

2015 STRATEGIC PLAN

CITY OF YAKIMA



Artist rendering of proposed downtown plaza



Artist rendering of proposed downtown plaza

YAKIMA CITY COUNCIL

- Mayor.....Micah Cawley
- Assistant Mayor/District 4.....Kathy Coffey
- District 1.....Maureen Adkison
- District 2.....Tom Dittmar
- District 3.....Rick Ensey
- At Large.....Dave Ettl
- At Large.....Bill Lover



Back Row: Rick Ensey, Tom Dittmar, Dave Ettl, Micah Cawley, Bill Lover

Front Row: Kathy Coffey, Maureen Adkison

SENIOR STAFF

- * City Manager—Tony O’Rourke
- * Police Chief—Dominic Rizzi
- * Fire Chief—Bob Stewart
- * City Attorney—Jeff Cutter
- * Director of Community Development—Joan Davenport
- * Director of Emergency Management/GFI—Perry Tarrant
- * Director of Finance—Cindy Epperson
- * Director of Public Works—Scott Schafer
- * Director of Utilities & Engineering—Debbie Cook
- * Airport Manager—Rob Peterson
- * Assistant to the City Manager—Cally Price
- * City Clerk—Sonya Claar Tee
- * Communications & Public Affairs—Randy Beehler
- * Economic Development Manager—Sean Hawkins
- * Information Systems Manager—Wayne Wantland

TABLE OF CONTENTS

	Page
Introduction	1
Strategic Planning Process	2
Strategic Priorities	
Economic Development	3
Public Safety	4
Improve the Built Environment	5
Public Trust & Accountability	6
Partnership Development	7

INTRODUCTION



*OFFICE OF THE CITY MANAGER
129 North Second Street
CITY HALL, Yakima, Washington 98901
Phone (509) 575-6040*

Honorable Mayor and members of the Yakima City Council,

I am pleased to present for your review and adoption the City's 2015 Strategic Plan. The 2015 Strategic Plan is a collaboration of the City Council, City staff, and the community to create a dynamic set of strategies and key intended outcomes to move the community and City organization forward over the next several years. The foundation of the Strategic Plan is built on the following strategic priorities.

- * Economic development
- * Public Safety
- * Improving the built environment
- * Public trust and accountability
- * Partnership development

These Strategic Priorities are the collaborative result of a Citizen Survey and City Council assessment of the strengths, weaknesses, opportunities, and threats of the community and organization. The Strategic Plan offers direction and focus on issues that are critically important to improving Yakima. The Plan sets priorities, establishes strategies, and most importantly, includes performance measures to monitor and measure progress. The Strategic Plan will require the City Council and staff to consider the Plan when developing policies, delivering city services, preparing the City's budget, developing department plans, and assessing the performance of the City Manager and staff.

The following critical steps describe how we will move from words to action and ensure alignment of the City's Strategic Plan, departments and staff work plans, policies, and budget.

- *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 measurable 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.

I would like to thank the community, City Council, and staff for having the foresight and dedication required to develop a shared purpose and plan to achieve significant and sustainable success for the City of Yakima.

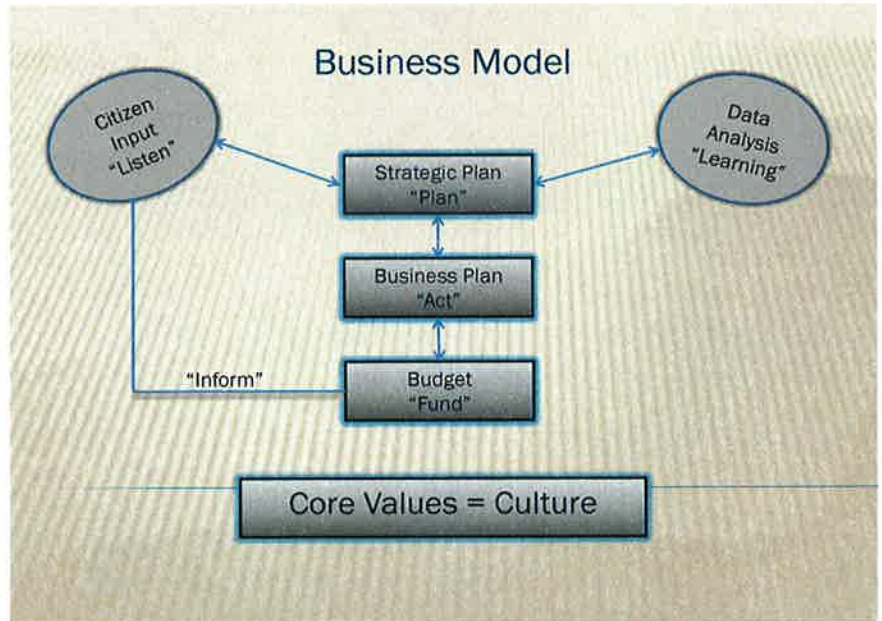
Sincerely,

STRATEGIC PLANNING PROCESS

“Strategic vision provides direction to both the formulation and execution of strategy. It makes strategy proactive, rather than reactive, about the future. Strategy is the crossover mechanism for moving from the work as forecasted to the work of our vision.” - Colonel Bruce B.G. Clarke

