

DALLAS STRATEGIC PLAN



Approved by City Council
August 7, 2023



Our Mission

We are a welcoming, safe and livable community dedicated to people and business.

Our 2030 Vision

“Set in the picturesque mid-Willamette Valley alongside the foothills of the Coast Range, we are a prosperous community that has preserved its small-town character. Our 1898 county courthouse looks out over our town square and revitalized historic downtown. We have planned well for our growth and development, updating essential infrastructure and strengthening our neighborhoods”

-Excerpt from Dallas 2030 Vision

OUR VALUES

The City of Dallas Strategic Plan is governed by four key elements: our mission, vision, motto and values. Our mission reflects the character of our community and is based on the principles of service and commitment. Our vision honors our history and presents a promising future to which this Strategic Plan is directed. Our mission and vision are built on the foundation of our motto and the following core values, by which our elected officials, employees and volunteers are expected to act.



Transparent. Accessible. Fair and Honest Government – This value reflects our most important responsibility to our citizens and customers. Our competence is measured and, in fact, reinforced through active engagement of those we serve. We maintain an organizational reputation for accessibility, fairness, honesty, and integrity.

Diverse and Humane Organization – We are an organization that protects individual rights and honors diversity. Civil communication, respect for others, compassion, and a sense of humor are essential tools in our organization. We value what makes each person unique and strive to respect and treat each other with dignity.

Public Service – We are public servants. We proactively serve the community’s needs. We are accessible, responsive, respectful, consistent, and understanding. We assist beyond our customers’ expectations.

Fiscal Responsibility – Proper use of public resources is a trust which we honor and protect. In our management of this trust, we must avoid even the appearance of impropriety. In our management of public funds, we constantly strive for the greatest possible efficiency and effectiveness.

Personal Honesty and Integrity – Each of us demonstrates the highest standards of personal integrity and honesty in our public activities to inspire confidence and trust in our government.

OUR VALUES

Excellence – Excellence is shown by being creative, professional, innovative, showing initiative, and being committed to our community. In this pursuit, we support continuing education and training for everyone in the organization.

Teamwork – We are a team that supports each other and the community, and we emphasize a high level of trust. We embrace a spirit of teamwork, empowerment, cooperation, collaboration, and community.



STRATEGIC PLAN THEMES

The Strategic Plan has five main themes drawn from our Dallas 2030 Vision: Our Community & Identity, Our Economy & Jobs, Our Education & Learning, Our Growth & Development, and Our Health & Safety. Specific vision statements, goals, and actions related to these five themes are intended to help the city achieve its mission and vision of the community.

Each theme is followed by the City's primary vision statements under that theme for the foreseeable future. The vision statements should remain constant over time and only be revised to reflect significant community changes or unanticipated events. A list of measurable goals with benchmarks helps us track progress towards our vision. Goals are generally identified to cover the five-year strategic planning period from the date they are adopted. Action items are the steps needed to meet the goals. Many more strategies and action items will be developed throughout the organization to align the entire organization with the vision statements and goals identified in this plan.

This Plan is intended as a work in progress. While the organization's mission, vision, values, and vision statements should remain constant, the goals and action items will be reviewed and adjusted annually. We will track progress through regular reporting on the measures, and they will be incorporated into organization and community publications. The annual Budget and Capital Improvement Program will serve as reporting and implementing policy documents, identifying relationships with the Strategic Plan.

It's anticipated the Plan will be constructed and amended annually near the beginning of the calendar year. However, the plan is effective and the work to be performed is set to a fiscal year schedule. The timing of the adoption of the plan allows the City Council to have a mid-year check in with how the prior year's plan objectives are progressing, and also assists with preparing the budget to align with the Council's priorities and goals adopted in the Plan for the upcoming fiscal year.

CITY COUNCIL GOALS

The City Council identified its priority goals for Fiscal Year 2024 during a Council Retreat in April 2023. The following table lists the Council's goal statements. Included with the Council's goal statements are a list of the strategic plan goals and action items aimed at achieving the Council's priorities. The City Council goal statements shape the work plan for city staff and have budgetary impacts in the immediate future.

