



COUNCIL GOAL SETTING PREP

STATUS ON FY23-25 GOALS AND RECOMMENDATIONS FOR FY25-27

Updated: January 29, 2025

COUNCIL GOALS:

5
Goals

13
Strategies

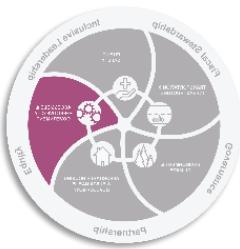
49
Actions

ACTIONS STATUS: 79% through biennium ending June 30, 2025

Goal	Actions Complete	Actions On Target	Actions Delayed
Goal 1: Accessible City Government	7	4	0
Goal 2: Affordable Housing & Sustainable Development	3	9	0
Goal 3: Environment & Climate	3	3	0
Goal 4: Public Safety	8	2	1
Goal 5: Transportation & Infrastructure	3	6	0
Total	24	24	1
Percent	49%	49%	2%

'Average % Complete' for all 49 projects as reported in the most recent report; found at <https://data.bendoregon.gov/>

63.32%



ACCESSIBLE & EFFECTIVE CITY GOVERNMENT

STRATEGY 1: Advance the City's commitment to Equity

Action	Percent Complete	Recommendation for 2025 - 2027	Notes
Develop and pilot an equity framework	100%	Complete. Transition to operations	<ul style="list-style-type: none">Used the Government Alliance on Race and Equity (GARE) as a model frameworkShared a scoping document and included feedback from the Human Rights and Equity Commission (HREC)Elements of this plan, including an equity statement, was presented to City Leadership in June 2024 and has been piloted on several projects
Develop and implement a supplier diversity (community benefits) program	50%	Continue/Evolve	<ul style="list-style-type: none">Presented program at the Local Contract Review Board and City CouncilCode approved to implement programs in May 2024Recently obtained business registration data (as part of the Transportation Fee) has been used to inform education and outreachCommunity Benefits: Will continue to explore incorporating into progressive design/build procurements and support regional partnerships focused on internship/apprenticeship programs and opportunities
Develop a process to connect community members who have experienced acts of discrimination with resources and assistance	50%	Evolve	<ul style="list-style-type: none">Collaboratively launched a coalition of Bend local government agencies with participation from the COCC and OSU-CascadesExploring a partnership with a community non-profit to lead the coalition
Develop and implement a language access policy and program	100%	Complete. Transition to operations.	<ul style="list-style-type: none">Developed a policy using a 4-factor analysis from the Department of Justice that considers population served, frequency, level of importance and resources availableModernization of the current incentive pay available for language services is underway and included in current labor contract negotiations



STRATEGY 2: Expand community engagement with an emphasis on underrepresented community members

Action	Percent Complete	Recommendation for 2025/2027	Notes
Research and develop innovative engagement tools to try as pilot programs, including ways to engage new voices	100%	Evolve	<ul style="list-style-type: none">Developed and deployed a new format for State of the City in September 2023 that showcased City services and created more interactive opportunitiesEngaged with the 'Citizen Assembly' concept on addressing youth homelessnessDeployed new formats with Listening Sessions for SDC and Transportation Fee, Q&A Session for Tree Code, and Roundtables for the Transportation FeeHeld Community Open Houses and Pop-ups, and an online Open House (English and Spanish) as part of Council Goal Setting
Use the roundtable program to meet a variety of Council engagement opportunities, reporting back on what was learned and the actions taken in response	100%	Evolve	<ul style="list-style-type: none">Used roundtable format to help build Council Goals and develop the Transportation Fee, public safety and automated traffic enforcementEvolved format for FY25-27 Council Goal input to focus on being out in community- various pop-up events and open houses in neighborhood spaces have been scheduled
Launch and grow the neighborhood association trailer program	100%	Complete Transitioned to operations	<ul style="list-style-type: none">On target for each neighborhood to host an event using the trailer by June 2025Utilized the trailer for a successful Bend Bike Night event in May 2024 and State of the City in September 2023, with additional events planned for other locations throughout the City

