



Mayor Robert E. Simison

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June 22nd 2022

MEMORANDUM

TO: Mayor Robert E Simison, City Council

FROM: Vincent Koontz – Strategic Performance Analyst

RE: 2021-2025 Strategic Plan – June 2022 Execution Progress Report

Background:

This memo summarizes the work our departments have performed from January 2022 – June 2022. This bi-annual update serves as a communication update to Council to provide them with departmental activities that are furthering our adopted Focus Areas and Goals. In July 2021, City Departments completed updating their strategies and tactics to accomplish the adopted Strategic Plan, which represents the work that the departments execute. Every six months, we communicate with Council about high level progress and attainment of key portions of the plan.

Current Status and Next Steps:

Over the past six months we have made steady progress on the strategies and the tactics by departments. As we continue to make progress, Council liaisons will be updated to gain information from Council members on topics that require policy, budget or input from the Council body. During this June presentation to Council, we will outline key initiatives, significant milestones and possible Council discussions based on the progress of the plan. During the next six months, we will review data from our Citizen Survey, which will be key to making updates and changes to our plan, in order to be responsive to the needs of our community.

Key Indicators:

- 33 of the 359 tactics in the plan have been completed since July 2021.
- 80% of the tactics in the plan have had activity since July 2021.
- Departments and Stakeholders have engaged City Council on several key initiatives such as;
 - Housing Attainability
 - Roadway Improvements (Linder Road, others)
 - Civic Block and Community Center
 - WASD Student Impacts
 - Meridian Pool Transfer
 - Parks Master Plan

Focus Area: Responsible Growth

Meridian will responsibly promote growth that enhances its long-term comprehensive vision and prioritizes infill development. We will encourage affordable, diverse housing options and high-quality communities.

Strategic Goals:

Prioritize investment of city infrastructure and encourage road and school facilities in identified areas to grow responsibly and maximize the delivery of city services.

Mayor's Office

- Review of current CFP to reflect Strategic Priorities and core services.
 - CFP review is currently in process with the Director Team and will be updated accordingly.

Planning

- Develop and utilize tools to enhance community services.
 - WASD updated City Council in February on the new Student Generation Rate they will be using going forward. The planning department will continue to coordinate with WASD, our planning staff and the development community to determine impacts on schools.
 - During the April 2022 discussion, Council and WASD discussed growth projection analysis methodology.
 - Permitting Dashboard is live and the Land Use and Development Report was submitted to Council for evaluation.

Public Works

- Development Master Plans
 - Public Works completed service map and phasing plan projections for areas served by the Can Ada Lift Station and McDermott Trunk Projects will allow clear options for development in that area.

Implement the goals in the community's Comprehensive Plan to ensure orderly development.

Parks

- Parks Master Plan
 - Parks findings presentation was held in late February. Parks is currently working on programs for cost recovery and a key issues matrix.
 - Discussed cost recovery options with City Council and held an open house to review options, inventory results and other key data points in May.

Establish enhanced housing affordability options in new subdivisions to create additional opportunities for all.

Mayor's Office

- Collaborate with groups to create varied housing options
 - The Mayor's Office approved the AARP Livability initiative to work with Opticos Design to discuss the "missing middle" housing options.

Planning

- Advocate for the building of condominiums and other multifamily enhance options
 - In April 2022, staff reviewed options for attainable housing opportunities to City Council
 - In May 2022 Council was engaged by IHFA to discuss how funding could work for partnership opportunities.

Focus Area: Transportation and Infrastructure:

Meridian will prioritize citizen desires for a more connected and safe community infrastructure. We will engage our partners and utilize resources to advance priority projects. We will develop a safe and connected system that includes pathways, sidewalks and a multi-modal approach to solve congestion challenges and roadway deficiencies.

Strategic Goals:

Advance construction of transportation projects on priority arterial roadways to reduce commute times and improve efficient movement within and about Meridian.

Mayor's Office

- Utilizing city funds to advance priority road projects.
 - Linder Road's interagency agreement is funded and design is underway.
 - Discussions are continuing with stakeholder groups to move Linder Road forward and identifying additional priority projects in the IFYWP.

Planning

- Coordinate to design and advance projects with the Transportation Commission.
 - Transportation commission heard about suggested pedestrian crossings at Records, River Valley to Fairview as well as possible medians on Ustick Rd.

Enhance our pathway network through property investment, agreements and construction to create continuous pathways with additional connection points.

Planning

- Prioritize new pathway and sidewalk connections
 - Planning has been working closely with ACHD to prioritize residential capital sidewalk improvements that complete sidewalk improvements and fill gaps in residential areas of Meridian. There are several projects in FY22 and FY23 in the plan.

Parks

- Pathway segments and community awareness
 - Creason Pathway project is out to bid. Linder Road projects have received bids and are being reviewed. Notice to proceed will be given in June.
 - Five Mile Creek Pathway Striping are complete.
- Development connections and standards
 - New conditions of approval have been developed to have pathway inspections to align with code. Planning will work to update their checklist for plats and define the inspection process.

Focus Area: Business and Economic Vitality

Meridian will revitalize its downtown and grow its targeted commercial areas to ensure a balanced economic base that supports family wage jobs creation. We will retain and recruit businesses and services that support our targeted industries and community needs.

Strategic Goals:

Retain and recruit business in the professional services, light manufacturing, and health care industries to provide a balanced economic base.

IT Services

- Enhance the City's presence for the community
 - Efforts to redesign the website are about 70% complete. We are currently taking feedback from departments and exploring content.

Police

- Deploy resources to target industries and expand our business community.
 - The Crime Prevention Unit has started sharing Crime Bulletins to the Chamber to provide the business community with awareness of local trends in crime.

