



bartlesville **NEXT**

A City Strategic Plan for
Responsible Governance

OUR VISION

A Leading
Community
by Choice

OUR MISSION

Enhancing Our
Community
Through
Exceptional
Service

OUR VALUES



INTEGRITY

Do the right thing.



TEAMWORK

We collaborate on common goals for the greater good of our community.



COMMUNITY

We are responsive and proactive in our efforts to help Bartlesville realize its potential.



COMMUNICATION

We communicate openly and clearly inviting constructive public feedback.



SERVICE

We provide effective and courteous customer service in financially responsible manner.



INNOVATION

We pursue innovation to deliver better results through thoughtful, calculated risks.

STRATEGIC PRIORITIES

KEY OBJECTIVES

FINANCIAL STRENGTH AND OPERATIONAL EXCELLENCE

Focus on staff recruitment, retention, development, department collaborations, and safety programs to improve workplace culture and morale.

Improve and modernize our workplace including seeking accreditations for operational excellence, developing a performance and reward-based evaluation process, and furthering integration of IT systems into our operating departments.

Develop annual communications and feedback systems to include a standard report to citizens, community survey, and employee survey.

Adopt governance best practices and update municipal criminal code.

EFFECTIVE INFRASTRUCTURE NETWORK

Develop Asset Management Program for infrastructure.

Improve road conditions as captured by Pavement Condition Index (PCI).

Develop storm sewer system improvement plan.

ECONOMIC VITALITY

Reevaluate our development regulatory policies to ensure all rules, regulations, and processes align with best practices and reflect the character of our community.

Collaborate with economic development partners and experts to optimize development.

Explore strategies to retain and attract young professionals and families to Bartlesville.

QUALITY OF LIFE

Explore opportunities to embrace the unique cultures of our community.

Develop and maintain healthy lifestyle options as a segment of our parks, recreation and transportation systems.

Ensure and maintain clean, bright, vibrant community spaces.

COMMUNITY COLLABORATION

Partner with community groups to discuss, evaluate and report on existing needs and potential solution that address: Child Care, Housing, Homelessness, and Others to be Determined.

FOCUS ON STAFF RECRUITMENT, RETENTION, DEVELOPMENT, DEPARTMENT COLLABORATIONS, AND SAFETY PROGRAMS TO IMPROVE WORKPLACE CULTURE AND MORALE.

1. Participate in and measure the success of four (4) recruitment opportunities per year. (HR to lead) – 2 years
2. Implement a periodic new hire orientation. (HR to lead) – 1 year
3. Incorporate job shadowing into our new job swap program to increase utilization and success of program. (HR to lead) – 6 months
4. Research plans to increase and maintain employee morale, and overall employee buy in of the City's vision and culture. (HR to lead) – 1 year
5. Review tax and budget impacts of providing City branded clothing for non-labor employees. (A&F to lead) – 1 year
6. Evaluate and update employee rules and regulations handbook. (HR to lead) – 1 year
7. Implement a standard consistent brand policy for all operations, buildings, uniforms, equipment, vehicles, and other relevant areas using existing logo. (Admin to lead) – 18 months

IMPROVE AND MODERNIZE OUR WORKPLACE INCLUDING SEEKING ACCREDITATIONS FOR OPERATIONAL EXCELLENCE, DEVELOPING A PERFORMANCE AND REWARD-BASED EVALUATION PROCESS, AND FURTHERING INTEGRATION OF IT SYSTEMS INTO OUR OPERATING DEPARTMENTS.

1. Best practices committee will identify and begin implementation of best practices and accreditation programs in at least two areas. (Administration to lead) – 1 year
2. Evaluate effectiveness of existing performance and reward-based evaluation process for general and police department employees. (HR to lead) – 1 year
 - a. Revise policy if necessary. (6 months after step 1)
 - b. Develop alternatives methods to incentivize employee performance.
3. Evaluate asset management system to determine how we can integrate this system into our operating departments. (Engineering/Water to lead) – 1 year
4. Revise and update utility billing and integrations to improve citizen satisfaction and e-gov capabilities. (A&F and IT to lead) – 18 months
5. Explore and create a plan for Artificial Intelligence (AI) initiatives and potential implementation. (Admin to lead) – 18 months

DEVELOP ANNUAL COMMUNICATIONS AND FEEDBACK SYSTEMS TO INCLUDE A STANDARD REPORT TO CITIZENS, COMMUNITY SURVEY, AND EMPLOYEE SURVEY.

