

An aerial photograph of Medford, Oregon, showing a dense urban area with a grid street pattern. The city is surrounded by green hills and fields. In the far distance, the snow-capped peak of Mount Hood is visible against a blue sky with light clouds.

SUSTAINABLE CITY YEAR

CITY OF MEDFORD—2013 PROGRAM PROPOSAL

www.ci.medford.or.us



OFFICE OF
THE CITY MANAGER
E-mail: citymanager@ci.medford.or.us

CITY OF MEDFORD
411 WEST 8TH STREET
MEDFORD, OREGON 97501

TELEPHONE (541) 774-2000
FAX: (541) 618-1700
www.ci.medford.or.us

February 1, 2013

Marc Schlossberg, Executive Director
Sustainable Cities Initiative Program
University of Oregon
1206 University of Oregon
Eugene, OR 97403-1206


Re: Sustainable Cities Initiative Application 2013

Dear Director Schlossberg:

The City of Medford is excited about the opportunity to apply to partner with the University as a candidate for the Sustainable Cities Initiative. Medford has a history of addressing sustainability in its design of projects, be it rehabilitation of buildings, construction of parks, or development of open space. We have recently created and implemented a Strategic Plan, adopted by the City Council, that incorporates sustainability into each of its four core areas of Safe Community, Healthy Economy, Quality Public Services and Responsive Leadership. A partnership between the University of Oregon and the City, and both our commitments to success, will assure continued success of the Sustainable Cities Initiative and the City's Strategic Plan.

We realize and understand the criticality of the role of community partners in any undertaking. Over many years the City has built a strong working relationship with its community and regional partners as evidenced by our successful completion of the Regional Problem Solving Process as well as several large, highly visible transportation projects. Cooperation and collaboration are key and the central theme of how we conduct business.

The City has the staffing levels, adequate financial resources to implement and complete the projects identified in the Plan, as well as solid support from the City Council, my executive staff and myself. We look forward to bringing this program to Southern Oregon, being part of the team and contributing to its success.


Eric Swanson
City Manager

Enclosure

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Mayor's Fountain Near City Hall in Downtown Medford

CITY OF MEDFORD INFORMATION

City Manager	P. Eric Swanson
	541.774.2000
	Eric.swanson@cityofmedford.org
Deputy City Manager	John W. Hoke
	541.774.2000
	Bill.hoke@cityofmedford.org
Project/Proposal Manager	James E. Huber, AICP
	541.774.2380
	Jim.huber@cityofmedford.org
Mailing/Physical Address	City Manager's Office
	411 West Eighth Street
	Medford, OR 97501

2013 PARTNERING AGENCIES

Rogue Valley Transit District
Heart of Medford Association
Medford Water Commission
Oregon Department of Transportation

Chamber of Commerce/Medford Area
Jackson County
Medford School District

Southern Oregon Visitors Association
United Way of Jackson County

SORED (Southern Oregon Regional Economic Development, Inc.)
Housing Authority of Jackson County

Rogue Valley Council of Governments
Rogue Disposal and Recycling

Metropolitan Planning Organization
Sustainable Valley Technology Group

The University of Oregon Sustainable Cities Initiative

The City of Medford 2013 Program Proposal for the Academic Year beginning in the Fall of 2013

February 1, 2013

According to Wikipedia, the Medford metropolitan area has a population of 207,010, making it the fourth largest metro area in Oregon. According to the Population Research Center at Portland State University, the July 1, 2012, certified population estimate of the city of Medford is 75,545 people, making it the eighth largest city in Oregon. In addition, the Police Department estimates that the daytime population of Medford roughly doubles in size due to the amount of people entering the city for various reasons such as employment, health care, shopping, education, entertainment, etc.

Whether one considers the size of Medford on a metropolitan or a city level, the fact is that Medford is a significant population and employment center in the state of Oregon. Furthermore, population forecasts call for continued growth, as evidenced by the 20-year forecast for considering a future urban growth boundary expansion and the 50-year forecast used in our successful Regional Planning Solving process (RPS). Consequently, citizens, service providers and City officials are planning and preparing themselves for more growth in the future.

Medford is located in southwestern Oregon along the Interstate Highway 5 corridor, approximately twenty-seven miles north of the border with California. One reason that the City is interested in partnering with the University of Oregon is that it believes this part of the state would benefit greatly from such a partnership. Thus far, other cities that have partnered with the U of O in this program include Gresham, Salem and Springfield, all of which are located much farther to the north. Medford is very interested in bringing this important program to southern Oregon.

This is an exceptionally good time to establish a partnership between Medford and the University of Oregon. One reason is that Medford has a new City Manager, who is interested in continuing the successes of the past while leading the city in new directions. His name is Eric Swanson and he began his tenure here in June of 2012. One of the first actions that Mr. Swanson embarked upon was the development of a Strategic Plan for the city of Medford.

Using models from other cities and building upon work done previously by Medford citizens, staff and officials, Mr. Swanson engaged the talents of his executive team to create a new Strategic Plan with a six-year horizon. Because Medford adopts its budget on a biennial basis, the plan covers three budget cycles. It is comprised of four major themes and fifteen goals. Each goal is followed by one or more objectives, followed in turn by specific actions. Each action is assigned to one or more departments, along with a timeline specifying whether the action is on-going or to be completed in a certain time. After study sessions with elected officials, the City Council formally adopted the Strategic Plan in public session.

For several reasons, the City's proposal to the University of Oregon is based primarily on the objectives, goals and actions identified in the Strategic Plan. First, we are committed to the success of the plan and we know that partnership with the University of Oregon will provide invaluable resources that may not otherwise be available. Second, our timeframe works well with that of the parameters of the program

because the strategic plan has a six-year timeframe, providing adequate time for a yearlong partnership with the University and time afterwards for the City to follow-up on projects and implement actions of the plan. Most importantly, the plan has been adopted by the City Council, which is the highest possible endorsement of it at the local level. Therefore, the projects in the plan already have been directly or indirectly endorsed by the City Council.