STRATEGY 3: Implement process improvements and efficiencies to meet the needs of a growing City

Action	Percent Complete	Recommendation for 2025 - 2027	Notes
Review and evaluate current practices for information sharing between the City Council and City advisory boards, identify opportunities for improvement and consider updates	100%	Complete	<ul style="list-style-type: none">Made changes to the Bend Code in May 2024 to reflect recommended actions from the neighborhood assessmentAdvisory bodies shared their priorities for the next biennium, ideas to improve communication and collaboration with Council and other advisory bodies at the Summit that was held in January 2025.Changes to HREC and Affordable Housing Advisory Committee (AHAC) were discussed with the Stewardship Subcommittee and was presented to Council in July 2024 and have been paused to sync up with other committee changes



Action	Percent Complete	Recommendation for 2025 - 2027	Notes
Review Council compensation	100%	Complete	<ul style="list-style-type: none"> Formed the Council Compensation Committee in late 2023, which met 4 times Recommendations were presented to Council in April 2024 Council approved recommendations in May 2024, which are now in effect for newly elected Councilors
Plan and build facilities to meet the needs of a growing city with a lens of sustainability and a reduced carbon footprint (Juniper Ridge and City Hall)	40%	Continue	<ul style="list-style-type: none"> Construction on the Public Works Campus is underway with anticipated occupancy by the end of 2025 Acquired properties for new City Hall location in the BCD (remaining property under contract) Financial and technical advisors will be hired in early 2025 to assist in determining budget and design/construction delivery method for a new City Hall Evaluating existing facilities (owned and leased) to identify use efficiencies as a result of the Public Works Campus and subsequent department relocations
Implement asset management strategies to support decision making and utilization of infrastructure assets	100%	Complete Transitioned to operations	<ul style="list-style-type: none"> Right of Way Code has been adopted by Council and is being implemented The City's infrastructure asset management strategy has been updated to align with priorities and is actively being used to prioritize projects and maintenance



AFFORDABLE HOUSING AND SUSTAINABLE DEVELOPMENT

STRATEGY 1: Plan for growth in alignment with climate, economic, and housing affordability strategies to ensure sufficient land supply for future needs

Action	Percent Complete	Recommendation for 2025 - 2027	Notes
Initiate an update to our plan for growth that is aligned with the Climate Friendly and Equitable Communities (CFEC) rules; ensuring Bend has a sufficient land supply and adheres to the concept of 'complete neighborhoods' as we work to meet future needs for housing and jobs	20%	Continue- evolve to reflect key milestones and actions as presented to Council in Fall 2024	<ul style="list-style-type: none"> A growth plan strategy that incorporates short-, medium- and long-term actions that include updates to the Comprehensive Plan that address Climate Friendly Areas, updates to the Transportation System Plan and other infrastructure plans, including possible UGB expansion for housing and job needs and long-term Urban Reserve strategy has been formed with Council and partner input Council selected a 100-acre site for UGB expansion as allowed by legislation. A concept



Action	Percent Complete	Recommendation for 2025 - 2027	Notes
			<ul style="list-style-type: none">plan, annexation, master planning and other details will be before Council in 2025 and 2026Key inputs for housing and employment needs to inform growth plan will be brought before Council and various committees in 2025-26
Bring Stevens Road Tract into the Urban Growth Boundary (UGB)	100%	Complete	<ul style="list-style-type: none">Completed UGB expansion processThe Department of State Lands is currently negotiating a land sale with a local developerIf deal closes, further action and planning processes will come before Council
Shape state efforts on housing to achieve housing goals in Central Oregon	100%	Complete	<ul style="list-style-type: none">Coordinated closely with the Governor's Office, House Housing Committee and other key legislators to shape HB1537, funding and other tax incentive programs for housing
Improve permitting processes and review times to support housing and economic development	80%	Continue- evolve into Economic Development goals	<ul style="list-style-type: none">Met goals for Planning, Engineering and Building permit review times for nearly a yearInitiated a second phase of process improvements in fall 2023, which resulted in an Action Plan focusing on improved customer service, will hire a navigator in 2025

