



What home feels like...

FY 2016-2017

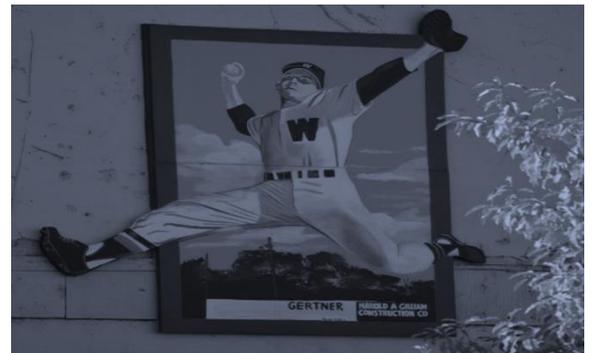
A Message from the Mayor

Strategic Planning is a process of determining one's vision and goals and developing a plan of action to achieve those goals. Payette's successful strategic planning process is a credit to the entire communities' participation. With the hundreds of responses to our online survey, the Strategic Plan articulates our municipality's strategic direction and community expectations, while prioritizing actions that our elected Council and administration will focus on in the immediate term.

Our community has spoken, you have spoken, and we have listened; you want economic development, customer focus, opportunities for youth and an enhanced quality of life. The 2016 Strategic Plan charts a course of actions which Council intends to move forward over the balance of its term. This document is our commitment to you that we have started on that path, and with your support, we will build a more prosperous community and offer an exceptional lifestyle now and into the future.

I would like to acknowledge the commitment of Council and citizens not only for the creation of the plan, but also for moving the plan into reality.

Best Regards,
Jeffrey T. Williams
Payette's Mayor





Lee Nelson
Council President
2002-2017
lnelson@cityofpayette.com



Craig Jensen
2011-2019
cjensen@cityofpayette.com



Ray Wickersham
2013-2017
rwickersham@cityofpayette.com



Payette's Mayor
Jeffrey T. Williams



Payette's Strategic Plan 2016-2017



Nancy Dale
2013-2017
ndale@cityofpayette.com



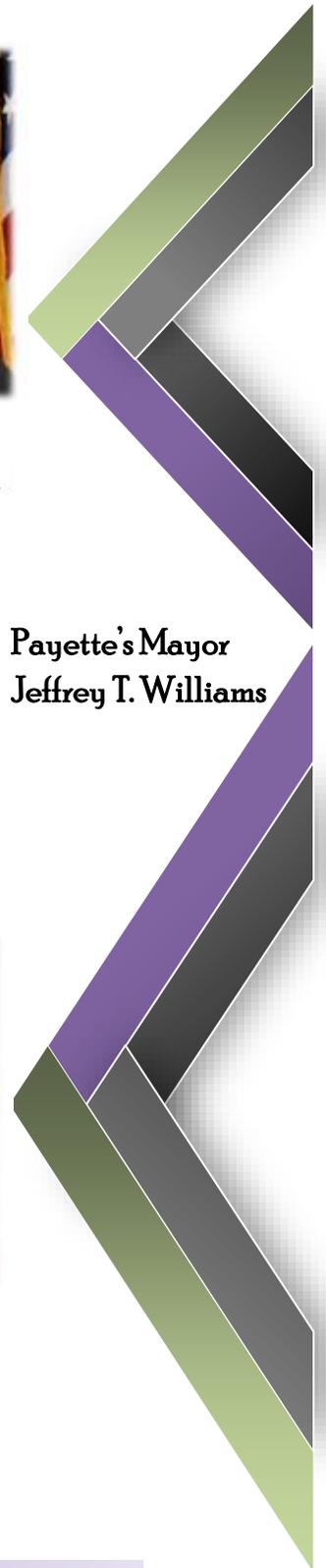
Kathy Dodson
2015-2019
kdodson@cityofpayette.com



Alan Massey
2015-2019
amassey@cityofpayette.com

COLLABORATION

Payette is a city that actively seeks to work with others – from community based not for profits like the Miracle League to large corporations and from neighborhood associations to individual citizens – we believe that the diverse voices, opinions, experiences and perspectives of our partners is critical to the implementation of the strategies that will drive our vision for the future. More importantly, we believe that collaboration with these partners is the key to success for a vibrant city.





Payette's Vision

Payette is a close-knit community proud of its rich history, traditions and amenities. Payette is a gathering place where multiple generations live and work.