1. Healthy and Fun Community

- a. With things to do for everyone such as, movie theaters, parades, trails, athletic events, parks and restaurants.
 - i. By providing for these private and/or public dollars and public/private partnerships while keeping the small town feel.

Strategic Plan Goals: 1, 4, 6, 7, 8, and 11

2. Safe and Resilient Community

- a. With a larger water supply.
- b. With police, fire and EMS response and capacity to meet the needs of the Dallas community now and in the future.
 - i. By increasing public funding for staff and facilities; and
 - ii. By creating a sustainable general fund.

Strategic Plan Goals: 21, 25, 26, 27, 28, 29, 32, 33, and 34

3. Growing a Robust Community

- a. With more industry, development and commercial uses.
 - i. By increasing commercial land availability, providing a market analysis, ensuring robust street maintenance, redeveloping South Dallas / old mill site, and investing downtown.

Strategic Plan Goals: 9, 12, 15, 16, 18, 19, and 37

4. Encourage Managed Residential Growth in Our Community

- a. With humane policies addressing homelessness and reinforcing human dignity for all.
 - i. By expanding partnerships and collaboration efforts
- b. With a focus on meeting our residential land supply deficits identified in the City's Housing Needs Analysis.
- c. With an unbiased and objective commitment to its citizens.

Strategic Plan Goals: 5, 23 and 35

OUR COMMUNITY & IDENTITY

Vision Statements

1. We have thriving neighborhoods where citizens will take pride in where they live and play.
2. We offer a variety of recreational, cultural and educational opportunities for our citizens and visitors.
3. We are excellent stewards of our natural, cultural and historic resources.

Goals & Actions

Vision 1: We have thriving neighborhoods where citizens will take pride in where they live and play.

Goal 1: In 2024, the City of Dallas will host a sesquicentennial celebration of its incorporation as a city.

Actions:

- a. The city will implement the sesquicentennial committee's plans, including a 150th birthday party for the city. Party on February 20, 2024.



Goal 2: On an ongoing basis, we will identify and resolve municipal, building and fire code violations that negatively impact property values, affect public safety, or diminish the quality of life of our residents.

Actions:

- a. Promptly respond to all code services complaints.
- b. Resolve 80% of actual code violations within 60 days.

Goal 3 Establish Dallas Volunteer Firefighter Association as an independent organization from the City.

Actions:

- a. Process a 501(c)(3) application for the association. Complete by end of FY 2024.

OUR COMMUNITY & IDENTITY

Vision 2: We offer a variety of recreational, cultural and educational opportunities for our citizens and visitors.

Goal 4: City will assist community-based organizations to organize, plan and run community events such as Sounds of Summer and Christmas Town.

Actions:

- a. *Assist the community-based organizations to run successful events for the community.*



Goal 5: Build our reputation of being a safe and welcoming community that celebrates diversity.

Actions:

- a. *City Council develops community projects that strengthens our community and fosters a welcoming and inclusive environment for all persons. Continues in FY 2024.*
- b. *Plan, and implement a community campout for summer of 2024.*

Goal 6: Support and encourage community led youth and adult recreation opportunities.

Actions:

- a. *Maintain and continue to provide city owned recreational facilities, such as the Dallas Aquatic Center, parks, trails and sports courts.*
- b. *Construct John C. Barnard Memorial Park. Complete by end of FY 2025*

OUR COMMUNITY & IDENTITY



Goal 7: Revitalize the Japanese Gardens in the City Park

Actions:

- a. *Install a new Japanese Garden Bridge by end of FY 2024.*
- b. *Secure State Parks & Recreation Department grants for the reconstruction of the Japanese Gardens by fall 2023.*
- c. *Design and reconstruct the gardens. Complete by end of FY 2025.*

Goal 8: Annually increase patron use of the Dallas Public Library by 5%.

Actions:

- a. *Continue to provide cultural and educational programming.*
- b. *Remodel and incorporate the former Senior Center space into the Library. Complete by FY 2025*

Vision 3: We are excellent stewards of our natural, cultural and historic resources.

