

Boise City Strategic Plan Update

2004 and 2005 Budget Process

The City of Boise's mission is to provide leadership, share the responsibility for advancing common community values, and, to the extent possible, provide services which foster a high quality of life through wise use of community resources.

Community values:

- **Quality of life** – promoting environmental integrity, economic stability and managed growth and fostering community and neighborhoods.
- **Equity and justice** – promoting civility, tolerance and celebration of diversity, and democratic practices.
- **Customer service** – serving those who choose to live, work or play in Boise with quality services.
- **Fiscal responsibility** – fostering wise use of public resources and providing value for fees and taxes paid, and City employee accountability.
- **Community identity** – Nurturing and enhancing Boise's unique advantages and marshalling and facilitating the resources of the community to achieve shared goals.

Strategic Initiatives and tactics to achieve them. Objectives for special focus by the City and our partners in the community and the region. (* = implementation substantially completed.)

Initiative #1: Maintain Community Health and Safety

1. Implement community policing.
2. Evaluate and implement policies and procedures for liability concerns.
3. Develop stronger domestic violence victim's rights programs.
4. Develop a metro-wide electronic communications system for emergency/non-emergency services.
5. Adopt and implement zero tolerance policies regarding gangs, drugs, and graffiti.
6. Develop a model interagency fire cooperation agreement with Whitney Fire and Rescue District and with North Ada County Fire and Rescue District.
7. Develop a city wide plan for patrol areas that maintain quick response for all neighborhoods.
8. Initiate a valley wide traffic signal priority system for emergency response vehicles, in all traffic signals.
9. Adopt a master siting plan for fire services, including the airport fire station.

Initiative #2: Increase the Quality/Equity of the Built Environment

1. Review and strengthen design standards.
2. Develop a Memo of Understanding with ACHD.
3. Develop a Memo of Understanding with Ada County.
4. Encourage master plans for site development.
5. Review processes/implement ULI recommendations.
6. Finish comprehensive plan.
7. Encourage affordable housing.
8. Incorporate natural environment protection into design standards.
9. Incorporate public art into new buildings through public/private partnerships as feasible.

Initiative #3: Focus Land Use Policies to Curb Urban Sprawl and Promote Planning for the Region

1. Finish the Foothills Plan.
2. Review sewer extension policies.
3. Encourage transit-oriented development.
4. Promote Downtown Plan.
5. Pursue regional planning authority.
6. Adopt and implement a comprehensive land use plan.
7. Develop a long-term master annexation plan to bring the entire area of impact and logic future area of impact into the City.
8. Support comprehensive plans and provide leadership for proposed regional sewer planning efforts.
9. Construct the airport's third runway project in a manner that does not impinge upon the technological zones in Southeast Boise.
10. Secure development rights in key locations in foothills.
11. Promote farm land preservation

Initiative #4: Protect the Quality of the Natural Environment

1. Enhance solid waste and recycling programs.
2. Review Boise River Plan.
3. Protect groundwater quality.
4. Protect air quality.
5. Pursue EPA storm water management requirements.
6. Lessen reliance on chemicals for management of pests.
7. Focus efforts on activities to improve the quality of air in the basin.
8. Develop programs that will promote removal of green waste from the solid waste-hauling stream.
9. Promote ground water quality and ground water quality protection.
10. Develop school, office and other commercial recycling programs in conjunction with the solid waste contractor and school districts.

Initiative #5 Continue Conservation of Natural Resources

1. Develop dual water systems.
2. Pursue open space acquisition, including farm land, for corridor preservation.
3. Continue urban re-forestation program.
4. Expand geothermal utilization.
5. Conserve groundwater.
6. Promote water conservation achievements.
7. Implement storm water "best management practices."
8. Acquire open spaces and land for future city needs when opportunities present themselves.

Initiative #6: Maintain Economic Vitality

1. Attract diversified, clean industries.
2. Support efforts to expand engineering education at BSU.
3. Facilitate, in cooperation and partnership with the private sector, the annexation, zoning and development of additional industrial land, including large block industrial land, ready to develop with set guidelines for industrial applications that can proceed without a conditional use.

