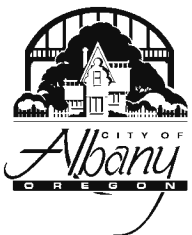


# CITY OF ALBANY STRATEGIC PLAN

## 2005-2010



**Our Mission:** Providing quality public services for a better Albany community.

**Our Vision:** A vital and diversified community that promotes a high quality of life, great neighborhoods, balanced economic growth, and quality public services.

# Our Values

**The City of Albany's Strategic Plan** is guided by three fundamental elements: our mission, our vision, and our core values. Our mission statement is based on the principles of high quality and continuous improvement. Our vision statement presents a compelling future toward which our strategic plan is directed. Both our mission and our vision are founded on the following basic values that guide all of our actions and that reflect what we expect from our employees and our elected officials:

**Transparent, Open, and Honest Government.** This value reflects our first and most important responsibility. Our competence is measured and, in fact, reinforced through active engagement of those we serve. We maintain an organizational reputation for openness, honesty, and integrity.

**Customer Service.** Our primary duty is to the customers we serve. We are accessible, responsive, consistent, and understanding. We provide assistance beyond our customers' expectations, and we find effective solutions to problems that they bring to our attention.

**Fiscal Responsibility.** Proper use of public resources is a trust which we continually guard. In our management of this trust, we must avoid even the appearance of impropriety. In our management of public funds, we constantly strive for the greatest possible efficiency.

**Personal Honesty and Integrity.** Each of us demonstrates the highest standards of personal integrity, truthfulness, honesty, and fortitude in our public activities. In this way, we inspire public confidence and trust in our government.

**Excellence.** We continually pursue excellence by being creative, professional, taking risks, showing initiative, and being committed to our community and team. In this pursuit, we support continuing education and training for all team members.

**Teamwork.** We are a team that emphasizes high levels of trust and cooperation and a commitment to excellent communications within the organization. We encourage employees to exercise independent judgment in meeting customer needs through professional behavior that is consistent with our values.

**A Humane and Diverse Organization.** We are a humane organization that honors diversity and protects individual rights. Open communication, respect for others, compassion, and a sense of humor contribute to our positive work environment. We make it possible for every employee to achieve his or her full potential. We value the cultural and social diversity that is reflected in our community, and we welcome the changes and new perspectives that this diversity brings to us. We protect those individuals whose basic rights are placed in jeopardy.

# *Why do Strategic Planning?*

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“Vision without execution is a hallucination.”

— *Steve Case*

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If our mission and vision statements are to have any meaning, they must be accompanied by deliberate planning efforts to move the organization and the community toward a desired future. This requires **clearly defined goals, proactive strategies, committed leadership, and effective management**. Above all, it requires managing the forces of change. Those forces include changing community demographics, new state and federal mandates, fiscal constraints, changing economic conditions, emerging technologies, and many other influences on our service delivery efforts. High performing organizations are those that learn to anticipate and adapt to these changes by creating value for those we serve and motivation and meaning for those who serve them. The best tool for accomplishing these overarching objectives is strategic planning.

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“The trouble with our times is that the future is not what it used to be.”

—*French poet Paul Valery*

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# *Capital Necessary to Achieve Strategic Plan Goals*

*Webster's Dictionary* defines capital as "...a store of useful assets or advantages." Our organization has a finite amount of capital with which to accomplish our Strategic Plan Goals. The efficient and well-planned distribution of this capital is critical to our future success. Thus, it is important to understand what these capital elements are and how each is impacted in the decisions we make. The six areas of capital from which we draw are physical, economic, social, political, environmental, and human. Our goals for effective utilization of these forms of capital are:

1. To maintain and improve the City's **physical capital** through the active management and sustainability of public infrastructure.
2. To strengthen our **economic capital** by capitalizing on Albany's unique advantages, developing and promoting a strategic economic plan, and leveraging public and private resources to maintain and attract family-wage jobs.
3. To raise Albany's **social capital** by enabling civic leadership, community involvement, and development of great neighborhoods.
4. To build **political capital** to meet the broader long-range public service needs of Albany and the surrounding region.
5. To protect and enhance **environmental capital** through the strategic management of our natural resources.
6. To safeguard and enhance the **human capital** of our organization as an important building block necessary to achieve the other goals.