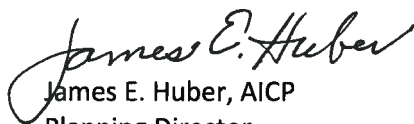
The City's proposal contains a wide variety of projects, ranging from land use issues involving neighborhood circulation plans to developing a strategic plan for the Technology Services Department. An underlying theme of projects is that of sustainability. Many projects principles and elements of sustainability such as: improving availability to different modes of transportation to reduce reliance on automobiles; encouraging infill development; preserving open spaces within the urban environment; addressing social equity issues by developing tools for creating neighborhood plans; looking at all of the City's facility plans to see if there are smarter, cheaper and more sustainable ways of providing services now and in the future. We hope to partner with the University of Oregon to help us better articulate and formalize our commitment and adopt a strategic approach to becoming an even more sustainable organization and city.

Finally, the City fully understands the importance of the role of community partners in an undertaking such as this one and we have listed a number of agencies and organizations with whom we have established strong partnerships. The general idea is that we will collaborate with them on as many projects as possible. Collaboration includes consultation, seeking feedback, reviewing work projects, sharing information and results and including the partner in the follow-up and implementation actions.

As an example, part of the City's economic development plan includes membership in the Southern Oregon Regional Economic Development, Inc. (SOREDI), whose Executive Director reports quarterly in person to the City Council on economic matters. SOREDI is listed as one of the partners. We intend to partner with them on a project that involves encouraging new development within core areas where older development already exists. Another example is working with the Heart of Medford Association, a well-organized group of people committed to the success of the downtown. A logical partnership with them is the project of developing wayfinding techniques to make it easier to find the downtown area for visitors and residents alike.

In conclusion, the City of Medford is very excited to be considered for a partnership with the University of Oregon for the fall 2013 academic year. We have submitted a total of twenty-three (23) projects for review, which easily can be more thoroughly developed to integrate with the needs and interests of the appropriate professors and classes. We have adequate staff and financial resources to carry out the projects identified in the plan. Finally, we have City Council endorsement of the projects and the desire of the City Manager and key staff to undertake this partnership.

Thank-you for your consideration.


James E. Huber, AICP
Planning Director
Project/Proposal Manager

CITY OF MEDFORD VISION

We envision Medford as an outstanding community –
a vibrant place for people to live, work, and play.

OUR MISSION

Continuous Improvement * Customer Service

STRATEGIC PLAN 2012-2018

- **Safe Community**

- Ensure a safe community by protecting people, property and the environment.
- Provide public education regarding law enforcement, gang and drug activities and promote emergency preparedness.
- Provide prevention and proactive education regarding public safety.
- Provide a safe working environment for City employees.

- **Healthy Economy**

- Continue implementation of the Economic Development Strategy.
- Maintain and enhance community livability.
- Encourage a diverse economy.

- **Quality Public Services**

- Provide recreational activities and opportunities to improve the lives of Medford residents.
- Provide a safe, multi-modal, efficient and well planned transportation system.
- Provide efficient and effective sewer and storm water services.
- Provide efficient and state-of-the-art development application review.

- **Responsive Leadership**

- Ensure financial stewardship and long-term municipal financial stability for City services, assets and facilities.
- Preserve natural resources within the City of Medford and its Urban Growth Boundary.
- In an open and transparent manner effectively deliver municipal services that Medford citizens need, want and are willing to support.
- Ensure qualified City workforce through ongoing training and education.

Potential Course Topics:

- A. Revise Housing Code and Develop Best Practices**
- B. Floodplain – Determination of creditable activities per FEMA Credit Rating System (CRS)**
- C. Develop Fire Department Strategic Plan**
- D. Neighborhood Watch and Volunteer Programs**
- E. Fire Facilities Master Plan**
- F. Emergency Preparedness Plan**
- G. Traffic Safety Curriculum**
- H. Encourage New Development in Existing Areas**
- I. Open Space Program**
- J. Leisure Services Plan Update and System Development Charge Methodology Update**
- K. Finding the City Center**
- L. Southeast Area Master Plan and System Development Charge Methodology**
- M. Neighborhood Planning**
- N. Development of Neighborhood Circulation Plans**
- O. Analysis of Activity Centers**
- P. Police Facility Funding Options**
- Q. Development of Commercial Design Standards**
- R. City Facilities Plan**
- S. Records Management System**
- T. Technology Services Strategic Plan**
- U. Technology Services Disaster Plan**
- V. Technology Services Catalog**
- W. Technology Services Change Management Plan**

Project List Detailed Description:

A. Revise Housing Code and Develop Best Practices

The City of Medford is transitioning responsibility for administering the Housing Code from The Building Safety Department to the Police Department's Code Enforcement Division. The Housing Code in use by the city for over 30 years is based on the 1979 Uniform Housing Code, last updated in 1997. In order to better enforce substandard housing issues, the code needs to be updated and best practices developed.

Supporting Action from Strategic Plan:	1.1a Complete the transition of the Housing Code enforcement to Code Enforcement Officers
Student Deliverable(s):	Housing Code suitable for adoption by the City of Medford. Best practices for housing code enforcement and resolution of cases.
Partnering City Department(s):	Building Safety Department, Police Department, City Attorney

B. Floodplain – Determination of Creditable Activities per FEMA Credit Rating System (CRS)

The City of Medford currently participates in the FEMA Credit Rating System (CRS), a voluntary incentive program that recognizes and encourages community floodplain management activities that exceed the minimum NFIP requirements. As a result, flood insurance premium rates are discounted to reflect the reduced flood risk resulting from the community actions. The discounted premiums for homeowners are determined by classification, based on amount of points earned from creditable activities. The project would involve a public outreach program, directed primarily to property owners within the 100-year floodplain. It also would involve determining creditable activities in the CRS Coordinator's Manual under four categories: Public Information, Mapping and Regulations, Flood Damage Reduction and Flood Preparedness. We also need findings to submit to FEMA.

Supporting Action from Strategic Plan:	1.3a Hold annual public outreach event related to floodplain hazards.
Student Deliverable(s):	Public outreach event. Determination of creditable activities in the CRS Coordinator's manual. Prepare findings to FEMA for determination of possible class revision.
Partnering City Department(s):	Building Safety Department, Planning Department, Public Works Department

C. Develop Fire Department Strategic Plan

The Fire Department has recently completed an Emergency Services Master Plan and Facilities Master Plan. There is a need now for a detailed Strategic Plan for the next 5 to 7 years to guide specific action to be taken to implement the recommendations from each of these plans and to guide the overall decision making methodology. The Strategic Plan will provide a clear focus and roadmap of the work needed by the Fire Department in the short and mid-term future.