Initiative #7: Develop Neighborhoods and Protect Existing Neighborhoods

1. Continue Neighborhood Reinvestment programs.
2. Support neighborhood planning.

3. Encourage master planning.
4. Examine processes for decision making (Mayor's reorganization and organization development efforts).
5. Study the feasibility of corporate and neighborhood adopt-a-park partnerships.
6. Create a street lighting funding plan for community wide implementation of adopted lighting standards.
7. Review statistical information annually to track the health of neighborhoods and other key sectors.
8. Acquire future park sites and develop existing sites.
9. Study viability of the "walk-able" neighborhoods concept.

Initiative #8: Increase the availability and accessibility of Public Amenities:

1. Continue park land acquisition and development - coordinated with schools, fire, and law enforcement.
2. Adopt and implement the long range plan for library development, including the use of other agencies' facilities by agreement or by acquisition.
3. Continue to support and explore public/private partnerships as a means of providing the necessary facilities and programs including expansion of Zoo Boise.
4. Adopt ADA transition plan for parks and recreational facilities.
5. Encourage other area communities to care for their own local needs for parks, recreation, libraries, etc. or enter into collaborative effort. Offer assistance of Boise City staff as appropriate.
6. Fund a program of major repair and maintenance for all City facilities to fully protect the assets and to make them available to the public in a safe and attractive manner.
7. Provide City services and transactions over the Internet.
8. Create a capital improvement funding plan and strategy for construction of priority new facilities such as neighborhood parks, library branches, etc.
9. Complete the update of the Parks Comprehensive Plan.
10. Review feasibility and if appropriate implement a two year levy for foothills land acquisition.
11. Develop a strategy for enhancement of the main Library as a showcase facility coordinated with other community needs in the cultural district, greenbelt and Capitol Boulevard area.
12. Develop multi-generation community center facilities for West Boise.

Initiative #9: Promote and Support Visual and Performing Arts

1. Adopt JD Park Master plan and continue to support art museum in the park.
2. Support programs and course offerings of Parks and Recreation and the Library which encourage and promote visual and performing arts.
3. Encourage public/private partnerships that enhance arts for youth.
4. Expand partnerships in the arts to broaden citizen opportunities and to enhance cooperation in programs and facilities.
5. Review and implement options to fund public art.
6. Implement the Metro Arts Plan and the Cultural District Master Plan.

Initiative #10: Focus On Youth

1. Fund completion of Rhodes Park.
2. Support Youth Commission and expand focus to include library services to youth (on-gong).
3. Support the position of Youth Coordinator and expand focus to include library services to youth.
4. Support education enhancements as well as those services which provide formal education support for children and young adults and or learning opportunities for pre-schoolers.
5. Fund police School Resource Officers and Elementary School Resource Officers.
6. Create accessible, low cost after school recreation programs at all elementary and junior high locations.
7. Expand youth opportunities for work and recreation.
8. Elevate the quality of childcare in Boise without increasing the cost of care.
9. Promote childcare at work sites including City Hall.
10. Enhance opportunities for youth of promise.

11. Involve young people on City boards and committees and commissions.
12. Support public – private activities for youth.

Initiative #11: Explore Parking Programs to Encourage Alternative Transportation and Reduce the Number of Vehicle Parking Spaces needed in public/private Developments, while Maintaining Ample and Convenient Vehicle Access for Business Customers

1. Encourage development and use of expanded bike and pedestrian facilities.
2. Update BUS plan.
3. Encourage employer transportation demand management programs.
4. Establish and fund a regional transportation authority.
5. Identify revenue sources to replace federal funding for transit operations and expansion of BUS system.
6. Identify and acquire regional transportation corridors and land for park and ride facilities.
7. Fund a Downtown free shuttle system.
8. Preserve the transportation corridors through the region for use in alternative transportation.
 - a. Preserve the Union Pacific Rail Corridor from Boise to Nampa and Mountain Home.
 - b. Identify other corridors to acquire for future alternative transportation systems.
9. Provide additional parking facilities to encourage use of downtown and other urban destinations such as the library and Julia Davis Park.
10. With the downtown parking committee, develop a plan for appropriate parking for employees, shoppers and other visitors to downtown.

