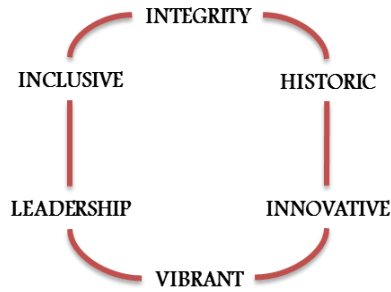


# City of American Falls Strategic Plan



March 19, 2014

# City of American Falls Core Values



## Vision Statement

Ours is a Vibrant, Historic and Inclusive community where Integrity, Leadership and Innovation make *“American Falls the best place to live.”*

The words of this vision statement not only describe the desired future for the City, they reflect the principles upon which the City operates. These principles are defined to more fully illustrate the meaning of our vision.

### Vibrant

- *American Falls is an exciting place to live, to work and visit.*
- *The community actively participates in dialogue on issues.*
- *People enjoy a variety of activities.*
- *There is a synergy with our community.*
- *The community is inviting to small businesses and entrepreneurs.*
- *People come together to enjoy a variety of community events and festivals.*
- *American Falls is always looking toward the future and looking for ways to become better.*
- *The community takes actions and provides opportunities for a healthy lifestyle and healthy living.*

### Historic

- *We preserve and celebrate our historical roots and diverse heritage.*
- *We preserve our historic resources, including neighborhoods, buildings, structures, places, and archaeological sites.*
- *We maintain a cohesive architectural character and design.*
- *We plan new developments so that they are compatible with historic buildings and neighborhood character.*
- *We understand and appreciate American Falls’ heritage.*

### Inclusive

- *American Falls is a friendly, respectful, and open community.*
- *People welcome, encourage and respect differences.*
- *The history and heritage of different cultures are celebrated.*
- *Neighbors take care of neighbors.*
- *People of different income, age levels and occupations have a choice of housing opportunities in American Falls.*
- *People want to and are able to continue to make American Falls their home throughout their lifetimes.*
- *American Falls strives to make our community affordable for all.*
- *The American Falls community works together to develop and provide an effective “safety net” for our residents in need.*

## **Integrity**

- *We honor commitments and keep promises.*
- *You can trust what we tell you.*
- *We will consistently strive to do the right thing.*
- *We accept responsibility for our mistakes or failures and do what is in our power to make things right.*
- *We seek solutions not blame.*
- *We care about the work, the project, or the product and about a job well done not recognition for what we do.*
- *We are receptive to learning and change, although we do not seek simple answers to complex problems.*
- *We pay attention to our own responsibilities and work and allow others to do the same.*
- *We know there will be disappointment, it is part of life; we allow for forgiveness and recognize our own need for it at times.*

## **Leadership**

- *We choose to be proactive rather than reactive.*
- *We recognize that situations change and require that we be flexible and adaptable.*
- *We understand that we must listen first to understand the needs and desires of others.*
- *We recognize that respect is a two way street; we strive that you will always have ours.*
- *We are motivated and excited about the challenges before us.*
- *We will consider all options when making decisions; and evaluate the input from all interested parties and work for the betterment of the whole.*
- *We will utilize all the resources available to us and seek answers elsewhere when we have none.*
- *We will recognize the efforts of others and reinforce those actions that make a positive difference in our community!*
- *We recognize the value of education and promote its availability and integration to all our citizens and employees.*
- *We are open to change. We will take into account all points of view and will be willing to change a policy or program that is outdated or no longer beneficial to the community as a whole.*
- *We view feedback and constructive input as a gift to improve.*