Supporting Action from Strategic Plan:	1.8a Implement methods and technology as identified in the Emergency Services Master Plan.
Student Deliverable(s):	Development of organizational Mission, Vision, and Values along with a comprehensive set of Goals, Objectives, and Critical Tasks that can be implemented throughout the Fire Department. Assessment of internal issues and external challenges via a SWOT Analysis. Establishment of goals and objectives, critical tasks, and timelines for the next 5 – 7 years. Development of key performance measures to assess progress and validity of Strategic Plan. Published Strategic Plan report incorporating all components of the Strategic Plan.
Partnering City Department(s):	Fire Department

D. Neighborhood Watch and Volunteer Programs

Approximately ninety (90) neighborhoods in the City of Medford have active Neighborhood Watch programs. These programs are vital to the safety of individual neighborhoods, as well as being an excellent relationship builder for the Police and the community we serve. Also, 18% (31 individuals) of the Police Department personnel are volunteers. The City desires to enhance community partnerships to address crime and emerging crime trends by increasing/improving the effectiveness of neighborhood watch and volunteer programs. This process would involve identifying and mapping the locations of all active Neighborhood Watch programs and writing a plan for developing new programs in areas experiencing increased crime. It would also assist in developing this program in neighborhoods that do have one at this time. There are also needs and opportunities to analyze the relative effectiveness of the Police Department's volunteer programs and identify new opportunities for volunteerism. A strong volunteer program offers both the needed assistance from the community, as well as building stronger relationships with the citizens we serve.

Supporting Action from Strategic Plan:	1.5a: Continue to expand the Neighborhood Watch and Volunteer Programs.
Student Deliverable(s):	Inventory of and plan for expanding Neighborhood Watch and Volunteer
Partnering City Department(s):	Police Department

E. Fire Facilities Master Plan Project

The City needs to update all of the Fire facilities identified in the Fire Facilities Master Plan in a multi-year, phased-in approach. Using information from work that already has been done in previous studies, students would develop an outreach program and campaign approach for explaining the need to the public and gathering support over an extended 5 to 10 year facilities expansion and improvement program. Architect students would design a Silver LEED Certified building of a new station that would demonstrate maximum efficient use of space and energy to be used in demonstrations to gain public support.

Supporting Action from Strategic Plan:	1.7a: Determine siting, land acquisition and funding sources and options.
Student Deliverable(s):	LEED Certified Building Design, Finance Plan, Outreach Plan
Partnering City Department(s):	Fire Department, Finance Department

F. Emergency Preparedness Plan Project

The City has expended time and resources in preparing the City organization to be ready for natural disasters. To be truly effective however, partnerships with other agencies, non-profits and the private sector need to be developed. Additionally, citizen awareness and preparedness on a community-wide basis must be part of the overall plan. Students would assess what has been accomplished in this area thus far and research what additional steps must be taken to develop partnerships and increase public awareness and involvement. An outreach plan would be developed with a specific, programmatic approach to involving the entire community in emergency preparedness.

Supporting Action from Strategic Plan:	2.1c: Implement program and activities to provide public education regarding emergency preparedness.
Student Deliverable(s):	Public Emergency Preparedness Outreach Plan
Partnering City Department(s):	City Manager's Office, All Other Departments
Community Partner(s):	ODOT, Jackson County, Medford School District, RVCOG

G. Traffic Safety Curriculum

Most drivers, pedestrians and bicyclist are unaware of and uneducated about traffic laws in Oregon and the rules of the road. An education program is needed for elementary school children and drivers. The lessons should be short and memorable. They need to be graphic and to be able to verbally standalone (for radio). The content should be presentable in a classroom, via broadcast media, and on the internet. This project is to develop the curriculum, lessons, and media. It can be expected that successful presentation of this education in the community will reduce accidents, make travel more pleasant, and increase the efficiency of the transportation system.

Supporting Action from Strategic Plan:	3.1a: Continue support of education programs such as Safe Kids and Fire & Life Safety.
Student Deliverable(s):	Program materials: PowerPoint, lesson plans, video, and recordings.
Partnering City Department(s):	Police, Fire, Public Works
Community Partner(s):	Oregon Department of Transportation, Medford School District

H. Encourage New Development in Existing Areas (See attached map)

A key component of the City's Economic Development Strategy is to retain and help existing businesses expand. Often, land development costs associated with new development and expansion of businesses are prohibitive. In many situations, it is cheaper to develop in closer proximity to other businesses where infrastructure already is in place. This project would provide research on policies and regulations that may encourage development and redevelopment of vacant and underutilized employment and housing sites in areas of the City already having public infrastructure. It would provide recommendations of policies and regulations suitable for Medford that are not already in place. It would also provide a sample development plan for one or more of the more difficult sites. This project ties directly into a sustainability goal of using land efficiently by redeveloping existing structures and sites.

Supporting Action from Strategic Plan:	5.1a: Adopt code amendments that encourage the development of existing sites and the redevelopment of underutilized employment sites.
Student Deliverable(s):	Research and recommendations on policies and regulations that may encourage development and redevelopment of vacant and underutilized employment and housing sites in areas already having public infrastructure. Suggested development concept plan for one or more of the more difficult existing vacant or underutilized employment or housing sites in Medford in an area already having public infrastructure. Sample design standards and guidelines for “infill” development.
Partnering City Department(s):	Planning Department, Economic Development, City Manager’s Office
Community Partner(s):	SORED (Southern Oregon Regional Economic Development, Inc.)

I. Open Space Program Project

In order to improve the aesthetic quality of Medford’s urban environment and to prioritize and plan for funding the acquisition of open space, this project would identify, inventory and analyze lands in the City of Medford, Urban Growth Boundary and Urban Reserves that are potentially suitable for preservation as open space. It would research policies and regulations that aid cities in preserving and providing various types of open space. It would provide recommendations of open space policies and regulations suitable for Medford that are not already in place. Maintaining open spaces in an urban area reduces travel times to forests and natural areas located farther away. This aids in a sustainability goal of reducing travel distances to destinations.

