



2018 STRATEGIC PLAN

The **City of Lowell's** Strategic Plan, adopted by the City Council, is the management plan for the City. The following is a description of the purpose, components, definitions, process, and timelines related to the plan.

The Strategic Plan is a **political, compliance, and inspirational document** that serves two main purposes. First, the plan provides the Council's **political** direction in addressing the City's vision, mission, goals, prioritized objectives, and evaluation criteria. Second, the Strategic Plan, with action taken by the Council in the prioritizing of the objectives, provides clarity and **inspiration** to the City Administrator and staff in addressing the priorities of the Council and community.

Fiscal Integrity of the City

The Strategic Plan is designed to ensure that the human, financial and capital resources are efficiently and effectively allocated based upon the priorities established by the **City Council**, with the fiscal integrity of the City as the **cornerstone** foundational requirement of the Strategic Plan.

The components of the Strategic Plan are defined below:

VISION

A rural lakeside community, with a high quality of life, great outdoor activities, proud of our history, looking forward to the future through a responsive government.

MISSION

A historical rural town surrounded by nature's beauty on the north side of Dexter Lake where all people are valued, encouraged, and appreciated for their diversity. We desire to maintain the rural and historical character of the town, while striving to be a town where people want to live, work, and enjoy the outdoors by providing:

- An efficient, effective government which is open and responsive to the needs of the community, and works for the benefit of all through collaboration with residents, business, schools and other government agencies.
- The highest quality public services, including water and sewer.
- Transparent and accountable fiscal practices.
- A commitment to excellence by City staff and elected officials.
- Community development that enriches, while maintaining and enhancing the overall quality of life.
- A safe and healthy, welcoming atmosphere, including recreational opportunities.
- Protection of environmental resources.

This Strategic Plan was facilitated by Walt L. Hanline, Ed.D., and Mrs. Edith Hanline of the National Center for Executive Leadership and School Board Development, and approved on September 6, 2016 by the Lowell City Council. The plan was subsequently updated on February 20, 2018.

GOALS

Global areas of services and programs provided by the City to the citizens of Lowell.

- Community Development
- Facilities and Infrastructure
- Financial Management
- Human Resources
- Public Health
- Public Safety
- Quality of Life
- Responsive Government

COUNCIL PRIORTIZED OBJECTIVES

The ongoing design, development, implementation, and evaluation of the objectives are to ensure a continuous improvement process in place. The objectives present the definition and priority of the services to be accomplished, in which progress is evaluated on an annual basis.

EVALUATION CRITERIA

Measurement criteria used to assess their annual progress against the objectives.

ACTIONS/SERVICES (Staff Driven)

Actions **and/or services** to be performed to meet the Council's Prioritized Objectives.

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STRATEGIC GOAL: Public Health		
Respond to Federal and State water quality standards.		
1.0 OBJECTIVE: WATER AND SEWER		
To meet or exceed Federal and State water and sewer regulatory requirements and standards.		
EVALUATION CRITERIA FOR 2016-17:		X = MET
1.1	Public Works to meet or exceed sewer discharge permit requirements.	
1.2	Public Works to meet or exceed water quality requirements.	
1.3	Public Works to submit annual water report to the City Council and residents.	

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STRATEGIC GOAL: Financial Management		
Efficiently and effectively plan, organize, direct and control financial activities.		
2.0 OBJECTIVE: BUDGET DEVELOPMENT		
Develop a balanced budget and sustainable revenues to support general operations and planned capital improvements.		
EVALUATION CRITERIA:		X = MET
2.1	City Administrator shall submit the Proposed Annual Budget to the Budget Committee by May 1.	
2.2	City Administrator shall submit a report to the City Council on the progress made toward the GFOA Distinguished Budget Presentation Award Program by December 31.	
2.3	City Administrator shall submit narratives to the Budget Committee that explains the programs, services, and goals for each department.	

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STRATEGIC GOAL: Public Safety		
Improve public safety through effective policing strategies, emergency preparedness planning, and hazard mitigation.		
3.0 OBJECTIVE: EFFECTIVE POLICING		
Continue to improve police services by enhancing communication, crime reporting, and providing education.		
EVALUATION CRITERIA:		X = MET
3.1	A report on the available options, costs, and funding to increase police patrol hours was presented to the City Council in December 2017. City Administrator will prepare follow-up materials and submit to the City Council by March 2018 for review and consideration.	
3.2	City Administrator shall implement a community education program on policing with the support of the Oakridge PD and/or Lane County Sheriff's Office.	

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STRATEGIC GOAL: Facilities and Infrastructure		
Invest in the maintenance and development of facilities and infrastructure.		
4.0 OBJECTIVE: DEVELOPMENT		
Plan and develop new facilities and infrastructure to meet current and long-range needs.		
EVALUATION CRITERIA:		X = MET
4.1	City Administrator shall submit an annual 5-Year Capital Improvement Plan to the City Council for review.	
4.2	City Administrator shall submit a report to the City Council by December 31 on grants available or submitted applications to fund projects included in the 5-Year Capital Improvement Plan.	
4.3	City Council shall consider a feasibility study to explore the renovation or relocation of the existing City Hall and Library building.	

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STRATEGIC GOAL: Community Development		
Positively plan, develop, and coordinate economic and population growth consistent with community values.		
5.0 OBJECTIVE: ECONOMIC VITALITY		
Create a welcoming business environment and assist with development, retention, and relocation efforts.		
EVALUATION CRITERIA:		X = MET
5.1	Economic Development Committee shall review grant opportunities to update the buildable lands inventory for all residential, commercial, and industrial properties and submit a report to the City Council.	
5.2	System Development Charges are currently due upon receipt of the building permit. The Economic Development Committee shall review potential options to postpone payment until the Certificate of Occupancy is approved and submit a report to the City Council for review and consideration.	
5.3	Economic Development Committee shall complete a community branding and marketing plan which identifies and highlights Lowell's strengths and submit to the City Council for review and consideration.	
5.4	Economic Development Committee shall research the feasibility of establishing a local Chamber of Commerce and submit a report to the City Council.	
5.5	Downtown Master Plan Steering Committee shall submit a progress report to the City Council by December 31.	

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STRATEGIC GOAL: Financial Management		
Efficiently and effectively plan, organize, direct and control financial activities.		
6.0 OBJECTIVE: FISCAL INTEGRITY		
Maintain financial records that are accurate, dependable, and inspire public trust.		
EVALUATION CRITERIA:		X = MET
6.1	Provide monthly and quarterly financial reports to the City Council which are consistent with the Fiscal Policy and Financial Management Procedures Manual.	
6.2	Create and maintain an unrestricted cash balance in the operating funds of at least 17%.	
6.3	City Administrator shall submit the Annual Financial Report to the Oregon Secretary of State by December 31.	
6.4	City Administrator shall submit a plan to resolve audit deficiencies to the City Council and Oregon Secretary of State within 30 days of receiving the Annual Financial Report.	
6.5	City Administrator shall engage the City Auditor and request a revision of the contract to ensure the annual financial audit is completed by November 30.	

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7.0 OBJECTIVE: EMERGENCY PREPAREDNESS		
Develop and update emergency preparedness plans.		
EVALUATION CRITERIA:		X = MET
7.1	City Administrator shall review emergency preparedness plans with Lowell Fire District and submit a report to City Council.	

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8.0 OBJECTIVE: PREVENTATIVE MAINTENANCE		
Reduce the lifecycle costs of equipment, facilities, and infrastructure by supporting a preventative maintenance program.		
EVALUATION CRITERIA:		X = MET
8.1	Public Works Director shall perform a quarterly maintenance inspection of the facilities.	
8.2	Public Works Director shall submit an annual report on facility maintenance to the City Council by December 31.	
8.3	Public Works Director shall develop and implement a routine maintenance program for vehicles and equipment.	

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STRATEGIC GOAL: Quality of Life		
Enhance quality of life by supporting public safety, a wide range of parks and recreational facilities and activities, and community beautification efforts.		
9.0 OBJECTIVE: PARKS AND RECREATION		
Provide diverse parks and recreation facilities, activities, and programs for residents of all ages and abilities.		
EVALUATION CRITERIA:		X = MET
9.1	City Administrator shall start the procurement process for the installation or upgrade of the irrigation systems at Rolling Rock Park and Paul Fisher Park by April 2018.	
9.2	Public Works Department shall conduct a monthly safety inspection of parks and open spaces.	
9.3	Parks and Recreation Committee shall discuss partnerships with local and state agencies to offer recreation programming and submit a report to the City Council.	
9.4	Parks and Recreation Plan Steering Committee shall submit a progress report to the City Council by December 31.	