Our Mission...

The City will invest its resources and strategic focus on initiatives that will generate awareness and pride in the community and broad economic opportunities.



Strategic planning is the process an organization follows to articulate a vision for the future and establish a direction in making decisions and allocating resources to achieve the desired outcomes. The Payette City Council met over several meetings in 2016 to create a new strategic plan to set the course for the City, a flexible document that will be periodically reviewed for updates.

The City Council established three broad areas of strategic initiatives aimed to address quality of life issues in Payette, with key objectives for implementation included. These will provide the City Council with mechanisms to gauge performance, provide direction to staff, and adopt changes to the strategic plan as success merits and needs dictate.

This strategic planning document is meant to serve as a guide for the City staff to develop the annual budget for Council consideration and to provide Council with a succinct method of articulating to staff the policy direction for the City of Payette, both as a community and an organization. This strategic plan will also communicate to residents and community partners the City Council's commitment to open government, communication, collaboration, and cooperation among all who live, work, recreate, educate, or operate a business in Payette.

Finally, this strategic plan is meant to provide a road map for success that will lead families and new businesses to Payette to join an outstanding community where good governance and sound management provide the best that life has to offer.



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Goal: Economic Development

Facilitate economic development opportunities to revitalize the community, create jobs, and expand the tax base.

Objective 1: *Recruit new and expand existing businesses and development in Payette that will provide additional employment opportunities, offer the community more amenities and increase the tax base.*

Measurements of Success:

Number of new jobs

\$ Increase in tax base

Number of new amenities for entertainment, education, and family/youth activities

Action Item A: Responsible Party: Mayor Williams and Staff

Dedicate city resources to the recruitment and retention of new businesses through marketing and outreach, proactive problem solving, coordination of city services, and support through the permitting process.

- Step A1.
Evaluate options for expending these dedicated resource (i.e., FTE or contracted) by contacting SREDA and Department of Commerce. Report back to Council with recommendation.
- Step A2:
Develop job description/RFP for securing desired economic development resources. Present to Council for approval.
- Step A3:
Advertise as necessary, interview and hire economic development resource.
- Step A4:
Economic development resource delivers proposed action plan for achieving desired objective - *Recruit new and expand existing businesses and development in Payette that will provide additional employment opportunities, offer the community more amenities and increase the tax base.*

Items addressed in the Economic Development Action Plan should include:

- Identifying which types of industries are best suited to be recruited to Payette in terms of net tax revenue for the City and/or employment opportunities for Payette’s available work forces’ skill sets and abilities
 - Setting clear expectations and strategic goals in partnership with SREDA for recruiting businesses to locate in Payette that create jobs for our community and offer additional amenities
 - Developing relationships with statewide economic development resources to recruit businesses to locate in Payette that create jobs for our community and offer additional amenities
 - Conducting a land inventory to market location sites to potential businesses
 - Identifying how City-owned property could be leveraged to provide incentives for business location or expansion
 - Identifying funding opportunities that are available to Payette for achieving this economic development objective including Federal, State and regional dollars such as Industrial Revenue Bonds, etc.
 - Evaluating how tax structure and minimum wage law differences between Oregon and Idaho may actually impact business location and expansion decisions
 - Determining what kind of skills and education businesses most likely to seek location or expansion in Payette need from their workforce
 - Developing a partnership with organizations providing higher education and/or job training to ensure Payette youth will be best prepared to secure new jobs in Payette
 - Attracting a motel along Highway 95 to capture tourist traffic and create jobs for the community
- Step A5:
Work with the City Council’s Communication Team (led by Council Member Nancy Dale) to communicate the City’s evolving economic development plans out to the public
- Step A6:
Report to the City Council annually measurements of the number of new jobs, the value increase in the tax base, and the additional of amenities to the community.

Action Item B: Responsible Party: Council Member Alan Massey

Review city ordinances and zoning codes to ensure current laws and requirements are conducive to achieving strategic goals and objectives related to economic development.