Supporting Action from Strategic Plan:	6.1c: Maintain an inventory of areas suitable for preservation as open space.
Student Deliverable(s):	Inventory and analysis (GIS database) of lands in the City of Medford, Urban Growth Boundary and Urban Reserve that are potentially suitable for preservation as open space and include existing open spaces. Research on policies and regulations that aid cities in preserving and providing various types of open space.
Partnering City Department(s):	Parks & Recreation Department, Planning Department

J. Leisure Services Plan Update and System Development Charge Methodology Update

The current Leisure Services Plan for the City of Medford was developed in 2004 and approved in 2006. The economic landscape has vastly changed and many of the priority recommendations have been implemented since 2004. Therefore, the need to review and update the plan is necessary. Also, the Parks System Development Charges are developed from the 25-year project list outlined in the LSP. As the LSP is updated, there will be a need to develop a new SDC methodology that reflects changes in the proposed project list.

Supporting Objectives from Strategic Plan:	8.2 Adjust recreation programs and services to meet changing demographics and growing community needs. 8.3 Establish more revenue-generating programs to help fund or subsidize other programs and services.
Student Deliverable(s):	Public input regarding recreational facility and program needs. Needs assessment for maintenance issues for all park facilities. Development of a 10-year Leisure Services Plan that identifies priority and land acquisition and development. Update Park System Development Charge Methodology report for review by the Parks and Recreation Commission and approval by the City
Partnering City Department(s):	Parks & Recreation Department

K. Finding the City Center (See attached map)

The downtown area, or civic center, is filled with government and business offices, retail establishments, restaurant and entertainment venues, educational institutions, etc. Nevertheless, many people who come to Medford to shop and do business have no idea where the core downtown is and how to get there. The same can even be said of some local residents. Further, it is not clear when one “enters” and “leaves” the downtown area. Students would survey the area’s current network of signage and propose wayfinding improvements and options, including the east and west sides of the City and extending north and south to the two freeway interchanges. A successful wayfinding program will support sustainability goals such as reducing reliance on the automobile by directing people to the downtown, a pedestrian-scaled, walkable environment with multiple destinations.

Supporting Action from Strategic Plan:	6.3c Consider employing wayfinding techniques to direct citizens, travellers and tourists to and from the downtown area
Student Deliverable(s):	Current signage inventory, new wayfinding techniques, signage designs.
Partnering City Departments(s):	Planning Department , Public Works Department
Community Partner(s):	Oregon Department of Transportation, Heart of Medford Association, Chamber of Commerce

L. Southeast Area Master Plan & System Development Charge Methodology (See attached map)

Current City of Medford Comprehensive Plan and Code require that all Park System Development Charges that are generated within the SEAP are to be spent with this area and not be used in all other portions of Medford. A development of a parks master plan for this specific area along with the creation of an SDC methodology is needed in order to assure that the level of services requested for parks and open spaces are properly funded

through SDC's. This plan and SDC methodology could be a sub-set to the City-wide Leisure Services Plan. This area is important because it is one of four areas designated in our Transportation System Plan as a Transit Oriented District, one of the City's methods of reducing vehicle miles travelled.

Supporting Action(s) from Strategic Plan:	6.1c Maintain an inventory of area suitable for preservation as open space. 6.4a Continue implementation of master plan by expanding multi-use. 6.4b Develop additional parking facilities. 8.1a Fulfill identified land needs when properties are proposed for development. 8.1b Pursue the inclusion of Prescott and Chrissy Parks into the City's Urban Growth Boundary. 8.1c Locate parks and facilities in underserved areas. 8.2a Annually complete a city-wide needs assessment to determine changes in programming focus and expansion.
Student Deliverable(s):	Public input regarding recreational facility needs within this specific area. Needs assessment for future land acquisition, development and maintenance for this specific area. Development of a 10-year leisure Services Plan that identifies priority land acquisition and development. Creation of a Park System Development Charge methodology report for review by the Parks & Recreation Commission and approval by the City.
Partnering City Department(s):	Parks & Rec. Department, Planning Department, Public Works Depart.

M. Neighborhood Planning

In order to support and encourage community-driven efforts to establish identity and create a distinct sense-of-place, this project would research policies, regulations, and procedures that aid cities in meeting neighborhood identity and enhancement objectives. It would provide recommendations of neighborhood preservation and planning policies, regulations, and procedures suitable for Medford that are not already in place. It would develop a format for a typical neighborhood plan. It would also develop procedures for dividing Medford into distinct neighborhoods and business districts. This may result in furtherance of sustainability goals such as improving social equity by directing City resources to areas of need. It may also result in identifying areas where infill is possible and mixed uses and transit may add to the livability of a neighborhood.

Supporting Action from Strategic Plan:	6.5a: Continue to encourage establishment of neighborhood associations.
Student Deliverable(s):	Research and recommendations on neighborhood planning and preservation. A format for a typical neighborhood plan. Procedures for dividing Medford into distinct named neighborhoods and business districts.
Partnering City Department(s):	Planning Department
Community Partner(s):	Chamber of Commerce, Southern Oregon Historical Society

N. Development of Neighborhood Circulation Plans

The City does not have an in-house Transportation Planner. In the past there were neighborhood circulation plans drawn by either the in-house Transportation Planner or other Planning or Public Works staff. These plans included local street connections in addition to the higher order streets. It would be helpful to have more detailed neighborhood circulation plans developed that could be formally adopted or used as conceptual plans as developers prepare subdivision proposals. Students might research subdivision proposals that have either expired or have not yet been built to include on a map of the City to see how they would connect with each other if implemented. Circulation plans also should include opportunities for multi-modal forms of transportation, in addition to that of the automobile.

Supporting Action from Strategic Plan:	9.1a: Where gridded street patterns are not feasible, assure that bicycle and pedestrian connections are provided in neighborhoods.
Student Deliverable(s):	9.2: Maximize the efficiency of the transportation system through effective land use planning. Neighborhood street circulation plans that include local streets for vacant and underutilized areas in the City and the expanded UGB.
Partnering City Department(s):	Public Works Department, Planning Department
Community Partner(s):	ODOT

O. Analysis of Activity Centers (See attached map)

In order to encourage pedestrian-friendly design in 'activity centers' (mixed-use areas), this project would analyze several or all of the existing, identified activity centers in Medford to determine specific public and private actions needed to increase the level of multi-modal (ped/bike/transit) activity. Students might suggest improved safety measures, appropriate services, and land use plans recommending a balance of employment, housing and other land uses. The project would also create a specific plan to improve multi-modality. This could address sustainability goals such as reducing greenhouse gas emissions by promoting walking and reducing reliance on the automobile.

