



City of Umatilla City Council Goals July 1, 2019 – June 30, 2021

Purpose: To sufficiently and appropriately manage and meet the community's expectations for high quality services, provide a general vision to manage growth and improvements, and to strengthen and diversify Umatilla's economic vitality and increase quality of life to our residents and visitors.

Guiding Principles: The City Council sets policy direction to guide staff implementation of these goals. The 2019 – 2021 City Council Goals are to serve as a vision for the City during this set duration and is not intended to be an exhaustive list of goals. This list of goals is representative in nature and without a hierarchy of priorities. Councilmembers will be a positive and resourceful representative for Umatilla and communicate well with residents, businesses, and our partners. City Council will support the City Manager to implement the operational aspects of these adopted goals.

Council Goals:

Goal 1: Promote a Vibrant and Growing Community by Investing in and Support of Quality of Life Improvements.

Desired Outcome: To sustain, grow, and enhance the City's Livability and Quality of Life by supporting and increasing public safety; encouraging increases in public health initiatives like community and private investments in medical facilities, wellness programs, and recreational activities; and emboldening a local culture that supports, encourages, promotes, and solicits events, festivals, and public gathering opportunities.

Objective 1.1: Support proactive and alternative community policing efforts that promote prevention, rehabilitation, and substance abuse circumvention. When possible, invest in early prevention services and programs.

Objective 1.2: At a minimum, maintain the FY19/20 Police Department staffing levels and funding and support a department with a high emphasis on officer training and purchasing of state-of-the-art police technologies and equipment.

Objective 1.3: Coordinate all major community events with the Police Department to help ensure public safety. Whenever possible, encourage officer presence at all major events as appropriate and as resources allow.

Objective 1.4: Financially and otherwise support the creation of new city-sponsored recreation programs for people of all ages. Increase and expand partnerships with other public facilities, like the Umatilla School District and others, for public use to support such programs.

Objective 1.5: Partner with other jurisdictional public health programs and private health providers in efforts to reduce tobacco use, marijuana use, substance abuse, reduce alcoholism, and reduce obesity. Seek grant opportunities to do so and give priority use of city-owned facilities to organizations that support these efforts.

Objective 1.6: Recognize the high benefit and resolve that one of the highest priorities to our community is to provide a city-wide trail and pathway system that encourages walking, jogging, biking, and mobile leisure as well as enhances public safety by reducing the risk of pedestrian/vehicle accidents.

Objective 1.6.1: While ensuring to be good stewards of the public's lands, every effort should be made to maximize river front trails and public access to our rivers and beautiful natural landscapes and views that includes our rivers, mountains, hills, wetlands, and desert features.

Objective 1.6.2: Adopt the City of Umatilla Trails Master Plan no later than December 31, 2019. Ensure that public

participation occurs and is encouraged throughout this entire process.

Objective 1.7: Research and determine the viability of the acquisition and eventual development of an all-new outdoor community festival and events facility with the capacity to host large events of at least 7,500 people. If possible, attempt to procure property with river front features.

Objective 1.8: Continue to cultivate professional relationships and partner with the Umatilla Chamber of Commerce. Work collaboratively to make mutually beneficial updates to the 2020 contract that promotes events, works to increase businesses, and encourages community memberships and participation. Determine the best use of city facilities that both supports the partnership and supports the community overall.

Objective 1.9: Invest in, support, and encourage downtown revitalization.

Objective 1.9.1: Increase city grant program funding to financially support and encourage facade improvements. If possible, work to increase the total amount available and the amount available for each applicant project.

Objective 1.9.2: Procure, through purchase and/or condemnation, unsafe, chronically vacant, or run-down buildings. Rehabilitate and/or refurbish such newly acquired buildings or work closely with developers and investors to do so. When appropriate, keep as publicly owned buildings; otherwise, make every effort to get the newly refurbished buildings back into private ownership to encourage business and economic growth.

Objective 1.9.3: Follow best practices and principles for downtown urban beautification; at a minimum, encourage tree plantings, flowers, ornamental lighting and fixtures, natural

and manicured landscapes, and the like. If necessary, do so through code revisions.

Objective 1.10: Invest in at least one all-new large (more than 3,000 people per day) multi-day city-sponsored event/festival that will occur annually.

Objective 1.11: Make every effort to procure and achieve the “Festival Street” vision presented to City Council at their 2019 Council Retreat, that includes improvements to the Old Post Office (Umatilla Business Center), park, and possible procurement of the Umatilla School District’s maintenance building to eventually be converted into a Community Recreation Center.

Goal 2: Promote Economic Development and Job Growth

Desired Outcome: Achieve economic stability and sustained job growth, build a highly skilled and flexible local workforce, concentrate on retaining and expanding existing local businesses, recruit new businesses that are well-suited for success in our region, encourage education, strengthen tourism, promote and encourage the preservation of our historic assets and history, support residential and commercial developers, invest in infrastructure and technology, ensure adequate supply of development-ready lands for commercial/residential/industrial use, and encourage development that is environmentally sensitive.

Objective 2.1: Continue to strongly support and encourage the development of data centers.

Objective 2.2: Promote diversification of the commercial/industrial base.

Objective 2.3: Reduce barriers to economic growth. Listen to commercial and industrial developers, partners, staff, and the public to reduce such barriers.

Objective 2.4: Cooperate with local educational institutions to coordinate training/skill requirements to meet the needs of local employers. Reduce barriers to obtaining necessary or upgraded job skills.

Objective 2.5: Cooperate with business, educational institutions, community organizations, and government to provide information to local businesses.