- Step B1:
Identify current barriers in locating or expanding a business in Payette by conducting a focus groups of business owners and developers. Focus on identifying City ordinances, processes and fees that have an unclear purpose, are unnecessarily burdensome in time or requirements, or are otherwise misaligned with the current objective.
- Step B2:
Determine which 3-5 items identified in Step B1 should be the City's primary focus for review. Base these determinations on the likelihood the change will result in changes in business/development behavior compared to the ability and efficiency with which the City can make necessary changes through education and/or re-engineering. Present recommendations to Mayor and Council for approval.
- Step B3:
Where education and communication of the required processes can enable businesses to consider locating or expanding in Payette, develop tools to assist in more efficiently moving through the required process. These tools could include user-friendly checklists on the webpage that clearly show the necessary steps for moving through the business development process; and the assignment of the economic development resource to support business applicants in locating a site, securing funding, analyzing the work force, coordinating job fairs, and securing the required permits.
- Step B4:
Where a re-engineering of the required process is determined to be necessary, develop a process improvement team with elected officials, members of the Planning and Zoning Commission, members of the development/business community and city staff including the economic development resource, the building official, and planning staff. Develop a re-engineered process that will meet the legal and strategic City's obligations while better supporting new and expanding businesses. Present new processes to Mayor and City Council for approval. Conduct public hearings as necessary. Collaborate with the City Council's Communication Team to communicate the new processes out to the public.



Goal: Economic Development

Facilitate economic development opportunities to revitalize the community, create jobs, and expand the tax base.

Objective 2: *Revitalize Downtown Payette.*

Measurements of Success:

Improvement in community's perception of the condition of Downtown Payette as measured by follow-up community surveying

Action Item A: Responsible Party: Council Member Ray Wickersham

Engage the community in an effort to clean up Downtown Payette to create a sense of pride and ownership, make a visible improvement in the streetscape, promote an active Downtown environment, and attract new business to locate on Main Street.

□ Step A1.

Collect community input and buy-in for the direction of the revitalization project by bringing together a “Revitalize Downtown Payette” working group including Mayor and Council, the Chamber of Commerce, existing Downtown businesses, seniors, high-school students*, and participants in the 2016 community survey, etc. The City’s economic development resource will be added to this working group upon hire. Members of this group should be willing to commit to participating in Downtown Revitalization planning for at least one year. **Note that involving high school students in organizing and participating in these events aligns with the Council’s objective to “develop leadership skills in Payette’s youth.”*

The purpose of the first meeting of this group will be to clarify how the City sees the revitalization of Downtown as a critical component in achieving their economic development goal of *revitalizing the community, creating jobs and expanding the tax base*, and objectives of creating a sense of pride in ownership, developing a visibly active environment and attracting others to the Downtown. A discussion should be facilitated identifying what challenges this desired state currently, and what components would assist in achieving the desired state. Street infrastructure should be included.

As determined by the Mayor and Council, this working group’s primary goal should be to develop a plan for “cleaning up” the Downtown core to make it more attractive to businesses and activity. Efforts to secure additional businesses and improve infrastructure will be managed by the City’s economic development resource and other strategic planning teams.

- Step A2:
The City Council’s Communication Team (led by Council Member Nancy Dale) will communicate out to the public the purpose of the Revitalize Downtown Payette project and invite community members to volunteer to contribute to future implementation of the plan.
- Step A3:
In the second meeting of the Revitalize Downtown Payette working group, the goal should be to identify the desired visual “identity” for the Downtown so a clear vision is in mind for all working toward achievement of this objective. This may include visual drawings and photographs, written statements, and measurements for determining success.

In preparation for this meeting, group members might collect examples including pictures of communities with an activated downtown in order to help identify what components contribute most to an active and attractive downtown. The City’s economic development resource should bring ideas from the industry about what most contributes to a vital downtown.

- Step A4:
The City Council’s Communication Team will communicate out to the public the progress of the Revitalize Downtown Payette project and again invite community members to volunteer to contribute to future implementation of the plan. This communication may include any conceptual ideas agreed upon by the working group at their last meeting.
- Step A5:
In the third meeting of the Revitalize Downtown Payette working group, a series of projects will be identified that have been determined to most effectively “clean up” Downtown Payette. This projects should be achievable during the late spring, summer and fall of 2017. The group will develop a scope for each of the projects, determine the number of volunteers needed, identify potential public and private sponsors, etc.
- Step A6:
Specific costs associated with the 2017 “clean-up” projects (i.e., costs for landscaping, banners, painting, special events, etc.) will be determined by the City’s economic development resource and other City staff. The City will determine the budget it has for these projects, and determine whether additional fundraising will be necessary.
- Step A7:
In the fourth meeting of the Revitalize Downtown Payette working group, a final budget and implementation plan will be adopted for the 2017 “clean-up” projects. Members will take on recruiting assignments for volunteers and sponsors.