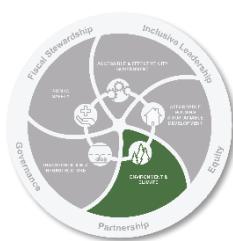
STRATEGY 2: Encourage economic development that results in shared prosperity

Action	Percent Complete	Recommendation for 2025 - 2027	Notes
Leverage City-owned land at Juniper Ridge to increase opportunities for industrial development and housing	50%	Continue- focus on surplus property for affordable housing	<ul style="list-style-type: none">Request for Proposal resulted in a successful bidder for employment lands north and eastPurchase and Sale Agreement (PSA) completed w/developer
Complete funding to begin construction of an air traffic control tower at Bend Municipal Airport	100%	Complete	<ul style="list-style-type: none">Pursued over \$17M in grants for design and construction of the air traffic control towerAwarded construction contracts in May 2024On target to deliver project early '26
Strategically invest in the Core Area to spur private development	75%	Continue- evolve into Economic Development Goals, with a focus on public/private partnerships	<ul style="list-style-type: none">Secured properties to build a new City Hall, opportunities for housing, a civic plaza and other community needsApproved four Multi-Unit Property Tax Exemption (MUPTE) projects that will result in 800 units- some of which will shift to site specific TIF
Establish an economic development strategic plan	50%	Continue- focus on results from target sector analysis to develop implementation plan	<ul style="list-style-type: none">Contract awarded to Ec. Dev. Consultant and draft of a target sector analysis has been completed and shared with BEDABInput from key partners will shape analysis and work will be incorporated into Bend's Growth Plan



STRATEGY 3: Optimize housing continuum

Action	Percent Complete	Recommendation for 2025 - 2027	Notes
Seek sustainable funding for shelter operations to maintain existing level of shelter beds	75%	Continue- focus efforts on ensuring legislators adopt recommendations from work group	<ul style="list-style-type: none">Shelters have been supported through a combination of local ARPA dollars, state funding and funding from the Governor's Executive OrderState budget has been replacing allocated ARPA funds to operate existing shelter services, allowing those funds to be descoped to create a homelessness services grant
Explore revenue and code/policy options to increase affordable and middle-income housing	50%	Continue- evolve this work into the PRO Housing Grant scope	<ul style="list-style-type: none">Adopted a site-specific tax increment financing (TIF) tool for housing and jobsImplemented state legislative action to encourage additional middle income housing units (land division, infrastructure, etc.)
Actively pursue partnerships to create land availability, funding, and additional capacity for emergency shelters, transitional and affordable housing and supportive services	75%	Continue- evolve towards increasing provider capacity and defining City role	<ul style="list-style-type: none">Partnered with Deschutes County to establish a Temporary Safe Stay Area at Juniper Ridge that includes housing focused case management and land management strategies that reduce wildfire riskCreated a homelessness services grant program, funding \$3.2M in contracts that leveraged descoped ARPA and County funds to increase service capacity with a focus on safe parking
Surplus City-owned properties to meet housing needs	75%	Continue- focus on Juniper Ridge and 9 th Street properties	<ul style="list-style-type: none">Surplused three properties in Fall 2023The revenue generated from the sale of one of the properties will be dedicated to affordable housing



ENVIRONMENT AND CLIMATE

STRATEGY 1: Advance the Community Climate Action Plan (CCAP) and encourage sustainable development

Action	Percent Complete	Recommendation for 2025 - 2027	Notes
Update the CCAP to integrate new greenhouse gas reduction strategies to achieve the City's climate goals	100%	Complete	<ul style="list-style-type: none">Launched CCAP update at the May 2024 Environment and Climate Committee (ECC) meeting



