



**Report
and
Strategic Plan**

**Adopted
TBD**

**Prepared and Facilitated
By
Ron Cox Consulting**



REPORT AND STRATEGIC PLAN COUNCIL/STAFF RETREAT

CITY OF IOWA COLONY

June 14, 2024

Introduction

On June 14, 2024, the Mayor, City Council (Council), and staff of the City of Iowa Colony met for a discussion of their governance model and a planning session. The purpose of this meeting was twofold.

- Review the results of the DISC Temperament Inventory that each of the Council members participated in, review and amend as necessary the governance philosophy established in 2021, and review and amend as necessary the key elements of the Council's vision and mission for Iowa Colony.
- Establish a 2024 strategic plan for the city with short term and long-term strategies and goals. Council and staff worked together, utilizing a SWOT analysis to form the basis for the strategic plan

The Mayor, Council and staff freely worked together, and their work was exemplary in all respects. Ron Cox facilitated the process.

Mayor and Council as a Team

To gain a better understanding of each other and provide more meaningful communication, all members of Council participated in a temperament profile assessment based on the DISC model. DISC is the acronym for an analysis of the style of behavior patterns or characteristics a person displays. The DISC acronym stands for Dominance, Influential,

Steadiness, and Conscientiousness. All members of the Council participated in this assessment with a prescribed instrument, and the group viewed and discussed the results. The behavioral characteristics outlined by the Mayor and Councilmembers was revealing in that each person has his own individual style of behavior that affects the group's collective dynamics. The result of the discussion was a better understanding of the dynamics of the group, including how each behaves, and why they behave the way they do, how they communicate and why they communicate the way they do. Learning about these behavioral styles does not denote good or bad behavior or actions (a reflection of character); it allows them and others to understand that actions and reactions will occur naturally and responses to those actions and reactions can be adjusted and/or responded to accordingly (that is, temperament). The group came to a better understanding of why these behaviors occur and how to respond to them. The group also came to a better understanding of their decision-making processes to work better together in the future. Exhibit 1 shows the basic DISC model graphically. Exhibit 2 shows a graph of the style of each member of the group.

Exhibit 1
The DISC Model

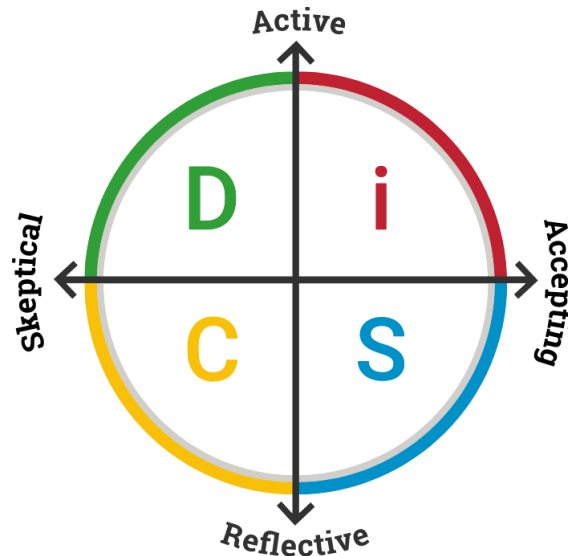


Exhibit 2 Council DISC Results



Note: RC is the facilitator

Governance

The Council had earlier established their governance model. The intent in these discussions was to review the model and review and confirm the overall vision and mission for the city. The Council participated in discussions about their role, together and their leadership responsibilities. The elements of a strong governance model are having and following clear vision and mission, establishing leadership and communications philosophies, and identifying the expectations of each other as Council members, and the City staff and of identifying and recognizing the expectations has staff of the Council.

The key elements of the Governance Philosophy are leadership, communication and understanding and defining expectations. These define how the team will function together. Visioning and planning are the key elements that define what the strategies and goals are for the City of Iowa Colony and what they will be to ensure the vision is ultimately attained.

During these discussions the Council noted that they could be more efficient in the handling of their meetings, and that communications and preparation for those meetings could also be improved. The following issues were specifically discussed to assist them in being more effective.

