

STRATEGIC PLAN OF ACTION

CITY OF BOARDMAN, OREGON

Setting the direction, creating focus, working together...

The City's chances for success are greater if the City Council is committed to building a vision of success which is shared among City Council, Staff, Boards, Commissions and the Community.

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Introduction: On September 12, the Boardman City Council, Mayor and key City Staff met in a session to create a new strategic plan with much more clarity and very clear goals for completion. This document reports on the work completed by the Boardman Team.

The focus of the discussion was Boardman in twenty years and what community leaders need to achieve in order for the desired community vision to be realized. Such long term thinking and planning is necessary to take advantage of limited City resources and to make sure that all leaders are working from the same direction and desired vision.

The Process: The September 12 session focused on a review and enhancement of both the 2003 and 2005 Vision elements. This provided the Mayor, Council and Staff with an opportunity to discuss and decide on the best direction for the community. During the review process, the Boardman Team eliminated certain vision elements from the past documents, added new items and came to consensus on the future direction for the community of Boardman.

Following the vision elements review, the Team spent time reviewing the Mission (purpose) for the new Vision and city government. Out of that work came a two part Mission statement that clarifies the Mission of the Vision Statement as well as local government.

To ensure that the Team had a good feel for the needs of the community, they spent time identifying and documenting needs that exist in the community. Some of the needs that were identified are very basic and provided the Leaders with an opportunity to reflect needs against the long term Vision. This step was very important in that it gave the Team the opportunity to keep the Strategic Plan focused and realistic.

The Boardman Team ended the day by setting priorities and developing Action Plans for the delivery of the highest priorities.

2009 Vision Elements: In creating the new and updated Vision, the Council/Staff Team began by reviewing the Vision elements from both the 2003 and 2005 Strategic Planning processes. Some of the previously identified elements were eliminated and new items were added. Following is the list of new and updated Vision elements identified by the Team.

We are a community.....

- With more growth and new industry

- That has a diversified tax base
- Where there is a competitive business community
- With \$250,000 to \$500,000 homes
- That has a competitive business atmosphere
- That has created strong advantages to locating here
- With a strong retail district north of I-84
- Where the Latino community is fully engaged
- With infrastructure in place
- That works together
- That has more health care facilities and doctors
- With more professional services available (accountants, lawyers, tax preparers)
- That is family oriented
- With more recreation programs and activities
- That is a place visitors/tourists want to visit and explore
- With a downtown area and a city center
- That has a community sense of ownership and spirit
- Where local citizens get involved in City Government
- That is clean and where citizens have pride in community
- That has a newspaper with enhanced and effective communication
- That has more tax positive developments
- With more families with jobs and able to pay taxes
- That encourages development and with few vacant lots
- With a police department that enjoys community confidence and respect
- That is well marketed
- With a strong partnership with the Chamber of Commerce to enhance tourism and business growth
- Has developed a park in the southwest section of the community
- With a community center with activities for all ages
- Has an adequate inventory of buildable land
- That works with the school district to maximize use of recreation land
- Has an attractive Main street with tree lined streets
- With transportation connectivity
- Has property owners who take pride in keeping their property clean and attractive creating an aesthetically pleasing community
- That has been designated a Tree City USA
- With an attractive and pleasing interchange that draws people to town
- With a “field of dreams”

- That assists current businesses and neighborhoods with code compliance and encourages the meeting of community standards
- Has an expanded waste water facility and urban renewal program
- Where South Main Street is developed
- With a City Council is involved and knowledgeable, visible and makes the best possible decisions
- That encourages and supports small businesses and entrepreneurs
- That is safe for pedestrians and bicyclists
- Where business and services north of the power line primarily serve tourists.
- Where businesses and services south of the power line primarily serve local residents

Community Vision: We are a community with a thriving business and Civic Center Core area. We cooperate with other levels of government, have enhanced citizen engagement and involvement and have created an economically viable community that is enjoyed by all. We are a safe and attractive community with a diversified tax base and pride over our success.

Mission (Purpose): Once the Vision elements and Vision statement are created, it is important for community leaders to identify the Mission (purpose) for both local government as well as for the Vision statement. The City Team spent time developing the following Mission statements.

For the Vision Statement: To provide a collective direction for the community with everyone “on board”.

For the City Government: The Mission of City Government is get people involved, to serve as the voice of the community, to lead a changing of the community’s image and deliver the agreed upon vision. To promote commercial and industrial development thus creating jobs, to plan for the future and provide water, sewer, streets and safety services to the community. To develop the financial strategies necessary to implement the Vision.

