



2019/2020 STRATEGIC PLAN



FOCUS AREAS

- 1 COMMUNITY ECONOMIC VITALITY, COMPETITIVENESS, & DIVERSITY
- 2 PROVIDE AND MAINTAIN HIGH QUALITY AND COST-EFFECTIVE INFRASTRUCTURE
- 3 FINANCIAL & OPERATIONAL EFFECTIVENESS, STABILITY, & ACCOUNTABILITY
- 4 RECREATIONAL, CULTURAL, AND EDUCATIONAL OPPORTUNITIES
- 5 NEIGHBORHOODS, BUSINESS DISTRICTS, & PARKS
- 6 HEALTHY AND SAFE CITY

MESSAGE FROM THE MAYOR

Dear Fellow West Richland Residents:

The city's Strategic Plan and focus areas were developed in 2011. The Strategic Plan is an essential tool for the development of the city's biennial budget. Council has identified six Strategic Focus Areas (SFAs) and corresponding goals to set direction for the future of the city and guide decision making and resource allocation. The SFAs support the city's long-term vision and mission, and the goals set benchmarks for implementation.

The following six Strategic Focus Areas have been identified which create the foundation for the Strategic Plan:

1. Community Economic Vitality, Competitiveness, & Diversity
2. Provide and Maintain High Quality and Cost-Effective Infrastructure
3. Financial & Operational Effectiveness, Stability, & Accountability
4. Recreational, Cultural, and Educational Opportunities
5. Neighborhoods, Business Districts, and Parks
6. Healthy and Safe City

The Strategic Plan has been the guide the city has used over the past several years to direct our energies, financial resources, and planning in almost every area of government. The city continues to move strategically forward by implementing the needs identified by the Strategic Plan. This plan along with other significant efforts will define direction within our infrastructure and operational planning goals including transportation, utilities, parks and public safety.

The City of West Richland wants our citizens to know that city government is responsive to its citizens and their needs, and that our highest priority is to provide them with appropriate service levels through the implementation of this Strategic Plan.

Respectfully,



Brent Gerry
Mayor



MISSION

West Richland Mission Statement:

Our mission, in partnership with our citizens and public and private entities, is to: provide a safe, healthy, and welcoming city where people choose to live and raise a family; promote and support economic vitality that strategically positions the city to be as independent and flexible as possible in meeting current and future service level demands; provide high quality customer service, innovation, a positive work environment, and a commitment to excellence that serves the needs of our citizens; seek continuous citizen involvement through transparency in government policies and practices thus ensuring citizen support of the city's strategic direction.



STRATEGIC FOCUS AREA 1

COMMUNITY ECONOMIC VITALITY, COMPETITIVENESS, & DIVERSITY

GOAL 1

Leverage resources through partnerships with public and private entities.

Strategy

- Collaborate with and support development partners such as Benton Rural Electric Association and the Port of Kennewick on projects within the city.

GOAL 2

Improve economic vitality and competitiveness through implementation of the Economic Development Strategic Plan.

Strategy

- Manage the marketing and assist with the disposition of city owned property.



STRATEGIC FOCUS AREA 1

COMMUNITY ECONOMIC VITALITY, COMPETITIVENESS, & DIVERSITY

GOAL 3

Improve and enhance city image.

Strategy

- Maintain relationships with the media to leverage opportunities to promote the city.
- Maintain city department data on the city website as well as social media interfaces to communicate with the community (Facebook, Nextdoor, etc.).
- Actively participate in the legislative process to advance the goals of the city.

GOAL 4

Create development policy codes appropriate to achieve city vision relative to commercial and residential development.

Strategy

- Administer the downtown mixed-use regulations to ensure they are current and responsive to resident and development interests.
- Update development codes when necessary to maintain compliance with the State Growth Management Act.
- Administer the Belmont Business District Design Review Guidelines.
- Support industrial development at Red Mountain Center and other locations and leverage the opportunity the Industrial Wastewater Treatment Plant represents to new development.

