



**MISSION**

To build a safe, vibrant community for life, work, growth, and recreation.

**VISION**

Shelton is a community of active lifestyles, accountable government, engaged citizens, safe streets, strong work ethic and inspiring leaders.

**VALUES**

Honesty & Integrity | Customer Service | Responsibility | Deliver Results | Teamwork | Innovation

**STRATEGIC GOALS**

*WHERE we will focus ...*

- Economic development to increase financial stability, housing, infrastructure and job growth.
- Actively build Shelton's reputation and pride through strategic public engagement activities to support its Vision.

**SUCCESS MEASURES**

*WHAT is Winning ...*

FY / CY end Dec. 31

|  | 15<br>Actual | 16<br>Actual | 17 | Target |
|--|--------------|--------------|----|--------|
| <b>Quality Services</b><br>Level of Service-Parks<br># of Claims- Streets<br>-Sidewalks<br>Pavement Condition Rating<br>Property Crime (CY)<br>Violent Crime (CY)<br>Customer Complaints                             |              |              |    |        |
| <b>Diverse Industry</b><br># of licensed business<br>-types of business<br># Comm. Permit Issued<br>Unemployment rate<br>% contract spend OWMBE<br>suppliers (CY)<br># of new jobs created (FY)<br>Per Capita Income |              |              |    |        |
| <b>Stewardship of Public \$</b><br>Financial Reserves<br>State Audits<br>Budget -vs- Actual  |              |              |    |        |
| <b>Community Engagement</b><br>Volunteering<br>Voter Registration<br>Voter Participation   |              |              |    |        |
| <b>Promote Vision</b><br>% staff who know how<br>their job supports the SP   |              |              |    |        |
| <b>Highlight Accomplishments</b><br>Staff Satisfaction<br>Customer Satisfaction  |              |              |    |        |

**STRATEGIES**

*HOW we will deliver results ...*

- 1. Provide quality public services to promote livable neighborhoods**
  - a. Comprehensive Plan development
  - b. Develop Infrastructure rating system & maintenance plan
  - c. Identify funding sources for Public Works, Parks, & Facilities (civic center, library, museum)
  - d. Reduce the crime rate
- 2. Attract and maintain diverse industry**
  - a. Create Economic Development Program
- 3. Ensure stewardship of public dollars**
  - a. Establish sustainable financial practices
- 4. Foster community engagement and shared commitment**
  - a. Host Vision sessions for downtown & other areas
  - b. Build support with commissioners and the community
  - c. Develop focus areas for targeted projects
  - d. Create opportunities to contribute
- 5. Promote vision to Shelton employees**
  - a. Link the daily work to strategic plan
  - b. Employee engagement on the action plans
- 6. Highlight accomplishments**
  - a. Recognize the contributions to our community
  - b. Promote more active employees in community

**2018 PLANS**

- 1a.1) Develop Policy for Comprehensive Plan
- 1a.2) Adopt IRC property maintenance code
- 1a.3) Establish comprehensive Plans (water, sewer, parks)
- 1a.4) Develop neighborhood associations
- 1a.5) Enforce codes – aggressively and fairly
- 1b.1) Develop streets, sidewalks, and ADA infrastructure rating plan
- 1b.2) Develop infrastructure priority list using the rating plan
- 1c.1) Build community partnerships
- 1c.2) Build multi-jurisdictional partnerships
- 1c.3) Develop maintenance plans
- 1d.1) Establish widespread neighborhood and business watch groups
- 1d.2) Establish partnerships with local agencies to combat mental health and drug abuse issues
- 2a.1) Identify firm(s) to conduct economic development research
- 2a.2) Establish community partners to assist development process
- 2a.3) Develop comprehensive economic development plan and targeted business retention, expansion, and recruitment plan.
- 2a.4) Create implementation strategy utilizing partner strengths
- 2a.5) Conduct at least 3 economic development events in 2018
- 3a.1) Establish budgeting process
- 3a.2) Update financial management policies
- 4a.1) Host a public forum on neighborhood and business watch programs
- 4b.1) Deliver a safety update to at least 6 local service clubs
- 4c.1) Work with 7-person council to establish target areas
- 4d.1) Establish team with WA Office of Traffic Safety to improve traffic safety near Shelton schools
- 5a.1) Establish citywide values and performance criteria
- 5b.1) Develop policy allowing employee participation in action plans. Quarterly plan updates and acknowledgement of employee engagement
- 6a.1) Establish annual community awards for various projects/efforts
- 6a.2) Employee of the month program
- 6a.3) "Kudos Cards"
- 6a.4) Aggressive social media/promotion of accomplishments(beyond common)
- 6a.5) Employee monthly spotlight
- 6b.1) Service club dues reimbursement