## **Innovative**

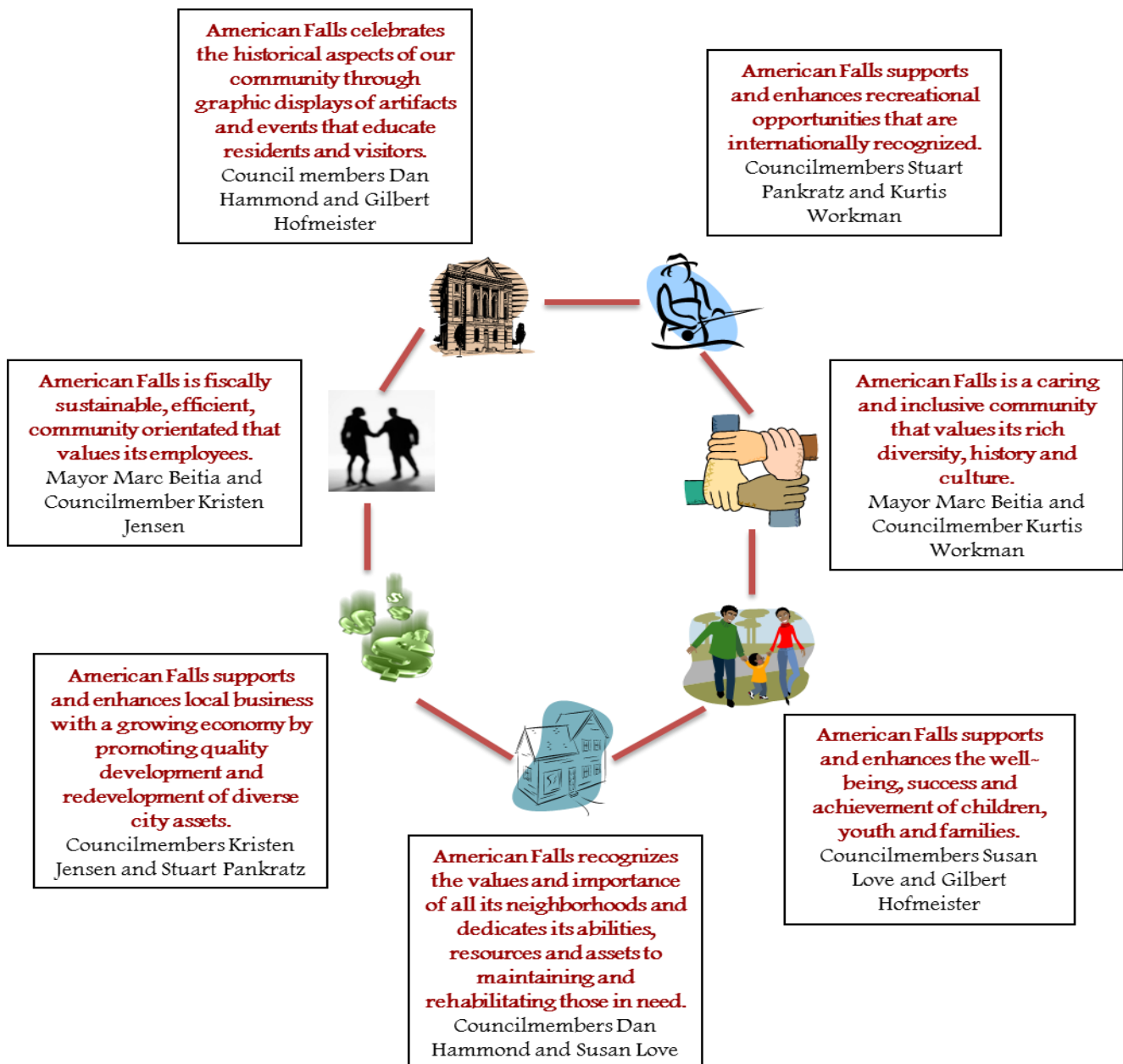
- *We believe our history should be preserved and celebrated, but that our future starts today.*
- *We are open-minded and embrace the possibilities of a vibrant future.*
- *Although our goals may be lofty they are tangible, measurable and achievable.*
- *We have an excellent foundation from which to build a most positive future.*
- *We will always challenge the status quo.*
- *We will actively explore our community and its environment, investigate new possibilities, and honor the sense of awe and wonder.*
- *We will entertain the fantastic and outrageous scenarios; see possibilities within the seemingly impossible and honor the dreams that hard work make possible.*

## City of American Falls Core Purpose

Provide leadership and value to the residents of American Falls by preserving and wisely using assets of the city, by maintaining a platform of creation, sustainability and growth while being fiscally responsible, innovative and forward thinking with the ultimate goal of making *“American Falls the best place to live.”*

### Strategic Planning Goals:

There are seven goals included in the City’s Strategic Plan. Each goal is intended to support the larger vision for the City and to point the way of progress toward that vision. The goals of the City are functional; they acknowledge both our responsibilities and our challenges. The goals for American Falls are frequently interrelated. Success achieved in any one goal area likely has a corresponding positive effect in another goal area. The strategic plan notes where obvious interdependence exists by using symbols for each goal. Where more than one symbol is noted for a goal, a relationship between goals exists. The City Council will work together to fulfill the desired outcomes for each goal.



