

August 2020 Strategic Planning Recap

The Mayor and Board of Aldermen met in August 2020 for strategic planning. This was the fourth year the Mayor and Board of Aldermen has met in such a work session. Building from prior year sessions, the group revisited expectation of roles and responsibilities and discussed prior and current initiatives, tasks, and outcomes. The following is a summary outline of their work session held Wednesday, August 5, 2020.

What does the future look like?

- Best Looking / Appearances – Focus on Intersections, Streets, Round-a-bouts, Trash
- High Integrity and Openness – Focus on technology use (virtual and live meetings) to engage and be transparent
- Safe and Appealing Place to Live – Focus on events (more culture), safety of our community
- Know our profile – Who are our visitors and residents / how has that changed since pre-pandemic
- Amenities and services for the community – residents/visitors

Priority Items and Themes

Based on the Board Strategic Planning, the following priorities were either added to or modified from previous planning sessions.

Economic Growth / Development:

Market Assessment and Growth

- Use our profiles for planning and marketing, determine needs, who to market to and how
- Focus on Business Retention / Know our business community / How to support existing business
- Partnerships to position the City to attract business and jobs / our need and resources for shared space/incubators

Revenue Enhancement Options / Tax

- Tax Options and Timing – Use, Park, Property

Annexation for Growth

- Targeted Growth – Redhead, Tan Tar A, Shorty Pants
- Focus on out-of-city extension of services; what agreements are needed (i.e. water / sewer)

Marketing

- Evaluate Community Promotions and Programs
- Using marketing \$\$ resourceful/effective, who is our target audience
- Event Support funding – intent / best use of
- Best use of advertising resources

Serve the Customer:

Citizen Engagement / Input

- Use Community data / profiles to enhance / surveys / What are the affects from the pandemic?
- Enhance use of technology to engage, more transparency and accountability

Enhance Transportation System

- Define look / Clean and adequate intersections and interchanges / Define how, what, when of work
- OBSRD partnerships to enhance road system, public and private
- MODOT / LO partnership on bidding and project completion

Safe and Appealing Place – Mission Statement

- How does recent PD events identify areas of improvement?
- Intersections, Streets, trash – other areas of need to maintain the City as an appealing place to live

Develop Internally:

Investment in our People

- Supervisory Training / technology needed for more efficiency
- Focus on Individual and Department Goals
- Police Operations & Analysis Report – Progress Report

Internal Performance Measures

- Department Metrics / Reporting / Measure ROI
- Police Operations & Analysis Report – Progress Report
- Hiring Process Improvements
- Organizational Culture – Status of / improvements needed

Good Governance:

Enhanced Project Planning

- Sidewalk planning for prioritization; identify what we have and fill the gaps
- PW bidding schedule/timing – Implement PPMP recently completed

Objectives for Revenue & Expenditures

- Identify and articulate need for increases in tax/revenue source
- Continue targeted evaluation – Ambulance Service/partnership options, Court, Building Inspection
- Evaluation of ‘money wasters’ / Other ways to provide services

Reporting and Engagement

- Code changes / update to the public
- Continue to enhance our communication to public; includes video public meetings

Additional Items Identified to Be Resolved

- Identify areas to improve hiring process
- Courtesy Car at LCF – Fast track to complete as identified previously
- Concerns – Use of resources regarding MODOT; MODOT Standard-Intersections, shoulders, etc.

Roles and Responsibilities (no adjustments made):

Mayor

- Operational
- Carry out Board direction
- Leadership
- Voice of the Community
- Work with City Administrator to ensure standards
- Conduct Board meetings
- Visionary
- Peacemaker

Management Team

- Initiative
- Drive Accountability
- Stay Current
- Delegate / Knowledge share
- Motivate / Mentor
- Set Goals / Follow through / Follow up / Communicate

Board of Aldermen

- Define Vision
- Represent District
- Look at the City as a whole
- Conduit to residents
- Implement Vision
- Problem finder
- Policymaker
- Stewards of resources
- Respect other views
- Participate / attend meetings

City Administrator

- Oversee Daily Operations
- Provide Point-of-View / Sounding Board
- Implement Goals
- Ensure Available Tools

All Staff

- Care
- Loyal to City
- Implement Vision
- Use available tools and systems (become proficient / use best practices)
- Exceed Customer Service Expectations
- Master their work
- Own their career development
- Measurement and Report Results

Community

- Volunteer
- Provide Point of View
- Attend Community Events
- Follow rules / laws
- Be Aware
- Proactive
- Attend meeting