Action	Percent Complete	Recommendation for 2025 - 2027	Notes
Implement 2-4 CCAP strategies prioritized by the Environment and Climate Committee (ECC)	80%	Continue/Evolve	<ul style="list-style-type: none">Working towards implementing all CCAP outreach and education strategies through a website overhaul, social media campaign, climate newsletter, and outreach eventsPiloting microgrids and energy storage at the new Public Works Campus
Develop new policies to support sustainable development including policies that are responsive to community concerns such as the Tree Code, auto dependent uses in commercial zones and natural gas policy	80%	Continue/Evolve	<ul style="list-style-type: none">Possible electrification policy options have been identified. A joint meeting with ECC, BEDAB and AHAC will be held in Q1 to provide recommendations to CouncilNew regulations for trees on private property through the development process were approved by Council in June 2024 and updated scheduled to Council in fall 2025Changes to auto dependent uses was approved in December 2024, effective January 2025Updates to the erosion control code and landscaping in the right of way approved in June 2024

STRATEGY 2: Protect our watershed through conservation and water stewardship

Action	Percent Complete	Recommendation for 2025 - 2027	Notes
Implement conservation goals in the Water Management and Conservation Plan (WMCP)	100%	Continue/Evolve	<ul style="list-style-type: none">Council received an update on the expansion of water conservation programs in April 2024The program is in year 3 of a multi-year effort to provide additional programs and services to customers that will help reduce water use with a focus on peak seasonal water demandsIn next biennium evaluate a conservation-based water rate structure
Continue participate in the Deschutes Basin Water Collaborative (DBWC)	75%	Continue	<ul style="list-style-type: none">Currently developing a plan that will identify water management tools for the Deschutes Basin. Draft Plan will be available mid-2025Much of the basin's recent efforts have been focused on responding to the State's updated groundwater rules
Explore options for future expansion of the Water Reclamation Facility (WRF) through facility planning	25%	Continue	<ul style="list-style-type: none">WRF Facility Plan under contract and in process, should be completed late 2025



PUBLIC SAFETY

STRATEGY 1: Maintain service levels to keep pace with increasing calls and expanding range of service demands

Action	Percent Complete	Recommendation for 2025 - 2027	Notes
Maintain Fire/Emergency Medical Service response times and cardiac arrest survival rate	100%	Complete- continue to track	<ul style="list-style-type: none">Meeting targets for Emergency response times in both the city and rural districtMeeting targets for cardiac survivability
Develop a long-term staffing strategy for the Fire and Police departments	100%	Complete- incorporate results into FY2025-27 Budget	<ul style="list-style-type: none">Completed Fire/EMS staffing strategy as a key input for the 2023 operating levyPolice hired a 3rd party contractor to review staffing levels; presented to Council in October 2024
Continue to review and improve employee retention efforts	100%	Complete- continue to track as part of citywide efforts	<ul style="list-style-type: none">Police is nearing 100% sworn staffingFire is 100% staffedContinuing to prioritize wellness and health to support staff retentionDeveloping a Police Foundation for future efforts in wellness and community engagement

STRATEGY 2: Reduce service demands through partnerships, use of technology, alternative response, and community education

Action	Percent Complete	Recommendation for 2025 - 2027	Notes
Identify and implement partnerships for alternative responses to ensure the right response for the right situation. Opioid settlement dollars will be utilized to support these efforts	100%	Complete- evolve to focus on parking, animal control and coordination with BPRD in FY25-27	<ul style="list-style-type: none">Positively reducing the number of mental health calls for service to Police through the Deschutes County Crisis Response Team and a report on their efforts was shared with the Stewardship Subcommittee in November 2023Currently developing a plan for utilizing Opioid Settlement Funds that will include assistance for the Stabilization Center and Crisis Response Team
Advance local gun safety policies in alignment with state policy changes	Delayed	Continue to track in '25 Legislature	<ul style="list-style-type: none">This item is delayed due to legal uncertainty with recent State legislation