## Strategic Planning Goal #1:

- **American Falls supports and enhances the well-being, success and achievement of children, youth and families.** Councilmembers Susan Love and Gilbert Hofmeister



**Objective:** Support healthy lifestyles and disease prevention.

Initiatives:

- Increase access to fruits, vegetables and other health foods for low-income residents through increased gardening opportunities, better access to farmers markets and increased nutrition educational opportunities.
- Provide and promote information regarding the SIECCA program.
- Increase community education and outreach efforts for Eco-City related activities focused on sustainability, such as energy and water conservation, green buildings, Eco-City audit, behavioral changes etc. and improve coordination across the City.
- Create a “Play Spaces for Tots” initiative to address obesity and overall well-being in toddlers and preschoolers by increasing quality play spaces.
- Increase access to safe walking and biking trails in the City.

Goal Headline Indicators

- Teen pregnancy rate
- Rate of risky behavior by youth
- Walk score for the City
- Miles of city bicycle trails and shared pathways
- Rate of recycling
- Infant mortality rate
- Rate of substance abuse related crime
- Acres of open space and miles of ancillary walking and bike trails

**Objective:** The City of American Falls supports the concept that all children enter kindergarten and graduate high school prepared for success and pledges to be a good partner in this endeavor.

Initiatives:

- Promote a single point of access for public preschool programs and resources for families needing services.
- Promote and support the implementation of initiatives that increase the percentage of children reading at or above grade level.
- Develop and implement a City and Schools early intervention system to identify children and youth that need extra support to achieve success.

## Strategic Planning Goal #1: continued

**Objective:** The City of American Falls supports quality, evidence-based initiatives that promote the well-being of children, youth and families.

Initiatives:

- Develop and implement an aligned initiative between the City and Schools to impact family literacy.
- Reduce the occurrence of risky behaviors in adolescents, including substance use and abuse, risky sexual behavior and violence.
- Improve the coordination and alignment of existing youth mentoring programs and expand mentoring capacity Citywide.
- Improve youth recreation and athletic field capacity and quality to meet scholastic and community demand.
- Prevent child abuse and neglect through efforts that include opportunities for parenting training, support and the Fired-up youth finger printing program.

**Objective:** American Falls' City, school and community services are effectively aligned in order to support the success of children, youth, and families.

Initiatives:

- Coordinate and align public out-of-school time experiences for elementary school youth to improve access to quality programs.
- Coordinate and align public out-of-school time experiences for middle school youth to improve access to quality programs.
- Develop and implement a joint City and American Falls School District for sharing information about youth achievement to evaluate and improve public programs.

### Goal Achievement Indicators

- Percentage of children reading at grade level
- High School graduation rates
- School attendance rates
- Percentage of students entering kindergarten ready to learn

## Strategic Planning Goal #1: continued

**Objective:** Provide a comprehensive and cohesive system of prevention, early intervention and treatment services to those American Falls citizens most in need.

### Initiatives:

- Invest resources in evidence-based prevention and early intervention efforts.
- Identify three to six feasible, existing neighborhood-based sites around the community that are regularly accessed by citizens of American Falls, (such as libraries, malls, retail sites, clinics, public housing sites, churches, shelters, etc.,) where residents can access services.
- Increase opportunities for moderate- to low-income seniors and disabled adults to remain in affordable, local, community-based residential settings with necessary services support.
- Design and implement a marketing plan to improve resident awareness of services and how to access them.
- Maintain safety net services with a focus on prevention services, while striving to eliminate poverty in American Falls by reducing number of citizens at or below Federal poverty line (by 10% by year 2020).

### Goal Achievement Indicators

- Housing units available for households earning below 50% of median income
- Persons at or below Federal poverty level
- Home ownership rate
- Median gross rent
- Number of foreclosures

## Strategic Planning Goal #2:

- **American Falls supports and enhances recreational opportunities that are internationally recognized.** Councilmembers Stuart Pankratz and Kurtis Workman



**Objective:** Create a non-profit organization that focuses on increasing revenues for our parks.

Initiatives:

- Establish a City Beautification and Recreation – Non-Profit 501 C3
- Explore stronger partnership with A.F. Impact
- Identify and promote via web and print various outdoor recreational opportunities – fishing, birding, skate boarding, hiking and mountain bike trails, and wildlife viewing opportunities.
- Establish a Recreational District for revenue generation (contingent on Magnida project)

**Objective:** Provide enhanced birding, walking and biking opportunities from the Willow Bay recreational area to Massacre Rocks State Park.

Initiatives:

- Establish well defined birding trails, signage, placards, observation points and shelters that facilitate birding and wildlife viewing.
- Establish biannual Birding Festivals through Chamber
- Apply for and implement a Trail and Park Study Grant
- Apply for a Gem Grant to promote Birding
- Apply for a Department of Commerce Tourism Grant to promote birding
- Establish a canoe launch site into the Willow Bay coves that will enhance the access to wetland birds and animal viewing.
- Build overlooks into various Willow Bay coves that will enhance the access to wetland birds and animal viewing.

**Objective:** Improve and enhance Willow Bay facilities

Initiatives:

- Dredge Boat Launch at Willow Bay.
- Improve lighting of day use area of Willow Bay.
- Install family-friendly playground at Willow Bay.
- Maintain and improve Willow Bay Beach front.
- Improve lands east of Willow Bay Park for parking.
- Establish Trap Shooting northeast of Willow Bay.
- Increase the number of volleyball courts at Willow Bay and improve current courts.
- Establish Cabin Camping at Willow Bay.
- Install a sub-reservoir (if option proves viable) while continuing to work with BOR, DEQ and F&G on stabilizing water levels within the main reservoir.



## Strategic Planning Goal #2: continued

**Objective:** Expand recreational facilities in City Parks

Initiatives:

- Complete meandering sidewalks and lighting along Roosevelt and Bannock
- Construct a Splash Park
- Construct a multiuse outdoor recreational venue – 3 on 3 B-ball, Skating (roller and ice) and hockey

**Objective:** Improve infrastructure at Lee Street Park

Initiatives:

- Enhance power distribution at Lee Street Park.
- Establish permanent restrooms and concession facilities at Lee Street Park.
- Construct a Park Shelter at Lee Street Park.
- Install meandering sidewalks and lighting along Lee Street and Hillcrest.
- Establish more mature trees at Lee Street Park.

**Objective:** Expand golf opportunities for patrons.

Initiatives:

- Secure Right-of Way for future golf cart access.
- Establish a “short game” practice facility.
- Establish WWTP water reuse ponds as hazards on current golf course.
- Establish a driving range that is contiguous to the golf course.
- Expand current course to 18 holes using the BOR lands northwest side of the Highway 39 by-pass.

**Objective:** Revitalize tennis and other racquet sport in American Falls

- Construct new tennis courts at Stebbins Park.
- Refinish old tennis courts on school property

### Goal Achievement Indicators

- Donations received through non-profit
- Number of visitors from out of region, State and country.
- Shelter reservation numbers in various parks
- Pedestrian counts on trails
- Attendance at Birding Festivals
- Annuals pass numbers at Golf Course
- Revenues at Golf Course
- Annual use of tennis courts

## Strategic Planning Goal #3:

- **American Falls is a caring and inclusive community that values its rich diversity, history and culture.** Mayor Marc Beitia and Councilmember Kurtis Workman



**Objective:** Promote equitable access to lifelong learning opportunities through arts, library, historical, archaeological, and cultural resources, programs and services.

### Initiatives:

- Identify and implement funding strategies for public art that provide for the integration of the arts into public and private development and redevelopment projects throughout the City. Increase accessibility and public participation in arts, library, historical, archaeological, and cultural resources, programs and services.
- Complete the American Falls Historic Preservation Management Plan and set priorities for preservation that enhance, maintain and promote American Falls's unique resources, support sustainable heritage tourism and promote economic development of the City.
- Develop a public art master plan setting priorities for the locations and funding of projects and providing a framework for the shared financial and professional resources needed.
- Conduct a feasibility study to determine current and future needs and include "suggestion boxes" at key locations.
- Seek various city award platforms to qualify and apply for, ie: Tree City USA, Bike Friendly City, etc.
- Capture the cultural diversity of American Falls through oral histories, documents and historic images.
- Launch a collaborative marketing campaign, using the City Website and other media outlets, with arts organizations, schools, museums, libraries and recreation centers that promote arts, library, history, archaeology, and cultural programs and services offered by the City and nonprofit organizations.
- Develop and promote activities to highlight the positive things we currently have – build base of activities people get used to coming to; then expand from it.
- Identify specialty shops that are compatible to the recreational and cultural opportunities that we could currently offer with some work
- Promote the learning experiences, sights and trails of the State Fish Hatchery.

### Goal Achievement Indicators

- Number of attendees at various cultural programs
- Number of Historical registries
- Awards and recognitions received for cultural and historical opportunities
- Increase in specialty shops related to cultural and recreational opportunities.

## Strategic Planning Goal #4:

- **American Falls supports and enhances local business with a growing economy by promoting quality development and redevelopment of diverse city assets.** Councilmembers Kristen Jensen and Stuart Pankratz



**Objective:** Construct and deploy a property and business development strategy.

Initiatives:

- Apply for USDA RBEG grant for a planning, development and zoning study.
- Develop a planning and zoning plan for properties north of Highway 39 by-pass.
- Construct a new access point to the properties north of the Highway 39 by-pass and Willow Bay.
- Form a Redevelopment Agency and area.
- Improve “Welcome to American Falls” signage.
- Replace outdated street and business signage. Possible Grant available.

**Objective:** Increase office and retail occupancy rates through business recruitment, retention, and expansion.

Initiatives:

- Support Great Rift Business Development Organization in business recruitment, retention and expansion by proactively determining and quickly implementing actions the City can take to enhance its competitiveness.
- Support Great Rift Business Development Organization in the recruitment businesses and developers that complement and strengthen the City’s long-term economic vision to balance the residential and commercial tax base.
- Support Great Rift Business Development Organization in the implementation of a business retention and expansion strategy focusing attention on high priority firms with the best potential for growth.

**Objective:** Maintain an environment where businesses can thrive.

Initiatives:

- Ensuring that regulations and permit processes add value to the economic sustainability and quality of life of the City;
- Implement a two year fire inspection schedule for all City businesses.
- Increase clarity, transparency, and accessibility to services by using technology to improve efficiency of, and customer access to, development review and permit processes;
- Explore the possibility of implementing business licenses.
- Communicating successes;
- Emphasizing the integration of transportation and land use, strengthening that integration where needed; and
- Improve the City’s readiness for quality economic growth.
- Install valley gutters on the 100 Blocks of Roosevelt and Harrison Streets.
- Repair street, install new lights and sidewalks on the 300 block of Roosevelt St.

## Strategic Planning Goal #4: continued

### Goal Achievement Indicators

- Revenue generated per square foot of commercial/retail space•
- Commercial/retail space occupancy rate
- Percentage of high quality jobs
- Percentage of population below poverty level
- Median household income
- Percentage of population ages 16-64 in the workforce
- Percentage of population with advanced degrees
- Total employment
- Sales tax revenue generation

## Strategic Planning Goal #5:

- **American Falls recognizes the values and importance of all its neighborhoods and dedicates its abilities, resources and assets to maintaining and rehabilitating those in need.** Councilmembers Dan Hammond and Susan Love



**Objective:** Develop a master planning, development and zoning study and plan

Initiatives:

- Develop maintenance and replacement plans for all equipment, structures and property.
- Apply for USDA RBEG grant for a planning, development and zoning study.
- Implement Transportation Plan and incorporate all other feasible associated infrastructure such as water mains, control valves and services.
- Upgrade all 4" and 6" water lines to meet fire flows and pressures.  
Improve waste water collection infrastructure where needed.

**Objective:** Enhance water conservation practices

Initiatives:

- Improve Water Station SCADA system.  
Improve Waste Water Treatment Plant SCADA system.
- Increase spring capture to over 90% and Sunbeam Springs.  
Use excess spring water to recharge and dilute nutrient levels in wells #1 and #3.
- Apply for Water Conservation Field Service Grant.
- Consider applying for BOR funds for water re-use.  
Establish WWTP water reuse ponds as hazards on current golf course (Goal #2)
- Implement the use of water meters on all new construction.