Initiative #12: Support the Operation, Expansion and Development of a Regional Airport System

1. Expand Airport Commission to provide for regional representation.
2. Update and implement Airport Master Plan to keep pace with regional growth, including expanded and future terminal facilities, cargo and general aviation facilities and the National Interagency Fire Center.
3. Continue development of the Airport's third runway as a Short Takeoff and Land (STOL) runway, in cooperation with the Idaho National Guard.
4. Pursue acquisition of industrial and commercial land within the airport area and existing housing in the noise impact zones to assure the long term viability of the airport.

Initiative #13: Reduce the Cost of Government by Increasing Efficiency and Effectiveness of Services

1. Lessen reliance on property tax.
2. Review all fees and charges every two years.
3. Develop City-wide fees and charges philosophy and policy.
4. Review and revise operating ordinances to facilitate public/private endeavors.
5. Expand the effectiveness of sworn officers by replacing police positions with civilians where-ever appropriate in order to move sworn officers to direct police work.
6. Use paraprofessional positions in functions to reduce the cost of services.
7. Develop a core staff of competent professionals in key technical disciplines to avoid higher costs of contracting services – including engineering, MIS and other positions.
8. Implement the recommendations in the Quality Maturity Analysis and further the use of the “tools of quality” in rigorous review of all processes within the City.
9. Use cross functional teams to map and review processes and to reengineer services.

Initiative #14: Prioritize Services and Use of Resources

1. Systematic review and prioritization of all City services.
2. Update Capital Improvement Plan.
3. Implement an integrated performance budgeting and compensation system.
4. Conduct a biennial survey of citizens to capture very broad comment about priorities and uses of resources.

Initiative #15: Empower Employees

1. Increase training and development.
2. Provide tools and technology to increase productivity.
3. Review employee benefits, compensation and workplace employment.
4. Review all internal City wide procedures and refine, reduce, or eliminate those that decrease the ability of management to empower employees to make decisions and work effectively.
5. Regularly survey employees and/or hold employee focus groups regarding city issues, work environment, job satisfaction, etc.
6. Recruit and retain quality employees by enhancing the competitiveness of the City's compensation system.
7. Encourage restructuring of the State Public Employee Retirement System to achieve cost savings for the City within the State retirement system while enhancing employee benefits and value.
8. Expand the use of cross-functional teams to implement process improvement.

Initiative #16: Promote Opportunities for Intergovernmental Activities

1. Adopt a regional Foothills Plan.
2. Establish and fund a regional transportation authority.
3. Facilitate cooperative working relationships with other government entities in Ada and Canyon counties.
4. Consolidate or contract out government functions to increase efficiency and decrease costs to taxpayers.
5. Develop programs to create a "disaster resistant community" using project impact grants.
6. Work with Ada County Highway District to increase the number of street lights in the City consistent with service standards and develop equitable agreements on shared costs.
7. Study the possibility of a functional consolidation between Ada County EMS and Boise Fire Department.
8. Support the Treasure Valley Partnership.
9. Enhance cooperative efforts with Ada County, area sewer districts, EPA, DEQ and all Treasure Valley communities involved in NPDES, air quality and expanding recycling activities.
10. Implement the Boise Recreation and Management Plan.

Initiative #17: Improve Internal and External Communication

1. Explore expanded e-mail capabilities to other agencies and consider the implications of providing electronic means for citizens.
2. Establish a standard of communication which requires and supports the use of e-mail and connection to the City network by all departments.
3. Develop and expand use of the Internet for public access to City functions, information and transactions.
4. Create electronic linkages to other government, non-profit and private partners.
5. Develop capacity for e-commerce and implement on-line services/transactions for City customers.

Initiative #18: Enhance Diversity within the Community

1. Increase the numbers of minority and women police officers and firefighters.
 - a. Attract women to fire service by encouraging young women to prepare for fire service careers.
 - b. Recruit and retain additional minorities and women in police services.
 - c. Achieve 25 percent participation by minorities and/or women in sworn police positions by FY 2004. (Modified by City Council to require significant accomplishments in a reasonable time frame.)

Initiative # 19: Improve Downtown Circulation and Parking

1. Use parking revenues related to fee and fine increases approved in FY 2001 to enhance downtown parking and circulation.
2. Implement a downtown shuttle program as a pilot project.