Understanding the needs of the City’s customers is the foundation upon which this Strategic Plan has been developed. The City undertook a variety of processes to assess community needs, interests, and expectations.

The City surveyed the local community, gathered baseline data from which to develop meaningful performance standards, conducted workshops with the City Council to assess strengths, weaknesses, opportunities, and threats, and conducted a comprehensive strategic planning development review with the City Council.



COMMUNITY INPUT—“Listening” to the Customer

The City mailed a customized National Citizen Survey to 3,000 Yakima residents in June 2012. The survey provided information to allow the City Council to establish priorities in direct response to the needs of the citizenry. Survey results are highlighted throughout this document.

DATA ANALYSIS—“Learning” What the Facts Are

Information from various sources was utilized to provide background for the development of the Strategic Priorities and will be utilized to plan and execute initiatives to drive the Strategic Priorities.

DEVELOPING STRATEGIC PRIORITIES

On August 28, 2012, the City Council met and evaluated the information gathered and recognized and validated **“The Case for Change”** had been made to move away from “government as usual” and toward a local government that is customer focused, data driven, and results oriented. Toward this end, the City Council established the five Strategic Priorities identified in this Strategic Plan, which are designed to address the serious economic conditions, meet community expectations, build on the community’s strengths and interest in the City, restore the community’s trust, and move the City from **recession to recovery**.

ECONOMIC DEVELOPMENT

Through collaboration and partnerships with other public, private, and non-profit entities, the City will aggressively support economic development efforts that will create 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. To move the City economy from recession to recovery, the City will commit to the following initiatives to foster a dynamic and diverse economy for Yakima.

STRATEGIES

1. Build upon our 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 of the Mill Site along with consolidated ownership and infrastructure improvements 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. Create a cohesive marketing strategy for wine, craft brews, and cider producers.
10. Ensure a balanced regulatory environment that facilitates business retention and growth.

BENCHMARKS

	2012 Actual	2013 Actual	2014 Actual	2015 Goal
Increase the citizen survey rating of those who rate the City's employment opportunities as excellent/good	15%	19%	27%	30%
Lower unemployment rate	10.3%	9.4%	8.0%	7.0%
Increase annual sales tax growth	7.2%	6.7%	6.4%	4.6%
Increase annual lodging tax growth	4.3%	4.0%	7.2%	4.0%
Increase downtown sales tax growth	NA	10%	14%	10%
Improve Yakima as a place to visit	NA	36%	37%	40%
Improve Yakima as a place to work	38%	40%	44%	47%
Create a vibrant downtown	NA	21%	22%	25%

PUBLIC SAFETY

The City is committed to providing a safe and secure environment for its residents, businesses, and visitors. However, random acts of gang violence, property crime, and auto theft have created growing concerns about public safety in Yakima. To ensure healthy and vital neighborhoods free of crime, the City needs to increase its community based partnerships in crime prevention, fire and life safety, code inspection, preparedness, and community policing. To that end, we are committed to the following initiatives.

STRATEGIES

1. Promote and increase community based partnerships in crime prevention through:
 - Neighborhood Block Watch
 - Crime Stoppers
 - Neighborhood Associations
 - Schools
 - Businesses
 - Citizens for Safe Communities
 - Service Clubs
2. Ensure appropriate service levels for public safety services as the community population grows.
3. Proactively address gang violence through Gang Free Initiative strategies.
4. Conduct fire code inspections of all 4,000 commercial structures in the City.
5. Enhance downtown safety by operating visible and routine police bike and foot patrols.
6. Establish an effective graffiti abatement program focused on notification, clean-up, investigation, and enforcement.
7. Improve neighborhood safety by installing more street lights along arterial streets and poorly lighted areas.
8. Strengthen cooperation and partnership with Yakima County Sheriff's Office and add officers to the federal/state Violent Crime Task Force.
9. Construct new 9-1-1 Communications Center at the County's Resource Center in Union Gap.
10. Expedite the fingerprinting process for concealed pistol licenses with new Live Scan system.

BENCHMARKS

	2012 Actual	2013 Actual	2014 Actual	2015 Goal
Citizen rating of safety in their neighborhood (very safe /somewhat safe)	77%	74%	76%	78%
Citizen rating of overall feeling of safety (very safe / somewhat safe)	NA	23%	29%	31%
Crime prevention citizen rating (excellent / good)	23%	22%	28%	30%
Fire response travel time under five minutes	90%	88%	87%	90%
Number of commercial structures inspected		2,512	2,248	3,400
Part 1 crimes per 1,000 residents	69	55	53	52

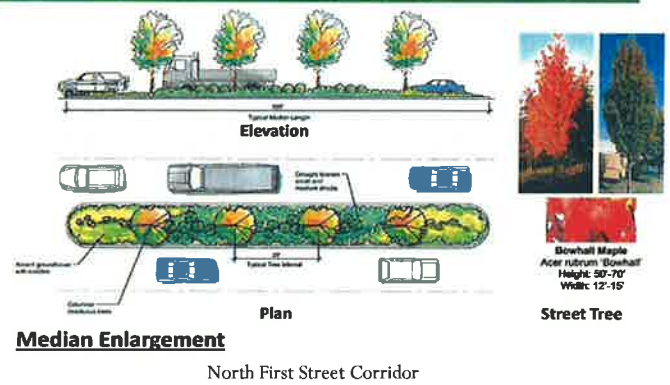
IMPROVE THE BUILT ENVIRONMENT

The City's overall appearance and infrastructure are critical components of the public's perception of the community's quality and vitality. The current physical environment does not meet the public's expectation. The restoration of the built environment is a necessity. There is a compelling need to resolve and unify the visual quality of the community, as well as, ensure the provision and maintenance of essential infrastructure.

STRATEGIES

1. Enhance the appearance of the City through:
 - Community-based clean-up programs
 - Volunteer code enforcement rangers
 - New downtown design and signage standards
 - Comprehensive graffiti abatement program
 - Business facade and streetscape improvements
2. Create a strong first impression of the City through entry statements at key City entrances off of US Hwy. 12 and I-82.
3. Create Neighborhood Service Teams consisting of all City operational departments and neighborhood associations to enhance neighborhood appearance and community pride.
4. Enforce signage and code standards to ensure the aesthetics, integrity, and safety of the City. Review and streamline existing City codes related to appearance and signage.
5. Maintain and support public infrastructure facilities for drinking water, irrigation, sewer service, and sewer capacity.

Preferred Corridor Option



Lincoln Underpass—Bins of Light

BENCHMARKS

	2012 Actual	2013 Actual	2014 Actual	2015 Goal
Improve the citizen rating of the City's overall appearance as excellent/good	29%	28%	30%	35%
Improve resident rating of the City's cleanliness as excellent/good	31%	29%	31%	35%
Improve citizen rating of City's code enforcement as excellent/good	15%	15%	16%	25%
Improve citizen rating of City streets as excellent/good	21%	19%	47%	50%
Improve overall built environment	NA	36%	39%	42%
Improve overall quality of new development in Yakima	39%	33%	38%	45%
Increase number of residents not under housing cost stress	54%	60%	64%	67%
Increase those purchased goods and services in Yakima	NA	92%	93%	95%
Increase supply of affordable quality housing	33%	36%	33%	35%

PUBLIC TRUST & ACCOUNTABILITY

Based on the 2012 Yakima Citizen Survey, the residents and businesses of Yakima want a City government that delivers higher value and quality in City services. They have also made it clear they want to be more informed and engaged in solving this community's problems and setting its future course. Listening to and responding to the concerns of citizens fosters mutual trust and cooperation. They also want accountability and accessibility from our City leaders as they make decisions that will affect the lives of current and future generations in Yakima. To achieve greater public trust and accountability, the City is committed to increased citizen information, involvement, and delivering exceptional and meaningful results. To achieve this we pledge to doing the following.

STRATEGIES

1. Create and implement a comprehensive Public Communication Strategy and function to inform and encourage participation in civic affairs for the entire community.
2. 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.)
3. Increase citizen involvement through the creation of volunteer opportunities.



