



2022 YEAR-END REPORT

CITY ADMINISTRATION
AND DEPARTMENTS



DECEMBER 14, 2022



The City of Roseburg's mission statement is, "Committed to Continuous Improvement and Quality Customer Service." Continuous improvement takes a lot of hard work, dedication, and deliberate action. Consistent, quality, customer service is a mindset. And while we may talk about it a lot, the City of Roseburg's staff, management team, and elected officials work very hard at both.

There were a lot of things to celebrate in 2022. Coming out of COVID 19 and gathering as a community on a variety of occasions is at the top of the list. We started to feel like ourselves again. Coming out of isolation offered new opportunities to gather with neighbors we maybe had not met before and observe and celebrate our differences. The work of continuous improvement never ends, but let me tell you about a few of things your city government accomplished this past year.

Administration Department

Administration works with all departments to provide customer service to residents and accomplish the tasks outlined in the City Council's Goals. Administration serves as the primary support department for City Council. Administrative staff is committed to ensuring a safe working environment and qualified, reliable staff, and to provide policies, procedures, financial and resource management, and to ensure compliance with ordinances and laws relating to City operations. City Manager Nikki Messenger, Assistant City Manager/City Recorder Amy Sowa, Human Resources Director John VanWinkle, Finance Director Ron Harker and Management Assistants Koree Tate and Autumn David work closely together on these activities. Suzanne Hurt, Communications Specialist, provides communication support to all departments and strives to increase communication with the residents.

The City of Roseburg turned 150!! A community committee was formed with several city employees and a variety of community members to observe and celebrate this important milestone. Events included a 5K Fun Walk/Run along the bike trail at Stewart Park; Party in the Park at Stewart Park with live music, entertainment, cake and ice cream; a time capsule ceremony at City Hall; Blocktober Fest with food and entertainment for the whole family; Ghost Tours downtown; and the Neewollah Parade in downtown.

Communications Specialist Suzanne Hurt managed the successful time capsule project and event which included over 170 contributions from more than 30 diverse organizations. The buried time capsule will be opened in 50 years during the City's Bicentennial. Thank you to local artists who contributed to the sesquicentennial events. Alpha Rich restored the life size cut out of founder Aaron Rose, originally painted by Susan Comerford, and Susan Applegate created a new Sesquicentennial painting for display in the City Hall lobby. Parks and Recreation Program Manager Tracy Moser created a walk through time displayed at the Party in the Park and Blocktober Fest, with large poster boards depicting photos and information about the City going back to the 1800's.

All of the events brought our community together to celebrate the history of our city and community, and to look ahead to a bright future. Thank you to committee co-chairs Shelley Briggs Loosely and Sarah Holborow and to all of the volunteers that made these events happen.

The Council and Commissions have happily gone back to meeting in person after restrictions during the COVID-19 pandemic were lifted. New technology has been deployed to meet new state statute requirements allowing for public participation in the in person or through a virtual platform.

A Roseburg City Charter Review Committee was formed to review the existing Charter, last updated in 1983, for updates and amendments for Council to consider. Any amendments to the Charter must be approved by a vote of the electors. In early 2023, the Council is scheduled to consider referring a ballot measure to the voters during the May 16, 2023 Special Election with amendments to the Charter.

Through the work of Homeless Commission members and administrative staff, a location was purchased and a service provider was identified for a navigation center. The Gary Leif Navigation Center, operated by the United Community Action Network (UCAN) began offering temporary shelter and wrap-around services to the unhoused at the end of June, 2022. Administrative staff coordinated with UCAN to hold several open houses and a ribbon-cutting ceremony with Mayor Rich providing opening remarks, UCAN Executive Director Shaun Pritchard speaking about the center, Mayor Rich presenting a plaque to Carol Leif, the late Representative Gary Leif's wife, and Oregon Housing Stability Councilmember Gerard Sandoval providing remarks. Phase 1 of the center includes ten pod shelters that have been full since opening, providing temporary housing and case management for men, women, children and pets. A number of people entering the center have now moved on to stable housing. In addition to case management services for those staying at the center, walk-in services are being provided using part of the existing building. Phase 2 of the navigation center includes renovating the building to provide an additional 30 beds for congregate sheltering. The early stages of demolition and remodel have begun in the building. The hope is to have the renovations done by Spring of 2023, and begin to provide additional sheltering services soon after. UCAN and their staff have done an outstanding job in operating the navigation shelter and making a true difference in the lives of the individuals they serve as well as in the community.