Goal 9: Preserve Dallas's cherished historic downtown.

Actions:

- a. *Create and maintain an educational plan on the National Register and other preservation interests. Continues in FY 2024.*
- b. *Have the Economic Development Specialist position, among other tasks, provide staff support to the Dallas Downtown Association.*

OUR COMMUNITY & IDENTITY

Goal 10: Recognize and identify environmentally sensitive lands in the city.

Actions:

- a. *By March 30, 2024, adopt a local wetlands inventory, as described in policy 4.1 of the city's comprehensive plan.*

Goal 11: Provide space for visual, musical and literary arts for our residents and visitors.

Actions:

- a. *Annually provide author visits, poetry readings, writing workshops and cataloging locally authored books.*
- b. *Annually host musical performances.*
- c. *Library will continue its Art Wall, collection displays and art programs.*



OUR ECONOMY & JOBS



Vision Statements

1. We are Business Friendly – Promote an environment where businesses come, stay and thrive through improved infrastructure and partnerships; where we are enablers, not regulators.
2. The Downtown Development Commission and Economic Development Commission respond to the changing needs of the economy and are active in development and redevelopment activities.

Goals & Actions

Vision 1: We are Business Friendly – Promote an environment where businesses come, stay and thrive through improved infrastructure and partnerships; where we are enablers, not regulators.

Goal 12: Diversify our local economy by adding new businesses and expanding existing businesses in our commercial, industrial and manufacturing sectors, including creating and maintaining local incentives.

Actions:

- a. Better promote and utilize our Enterprise Zone tax abatement program by authorizing a minimum of one business per year.

OUR ECONOMY & JOBS

- b. *Consider tax incentive and SDC relief for certain projects.*
- c. *Complete a Commercial Market Analysis for the La Creole Node by end of FY 2025.*

Goal 13: Capitalize on our surrounding agricultural and natural assets to bring new businesses to the city.

Actions:

- a. *Utilize an Americorps/RARE member to reestablish a Farmer's Market in Dallas for the summer of 2024.*
- b. *Continue and maintain our participation with the Polk County Tourism Alliance to encourage and support tourism-related business opportunities.*

Vision 2: The Downtown Development Commission and Economic Development Commission respond to the changing needs of the economy and are active in development and redevelopment activities.

Goal 14: We will build an entrepreneurial ecosystem supporting small business owners, and persons interested in going into business.

Actions:

- a. *The Economic Development Commission will research and explore partnerships to determine the feasibility and plan of creating a local business incubator for entrepreneurs.*
- b. *We will engage with the Strategic Economic Development Corporation (SEDCOR), Chemeketa Community College, the Dallas Downtown Association, the Dallas Area Chamber of Commerce, Oregon Entrepreneurs Network, the Small Business Development Center, and others to host business meet ups, trainings, and networking opportunities for Dallas entrepreneurs / small business owners.*

Goal 15: The Dallas Development Commission will use urban renewal funds to leverage private investment into downtown privately-owned buildings.

Actions:

- a. *Building and minor improvement grant programs will continue to be offered to building owners, as funding allows.*
- b. *The commission will pursue opportunities to purchase land and/or property within the district for redevelopment. Continues in FY 2024.*
- c. *Prepare site at 791 for redevelopment with the overriding goal of maximizing new tax*

OUR ECONOMY & JOBS

*increment upon project completion. Demolish current structures by end of FY 2024
Complete vision/design process with public engagement by end of FY 2025.*

Goal 16: Prepare the former mill site for redevelopment.

Actions:

- a. Complete the TGM study and continue working with the property owners to market the site for redevelopment. Complete by the end of FY 2024.*
- b. Implement rezoning portions of the former mill site consistent with the TGM study's redevelopment plan.*
- c. Work with property owner on implementing grant funded work to design rerouting of N. Fork of Ash Creek to the south of its current location.*

OUR EDUCATION & LEARNING

Vision Statements

1. Encourage and supplement educational opportunities for our residents and visitors of all ages and backgrounds.

Goals & Actions

Vision 1: Encourage and supplement educational opportunities for our residents and visitors of all ages and backgrounds.

Goal 17: At our library, we will provide early literacy, science and continuing education opportunities.

Actions:

- a. Continue story times, Head Start visits, and parenting workshops.*
- b. Provide space science, environmental science and S.T.E.A.M. programming for all ages.*
- c. Expand one on one computer training, facilitated conversations on important topics, presentations by trained historians and scientists.*



OUR GROWTH & DEVELOPMENT

Vision Statements

1. We will effectively enable growth through advanced planning and implementation of needed infrastructure improvements.
2. We have a qualified, effective and happy workforce to meet the demands of a growing city.
3. We deliver the services our citizens need, want and are willing to support.

Goals & Actions

Vision 1: We will effectively enable growth through advanced planning and implementation of needed infrastructure improvements.

Goal 18: Prepare the La Creole Node for development.

Actions:

- a. Complete sewer project design by December 2023.
- b. Complete the La Creole master plan and implement rezoning consistent with the plan by end of FY 2024.
- c. Construct La Creole sewer system by end of FY 2025

Goal 19: Reconstruct Godsey Road and Bridge

Actions:

- a. Apply for project funding through the 2027-30 ODOT Statewide Transportation Improvement Program (STIP) by October 2023.
- b. Construct project within the 2027-30 STIP timeframe, or sooner, if funds are available.

Goal 20: Extend Fir Villa Road from Miller Avenue to Monmouth Cutoff Road.

Actions:

- a. Develop a plan for the extension of Fir Villa Road between Miller Avenue and Monmouth Cutoff Road. Complete by end of FY 2026.

OUR GROWTH & DEVELOPMENT

Goal 21: Increase our raw water storage capacity.

Actions:

- a. Complete project funding package by end of FY 2025.
- b. Actively pursue opportunities to purchase property in the watershed serving our public drinking water.
- c. Complete permitting and design for expanded raw water storage project. Complete by end of FY 2025.
- d. Construct expanded raw water storage project. Complete by end of FY 2027.

Goal 22: Build a new Public Works Operations Building to house administration, infrastructure maintenance and fleet operations.

Actions:

- a. Design and build the operations building. Complete by end of FY 2024.

Goal 23: Address residential land supply deficiencies identified in the City's Housing Needs Analysis.

Actions:

- a. Add at least 2 acres of medium density land to the City's inventory each fiscal year until the 10.6 acre deficit is fulfilled.
- b. Add a minimum of 0.8 acres of high density residential land to the City's inventory by the end of FY 2024.

Vision 2: We have a qualified, effective and happy workforce to meet the demands of a growing city.

Goal 24: Library staff will continue their education through CCRLS, OLA and other trainings to improve customer service, and keep up on library technologies and procedures.

Actions:

- a. Annually budget, and allow staff to attend relevant training opportunities.

OUR GROWTH & DEVELOPMENT

Goal 25: Fire/EMS will build a culture of physical and mental fitness through training and hard work.

Actions:

- a. Update current props and improve current training grounds where employees will develop and maintain skill mastery. Complete by end of FY 2024.*
- b. Continue to build and strengthen training partnerships and opportunities with other agencies including SW Polk, Polk #1, DPSST, Chemeketa Community College, and the Oregon Dept. of Forestry.*

Goal 26: Fill vacant police officer positions with well-qualified candidates.

Actions:

- a. Conduct processes to recruit and hire new police officers to fill vacant positions.*
- b. Manage field training program for each new officer to help them successfully complete the 16-week program.*
- c. Each hired officer to complete necessary academy training for state certification.*

Goal 27: Transition patrol officer work shifts from 12-hour shifts to 10-hour shifts.

Actions:

- a. Hire and train officers to fill all vacant patrol section positions to facilitate a 4/10 shift assignment for officers assigned to patrol section. Complete by end of FY 2025.*

Goal 28: Staff the Traffic Safety Officer (TSO) position which has been temporarily reassigned to cover general patrol duties.

Actions:

- a. Staff all vacant positions with trained officers, enabling reassignment of the TSO position. Complete by the end of FY 2025.*

Goal 29: Earn Police Department accreditation by the Oregon Accreditation Alliance through the Oregon Association Chiefs of Police.

