



# FY 2023-24 Strategic Plan

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PRESENTED TO THE CITY COUNCIL ON  
SEPTEMBER 5, 2023

# Strategic Focus Areas



**Vision**

**Mission**

**Values**

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**Strategic Plan**

**The next 12 – 18 months**

**Work Plan  
Tasks**

**How we are going to accomplish the  
Strategic Plan Goals**

# Strategic Focus Area 1:

## *High Performing City Organization*

### *Providing Exceptional, People Focused Services*

- GOAL 1:** Develop a high-performance and diverse workforce by attracting and retaining the very best employees; providing a competitive salary and benefits package; maximizing employee training and educational opportunities.
- GOAL 2:** Continue to improve the efficiency and productivity of operations through the use of technology, innovation, teamwork and continual business process improvement.
- GOAL 3:** Deliver high-quality service to external and internal customers by providing an outstanding customer experience; regularly seeking feedback from citizens and employees through surveys, public forums and other outreach methods; and offering convenient methods for conducting business and communicating with the city.
- GOAL 4:** Be a responsible steward of the city's financial resources by providing rates and fees that represent a strong value to our citizens; providing timely, accurate and transparent financial reporting; and utilizing long-range planning.

# Strategic Focus Area 2:

## *Dynamic & Preferred City through Managed Growth*

- GOAL 1:** Attract and retain top-tier businesses to promote high-quality economic development by expanding and diversifying the tax base; and creating jobs that allow our residents to work where they live.
- GOAL 2:** Promote sustainable residential and commercial development through strategic and long-term planning; providing a business-friendly environment; continuing efficient development review process; and enhancing partnerships with the development community.
- GOAL 3:** Enhance connectivity and improve mobility by expanding capacity of existing transportation network, evaluating additional thoroughfare improvements; and improving roadway, bicycle and pedestrian infrastructure.
- GOAL 4:** Implement the city's Capital Improvement Program to improve the quality of life for residents through the completion of projects identified in the city's master plans.
- GOAL 5:** Develop and maintain facilities and utility services that meet the needs of the community through strategic planning, long-term planning and best practices.

# Strategic Focus Area 3:

## *Beautiful, Safe & Vibrant Community*

- GOAL 1: Encourage a clean and healthy community** through the promotion of positive behaviors, sustainable practices, outreach programs and city services.
- GOAL 2: Encourage placemaking and a sense of belonging** in our neighborhoods, parks and key commercial districts by focusing on long-range planning, comprehensive elements and public art.
- GOAL 3: Enhance emergency response services** provided to the community, including emergency medical, police, fire and public dispatch services.
- GOAL 4: Ensure public safety equipment and personnel needs are being met**, including staffing, support and training.
- GOAL 5: Continue community policing and risk reduction programs** that create strong partnerships with the public to promote safety throughout the community.

# Strategic Focus Area 4:

## *Great Place to Live*

### *through Expanded Quality of Life Amenities*

- GOAL 1: Provide high-quality parks** for residents by expanding park amenities and options; enhancing city's trail network; and improving access to parks facilities.
- GOAL 2: Provide high-quality recreation opportunities, events and facilities** for residents by expanding programs and options for all ages and abilities that enrich the quality of life for residents.
- GOAL 3: Provide outstanding cultural, educational and entertainment opportunities** by cultivating mutually beneficial partnerships with area education and government entities, the business community, and not-for-profits.

# Questions Comments

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