Objective 2.6: Assist local and non-local firms in finding appropriate development sites for expansion and encourage local employers to grow in-place.

Objective 2.7: Cooperate with other agencies and institutions to identify programs and services to assist in the creation of new small businesses.

Objective 2.8: Promote start-up businesses with both financial and technical assistance. Create a city-run business incubator program that helps new businesses off-set some of the risks of starting a new business.

Objective 2.9: Partner with the Chamber of Commerce and other organizations to create local programs which provide business development, information, and technical assistance.

Objective 2.10: Partner with other jurisdictions and/or private organizations whenever possible to pool resources and leverage funds.

Objective 2.11: Improve in the city's economic vitality and competitiveness by investing in our utility infrastructure, transportation systems, and recreational opportunities.

Objective 2.12: Improve the City's curb appeal.

Goal 3: Enhance and Cultivate Relationships, Partnerships, and Community Perceptions

Desired Outcome: To enhance already positive local, regional, and state-wide relationships and to strengthen or improve poor relationships. To cultivate current partnerships and to expand partnerships that will help achieve Goals 1 and 2.

Objective 3.1: Strengthen community relations and improve public perception through proactive community engagement.

Objective 3.1.1: Create opportunities for residents to build relationships within their neighborhoods to foster social cohesion, sense of community, and broaden understanding.

Objective 3.2: Actively promote positive actions the City is providing in our community. Promotions may include, but are not limited to: events, parks programs, festivals, city services provided, City staff achievements, elected officials' achievements, completed projects, partnership achievements, etc.

Objective 3.3: Continue to build upon positive Police Community Engagement activities, especially in socio-economically challenged areas to create meaningful engagement opportunities.

Objective 3.4: Expand public involvement opportunities.

Objective 3.4.1: Actively solicit and encourage the community to become committee members, task force members, and to join advisory committees. Each position should be advertised prior to any appointment or re-appointment.

Objective 3.4.2: Whenever possible, provide opportunities for the public to provide feedback on strategic plans, master plans, improvements plans, etc. Participation should be made as accessible as possible and should utilize traditional methods such as town halls or in-person comment opportunities; and should utilize technology whenever possible.

Objective 3.4.3: Encourage city-wide “Community Honor” activities such as Community Clean Up Days, Community Day of Service, Community Historical Celebrations, and similar.

Objective 3.4.4: Create a Mayor’s Choice: Citizen of the Year Award to be presented at either a major Community appreciation event or during a City Council meeting. The recipient of this award will have a day declared in their honor via Mayoral Proclamation.

Objective 3.4.5: Create programs in partnership with the School District and/or other education organizations to have students Pre-K through high school to come and lead City Council in the Pledge of Allegiance at each Regular Council Meeting.

Goal 4: Increase Public Involvement, Increase Transparency, and Enhance Cultural Diversity

Desired Outcome: To develop and implement highly efficient and transparent communication methods with the public, encourage public participation through each of our processes, and welcome and engage all members of our community by eliminating barriers of participation. Promote a higher sense of community spirit and inclusiveness through celebrating culture, tradition, history, holidays, and community achievements.

Objective 4.1: Invest in and utilize videoconferencing or webinar technology that will allow the public to interact with City Council or their appointed commissions/committees from anywhere with connection to the internet.

Objective 4.2: Create and continue to increase on-demand city information and data available to the public on the City’s website.

Objective 4.3: At least quarterly, publish a City newsletter to be circulated in print and online.

Objective 4.4: At least once a year, host “town hall” or informational sessions for the public to come interactively discuss topics that are important to them.

Objective 4.5: Expand outreach to and engagement with residents who have limited English proficiency by developing and executing strategies specifically designed to build relationships and encourage participation with this citizen group.

Objective 4.6: Seek opportunities to partner with organizations that celebrate or teach about our diverse heritage. These may include education seminars, dances, festivals, trainings, or similar. Whenever possible, provide venue space to host such activities.

Objective 4.7: Create a Citizen’s Participation Guide resource tool. This online guide should demonstrate how to participate and where to get information.

Objective 4.8: Whenever possible, Council members or city officials should accept invitations or seek opportunities to speak/present in neighborhood groups, businesses, or other local boards or outside organizations to share information about City affairs and share these goals.

Goal 5: Perform at the Highest Levels of Operational Excellence

Desired Outcome: Provide exceptional customer service that exceeds the public’s expectations, invest in staff development, and sustain and improve the City’s financial positions.

Objective 5.1: Continue to invest in staff’s professional development.

Objective 5.2: Integrate a Customer Service element to annual employee performance evaluations.

Objective 5.3: At least annually, poll the community regarding their level of satisfaction with any recent service they have received from the City.

Objective 5.4: Increase the number of customer self-service options for those who wish to limit their direct interaction with staff or elected officials.

Objective 5.5: Focus efforts on retention of employees. Ensure that wages and benefits are competitive, frequency of trainings are appropriate, and employee recognition and morale is a priority.

Objective 5.6: Expand social media presence. Use social media as part of our overall communication efforts and to also create opportunities of bolster our sense of community, celebrate our history and diversity, and create excitement for the work we are doing and events we are sponsoring.

Objective 5.7: Receive the Government Finance Officers Association (GFOA) Distinguished Budget Award for the FY20/21 Budget.

Objective 5.8: At a minimum, maintain a prudent operational reserve of at least 20% in each of the following funds: General Fund, Street Fund, Water Fund, and Sewer Fund.

Objective 5.9: Establish a Fleet Replacement Fund that promotes and ensures safety, reduces maintenance costs, and plans for future major purchases.