

# City of Walla Walla Strategic Plan Update



## INTRODUCTION

The City of Walla Walla is a full-service city dedicated to enhancing the quality of life for our 34,250 residents, 2,337 businesses, and many local partners. Located in SE Washington, Walla Walla is known for its world class wine industry and tourism, its rich history, agricultural roots, and engaged community.

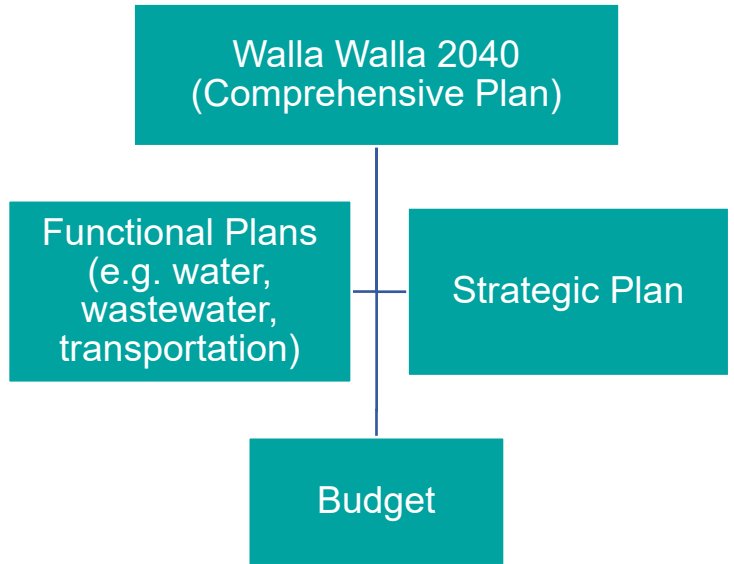
Embarking on our third Strategic Plan, Walla Walla continues to evolve as an organization. With this Strategic Plan update, we refreshed our Mission, Vision, and Values seeking and incorporating feedback across the organization. Our Mission, Vision, and Values are the centerpiece of the organization, driving our culture and the service we provide to the community.

As a full-service city, Walla Walla provides a wide range of services (internal and external):

- Police
- Fire and EMS
- Public Works:  
Traffic/Transportation, Water,  
Sewer, Stormwater, Engineering
- Landfill, Compost, Sanitation, Green  
waste, Recycling
- Parks and Recreation
- Library
- Development Services
- Administration/Support Services:  
Leadership, Human Resources,  
Communication, Finance, Legal,  
Fleet Operations, Technology  
Services, City Clerk

# HOW DOES THE STRATEGIC PLAN INTEGRATE WITH OTHER CITY PLANS?

Walla Walla 2040, the City’s comprehensive plan, guides the long-term community vision and growth framework for the City of Walla Walla. The strategic plan is consistent with the comprehensive plan and implements the priority goals and policies. Priorities could change with each cycle of Strategic Planning but will be consistent with the framework of the comprehensive plan. Each layer of the hierarchy has shorter planning horizons to implement the goals and policies outlined in the comprehensive plan ultimately working towards operational plans and the City’s two-year budget cycle allocating the necessary resources to accomplish the key objectives outlined in the Strategic Plan.



## LEARNING, RESULTS, & IMPROVEMENT

Resident Survey  
Employee Survey  
Financial Report  
CRM

## OPERATIONAL EXECUTION

Deploy Action Plans  
Council Agenda Planning  
Evaluations/Goal Setting  
Onboarding

## COMMUNITY & CITY COUNCIL

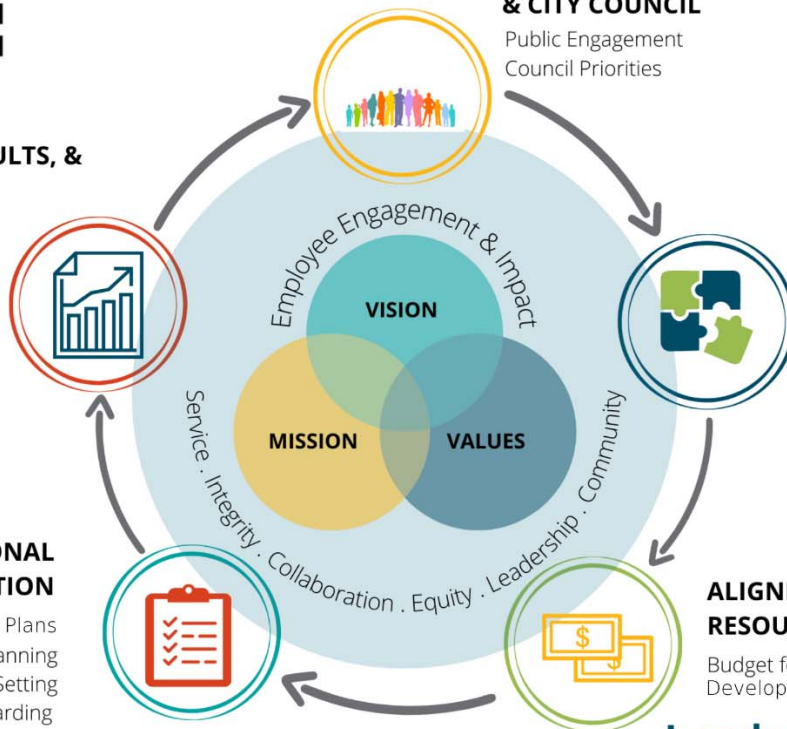
Public Engagement  
Council Priorities

## STRATEGIC PLANNING

Aligned with adopted plans

## ALIGNMENT OF RESOURCES

Budget for priorities  
Develop Action Plans



# Leadership System



## VISION, MISSION, & VALUES

The City of Walla Walla adopted a refresh of its Vision, Mission, and Core Values September 2021. The process began with the Leadership Team brainstorming the organization's core values. We then surveyed the employees to share their thoughts on the organization's core values. We then asked the City Council. Aligning the inputs, the City Council adopted the organization's core values. The Leadership Team conducted a similar exercise for Mission and Vision. Employees shared their feedback on proposed mission and vision statements. The feedback received, particularly on the vision statement, was keep the existing vision statement. Each department was then asked what does "best of the best of the Northwest" mean to you and developed context around the vision statement.

### VISION:

Walla Walla, best of the best of the Northwest.

### MISSION:

Dedicated to enhancing the quality of life in Walla Walla.

### CORE VALUES:

- Service
- Integrity
- Collaboration
- Equity
- Leadership
- Community

As an organization, we are driven by our mission to enhance the quality of in Walla Walla and strive to be the best of the best of the Northwest. We accomplish this through modeling our core values, continuous improvement, and beginning to utilize data to drive our decision making.

# STRENGTHS AND CHALLENGES

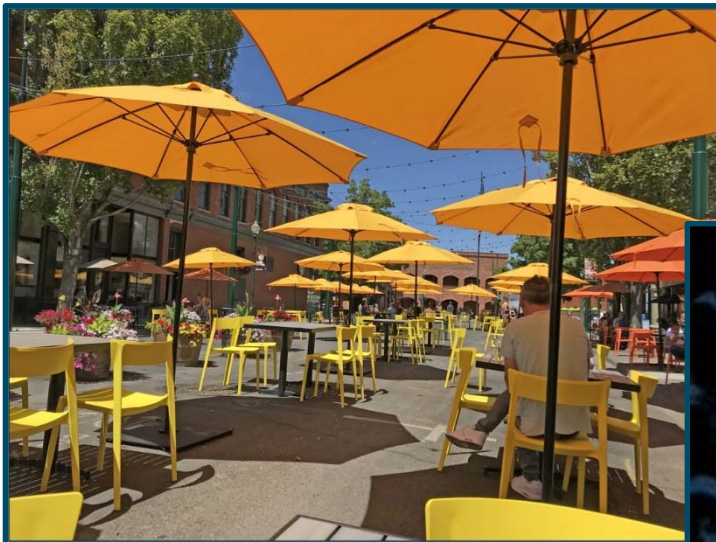
As part of the City’s Strategic Plan update process, a SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis was conducted of the organization. The SWOC analysis results were shared with the City Council for input on the priority strengths, opportunities, weaknesses, and challenges.

## STRENGTHS/OPPORTUNITIES

1. Competent and knowledgeable work force that values service to the community
2. Teamwork throughout the organization – engaged workforce that collaborates across departments
3. Communication – strong external communication with an opportunity to strengthen internal communication
4. Partnerships – collaborative relationships with local (e.g. gov’t agencies, non-profits), state, tribal, and federal partners.
5. Fiscal Responsibility – maintain a general fund reserve at 15%, recent voter approved for TBD renewal, utility financial planning

## WEAKNESSES/CHALLENGES

1. Housing Crisis – cost burdened households, lack of well-paying jobs, housing supply deficit
2. Formalization of processes within the organization
3. Organizational succession planning – to maintain delivery of services to the community
4. Funding to maintain/replace aging infrastructure
5. Employee Recognition – greatest asset are our employees and need to recognize accomplishments



## KEY FOCUS AREAS

To achieve the City’s mission, vision, and model the values, the Strategic Plan has four key focus areas:

- Livability
- Economic Health
- Safe Community
- High Performing Organization

The four key focus areas were determined through the SWOC analysis results; what are the strengths and opportunities for the organization that will aid in accomplishing the strategic plan and what are the weaknesses and challenges to be aware that may prevent accomplishment of the strategic plan. The four key focus areas were refined by the City Council and Leadership Team with the understanding that with each subsequent strategic plan, the focus areas remain the same, but the objectives/priorities identified will likely be modified with each plan update cycle.

Each key focus area includes specific objectives that will transition to action plans for the organization to implement and resource accordingly. The City will begin its next two-year budget (2023-2024) by allocating resources towards initiatives to improve performance in each key focus area.



### LIVABILITY

Livability: what the City of Walla Walla focuses on to execute the organization’s mission of enhancing the quality of life in Walla Walla.



### SAFE COMMUNITY

Organizational readiness around emergency management, infrastructure stability (maintenance/repair/multimodal), and overall community safety.



### ECONOMIC HEALTH

The City’s financial stability through sustainable revenue sources, attracting new businesses and shopping opportunities, and support a strong economy through diverse employment sectors.



### HIGH PERFORMING ORGANIZATION

The City will develop a culture of continuous improvement, collaboration with organizations and partners within the community, and well trained and supported work force.

Through the work of the Leadership Team and City Council, utilizing the 2021 Resident Satisfaction Survey results, the following strategic objectives have been identified for each key focus area (aka “the buckets”):

# LIVABILITY

Strategic Objective 1 (What)	Initiatives (Transition to How)	Timeframe (When)
Addressing Housing Crisis in the Community	<ul style="list-style-type: none"> <li>Incentives to support diversity of housing types</li> <li>Implement the Regional Housing Action Plan Policy Recommendations</li> </ul>	1 to 2 years

Strategic Objective 2 (What)	Initiatives (Transition to How)	Timeframe (When)
Ensure recreational, cultural, and educational opportunities provided are equitable and inclusive. Provide programs that serve all age groups and address quantity and access to those opportunities.	<ul style="list-style-type: none"> <li>Establish baseline for participation in recreational and cultural activities</li> <li>Develop plan to reach underserved groups through current and new programming</li> </ul>	2 to 4 years

# ECONOMIC HEALTH

Strategic Objective 1 (What)	Initiatives (Transition to How)	Timeframe (When)
Diversify, Expand, and Sustain Revenue Sources to Support City Objectives	<ul style="list-style-type: none"> <li>Music Events at Wine Country Amphitheater - establish baseline attendance and number of concerts for 2022</li> <li>Attract new businesses (jobs) and shopping opportunities</li> <li>Establish REET 2 (infrastructure)</li> </ul>	2 to 5 years  On-going  2 to 4 years

## SAFE COMMUNITY

Strategic Objective 1 (What)	Initiatives (Transition to How)	Timeframe (When)
Community safety through response/risk reduction	<ul style="list-style-type: none"> <li>• Expand Community Paramedic Program</li> <li>• Analyze implementation of a body camera program or other alternatives to address transparency and community safety</li> </ul>	1-2 years  Year 1

Strategic Objective 2 (What)	Initiatives (Transition to How)	Timeframe (When)
Infrastructure Improvement (maintenance/safety/operations)	<ul style="list-style-type: none"> <li>• Create communication strategy</li> <li>• Implement Pavement Management Program strategy and funding approach               <ul style="list-style-type: none"> <li>○ Explore additional .1% sales tax Transportation Benefit District (council authority)</li> </ul> </li> <li>• Assess and analyze trail opportunities such as Mill Creek</li> </ul>	1 year/then on-going  2-5 years  1-2 years  5 years

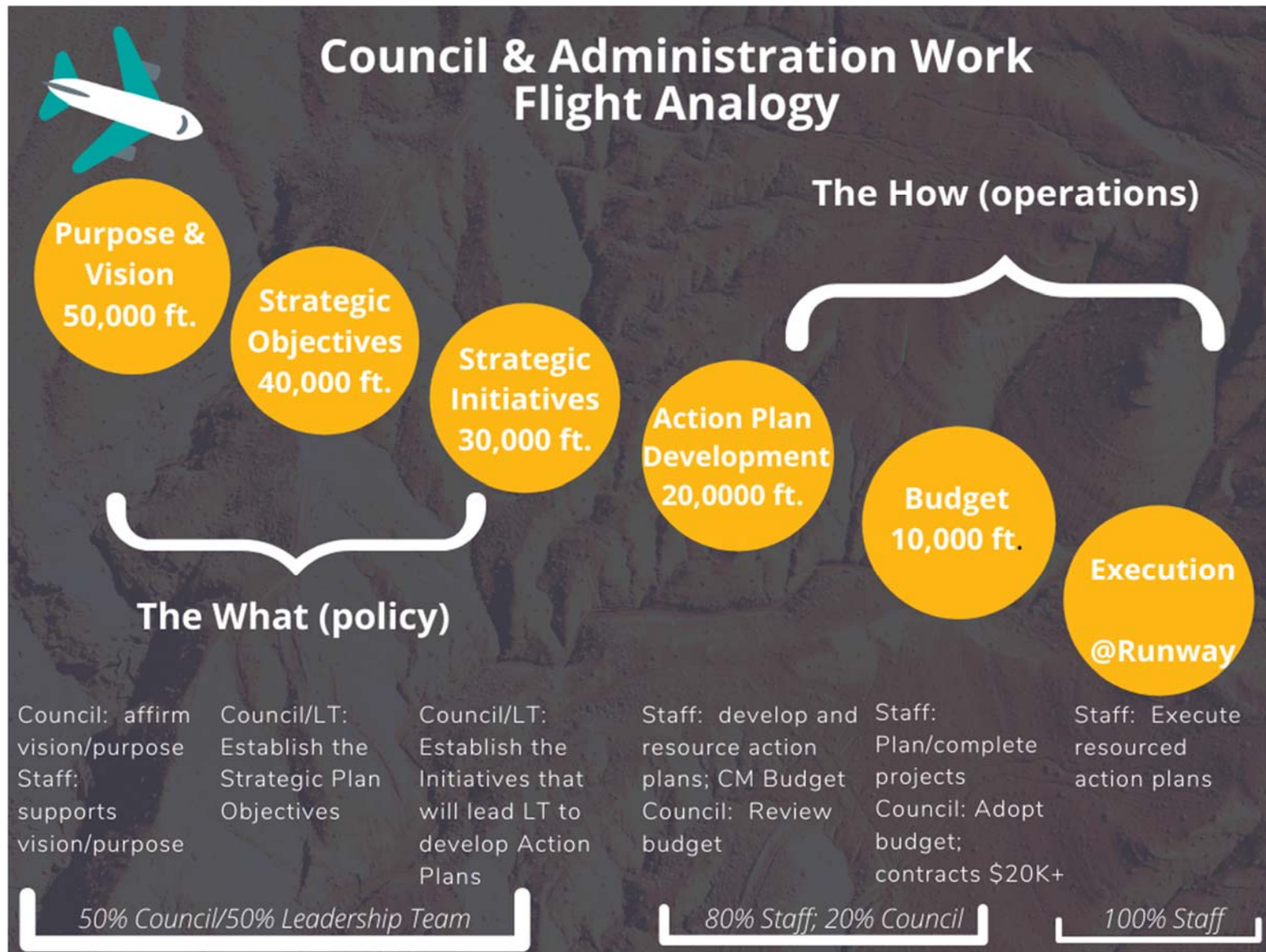
## HIGH PERFORMING ORGANIZATION

Strategic Objective 1 (What)	Initiatives (Transition to How)	Timeframe (When)
Improve collaboration and communication with organizations and stakeholders.	<ul style="list-style-type: none"> <li>• Engage stakeholders in the next Strategic Plan Update</li> <li>• Establish Community Relationship Management (CRM) Program</li> </ul>	3 years (2024 next SP update)  1-2 years  2-5 years

	<ul style="list-style-type: none"> <li>Continue efforts on regional approach to address issues and new initiatives</li> </ul>	
<b>Strategic Objective 2 (What)</b>	<b>Initiatives (Transition to How)</b>	<b>Timeframe (When)</b>
Employee Recognition	<ul style="list-style-type: none"> <li>Develop programs to provide avenues to recognize employees at city, department, and individual levels.</li> </ul>	1-3 years (to develop programs) then ongoing/continuous



# STRATEGIC PLAN IMPLEMENTATION



	Feb 2022	March 2022	April 2022	May 2022	June 2022	July 2022	August 2022	Sept. 2022	Oct. 2022	Nov. 2022	Dec. 2022	2023	2024
LT Draft SP	█												
CC Review SP – guidance on SO/SI	█	█											
CC Action SP		█											
LT Develop APs			█	█	█								
AP resourced 2023-2024 budget process						█	█	█					
Finance Committee Budget Review								█	█				
Council Action 2023-2024 Budget									█	█	█		
AP deployed												█	█

Hand off point from policy to operations

Hand off point from operations to policy

Hand off point from policy to operations

LT = Leadership Team CC = City Council  
 SP = Strategic Plan SO/SI = Strategic Objective and Strategic Initiative  
 AP = Action Plan

## APPENDIX

Ideas shared through the Strategic Plan update process but not identified as immediate priorities, are captured in the appendix so the ideas are not lost and can be moved forward if time and resources become available or another priority is completed.

1. Clarity of roles and responsibilities within the organization.
2. Continue to build skill sets and training for employees; be an ambassador for the City of Walla Walla.
3. Proactive hiring practices to develop succession planning for key positions and to ensure diversity of staff to reflect the community.
4. Increased employment opportunities within the City of Walla Walla and address childcare shortages that may impact employment.
5. Engaging community stakeholders and promoting their work in the community.
6. City building (facilities) 6-year master plan.