

# Lafayette 2010

## Keep Lafayette Moving Forward

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## Strategic Plan

### Executive Summary

Lafayette is the third oldest city in Oregon with a population of 3,800 residents and does not realize any particular cultural, business or sociological niche aside from small town charm. The City of Lafayette has a city-owned utility and provides a limited offering of municipal services, including law enforcement, fire rescue, and development services. The organizational vision for the city is to achieve local recognition as an innovative provider of high quality municipal services, community involvement and government transparency.

At annual Strategic Planning Retreats (TBA), the Lafayette City Council identifies goals and initiatives that reflect the needs and desires of the community. Although less severe than in other cities and counties, Lafayette is currently experiencing declining revenues due to property tax revisions and a general economic downturn in the state of Oregon. The current scenario of declining tax revenues, decreasing state-shared funding, decreasing permit revenues and a stagnant housing market highlight the importance of developing a strategic plan that serves as an organizational roadmap through this challenging fiscal environment. The plan also enables the City to provide high-quality, cost-effective services and still address strategic goals and initiatives as prioritized by the City Council. In order to successfully implement the strategic priorities outlined by the City Council, the City has drafted this document that guides the implementation of a systematic strategy to accomplish the City Council goals through the most cost-efficient allocation of resources.

The City Council has identified a number of strategic goals that encompass a variety of City services, including public safety, economic development and redevelopment, human capital, government effectiveness and fiscal responsibility, infrastructure, neighborhoods, the environment, and partnerships and intergovernmental relationships. Each stated goal is supported by a series of initiatives as described in this strategic plan.

This is a living document which features a framework that can be adjusted based on the current needs of the community. On an annual basis, City government refines its strategic goals and initiatives to ensure that they align with the needs of our residents. Our strategic planning and budgeting processes are linked to assure that the City's budget reflects the City's strategic priorities. Our residents tell us that Lafayette is a great place to live with bounded potential and we want to continue to improve Lafayette's livability in these areas and unbound the potential of this community.

Through sharing this document with our community, the City of Lafayette 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.

## **Public Safety**

Maintain a safe and healthy community in which to live

### **Initiatives**

Develop and continue programs to reduce the causes of crime

Ensure that there are appropriate staff levels for police and fire and review the deployment of staff

Develop benchmarks and standard reporting

## **Government Effectiveness and Fiscal Responsibility**

Continue to increase the effectiveness of local government and maintain a strong fiscal condition

### **Initiatives**

Re-structure budget process

Create Strategic planning processes to guide Council

Develop creative ways to measure progress in code enforcement

Create Standard Operating procedures for committees

Create standard reporting formats for key staff positions

Create a task tracker for non-recurrent staff assignments

## **Community Synergies**

Build a sense of community

### **Initiatives**

Increase opportunities for civic involvement through the creation of additional committees

Create a citizen committee hierarchy to foster congruence of efforts

Assign Councilor's as Committee liaisons

Facilitate city cleanup programs

Explore the potential for addressing senior issues and services

## **Economic Development and Revitalization**

Foster economic development and revitalization

**Initiatives**

Update City Comprehensive plan dated 1986 to reflect amendments made 2010

Update and sanction the Citizen's Parks Plan

Continue Implementation of the Strategic Redevelopment Plan for downtown areas

Develop an e-commerce strategy for bill payment

Ensure transparent, efficient and consistent regulation of land development in furtherance of the comprehensive plan

Facilitate city cleanup programs to include City public areas

Sanction and further the business association liaison committee

Update City Hall's 5 year plan to reflect community desires

**Infrastructure and Transportation**

Invest in community infrastructure and continue to enhance the transportation network and systems

**Initiatives**

Complete capital projects at parks and create a land conservation and acquisition program

Create a Streets plan-including grade for each street portion, when applicable

Create a water/sewer pipe grading system and map

Develop & Implement Agency Wide Multi-year Maintenance Plan

Display the street condition reports via interactive, online map within city site

**Transparency & Accountability**

Champion effective and institutionalized means of measuring city staff performance as well as forums and procedures to present All city activities and documents

**Initiatives**

Create balanced scorecards to evaluate city staff and government performance

Improve communication through increased use of available internet tools to improve the City's website portals

Create a government oversight committee to monitor City adherence to ordinances, budget expenditures,

## strategic plan adherence

Create a systematic program to make all public information available online