



STRATEGIC PLAN FISCAL YEAR 2016-17

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.

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.

**CITY OF LOWELL
STRATEGIC PLAN
FY 2016-17**

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 PLAN
FY 2016-17**

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 FOR 2016-17:		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 a financial plan to stabilize the Sewer Fund and ensure a positive fund balance is achieved by June 2018.	
2.4	City Administrator shall submit narratives to the Budget Committee that explains the programs, services, and goals for each department.	

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STRATEGIC PLAN
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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 FOR 2016-17:		X = MET
3.1	City Administrator shall submit a report to the City Council on available options, costs, and funding to increase police patrol hours.	
3.2	City Administrator shall discuss policing improvements with Oakridge Police Department and submit a report to the City Council.	
3.3	City Administrator shall develop 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 PLAN
FY 2016-17**

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 FOR 2016-17:		X = MET
4.1	City Administrator shall develop a plan to improve existing streets, lighting, and sidewalks in accordance with the design standards established in the land use development code.	
4.2	City Council shall consider a feasibility study to explore the renovation or relocation of the existing City Hall and Library building.	
4.3	City Administrator shall submit an annual 5-Year Capital Improvement Plan to the City Council for review.	
4.4	Public Works Director shall coordinate the installation of flashing light pedestrian crossings at the intersections of Moss Street and North Shore Drive, and Pioneer Street between Lowell High School and Bridge Charter Academy.	

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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 FOR 2016-17:		X = MET
5.1	Economic Development Committee shall develop business and residential guides to aid in the process of relocation or development and submit to the City Council for review.	
5.2	Economic Development Committee shall update the buildable lands inventory for all residential, commercial, and industrial properties and submit a report to the City Council.	
5.3	Economic Development Committee shall submit annual report on the actions taken to pursue business and industries identified in the Economic Development Plan.	
5.4	Economic Development Committee shall develop a community branding and marketing plan which identifies and highlights Lowell's strengths.	
5.5	Economic Development Committee shall recommend a program to the City Council to distribute Rural Tourism Marketing Program funds.	
5.6	Economic Development Committee shall review the Downtown Lowell Resource Team Report and provide a recommendation to update the plan to the City Council.	

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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 FOR 2016-17:		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 fund 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 provide a report to the City Council on the progress made toward the GFOA Certificate of Achievement for Excellence in Financial Reporting Program by December 31.	
6.6	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.	
6.7	City Administrator shall review the existing chart of accounts, recommend changes to ensure compliance with generally accepted accounting principles, and submit a report to the City Council.	

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STRATEGIC PLAN
FY 2016-17**

STRATEGIC GOAL: Public Safety Improve public safety through effective policing strategies, emergency preparedness planning, and hazard mitigation.		
7.0 OBJECTIVE: EMERGENCY PREPAREDNESS Develop and update emergency preparedness plans.		
EVALUATION CRITERIA FOR 2016-17:		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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STRATEGIC GOAL: Facilities and Infrastructure		
Invest in the maintenance and development of facilities and infrastructure.		
8.0 OBJECTIVE: PREVENTATIVE MAINTENANCE		
Reduce the lifecycle costs of equipment, facilities, and infrastructure by supporting a preventative maintenance program.		
EVALUATION CRITERIA FOR 2016-17:		X = MET
8.1	Public Works Director shall recommend a plan to City Council to improve energy efficiency and comfort of the City Hall and Library.	
8.2	Public Works Director shall provide an annual maintenance inspection of facilities and report to the City Council.	
8.3	Public Works Director shall perform a quarterly maintenance inspection of the facilities.	
8.4	Public Works Director shall develop and implement a routine maintenance program for vehicles and equipment.	
8.5	City Administrator shall recommend an asset management system to help manage the lifecycle costs of facilities and infrastructure assets to the City Council.	

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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 FOR 2016-17:		X = MET
9.1	Parks and Recreation Committee shall develop new signage that incorporates park rules and submit recommendations to the City Council.	
9.2	Parks and Recreation Committee shall work with a consultant to develop concept plans for parks and open spaces and submit project recommendations to the City Council.	
9.3	Parks and Recreation Committee shall provide a recommendation to the City Council for updating the Parks Master Plan.	
9.4	Parks and Recreation Committee shall evaluate the potential for additional community events and submit a report to the City Council.	
9.5	Parks and Recreation Committee shall discuss partnerships with local and state agencies to offer recreation programming and submit a report to the City Council.	
9.6	Public Works Department shall conduct a monthly safety inspection of parks and open spaces.	

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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 FOR 2016-17:		X = MET
10.1	Planning Commission shall recommend a process to review and update the land use code to the City Council.	
10.2	City Administrator shall identify and apply for grant funding to complete a Transportation System Plan.	
10.3	Planning Commission shall evaluate form-based development as an alternative to the existing traditional zoning code and submit a report to the City Council.	
10.4	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.	
10.5	Planning Commission shall review City design standards for streets, lighting, and sidewalks, and provide recommendations to the City Council.	
10.6	City Administrator shall engage Lane County to provide comments on their Transportation Safety Plan 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 FOR 2016-17:		X = MET
11.1	City Administrator shall develop a policy to regulate official city communications through the City website, social media, and present to the City Council for approval.	
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 provide a recommendation to the City Council on options to improve or replace the 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 FOR 2016-17:		X = MET
12.1	Parks and Recreation Committee shall work with a consultant to develop concept plans for the City's gateways into Lowell and provide recommendations to the City Council.	
12.2	Public Works Director shall submit a monthly status report on code enforcement actions to the City Council.	
12.3	City Administrator shall develop community outreach materials for code enforcement and submit to the City Council for review.	
12.4	Parks and Recreation Committee shall develop a community beautification program, including tools, awards and/or incentives, to encourage neighborhood clean-ups and submit to the City Council for review.	
12.5	Planning Commission shall research policies and programs that encourage reinvestment in blighted areas 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 FOR 2016-17:		X = MET
13.1	City Council shall refer a charter amendment to the voters requiring appointed or vacant council seats to be filled at the next scheduled election.	
13.2	City Administrator shall review the Lowell Revised Code, recommend editorial revisions, and report areas of emphasis to the City Council.	
13.3	City Administrator shall recommend a process for the codification of new ordinances.	
13.4	City Council shall establish a charter review committee to meet every three years to review and discuss potential changes to the Lowell Charter.	
13.5	City Council shall develop a vision and mission statement to support the strategic plan.	
13.6	City Council shall establish advisory committees to review issues, solicit public input, and develop policy recommendations.	
13.7	Review and comparison of the City to other cities of similar demographics.	

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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 FOR 2016-17:	
	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	Conduct salary and benefit survey.

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FY 2016-17**

STRATEGIC GOAL: Responsive Government		
Deliver an efficient, innovative, transparent, effective and collaborative city government.		
15.0 OBJECTIVE: TRAINING AND DEVELOPMENT		
Support the professional development of the governing body.		
EVALUATION CRITERIA FOR 2016-17:		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.	
15.4	City Administrator shall provide a calendar of 4 visitations to other City Council meetings for the City Council and City Administrator to attend, observe, create connections and see models of effectiveness.	

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