Supporting Action from Strategic Plan:	9.3a: Identify existing activity centers in the City.
Student Deliverable(s):	Analysis of the existing activity centers. Plan to improve multimodality and mix of land uses for one or more of the activity centers.
Partnering City Department(s):	Planning Department, Parks & Recreation Department
Community Partner(s):	Housing Authority of Jackson County

P. Police Facility Funding Options

A new police facility will require substantial funding to complete. The City desires to determine which funding mechanisms are best suited and would most likely be supported by the citizens of Medford. This activity would involve public input on and would require evaluation of potential funding options. Potential funding options

would include, but are not limited to, a bond measure or creation of a new Urban Renewal District. The project would also need to assess the cost to the average citizen with regard to any potential funding mechanism, as well as the expected length of time it would take to pay off this debt. Finally, a plan to educate the public to gain their support in funding a new police facility is necessary.

Supporting Objective from Strategic Plan:	12.3 Continue to fund capital improvements to city owned facilities to preserve and increase the life capacity.
Student Deliverable(s):	Determine, based on public input, which funding option would receive public support. Determine what the cost of each identified funding option would be to the average citizen of Medford. Plan to gain public support.
Partnering City Department(s):	Police Department, City Manager's Office, Finance Department
Community Partner(s):	Chamber of Commerce

Q. Development of Commercial Design Standards

The City's Land Development Code contains limited site development standards but does not have an architectural design component. Nevertheless, we have a land use decision making body called Site Plan and Architectural Commission who reviews the architecture of buildings. Design standards involving glazing, building and entry orientation, equipment screening, allowable materials, fenestration, scale, massing, etc., would provide directions to designers and provide the tools for the Commission to use in evaluating projects.

Supporting Action from Strategic Plan:	11.1a Develop a faster process for specific commercial redevelopment project types.
Student Deliverable(s):	Architectural design standards for commercial developments.
Partnering City Department(s):	Planning Department, Building Safety

R. City Facilities Plan

The City of Medford needs to develop a city-wide facilities plan. This proposed plan should be a comprehensive view of all city facilities and should prioritize future capital improvements that will prolong the life or change the uses of those facilities. Also, the project should explore sustainability goals such as reducing the use of energy and resources on a city-wide basis.

Supporting Objective from Strategic Plan:	12.3 Continue to fund capital improvements to city owned facilities to preserve and increase the life capacity. 12.3a Develop a long-range capital improvement plan for all City facilities.
Student Deliverable(s):	Future improvement needs for all City facilities. Ten-year plan that creates a prioritization schedule of improvement needs. Cost estimates.
Partnering City Department(s):	All City Departments

S. Records Management System

The City of Medford needs to inventory and develop a city-wide records management plan. This proposed plan should be a comprehensive view of all city records and retention requirements and should address scanning, reduction of storage and development of adequate storage/inventory system to maintain permanent records

and to provide system for increased transparency and public access to records. The plan would also need to identify future technology and capital improvements that would be required to accomplish the goals. Reduction of the City's waste stream would also support a sustainability goal of using resources wisely.

Supporting Action from Strategic Plan:	14.4b Dedicate resources to address changing demands for services.
Student Deliverable(s):	Plan on future improvement needs to address records retention requirements. Implementation plan that creates a prioritization schedule of improvement needs. Cost estimates.
Partnering City Department(s):	City Recorder's Office, Technology Services

T. Technology Services Strategic Plan

The Technology Services Department desires to develop a four year advance strategic plan for the department. Emphasis should be on aligning technology investments with City strategic goals. The department wants to leverage technology investments across all city departments to minimize cost, increase collaboration/integration and to avoid silos. The project should investigate how investments in technology will offer the City a value proposition, such as: return on investment, address levels of service required by City staff, improve customer service, improve business processes, increase staff productivity, reduce operational expenditures and improve the quality of deliverables.

Supporting Action from Strategic Plan:	14.4b Dedicate resources to address changing demands for services.
Student Deliverable(s):	A Strategic Plan for the Technology Services Department.
Partnering City Department(s):	Technology Services

U. Technology Services Disaster Plan

The Technology Services Department needs to develop a disaster plan to protect against, or at least minimize, the potential loss of technology services during a disaster. The project should include an inventory of current technology services infrastructure to determine potential points of failure. A cost/benefit analysis supporting or objecting to various technology investments to mitigate risk is desirable. Students should consider various disasters and the minimum technology services required during the potential disasters pending restoration of City services. The department will be able to use the plan to demonstrate the importance of technological services and to create a priority for restoring them when failure occurs.

Supporting Goal from Strategic Plan:	12 Ensure adequate long-term municipal financial stability for City services, assets and facilities.
Student Deliverable(s):	A Disaster Plan focusing on communication and information.
Partnering City Department(s):	Technology Services, City Manager's Office

V. Technology Services Catalog

The Technology Services Department desires to inventory current technology services in order to create a catalog of services available to City staff. The service catalog should define the technology service, the consumers and business owners of the service, various levels of service offered and the cost to offer and

support each level of service. The service catalog should address all services offered, their form, fit, function, features, components, charges, etc., including any underpinning contracts required to offer the service and a glossary of terms. The Service Catalog should also define measurable metrics, which can be monitored to insure customer satisfaction is achieved throughout the life cycle of services offered.