**Objective:** Enhance vehicular mobility within the City while improving water infrastructure.

Initiatives:

- Cape Seal north Fort Hall Ave.
- Apply for CDBG Grant Funds for Old Town waterline replacement and upgrade for fire suppression and flow
- Reconstruct and pave South Oregon Trail, Fort Hall, Arthur, McKinley Street, Falls Avenue and Fairway Drive in Old Town.

**Objective:** Ensure safe and accessible travel for pedestrians, bicyclists, transit and motorists on Complete Streets with design and implementation that is code-sensitive.

Initiatives:

- Continually construct Active Transportation spot improvements including intersection safety improvements, on- and off-road bike-ways, trail-ways and new sidewalks.

### Goal Achievement Indicators

- Punch list each major construction item above
- Blocks of new water, storm and sewer line installed
- Blocks of street reconstruction or rehabilitation completed
- Miles of ADA sidewalk and trails available
- Miles of Safe Routes to School sidewalks available

## Strategic Planning Goal #6:

- **American Falls celebrates the historical aspects of our community through graphic displays of artifacts and events that educate residents and visitors.** Council members Dan Hammond and Gilbert Hofmeister



**Objectives:** Further promote art and history throughout our community.

Initiatives:

- Develop and promote an Art Walk on Idaho, and Tyhee Street through the summer months.
- Apply for State Art Council grants as they become available.
- Develop an Art Gallery and local Museum in the Old Harms Clinic (Bobby Knudsen).
- Develop and promote “Art in the City” throughout the City’s new landscape and promote opportunities for local artists to display their pieces.
- Apply for a Certified Local Government application for a 501 C3 non-profit status for the Historical Commissions.
- Develop an interactive Historical search and trace that allows participants to wonder the old city site and remaining foundations at the reservoir and trace the building to their new locations in town.
- Fund, design and construct an outdoor performance venue in South City Park.
- Fund, design and paint the new water reservoir in order to promote American Falls.

**Objective:** Enhance and solidify website usage and management.

Initiatives:

- Website is continually updated using a defined formats and styles
- Website is communicative, user friendly and educates residents and visitors about the City of American Falls.

### Goal Achievement Indicators

- Punch list each item above.
- Number of Art associated activities sponsored within the City annually.
- Visitor log at Museum.
- Number website visits per page of section.

## Strategic Planning Goal #7:

- **American Falls is fiscally sustainable, efficient, community orientated that values its employees.**  
Mayor Marc Beitia and Councilmember Kristen Jensen



**Objective:** Develop an Operating Budget and Capital Improvement Program strategy that is structurally balanced over the long term and continuously improve its ability to manage resources effectively and efficiently.

Initiatives:

- Maintain the City's excellent reputation for conservative and prudent financial management and maintain.
- Develop and maintain a 10-year Capital Improvement Program for each department that balances the anticipated cost of planned projects with a realistic forecast of available resources.
- Develop an Asset Management Plan.
- Improve the effectiveness and efficiency of City programs and activities in achieving results that are valued by the public.
- Develop long-term financial forecasts while working with the State and its legislative body that allows the City to annually identify future revenue and expenditure trends and prepare plans to address anticipated problems in a timely fashion.

**Objective:** Ensure the community is informed, satisfied and engaged with its City Government.

Initiatives:

- Consistently communicate information concerning City government decision making, City plans and City services to demonstrate an open and transparent City government.
- Provide high quality City services that meet the needs of residents, businesses, and customers throughout the community.
- Actively engage all members of the community in partnership with their City government.

**Objective:** Maintain a competitive compensation program that attracts, retains and motivates a workforce that can deliver quality services and programs to the community, reflects the diversity of that community, and provides for the fair and equitable treatment of all those employees.

Initiatives:

- Maintain competitive pay and benefits with our regional and local government comparators.
- Ensure a qualified workforce that reflects the diversity of the residents of American Falls.

### Goal Achievement Indicators

- Property tax revenues as a percentage of General Fund revenue
- Annual operating reserve fund balance
- Per capita income
- City services customer satisfaction rate