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# 2019-2021 STRATEGIC PLAN FOR THE CITY OF YAKIMA, WASHINGTON

PRESENTED BY: THE YAKIMA CITY COUNCIL

2019-2021 STRATEGIC PLAN FOR THE CITY OF YAKIMA, WASHINGTON

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## Community Overview

Yakima is located in the south central region of Washington State and covers about 28 square miles. Sunshine is the norm with 270 to 300 blue sky days per year. The area enjoys four separate and distinct seasons with the summers being hot and dry while the winters are cool with light snowfall.

Yakima is the largest city in Yakima County, serves as the county seat, and, with a population of more than 94,000, is the 11th largest city in Washington State. Most of the people who founded Yakima were of European decent, although significant numbers of African-Americans and Asian-Americans homesteaded in the area as well. Recently, the Yakima Valley has experienced a large influx of Latino immigrants, which now account for approximately 45% of the population in Yakima County. Today, the Yakima community enjoys a rich mixture of people from many cultural and ethnic backgrounds. 74% of the population has at least a high school diploma and 18% has a Bachelor's degree or higher. The median annual household income was estimated to be \$43,956 in 2016. The cost of living in Yakima is below the national average at 95% and the state does not require income tax. The average sales price of a home is \$192,000 and the average commuting time to work is about 15 minutes. Beyond K through 12, the area boasts a private technical college, a community college, a university, an osteopathic medical school, and a number of vocational education programs.



Yakima has been the cultural, business, educational, health services, and governmental focal point of the Central Washington region since it was founded more than 125 years ago. Originally built along the then-new Northern Pacific Railway company line, Yakima has grown from its agricultural roots into a vibrant, diverse, metropolitan city. With a rich history and a bright future, Yakima is the Heart of Central Washington.

Yakima's economy has traditionally revolved around agriculture and a wide variety of crops are grown in the Yakima Valley. These include more than 30 varieties of fruit (apples, cherries, peaches, pears, nectarines, apricots and berries) and vegetables (such as asparagus and eggplant). Not many people know that the region produces about 75% of all the hops (a key ingredient in beer) grown in the United States.

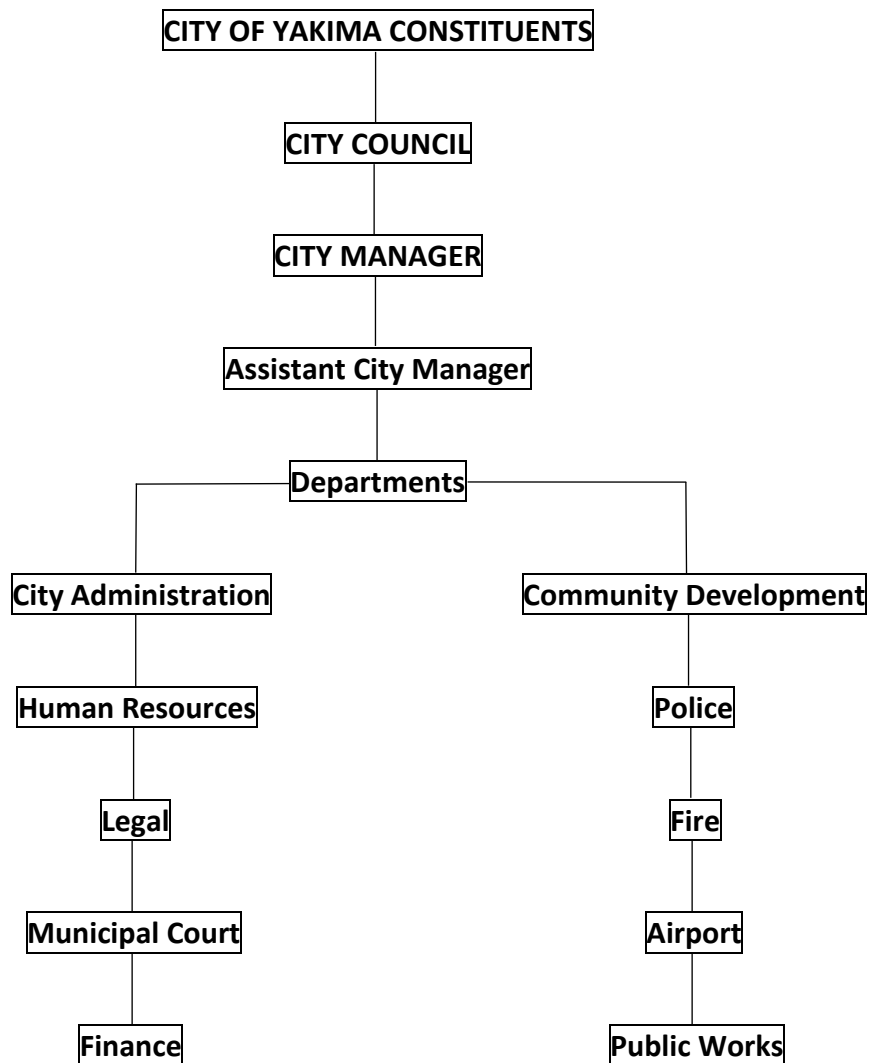
While Yakima still relies on agriculture to drive its economy, over 250 manufacturing firms call the area home and produce a variety of products including aircraft parts, wood products, plastic products, recreational vehicles, and communications technology. Healthcare plays a large role in the Valley as represented by five hospitals and over 400 first-class physicians covering 36 specialties. Clinics provide a full range of treatment with open heart surgery, neurosurgery, and cancer care among them.

Tourism is the fastest growing segment of the Yakima economy. More than 70 wineries are located in the Valley and regularly draw visitors to sample and buy internationally renowned varietals. Multiple craft breweries and distilleries utilize home-grown products in their unique offerings. Outdoor recreation, including water and snow skiing, fishing, boating, hiking, horseback riding, and white water rafting, also makes Yakima a favorite destination for people from throughout the Northwest and around the world. Finally, Yakima is home to a minor league baseball team (the Yakima Pippins, a member of the West Coast League), NAPB championship basketball team (Yakima Sunkings), and hosts numerous regional sports tournaments (baseball, basketball, softball and soccer, for example).



# CITY OF *Yakima*

## 2019 ORGANIZATIONAL CHART



# 1. BACKGROUND

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This document updates the 2015 Strategic Plan. The foundation document identified five priorities, which are reaffirmed in this document:

- Economic Development
- Public Safety
- Neighborhood Building (Improving the built environment)
- Partnership Development
- Public Trust and Accountability

This document also builds on previously established critical steps to ensure alignment between staff actions and Council priorities:

- Each City department will establish specific action-oriented goals, work activities, and performance measures to align with and make progress on the Strategic Priorities.
- City Council policy initiatives and discussions will focus on the Strategic Priorities.
- Senior management and employee performance evaluations will be linked with the Strategic Priorities.
- Performance measures will be monitored and reported on to hold ourselves accountable for making measureable progress in achieving the strategic commitments.
- Communicate quarterly and annually to the City Council and public through a Strategic Plan Progress Report.
- Periodically review the Strategic Plan to ensure that it continues to focus City government resources on the issues most important to the community.



## 2. MISSION STATEMENT

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On March 17, 2018, the Yakima City Council adopted the following mission statement to declare the manner in which municipal government shall provide services:

TO PROVIDE OUTSTANDING SERVICES THAT MEET THE COMMUNITY’S NEEDS. TO GOVERN RESPONSIBLY BY EFFECTIVELY MANAGING AND PROTECTING PUBLIC RESOURCES. TO BUILD TRUST IN GOVERNMENT THROUGH OPENNESS, DIVERSE LEADERSHIP, AND COMMUNICATION. TO ENSURE THE SAFETY OF OUR RESIDENTS THROUGH RESPONSIBLE 21<sup>ST</sup> CENTURY POLICING. TO SUPPORT THE YOUTH OF OUR COMMUNITY SO THAT THEY CAN REACH THEIR FULL POTENTIAL. TO STRATEGICALLY FOCUS ON ENHANCING YAKIMA’S QUALITY OF LIFE.

### 3. 2019-2021 COUNCIL PRIORITIES

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PRIORITY FOR 2019-2021	Council Committee Assigned
1. Fiscal Sustainability	All Committees
2. Main/Arterial Street Development	Economic Development
3. Community Policing	Public Safety
4. Safe Routes to Schools	Public Safety
5. Youth Development	Healthy Communities
6. Mill Site Development	Partnership
7. Homelessness/Affordable Housing	Healthy Communities
8. Airport Expansion	Partnership
9. City Facilities (pools and community centers)	Capital Facilities Ad Hoc
10. Downtown Destination	Economic Development

PRIORITY FOR 2018-2019	Council Committee Assigned
1. Main street business development	Economic Development
2. Community policing	Public Safety
3. Safe routes to all elementary schools	Public Safety
4. Youth development	Healthy Communities
5. Mill site Development	Partnership
6. YMCA Aquatic Center	Partnership
7. MLK Pool	Healthy Communities
8. Downtown Central Plaza	Economic Development

## **4. COUNCIL COMMITTEES**

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**A. ECONOMIC DEVELOPMENT**

**B. HEALTHY COMMUNITIES**

**C. PARTNERSHIP**

**D. PUBLIC SAFETY**



**2019-2021**  
**ECONOMIC DEVELOPMENT COMMITTEE**  
 Holly Cousens, Dulce Gutierrez, Jason White, Carmen Mendez (alt)

**PRIORITY:**  
 DOWNTOWN DESTINATION AND MAIN STREET DEVELOPMENT

<b>GOAL</b> <b>This Committee seeks to:</b>	<b>Between 2019-2021 to accomplish this goal, the Committee will:</b>	<b>This Committee will review, consider and evaluate policies using two perspectives:</b>
The City will foster a dynamic and diverse economy for Yakima through collaboration and partnerships with other public, private, and nonprofit entities. The City will aggressively support economic development efforts that advance local development, quality, living wage jobs to ensure a diverse economic base, a resilient and growing City tax base, and long-term economic vitality for the City of Yakima	1. Promote and recommend policies that stimulate and support business development and growth along main arterial roads 2. Monitor policies and activities created to simulate growth along City main streets 3. Promote and market the downtown core as a destination for economic development	1. Benchmarking through a. Collecting data b. Analyzing data c. Planning d. Implementation  2. Equity Reports as Reference Tool  3. Input from Community Integration Committee

This Committee will discuss, analyze, consider, review data, input and ideas on the following topics:		
Code Homeless Parking Wastewater Treatment	Social well-being Equity Airport Other	Low-income Housing Public Works

**FOUNDATIONS OF ECONOMIC DEVELOPMENT**

1. Build upon existing signature businesses and industries by attracting complimentary business clusters in healthcare, business and professional services, industrial machinery, food processing and distribution to expand and strengthen the local economy.
2. Continue the physical revitalization of the City to promote a strong first impression and community attractiveness to businesses.
3. Build on the community's history, heritage, natural resources, and livability to promote Yakima as a tourist and business destination.
4. Collaborate with downtown businesses to foster the growth and enhancement of the downtown as a destination through development of a Downtown Master Plan, enhanced public safety, customer-friendly parking, marketing, additional special events, an attractive physical environment, pedestrian-oriented design standards, and review of regulations to encourage investment while ensuring health and safety.
5. Execute a plan for the environmental restoration and infrastructure development of the Mill Site to position the Mill Site as a prime economic development site for private sector development.
6. Optimize business development, capital improvements, and additional commercial air service at the Yakima Airport.
7. Community arts, culture, and recreational opportunities are valued by both residents and prospective employers as a measure of the community's quality of life. Accordingly, these sectors of the community must be enhanced.
8. Increase City involvement and partnerships with the Chamber, Visitors & Convention Bureau, Rural Community Development Resources, Central Washington State Fair Board, Yakima Sports Commission, Capitol Theatre, New Vision and other private entities to stimulate economic development.
9. Support ongoing activities with wine, craft brews, and cider producers.
10. Ensure a balanced regulatory environment that facilitates business retention and growth.

**2019-2021**  
**HEALTHY COMMUNITIES AND NEIGHBORHOOD BUILDING COMMITTEE**  
 Kathy Coffey, Kay Funk, Jason White, Brad Hill (alt)

**PRIORITY: YOUTH DEVELOPMENT + HOMELESSNESS + AFFORDABLE HOUSING**

<b>GOAL</b> This Committee seeks to:	Between 2019-2021 to accomplish this goal, the Committee will:	This Committee will review, consider and evaluate policies using two perspectives:
To promote a built environment that is safe and attractive now and in the future, and the City will also promote healthy growth and rewarding activities.	1. Recommend policies that promote youth well-being through comprehensive programs provided by partnerships between city, district, non-profits, universities, civic and faith-based organizations 2. Facilitate after school program information to all families 3. Secure resources for quality after school programs so that they can serve more children 4. Monitor and support programming that provides assistance to homeless individuals; review, evaluate and recommend policies that enable increased development of affordable housing	1. Benchmarking through a. Collecting data b. Analyzing data c. Planning d. Implementation  2. Equity Reports as Reference Tool  3. Input from Community Integration Committee

