

CITY OF INDEPENDENCE

2015 STRATEGIC PLAN



Table of Contents

<u>OVERVIEW</u>	3
<u>SUMMARY OF GOALS</u>	4
<u>GOALS, OBJECTIVES AND TASKS</u>	5
Goal 1 - Establish and Maintain Financial Stability	5
Goal 2 – Sustain Public Services and Assets	7
Goal 3 – Identify strategies to strengthening Econ. and Com. Dev. efforts	9
Goal 4 – Explore barriers to participation	14
Goal 5 – Develop additional quality of life and livability strategies	15
Goal 6 – Explore opportunities for and barriers to cooperation	16

OVERVIEW

Our Vision: Our vision is one in which Independence remains a vibrant, historic, riverfront, full-service community that celebrates its unique multi-cultural heritage and respects the environment while fostering a stable, diversified economy. It is, and will continue as, a community long-recognized for its citizen volunteerism and active participation; where neighbors know one another and take pride in their neighborhoods, parks, trails and schools. Independence honors the past, celebrates the present and embraces the future.

Our Mission: Independence is a full-service City helping our diverse community achieve and maintain health, prosperity, safety, stability and a desirable quality of life.

How to read the strategic plan: The Plan is broken down into goals, strategies and tasks. Goals are broad statements of desired outcomes; while strategies are designed to provide guidance towards achieving the goals. Finally, the tasks are measurable efforts to achieve the strategies. Any of these might be short-term or long-term efforts towards achieving the desired results.

The Plan is written to provide the Council and the community metrics to assess the progress being made towards achieving Council and management goals for the successful operation of the City government. A strategic plan is a living document and is generally reviewed and updated at least annually or as circumstances dictate.

This effort began with the annual Council goal-setting retreat. Those goals were incorporated and made the heart of this plan. Staff added to them for Council consideration other efforts that have been ongoing or are believed to be part of the overall vision of the City Council.

We are pleased to present this work to provide the citizens of Independence a clear understanding of the City's vision.

SUMMARY OF GOALS

Goal 1 - Establish and Maintain Financial Stability

Goal 2 – Sustain Public Services and Assets including Streets, Buildings, Technology, Utilities, Public Safety, Parks, Museum and Library to high standards in Condition, Appearance and Function

Goal 3 – Identify strategies to strengthen the City’s economic and community development efforts in order to foster a robust, diverse economy that provides good jobs, supports successful large and small businesses which ensures financial stability for future generations

Goal 4 – Explore barriers to participation in City government and services by all members of the community. Create and implement process to improve access and participation in City boards, commissions, activities and services by people of all demographics

Goal 5 – Develop additional strategies to maintain and enhance quality of life and livability for residents, visitors and employees

Goal 6 – Explore barriers to and capitalize on opportunities for intergovernmental cooperation amongst Polk County local governments

GOALS, OBJECTIVES AND TASKS

Goal 1 - Establish and Maintain Financial Stability

The health of a city is determined by many measures, none more important than its fiscal strength. Independence has emerged from the recent recession with much of its cash reserves depleted. Moreover, the citizens were asked to approve a General Obligation Bond with the purpose of refinancing existing debt as well as to introduce a new funding stream to restore the financial stability of the City. With a significant margin, the election results were favorable.

To build on this success and this endorsement of the City's values and mission, more can be accomplished to assure a stronger position should we find ourselves in a like position in a future recession. This goal is meant to lead to that position with the following strategies and tasks.

1.1. Implement City Financial Policies

- 1.1.1. Continue reporting progress on policy of an unrestricted ending fund balance of 16% of all operating funds within five years

1.2. Reduce and maintain interfund loans to \$0

- 1.2.1. Annually budget for pay-off of interfund loans per amortization schedules.
- 1.2.2. Establish repayment schedule for ICC debt incurred by Urban Renewal District

1.3. Work to assure MINET's financial stability and profitability

- 1.3.1. Work with MINET to eliminate debt service subsidies for MINET
- 1.3.2. Seek bridge financing to reduce or eliminate MINET loans

1.4. Develop the financial and staff capacity to meet these objectives

- 1.4.1. Establish and/or update rate plans for all utilities annually
- 1.4.2. Explore new revenue streams (e.g. street utility, business licenses, street fee, general obligation bond, etc.)
- 1.4.3. Establish task force to initiate review and make recommendations to Council
- 1.4.4. Restore and strengthen Economic Development Loan Fund

STRATEGY	TASK	RESPONSIBLE DEPARTMENT	2016	2017	2018	2019	2020
1.1 Financial Policies	1.1.1 Annual Report	Finance	x	x	x	x	x
1.2 Interfund Loans	1.2.1 Loan Pay-off	Finance	x	x	x		
	1.2.2 ICC Debt from URD	Finance	x				
1.3 MINET	1.3.1 Subsidies	Administration	x	x	x	x	x
	1.3.2 Bridge Loans	Administration	x	x			
1.4 Staff Capacity	1.4.1 Rate Reviews	Finance	x	x	x	x	x
	1.4.2 New Revenue			x	x	x	x
	1.4.3 Task Force	Administration	x	x			
	1.4.4 ED Loan Fund	Administration/ Finance		x	x	x	

Goal 2 – Sustain Public Services and Assets including Streets, Buildings, Technology, Utilities, Public Safety, Parks, Museum and Library to high standards in Condition, Appearance and Function

In 2012, the City surveyed the community's approval for public services and found across-the-board favorable responses to various services being provided. While Public Safety and Library services stood as the most favored, none fell into the unfavorable categories.

The public was asked in May 2013 to support a ballot measure that described as the necessary financial tool to sustain City services as they were at the time. The public responded with a healthy majority in favor of doing so.

No further cuts to the budget were made and now we need to develop the tools to measure needs and how we respond. Most of the objectives and tasks addressing this Goal are in the nature of near-term planning documents and the resources to meet the plans.

- 2.1. Create operations and maintenance plans for streets, water, sewer and storm water
 - 2.1.1. Develop streets maintenance plan that includes inventory of conditions, classification, priority maintenance and overall capital requirements
 - 2.1.2. Implement sewer rehabilitation and replacement plan
 - 2.1.3. Implement water rehabilitation and replacement plan
 - 2.1.4. Implement and update storm water rehabilitation and replacement plan
- 2.2. Annually update Capital Improvement Program as part of overall budget process
- 2.3. Create fleet Management plan for all departments
 - 2.3.1. Inventory condition of fleet and develop life-cycle plan
 - 2.3.2. Continue to budget for annual replacement of one police vehicle
- 2.4. Identify and achieve the minimum personnel threshold to meet sustainable levels of services
 - 2.4.1. Identify minimum staffing to provide current service levels
 - 2.4.2. Identify minimum staffing to provide desired service levels
 - 2.4.3. Develop plan for resources to achieve desired service level over time
- 2.5. Create service and economic impact analysis tool for new development as part of development review process
- 2.6. Develop a strategy for continued delivery of top level public safety services
 - 2.6.1. Explore and implement additional ways the police department can increase involvement in the community
 - 2.6.2. Explore the availability of support staff from WOU or other venues that could potentially assist in plan implementation
- 2.7. Explore Development of Community Academy

STRATEGY	TASK	RESPONSIBLE DEPARTMENT	2016	2017	2018	2019	2020
2.1 O&M Plans	2.1.1 Streets Plan	Community Development	x				
	2.1.2 Sewer Plan	Community Development	x	x	x	x	x
	2.1.3 Water Plan	Community Development	x	x	x	x	x
	2.1.4 Storm Plan	Community Development	x	x	x	x	x
2.2 C.I.P.	2.2C.I.P. Update	Comm. Dev./Fin.	x	x	x	x	x
2.3 Fleet Management	2.3.1 Inventory	Community Development/PD	x				
	2.3.2 Police Car	Police Dept.	x	x	x	x	x
2.4 Personnel	2.4.1 Current	All Depts.		x			
	2.4.2 Desired #	All Depts.		x			
	2.4.3 Resources	All Depts.		x			
2.5 Econ. Impact		Comm. Dev./Fin.	x				
2.6 Public Safety Strategy	2.6.1 Increased Involvement	Police Dept.	x				
	2.6.2 WOU and other Staff	Police Dept.	x				

Goal 3 – Identify strategies to strengthen the City’s economic and community development efforts in order to foster a robust, diverse economy that provides good jobs, supports successful large and small businesses which ensures financial stability for future generations

The provision of City services are in large part about sustaining and developing an opportunity economy for residents and visitors to our community. Independence prides itself as being a proactive community that views sustainability as striving for continuous improvement and a high quality of life for current and future generations.

We attempt to achieve this through traditional orderly community planning as well as through targeted job creation, retention and expansion strategies. We also view all of our services as part of this overall goal of livability. The strategies and tasks identified in this Goal are broad in nature and encompass much of what we provide as a community intentionally.