Meetings

Iowa Colony
June 14, 2024

Report
Strategic Planning Process

- Improve efficiency.
 - Focus on limiting debate.
 - Be patient with the established process.
 - Limit discussion on topics. (Don't lose the audience.)
 - Review Rules of Procedure to memorialize any changes to improve efficiencies.
- Hold a second meeting of the month for special issues on an as needed basis.
 - Prioritize subjects based on the complexity of the issue.
- Set the agenda deadline and submission of packets to Council earlier to give additional time for their review and study.

Communications

- Continue the “Friday Updates” from the city manager.
- Send draft agendas (realizing there may be changes) to all Council members in advance of the agenda packets.
- Recommendations from staff should be more specific
 - Recommendation from the relevant department head.
 - Recommendation from P&Z as applicable.
 - Recommendation from city manager and city attorney.
 - (Note: The City Manager unveiled a new cover form for agenda items that will cover several of these items.
- Prepare a “grid” or spreadsheet that shows the status of important projects or issues and what the next steps might be.

Governance Model

The governance model first begins with leadership. Each member of the Council was asked to review earlier input into how they will lead, communicate and a defining of expectations for themselves and staff. The red denotes items that were added at this session.

The Mayor and Council of the City of Iowa Colony will lead ...

- With honesty and integrity.
- With transparency.
- By listening first.
- By being visible in the community.
- By being responsive to the needs of the community and its citizens.
- With confidentiality.
- By looking at issues globally - not myopically – how a decision effects all.
- With an open mind.
- By confessing your mistakes to others.
- By being fiscally responsible – not wasteful; diligent, discerning.
- By setting the example
 - Hard on issues; soft on people.
 - Speaking person to person on issues (not on Facebook).

- By focusing on the good – what is good for Iowa Colony
- Listen, learn, understand, and then respond.
- Providing facts and accurate information.
- Focusing on the good and pursuing the best interests of the entire city.
- By building trust.
- **Do not assume motives based on what individual council members may say or ask.**

The Mayor and Council of the City of Iowa Colony will communicate...

- By listening first.
- By being available.
- Treating everyone with respect.
- Conveying the message that everyone is equally important.
- Enjoying our job and having fun.
- Being genuine – be yourself.
- By being cooperative with others.
- Having an attitude of agreeing to disagree, without being disagreeable.
- Speak with respect and humility.
- Listen with understanding and compassion.
- By having an open-line with everyone.
- **Focus on Council to staff communication.**
- **Do not interrupt until the speaker completes their thought or point.**
- **Have the candor to make your best judgement.**

The Mayor and Council of the City of Iowa Colony expect the following of each other ...

- To be amicable in all respects.
- To be open-minded and honest.
- To be cordial.
- Responsive.
- Ask why. Tell why.
- For all to participate.
- To follow procedures, decorum and protocols.
- To project the culture we expect in all circumstances.
- **Be transparent with each other, with no hidden agendas.**
- **Everyone must be committed and dedicated to their role.**
- **Be prepared.**

The Mayor and Council of the City of Iowa Colony expect the following of the staff ...

- Do your jobs for the citizens' sake.

- Have a customer service mindset.
- Be the face of the city.
 - Friendly.
 - Competent
 - Knowledgeable.
 - Efficient.
- To be trained - invest in professional and continual training for all employees.
- To have the proper compensation (investment).
- To respect the Chain-of-command throughout the organization.
- **Be comfortable displaying candor and transparency.**
- **Be comfortable suggesting and recommending changes to policies and procedures when needed.**

The staff of the City of Iowa Colony expects the following of the Mayor and City Council (as stated by the City Council ...

- To be deliberate and fair in dealings with the staff and issues.
- To take care of the staff – fair compensation, benefits and training.
- To know who they are.
- Do not take advantage of the staff.
- Be nice.
- Follow the Chain-of-command.
- Be respectful.
- Be appreciative.
- Have confidence in them.
- Do not take the staff for granted.
- Provide them the resources to do their work.

Vision and Mission

The Council discussed the elements vision and mission they have for Iowa Colony previously established in 2023.

Vision Elements

These elements were discussed and are presented in no order of priority. It was noted that in reviewing the Vision Statement from the Comprehensive Plan, these key vision elements are consistent with and embodied in their vision for the community. Those checked are key statements that formed the basis for a vision statement.

- ✓ A full-service city providing all the traditional services a city normally provides.
- The city has mixed development to meet the needs of all who live and want to live within the city. Mixed development includes a combination of single-family

housing, multi-family housing, affordable housing, retail, big-box retail, and specialty shops, with a wide variety of uses and services.