STRATEGIC FOCUS AREA 2

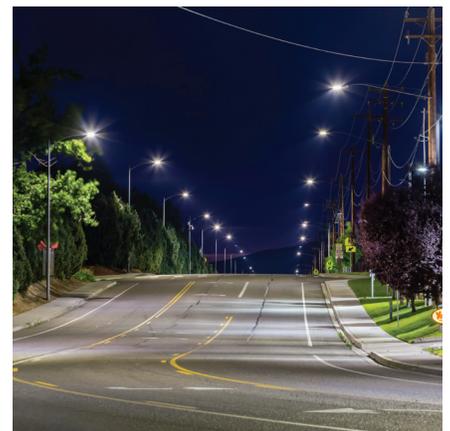
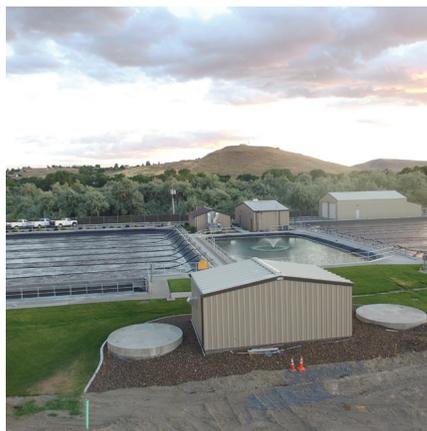
PROVIDE AND MAINTAIN HIGH QUALITY AND COST-EFFECTIVE INFRASTRUCTURE

GOAL 1

Construct planned infrastructure essential for a growing community.

Strategy

- Secure funding for design, permitting and construction of a new police facility.
- Secure funding for the design, permitting, road right-of-way acquisition and construction of the following priority transportation projects: 1) traffic signal Van Giesen / S. 38th Ave, 2) traffic signal Bombing Range Road / Mt. Adams View Drive, 3) Belmont Blvd (complete gap between Paradise Way and Van Giesen), and 4) Paradise Way (extension to Van Giesen).
- Secure funding for design, permitting and development of an Aquifer Storage and Recovery facility at Well #10.
- Secure funding for design, permitting and construction of effluent water re-use for Industrial Wastewater Treatment Plant.



STRATEGIC FOCUS AREA 2

PROVIDE AND MAINTAIN HIGH QUALITY AND COST-EFFECTIVE INFRASTRUCTURE

GOAL 2

Maintain citizen's investment in existing infrastructure to extend its useful life.

Strategy

- Identify and secure sustainable funding opportunities for the operation and maintenance of the city's parks and trail system.
- Continue implementation of the Pavement Preservation Program and identification of potential funding sources.
- Continue implementation of the Water Main Replacement and Sewer Main Replacement/Lining Programs.
- Continue to implement energy saving opportunities to reduce operating costs.



STRATEGIC FOCUS AREA 3

FINANCIAL & OPERATIONAL EFFECTIVENESS, STABILITY, & ACCOUNTABILITY

GOAL 1

Conduct city operations using best management practices.

Strategy

- Explore and research organizational best practices for incorporation into processes, procedures, and codes.
- Conduct city-wide surveys to identify citizen satisfaction, perceptions, and expectations.
- Develop and enhance public online self-service options.
- Enhance the city's safety training program responsible for the coordination and facilitation of the city's safety activities and regulatory compliance and provide centralized training services to ensure staff is properly trained in compliance with applicable regulations.

GOAL 2

Promote ethical behavior in all aspects of government.

Strategy

- Ensure the city's mission, vision, and values are an integral part of daily operations.
- Provide ongoing training to all personnel on ethics and promote excellence in public service.
- Exercise prudence and integrity in the management of public funds and financial transactions.
- City government officials and staff shall avoid the appearance of or the act of conflicting interests.

STRATEGIC FOCUS AREA 3

FINANCIAL & OPERATIONAL EFFECTIVENESS, STABILITY, & ACCOUNTABILITY

GOAL 3

Utilize short and long term planning to meet future workforce and equipment needs.

Strategy

- Routinely evaluate and update as necessary the city's total compensation program to maintain competitive wages and benefits to recruit and retain quality professional staff within budgetary limitations.
- Ensure staffing levels are appropriate to provide internal and external customers with excellent customer service.
- Develop a long-term financial planning model that combines financial forecasting with financial strategizing to identify future challenges and opportunities and strategies to secure financial sustainability.
- Research technological equipment needs and ways to obtain affordable equipment through surplus property from other agencies.

GOAL 4

Improve quality and efficiency of services and cost savings through collaboration with other public and private entities.

Strategy

- Collaborate with other agencies on mutually beneficial projects and programs.
- Participate in Law Enforcement regional task forces and teams to expand resources available.
- Collaborate with Kennewick, Richland and Pasco on educational efforts associated with water conservation and stormwater pollution.