- Step A8:
The City Council’s Communication Team will communicate out to the public the progress of the Revitalize Downtown Payette project including an announcement of the 2017 Clean Up events. This communication should include an invitation for community members to volunteer to work on these specific projects, with a focus on pre-existing groups that can take on organizational responsibilities (i.e., Boy Scouts, Eagle Scouts, High School service classes*, church groups, the Chamber, Rotary, Kiwanis, etc.). **Note that involving high school students in organizing and participating in these events aligns with the Council’s objective to “develop leadership skills in Payette’s youth.”*

Involving the public in these events, and recognizing them for their contributions will continue to develop pride in the community and an improvement in the perception of the Downtown core.

- Step A9:
Recruit groups to participate in each of the 2017 Clean Up events
- Step A10:
The City Council’s Communication Team will continue to communicate out to the public photos of each of the events, recognizing all volunteers, and continue recruiting groups in contribute to these efforts.

Future Steps: Ongoing steps in achieving this objective will be determined by the Payette Revitalization Project working group in collaboration with the Mayor, City Council, and the City’s economic development resources. These future steps may include more ambitious revitalization projects that address failing infrastructure, collaboration with the owners of vacant buildings to allow temporary active uses, and the recruitment of new businesses into vacant buildings.

Action Item B: Responsible Party: Council Member Ray Wickersham

Improve the street infrastructure on Main Street to support the revitalization efforts; create a safe environment for vehicles, bicycles and pedestrians; and address poor drainage issues.

□ Step B1:

Contact ITD to communicate City's desire to make improvements to Highway 52 within the Downtown Core. Determine the degree to which ITD is able to partner in this effort, particularly in terms of funding and/or engineering support.

Obtain any studies, highways engineering standards, cost manuals, etc. that may assist in proceeding with this action item. Include applicable City staff in this discussion.

Communicate the outcome of this conversation with the Mayor and Council.

□ Step B2:

Working collaboratively with City staff and Downtown business owners, and based on any documentation from ITD, develop an inventory of the current condition of Main Street capital infrastructure, including roadways, drainage, curbs, sidewalks, crosswalks signage and lighting. Specifically address safety concerns and issues that will compete with ability to revitalize the Downtown.

Present this inventory to Mayor and Council, the Revitalize Downtown Payette working group, and Downtown business owners.

Mayor and Council, and the working group should identify which items should be the City's primary focus in facilitating the overall objective of *revitalizing the Downtown, creating a safe environment and addressing poor drainage*.

□ Step B3:

Seek in-house or consulting services (consulting services may be eligible for LHTAC funding) to develop budget estimates for addressing the identified priority infrastructure issues. Collaborate with ITD/LHTAC in obtaining this information. Present these findings to Mayor and Council, the Revitalize Downtown Payette working group, and Downtown business owners.

□ Step B4:

Research potential funding sources for improvements including IDT/LHTAC. Present these findings to Mayor and Council, the Revitalize Downtown Payette working group, and Downtown business owners.

- Step B5:
Determine which projects will have the most meaningful contribution to the overall economic development objective and can be reasonably funded.

- Step B6:
Collaborate with the City Council's Communication Team to announce the infrastructure plan to the public.

Future Steps: Future steps will relate to the execution of the funded projects and will involve strong coordination with Downtown businesses and the City's economic development resource.



Goal: Customer Focus

Create partnerships with our customers to ensure their success.

Objective 1: *Integrate a customer service mindset throughout all City Departments*

Measurements of Success:

Improvement in community's perception of the customer service they receive as measured by follow-up community surveying

Action Item A: Responsible Party: Mayor Jeff Williams

Articulate and communicate out through all Department Directors to all City staff the City's customer service expectations.

- Step A1:
Refer to community survey results that indicated 30% of participants were very satisfied with the level of customer service; 50% were satisfied; and the remaining 20% were either not very satisfied or dissatisfied. Using the survey data and comments as a baseline, clearly communicate the expectation that all City customers be given respect, responsiveness, and proactive assistance in resolving their issue, 100% of the time.

Further define a customer service mindset by giving clear examples of behavior that demonstrates a customer service mindset, as well as behavior that does not meet this expectation. Stress to directors the importance of evaluating processes and policies to ensure customers are not being told "no" when the answer should be "let's see how we can resolve this for you."
- Step A2:
Ask Directors to review time frames for turnaround on customer requests for information or the resolution to an issue, and set target turnaround times that can be achieved while meeting quality expectations. Monitor actual turnaround and reward employees who meet these expectations.
- Step A3:
If deemed necessary, provide customer service training to all City employees to enable them to achieved the desired customer service standard.
- Step A4:
Adjust City job descriptions to include expectations for customer service so employees can more easily be recognized for achievements in customer service, or held accountable for not meeting expectations. Include customer service in performance reviews and evaluations.

- Step A5:
Regularly recognize employees for exceeding customer service expectations by giving the public the opportunity to acknowledge an employee via website, Facebook, etc. Consider a monetary incentive for employees regularly modeling the desired customer service mindset for their co-workers.

- Step A6:
Consider the implementation of “point of service” surveys to obtain real-time information on the satisfaction the public has with their interaction with city employees. Calls or postcards can be mailed to residents or businesses who have recently interacted with the City (obtaining a license or permit, calling in with a complaint, requesting information, paying a bill, etc.)

Action Item B: Responsible Party: Elected Officials

Lead by example. Conduct all public meetings with respect for each other and the public. Provide meaningful opportunities for customers to testify or give input. Act as a unified governing body, supporting each other in achieving the strategic goals.



Goal: Customer Focus

Create partnerships with our customers to ensure their success.

Objective 2: *Regularly communicate with and educate the community about City services and events, community planning, ordinances, processes and opportunities for involvement*

Measurements of Success:

Improvement in community's perception of the customer service they receive as measured by follow-up community surveying

Action Item A: Responsible Party: Council Member Nancy Dale
(with support from Mayor Williams and City staff)

Develop a comprehensive communication plan and protocol to keep all customers informed and engaged.

- Step A1:
Develop a database of all customers who gave contact information in the survey according to communication type (letter, email, text, etc.).
- Step A2:
Update website and all Facebook pages with a consistent, engaging look and feel. Develop a process/assign resources for keeping all content relevant and refreshed. Consider utilizing high school students to assist in this project.
- Step A3:
Determine best practice methods and timeframes for posting meeting minutes; set and meet these expectations.
- Step A4:
Meet with news outlets and determine feasibility of having a dedicated space for ongoing city news.
- Step A5:
Conduct a community open house to share the final strategic plan and demonstrate the alignment between survey results and strategic direction. Specifically address strategic initiatives underway to address the community's priorities including the pool, revitalization of Downtown, and provision of more opportunities for youth.

Provide a meaningful opportunity for participants to provide input on issues that are important to them without causing the meeting to lose its central focus,

including a means for scheduling “face time” meetings with the Mayor and Council Members at a later date.

Provide written updates on all City strategic initiatives for people to take home and learn more (budget impact, financial impact to residents, alternatives reviewed, ways to get involved, etc.).

- Step A6:
Implement a multi-media communication release (web page, letter, utility bill, newspaper, Facebook, etc.) to share the final strategic plan and demonstrate the alignment between survey results and strategic direction. Specifically address strategic initiatives underway to address the community’s priorities including the pool, revitalization of Downtown, and provision of more opportunities for youth.
- Step A7:
Conduct regular meetings hosted by elected officials for the community where topics such as budget, city service levels, challenges, etc. are discussed and the community can be engaged in problem-solving.

Provide a meaningful opportunity for participants to provide input without causing the meeting to lose its central focus, including a means for scheduling “face time” meetings with the Mayor and Council Members at a later date.

Provide written updates on all City strategic initiatives for people to take home and learn more (budget impact, alternatives reviewed, etc.). Introduce a “Did You Know” section in the meeting to provide education on things that are required of cities in Idaho, how the budget works, etc.

Locate these meetings within the community at schools, etc., and keep them informal.

- Step A8:
Community event calendar?

Action Item B: Responsible Party: Council Members Nancy Dale and Craig Jensen

Respond to the community's priority for revitalizing the pool, improving infrastructure and making it more accessible for its customers.