This Committee will discuss, analyze, consider, review data, input and ideas on the following topics:		
Homeless Resources / Network Housing (Affordable, Low-Income, Senior, ONDS)	Code Issues / Code Enforcement Traffic abatement Road and Sidewalk Repairs	After School Programs <b>OTHER:</b> SOZO, Aquatic Center, Blue Zones, Equity Study, East YMCA

**FOUNDATIONS OF HEALTHY COMMUNITIES**

1. Enhance the appearance of the City through:
  - Community-based clean-up programs
  - Design and signage standards
  - Comprehensive graffiti abatement program
  - Support upgrade and modernization of city facilities that serve youth, seniors and Families
2. Advocate for new and expanded youth programs, especially in the after school hours and school vacations.
3. Engage in critical dialogue relating to the delivery of services to the homeless and recommend policies, programs, and possible collaborated efforts to the full Council.
4. Evaluate policies that would help support the development of new housing stock, especially affordable housing.

**2019-2021  
PARTNERSHIP COMMITTEE  
Kathy Coffey, Brad Hill, Carmen Mendez, Holly Cousens (alt)**

**PRIORITY: MILL DEVELOPMENT + YMCA AQUATIC CENTER DEVELOPMENT**

<b>GOAL This Committee seeks to:</b>	<b>Between 2019-2021 to accomplish this goal, the Committee will:</b>	<b>This Committee will review, consider and evaluate policies using two perspectives:</b>												
The City of Yakima will build cooperative and reciprocal partnerships with local, regional, state, federal, international, non-profit, and private entities, to enhance the vitality and quality of life of city residents, businesses and guests to leverage resources with other organizations.	<ol style="list-style-type: none"> <li>1. Recommend policies needed to further large collaborative projects that enhance economic vitality, public safety, and community/ neighborhood health and well-being</li> <li>2. Set policies that lead to the successful development of the Mill site</li> <li>3. Lead a community-wide approach to upgrade and enhance facilities at the Yakima Airport</li> </ol>	<ol style="list-style-type: none"> <li>1. Benchmarking through               <ol style="list-style-type: none"> <li>a. Collecting data</li> <li>b. Analyzing data</li> <li>c. Planning</li> <li>d. Implementation</li> </ol> </li> <li>2. Equity Reports as Reference Tool</li> <li>3. Input from Community Integration Committee</li> </ol>												
<p style="text-align: center;">This Committee will discuss, analyze, consider, review data, input and ideas on the following topics:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%; border: none;">YMCA Aquatic Center</td> <td style="width: 33%; border: none;">Mill site partnerships</td> <td style="width: 33%; border: none;">Port District</td> </tr> <tr> <td style="border: none;">Schools</td> <td style="border: none;">Equity</td> <td style="border: none;">Wastewater</td> </tr> <tr> <td style="border: none;">Code</td> <td style="border: none;">Roads, sidewalks, and streets</td> <td style="border: none;">Treatment</td> </tr> <tr> <td style="border: none;">Homelessness</td> <td style="border: none;">Airport Partnerships</td> <td style="border: none;">Policies and Rules of Procedure</td> </tr> </table>			YMCA Aquatic Center	Mill site partnerships	Port District	Schools	Equity	Wastewater	Code	Roads, sidewalks, and streets	Treatment	Homelessness	Airport Partnerships	Policies and Rules of Procedure
YMCA Aquatic Center	Mill site partnerships	Port District												
Schools	Equity	Wastewater												
Code	Roads, sidewalks, and streets	Treatment												
Homelessness	Airport Partnerships	Policies and Rules of Procedure												

## FOUNDATIONS OF PARTNERSHIP

1. Work with Yakima County, State of Washington, and Federal Government to secure funding and approval for necessary transportation and infrastructure improvements to enhance access to the Mill Site.
2. Create a legislative and administrative strategy and partnership with the Association of Washington Cities.
3. Partner with the Downtown Merchants, Capitol Theatre, Visitors & Convention Bureau, Central Washington State Fair Board, and media in creating more community events and activities that foster more community and downtown engagement, involvement, and pride.
4. Partner with the Hispanic and Latino communities to address the needs and expectations of the growing Hispanic/Latino population in the community.
5. Enhance volunteer opportunities for community groups.
6. Ensure the City Council is represented and/or meets regularly with the governing board of the following Yakima organizations:
  - Yakima County
  - Yakima School District
  - Yakima Chamber of Commerce
  - Capitol Theatre
  - Central Washington State Fair Board
  - Memorial Hospital
  - Yakima Valley Community College
  - Hispanic Chamber of Commerce
  - YCDA—New Vision
  - Pacific Northwest University of Health Sciences
  - Heritage University
  - Yakima Regional Hospital
  - Service Clubs
  - Sister City program