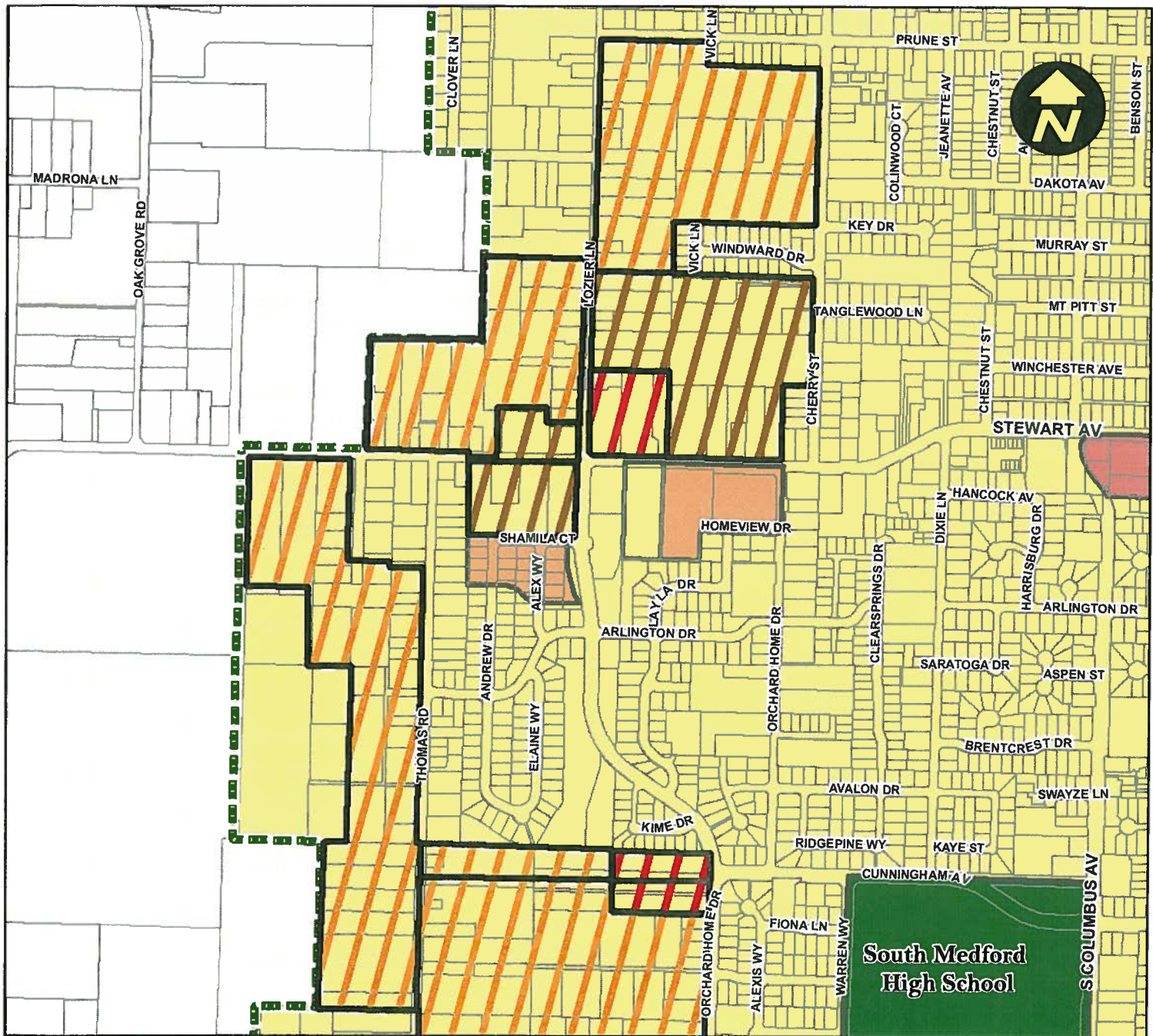
Supporting Action from Strategic Plan:	14.4b Dedicate resources to address changing demands for services.
Student Deliverable(s):	A catalog of Technology Services available to City staff.
Partnering City Department(s):	Technology Services, Finance

W. Technology Services Change Management Plan

The Technology Services Department needs to create a Change Management Plan in order to provide a consistent framework for evaluating the service capability and risk profile before a new or changed service is released or deployed. The Change Management Plan should document services offered by the Technology Services Department and create policies and processes to manage the evolution of and changes to these services. The Change Management Plan should include a Configuration Management Database, which defines: the service and all of its components; stakeholders subscribing to, or affected by the service; objectives satisfied, as a result of the service; and change records. Change records should answer who requested a change to the service, what prompted this request for change, who authorized the change, what testing criteria are necessary to verify that the change proposed will satisfy the request without negatively impacting the production environment, when will the change be made and who will/has authorized the change for release to production.

Supporting Action from Strategic Plan:	14.4b Dedicate resources to address changing demands for service.
Student Deliverable(s):	Produce a Change Management Plan for the Technology Services Department.
Partnering City Department(s):	Technology Services

Project H: Encourage New Development in Existing Areas



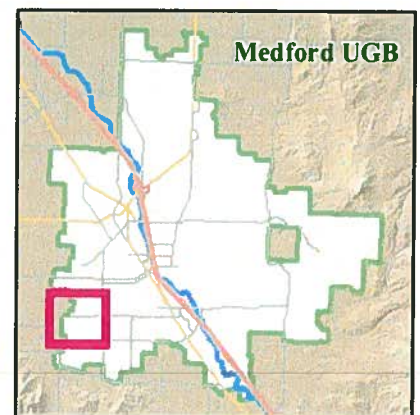
General Land Use Plan (GLUP)

- CM-COMMERCIAL
- PS-PARKS & SCHOOLS
- UR-URBAN RESIDENTIAL
- UM-URBAN MEDIUM DENSITY RESIDENTIAL
- UH-URBAN HIGH DENSITY RESIDENTIAL