- Step B1:
Mayor, Council Leads and Pool Director meet to review the current condition of the pool. Staff to provide prior to this meeting:
 - an assessment of the capital needs necessary to meet community expectations;
 - an assessment of the staffing needs necessary to meet community expectations for operating hours and programs;
 - an estimate of one-time and ongoing costs related with a status quo, phased-in, and complete upgrade scenarios; and
 - an analysis of the pricing structure necessary to operate the pool as expected by the community, and determination of the community's ability to afford the necessary pricing structure (include benchmarks from other similarly-sized communities).

- Step B2:
Mayor, Council Leads and Pool Director present the City Council with a draft of options for the City pool revitalization including costs, financing methods, timelines, and a proposed communication and public involvement process. City Council determines direction for moving ahead.

- Step B3:
Work with City staff to improve the Pool's website in alignment with efforts to better promote the City and its services. Continue to utilize the website to communicate developing ideas for revitalizing the pool and seek public input.

- Step B4:
Establish a working group tasked with the revitalization of the City's pool, including City staff, Mayor and Council Members, the Friends of the Payette Pool, high school students, user groups, etc. This working group will determine, based on the analysis provided in Step B1 and in accordance with initial direction from the Mayor and City Council, what the desired end goal for the Payette Pool will be – additional steps
TBA

Action Item C: Responsible Party: Council Members Craig Jensen and Kathy Dodson

Ensure city codes and policies support strategic goals related to creating partnerships with our customers and amend as necessary.

**This action item differs from the review of city ordinances and zoning codes found under the Economic Development Goal. This action item relates more to the identification of any current procedures or policies that make interactions with the City unnecessarily burdensome for our customers with no offsetting need or value for the City.

- Step C1:
Working with the Mayor and administration, identify city codes, processes and procedures that make interactions with the City unnecessarily burdensome for our customers with no offsetting need or value for the City. Utilize survey comments and seek input from line staff to determine priority areas.

Approach the review from the perspective of a customer approaching the City for one of the most usual interactions (paying a bill, signing up a child for lessons, getting a permit to build a deck or add on to a house).

Also review processes (often regulatory) the City may take toward a resident or business, such as enforcing a weed ordinance, giving a citation, etc. For example, do these processes seem respectful in their execution from the perspective of a customer?

- Step C2:
Determine which 3-5 items identified in Step C1 should be the City's primary focus for review. Base these determinations on the likelihood the change will result in increased satisfaction by the customers in their interactions with the City compared to the ability and efficiency with which the City can make necessary changes through education and/or re-engineering. Present recommendations to Mayor and Council for approval.
- Step C3:
Where education and communication of the code/process/policy etc. can improve the customer's experience with the City, work with the Council's Communication Team to develop the necessary communication and distribute according to the City's Communication plan. Consider including "how-to" information on the website.
- Step C4:
Where a re-engineering of the code/process/policy is determined to be necessary, present a recommended change to the Mayor and City Council for approval. Conduct public hearings as necessary. Collaborate with the City Council's Communication Team to communicate the new processes out to the public.



Goal: A Future for Payette's Youth

Ensure that future generations can enjoy opportunities to live and work in Payette by forming partnerships with organizations that support the growth and development of Payette's youth.

Objective 1: *Develop employment and leadership skills in Payette's youth to enable them to support themselves financially as adults while living and contributing to the Payette community*

Measurements of Success:

Improvement in community's perception of the degree to which Payette's youth have the necessary opportunities to succeed after high school, and to remain in Payette if desired.

Action Item A: Responsible Party: Mayor Jeff Williams and Council Member Nelson

Support the Payette School District as community leaders and public advocates in the development of a skilled workforce through quality education and youth leadership experiences.

- Step A1:
Meet with Superintendent King to express the City's interest in serving as a partner in the District's success. Communicate how the development of a skilled workforce directly supports the City's strategic initiatives for economic development. Seek input from the District as to their strategic plans for achieving a skilled workforce, and identify potential areas where the City might assist (i.e., intern/mentoring programs, use of high school students in Downtown Revitalization and website development, etc.).
- Step A2:
Coordinate a meeting with the Payette School District, College of Western Idaho, Treasure Valley Community College and other education and training institutions to determine how the City might support an effort to enable more Payette High School graduates to go on to college or technical/vocational training. Identify the current challenges in preparing and enrolling Payette's students in higher education and training. Review assets the City may have or could negotiate in terms of land, vacant buildings, etc.
- Step A3:
Based on knowledge developed in the City's economic development plan, communicate to the School District and other higher education/training partners what skill sets have been determined to be most desired for potential businesses looking to locate or expand in Payette. Seek input as to who the City might support

its education partners in enhancing programs to provide these select skills to Payette's young adults.