Pursue multi-story residential and mixed-use projects in downtown that provide an increased quality of life and value to our citizens.

Economic Development

- Downtown survey to gather parking, perceptions and business needs
 - Surveys for visitors, business owners and property owners were created and provided to MDC and the Chamber in February.
- 2nd Street engagement
 - In January representatives from VRT, COMPASS, MDC and adjacent businesses met to discuss the 2nd Street concept.
- Civic Block Development Features
 - Selected River Caddis as developer for Civic Block project with consultation and approval from MDC, Council and stakeholders. Updated development plans as well as possible options for a future Community Center have been presented to Council.

Collaborate with impacted parties in our downtown area to effectively plan economic vitality with the sun setting of the urban renewal district.

Economic Development

- Business Improvement District
 - Draft and revised suggested business improvement district map was updated and provided to MDC and the Chamber in late February.

Focus Area: Public Health and Safety

Meridian will maintain its status as one of the safest communities in the West by investing in services and infrastructure that are essential to public health and safety. We will provide timely services, safe drinking water, and regulatory compliant wastewater services. We will evaluate the environmental impacts and our decisions, using data to inform our decision making. We will partner with our health community to ensure access to quality care for our citizens.

Strategic Goals:

Invest in needed Police facilities while implementing strategies to reduce property crime, improve traffic safety, enhance public education and prevention efforts and meet service level expectations.

Police

- Utilize substations to improve patrol effectiveness and public engagement
 - Construction contracts for the North Police Substation have been completed and have gone to bid. Construction should begin in summer of 2022 with completion in 2023.
 - The main Police Department has undergone a remodel to allow for an improved customer experience in the records division along with improved and updated classroom facilities for training.
- Promote policies that build community trust
 - Crisis intervention team was launched and has worked on several individuals to prevent negative outcomes in the community.
 - Minority members of the community participated in the last LT promotional boards.

Fire

- Achieve a CPSE Accreditation for Fire Services
 - Standards of Cover Document is nearing completion with Ironwood Consulting
 - The accreditation process has begun, we have selected a leadership team and submitted needed paperwork for become a registrant for FY23.
- Achieve a 5-minute response time in underserved areas in the community.
 - Ground breaking for Fire Station 7 & 8 have occurred and the staffing is included in the FY23 budget. These stations will improve overall response times in our key growth areas.

Invest in innovative technologies and processes to enhance drinking water quality, improve clean water discharge qualities and reduce the impact on the external environment to protect public health and compliance with regulations.

Public Works

- Meet service reliability tools
 - Completed submission of Meridian's IPDES permit reapplication. This process was done in house and will save the city hundreds of thousands of dollars over an outside consultant.

Focus Area: Vibrant and Sustainable Community

Meridian will create vibrant places for our citizens, embrace sustainable practices, and preserve natural spaces. We will provide innovatively designed parks and recreational offerings. We will respond to citizen desires to be stewards of our natural environment. We will partner with our community and developers to create beautiful open spaces, and cultivate art and cultural opportunities.

Strategic Goals:

Identify, improve, and support public spaces, events and program offerings that contribute to a premier and vibrant community.

Mayor's Office

- AARP Livability Initiative
 - The age-friendly survey went live to the community during March and will be available until April 30th.
 - Survey results are currently being reviewed with the Mayor's Office Team

Parks

- Fill gaps in current recreational offerings
 - Operations and Maintenance Agreement for the Meridian Pool transfer from WARD to the City have been signed and approved by City Council and we will begin operations this summer.
 - Fees have been updated and fully approved via public hearing in April 2022.
- Create an Urban Forestry Management Plan
 - Created and sent to Council in March 2022. Implementation of the plan will take place over the duration of the strategic plan.
- Discovery Park Phase II
 - Park is underway, targeted Teen Amenities and components will be added in the near future.

Execute financially responsible, sustainable and environmentally conscious projects to promote energy efficiency, waste stream reduction, and water conservation.

Public Works

- Pursue environmentally conscious projects and programs
 - Completed Trash or Treasure and the Spring Clean Up events. Both events had significant community participation.
 - Comprehensive review conducted on the Solid Waste Contract. Recommended to SWAC and City Council to leave current contract provisions in place.

Focus Area: Government Excellence

Meridian will encourage open, transparent and approachable government. We will embody our CARE values utilizing proactive, high quality communication with our citizens and stakeholders enhancing community engagement. We will invest in our employees in order to deliver our citizens the most innovative, efficient, and value-added services, while providing financially sound, resilient and effective government.

Strategic Goals:

Provide increased accessibility and transparency to government information at all levels which empowers residents to utilize their voice in governance and make informed decisions.

Finance

- Deploy additional self service tools for citizen transparency.
 - Open Gov and Questica are fully deployed and available for budget, financial and non-financial dashboarding and data reporting.

Police

- Increase accessibility to data and communications utilizing data dashboards
 - Data dashboards have been created for Patrol and Criminal Investigations to provide key insights for officers and teams as they work on key initiatives.

Empower employees to innovate operations, update ordinances and simplify processes in order to improve effectiveness and provide premier services to our citizens.

Mayor's Office

- Innovation Program
 - Conducting process improvement projects in Human Resources, Community Development and Finance on internal and customer facing processes.
 - Completing development of an internal database to store data, house innovations and digitize data capture, all electronically.

Exemplify and prioritize premier service through investment in our employees with skill-based training and career path advancement opportunities.

Human Resources

- Develop a robust internship program
 - Sent survey to Director team to understand their departmental needs for interns and what changes might be suggested to make the program more successful.
 - Mayor's Office will be developing a project plan and testing a pilot program to build a robust intern program for the entire city.
- Create development programs for our employees
 - Individual Develop Program draft has been created and is ready for leadership staff to review.