The Council and the staff understand well that we have one vision and one mission; and all that we do is in furtherance of those.

- 3.1. Implement Parks Master Plan
- 3.2. Develop and pursue a funding strategy to complete remainder of Independence Sports Park and make it operational
 - 3.2.1. Create a maintenance/staff strategy
 - 3.2.2. Complete phase two sports field development
- 3.3. Engage youth in government by creating a leadership development process in partnership with the school district or other youth-focused organizations
 - 3.3.1. Have a student representative at Council and commissions
 - 3.3.2. Develop youth component for proposed community academy
 - 3.3.3. Maintain and expand youth volunteer programs throughout City departments
 - 3.3.4. Maintain and expand Teen CERT and Police Cadet programs
- 3.4. Enhance facilities and support activities that promote Independence history, heritage and culture
 - 3.4.1. Complete Museum ADA upgrades
- 3.5. Continue to improve efficient and effective use of City buildings
 - 3.5.1. Develop strategies for use of old City Hall¹
 - 3.5.2. Develop strategies for use of old Library²
 - 3.5.3. Pursue possible acquisition of Women’s Club

¹ City Hall is currently in foreclosure proceedings and is expected to be returned to City ownership during this planning period.

² Since creation of this strategy, the Old Library has been dedicated to a shared use between the Friends of the Library and the new Ash Creek Art Center

- 3.6. Enhance and expand social media presence
 - 3.6.1. Hire WOU student to critique and suggest improvements to website/Facebook
- 3.7. Increase public awareness and use of community assets
 - 3.7.1. Install City reader board downtown
 - 3.7.2. Critically review City newsletter for possible improvements and development e-version
 - 3.7.3. Implement way-finding system, including physical locators, signs and maps
 - 3.7.4. Implement Indy Works App
 - 3.7.5. Develop City Branding package
- 3.8. Continue to promote/assist WIMPEG success
 - 3.8.1. Promote WIMPEG on City's website, newsletter and Facebook site
- 3.9. Enhance Library experience
 - 3.9.1. Begin development of needs assessment for building expansion to meet community growth
 - 3.9.2. Evaluate and address needs for storage and technology
 - 3.9.3. Evaluate continuing and future services and collections to meet changing needs of citizens
- 3.10. Maximize the value of the Event Center by including it in plans for a hotel
- 3.11. Explore opportunities at pool for energy efficiencies and facility maintenance upgrades
 - 3.11.1. Develop plan to upgrade pool house
 - 3.11.2. Develop options to implement Energy Trust recommendations
- 3.12. Complete bike campground development
- 3.13. Seek recreation trail grants for completion of Willamette River Trail
 - 3.13.1. Design next phase
 - 3.13.2. Seek funding to complete conceptual design for South End connection to Ash Creek and regional trails
- 3.14. Participate in developing and implementing strategic plan for fiscal stability of MINET
 - 3.14.1. Assist with development of financial policies
- 3.15. Implement marketing strategy to recruit interest in hotel development
- 3.16. Implement Rural Tourism Studio strategies
- 3.17. Increase support for business incubation and growth in order to provide a stable business environment through partnerships with local and regional business support organizations, local property owners and investors
 - 3.17.1. Support SEDCOR and MWVCOG Business Retention and Expansion efforts

- 3.18. Enhance the marketing efforts to brand the City as a “first consideration” place for entrepreneurs to do business. Create a business guide and resource information that can be distributed beyond the City limits
- 3.19. Improve the business environment in downtown by enhancing rewards for utilizing buildings to their highest and best use, and if feasible implement disincentives for failure to do so
 - 3.19.1. Rebuild façade improvement grant program as resources permit
- 3.20. Creatively support riverfront development as opportunities become available
- 3.21. Develop community policing plan/program
- 3.22. Assist youth in developing job skills and seek creative workforce partnerships
 - 3.22.1. Engage school district in work force training
 - 3.22.2. Continue support of HALO and other youth service organizations
- 3.23. Continue developing intern opportunities

STRATEGY	TASK	RESPONSIBLE DEPARTMENT	2016	2017	2018	2019	2020
3.1 Parks MP	3.1.1 Implement	Comm. Dev.	x	x	x	x	x
3.2 Ball Fields	3.2.1 Op. Strategy	Comm. Dev.	x				
	3.2.2 Phase II	Comm. Dev.	x	x			
3.3 Youth in Govt.	3.3.1 Stud. Rep.	Administration		x			
	3.3.2 Youth in Academy	All Depts.	x				
	3.3.3 Volunteers	All Depts.	x	x	x	x	x
	3.3.4 CERT/Cadet	Police Dept.	x				
3.4 History	3.4.1 Museum ADA	Community Services		x			
3.5 City Buildings	3.5.1 Old City Hall	Administration	x				
	3.5.2 Old Library	Comm. Svcs./ Admin.	x				
	3.5.3 Women's Club	Administration/ Community Services	x	x	x	x	x
3.6 Social Media	3.6.1 WOU student	Econ. Dev.	x				
3.7 Community Assets	3.7.1 Reader Board	Administration	x				
	3.7.2 Newsletter	All Depts.	x				
	3.7.3 Way Finding	Community Development		x	x		
	3.7.4 Indy Works	All Depts.	x	x	x	x	x
	3.7.5 Branding	CD/Admin./ED	x	x			
3.8 WIMPEG	3.8.1 Publicity	Administration	x	x	x	x	x
3.9 Library	3.9.1 Needs Assessment	Community Services		x			
	3.9.2 Storage and Technology	Community Services	x				
	3.9.3 Collections	Community Services	x	x	x	x	x
3.10 Hotel & Conference Center		Economic Development	x	x			
3.11 Pool	3.11.1 Pool House	Comm. Dev./ Econ. Dev.	x	x			

	3.11.2 Energy Trust	Comm. Dev.		x			
3.12 Bike Campground		Comm. Dev./ Econ. Dev.	x				
3.13 River Trail	3.13.1 Design	Comm. Dev.	x	x			
	3.13.2 South End	Comm. Dev./ Econ. Dev.	x	x	x		
3.14 MINET	3.14.1 Finance Policies	Fiinance		x			
3.15 Hotel		Econ. Dev.	x	x			
3.16 Tourism		Econ. Dev.	x				
3.17 Bus. Incubator	3.17.1 BRE	Econ.	x	x			
3.18 Marketing		Econ. Dev.	x	x	x	x	x
3.19 Downtown	3.19.1 Facades	Econ. Dev.	x	x	x		
3.20 Riverfront		Comm. Dev./ Econ. Dev.	x	x	x	x	x
3.21 Community Policing		Police Department	x	x			
3.22 Youth jobs	3.22.1 CSD	Econ. Dev.	x	x	x	x	x
	3.22.2 HALO	Econ. Dev.	x	x	x	x	x
3.23 Interns		All Depts.	x	x	x	x	x

Goal 4 – Explore barriers to participation in City government and services by all members of the community. Create and implement process to improve access and participation in City boards, commissions, activities and services by people of all demographics

Independence prides itself as being a community that is both diverse (35% Latino and a smattering of other ethnicities and races) and welcoming. That said, there is still a reality that the makeup and involvement in City government does not adequately reflect the diversity of the community we serve.

The City Council added this as a goal to the Strategic Plan in 2014 to enhance our efforts to change this dynamic. Staff has actively taken on this challenge with the following strategies and tasks.

- 4.1. Continue to engage interns to assist in implementation with an eye towards making this a regular staff position
 - 4.1.1. Continue developing and implementing work plans with strategies for improvement
- 4.2. Continue to identify, recruit and involve community members from across City demographics
 - 4.2.1. Develop handbook for City commissions to meet commitment for recently adopted Language Access Plan
 - 4.2.2. Continue developing and conducting outreach efforts similar to the Mi Tierra project of 2015
- 4.3. Expand City presence at City events
 - 4.3.1. Hire WOU intern to develop a portable and virtual table display

STRATEGY	TASK	RESPONSIBLE DEPARTMENT	2016	2017	2018	2019	2020
4.1 Intern	4.1.1 Work Plan	Administration	x	x	x	x	x
4.2 Recruit	4.2.1 Handbook	Administration	x	x			
	4.2.2 Outreach	Administration	x	x	x	x	x
4.3 City Events	4.3.1 WOU Student	Administration	x				

Goal 5 – Develop additional strategies to maintain and enhance quality of life and livability for residents, visitors and employees

In addition to primary services of the City, the City believes it important to support a healthy and active community through education, participation and application of resources as available. In these modern times, we are all learning the value of locally-sourced foods not only to our economic development efforts, but to overall community health and livability as well.

The City has access to programs and resources on a State and Federal basis that can assist in addressing this goal. Several strategies are listed below to support this effort.