# *Strategic Plan Themes*

Our Strategic Plan has four primary themes as reflections of our mission and vision statements. These themes are: **Great Neighborhoods**, a **Safe City**, a **Healthy Economy**, and an **Effective Government**. Specific **goals**, **objectives**, and **strategies** and **actions** move the organization toward our vision of the future.

Each theme is followed by the City's primary **goals** in that subject area for the foreseeable future. The goals should remain fairly consistent over time and should only be revised to reflect significant community changes or unanticipated events. A list of measurable **objectives** or benchmarks help us track progress toward the goals. Objectives are generally identified to cover the five-year planning period from the date they are adopted or revised. **Strategies and actions** are needed to meet the benchmarks established by the organization. The strategies and actions in this document represent items that are likely to require public involvement and City Council action. Many more strategies and actions will be developed at the department and division level to align the entire organization with the goals and objectives.

This plan is intended as a work in progress. While the mission, vision, values, and goals should remain constant, the objectives and strategies and actions will need periodic review and refinement. We will track progress through regular reporting on the measures, and they will be incorporated into department, organization, and community publications. The annual Budget and Capital Improvement Program will serve as reporting and implementing policy documents, identifying relationships with the Strategic Plan.

# GREAT **NEIGHBORHOODS**

*Great Neighborhoods*  
**Goals:**

- Create and sustain a city of diverse neighborhoods where all residents can find and afford the values, lifestyles, and services they seek.
- Provide an efficient transportation system with safe streets and alternative modes of transportation.
- Provide environmental stewardship of our significant natural resources.
- Create and sustain a diversity of recreational, educational, and cultural opportunities that enrich the lives of our citizens.



## *Great Neighborhoods* **Objectives:**

1. Decrease reported property code violations per thousand population by 20 percent in 2010.
2. Decrease percentage of households spending more than 30 percent of income on housing and utilities from 34 percent in 2000 to 30 percent by 2010.
3. Increase owner-occupied households from 60 percent in 2000 to the statewide average (currently 64 percent) by 2010.
4. Meet or exceed transportation system benchmarks for service delivery to provide safe streets and alternative forms of transportation.
  - a. Increase City streets in good or better condition from 60 percent in 2000 to 65 percent in 2010.
  - b. Measure percentage of single-occupancy vehicle trips and develop a strategy by 2010 to reduce the trend.
5. Achieve excellence in library programs and facilities as measured by the Oregon Library Association standards.
6. Achieve targeted park and recreation service levels as set forth in the adopted 2005-2010 Parks and Recreation Master Plan.
7. Increase the aggregate cost recovery rate for tax-supported services and programs in Fund 04 (Parks and Recreation) from 26 percent (fiscal year 2003-2004) to 34 percent by fiscal year 2007-2008.
8. Develop a strategy to complete 75 percent of the 2004 estimated cost of major park facility repair and replacement projects (\$3.5 million) by fiscal year 2007-2008.
9. Define and achieve state and community benchmarks related to the restoration and/or protection of natural resources.
10. Maintain the value and attraction of Albany's historic assets.
  - a. Increase the number of contributing historic assets.
  - b. Increase the percentage of downtown structures that meet basic fire and life safety standards.
  - c. Meet the Secretary of Interior standards for historic preservation for all restorations and improvements.