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STRATEGIC GOAL: Community Development		
Positively plan, develop, and coordinate economic and population growth consistent with community values.		
10.0 OBJECTIVE: PLANNING AND ZONING		
Provide a high quality built environment and support diverse neighborhoods through effective planning and zoning practices.		
EVALUATION CRITERIA:		X = MET
10.1	Planning Commission shall work with the City Planner to develop an update to the Land Development Code regarding conditions for marijuana facilities.	
10.2	City Administrator shall identify and apply for grant funding, when available, to complete a Transportation System Plan or Local Street Network Plan. The plan shall include design standards for streets, lighting and sidewalks.	
10.3	City Administrator shall engage St. Vincent de Paul and other stakeholders regarding the availability of housing for families that meet low-moderate income (LMI) requirements and submit a report to the City Council.	

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STRATEGIC GOAL: Responsive Government		
Deliver an efficient, innovative, transparent, effective and collaborative city government.		
11.0 OBJECTIVE: CITIZEN ENGAGEMENT		
Enhance communication and public outreach efforts with residents, businesses, non-profit and government organizations.		
EVALUATION CRITERIA:		X = MET
11.1	City Administrator shall review the social media policy with the City Council.	
11.2	City Administrator shall present an annual report of official city communications using the website and other social media to the City Council.	
11.3	City Administrator shall submit a report to the City Council documenting collaborative efforts with local districts, state agencies, and/or non-profits.	
11.4	City Administrator shall complete the development of the new City website.	
11.5	City Administrator shall publish a monthly status report of ongoing and future projects.	

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STRATEGIC GOAL: Quality of Life		
Enhance quality of life by supporting public safety, a wide range of parks and recreational facilities and activities, and community beautification efforts.		
12.0 OBJECTIVE: BEAUTIFICATION		
Encourage community beautification by serving as an example and providing tools, incentives, and support.		
EVALUATION CRITERIA:		X = MET
12.1	Public Works Director shall submit a monthly status report on code enforcement actions to the City Council.	
12.2	City Administrator shall distribute community outreach materials for code enforcement through the City website, Facebook, and The Bridge newsletter.	
12.3	Parks and Recreation Committee shall provide and annual report on the beautification program established in 2017.	
12.4	Planning Commission shall research policies and programs that encourage neighborhood reinvestment and provide recommendations to the City Council for review.	

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STRATEGIC GOAL: Responsive Government		
Deliver an efficient, innovative, transparent, effective and collaborative city government.		
13.0 OBJECTIVE: POLICYMAKING		
Adopt policies that support the goals and objectives of the strategic plan.		
EVALUATION CRITERIA:		X = MET
13.1	City Administrator shall review the Lowell Revised Code, recommend editorial revisions, and report areas of emphasis to the City Council.	
13.2	City Council shall establish a charter review committee to meet every three years to review and discuss potential changes to the Lowell Charter.	
13.3	City Administrator shall develop a report which compares the City's level of service (i.e. Water, Sewer, Streets, Parks, Public Safety) with other comparable municipalities.	

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STRATEGIC GOAL: Human Resources Recruit, develop, evaluate and retain the highest quality staff.	
14.0 OBJECTIVE: PROFESSIONAL DEVELOPMENT AND ACCOUNTABILITY Improve the human resource capacity of the City by providing training opportunities and meaningful evaluation of staff.	
EVALUATION CRITERIA:	
	X = MET
14.1	City Administrator shall insure that each staff member is annually evaluated, with meaningful recommendations and appropriate plans for remediation included within the evaluation.
14.2	City Administrator shall annually submit a department by department training program.
14.3	City Administrator shall conduct a salary and benefit survey of comparable municipalities.

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15.0 OBJECTIVE: TRAINING AND DEVELOPMENT		
Support the professional development of the governing body.		
EVALUATION CRITERIA:		X = MET
15.1	City Administrator shall present a list of training opportunities to the City Council on the topics of communication, conflict resolution, teamwork, mediation, and ethics.	
15.2	City Administrator shall review the City Council Rules and present a draft to the City Council for review, discussion, and approval.	
15.3	City Administrator shall identify resources and develop the first draft of a councilor orientation handbook.	

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