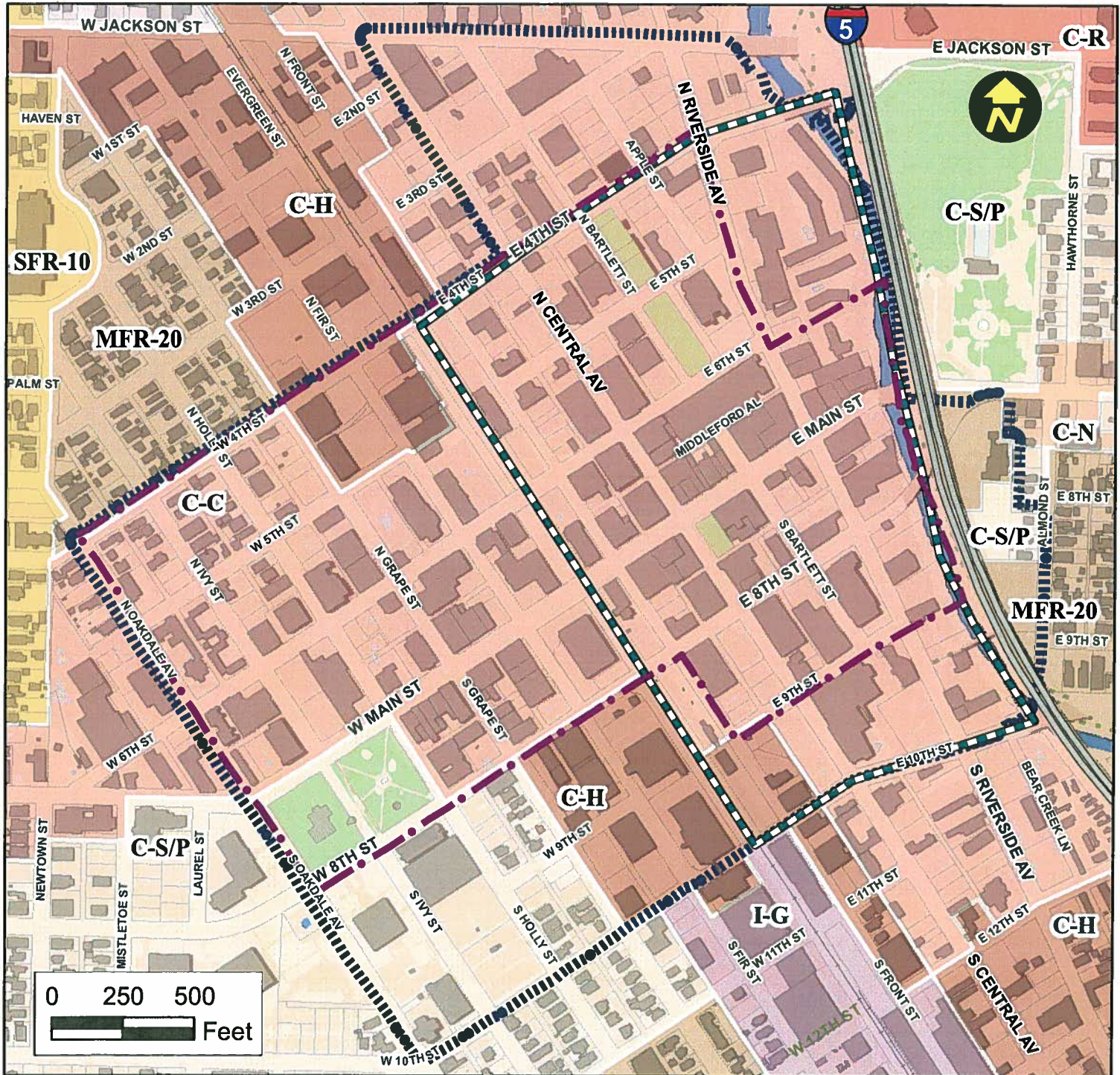
Proposed GLUP

- CM
- UH
- UM
- UGB
- Tax Lots

LEGEND



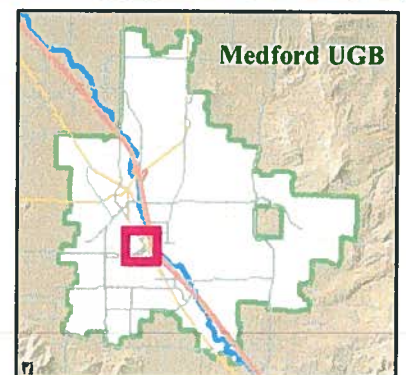
Project K: Finding the City Center



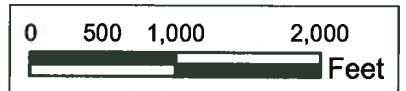
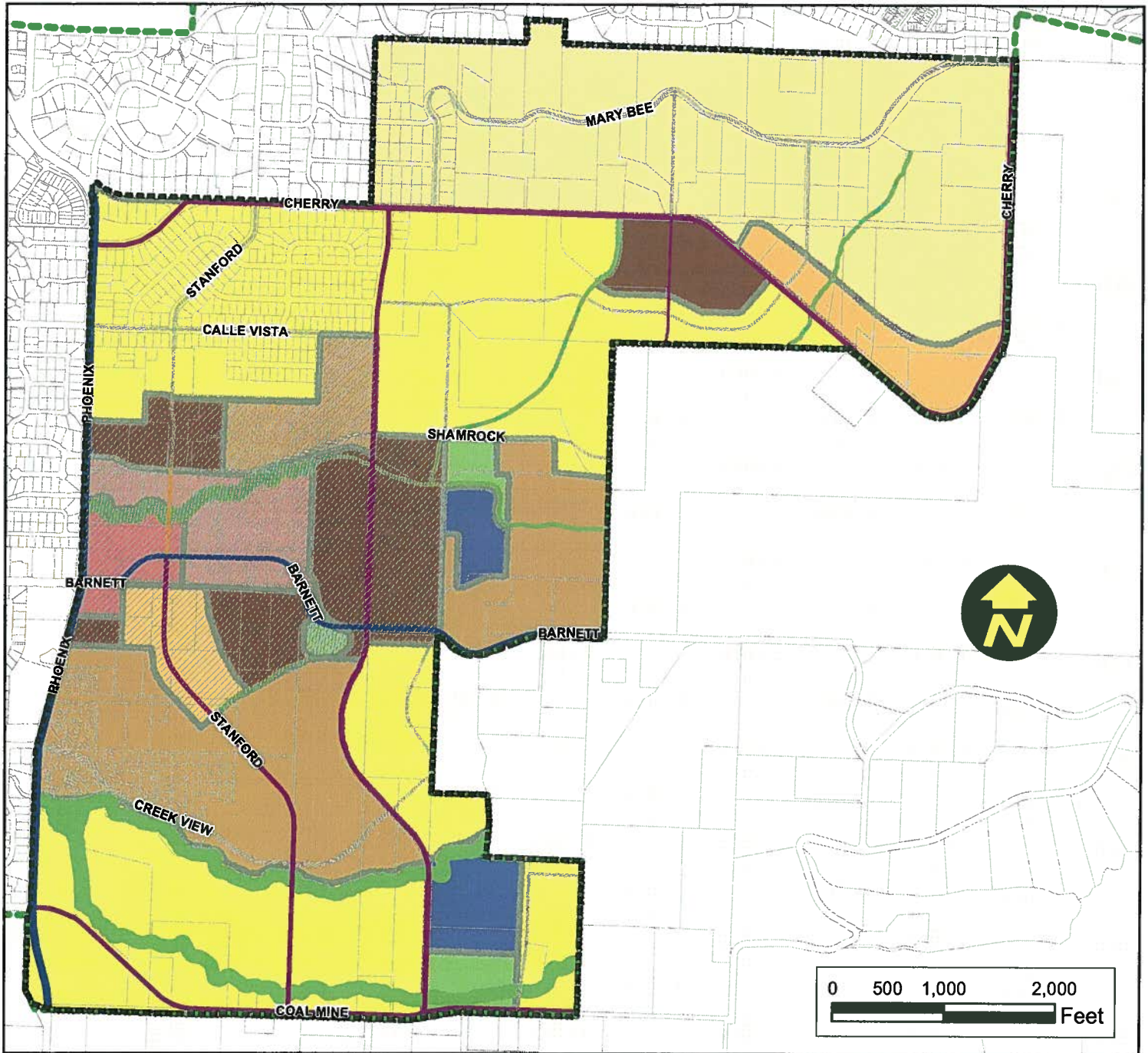
- LEGEND**
- Downtown Historic District Boundary
 - Downtown Parking District Boundary
 - Central Business District Boundary
 - Building Footprints
 - Parkland
 - Tax Lots
 - Freeway
 - Railroads
 - Bear Creek