*Great Neighborhoods*  
***Strategies and Actions:***

1. Assess Albany's housing needs and issues, adjust plans and policies, and implement strategies to address these by 2010. Develop proposals to amend plans and policies.
  - a. Update Development Code regulations to improve appearance of residential development along arterial and collector streets.
  - b. Identify pockets of substandard housing and infrastructure for potential grant funding.
  - c. Evaluate and implement strategies to address the impact of SDCs on low-income and infill housing.
  - d. Assess or determine issues related to code enforcement; develop plans and strategies to meet new objectives by June 2006.
  - e. Develop and implement a plan for alternate modes of transportation from homes to places of employment, retail centers, recreation/entertainment venues, and other high-traffic locations.
  - f. Need to define something for diverse (multicultural) or variety of neighborhoods.
2. Assess Albany's library services and facility needs through 2010; by December 2005, develop plans and implementation strategies to achieve new objectives.
3. Assess parks and recreation service needs by June 2005; adjust plans and strategies as necessary to achieve new objectives.
  - a. Update Parks, Recreation and Open Space Master Plan by September 2005.
  - b. Consider adoption of a new master plan for Timber Linn Park, including component for YMCA by June 2005.
  - c. Consider adoption of a plan for the sustained staffing and operation of the Albany Community Pool.
4. Assess natural resources needs and issues, adjust plans and policies, and implement strategies to address them:
  - a. Complete review of significant wetlands and riparian corridors by June 2005.
  - b. Assess the effectiveness of current wetland and riparian area protection measures; adjust plans to meet objectives.

- c. Create an inventory of significant large trees and stands of trees on developable property by December 2006.
  - d. Achieve Tree City USA designation each year.
  - e. Conduct a comprehensive review of tree regulations.
5. Assess transportation system needs and issues; adjust plans and implement policies.
- a. Update Transportation System plan and develop a viable financial plan.
  - b. Assess and adjust street maintenance and operations service levels and priorities to meet transportation system benchmarks.
  - c. Work with Oregon Department of Transportation to develop a short- and long-term strategy for improving Albany's Interstate 5 interchanges.
  - d. Develop a rail strategy to:
    - i. Continue to develop an intercity passenger rail service between Albany and Philomath.
    - ii. Define a strategy to solve the Queen Avenue and Pacific Boulevard bottleneck.
    - iii. Define a strategy to solve the North Albany Road, Springhill Drive, Water Avenue, and Willamette River crossing bottlenecks.

# A **SAFE CITY**

## *A Safe City Goals:*

- Ensure a safe community by protecting people and property.
- Provide safe, sufficient, and reliable drinking water; sewage disposal; and drainage systems.

## *A Safe City Objectives:*

1. Meet or exceed national and community benchmarks for comparably sized police services.
  - a. Reduce the number of reported crimes to the state average or less by 2010.
  - b. Improve community perception of personal safety as measured by community surveys.
  - c. Improve the community perception of the service they will receive when reporting crimes as measured by community surveys.
2. Meet or exceed national benchmarks for comparably sized fire and emergency medical services and disaster preparedness.
  - a. Reduce the number of fires in the community.
  - b. Less than one percent of dollar loss per market value from fires.
  - c. Ninety percent of fire and emergency medical services responses four minutes or less.
3. Meet or exceed safe water regulations and national benchmarks for service delivery to provide safe, sufficient, and reliable drinking water services.
  - a. Target ten percent system water loss.
4. Meet or exceed benchmarks for wastewater and drainage systems for service delivery and compliance with environmental regulations.
5. Consider adoption of habitability code and enforcement program to reduce the number of residential occupancies that do not meet basic habitability standards.
6. Achieve City of Albany standards related to the continuous preservation, repair, and maintenance of all City buildings and facilities.
7. Implement International Fire Code, including a permitting system.

*A Safe City*

# *Strategies and Actions:*

1. Assess public safety service and infrastructure needs through 2010; develop plans and strategies to meet those needs.
  - a. Adopt a plan and financial strategies by December 2005 to replace Fire Station 11 and police station and upgrade Fire Station 12.
  - b. Consider implementation International Fire Code.
  - c. Consider implications of consolidating into a single fire district.
2. Assess water system needs and issues; adjust policies and implement strategies.
  - a. Assess and adjust water operating and maintenance program service levels and priorities to meet benchmarks.
  - b. Adopt water bill subsidy program.
3. Assess wastewater system needs and issues; adjust policies and implement strategies.
  - a. Implement the wastewater treatment plant expansion program.
  - b. Assess and adjust wastewater operating and maintenance program service levels and priorities to meet benchmarks.
4. Assess storm drainage system needs and issues; adjust policies and implement strategies.
  - a. Assess current service levels and funding.
  - b. Assess service levels needed to be in compliance with environmental programs.
  - c. Develop an organization plan for effective delivery of storm drainage systems.
5. Create inventory of residential occupancies, develop habitability standards, and develop administrative code for enforcement.
6. Assess the condition of City buildings and facilities and develop new strategies to ensure a sustainable level of repair and maintenance.
7. Develop traffic safety strategies...
8. Address police crime/interagency drug strategies...