- A diversity of rural and suburban mix within the city.
- ✓ A “State of the Art” city.
- A city above the rest. (Has been adopted as the city’s motto)
- ✓ A safe city.
- A city that invests in its youth and citizens of all ages.
- A city that works with public and private partners to improve the quality of life for its citizens.
- A city that engages the community.
- ✓ A city providing opportunity for connectivity throughout.

Vision Statement

The Vision Statement is as follows.

**The City of Iowa Colony will be an
engaging, safe, full-service, state of the art city.**

Mission Statement.

Likewise, the Mayor and City Council reviewed the Mission Statement that has been developed earlier, and agreed it was consistent with the elements they described as stated above.

The key elements for the Mission for Iowa Colony are as follows.

- Creating and providing infrastructure to the extent the city can provide its own services to citizens.
- Promoting economic development.
- Responsive to service requests.
- Displaying professionalism in all cases.
- Providing adequate staff to provide the services.
- Being fiscally responsible.

Mission Statement

The Mission of the City of Iowa Colony and its staff is to continually improve the quality of life by:

- **Creating and providing infrastructure to the extent the city can provide its own services to citizens.**
- **Promoting economic development.**
- **Being responsive to service requests.**
- **Displaying professionalism in all cases.**
- **Providing adequate staff to provide the services.**
- **Being fiscally responsible.**

Values

The Mayor and Council reviewed the key values they desire for the Council and staff. These are

- **Honesty**
- **Integrity**
- **Professionalism**
- **Empathy**
- **Being considerate**

Guiding Principles

The guiding principles as established in the Comprehensive Plan area as follows.

- **Quality of Life**. Protect and promote a quality of life for our citizens that maintains and promotes the rural small town feel of the community.
- **Transportation**. Ensure a transportation system where people can travel safely and efficiently throughout the community and beyond.
- **Goods and Services**. Promote the provision of goods and services for our citizens.
- **Governance**. Ensure the highest level of governance, through elected officials, board and commissions members, and employees.
- **Safe Community**. Provide a safe environment for citizens of all ages.
- **Municipal Services**. Provide municipal services and infrastructure that promotes the health, safety, welfare, and quality of life for our community.

City Moto

A City Above the Rest!

Strategic Plan

SWOT Analysis

The Council and staff participated in a SWOT analysis – identifying strengths and weaknesses, opportunities and threats. The weaknesses were categorized within Strategic Focus Areas, and finally goals and objectives were developed based on identified opportunities designed to overcome the identified weaknesses. Following is an overview of that work.

Council and staff were divided into four groups. Each group consisted of both Council and staff members. Each group worked together throughout the process. Each group had equal opportunity to address every weakness categorized within a strategic focus area.

Strengths

Group 1

| Strengths of the Community | Strengths of the Organization |
|-----------------------------------|--------------------------------------|
| Diverse | Competent |
| Responsive | Good leadership |
| Committed | Agile |
| Open-minded | Willing to make hard decisions |
| Growth potential | Compassionate |
| Natural resources | Dedicated |
| Frugal (budget focused) | Candid |
| Well defined identity | Resourceful |
| Community pride | Budget minded |

Group 2

| Strengths of the Community | Strengths of the Organization |
|-----------------------------------|--|
| Public safety services | Staff quality and commitment |
| Positive growth | Comradery |
| Diversity | Tactful, introspective, and reflective |
| Citizen engagement | Open and responsive council and staff |
| Civic opportunities | |
| Physical appearance | |

Group 3

| Strengths of the Community | Strengths of the Organization |
|-----------------------------------|--------------------------------------|
| Vocal and communicative | Tight knit staff and Council |
| Informed and involved | Diverse skill sets |
| Close knit | Unified in mission and goals |
| Growing and young | Ownership of roles |
| Location good for growth | Strong starting base |
| | Good roots |
| | Staff can work with autonomy |

Group 4

| Strengths of the Community | Strengths of the Organization |
|-----------------------------------|--------------------------------------|
| Pride in the community | Staff |
| Very social | Committed |
| Active | Passionate |
| Trusting | Dedicated |
| New and excellent schools | Reliable |
| Supportive | Resourceful |
| Good attendance at events | Fiscally responsible |
| New public safety facilities | Responsive |
| Professional workforce | Knowledgeable |
| Diverse population | Sociable |

| | |
|----------------------|--|
| Inclusive population | |
|----------------------|--|

