



Governance & Fiscal Responsibility

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.

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Strategic Goals

GOAL 5.1

Govern in a transparent, efficient, accountable, and responsive manner

GOAL 5.2

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

GOAL 5.3

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

GOAL 5.4

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

GOAL 5.5

Foster meaningful public involvement/engagement

GOAL 5.6

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

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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

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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