# A **HEALTHY ECONOMY**

## *A Healthy Economy* **Goals:**

Enhance the value and diversity of Albany's economy through building on Albany's status as a regional center of manufacturing, retail services, finance, health care, tourism, and government; creating a readily identifiable downtown core that is unique and vibrant with a mixture of entertainment, housing, specialty shops, offices, and other commercial uses; and achieving a healthy balance of housing and jobs.

## *A Healthy Economy* **Objectives:**

1. Reduce the percentage of Albany residents below poverty from 11.5 percent in 2000 to 10 percent in 2010.
2. Increase median income of Albany families to at least 100 percent of state median income as measured by 2010 Census data.
3. Increase tax base by an annual average of four percent through new investment and reinvestment in the community (assessed value vs. residential growth).
4. Increase visitor stay revenue by 20 percent as measured by hotel/motel receipts between 2004 and 2010.
5. Maintain at least the same number of jobs in manufacturing between 2000 and 2010 as measured by Census data.
6. Increase from 17 percent in 2004 to 50 percent in 2010 the valuation of new commercial and industrial development as compared to residential development, based on building permit data.



*A Healthy Economy*  
**Strategies and Actions:**

1. Approve and implement an economic development plan to sustain a balanced economy that supports the expansion and retention of family-wage jobs.
  - a. Develop an organizational plan for effective delivery of economic development services by leveraging City and external resources (AMEDC, Chamber, AVA, ADA, county, state, and education institutions).
  - b. Develop a focused economic development investment strategy, partnering with community stakeholders.
  - c. Develop a marketing and recruitment plan for industrial, commercial, and service sector development that capitalizes on Albany's unique attributes.
  - d. Ensure an adequate supply of properly zoned and serviced industrial and commercial land.
  - e. Evaluate, refine, and create new incentives for desired investments, including City resources for expanding economic development opportunities.
  - f. Develop two state-certified industrial sites by 2006.
  - g. Target and secure desired industries to locate on certified sites.
2. Complete approved urban renewal projects in the Central Albany Revitalization Area (CARA).
  - a. Implement the riverfront refinement plan.
3. Approve and implement a strategic tourism development plan, including establishing objectives, actions, and reporting mechanisms.



# AN **EFFECTIVE GOVERNMENT**

*An Effective Government*  
**Goals:**

Effectively deliver the services that Albany's citizens need, want, and are willing to support.