Action	Percent Complete	Recommendation for 2025 - 2027	Notes
Evaluate automated traffic enforcement to improve traffic safety	100%	Complete- evolve to focus on implementation including staffing and program policies	<ul style="list-style-type: none">Public engagement including a roundtable with neighborhood leaders occurred in spring 2024RFP for a third-party vendor is being advertised with contract award in early 2025Implementation planned for the end of 2025Traffic Sergeant and Court Administrator position have been authorized
Develop and implement a technology investment plan for both Police and Fire departments that expands the use of technology to build capacity and better meet community needs	100%	Complete- evolve to focus on implementation and resources needs for FY25027 Budget	<ul style="list-style-type: none">Police is using ARTIC, a service to integrate multiple technology platforms to enhance public safety delivery and have created a real time information centerFire is implementing a pre-plan program that will provide critical information regarding the building where the emergency is located prior to their arrival

STRATEGY 3: Ensure housing and other critical infrastructure can withstand wildfires and other disasters

Action	Percent Complete	Recommendation for 2025 - 2027	Notes
Establish the Department of Emergency Management	100%	Complete	<ul style="list-style-type: none">Hired Department Director and established Office in Spring 2023Hired Enterprise Risk ManagerApplying for grants to staff the office
Develop Continuity of Operations Plan (COOP)	50%	Continue- plan will be in front of Council late 2025	<ul style="list-style-type: none">COOP Champions have been identifiedIdentified and prioritized mission essential functions, essential supporting activities and primary and alternate facilities
Develop Natural Hazard Mitigation Plans (NHMP)	50%	Complete	<ul style="list-style-type: none">Established a Bend NHMP Committee to work on progressing the current mitigation action items across departmentsHeld inaugural meeting May, 2024 and quarterly meetings to support the implementation, assessment, refinement, and update of mitigation action items
Launch community education, prevention, and preparedness programs	100%	Complete	<ul style="list-style-type: none">Participated in a Wildfire Preparedness Seminar in March 2024Coordinated outreach with the County for an evacuation presentation and the annual Deschutes Alerts test in May 2024The City has been selected to be the host of the 2026 Cities on Volcanoes conference



TRANSPORTATION & INFRASTRUCTURE

STRATEGY 1: Improve the transportation system by focusing on safety and securing sustainable funding aligned with the Transportation System Plan (TSP)

Action	Percent Complete	Recommendation for 2025 - 2027	Notes
Update System Development Charges (SDC) methodology	100%	Complete	<ul style="list-style-type: none">This project, which ensures adequate revenue recovery to support critical infrastructure, aligns to Council housing policy objectives, reflects current data and statewide best practices, and streamlines administrative processes, was approved by Council in May 2024New fees went into effect July 1, 2024A phasing plan for select non-residential uses was included in the approval
Pursue new revenue sources including grants and a transportation fee	80%	Phase 2 should be completed by July 2025. New FY25-27 goal should be around additional funding options prior to TUF Ph 3 or delay until after Housing Funding discussion	<ul style="list-style-type: none">The Transportation Fee code was approved by Council in April 2024The Transportation Fee went into effect for residential and non-residential utility account holders in July 2024Continuing to pursue other funding sources, including federal and state grants, and building internal staff capacity to support those efforts
Collaborate with Central Oregon Intergovernmental Council (COIC) to pursue long term sustainable transit funding	80%	Continue and evolve, tracking '25 Legislative Session	<ul style="list-style-type: none">Efforts focused on the 2025 Legislative Session to enable COIC to be recognized as a Qualified Entity, which will create more predictable and sustainable revenue to improve service levels
Implement transportation programs and mobility initiatives in alignment with available funding	80%	Update for initiatives with available funding and timing of Transportation Fee implementation schedule	<ul style="list-style-type: none">The additional revenue resulting from phase I of the Transportation Fee will enable added engineering staff to help plan and implement programs and initiatives identified in the TSPThe Bend Bikeway project is providing a template for tools (i.e. modal filters and other quick build projects) that can be applied throughout the transportation system