Actions:

- a. Complete state accreditation by meeting all requirements of the Oregon Accreditation Alliance. Complete by the end of FY 2024.*

OUR GROWTH & DEVELOPMENT

Vision 3: We deliver the services our citizens need, want, and are willing to support.

Goal 30: Solicit evaluations and feedback from patrons for library programs and events, as well as suggest events, speakers and collection materials.

Actions:

- a. Provide evaluation forms at all library events, and material request forms at the circulation desk.

Goal 31: Provide a Citizen’s Budget document by August 31st of each year.

Actions:

- a. Gather information needed for the Citizen’s Budget document during the full budget development process.
- b. Assemble the Citizen’s Budget document alongside the full City Budget document.

Goal 32: Address the General Fund Budget Need

Actions:

- a. Increase the commercial and industrial tax base by supporting economic development initiatives.
- b. Council will consider public input and determine whether a ballot funding measure will be placed on the May 2024 ballot, or reductions in services are needed. Completed by October 2023.

Goal 33 Replace the Fire Engine / Pumper 9502 (1995).

Actions:

- a. Purchase the apparatus using ARPA funds by end of FY 2024.



OUR HEALTH & SAFETY

Vision Statements

1. We will ensure public safety by protecting people and property.
2. We provide safe and reliable drinking water, sewage disposal, storm drainage and transportation systems.

Goals & Actions

Vision 1: We will ensure public safety by protecting people and property.

Goal 34: We will design, build and operate our public safety services from facilities which meet our current and 30-year operational needs.

Actions:

- a. Engage our citizens to understand the need to improve our public safety facilities.*
- b. Seek a ballot funding measure to support the design and construction of a new Police Station.*

Goal 35: We demonstrate compassion and care for our vulnerable homeless population by creating policies to provide assistance, and to build partnerships with Polk County and other non-profit organizations to assist.

Actions:

- a. Continue our participation in the Mid-Willamette Valley Homeless Alliance.*
- b. Engage with Polk County and other partners in the Homeless Prevention Workgroup of Polk County.*

Goal 36: Maintain clearance rates for Persons, Property and Society crimes, as outlined in the National Incident Based Reporting System (NIBRS), at or above the state average.

Actions:

- a. Thoroughly investigate and report persons and property crimes to the fullest extent to identify those responsible.*

OUR HEALTH & SAFETY

- b. *Coordinate with prosecutors' offices for timely and appropriate prosecution of perpetrators of crime.*

Vision 2: We provide safe and reliable drinking water, sewage disposal, storm drainage and transportation systems.

Goal 37: **Implement a robust Street Maintenance Plan to repair and improve the city's streets.**

Actions:

- a. *Manage the six-year program to completion by end of FY 2026.*
- b. *In FY 2025, evaluate refinancing of the 2021 Street Rehabilitation Loan to fund future program phases.*

Goal 38: **Maintain and upgrade key water infrastructure components for service reliability.**

Actions:

- a. *Complete Phase 1 of the Clay Street Waterline Replacement Project from the reservoir complex to Fairview Avenue by December 2023.*
- b. *Complete Phase 2 of the Clay Street Waterline Replacement Project from Fairview Avenue to Main Street by the end of FY 2025.*
- c. *Construct the James Howe Road finished water reservoir and complete the high pressure water loop by end of FY 2026.*

Goal 39: **Minimize sanitary overflows, and inflow and infiltration (I&I) volumes with pipe replacement and lining projects.**

Actions:

- a. *Identify and complete I&I improvement projects for completion each fiscal year.*

Goal 40: **Undertake improvement projects identified in the Stormwater Master Plan and North Fork Ash Creek Flood Mitigation Study.**

Actions:

- a. *Develop a strategy for implementation of North Fork Ash Creek flood mitigation projects by end of FY 2024.*
- b. *Complete culvert upgrades along Kings Valley Highway at the cemetery and West Ellendale Avenue at Kingsborough Park by end of FY 2026, as funding allows.*