- Step A3:
To be determined based on outcomes of Steps A1-3.

Should include tracking of student placement after high school as feasible to determine number of students who receive desired skill sets and degree to which desired workforce is available for potential businesses.

Action Item B: Responsible Party: Council Member Kathy Dodson

Take the lead in facilitating a youth intern/leader/mentorship program that provides opportunities for Payette teens to learn about professional opportunities, learn job skills, contribute to the community, and receive mentorship and support from community leaders.

- Step B1:
Coordinate with Mayor Williams and Council Member Nelson as they meet with the School Superintendent to determine the degree to which internship/leadership/mentorship programs already exist in Payette schools.
- Step B2:
Contact the appropriate District staff to offer the City's support in coordinating and/or participating in these programs. The City could provide internship, leadership and mentoring opportunities within City Council and City Departments, and could serve as a liaison with other city partners and businesses in provide similar opportunities to develop the skills necessary to give Payette's high school students the skills they need to be successful after graduation.
- Step B3:
Coordinate with the high school to identify and include high school students in the Downtown Revitalization projects, website development, pool improvements, etc.
- Step B3:
Develop a method to track high school students who participate in School and/or City sponsored internship/leadership/mentorship opportunities to determine whether these opportunities provided necessary skills for Payette's youth to *succeed after high school, and to remain in Payette if desired.*



Goal: A Future for Payette's Youth

Ensure that future generations can enjoy opportunities to live and work in Payette by forming partnerships with organizations that support the growth and development of Payette's youth.

Objective 2: *Ensure there are adequate afterschool and summer activities for Payette's youth to support their growth and development and develop community pride.*

Measurements of Success:

Improvement in community's perception of the degree to which Payette's youth have the necessary opportunities to support their growth and development and develop community pride.

Action Item A: Responsible Party: Council Member Ray Wickersham

Support the Boys and Girls Club in locating the Payette Center.

- Step A1:
The Boys & Girls Club has an established Steering Committee.
- Step A2:
Steering Committee is currently regrouping under Matt Sorenson's direction and will be setting timelines and goals related to the funding and opening of the Payette Club. Additional steps to be determined based on outcomes of Steps A1-2.

Action Item B: Responsible Party: Council Member Lee Nelson

Partner with the Payette School District, HeadStart, the Library, the Payette Pool, Payette County, the Payette County Recreation District, the Boys and Girls Club and other community service programs to inventory the number and types of afterschool and summer programs to determine where gaps may exist and why.

- Step B1:
Coordinate a meeting with representatives from the above agencies and organizations. The purpose of the meeting will be to communicate the City's commitment to *ensure there are adequate afterschool and summer activities for Payette's youth to support their growth and development and develop community pride.*

As part of the meeting, the City can share the results of the community survey that indicated the public's perception of a lack in these activities. The City can then propose to conduct an assessment of all of the activities provided for Payette's youth and families to determine where gaps might exist.

- Step B2:
Work with designated representatives from each agency to identify the number and type of activities each agency provides for youth and families in the Payette area including afterschool and summer.

Identify:

- Ages served and/or target demographic
- Costs for these programs and any subsidization or reduced rates
- Geographic location
- Whether these programs are currently at capacity or if space is generally available
- Whether transportation is provided
- The purpose of each program, where applicable, as it may support the *growth and development of Payette's youth and develop community pride.*

Allow each agency to provide narrative regarding current challenges to providing these programs and any long-term plans for program provision.

Consider using a high school student to help collect and organize the data.

- Step B3:
Prepare a report sharing the findings of the assessment. Identify the breadth and depth of activities and programs; number served; any overlaps or gaps in geography or programming area; potential challenges in accessibility due to cost or transportation, etc.

Consider using a high school student to help analyze and prepare this report.

- Step B4:
Convene the original participants and share the findings of the community assessment. Does the current level of service meet community need? Discuss whether this group can address current gaps in partnership. Identify how the City can continue to support its strategic initiative by supporting these agencies and their programs.