Action	Percent Complete	Recommendation for 2025 - 2027	Notes
Implement near-term multi-modal and safety projects to capitalize on existing system, including building one connected and protected North-South and one East-West key route and wayfinding	50%	Revise goal to be more specific in delivering GO Bond/Capital projects	<ul style="list-style-type: none">Design began in fall of 2023 and the public outreach program kicked off early 2024The goal is to complete construction by June of 2026Additional budget was allocated to meet the intent of Council goals and public outreach efforts to improve safety in Spring 2024
Continue to pursue funding and partnerships to build the Mid-town Crossing	100%	Complete. Project in design	<ul style="list-style-type: none">Secured over \$30M in State and Federal grants to fully fund and build the Hawthorne Crossing and directed other local funds (GO Bond and Urban Renewal) to Franklin and Greenwood crossingsAll crossings now fully funded as envisioned in the TSPGreenwood Pilot implemented in Fall 2025Four concepts (extra-dosed, cable stayed-single and double and steele truss) were evaluated, with the cable stayed-single design being selected. ODOT currently negotiating design contract.

STRATEGY 2: Ensure water, wastewater, and stormwater systems are aligned with the needs of a growing City

Action	Percent Complete	Recommendation for 2025 - 2027	Notes
Complete an in-conduit hydro feasibility study	100%	Complete	<ul style="list-style-type: none">Completed study and presented to Council in February 2024Considering implementing in-conduit hydro at the two identified locations as part of our ongoing Capital programs, with a priority on the Awbrey Butte distribution improvements currently underway
Continue Outback expansion land acquisition to support wildfire resiliency and facility needs	50%	Continue	<ul style="list-style-type: none">Continued coordination efforts with the United States Forest ServiceNEPA process startedApplying to Deschutes County for needed land use approvals
Continue long-range master planning efforts for sewer collection and stormwater systems	50%	Continue	<ul style="list-style-type: none">Stormwater Master Plan and Collection System Master Plan are underway and progressing on schedule



CONSIDERATIONS FOR FY25 – 27 COUNCIL GOALS

General Considerations for All Goal Areas

- Continue with a goal refinement approach, as much of the work from the current goals will continue
- Strike the balance of new policy development with core operations
- Incorporate an economic development lens to goal setting and consider an economic development goal area; housing, jobs and growth strategies fit well within that theme
- Be strategic with limited resources- being specific and concise will help to align resources with priorities
- Focus on the outcomes and objectives Council would like to achieve, not necessarily the how (specific actions); there will be time throughout February and March to build a more detailed framework that includes actions and projects for Council consideration

Accessible + Effective City Government

- Continue to evolve community engagement efforts with a focus on connecting with community, reaching new voices, and measuring effectiveness
- Provide more intentional connections between Council Goals and Boards, Committees and Commissions
- Engage youth in the community through a Youth Advisory Committee (YAC)
- Focus Supplier Diversity on education and outreach in the near term, consider a percentage-based policy for future phases
- Continue to nurture community partners to build a coalition that stands against hate and discrimination
- Refresh Council Rules, consistent with our standard review cadence
- Focus from Public Works Campus towards planning for a new City Hall and related catalytic development- possibly include in ‘Economic Development’ goal area

Affordable Housing + Sustainable Development (Possible ‘Economic Development’)

- Growth
 - Leverage the work of the growth plan to involve and integrate the work of the City Boards, Committees and Commissions- follow up from the recent Summit
 - Implement the Growth Plan in 2025 focusing on completing the Contextualized Housing Needs Analysis and Employment Opportunities Analysis by the end of 2026, and the Buildable Lands Inventory and Housing Capacity Analysis by the end of 2027 to meet the state’s deadlines
- Housing and Houselessness
 - Implement Pro-Housing Grant to incentivize housing production
 - Continue to fine tune codes and policies with a greater emphasis on form-based code as part of the Growth Plan and synergy with the PRO Housing Grant
 - Unlock infill for small development after assessing the housing production benefits