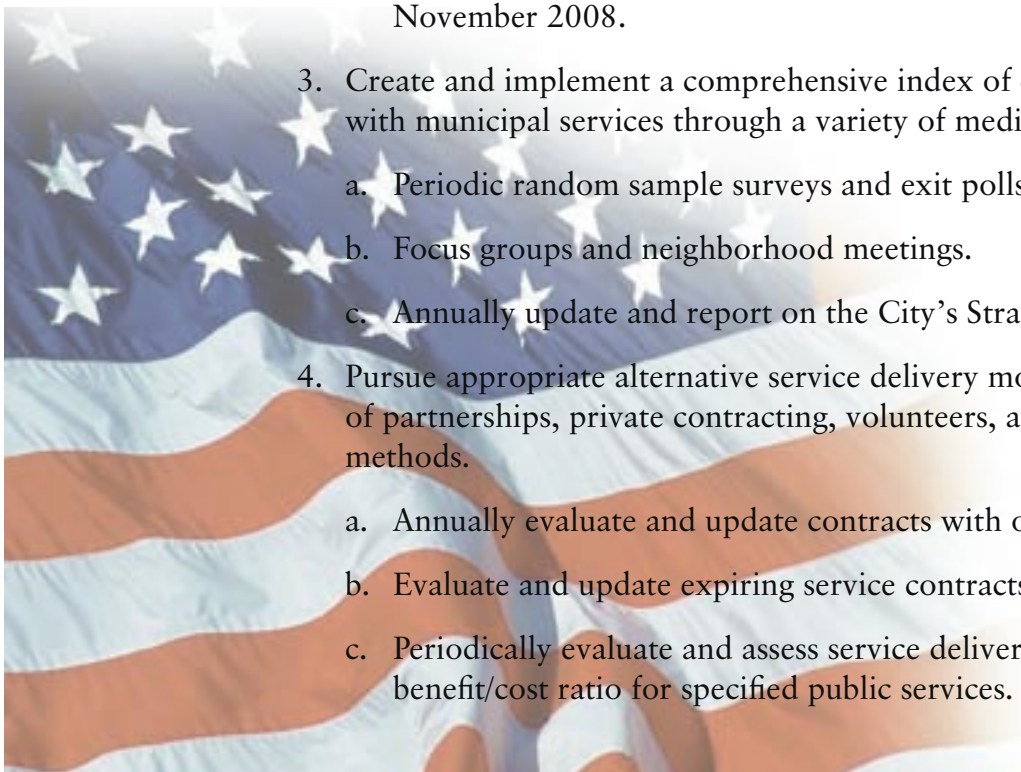
*An Effective Government*  
**Objectives:**

1. Increase percentage of the population directly participating in local government as measured by community surveys.
2. Meet 80 percent of stated fiscal year objectives as outlined in the strategic plan and annual budget.
3. Achieve customer satisfaction of at least 85 percent for services and the cost of services delivered as measured by community surveys.
4. One hundred percent of local ballot measures approved by voters.



*An Effective Government*  
***Strategies and Actions:***

1. Create and implement a comprehensive communications plan by June 30, 2006, to encourage informed citizen participation in local government.
  - a. Create annual report.
  - b. Conduct citizen's academy on City government.
  - c. Utilize targeted articles in *City Bridges*.
    - i. Information on the budget and other issue.
  - d. Review alternative modes for communication.
    - i. Web site.
    - ii. Consider televised City Council meetings.
2. Create and maintain a legal framework that enables the City to respond more effectively to federal, state, and judicial requirements.
  - a. By January 2006, initiate systematic review of the Albany Municipal Code and recommend changes needed to accomplish strategic plan objectives.
  - b. Initiate a charter review by July 2006 for voter consideration in November 2008.
3. Create and implement a comprehensive index of community satisfaction with municipal services through a variety of media.
  - a. Periodic random sample surveys and exit polls.
  - b. Focus groups and neighborhood meetings.
  - c. Annually update and report on the City's Strategic Plan.
4. Pursue appropriate alternative service delivery models through the use of partnerships, private contracting, volunteers, and other innovative methods.
  - a. Annually evaluate and update contracts with outside agencies.
  - b. Evaluate and update expiring service contracts.
  - c. Periodically evaluate and assess service delivery methods to optimize benefit/cost ratio for specified public services.



*An Effective Government*  
***Strategies and Actions:***

5. Submit organizational achievements for professional association recognition.
  - a. Continue to achieve recognition of organizational excellence by the Government Finance Officers Association and others.
  - b. Achieve accreditation for police agency.
  - c. Achieve annual award for wastewater treatment performance from Association of Metropolitan Sewerage Agencies.
6. Demonstrate effectiveness with partner governments.
  - a. Schedule periodic meetings with partner governments.
  - b. Identify joint venture opportunities that have potential cost savings.
  - c. Regular communication with state and federal delegation on community needs.
7. Evaluate customer service delivery needs and actions.
  - a. Develop customer service standards for employees.
    - i. Ensure every employee is provided with customer service training.
  - b. Identify customer service improvements.
    - i. Cash receipting.