STRATEGIC FOCUS AREA 3

FINANCIAL & OPERATIONAL EFFECTIVENESS, STABILITY, & ACCOUNTABILITY



STRATEGIC FOCUS AREA 4

RECREATIONAL, CULTURAL, AND EDUCATIONAL OPPORTUNITIES

GOAL 1

Identify community wants, needs, and financial support for amenities in order to prioritize and develop plans for implementation.

Strategy

- Update the City's Park Plan.

GOAL 2

Encourage and promote citizen volunteerism.

Strategy

- Coordinate with volunteer organizations and city departments to identify and support volunteer projects and community events.
- Manage volunteers in policing programs.
- Maintain police reserve officer program and implement an explorer program for youths 14 to 20 years of age.



STRATEGIC FOCUS AREA 4

RECREATIONAL, CULTURAL, AND EDUCATIONAL OPPORTUNITIES

GOAL 3

Identify sustainable funding sources to continue park operations and to provide new parks and recreational opportunities.

Strategy

- Identify and pursue grants and other funding mechanisms, such as corporate and private donations to maintain and develop park facilities.
- Evaluate costs and benefits of establishing a metropolitan park district, and if viable, consider implementation (if voter approved) as budget cycles can accommodate.



STRATEGIC FOCUS AREA 5

NEIGHBORHOODS, BUSINESS DISTRICTS, & PARKS

GOAL 1

Prevent neighborhood degradation, promote preservation of community safety and diversity in housing.

Strategy

- Continue with community policing efforts to build trust and cooperation between law enforcement and the community.
- Implement home and multi-housing crime prevention programs to ensure safety and diversity in communities.
- Administer the code compliance program to prevent neighborhood degradation.

GOAL 2

Protect and manage natural resources.

Strategy

- Protect both public and private properties in accordance with the municipal code and state law.
- Collaborate with public and private partners to maintain, improve and develop sustainable natural resources.
- Continue implementation of the Water Efficiency and Groundwater Program.

STRATEGIC FOCUS AREA 5

NEIGHBORHOODS, BUSINESS DISTRICTS, & PARKS

GOAL 3

Ensure city policies and ordinances are clearly written in order that businesses, citizens, and property owners can understand and correctly interpret the meaning.

Strategy

- Review ordinances on an on-going basis to ensure clarity and understanding.
- Provide information to businesses, citizens and property owners through personal contact, social or traditional media and promote voluntary compliance.



STRATEGIC FOCUS AREA 6

HEALTHY AND SAFE CITY

GOAL 1

Integrate health and safety consideration into new development.

Strategy

- Collaborate with city departments to enhance community safety.
- Maintain emergency response plans to identify participants, ensure staff receives training and establish and maintain regional partnerships for emergency response.
- Promote community policing efforts through the support of programs, activities and personnel assignments that prevent crime and promote safety.
- Identify standards that can incorporate safety into new developments both commercial and residential.
- Facilitate opportunities to maintain and establish public facilities such as parks, trails and open space that encourage exercise.
- Utilize geographic information system tools to assist all departments and outside agencies in public preventative safety, emergency response and environmental protections.



STRATEGIC FOCUS AREA 6

HEALTHY AND SAFE CITY

GOAL 2

Compliance with local, state and federal regulations and permits.

Strategy

- Compliance with Department of Ecology National Pollutant Discharge Elimination System (NPDES) Phase 2 Stormwater Permit.
- Compliance with Department of Ecology NPDES Wastewater Permit and receive Ecology's 2019 and 2020 Outstanding Performance Award.
- Compliance with Department of Health and Environmental Protection Agency Drinking Water Quality and Testing Standards.
- Compliance with Quad City Water Right.
- Implement Americans with Disabilities Act (ADA) Transition Plan for the city's transportation system.
- Implement ADA Transition Plan for the city's parks.
- Maintain Cross Connection Program per applicable regulations.
- Conduct police operations in accordance with Labor and Industry requirements and best practice principles with a safety mindset towards employees and the public.



CONTACT INFORMATION



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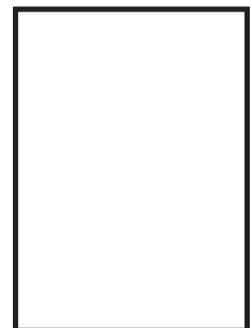
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Councilmember

POSITION 5

currently vacant

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STRATEGIC PLAN

Presented to Council: September 18, 2018
Adopted by Council: