

2015 – 2016 UNION GAP STRATEGIC PLAN

On September 9, 2002, the City Council by Resolution No. 452 adopted the city’s mission statement, vision statement and 5-year goals. The city’s mission statement provides:

“Through creative and responsive leadership we provide: Quality customer service, a responsible partnership with the community, a climate that promotes responsible growth, which will result in a City where people are proud to live, work, and play.”

The city’s vision statement provides:

“A City that is characterized by community confidence in elected officials and City staff, that encourages community involvement through open communications and public/private partnerships. A City whose goal is to provide needed services and a community sense of wellbeing.”

The Council continues to endorse these mission and vision statements and also the broad goals of “Image”, “Facilities”, “Economic Development”, “Infrastructure”, “Service Efficiency”, and “Public Safety”. The Council recognizes that beyond these broad goals, the city needs to identify strategies for accomplishing these broad goals as well as action steps within those strategies to provide for the measurement of progress towards the adopted goals. The 2015-2016 Strategic Plan is an effort to provide clarity and focus to the accomplishment of city goals so that the City Council, staff, stakeholders, and residents can work collaboratively and effectively with common purpose towards common ends.

IMAGE

Strategy #1: Revitalize Main Street

- Action Step #1: Develop reasonable timeline for corridor improvements**
- Action Step #2: Develop a financial plan for funding corridor improvements**
- Action Step #3: Improve Main Street pedestrian crosswalk at Washington Street**
- Action Step #4: Research reduced speed limit**
- Action Step #5: Research small business incentives for storefront improvements**
- Action Step #6: Review parking ordinance to determine whether changes might stimulate business investment**
- Action Step #7: Research opportunities for transit funded supporting projects**
- Action Step #8: Research residential ordinance to determine whether changes might stimulate residential investment**
- Action Step #9: Support efforts by other stakeholders to revitalize Main Street**

Outcome/objective: the City of Union Gap will have an attractive and vibrant Main Street that is safe for both pedestrians and vehicle traffic.

Strategy #2: Develop Civic Core

- Action Step #1: Identify streetscape components for civic core**

- Action Step #2: Implement streetscape components as feasible
- Action Step #3: Complete civic campus study
- Action Step #4: Research funding options for civic campus study recommendations
- Action Step #5: Implement recommendations as feasible

Outcome/objective: the City of Union Gap will have an identifiable and inviting downtown that is easily accessible and navigable by all means of transportation.

Strategy #3: Measure and communicate progress towards achievement of city goals

- Action Step #1: Monitor and measure progress towards city goals
- Action Step #2: Develop a communication plan utilizing the city website, newsletter, news releases, and tourism promoter insights
- Action Step #3: Implement communication plan

Outcome/objective: the City of Union Gap will have a favorable public image as a place where people are proud to live, work, and play.

FACILITIES

Strategy #1: Create long-term facilities plan

- Action Step #1: Complete civic campus study
- Action Step #2: Identify funding needs for city hall and police department components
- Action Step #3: Develop a financial plan for funding plan components
- Action Step #4: Implement plan as feasible
- Action Step #5: Review capital facility needs for other city operations
- Action Step #6: Prepare long-term capital facilities maintenance plan

Outcome/objective: the City of Union Gap will have adequate facilities to support city operations currently and in the future.

Strategy #2: Review financial resources for funding facilities plan

- Action Step #1: Research options for funding plan
- Action Step #2: Implement funding plan

Outcome/objective: the City of Union Gap will have adequate financial resources for maintaining existing and future facilities.

ECONOMIC DEVELOPMENT

Strategy #1: Review development practices and revise as necessary

- Action Step #1: Review and update comprehensive plan in anticipation of GMA update deadline of June 30, 2017

Action Step #2: Review permit/licensing approval processes to enhance customer service and/or stimulate increased private investment

Outcome/objective: the City of Union Gap will bolster its business-friendly reputation enhancing economic opportunities for current and future residents and business owners.

Strategy #2: Develop Longfibre Road/Regional Beltway

- Action Step #1: Construct next phase of project (to Pine Street)
- Action Step #2: Finalize alignment of remaining corridor to Fullbright Park
- Action Step #3: Develop a financial plan for funding
- Action Step #4: Develop communication/lobbying plan for completion of South Union Gap interchange and connecting bridge across railroad

Outcome/objective: Industrial and commercial land will be opened to development and access to Main Street and Fullbright Park will be improved.