1. Continue to publish annual report on overall City and departmental achievements, progress, and goals. Summary of report to be circulated by various means. (Admin to lead) – 1 year
2. Continue to distribute surveys to obtain citizen feedback and requests for all City departments. Individual departments may also be surveyed individually as part of a larger survey plan. (Admin to lead) – 1 year
3. Continue to distribute annual survey for employees to rate their department and the City as an overall employer. (HR to lead) – 6 months
4. Utilizing existing feedback cards, develop a formal plan for collection and review of all customer and citizen input to include frequency of review, contacting those who have requested it, and making recommendations to address areas of weakness. (Admin to lead) – 1 year

ADOPT GOVERNANCE BEST PRACTICES AND UPDATE MUNICIPAL CRIMINAL CODE.

1. Investigate and where appropriate implement additional tools for citizens to have the ability to obtain financial data in an effort to be as financially transparent as possible. (A&F to lead) – 2 years
2. Review and update the municipal criminal code utilizing a consultant to remove outdated and obsolete language, ensure cohesion with State and U.S. criminal codes, and add any missing sections related to laws necessary to ensure the safety of the public. (Legal to lead) – 2 years

EFFECTIVE INFRASTRUCTURE NETWORK



DEVELOP ASSET MANAGEMENT PROGRAM FOR INFRASTRUCTURE.

1. The intent of the asset management program is to compile age, material, condition, and service life of the City's infrastructure (facilities, airport, streets, storm drain, wastewater, water, signals, signs, etc.) into ESRI's GIS software to aide in planning improvement priority and capital needs.
 - a. Select consultant to collect and populate data into ESRI. (Engineering to lead) – 1 year
 - i. Facilities, streets, storm drains, wastewater and water – (Engineering to lead) – 1 year from completion of first step
 - ii. Signs and signals – (Engineering to lead) – 2 years from completion of first steps

IMPROVE ROAD CONDITIONS AS CAPTURED BY PAVEMENT CONDITION INDEX (PCI).

1. Improve road conditions as captured by Pavement Condition Index (PCI).
 - a. Develop street impact report showing impact to PCI based on completed work. (Engineering to lead) – 1 year

DEVELOP STORM SEWER SYSTEM IMPROVEMENT PLAN.

1. Evaluate condition of current storm sewer system. (Engineering to lead) – 18 months
2. Update storm water master plan. (Engineering to lead) – 12 months after completion of first step

ECONOMIC VITALITY

REEVALUATE OUR DEVELOPMENT REGULATORY POLICIES TO ENSURE ALL RULES, REGULATIONS, AND PROCESSES ALIGN WITH BEST PRACTICES AND REFLECT THE CHARACTER OF OUR COMMUNITY.

1. Update zoning, subdivision, and other ordinances and codes which regulate private development and land use following the updated comprehensive land use plan. (Community Development to lead) – 1 year
 - a. Conduct a comprehensive assessment of existing zoning, subdivision, and development codes to identify gaps, inconsistencies, and opportunities for improvement.
 - b. Prepare updated or new development regulations to align with the adopted Comprehensive Plan, including land use and thoroughfare policies.
 - c. Explore the use of form-based zoning or similar tools to ensure development standards reflect the desired character and vision for the community.
 - d. Review development processes and requirements to identify and remove unnecessary barriers, ensuring regulations are clear, consistent, and efficient.

COLLABORATE WITH ECONOMIC DEVELOPMENT PARTNERS AND EXPERTS TO OPTIMIZE DEVELOPMENT.