Weaknesses

Group 1

| Weaknesses of the Community | Weaknesses of the Organization |
|--|---|
| Lack of retail commerce | Personnel resources |
| Limited growth opportunity with annexation and ETJ | Budget limitations |
| Fragmented – east/west, rural/urban | Conflicting priorities |
| Location | Rebate agreements with developers |
| Slow to respond to needs | Revenue limitations |
| Dependence on social media for information | Reactive v proactive |
| Busy lifestyles | Perception of being growth-focused only |
| Needs on Saturdays and Sundays | Lack of robust social media presence |
| | Lack of weekend support services |

Group 2

| Weaknesses of the Community | Weaknesses of the Organization |
|--|----------------------------------|
| Apathy and lack of involvement | Small staff |
| High expectations | Budget constraints |
| Growth | Lack of infrastructure |
| Lack of commercial | Uncharted territory and unknowns |
| No accountability -stray animals and trash | Outdated ordinances |
| Spread of misinformation on social media | |
| | |

Group 3

| Weaknesses of the Community | Weaknesses of the Organization |
|-----------------------------------|---|
| Fear of change | Small size of staff |
| Keyboard warriors on social media | Lack of an approved staffing plan |
| Feeling of entitlement | No HR department |
| Preconceived biases | Lack of traditional city services |
| Knowledge gaps | Lack of youth and community events |
| Lack of affordable housing | Behind the growth curve |
| Lack of candidate pool. | Long council meetings |
| | Seeming lack of trust from council to staff |

Group 4

| Weaknesses of the Community | Weaknesses of the Organization |
|-----------------------------|--------------------------------|
| Meetings attendance | Lack of staff resources |
| Voter apathy | Developer rebates |
| Social media | Communication |

| | |
|---|--|
| Lack of concern | Notification |
| Understanding of the form of government | Transition from small to larger organization |
| Satisfied with status quo | Desire to stay in comfort zone |
| Division of city by highway 288 | |

Key Strategic Focus Areas

All the weaknesses identified were then categorized into the four key strategic focus areas.

- **Strategic Focus Area 1 – Community**
- **Strategic Focus Area 2 – Economic Development**
- **Strategic Focus Area 3 – Communication**
- **Strategic Focus Area 4 – Organizational Development**

Weaknesses Categorized within the four Key Strategic Focus Area

The weaknesses were reviewed and categorized into the four Strategic Focus Areas as follows.

- **Strategic Focus Area 1 – Community**
 - Citizens have weekend needs that are not being met.
 - Community of busy people.
 - Lack of community events.
 - A fragmented community – east/west and rural/suburban.
 - Resistance to change.
 - Apathy
 - Voter turnout.
 - Council attendance and participation.
 - Lack of concern and understanding of local government.
- **Strategic Focus Area 2 – Economic Development**
 - Lack of commercial/retail and restaurants.
 - Limited growth ability (ETJ).
 - Lack of affordable housing.
 - No EDC or MDD.
 - Limitation of ability to collect additional sales tax.
- **Strategic Focus Area 3 – Communication**
 - Using social media for news/misinformation.
 - Keyboard warriors.
 - Lack of knowledge and understanding of city government.
 - Resistance to change.
 - Spread of misinformation.
 - Notification system updates (emails/texts)

- Perception of only growth oriented.
- **Strategic Focus Area 4 – Organizational Development**
 - Lack of staff.
 - No staffing plan.
 - Need for HR department.
 - Sometimes seen as a 2nd chance organization.
 - Developer rebates.
 - Need for technology transition and updates.
 - Lack of full city services.
 - No weekend city services.
 - Charting uncharted territory.
 - Limited understanding of new council members and citizens.
 - Outdated ordinances.
 - Conflicting priorities

Opportunities

The Council and staff then began to review the weaknesses and identified a series of opportunities. These are then converted into strategies, goals and objectives designed to address those weaknesses within each of the focus areas.

