



Mayor Robert E. Simison

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December 15, 2021

**MEMORANDUM**

TO: Mayor Robert E Simison, City Council

FROM: Vincent Koontz – Strategic Performance Analyst

RE: 2021-2025 Strategic Plan – 2021 Execution Update

**Background:**

This memo summarizes the work our departments have performed during 2021 toward advancing the adopted Focus Areas and Goals of the 2021-2025 Strategic Plan. I will provide a presentation to City Council on December 21<sup>st</sup> 2021 highlighting some of these key projects and answer any additional questions you might have.

With our presentations and updates to Council we have presented the strategies that define the work of departments, how staff engage with Council, and how staff communicate during the execution phase of the plan. Additionally, discussions have highlighted key topics and areas that the departments will likely be engaging with Council, particularly areas that need budget and policy input from the Council.

**Current Status and Next Steps:**

Departments have completed key work during the 2021 plan period outlined below by Focus Area and Strategic Goal. The following captures key accomplishments that have occurred during 2021. Some accomplishments represent ongoing work and updates will continue throughout 2022 as progress continues.

## **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.**

#### Public Works

- Development Master Plans
  - Revisions to the NW Sewer Phasing plan has been updated and SW Meridian phase plan is in progress.
- Prioritizing and Ranking City Infrastructure
  - PW Rate model has been updated with FY22 budget numbers
  - Rate model is currently balanced for solvency in the 10-year CFP with reserves in place.

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

#### Parks

- Parks Master Plan
  - Strategic Kick Off was completed in October 2021, significant stakeholder engagement has occurred and a survey to gain valuable data from our citizens has begun and will provide feedback on the plan.

#### Planning

- Fields Sub Area Plan
  - Fields District Sub Area approved. Provides guidance around community character, investment and desired growth in this key area in NW Meridian.

**Utilize impact fees, cooperative agreements, urban renewal districts and other tools to ensure that development pays its proportionate share of services impacts.**

#### Economic Development

- Linder District
  - District approved by City Council, Ada County and ACHD to assist funding the Linder Overpass and sewer improvements for areas north of Overland.

**Apply design standards and ordinances to commercial and residential development to ensure quality communities with a diversity of amenities.**

#### Planning

- Open Space and Amenities
  - Council adopted new open space and amenity requirements in Oct 2021 after engagement and thorough updates

- UDC Changes
  - Council approved UDC changes that modified downtown building heights, mailing of notices and limiting comp plan changes.

### Public Works

- Update Design Standards for crime prevention
  - Public Works has updated their draft standards for streetlight design and will be reviewing with stakeholders in the near future.

## **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

- Linder Road Overpass
  - City Council approved dedicated funding to Linder Road overpass and approved the Linder District on 12/14.
  - ACHD RFQ completed and awarded.
  - CDA Interagency Agreement draft in review process with ACHD and ITD – target FY22 Q1/Q2 completion.
- Road Improvements for safer access to Discovery Park
  - Worked with Brighton Corp who partnered with ACHD to widen Lake Hazel Road between Eagle and Locust Grove. providing improved connections to Discovery Park in South Meridian.

### Planning

- IFYWP Changes with ACHD
  - Coordinated with the Transportation Commission to move up Amity and Locust Grove Intersection, plus pedestrian improvements to Mary MacPherson Elementary to construct in FY24
  - Moved up Ustick Road improvements from Black Cat to Ten Mile in this priority corridor to construct in FY24 to help provide connection towards Owyhee High School.
- Veterans Bus Route for VRT
  - No Cost service to get Veterans to the Boise Veterans Medical Center.

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

### Parks

- Construct Pathway Segments
  - 4 out of 6 priority pathway projects are nearing readiness to bid.
- Wayfinding and Branding
  - Branding and wayfinding have been established with the Urban Land Institute panel and are planned for the Spring of 2022.
  - Five Mile pathway bids for striping have occurred and painting will occur in early spring.

### IT

- Share Pathway Data for community awareness
  - IT created files to provide up-to-date pathway data to Google for improved pathway awareness for the public. IT also made pathway data available on our public facing GIS Hub Site.

## **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.**

#### Economic Development

- Commercial Project Manager Program
  - Community Development activated this role and established criteria to engage the business community and guide large projects through City development process.
- Business Growth
  - Job growth in targeted industries
    - 200+ jobs in Industrial sector
    - 200-300 jobs in IT Services
    - 100 in Professional Services
- Business Visitation Program
  - Conducted 11 visits during 2021Q1 - United Heritage
  - Q2 - Hammer & Stain, Microbe Formulas, Red Aspen, Western States Equipment
  - Q3 - JUB, Computrol, In Time Tec
  - Q4 - CompuNet, Fiberon, Keller Associates
  - Private sector COVID protocols still limiting visits.