1. Convene quarterly meetings of economic development partners and other interested stakeholders to discuss primary jobs, retail development, and housing development opportunities and challenges. (Community Development to lead) – 1 year
2. Convene quarterly meetings of tourism development partners and other interested stakeholders to discuss visitation trends, opportunities, and events. (Community Development to lead) – 2 years

EXPLORE STRATEGIES TO RETAIN AND ATTRACT YOUNG PROFESSIONALS AND FAMILIES TO BARTLESVILLE.

1. Work with economic development partners to understand young professionals' and families' needs to strengthen recruitment and retention in this area. (Admin to lead) – 1 year

EXPLORE OPPORTUNITIES TO EMBRACE THE UNIQUE CULTURES OF OUR COMMUNITY.

1. Continue coordinating a multi-cultural group to highlight the diverse cultures in our community. (Library to lead) – 1 year
 - a. Provide an annual report relating to the success of this group and their event in City Beat. (Library to lead) – 1 year

DEVELOP AND MAINTAIN HEALTHY LIFESTYLE OPTIONS AS A SEGMENT OF OUR PARKS, RECREATION AND TRANSPORTATION SYSTEMS.

1. Update a Trails/Multi-modal plan that incorporates existing assets and plans such as bicycle plan. (Community Development to lead) – 1 year

ENSURE AND MAINTAIN CLEAN, BRIGHT, VIBRANT COMMUNITY SPACES.

1. Evaluate effectiveness of existing security measures in parks and community spaces. (Public Works/PD to lead) – 1 year
2. Coordinate citizen volunteer efforts to supplement our maintenance efforts and to improve the appearance of our City. These could include periodic clean up days, adopt a mile program, adopt a path program, etc. (Community Development to lead) – 1 year

COMMUNITY COLLABORATION

PARTNER WITH COMMUNITY GROUPS TO DISCUSS, EVALUATE AND REPORT ON EXISTING NEEDS AND POTENTIAL SOLUTION THAT ADDRESS: CHILD CARE, HOUSING, HOMELESSNESS, AND OTHERS TO BE DETERMINED.

1. Child Care:
 - a. Attend meetings with local groups to discuss childcare needs, issues, and barriers. (Admin to lead) – 1 year
 - i. Develop gap analysis to better understand the size of the shortage.
2. Housing:
 - a. Use current housing study to develop plans to incentivize and encourage development of housing that helps to fill the identified gaps. (Community Development to lead) – 1 year
 - i. Expand access to housing options to address gaps in availability
 - ii. Develop targeted housing solutions for specific populations, including veterans and other vulnerable groups, to ensure their housing needs are met.
 - iii. Leverage publicly owned land as an opportunity to stimulate new residential development and support community growth.
 - iv. Broaden housing choices by allowing diverse housing types, such as accessory dwelling units (ADUs), to increase affordability and flexibility in the housing market.
3. Homelessness:
 - a. Monitor and evaluate the Park and Mental Health Co-Response Units' activities and results to determine if patrolling of the park areas is meeting our expectations in preventing crime and enhancing the public's trust in the safety of our public spaces, particularly as it relates to the unsheltered population. (Admin to lead) – 1 year
 - i. Survey the public to determine how safe they feel in our public spaces, particularly the pathfinder and our parks. (Admin to lead) – 1 year
 - ii. Report at least annually to the Council on these items. (Admin to lead) – 1 year
 - b. Provide crisis intervention training to at least 90% of our officers, so they can more effectively address the challenges presented by the unsheltered and other suffering from mental illness. (Police Department to lead) – 18 months
4. Recreational sports and programming:
 - a. Compile a complete list of all recreational sports and programs available in Bartlesville regardless of the source. (Community Development to lead) – 1 year
 - b. Prepare a report that compares the demand for recreational activities with activities available in Bartlesville. (Community Development to lead) – 1 year
 - c. Develop and prioritize options to better address the public's needs based on the gap analysis. (Community Development to lead) – 1 year
 - d. Develop a plan for consideration by the Park Board and City Council based on the information collected. (Community Development to lead) – 1 year