The management team endeavored to undertake new training in diversity, equity and inclusion. The City Manager, Fire Chief, and Police Chief are actively participating in a local effort lead by the Douglas ESD to bring community leaders together to have important conversations and learn from each other and a paid facilitator on the journey to a more inclusive community. The leadership team is committed to this work and looks forward to making a difference in our community.

Human Resources

Staff in Human Resources have been busy with a high volume of recruitments, interviews and appointments of new employees filling positions left by retirements, promotions and people moving on to other opportunities. Changes in recruiting processes have been implemented to add flexibility and efficiency and adapt to the evolving, more competitive labor market. Some key hires during 2022 included the hiring of Dawn Easley as the new Public Works Director after the retirement of Brice Perkins, and Tyler Christopherson as the new Fire Chief, after Monte Bryan took a position with the Cow Creek Band of Umpqua Tribe of Indians.

On the Labor side, the collective bargaining agreement with the International Association of Firefighters union was ratified this year, and the Roseburg Police Employees Association contract negotiations has started.

The HR Department continued to spend time interpreting rapidly changing state and federal laws and guidance, as restrictions due to the COVID-19 pandemic were lifted, and new required programs such as Paid Leave Oregon are being implemented.

Communications

The Communications Specialist gives communication support to all departments and informs residents about City activities, programs, decisions and accomplishments through timely, accurate, engaging press releases; a polished City Connection e-newsletter with a new photo contest; media relations; website updates and social media posts. She assists Police and Fire with communications and oversaw a local TV station's twice-weekly tapings with the mayor, city manager and department heads through April.

Community Development Department

It has been a busy year for the Community Development Department. Most recently, the department has experienced a significant turn over in staff. Two of the city's three planners were recruited by other agencies and left their positions in September. The third planner has also taken another position and will leave in January 2023. At first the recruiting to fill these positions was slow, but two new people are scheduled to start, one in December and one in January. Fortunately, our RARE AmeriCorps member Nik Ramstad, has done an excellent job assisting with the day-to-day permitting activity, which has seen an increase post-covid. This year approximately 340 site review applications, 304 building permits, 38 land use applications, and 36 pre-application meetings were processed. This included 185 commercial building permits issued in 2022.

Some notable developments completed in 2022 include the expansion of Cascade Community Credit Union on W Harvard Avenue, the new 31,000 square foot Aviva Health medical facility on Kenneth Ford Drive, the Grocery Outlet relocating at the Garden Valley Shopping Center, a new First Interstate Bank at the Hanna Heritage Place on Mulholland Drive, the US Market convenience store and Space Age gas station on Aviation Drive near I-5 exit 127 and new restaurants MOD Pizza and In-N-Out Burger, along with several new businesses that have moved in to the downtown area.

Projects currently under construction include a new gas station and convenience store on W. Harvard Ave. at the former location of Anderson Market and Deli, construction of a new Douglas Electric Cooperative's headquarters building on NE Roseland and NE Stephens, and a new 9,000 square foot commercial building on NE Diamond Lake Boulevard that will include an office, salon, and physical therapist tenant.

Two significant multi-family dwelling projects are currently under construction. These include the Sunshine Park Apartment complex - 144-units of affordable housing and the Ash Springs apartment complex, which will consist of 105-units of market rate housing.

The most significant long range planning activity underway is the preparation of an application for an Urban Growth Boundary (UGB) swap. A majority of the draft application

was completed during 2022 with assistance from RARE AmeriCorps member Kate Bentz. It is anticipated that an application will be completed in early 2023 and public hearings will be held shortly thereafter.

Other projects Community Development worked on this year include Downtown Parking Enforcement changes, a Bike Routes Plan funded through a Transportation Growth Management grant and recertifying the National Flood Insurance Program and Community Rating System through FEMA. All of these efforts are important to community livability and affordability.

The Community Development Department has worked on multiple Community Development Block Grants over the past two years. The City has partnered with CCD Business Development Corporation to deliver two COVID-19 Emergency Small Business & Microenterprise Assistance grants, bringing over \$1 million in aid to regional businesses. The department also works closely with Anvil Northwest to deliver the Experience Roseburg campaign and through the Economic Development Commission, awarded ten tourism grants totaling just under \$48,000 to support tourist related events and improvements.