Community Needs: Following the identification of Vision and Mission, the City Team spent time reviewing the needs of the community. In that process, the following needs were identified. These needs are listed in random order, there is no priority for the needs. Identification of community need is important so as to reflect against the Vision. The Vision statement, a 20 year desired future, should reflect not only the creation of a desired future but also ensure that community needs will be addressed.

1. A guardrail on Wilson street
2. To complete the IAMP
3. Create effective development standards
4. Remove and relocate low income housing from the current location
5. To aggressively apply for grants
6. Achieve an additional freeway overpass
7. Bring in a quality family oriented restaurant
8. Create two frontage roads, one on each side of I-84
9. Complete South Main Street
10. Enhance child care for working families
11. Create more multi-family housing
12. Extend water on South Main/Laurel Lane
13. Complete an inventory of stick built residential properties with 2 car garages
14. Employ an economic development staff person
15. Establish connectivity for all sidewalks
16. Extend S.W. Oregon Trail Way
17. Encourage the full development of the City Center Core area
18. Facilitate the building of an assisted living facility
19. Provide services to seniors and the disabled

Strategic Initiatives in Priority Order: Once the Vision, Mission and Needs have been identified, the City Team spent time identifying the most critical of the Strategic Initiatives or goals. These are what we must do, achieve and get done to begin to deliver the Vision or future.

Following is a list of the Strategic Initiatives (goals) listed in priority order. In parenthesis, you will find the invested dot number, representing the Team's importance rating for each initiative. Note that some initiatives received no "dot" investment. Each Team member was given 5 "sticky dots" and given the opportunity to invest them on their priorities. After investing their dots, the Team then discussed and agreed to the final set of priorities.

- | | |
|--|--------------|
| 1. Complete South Main Street | (7 dots) |
| 2. Complete Oregon Trail Blvd. | (6 dots)-Tie |
| 2. Family Restaurant | (6 dots)-Tie |
| 3. Create development standards | (5 dots)-Tie |
| 3. Develop additional housing including rentals | (5 dots)-Tie |
| 4. Explore the creation of an economic development staff person | (4 dots)-Tie |
| 4. Complete the IAMP | (4 dots)-Tie |
| 4. Encourage the development of the Civic Center Core. (Library and Post Office) | (4 dots)-Tie |

- | | |
|---|--------------|
| 5. Develop a stronger retail district | (3 dots) |
| 6. Expand the sewer system | (2 dots)-Tie |
| 6. Complete Goal 9 (economic development) | (2 dots)-Tie |
| 7. Diversify the tax base | (1 dot)-Tie |
| 7. Build a community Recreation Center | (1 dot)-Tie |

The following strategic initiatives received no priority dots:

- Create an aesthetically pleasing community
- Draw tourists off the freeway to the Marina
- Get local citizens more involved in City Government

NOTE: This does not mean these initiatives are not important. The City Team had only limited resources (5 sticky dots each) and therefore were required to invest their efforts in what they felt were the most important overall to the creation of an economically viable community. An exercise reflective of limited dollars to spend.

Action Plans: Action Plans represent a commitment to actually doing what it takes to deliver the long term Vision, one step at a time. The Action Plan concept, helps organizations and communities know what is to be done, how it will be done, who will do it, when it will be done and how the community will measure success. The Action Plan process is simple, direct and serves as an easy guide for those involved in carrying out the plans.

The following Action Plans are listed in priority order.

ACTION PLAN #1: South Main Street

WHAT: Complete South Main Street

- HOW:**
1. Extend the water line from Kincaid to Wilson.
 2. Extend the sewer line.
 3. Complete the design engineering for South Main.
 4. Identify the estimated final cost.
 5. Apply for grants to pay for the project.
 6. Go out to bid.
 7. Award the bid.
 8. Construct Main Street improvements.

WHO: Lead is Barry. Support provided by City Manager, all staff and Engineer.

WHEN: Completed by November 2013.

MEASURES OF SUCCESS:

1. South Main Street is completed on time and as designed.
2. The street functions as designed.

Progress Notes: _____

ACTION PLAN # 2: Oregon Trail Blvd

WHAT: Complete Oregon Trail Blvd, from Faler to Main

- HOW:**
1. Complete a survey.
 2. Obtain the necessary rights of way.
 3. Complete the preliminary design.
 4. Review project with the Corps of Engineers.
 5. Review the project with Fish and Wildlife Dept.
 6. Seek grants to help pay for project.
 7. Go to bid.
 8. Award project.
 9. Construct the improvements.