#### IT

- GIS One Stop Shop
  - IT created a GIS hub that includes all GIS data layers from multiple city departments and placed it in a central location for our businesses, agency partners, citizens and staff to utilize that information.

**Utilize urban renewal areas and specific area plans to promote business investment in targeted areas to meet community needs.**

#### Economic Development

- Urban Renewal for Business Investment
  - With the Northern Gateway and Union District Amendments approved the next steps will include engagement with developers and businesses to target investment.

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

Economic Development

- State of Downtown Project
  - Co-hosted first-ever State of Downtown with Meridian Chamber on October 1, 2021. Approximately 130 downtown and other community stakeholders attended the virtual event.

Mayor's Office

- Meridian Magazine – Visit Meridian
  - Collaborated with the Meridian Chamber to highlight key developments, downtown improvements and local businesses.

## **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:**

**Deploy public safety resources to neighborhoods, to facilitate positive engagement, dialogue and build community trust.**

#### PD

- Youth Safety Academy
  - Summer 2021, 15 students, various topics on the functions of law enforcement and interactions with the community.
- Underserved Population Engagement
  - Command staff, Mayor's Office, and Council representatives have engaged in dialogue with the NAACP, Hispanic Chamber, and other underserved populations to gain insight in those communities.
- Property Crimes Unit Engagement
  - New partnerships with the property crimes unit and local businesses resulted in over \$20k of property being returned to over 20 victims
- Community Promotion Boards
  - Invited the public to participate in the promotions for command staff. Leadership command from around the valley plus we identified civilians in the community to participate in those boards.

**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.**

#### PD

- Captain Positions
  - Promoted 2 Lieutenants to Captain's position to allow for better operational effectiveness and long-term strategic initiatives.
- Police NW Precinct
  - Budget approval to construct new NW police station to improve logistical support and efficiencies in movement and response times.

**Invest in needed Fire facilities while implementing strategies to reduce loss of life and property, improve outcomes of response, enhance public education and risk reduction efforts to improve resident safety and meet service level expectations.**

#### Fire

- Station 7 & 8 Approval
  - Budget approved to design and construct facilities. Design development is currently in progress.
  - Purchase of two new engines for the stations has been approved and PO has been issued
- Fire Department Strategic Plan 2022-2025
  - Strategic Plan is created as of Dec 3<sup>rd</sup> and is required for CSPE Accreditation

## **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:**

**Develop premier open spaces, indoor facilities, amenities and public art projects to enhance the overall quality of life.**

#### Parks

- Lakeview Golf Course Master Plan
  - Course master plan was presented to Council in September of 2021.
  - Ordered replacement equipment for maintenance operations and awaiting delivery of those items. New carts were received in August.
- Urban Forestry Plan
  - Draft plan was presented to Council in September of 2021, updates are being made based on Council feedback.
- Discovery Park Phase 2
  - GMP contract was approved by Council in November of 2021.
  - Targeted teen amenities and skate park are currently in the design build process.
- Community Center Needs Assessment
  - Random sample survey has been sent to community members for feedback, Parks will be sending more survey information out soon.

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

#### Mayor's Office

- AARP Livability
  - Joined AARP Network of Age-friendly Communities in 2021.
  - Conducted a Town Hall in October 2021, outlining key milestones and next steps. Work to include focus groups and survey efforts to identify opportunities within the program framework.

#### Parks

- Volunteer Program
  - Lakeview Golf Course Volunteer program implemented for course attendants and marshals.



## **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

- Transparency
  - Open Gov financial reporting and dashboarding is now available to all employees, citizens and elected officials.

**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 and Change Academy
  - 31 ideas submitted for process improvement in FY21.
  - Analyzed and completed 14 projects saving approximately 596 hours of staff time on non-value-added work.
  - Trained 17 additional staff through the Innovation 101 classes.
  - Community Development made changes to the QLPE process that saved over 7 days of waiting on staff to complete an item.

### HR

- Policy and Procedure Manual Updates
  - Policies were presented to City Council on 12/14 after thorough updates and review with Mayor, and key staff, Fire Union wanted additional time to review and provide feedback, will be brought back in the next 30-60 days.
- Job Description and Pay Data
  - HR has made all job descriptions and pay information available to all employees through the intranet.

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

### HR

- E-Recruit and Hiring Tool
  - E-recruit Phase 1-3 have been implemented, with phase 4 starting now to finish enhancements to the system.
  - This system provides greater flexibility, is mobile friendly, and considers feedback from internal and external users.
  - This provides internal users with analytics and a central location for all recruiting and hiring information.