INFRASTRUCTURE

Strategy #1: Review financial plan for sewer/water utility including both current and future operations

- Action Step #1: Review utility rates and revise as needed
- Action Step #2: Update capital plan annually

Outcome/objective: the City of Union Gap will have adequate infrastructure to support residential, commercial, recreational, and governmental activities with sufficient funds to maintain existing infrastructure and invest in new infrastructure as needed.

Strategy #2: Develop financial plan for infrastructure needs identified in the comprehensive plan

- Action Step #1: Identify financial costs of plan components
- Action Step #2: Research funding options
- Action Step #3: Create financial plan for funding plan components
- Action Step #4: Implement plan as feasible

Outcome/objective: the City of Union Gap will grow responsibly and cost-effectively while supporting both existing and future businesses and strengthening existing residential neighborhoods.

Strategy #3: Create sidewalk plan

- Action Step #1: Identify priority locations for new sidewalks
- Action Step #2: Determine costs
- Action Step #3: Research funding options
- Action Step #4: Develop financial plan for funding priority sidewalks
- Action Step #5: Implement plan as feasible

Outcome/objective: the City of Union Gap will have an improved sidewalk system for pedestrian use.

Strategy #4: Review and update comprehensive park plan

- Action Step #1: Identify financial costs of plan components
- Action Step #2: Research funding options
- Action Step #3: Develop financial plan for funding plan components
- Action Step #4: Implement plan as feasible

Outcome/objective: the City of Union Gap will have high quality parks that meet the needs of park users today and in the future.

SERVICE EFFICIENCY

Strategy #1: Create a healthy and positive working environment for city employees

- Action Step #1 – Increase the well-being and productivity of staff
- Action Step #2 – Support the work of the city’s Wellness Committee
- Action Step #3 – Improve internal communication within the organization

Outcome/objective: the City of Union Gap workforce will be highly motivated and function effectively in all operations.

Strategy #2: Meet the criteria for GFOA peer approval for budget document

- Action Step #1: Research criteria
- Action Step #2: Create 2015 budget document consistent with criteria
- Action Step #3: Submit 2015 document for informal review to peers
- Action Step #4: Prepare 2016 budget document and submit for formal peer review

Outcome/objective: the City of Union Gap will be recognized for following best practices in reporting its annual budget.

PUBLIC SAFETY

Strategy #1: Evaluate effectiveness of contract for fire protection services

- Action Step #1 – Complete integration of operation
- Action Step #2 – Continue to review operations in light of industry best practices

Outcome/objective: the City of Union Gap will benefit from high quality, affordable fire protection services.

Strategy #2: Reduce residential blight

- Action Step #1: Review current practices

- Action Step #2: Streamline current practices and shorten response timeline
- Action Step #3: Coordinate police patrol practices with blight problem areas
- Action Step #4: Develop public education program and recognition for property owner improvements

Outcome/objective: residents will experience safer, more attractive residential neighborhoods.

Strategy #3: Implement crime-free rental housing program

- Action Step #1: Review neighboring crime-free rental housing programs for effectiveness
- Action Step #2: Develop program with input from landlords and other stakeholders
- Action Step #3: Present draft program guidelines to City Council for consideration
- Action Step #4: Implement program if approved by City Council

Outcome/objective: the City of Union Gap will help landlords provide safe housing for renters.

Strategy #4: enhance youth activities to reduce gang involvement

- Action Step #1: Review Gang Free Initiative funding opportunities
- Action Step #2: Strengthen existing city operated youth programs and recreation opportunities for youth
- Action Step #3: Continue National Night Out and broaden participation
- Action Step #4: Partner with stakeholder organizations working to provide area youth with positive alternatives to gang involvement

Outcome/objective: young people in Union Gap will experience a broad range of positive activities and the community will experience reduced gang crime and violence.

Strategy #5: implement diversion program for low-level offenders

- Action Step #1: Review existing prosecution filings
- Action Step #2: Determine criteria for diversion of certain offenses
- Action Step #3: Implement diversion program
- Action Step #4: Review impact of program on case filings

Outcome/objective: the City of Union Gap court system will provide a range of options to sanction criminal behavior tailored to the circumstances of the offense while reducing total costs associated with municipal court operations.