Downtown Summer Nights concert



Downtown Summer Nights concert



National Night Out

BENCHMARKS

2012 2013 2014 2015

Improve citizen excellent/good rating on direction City is taking	28%	31%	38%	42%
Improve citizen excellent/good rating on the value of services for taxes paid	27%	26%	32%	35%
Improve citizen excellent/good rating of services provided by the City	45%	47%	46%	49%
Conduct annual citizen survey and employee survey	Yes	Yes	Yes	Yes
Improve citizen rating of City welcoming city involvement	29%	32%	33%	37%
Maintain general fund operating reserve balance as percentage of general fund expenses	16%	17.6%	14.3%	14.9%
Improve citizen opportunities to participate in community matters	45%	41%	47%	49%
Improve citizens rating of City public information services	48%	47%	46%	49%

PARTNERSHIP DEVELOPMENT

The City of Yakima will build cooperative and reciprocal partnerships with local, regional, state, federal, 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 to accomplish what the City otherwise couldn't.

STRATEGIES

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, State and Federal legislative delegations and administrative agency staff to address City needs and opportunities.
3. Partner with private, public, and non-profit organizations in creating more downtown Yakima events and activities that enhance community and downtown engagement, inclusion, and pride.
4. Create a Yakima Cleanup and Revitalization Effort (CARE) community partnership with faith-based organizations, service clubs, and neighborhood associations to improve Yakima's appearance and vitality.
5. 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.
6. Partner with the Hispanic and Latino communities to address the needs and expectations of the growing Hispanic/Latino population in the community.
7. Collaborate with the Gang Free Initiative in eradicating gang violence.
8. Create neighborhood service teams to provide residents and businesses the opportunity to partner with City operations and departments including police, fire, public works, community development, parks and recreation, and code enforcement in addressing neighborhood concerns and opportunities for improvement.
9. Enhance volunteer opportunities for community groups.
10. Ensure the City Council is represented and/or meets regularly with the governing board of the following Yakima organizations:

- | | |
|--------------------------------------|--|
| ●Yakima County | ●Hispanic Chamber of Commerce |
| ●Yakima School District | ●YCDA—New Vision |
| ●Greater Yakima Chamber of Commerce | ●Pacific Northwest University of Health Sciences |
| ●Capitol Theatre | ●Heritage University |
| ●Central Washington State Fair Board | ●Yakima Regional Hospital |
| ●Memorial Hospital | ●Service Clubs |
| ●Yakima Valley Community College | ●Sister City program |

BENCHMARKS

	2012 Actual	2013 Actual	2014 Actual	2015 Goal
Establish Yakima Cleanup and Revitalization (CARE) program	No	No	No	Yes
Create legislative/administrative strategy for state and federal issues	No	Yes	Yes	Yes
Create downtown event sponsorships	No	Yes	Yes	Yes
Secure federal and/or state funding for the Mill Site	No	Yes	Yes	Yes

CITY OF YAKIMA

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2012-2014 CITIZEN SURVEY RESULTS

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Community quality overall (excellent/good)			
Overall image	19%	21%	21%
Yakima as a place to live	49%	50%	52%
Overall appearance	29%	28%	30%
Public Safety	<u>2012</u>	<u>2013</u>	<u>2014</u>
Overall feeling of safety	N/A	23%	29%
Feel safe in neighborhood during the day	77%	74%	76%
Feel safe in downtown during the day	62%	60%	60%
Been the victim of a crime	26%	29%	25%
Crime prevention	22%	22%	28%
Built environment	<u>2012</u>	<u>2013</u>	<u>2014</u>
Overall built environment	N/A	36%	39%
Overall natural environment	49%	56%	54%
New development	39%	33%	38%
Land use, planning, zoning	28%	27%	28%
Economic Development	<u>2012</u>	<u>2013</u>	<u>2014</u>
Overall economic health	N/A	24%	26%
Vibrant downtown	N/A	21%	22%
Shopping opportunities	39%	37%	32%
Ease of public parking	N/A	40%	43%
Governance	<u>2012</u>	<u>2013</u>	<u>2014</u>
Overall direction that Yakima is taking	28%	31%	38%
Quality of City services	45%	47%	46%
Value of services for taxes paid	27%	26%	32%
Customer service	N/A	49%	43%
Individual services (excellent/good)	<u>2012</u>	<u>2013</u>	<u>2014</u>
Fire	84%	83%	82%
Garbage collection	79%	81%	81%
Ambulance/EMS	83%	79%	79%
Sewer service	71%	63%	68%
Bus service	62%	59%	61%
Drinking water	64%	61%	58%
Police	54%	54%	53%
Public information	48%	47%	46%
Street repair	22%	19%	46%
Storm drainage	46%	37%	41%
Recreation centers	43%	37%	41%
Animal control	28%	26%	31%
Code enforcement	15%	15%	16%

Yak Back
MAKE YOUR VOICE COUNT

