

**Strategic
Planning
2022-2027**





To: City Council, Department Heads, and City Employees

From: Amanda Mack, City Manager

Re: Strategic Planning Executive Summary:

Strategic Planning is a process by which we can envision the future and develop the necessary procedures and operations to influence and achieve that future. We embarked on the strategic planning journey in early 2022, and while the process took longer than I had planned, I am pleased with the final product. We utilized an innovative, participatory process, which provided opportunities for multiple groups and individuals to share their thoughts and ideas. Our facilitator, John Beranek, was just that. A guide to allow us to harness our own ideas and thoughts, and someone to help us land on consensus around a myriad of topics. This process was driven by those that participated, and the plan, as presented, is a product of our collective work.

The listening sessions helped frame the work of the Strategic Planning Core Team, which was made up of the Mayor and City Council, City Manager, Department Heads and Division Managers from across the City. In the following pages, you will see the highlights from each of these listening sessions, and you can see how those themes show up in the final product.

Some have commented that the first year plan, as presented, appears to be very operational heavy versus community oriented. I would not disagree, however, what shows up in the pages that follow this summary is very indicative of where we are as an organization and a community. Steve Jobs once said that Strategy is figuring out what NOT to do, and a quick glance at the work outlined for the upcoming year carries a true theme of NOT operating like we used to.

At the start of this work, we were one year into the city manager form of government transition, and it is my belief that the community, elected officials and staff, understood that in order to become the best version of ourselves we must first get our proverbial house in order. To do that we must look at how we function internally if we are to truly develop a people centered culture. We must rethink how we communicate with one another, and with the public if we want to create healthy community engagement. Of course, we can't do that without engaging with the public, community stakeholders and our staff. By working together we will make those goals a reality.

To create a vision the strategic planning Core Team attempted to answer the following question:
What do we want to see in place in 3-5 years as a result of our actions?

To identify the challenges for creating that vision the Team considered:
What is blocking us from moving forward with our vision?

And finally, to determine the Strategic Directions for the next year they asked:
What innovative, creative solutions will resolve or minimize obstructions as we move toward our vision?



The plan in front of you shows how each step of this process was conducted, and the results. Once the strategic directions were agreed upon, the Core Team broke into groups and worked to determine projects to take on over the next twelve months that move us toward the vision of a community that:

- Engages in "purposeful economic development."
- Has dedicated water resources management.
- Has gained efficiencies through the use of technology.
- Has dynamic community amenities.
- Has productive community engagement, and a people centered culture.
- Embraces priority based budgeting.

In the pages that follow, you will see the three strategic directions:

- Establishing Best Practices.
- Telling Our Story
- Engaging Internal and External Stakeholders.

Along with the strategic directions you will find the subsequent work that has been decided upon as the best path towards success. The first year is aggressive. We were warned that would likely be the case and that we may need to readjust our sails a time or two, but this plan is designed to be a living document to guide to our vision. We may have to change a few things, and adapt to new circumstances, but ultimately we have a guiding light to keep us on the right path. Strategy is about making intentional choices; and deliberately choosing a different path to reach our goals. That is what we intend to do!

I am excited about the future of Watertown. I have said quite often in my short time here, that we may have overestimated what we could accomplish in a year, but have underestimated what we could do in three, and that sentiment holds true for this plan. I'm looking forward to diving into the work, and striving to accomplish our goals, together.

In Service,

A handwritten signature in black ink that reads "Amanda Mack". The signature is fluid and cursive, with the first name "Amanda" and last name "Mack" clearly distinguishable.

Amanda, City Manager

LISTENING SESSIONS

Focus Question:

How might we align and support our shared vision and talents for the future of the City of Watertown?

Listening Sessions provide an organization the opportunity to hear from many different groups, collect their responses, and coordinate the feedback in a usable manner. The information from the feedback is used to inform strategic planning efforts.

The following listening sessions utilized the World Cafe conversation method. The World Cafe Conversations are an intentional way to create a living network of conversation around questions that matter. A cafe Conversation is a creative process for leading collaborative dialogue, sharing knowledge, and creating possibilities for action in groups of all sizes.

World Cafe Questions:

Round 1

What questions, if answered, could have the greatest impact for Watertown?

Round 2

What are you hearing underneath the variety of opinions?

What is the bigger story taking shape?

Round 3

What actions might we take together to move these ideas forward?

Listening Session 1

ENCOURAGING COMMUNITY DEVELOPMENT

- How do we attract more youth to community
- Lacking family focused activities
- More teen activity options
- Staff volunteering
- Need for more commerce
- Lead by example home/shop local
- More retail Shopping
- Communication
- Need for more activities
- How do we bring in more retail
- Make the town look appealing
- How to keep housing affordable
- Community development (come here stay here)
- Be intentional with communication up and down the Organization

DEVELOPING REVENUE SOURCES

- Revenue-charge more for services-identify new services grants
- lacking revenue producers
- increase revenue for the city
- Properly staffing a growing city
- Give explanation for revenue Increases
- have the revenue discussion (bravery)

PROMOTING OPEN COMMUNICATION

- Communication-people/city
- How can we communicate better with the public
- More open door
- How do we communicate plan
- Communication of ideas
- Communicating the challenges with residents
- Communication-internally with departments
- How can we communicate better between departments
- Share visions
- Neighborhood block parties
- Promotion of youth activities
- Lack of community-city to community-management to employees
- Communicate-social media, word of mouth, town hall meetings.

COMMITTING TO OUR PLAN

- Don't give up
- Accountability for implementing plan
- Finalize strategic plan
- Who cares
- Documented plans
- Form committees

ESTABLISHING VISION AND PURPOSE

- City wants to grow
- What's master plan
- Align and communicate direction w/ entire community
- How do we implement vision
- What type of city does Watertown want to be
- What is the vision
- We are trying
- City needs to follow through
- Are we moving forward with the right ideas
- City direction and overcoming obstacles along the way
- What will Watertown look like in 10 years

UTILIZING OUR TECHNOLOGY

- Centralized location for information
- How do we advance city tech
- Watertown needs to update Tech planning

COMMUNITY INVOLVEMENT/CITY OF CHOICE

- Be an employer of choice
- Create more professional jobs
- City role in helping with economic growth
- Retain citizens, businesses, and employees
- Overall morale
- How do we keep them here
- Retention
- Staffing-retention, salary, compensation, morale
- How can the city develop a standard employee training onboarding program

RECOMMENDATION FOR STRATEGIC PLANNING

- Do it right (tee shirts)
- Keep moving forward-Look policy and procedures for employee retention
- Understand the process-realistic time frame
- Accountability
- Communicate the plan
- Don't be afraid to fail
- Think outside of the box

Listening Session 2

DOING IT RIGHT

- Finish projects and do it right
- Going from plan to implementation to follow through
- Leaders need to be invested
- Be open to innovation and change
- Develop and adhere to the plan
- How is success measured

IMPROVING QUALITY OF LIFE

- Bring and keep youth
- Programming
- Youth
- Recruit junior hockey team
- How to change perception that youth have nothing to do

CONTINUING SUSTAINABLE DEVELOPMENT

- What's the #1 desire for infrastructure
- Growth and development
- Attract retail shops
- What holds us back from future development
- What types of additional developments
- Need and want for community growth
- Development

PROVIDING OPPORTUNITIES FOR OUR PEOPLE

- Scholarships for lower income families
- Attract and sustain people
- Recruitment and training
- Make recruitment and retention teams
- People
- Employee perks
- Private and public partnerships
- Incentives for recruitment
- Value of staff retention
- Making services more affordable and comparable to other communities

OBTAINABLE AND CLEAR VISION

- What is our vision
- How can we make Watertown a destination
- Vision
- What can we do to increase the population
- Where does the city fall short
- Where are we in 5 to 10 years
- What are our demographics
- Understanding others

RECOMMENDATIONS FOR STRATEGIC PLANNING

- Stay focused
- Bring new ideas forward
- Get rid of old ways of thinking
- Realistic and Achievable
- Transparency
- Act in a timely manner
- Living document
- Aggressive
- Keep an open mind

Listening Session 3

INVESTING IN OURSELVES

- Provide quality child care
- Set the example- Employer of choice
- Better employee/comm unity center
- Recruit and retain quality employees
- Strategic growth
- Focus on employee retention and engagement
- Build a better base (staffing)
- Work Force
- Invest in efficiency
- How can retain and grow the workforce

EXPANDING COMMUNICATION THROUGH BUY-IN

- What can Watertown offer citizens to keep spending local
- How can we better communicate/explain necessary spending to people
- Development
- Promote city functions and services
- City leadership open and connected to the community
- How do we reach the public
- How to handle the public
- City conversations
- City surveys
- What's our demographic
- What can I do
- Include voice of youth

UTILIZING AND BALANCING OUR RESOURCES

- The citizens
- How to best use resources
- Where are all of the residents in the apartments coming from
- Finding balance
- How can we make Watertown more affordable
- How do we fund these ideas
- Money-Bring in more without raising taxes
- Vet/Prioritize spending

PLANNING FOR STABILITY

- Staying progressive
- stick to the plan
- Keep focused and stay on track
- Build the plan
- Follow the plan
- Stick to the plan, review that plan, and follow through the plan

GROWTH WITH ACCOUNTABILITY

- What's the "Goldmine" in the future of manufacturing jobs
- What growth is best for the city
- No more scarcity mindset
- What kind of growth
- Growth with purpose
- Responsible growth
- Economic growth
- We have to think BIG
- Growth- Infrastructure to support growth before it happens
- Maintaining current infrastructure

DEVELOPING OUR IDENTITY AND VISION

- Identity
- Watertown needs it's own image
- Goals for the city
- How to better brand Watertown
- Branding
- Vision for the city
- Understand where we are going
- City fair
- Are we Sioux Falls
- What direction are we going
- What do we want to be
- Invest in the new form of government
- Clearly define the vision of the city and goals. Don't change every year
- Be diverse (inclusive) with our marketing

RECOMMENDATIONS FOR STRATEGIC PLANNING

- Improve existing amenities such as expanding 18th Ave NE to 19th St. NE
- Dual layer entertainment bowling alley, arcade, laser tag, etc.
- Make Downtown mapping structures increasing parking lot locations and or business locations (like mall maps)
- Remove 81 flowers (safety issue) use somewhere else.
- Expand North bypass around the city.
- 4th Ave SW (West of 21st St.) needs to be built stronger and needs shoulder added.
- Safety hazard @42nd St. W and HWY 212 and also 33rd St. West & HWY 212
- More for "tweens" to do in town (Also the 30's)

Listening Session 4

ATTRACTING AND REINING OUR WORKFORCE

- How do we create better workforce conditions
- What do we need to do as a community to retain members and city employees
- How do we attract talent
- How to attract and retain workers (Keep students here, raise wages)
- What are we doing to retain people and increase quality of life
- How do we keep or attract our people
- Attract and growth
- Attracting people to our community
- Workforce recruitment and retention
- Tremendous need for people
- Find out who our people are. What are our demographics

MANGING SUSTAINABLE GROWTH

- Do we bring in more business and then more housing or vice versa? Chicken or the egg?
- How do we grow in a sustainable manner
- Watertown wants to grow
- Keeping an open mind

BECOMING THE COMMUNITY OF CHOICE

- How do we become a community of choice? (Amenities, schools, bike path, etc.)
- What is our vision for the city of Watertown
- We need to create the vibrant community to go with the amenities we are building
- Spirit of cooperation/optimism/communication
- Reputation of schools from daycare to higher Ed
- Tours of business-lead to part time employment, apprenticeships, scholarships
- Be champions for Watertown
- Be proud of who we are
- Promote our city

TRANSPARENT & STRATEGIC PLANNING

- What changes do we need to make to be more transparent in government
- Develop and use ALL of the tools in our tool belt and at our disposal to facilitate growth
- Ongoing Strategic planning/Goal setting
- Communication plan to get more people involved to use their time and talents
- Prioritize projects and secure funding
- Strategic Planning for the future

MARKETING OUR COMMUNITY

- How do we communicate what's available and happening
- How do we engage people differently and better
- Be ambassadors for our community

There is no power for change greater than a community discovering what it cares about. – Margaret J. Wheatley

DEVELOPING HOUSING FOR ALL LEVELS

- How do we address housing
- How do we solve the housing crisis
- What is affordable housing? How do we define that
- Housing in general
- Housing needs for each population
- Define the problem in more detail (housing: what is the actual need?)
- Show what affordable house is (expectations)
- One stop shop for resources and opportunities

MEETING COMMUNITY'S NEEDS

- What are the healthcare needs of the population and barriers to treatment including mental health
- What can I do? What can we do as individuals to increase quality of life
- Having these conversations as a community



CITY OF
WATERTOWN
SOUTH DAKOTA

LISTENING SESSION THEMES

Looking back through the information gathered during listening sessions themes formed to inform the strategic planning process

- Want to know what is going on
- More money
- Want to see action
- Be proactive not reactive
- Quality of life/ but different for each
- Priorities and communicating them
- A big vision
- Shared traditions to rally around
- Community of choice
- Workplace of choice