- **Strategic Focus Area 1 – Community**
 - Establish a community outreach program to improve citizen information, knowledge, and understand citizens’ needs.
 - Host or promote others to host city-wide events to bring the entire community together.
 - Explore opportunities for hosting town hall/listening sessions.
 - Identify neutral locations for such events.
 - Host coffee chats, virtual sessions, meet & greets with council.
 - Establish an automated and targeted communication system with POA, management companies, residents and businesses.
 - Highlight historical aspects of the community.
 - Explore opportunities to rent the old city hall site for community or other purposes.
 - Ensure full utilization of exiting public spaces.
 - Irrigate playing fields at city park.
 - Plan for lights and concessions at ballpark.
 - Establish a program for voter education.
 - Improve council meeting efficiencies.
- **Strategic Focus Area 2 – Economic Development**
 - Establish incentive (not rebate) programs for economic development.
 - Promote opportunities to increase sales tax revenue.
 - Utilize development agreements to attract desired businesses.

- Pursue establishment of a Municipal Management District (MDD).
 - Discontinue the use of developer rebates.
 - Establish an economic development council.
 - Add multifamily housing that adheres to zoning and development agreements.
 - Pursue interlocal agreements with neighboring cities.
 - Promote the creation of a local chamber of commerce.
 - Continue to increase availability of city services to attract high quality growth.
 - Continue willful annexation program.
- **Strategic Focus Area 3 – Communication**
 - Establish a public relations/communications department.
 - Explore opportunity to hire/appoint a Public Information Officer (PIO).
 - Prepare a communication plan.
 - Establish a public relations information/dissemination program.
 - Utilize social media platforms appropriately.
 - Expand use of QR codes for specialized information.
 - Ensure referral of issues to appropriate agencies.
 - Explore the use of billboards to leverage opportunity to provide information.
 - Conduct a citywide citizen and business surveys to gauge citizen priorities.
- **Strategic Focus Area 4 – Organizational Development**
 - Prepare a staffing growth plan.
 - Hire Executive Assistant/Assistant City Manager/Planner/Economic Developer.
 - Establish a human resources program.
 - Explore appointing/hiring a HR professional.
 - Onboarding of new personnel.
 - Establish stands for job descriptions, applicants, recruitment.
 - Improve overall training program for Council members and staff
 - Establish a new Council member orientation.
 - Pursue grant opportunities
 - For training.
 - For new positions.
 - Update technology to anticipate AI usage.
 - Pursue interlocal agreements with other entities to share services and resolve issues.
 - Expand web-based services (bill pay, etc.).
 - Conduct a city service needs and priorities analysis.
 - Update outdated ordinances.
 - Establish a temporary ordinance review board.

Threats.

Finally, the Council and staff identified threats that would keep them from accomplishing the initiatives, goals and objectives that have been identified.

- Budget constraints.
- Limitations on staffing levels.
- Lack of resources.
- Natural disasters.
- Downturn in economy.
- Lack of community buy-in.
- Political power struggles.
- Civil unrest.
- Adverse legislation.
- Lack of proper planning.
- Lack of synergy.
- Diverging priorities.
- Overreaching beyond our abilities to perform (being too aggressive).
- Overburdening staff.
- Burnout.
- Loss of experienced people (brain drain).

City Staff Implementation Sessions

August 15, 2024

On TBD, the facilitator met with the City Manager and Executive Staff to review the outcomes of the planning session and to determine next steps for the development of the implementation plan.

Implementation Plan Process. The staff reviewed the implementation portion of the planning process and revised the Implementation Plan. During the discussions, a staff member was assigned as the team facilitator for the development of the implementation plan for each strategic focus area. The group worked together to develop action steps, with proposed timelines. At the end of the day, a draft implementation plan had been established. The implementation plan is a separate document.

Reporting

Finally, staff reviewed reporting protocols. These protocols serve the purpose of keeping the staff on schedule with the implementation of strategies, keeping the City Administrator informed, and providing regular reports to the Council on the status of the implementation

of the adopted strategies. This provides for long term accountability toward the implementation of the Strategic Plan.

Reporting Protocols

- **Council**
 - Receives periodic updates regarding various projects related to the strategic plan.
 - Receives formal status reports, including an annual report from staff to the Council.
- **City Manager**
 - City Manager receives regular updates from staff at regular staff meetings on progress of assignments.

Council Approval

September 9, 2024

On September 9, 2024 the Council reviewed their work as well as the work of the staff since the planning session in January. After a thorough discussion the Report was approved as amended unanimously.

Conclusion

The Mayor, Council, and staff of the City of Iowa Colony worked through a governance and planning process that allowed the Council to create a governance model and identify and expand strategies for moving the city forward. The process brought the staff leadership and Council closer together as a team and developed an implementation process to ensure the strategies are addressed and accomplished over time.



Strategic Plan 2025

**Council Governance Session
and
Council/Staff Planning Retreat**

June 14, 2024

**Adopted
TBD**

**Prepared and Facilitated
By
Ron Cox Consulting**

Vision Statement (2023)

**The City of Iowa Colony will be an
engaging, safe, full-service, state of the art city.**

Key Vision Elements 2022

- **The city is a full-service city providing all the traditional services a city normally provides.**
- **The city has mixed development to meet the needs of all who live and want to live within the city. Mixed development includes a combination of single family housing, multi-family housing, affordable housing, retail, big-box retail, and specialty shops, with a wide variety of uses and services.**
- **A diversity of rural and suburban mix within the city.**
- **A “State of the Art” city.**
- **A city above the rest.**
- **A safe city.**
- **A city that invests in its youth and citizens of all ages.**
- **A city that works with public and private partners to improve the quality of life for its citizens.**
- **A city that engages the community.**
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Mission Statement (2023)

The Mission of the City of Iowa Colony and its staff is to continually improve the quality of life by:

- **Creating and providing infrastructure to the extent the city can provide its own services to citizens.**
- **Promoting economic development.**
- **Being responsive to service requests.**
- **Displaying professionalism in all cases.**
- **Providing adequate staff to provide the services.**
- **Being fiscally responsible.**

Mission Elements

- **Creating and providing infrastructure to the extent the city can provide its own services to citizens.**
- **Promoting economic development.**
- **Responsive to service requests.**
- **Displaying professionalism in all cases.**
- **Providing adequate staff to provide the services.**
- **Being fiscally responsible.**

Guiding Principles (Comprehensive Plan)

- **Quality of Life**. Protect and promote a quality of life for our citizens that maintains and promotes the rural small town feel of the community.
- **Transportation**. Ensure a transportation system where people can travel safely and efficiently throughout the community and beyond.
- **Goods and Services**. Promote the provision of goods and services for our citizens.
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- **Municipal Services**. Provide municipal services and infrastructure that promotes the health, safety, welfare, and quality of life for our community.

**City Motto
2024**

A City Above the Rest!

City of Iowa Colony

Council

Leadership Philosophy

The Council of the City of Iowa Colony will lead by...

- With honesty and integrity.
- With transparency.
- By listening first.
- By being visible in the community.
- By being responsive to the needs of the community and its citizens.
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- By looking at issues globally - not myopically – how a decision affects all.
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- By focusing on the good – what is good for Iowa Colony
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City of Iowa Colony

Council

Communication Philosophy

The Council of the City of Iowa Colony will communicate by...

- **By listening first.**
- **By being available.**
- **Treating everyone with respect.**
- **Conveying the message that everyone is equally important.**
- **Enjoying our job and having fun.**
- **Being genuine – be yourself.**
- **By being cooperative with others.**
- **Having an attitude of agreeing to disagree, without being disagreeable.**
- **Speak with respect and humility.**
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- **By having an open-line with everyone.**
- **Focus on Council to staff communication.**
- **Do not interrupt until the speaker completes their thought or point.**
- **Have the candor to make your best judgement.**

City of Iowa Colony

Council and Staff

Expectations

Council expects the following of each other...

- **To be amicable in all respects.**
- **To be open-minded and honest.**
- **To be cordial.**
- **Responsive.**
- **Ask why. Tell why.**
- **For all to participate.**
- **To follow procedures, decorum and protocols.**
- **To project the culture we expect in all circumstances.**
- **Be transparent with each other, with no hidden agendas.**
- **Everyone must be committed and dedicated to their role.**
- **Be prepared.**

City of Iowa Colony

Council and Staff

Expectations

Council expects the following of staff...

- **Do your jobs for the citizens' sake.**
- **Have a customer service mindset.**
- **Be the face of the city.**
 - **Friendly.**
 - **Competent**
 - **Knowledgeable.**
 - **Efficient.**
- **To be trained - invest in professional and continual training for all employees.**
- **To have the proper compensation (investment).**
- **To respect the Chain-of-command throughout the organization.**
- **Be comfortable displaying candor and transparency.**
- **Be comfortable suggesting and recommending changes to policies and procedures when needed.**

City of Iowa Colony

Council and Staff

Expectations

The staff of the City of Iowa Colony expects the following of the Mayor and City Council (as stated by the City Council ...

- **To be deliberate and fair in dealings with the staff and issues.**
- **To take care of the staff – fair compensation, benefits and training.**
- **To know who they are.**
- **Do not take advantage of the staff.**
- **Be nice.**
- **Follow the Chain-of-command.**
- **Be respectful.**
- **Be appreciative.**
- **Have confidence in them.**
- **Do not take the staff for granted.**
- **Provide them the resources to do their work.**

Strategic Focus Area 1.0 Community

Initiatives

- 1.1 Establish a community outreach program to improve citizen information, knowledge, and understand citizens' needs.
 - 1.1.1 Host or promote others to host city-wide events to bring the entire community together.
 - 1.1.2 Explore opportunities for hosting town hall/listening sessions.
 - 1.1.2.1 Identify neutral locations for such events.
 - 1.1.2.2 Host coffee chats, virtual sessions, meet & greets with council.
 - 1.1.3 Establish an automated and targeted communication system with POA, management companies, residents and businesses.
 - 1.1.4 Highlight historical aspects of the community.
- 1.2 Explore opportunities to rent the old city hall site for community or other purposes.
- 1.3 Ensure full utilization of exiting public spaces.
 - 1.3.1 Irrigate playing fields at city park.
 - 1.3.2 Plan for lights and concessions at ballpark.
- 1.4 Establish a program for voter education.
- 1.5 Improve council meeting efficiencies.

Strategic Focus Area

2.0 Economic Development

Initiatives

- 2.1 Establish incentive (not rebate) programs for economic development.
 - 2.1.1 Utilize development agreements to attract desired businesses.
 - 2.1.2 Pursue establishment of a Municipal Development District (MDD).
 - 2.1.3 Determine applicability of the use of developer rebates on a case-by-case basis.
- 2.2 Promote opportunities to increase sales tax revenue.
- 2.3 Establish an economic development council.
- 2.4 Add multifamily housing that adheres to zoning and development agreements.
- 2.5 Pursue interlocal agreements with neighboring cities.
- 2.6 Promote the creation of a local chamber of commerce.
- 2.7 Continue to increase availability of city services to attract high quality growth.
- 2.8 Continue willful annexation program.

Strategic Focus Area

3.0 Communication

Initiatives

- 3.1 Establish a public relations/communications department.
 - 3.1.1 Explore opportunity to hire/appoint a Public Information Officer (PIO).
 - 3.1.2 Prepare a communication plan.
 - 3.1.3 Establish a public relations information/dissemination program.
 - 3.1.4 Utilize social media platforms appropriately.
 - 3.1.5 Expand use of QR codes for specialized information.
 - 3.1.6 Ensure referral of issues to appropriate agencies.
 - 3.1.7 Explore the use of billboards to leverage opportunity to provide information.
 - 3.1.8 Explore opportunities for videos to promote city services and opportunities.
- 3.2 Conduct a citywide citizen and business surveys to gauge citizen priorities.

Strategic Focus Area

4.0 Organizational Development

Initiatives

- 4.1 Prepare a staffing growth plan.
 - 4.1.1 Hire Executive Assistant/Assistant City Manager/Planner/Economic Developer.
- 4.2 Establish a human resources program.
 - 4.2.1 Explore appointing/hiring a HR professional.
 - 4.2.2 Onboarding of new personnel.
 - 4.2.3 Establish standards for job descriptions, applicants, recruitment.
 - 4.2.4 Improve overall training program for Council members and staff
 - 4.2.4.1 Establish a new Council member orientation.
- 4.3 Pursue grant opportunities
 - 4.3.1 For training.
 - 4.3.2 For new positions.
- 4.4 Update technology to anticipate AI usage.
- 4.5 Pursue interlocal agreements with other entities to share services and resolve issues.
- 4.6 Expand web-based services (bill pay, etc.).
- 4.7 Conduct a city service needs and priorities analysis.
- 4.8 Update outdated ordinances.
 - 4.8.1 Establish an Ad Hoc ordinance review board.

