With an engaged work force, the City will provide responsible stewardship of public resources and deliver exceptional municipal services. Innovative and responsible policies and business practices will be implemented to effectively manage fiscal and human resources. The City will maintain a stable financial environment that is transparent and allows for an outstanding quality of life for our citizens. Public facilities will be maintained in a state of good repair so they can effectively support municipal operations and services.
Govern in a transparent, efficient, accountable, and responsive manner

Ensure sound stewardship of financial resources resulting in the City’s ability to meet service demands and obligations without compromising future capacity

Strengthen the City’s organizational capacity and promote a talented and energized workforce

Foster regional collaboration and partnerships to maximize mutually beneficial outcomes and leverage resources

Foster meaningful public involvement/engagement

Identify and implement innovative technology initiatives to improve services
Governance & Fiscal Responsibility

Objectives

OBJECTIVE 5.1.1 Provide consistent, clear, and timely information to maximize decision-making and transparency

OBJECTIVE 5.1.2 Prepare and implement annual update to strategic plan

OBJECTIVE 5.1.3 Develop and implement City-wide performance measurement program to evaluate the efficiency and effectiveness of operations

OBJECTIVE 5.1.4 Ensure exceptional customer service and proactive communication through accessible, responsible, and knowledgeable employees

OBJECTIVE 5.2.1 Complete long-range financial plan that provides for stability and growth

OBJECTIVE 5.2.2 Continue to improve the biennial budget document and process

OBJECTIVE 5.2.3 Develop life cycle replacement and deferred maintenance schedule for major capital assets

OBJECTIVE 5.3.1 Transition Human Resources from a functional area to an independent department

OBJECTIVE 5.3.2 Encourage a culture of initiative, innovation, and continuous improvement in all departments and work units

OBJECTIVE 5.3.3 Recruit, retain, and develop diverse municipal workforce

OBJECTIVE 5.5.1 Encourage citizens to participate on Boards and Commissions

OBJECTIVE 5.5.2 Improve access to City information and communication with staff and elected officials by upgrading website

OBJECTIVE 5.5.3 Connect with community through expanded use of social media

OBJECTIVE 5.5.4 Refine goals and objectives for the Mayor’s Youth Leadership Council

OBJECTIVE 5.5.5 Conduct National Citizen Survey 2019

OBJECTIVE 5.6.1 Update IT Plan

OBJECTIVE 5.6.2 Select and implement electronic records management system to allow improved access to records, comply with State archive requirements, and reduce costs in responding to records requests

OBJECTIVE 5.6.3 Evaluate and implement technology to support the efficient facilitation of performance measures tracking, reporting, and communication

OBJECTIVE 5.6.4 Develop business continuity plan

OBJECTIVE 5.6.5 Update City’s Website

OBJECTIVE 5.6.6 Develop a City Mobile App
Governance & Fiscal Responsibility

Action Items

**ACTION ITEM 5.1.1.1** Provide accurate and timely financial reports

**ACTION ITEM 5.1.2.1** Develop and update annual department operations plans

**ACTION ITEM 5.1.2.2** Implement Envisio tracking software

**ACTION ITEM 5.1.3.1** Document existing efforts of performance management

**ACTION ITEM 5.1.3.2** Identify performance benchmarks and establish targets

**ACTION ITEM 5.1.3.3** Prepare annual performance report to be shared with residents

**ACTION ITEM 5.1.4.1** Evaluate and implement practices that will enhance customer service accessibility

**ACTION ITEM 5.2.1.1** Incorporate financial and budget priorities that accomplish the highest priorities and demonstrate results

**ACTION ITEM 5.2.1.2** Maintain diverse revenue sources, stable property tax, and adequate reserves

**ACTION ITEM 5.2.1.3** Assess and update City’s budget and tax policies to evaluate sustainability of revenues

**ACTION ITEM 5.2.1.4** Maintain adequate reserve to ease impact of economic fluctuations

**ACTION ITEM 5.2.1.5** Ensure ongoing sales tax revenue set-aside is adequate to satisfy State incentive refunds

**ACTION ITEM 5.2.2.1** Connect budget process with strategic plan and department operations plans

**ACTION ITEM 5.2.2.2** Establish measurable objectives

**ACTION ITEM 5.3.1.1** Develop department vision and implementation strategy that aligns with City’s mission, vision, and values

**ACTION ITEM 5.3.1.2** Refine newly implemented performance management system to maximize system functionality

**ACTION ITEM 5.3.2.1** Encourage leadership support and cross-departmental collaboration

**ACTION ITEM 5.3.2.2** Provide employees with the tools and consistent message that they are empowered to identify ideas and opportunities for improvement

**ACTION ITEM 5.3.3.1** Maintain competitive compensation and benefits

**ACTION ITEM 5.3.3.2** Support leadership training and development

**ACTION ITEM 5.3.3.3** Evaluate strategies that will enhance employee engagement and satisfaction

**ACTION ITEM 5.3.3.4** Implement additional wellness initiatives to enhance current programs
Governance & Fiscal Responsibility

Key Performance Indicators

- Citizen Survey Results for “Services Provided”
- Citizen Survey Results for “Customer Service”
- General Fund Reserve as a % of Operating Expenses
- Sewer Fund Reserve as a % of Operating Expenses
- Employee Survey Results for “Benefits”
- Employee Survey Results for “My Supervisor Treats Me With Respect”
- Employee Turnover Rate
- Employee Survey Results for “Access to Training Opportunities”
- Number of Wellness Program Participants
- Number of Employee Development Program Participants
- Average Number of Days to Fill Vacancy