- Establish a diverse stakeholder group to match funding for affordable housing with data from the Oregon Housing Needs Analysis
- Broaden the scope of the Affordable Housing Advisory Committee
- Surplus city-owned land and explore partnerships with other public agencies
- Secure stable, ongoing funding for shelter continuum and ensure services are eligible for operational funding
- Continue to partner within the region to address the high rate of unsheltered homelessness
- Economic Development
 - Recognize the uncertain economic climate and need to balance housing supply efforts with increasing wages and job growth
 - Include new City Hall and Bend Central District redevelopment efforts
 - Evaluate and evolve the site-specific Tax Increment Funding tool for jobs and housing
 - Implement the Urban Renewal Investment Strategy that deploys TIF funds for housing, entrepreneurial development, infrastructure, business and land development and beautification; and possibly broaden scope of the Core Area Board to provide oversight of the strategy
 - Build a more programmatic approach to the City's Economic Development strategies based on input from the Target Sector Analysis and other growth plan inputs

Environment + Climate

- Implement the recently updated Community Climate Action Plan (CCAP) has to meet greenhouse gas emission reduction targets, including priority items such as:
 - Develop and launch an energy navigator program
 - Install public EV charging stations
 - Launch community partner grant program to facilitate community-led CCAP action implementation
 - Advance electrification policies based on input from Council advisory bodies and community input
- Identify a sustainable funding source to further the implementation of the CCAP and sustainability initiatives
- Update water rate methodology with a conservation focus
- Complete facility plan updates for the Water Reclamation facility focusing on environmental stewardship and the Outback facility focusing on wildfire resiliency and in-conduit hydro

Public Safety

- Emergency Management
 - Revise building codes to address wildfire resilience, including defensible space and home hardening
 - Continue work on the natural hazard mitigation plan, identifying specific action items to address risk related to natural hazards



- Collaborate with partners to update evacuation plans and modeling
- Police
 - Incorporate inputs from the Matrix Staffing Study and PSU Community Survey to guide department strategic and operational plans
 - Implement automated traffic enforcement
 - Facilitate the expertise of a multi-disciplinary team to more effectively address neighborhood livability and related crime prevention strategies
 - Reduce calls for service through partnerships, focusing on animal control and parking
 - Prioritize use of Opioid Settlement funds, directing towards addiction recovery and mental health via existing partnerships and agreements
- Fire
 - Implement the recently completed department strategic plan
 - Refine tiered response system, optimizing resources
 - Explore long-term funding and governance options in partnership with the Rural District
 - Develop a long-term capital plan for future stations and training needs aligned with growth plans

Transportation + Infrastructure

- Create a more efficient governance structure to develop and update transportation policies and standards by evaluating Council Subcommittee and the Transportation Bond Oversight Committee roles and scope
- Consider the timing of additional transportation funding needs alongside and in coordination with funding needed for housing
- Bend Municipal Airport
 - Complete construction of the air traffic control tower (ATCT)
 - Achieve sustainable funding operations, including costs associated with the ATCT, avoiding general fund subsidy
- Transportation
 - Update transportation standards
 - Update multi-modal improvements goals to better define work to be completed over next 2 years (Bend Bikeways, Olney, Franklin, 2nd, Midtown design)
 - Develop updated action items for transportation programs and mobility initiatives with new funding (Transportation Fee Ph 1 and 2)
 - Maintain and enhance the operation and maintenance level of service
 - Begin Transportation System Plan (TSP) update- tied in with Growth Plan
 - Deliver two mobility hubs (Troy Field and North Hub)
- Water Services
 - Complete Collection Systems Master Plan and Stormwater Master Plan
 - Continue steps for County Land Use actions and Federal Townsite Act to acquire additional property for the Outback site
 - Continue to pursue grant opportunities to increase infrastructure resiliency (due to wildfire, etc.) related to Building Resilient Infrastructure for Communities grant