Broadband
3. Promote Multi-Unit Code Change
4. Review Housing Strategy (Fixed-Income, ADA Opportunities)
5. Evaluate VRBO/Temporary Vacation Rental Code
6. Increase Community Involvement in MRC
7. Perform Floodplain Update

B. Public Works—Parks

1. Establish Dog Park(s)
2. Ensure Appropriate Restroom Facilities Established at All Parks
3. Increase Safety & Usability of Trails
4. Increase Amount of Public Bikeways
5. Increase Covered Seating Areas in Parks
6. Increase Number of Trees in Parks
7. Develop Anti-Vandalism Strategies for Public Spaces
8. Increase Community Involvement in Cleanup & Beautification Projects
9. Explore Public & Private Funding Partnership Opportunities
10. Evaluate Willow Creek for Better Wildlife Viability & Community Use

C. Public Works—Streets

1. Address Traffic Planning (JCTEP, “J” Street, etc.)
2. Identify Funding to Pave 100% of Unpaved City Streets
3. Increase Crack Sealing and Pothole Projects
4. Repaint Crosswalks
5. Revisit Code for Developer Requirements for Sidewalks
6. Begin Strategy for Transportation Improvements Funding Measure

D. Public Works—Utilities

1. Upgrade Sewage Treatment Blowers with Energy-Efficient, Cost-Effective Equipment
2. Review Long-Term Sewer Plant Strategies
3. Review Water/Sewer Plans and Infrastructure Needs
4. Complete RV Dump Site Project
5. Improve Partnership with Deschutes Valley Water District

Goal #4 – Organizational Development

Improve internal functions, communication, and transparency.

A. Council

1. Recruit City Administrator
2. Support Departments Current Goals and Projects

As Madras enters a new post-COVID era and plans a procedural redesign of strategic goals, Council will present new ideas and vision for the future. However, Council will provide continued support for departments with their current projects and goals.

3. Establish Councilor Department Liaisons

Council wishes to become more informed and knowledgeable about each department within the City. As such, Council wishes to assign Councilor Liaisons to each department and rotate through the City to be educated about the various functions.

4. Increase Councilor Presence at City Hall

Council recognizes that establishing relationships with Department Staff is key and increasing communication requires a greater presence. Councilors wish to regularly spend time at City Hall in a setting that allows staff to approach or see them often and get to know each other.

B. City Administrator

- 1. Establish a Succession and Retention Plan**
- 2. Improve Communications and Partnership with County**
- 3. Improve Inter-Departmental Communications**
- 4. Ensure Leases, Franchise Agreements, and other Contracts are Tracked/Current**
- 5. Evaluate Urban Growth Boundary Expansion/UGAMA**
- 6. Explore Opportunities to Increase Airport Revenues**
- 7. Evaluate Opportunity to Establish a Grant Writer Position**

C. Finance

- 1. Align Budget with Council's Strategic Goals**
- 2. Develop Asset Management Report for Council (Airport, Golf Course, City Owned Properties, etc.)**
- 3. Maximize City's Credit Rating**
- 4. Ensure Fiscally Responsible Management of City Funds**

D. Community Development

- 1. Revise MRC Data Analysis and Reporting**
- 2. Perform MRC Portfolio Evaluation**

E. Human Resources

- 1. Recruit for City Administrator**
- 2. Recruit Police Department Positions**
 - i. Chief of Police**
 - ii. Evidence Room Technician**
 - iii. Officers (Entry and Lateral)**
- 3. Onboard Airport Manager**
- 4. Finalize Processing of Fixed Base Operator Request for Proposals**
- 5. Create and Recruit for Communications Position**
- 6. Review Leave Time Benefits for Alignment with Industry Standard**