The department coordinates code enforcement activities. Last year, the City responded to just over 250 nuisance abatement complaints. About half of those have been resolved. Two derelict buildings have been foreclosed and the City has taken ownership. Staff is working with experts to evaluate the structures and bring forth a recommendation to Council on what to do with the properties. The compliance officer spends a significant amount of time coordinating and facilitating camp clean-ups. By the end of October, the City had utilized the county work crew 83 times and removed approximately 161 tons of garbage and debris from 21 different locations within the City.

Finance/Information Technology/Municipal Court Departments

For the twenty-ninth consecutive year, the City of Roseburg received the Government Finance Officers Association Award for “Excellence in Financial Reporting” for the 2021 Annual Comprehensive Financial Report.

For the seventh year, the City of Roseburg received the Government Finance Officers Association Award for “Outstanding Achievement in Popular Annual Financial Reporting” for the 2021 Popular Annual Financial Report.

Other significant highlights for the department included:

- Moody’s Investor Service, a leading provider of credit ratings for public finance issuers, completed a review of the City of Roseburg’s financial condition and confirmed the City’s Credit Rating as an Aa3 with no outlook. An ‘Aa’ rating signifies that obligations of the entity are judged to be of high quality and are subject to very low credit risk. The City’s financial policies calls for the maintenance of an ‘A’ rating, the ‘Aa3’ rating is a much stronger rating than an ‘A’.
- Produced the 2021-22 Annual Comprehensive Financial Report.
- Produced the 2021-22 Popular Annual Financial Report,

- 2022-23 Adopted Budget in full compliance with Oregon budget law as well as City policies including the General Fund balance reserve policy,

The Finance Department's Information Technology Division has undergone structural revisions with services being provided by Systech, LLC, a local IT consulting firm. A complete assessment of the City's IT infrastructure and needs is currently underway and is expected to identify opportunities to strengthen our IT infrastructure and systems at a reduced cost in subsequent years. With expanded capacity offered by the consultant, the City is able to continue to conduct business, manage the city's infrastructure and water systems, and provide efficient public safety services.

Court continues to manage a high volume of cases caused by the backlog from the COVID-19 pandemic.

Fire Department

The City of Roseburg Fire Department works diligently to deliver on its mission statement to proactively and aggressively protect life, property, and the environment with a culture of safety and leadership and to serve all with integrity, respect, and professionalism.

Personnel

This past year brought positive transition as the department saw retirements, promotions, and new recruit firefighters hired. Fire Chief Monte Bryan retired at the end of June and Assistant Chief Tyler Christopherson was promoted to Fire Chief in November. Tyler has served the department for sixteen years, working his way up through every rank. Next step is to hire a new Assistant Chief in early 2023. In addition to the above changes, the department conducted promotional processes for the positions of Battalion Chief, Lieutenant, and Driver Engineer. Lastly, significant time was spent hiring, training, and placing three new Recruit Firefighters on shift.

Emergency Response / Technology

Shift personnel responded to over 7,250 emergency incidents over the past year. This represents a 15% increase over the previous calendar year. Shift personnel continued to provide assistance and response to fires, emergency medical incidents, fire alarms, motor vehicle accidents, hazardous materials incidents, and more. Technology improvements included the installation of digital dashboards at all three fire stations and the administrative offices. The dashboards will increase the ability to share information and improve communication within the department.

Fire Prevention

Fire prevention is an essential element in protecting property and lives within the City of Roseburg. Fire prevention is accomplished through a number of tasks, including plan review, inspections, community outreach and many more activities. This year, the Fire Marshal reviewed and completed over 250 plan reviews, 218 business registration applications, and with the Fire Investigation Team, performed 15 significant structure fire investigations.

Community Outreach

Community outreach was a huge success in 2022. Department personnel held a community celebration at the Roseburg Public Safety Center to observe the 100 Year Anniversary of Fire Prevention Week. The event brought out community members and children alike, who were ecstatic at the opportunity to meet Sparky the Fire Dog and spray water from the fire hoses. Department personnel were engaged with the community while participating in the Neewollah and Veteran's Day parades, attending and assisting with delivering Santa and Mrs. Clause to the Holiday Christmas Tree Lighting ceremony, attending the Peace Officer's Memorial ceremony, and providing fire safety education at local schools and events.

Apparatus & Equipment

The Fire Department is diligent about maintaining apparatus and equipment. The department was fortunate to receive several upgrades this year including new self-contained breathing apparatus, additional rescue tools, a new turnout extractor for cleaning turnouts, new firefighting foam, and other improvements to expand wildland fire fighting capabilities. The highlight of 2022 was the opportunity to put a new Pierce Impel fire engine into service at the Harvard sub-station in the department's first ever "Push-In" ceremony.

Haz Mat Team

The Haz Mat Team continued to train, prepare, and enhance their capabilities to deliver high quality service when handling hazardous materials incident response. Team members participated in monthly team training, site visits, and refresher training on equipment. Administrative team personnel participated in a tabletop exercise at the Roseburg Public Safety Center with other local agencies. The team provided Haz-Mat Operations and Awareness training to over fifty students and volunteers who work for Douglas County agencies.

Training

Training is a key component of the department's preparedness. Department employees received over 5,500 hours of instrumental training over this past year. Priorities included wildland interface response planning and wildland training. The department was able to train on three structures this past year prior to their demolition and sincerely appreciates this opportunity afforded by the private property owners. Other training included target hazard pre-planning, hybrid and electric vehicle safety, diversity training, hostile event response and joint training with Fire District #2.

Library Department

Since March 2, 2022, Roseburg Public Library has been open 32 hours per week Tuesday through Saturday.

The department includes 3.5 full-time equivalent staff members; 16 volunteers, who provided more than 1,000 hours of service this year; and a cadre of Friends of the Roseburg Public Library volunteers, who operate book sales, oversee the Imagination Library program and advocate for the library.

In late 2021, the library's second phase of renovations was completed with the installation of a 25-foot by 8-foot mural in the main part of the library.

The library utilized grant funding to implement or expand a number of projects.

The Summer Reading Program, the library's largest project every year, was supported by operating funds, donations from the Friends and grants from the Douglas County Cultural Coalition, the State Library of Oregon, Roundhouse Foundation and the State Legislature through the Oregon Association of Education Service Districts. Staff and volunteers facilitated programs at the library and outreach through the Roseburg School District's schools and Lunchbox Express as well as several local organizations.

The library sponsored a three-part Chicana Literature series with funding from the American Library Association's Humanities Grants for Libraries program. Dr. Alma Rosa Alvarez of Southern Oregon University was the project scholar.

The Ford Family Foundation's Good Neighbor Grant will help the library replace the two sets of sliding glass doors at the building's entrance. The City and Douglas Education Service District also will provide funding for the project, which should be completed in the next couple of months.

Beginning in October, all youth programs were held at the library. Youth Services Librarian Aurora Ropp developed and implemented all youth programs, including storytime, coding classes, crafts, teen time and more.

The library hosted a majority of programs for adults through Zoom and Facebook Live, which expanded the ability to work with authors and subject matter experts with our limited staff capacity.

In September, the library hosted "Oregon Voices," a traveling exhibit made possible by the Oregon Historical Society. Five, three-sided kiosks were displayed in the library and presented information about some of the important people, industries, organizations and laws that have shaped the state from the end of World War II to 2020.

Staff continued to develop the library's physical collection, which focuses on new, popular material. Digital items remained popular and accounted for about 30 percent of all circulation.

About 1,400 of the area's youngest learners benefited from Dolly Parton's Imagination Library. The project, sponsored by the Friends of the Library, mails one free, new, age-appropriate book every month to registered children from birth to fifth birthday. Our service area includes nearly 3,000 eligible youth in the greater Roseburg, Glide and Idlewild Park communities.

Police Department

It has been another extremely busy year, as police responded to over 37,000 calls for service, and took almost 6,000 police reports.

Like most departments across the nation, RPD is experiencing difficulty maintaining staffing levels for sworn police officers. As a result, all but one of our temporary duty assignments have been suspended until staffing levels increase. We are experiencing constant movement, and have hired six sworn officers and one Community Service Officer since February. While this has been extremely challenging, we are extremely proud of the work our officers have done over the past year.

We are excited to share that four RPD officers were recognized at the Oregon Police Officer Association award ceremony in September. Officers Dawson Batsch and Brandon Halter received Lifesaving with Valor awards for saving a drowning woman from the South Umpqua River, and Corporal Patrick Moore and Officer Austin Potter received Medal of Honor awards for an incident where the suspect was shot in the leg in an attempt to prevent him from burning down his house with his parents inside.

Shortly after Covid restrictions lifted for the jail, law enforcement experienced the effect of Oregon Senate Bill 48, which took effect in July. This bill is an attempt to reduce the effect of the criminal justice system's reliance on the use of bail. While our officers continue to take criminals to jail, due to this bill, they are currently booked and released for "non-violent" crimes such as: theft, car theft, trespass, burglary, non-domestic violent assault, arson, unlawful purchase of a firearm, etc. This bill, along with Ballet Measure 110, which decriminalized "user" amounts of drugs such as Methamphetamine and Heroin, makes it extremely challenging to combat low-level crimes that can have a substantial impact on our community. However, our officers continue to work diligently to make the most impact within the confines of these legal restraints.

Police continue to partner with Adapt on the mobile crisis program. The Mobile Crisis Team is able to deploy a mental health professional directly to the scene, which ensures the most qualified professionals are able to deal with whatever mental health crisis is presented, and often frees officers to handle other calls for service. From January to December, the Mobile Crisis Team responded to over 1,400 mental health crisis calls in the first three quarters of this year, and were able to divert many of those individuals from Jail and/or the ER. The Roseburg Police continue to partner with Parks and Public Works to conduct weekly cleanups in our parks and on public property.

Connecting with the community is vital for our department. Police officers were able to participate in the Peace Officer Memorial ceremony at the Courthouse, the Veteran's Day Parade, Salvation Army's Dress a Child event and Angel Tree program, the annual Christmas Tree lighting, Special Olympics, and one of our favorite events, Shop with a Cop. The Optimist Club presented Officer Josh Chavez with the Optimist Club Officer of the Year plaque at a lunch BBQ.

Detectives were called upon to investigate three separate outside agency officer involved shootings as part of the Douglas County Major Crimes Team. All three were found justified by a grand jury. They also investigated an incident where a suspect shot another male and was ultimately convicted, and a homicide where a male was arrested as a result of the investigation. Detectives investigated many sexual assault and child abuse crimes, resulting in several arrests and convictions.

This year marked the retirement of K9 Axel due to age (9). Between 2015 and 2022, Axel was deployed over 300 times, resulting in 92 captures. In 2022, Narcotic K9 Trapper

located 6.6 ounces of Cocaine, ½ pound of Heroin, 3.4 lbs. of Fentanyl, 19.5 pounds of Methamphetamine, and \$128k in cash. In December, K9 Trapper was transferred from Roseburg, and now will be assigned permanently to the DINT team.

Public Works Department

The mission of the Public Works Department is to provide quality public infrastructure at the lowest life-cycle cost.

Providing infrastructure at the lowest life-cycle cost means design decisions and maintenance activities are determined by the most cost-effective way to provide high-quality infrastructure assets considering all of the costs of that asset over its entire life.

The Public Works Department consists of multiple divisions encompassing Parks & Recreation, Streets & Storm Drainage, Facilities, Engineering, Administration, Airport, and Water. Public Works delivers a wide range of services to our residents, most of which happen behind the scenes. We provide the most basic need of clean drinking water to the recreational benefits of our parks and how they bring our community together.

Staffing

The Public Works Department completed a transition of leadership in 2022 by selecting Dawn Easley as Public Works Director when Brice Perkins retired in June 2022. Public Works completed several recruitments in 2022 and added 10 team members to various divisions. We hope to conduct three more recruitments in 2023 and fully staff the department.

Maintenance Activities

Approximately 80% of all Public Works staff are involved in maintaining existing public infrastructure in some capacity. Significant maintenance activities include landscape and turf maintenance. Maintaining park facilities such as restrooms, playground equipment, and structures; pavement maintenance, pavement striping, sign maintenance, and graffiti removal; storm drain cleaning, leaf removal, and street sweeping; installation and repair of water mains and service connections, pump station, and reservoir maintenance; maintenance of city-owned buildings and airport facilities; and water treatment plant operation and maintenance. Some major maintenance projects of 2022 were painting the Water Treatment Plant building, improving a pedestrian crossing at the Mosher Ave railroad crossing, replacing the roof of the park maintenance shop, and the slurry seal of several city streets, extending their useful life.

Parks and Recreation

2022 was an exciting year for Parks and Recreation. It brought the return of recreational activities to our parks after the pandemic. The community enjoyed the return of Movies in the Park, Zumba and Yoga in the Park, Land of the Umpqua Geocache Event, and Women's Just for Fun Golf. We also added The Great Easter Bunny Hunt and The Great Pumpkin Roundup.

Parks maintenance faced some challenges in 2022 with increased vandalism and trash. Parks, Streets, Police, and Community Development, have participated in camp cleanups almost every week in 2022, removing over 244,000 pounds of refuse in the first six

months. Employees have managed to remain positive and look for ways to prevent trash accumulation and vandalism. Even with the added challenges, maintenance crews began field renovation at Sunshine Park, repaired various playground equipment, began the collection of GPS irrigation points, and worked with multiple volunteer groups for trash cleanup and minor park improvements.

In May of 2023, we look forward to bringing you Tapes-Tree in the Park. Community members have adopted trees and have the opportunity to knit or crochet a project to adorn trees in the park. We also plan to solicit bids for the Sunshine Trails project in Sunshine Park. Along with the trail project, our goals include completing the Sunshine Park field renovation and collecting irrigation GIS irrigation points.

Water Utility Projects

Roseburg's water system will soon be equipped with backup power at seven locations critical to maintaining the City's ability to produce and deliver water during extended power outages. The project includes permanently mounted backup generators at the water treatment plant and Reservoir Hill storage facility, installation of switching equipment at five key booster pump stations, and two large portable generators that will be utilized at the five key booster stations to run the pumps and refill reservoirs. These generators will assist the City in providing water to about 98% of all City water customers during a prolonged power outage. The project is scheduled to be completed early in 2023. We also completed 24-Inch Hooker to Isabell Transmission Main Replacement in 2022.

The City is currently in the selection process for a 5 year Master Engineering contract to design and replace aging water distribution piping. Design work is scheduled to begin in the spring of 2023, and construction work beginning in 2024. Staff anticipates replacing in excess of 5 miles of pipe during these 5 years.

Storm Drainage Utility Projects

In 2022 we completed the Broccoli Storm Line project installing 820 feet of 12-inch diameter storm pipe in an undeveloped section of Broccoli Avenue between Military Avenue and Lorraine Avenue. Staff is currently working with a consultant on the design of drainage improvement projects at three separate locations. They include Northwest Troost Street north of Northwest Calkins Avenue, the 2100 block of Northwest Calkins Avenue west of Troost Street, and West Harvard Avenue between Northwest Kenwood Street and West Pilger Street. The storm drainage system in these areas is undersized and fragmented in a system of pipes and open ditches. Sometimes, the system crosses private property in open ditches or is piped under homes or structures. These three priority areas have been combined into one project. The City received \$1,570,064 as a part of the American Rescue Plan Act to help fund this project. In 2023, we will continue to use the cured-in-place pipe method to rehabilitate 483 linear feet of 48-inch diameter storm drain pipe.

Airport Projects

At the Roseburg Regional Airport, design work has begun on the project to extend the Taxiway to match the length of the runway. The environmental work for this project was completed in early 2022, and the City received grant funding from both the Federal Aviation Administration and the Oregon Department of Aviation to fund this design. Also under design is a project to install backup power at the airport. This project should allow the runway and taxiway lighting, navigation aids, and fuel farm to remain operational in

the event of a power outage such as the one we experienced during snowmageddon. This project has also received grant funding from the Oregon Department of Aviation. In 2023, staff expects an FAA grant funded project to pursue fencing and security upgrades at the airport.

Pavement Management Projects (PMP)

This year's overlay and Americans with Disabilities Act (ADA) curb ramp project were completed on NE Stephens Street from Diamond Lake Boulevard to Garden Valley Boulevard. The project included adjustments to vehicle lane widths to allow the striping of bike lanes completing bicycle route connectivity between Garden Valley Boulevard to the downtown area. Constructing 24 ADA compliant curb ramps on Stephens Street improved access for all along this busy corridor.

Looking Ahead to 2023

As we look forward to 2023, the future is bright for our beloved city. The dedicated staff and their elected leaders will continue to put in the hard work that leads to continuous improvement. We will work with our community partners to advance projects and programs that are important to our citizens.

A few of the things we will be working on include:

- Apply for an Urban Growth Boundary Swap to provide additional housing opportunities
- Support work to establish a Southern Oregon Medical Workforce Center.
- Continue efforts to locate property, an operator and funding for a supervised urban campground with the Homeless Commission.
- Expand Summer Reading Program activities for all ages at the Library.
- Working with community partners to pursue additional grant opportunities to make improvements to our parks and recreational fields.
 - Sunshine Park Trail Improvements
 - UVTC Outdoor Tennis Court Renovation grant application
- Continue efforts to hire qualified staff. Customer service begins with having the right number of capable people.
- Complete the standby power projects at the Water Treatment Plant and Roseburg Regional Airport
- Implement improvements identified in the IT infrastructure assessment
- Updating Council Goals and imagining what we can accomplish together