WHO: Lead is Barry, supported by staff.

WHEN: Complete by November 2015.

MEASURES OF SUCCESS:

1. The street is completed.
2. The street functions as planned.

Progress Notes: _____

ACTION PLAN # 3: Family Restaurant

WHAT: Recruit a "brand name" family restaurant connected to or separate from a motel

HOW:

1. Identify the restaurant(s) desired.
2. Go talk to the desired restaurant(s).
3. Meet with motel proponents to see if it is possible.
4. Review the idea with the State of Oregon.
5. Review current SDC's and other incentives to discover their applicability.
6. Seek investors to help.

WHO: Lead is the Mayor, support by City Manager.

WHEN: Completed by June 2011.

MEASURES OF SUCCESS:

1. Boardman has a family oriented restaurant.
2. Community members eat at the new restaurant.

Progress Notes: _____

ACTION PLAN # 4: Development Standards

WHAT: Review and revise residential development standards that are in alignment with and deliver the desired Vision and priorities.

HOW:

1. Have Planning Commission and Staff review the current code and identify possible changes to help achieve the desired Vision.
2. Have Planning Commission and Staff propose changes.
3. Conduct a public hearing on proposed changes.
4. Have City Council adopt the changes.

WHO: Lead is Barry working with the Planning Commission.

WHEN: Complete by September 2010.

MEASURES OF SUCCESS:

1. The City Council adopts the new code.
2. The community gets higher quality development.

Progress Notes: _____

ACTION PLAN # 5: New Housing

WHAT: Develop new housing including rentals.

HOW:

1. Conduct hosted meetings in town with developers to create interest in Boardman.
2. Develop and advertising campaign.
3. Research state housing resources.
4. Hold discussions with POM and businesses at the port.
5. Meet with bankers.

WHO: Lead is the Mayor and the City Manager. Support from Barry and the City Council.

WHEN: Begin immediately and complete by September 2012.

MEASURES OF SUCCESS:

1. Developers will come to Boardman.
2. New housing options will be available.

Progress Notes: _____

ACTION PLAN # 6: Economic Development Staff

WHAT: In partnership with others, explore the concept of hiring an economic development staff person who can serve as a liaison person and housing resource.

HOW:

1. Prepare a proposed job description and budget.
2. Develop and economic development program and work plan.
 - A. Get information from LOC.
3. Review the proposal and budget with City Council.
4. Take action on the proposal.
5. Implement the program.

WHO: Lead is City Manager, assisted by Mayor, Finance Director and others.

WHEN: Complete initial work up by June 2010.

MEASURES OF SUCCESS:

1. A report and recommendations will be presented by June 2010.
2. The City will have a plan.

Progress Notes: _____

ACTION PLAN # 7: Complete Development of the Civic Center

WHAT: Encourage the development of the Civic Center core. Explore moving the Post Office and Library into the Core area.

HOW:

1. Contact the Post Office building owner, Post Master and explore the idea.
2. Talk to officials of the Library District to explore relocating the Library.
3. Research what Irrigon and Umatilla did.
4. Check with members of Congress to see what help might be there.
4. Share information with City Council to determine the next steps.

WHO: Mayor, Finance Director, Library District, Post Master and Congress.

WHEN: Complete initial phase by January 2010.

MEASURES OF SUCCESS:

1. There is a new Post Office in the Core area.
2. There is a new Library in the Core area.

Progress Notes: _____

Road Map: The Road Map is provided to assist City Leaders and Staff take the next steps in carry an effective strategic plan. These steps are provided to keep the momentum going and to guide everyone in the process.

1. For the City Council to accept the Strategic Plan document and refer it to a 60 day period of community review and in-put.
2. For the City Council to set at least one community discussion regarding the future of the community and a review of the proposed Strategic Plan.
3. Make copies of the proposed plan available to the broader community. Place a cover letter, signed by the Mayor and all City Council members over the Plan, encouraging full participation and attendance.
4. For the Mayor, Staff and interested City Council members to hold a meeting with all school children to seek their ideas and in-put.
5. For Staff and City Council to hold a work session to discuss the in-put received, make appropriate adjustments and changes in the Plan.
6. Adopt the final version of the Plan in an open public meeting no later than December 31, 2009.
7. Make copies of the adopted plan available to everyone in the community.
8. Make time at one City Council meeting each month to review, talk about and adjust the Plan as new issues and opportunities arise and new elements pop up.

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What is to be done;

How it is to be done:

Who will do it:

When it will be done

How we will measure success: