



## Strategic Leadership Plan 5-year Goals for 2013 - 2017

### **Key 1: Financial Stability and Operational Effectiveness**

The City of Richland will effectively manage the financial resources our citizens provide for City government. Our staff will strive to deliver excellent services at the most reasonable cost. We will ensure that Richland residents receive great value for their tax dollars, and that City programs, services, and capital projects benefit the community as a whole. We recognize our citizens demand accountability and adaptability especially when evaluating / prioritizing non-essential services. Richland will be a leader in encouraging collaborative, community-wide efforts that contribute to our City's financial stability and sustainable growth. The City must remain flexible to ensure resources are available for the future. We strive for public trust and confidence.

Goal 1:	Implement and adopt the long-term fiscal management plan and accompanying policies, as needed, to ensure financial resources are available to achieve visioning 2030.
Goal 2:	Identify, refine and improve our methods of service delivery, through continuous process improvement and performance measures.
Goal 3:	Identify and implement collaboration with other public and private entities in order to achieve cost effective services.
Goal 4:	Become a municipal government leader in integrated technology.
Goal 5:	Develop a comprehensive human resource strategy.
Goal 6:	Develop and maintain the City's ability to prepare for, respond to, recover from, and mitigate against major emergencies and disasters, minimizing the loss of life and property, ensuring continuity of government, and facilitating rapid recovery.

### **Key 2: Infrastructure and Facilities**

Richland is a full-service City that operates and maintains a broad range of facilities and infrastructure, including several utilities, critical to meeting community needs. City growth is accompanied by the need for additional facilities and infrastructure that are in the best interest of the community. With limited Federal and State funding, we must balance the costs to provide, staff, and maintain these new assets with the demands of maintaining existing facilities and infrastructure.

Goal 1:	Plan and provide infrastructure and facilities essential to community growth.
Goal 2:	Maximize existing facility and infrastructure life through sustainable maintenance programs.
Goal 3:	Develop comprehensive, yet realistic energy policies.
Goal 4:	Plan solid waste disposal facilities and programs to achieve the community's long-range fiscal and environmental priorities.

**Key 3: Economic Vitality**

Economic vitality is a community's capacity to be economically competitive, resilient, and attractive to private and public enterprise. This requires strength to withstand the ups and downs of an economic cycle. When times are good, Richland must be prepared to grow and prosper, and when times are hard, we want the reserves to ensure continued economic health. Richland also needs "energy," -- that bustle of activity that thriving communities exhibit. Community energy attracts talent (people) and capital (business) to an area. To remain vital, Richland must grow its economy, diversify its capital, and attract and retain talent. An economically vital Richland will require a team effort between regional organizations, neighboring cities, ports, other public entities, and the private sector. Richland cannot exist as a robust island independent of its neighbors.

Goal 1:	Increase retail sales tax per capita by recruiting new retail development.
Goal 2:	Increase primary sector, non-Hanford employment in Richland.
Goal 3:	Create an environment that fosters the recruitment and retention of young talent within the Tri-Cities.
Goal 4:	Promote and facilitate greater access to reasonably priced, high-level broadband services to Richland business and residents
Goal 5:	Increase the non-residential property tax base by facilitating commercial and industrial development.

**Key 4: Targeted Investments**

The City will make strategic investments in targeted areas to help ensure achievement of the City goals and a vibrant future. Primary targets are the Research District, Energy Park, Central Business District, and Island View. The City will seek grant funding and partnerships to achieve maximum leverage on these investments.

Goal 1:	Implement the Central Business District and Swift Corridor Master Plans.
Goal 2:	Implement the Island View master plan.
Goal 3:	Support growth of the Research District that leads to increased private sector investment, job growth and technology innovation.
Goal 4:	Support the development of the Energy Park through collaboration with other participants.

**Key 5: Natural Resources Management**

Richland has significant natural resources that provide its citizens an exceptional quality of life. The City will develop strategies to identify and conserve these resources while balancing the realities of accommodating a growing community.

Goal 1:	Balance private and public interests in the preservation of identified natural and environmentally sensitive areas.
Goal 2:	The City will provide services that promote sustainable environmental stewardship; provide a healthy and satisfying work environment for its employees; and minimize its impact on the physical environment of the community.
Goal 3:	Protect and enhance the City's water resources.

**Key 6: Community Amenities**

The citizens of Richland have a deep affinity for their city, especially the vast array of community amenities, such as our library and parks system. They want it to be a community with distinct character and image; rich with quality amenities and programs that enhance the quality of life beyond the provision of core City services. Richland can highlight features and amenities that attract and excite residents and visitors. Enhanced community amenities will promote economic vitality and long-term sustainability. We envision that people are proud to say they live, work, play, and thrive in Richland.

Goal 1:	Identify and invest in local and regional cultural, recreational, leisure and educational amenities that enhance residents quality of life and promotes tourism.
Goal 2:	Create gateways, streetscapes, and public art features to enhance and beautify the City.
Goal 3:	Provide and maintain park and recreation facilities to meet the identified needs of the community.

**Key 7: Neighborhoods and Community Safety**

Neighborhoods and a sense of safety are the basic building blocks of our city. They are where we live, raise our families, and socialize with our friends and neighbors. We recognize that in many ways, our City is only as strong and safe as our neighborhoods. Our challenge is to generate a greater sense of community care and pride through prevention of neighborhood deterioration; providing a safe community; and connecting residents to cultural, entertainment, and employment opportunities located throughout the City.

Goal 1:	Promote enhanced levels of public safety, livability, and attractiveness of neighborhoods and commercial property.
Goal 2:	Create non-motorized connectivity features that link neighborhoods, civic facilities, employment centers, parks, and commercial centers.
Goal 3:	Develop a strategy for revitalization of deteriorating neighborhoods.