5.1. Continue to develop Healthy Eating and Active Living (HEAL) Cities program like Mi Tierra

5.2. Enhance awareness of and access to locally-sourced foods

5.2.1. Develop Polk County food hub in support of enhancing local food options and ag related economic growth and opportunity Continue to seek opportunities to develop commercial kitchen facility that would be available to both support local agriculture as well provide further access to local food sources

5.2.2. Continue to support local farmers markets, particularly those that subscribe to the ethics and standards of local food production and artisans

STRATEGY	TASK	RESPONSIBLE DEPARTMENT	2016	2017	2018	2019	2020
5.1 HEAL Programs		All Depts.	x	x	x	x	x
5.2 Local Foods	5.2.1 Food Hub	Econ. Dev.		x	x		
	5.2.2 Kitchen	Econ. Dev.	x	x	x		
	5.2.3 Farmers Market	Admin/ Econ. Dev.	x	x	x	x	x

Goal 6 – Explore barriers to and capitalize on opportunities for enhanced intergovernmental cooperation amongst City, County, State and Tribal governments

The City believes that we can create the most opportunity for our citizenry by optimizing our relationships with our fellow governments. Most particularly, relationships between Independence and Monmouth; as well as Dallas, Central School District, the Grand Ronde Tribe and Polk County could be strengthened such that pursuit of common goals and opportunities is facilitated.

- 6.1. Initiate further communications with City of Monmouth with an eye towards identifying areas of mutual interest and a process to make progress on those matters
 - 6.1.1. Conduct a joint council work session with the City of Monmouth and determine mutual desire/need to schedule further such meetings.
 - 6.1.2. Clarify expectations for what constitutes success for MINET; e.g. profitability, community penetration/saturation, visitor service, test-bed technology, community development tool, etc.
 - 6.1.3. Initiate further planning of joint well fields and distribution
 - 6.1.4. Evaluate equities surrounding jointly-offered services/support; e.g. Student Resource Officer, swimming pool, senior center, Chamber of Commerce, Museum, Art Center, Western Days, WIMPEG, etc.
 - 6.1.5. Encourage Monmouth to participate in arterial planning, design and construction
 - 6.1.6. Continue to collaborate on services; e.g. wastewater planning/treatment, public safety, library services, MINET, public works, etc.
- 6.2. Encourage revival of joint meetings of top administrative officials (formerly known as “All Hands”) and make progress report to Council by calendar year-end.

- 6.3. Continue to collaborate with Grand Ronde Tribe on areas of mutual interest
- 6.4. Find opportunities to strengthen relationship with the County and Cities on areas of mutual interest.
 - 6.4.1. Help resolve any outstanding differences relative to bicycle tourism and improve facilities and promotion Countywide.
 - 6.4.2. Pursue development of food hub together with County
 - 6.4.3. Collaborate with County on design for Highway 51 and 22 interchange
 - 6.4.4. Collaborate with County on other tourism development strategies and tactics
 - 6.4.5. Develop an equitable funding plan for CERT with all County agencies including cities, fire districts, and Grand Ronde Tribe
 - 6.4.6. Continue to collaborate with Dallas, Monmouth and County with respect to joint enterprise zone
- 6.5. Continue to work with Central School District to improve technology opportunities and job availability for students

STRATEGY	TASK	RESPONSIBLE DEPARTMENT	2016	2017	2018	2019	2020
6.1 Monmouth	6.1.1 Joint Meeting	Council/Staff	x				
	6.1.2 MINET	Council/Staff	x	x	x	x	x
	6.1.3 Well Fields	Council/Staff	x	x	x	x	x
	6.1.4 Evaluate Services	Council/Staff		x	x		
	6.1.5 Arterial	Council/Staff	x	x	x	x	x
	6.1.6 Continue efforts	Staff	x	x	x	x	x
6.2 All Hands		Staff	x				
6.3 Grand Ronde		Council/Staff	x	x	x	x	x
6.4 County & Cities		Council/Staff	x	x	x	x	x
	6.4.1 Bicycles	Council/Staff	x	x			
	6.4.2 Food Hub	Council/Staff		x	x		
	6.4.3 Interchange	Council/Staff		x	x	x	x
	6.4.4 Tourism	Staff	x	x	x	x	x
	6.4.5 CERT	Council/Staff	x				
	6.4.6 Enterprise Zone	Staff	x	x	x	x	x
6.5 School District		Council/Staff	x	x	x	x	x

- ***Prepared by City of Independence staff and adopted by the City Council on July 28, 2015***