Medford Zoning (labeled)	
City Residential	City Commercial
MFR - 20	C - H
SFR - 10	C - R
	C - C
City Industrial	C - N
I - G	C - S/P
I - L	



Project L: Southeast Area Master Plan

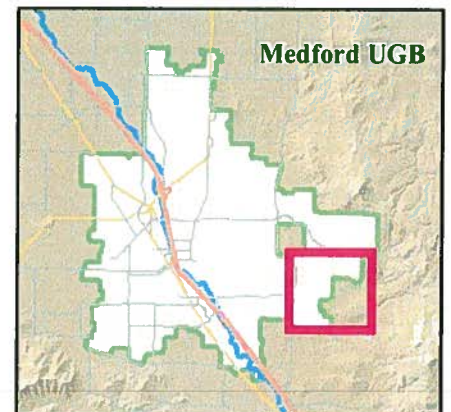


LEGEND

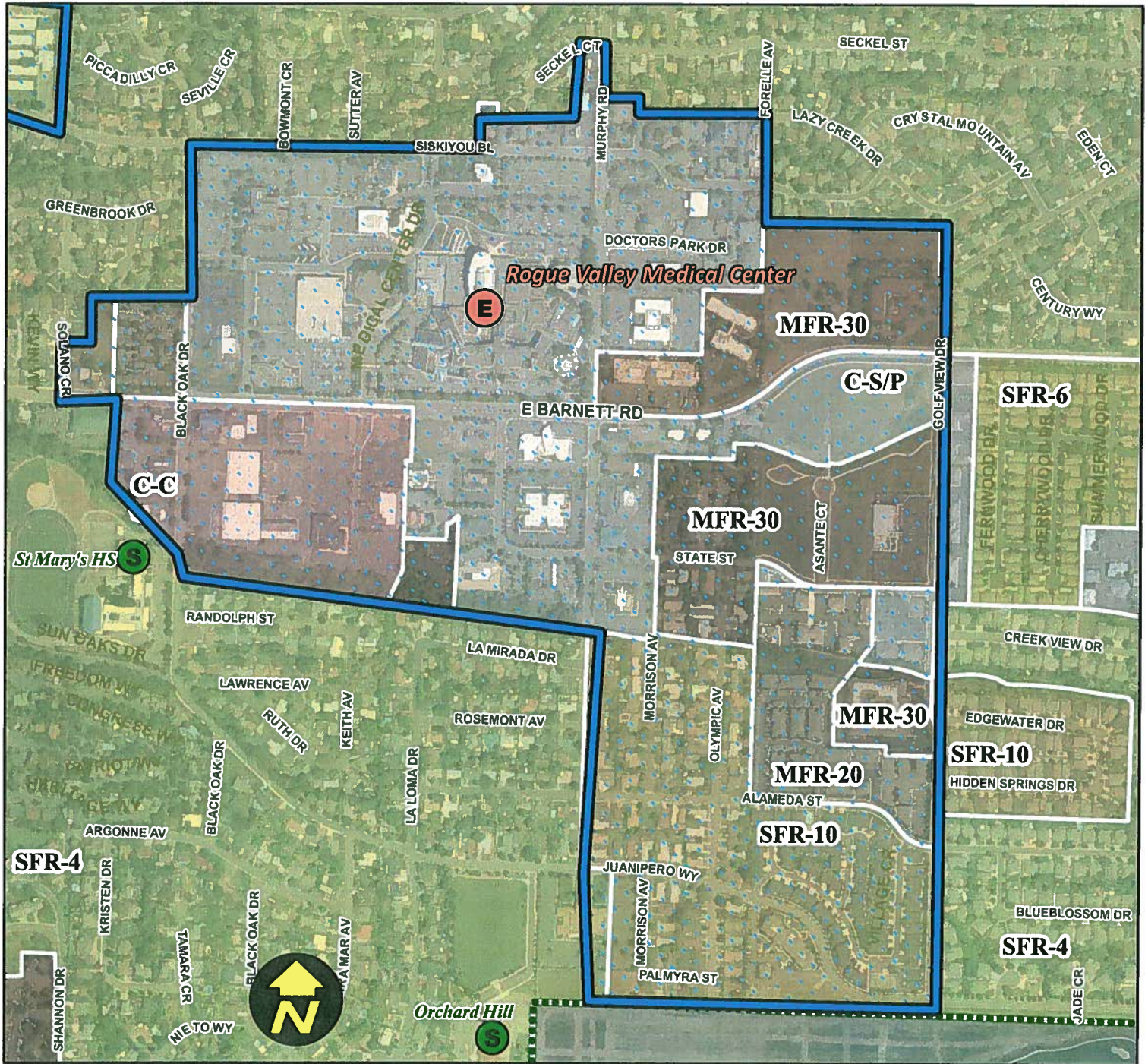
- UGB
- SE Plan Boundary
- /// Village Center TOD
- Existing Taxlots
- Greenway
- Major Arterial
- Minor Arterial
- Major Collector
- Minor Collector
- Commercial Street
- Standard Residential



- Estate Lot
- Standard Lot
- Small Lot
- Row House
- High Density
- Commercial
- Service Commercial
- Schools
- Parks



Project O: Analysis of Activity Centers



LEGEND



Activity Center



Employment Center



Schools



Urban Growth Boundary