**2019-2021  
PUBLIC SAFETY COMMITTEE**  
Holly Cousens, Dulce Gutiérrez , Kay Funk, Brad Hill (alt)

**PRIORITY: COMMUNITY POLICING + SAFE ROUTES TO ELEMENTARY SCHOOLS**

<b>GOAL This Committee seeks to:</b>	<b>Mission Statement for 2019-2021</b>	<b>This Committee will review, consider and evaluate policies using two perspectives:</b>
The City is committed to providing a safe and secure environment for its resident, businesses and visitors to ensure healthy and vital neighborhoods free of crime. We are committed to increasing community based partnerships and crime prevention, fire and medical safety, code enforcement, emergency preparedness, 21st century policing and community integration.	The Public Safety Committee recognizes that City staff have specialized expertise in solving critical safety problems. This Committee will propose to Council policies which will support collaboration with local school districts to develop long-range plans to improve pedestrian and vehicle safety near local elementary schools; and utilization of the six pillars of 21 <sup>st</sup> century policing	<ol style="list-style-type: none"> <li>1. Benchmarking through               <ol style="list-style-type: none"> <li>a. Collecting data</li> <li>b. Analyzing data</li> <li>c. Planning</li> <li>d. Implementation</li> </ol> </li> <li>2. Equity Reports as Reference Tool</li> <li>3. Input from Community Integration Committee</li> </ol>
This Committee will discuss, analyze, consider, review data, input and ideas on the following topics:		
Safe Routes to School (Council priority)	Fire Auxiliary City Codes	Homelessness Emergency Management (Co)
Community Policing (Council priority)	Emergency Medical Services Brown-outs	Police Auxiliary
Domestic Violence	Traffic / Roads	Anti-gang efforts

**FOUNDATIONS OF PUBLIC SAFETY**

1. Promote and increase community based partnerships in crime prevention through:
  - Neighborhood Block Watch
  - Crime Stoppers
  - Neighborhood Associations
  - Schools
  - Businesses
  - Service Clubs
2. Ensure appropriate service levels for public safety services as the community population grows.
3. Enhance downtown safety by operating visible and routine police bike and foot patrols.
4. Establish an effective graffiti abatement program focused on notification, clean-up, investigation, and enforcement.
5. Improve neighborhood safety by installing more street lights along arterial streets and poorly lighted areas.
6. Strengthen cooperation and partnership with Yakima County Sheriff's Office and add officers to the federal/state Violent Crime Task Force.



## 5. 2019-2021 ROLE OF THE CITY MANAGER'S OFFICE

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The City Manager's Office is responsible for the daily administration of the City's systems and programs. While the Council's focus is on major policy decisions, including adopting strategic priorities and a budget to support those priorities, the City Manager's Office focus is largely internal and administrative; ensuring that Council priorities are addressed. The City Manager's Office is committed to...

IMPLEMENTING STRATEGIES THAT ARE COUNCIL LED FOCUSING ON ESSENTIAL SERVICES IN AN INCLUSIVE, TRANSPARENT, COMMUNITY DRIVEN MANNER; AND DOING SO IN A WAY THAT IMPROVES THE FINANCIAL WELL BEING OF THE CITY'S GENERAL FUND.

To support this objective and the Council's established mission, the City Manager's Office has the following vision:

- Implement Council priorities by following Council direction, ensuring trust, accountability and integration
- Provide outstanding, inclusive, equitable Customer Service
- Regain financial stability and when goals are met, prioritize public infrastructure improvements, personnel and technology/innovation investments
- Implement activities and services centered around needs of vulnerable populations including housing, public safety and clean city approaches
- Maintain personnel levels to 2018 baseline and adopt proactive succession planning strategies
- Create and implement a comprehensive Public Communication Strategy and function to inform and encourage participation in civic affairs for the entire community
- Enhance public engagement in the City by:
  - •Supporting more community events
  - •Celebrating the community's rich history and heritage
  - •Conducting community surveys/focus groups
  - •Leveraging media partnerships
  - •Promoting volunteer opportunities (e.g. Block Watch, etc.)
- Increase community involvement through the creation of volunteer opportunities