CONVERSATIONAL GUIDELINES

TRUST

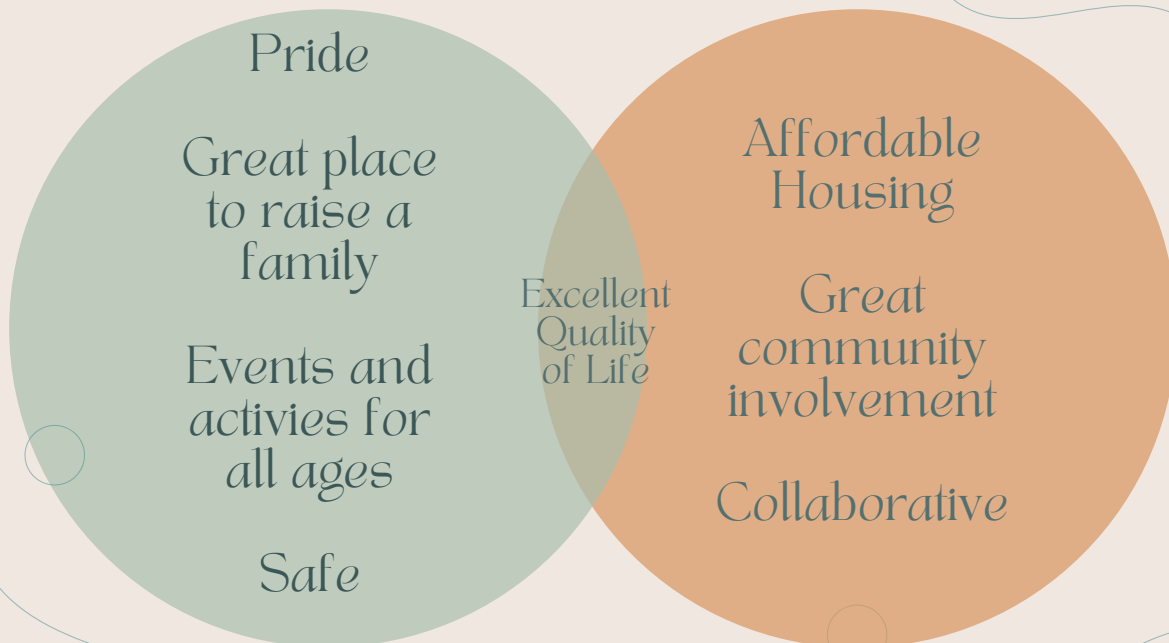
THE GROUP WORKED TOGETHER TO BUILD A SET OF CONVERSATIONAL GUIDELINES. THE GUIDELINES CREATED ARE HOW PEOPLE AGREE TO WORK TOGETHER FOR STRATEGIC PLANNING

- *Make room for every voice*
- *Instant vs crock pot thinking*
- Agree to try and celebrate one thing you hear today
- Curiosity vs judgement
- Don't be afraid to be wrong
- Think out side of the box
- Don't fear retribution
- Two ears and one mouth- Spend more time listening
- Hear something you like build on it
- Respectful-what you say, how you say it, agree to disagree
- Don't assign motives and intentions
- Selfless

Trust is the glue of life. It is the most essential ingredient in effective communication. It's the foundational principle that holds all relationships.
-Stephen R. Covey

VICTORY

The group worked together to dream what might be possible for Watertown



● **How we want to make people feel**

Green is how the group wanted people to feel

● **What we want to keep in mind**

Orange is what the group wanted to keep in mind as they leaned into strategy.

Environmental Scan

The environmental scan is an assesment tool to prepare a group to do strategic planning. It includes factual data such as an organizations history, accoplishments, industry and or economic trends and subjective data such as customer, staff, or community perceptions. A scan enables a group of stakeholders to reah an appropriate level of equity in their knowledge of the whole picture surround their work and educate eachother as they combine perspectives to create the holisitc picture

PAST ACCOMPLISHMENTS

- Establishing City manager form of government
- City fosters 2nd fire hall, police department, Prairie Lakes wellness center, premiere complex, and bike trails
- Resources for seniors and kids
- Investment in public safety
- Ice Areana (+old)
- Financial stability-long term
- Safe community
- Education
- Outdoor recreation
- Strategic hiring (hungry, humble, smart)
- Goss/Uptown development
- Golf course expansion
- Waste water treatment
- Fire training center
- New Airport & terminal
- Library of things-middle school
- Strongest town winner

Present Strengths

- Recreation (hunt, fish, PLWC)
- Community Involvement
- Ready to progress in the right direction-proactive
- Zoo
- Library/Resources-pool etc.
- New form of government
- Desire to improve/grow
- Fiscally responsible and progressive
- Development
- Public access (I-29 state highways)
- Utilizing social media-communicating
- Willingness to change
- Positive vibe
- Best darn team in show business
- Leadership team
- Spirit
- Housing



PAST SETBACKS

- Perception of corruption
- Infrastructure
- Funding
- Not Communicating well, internal and external
- Economy
- Changing/Altering Agendas
- Lake/River-Flood Control
- Conservative
- Fear of change
- Not enough consistency
- Wild shifting political leadership
- Employee turnover
- Middle age activity and alcohol
- Retail (lack)
- The mall
- Covid
- Employer retention
- Finances
- Paralysis by analysis
- Old form of government

PRESENT WEAKNESSES

- In transition
- Volatile Market
- Antiquated processes and procedures
- Employees trusting each other
- Winter/weather
- Promotion of our lake/usages
- Accessibility/Inclusive
- Housing crisis

- Consistency-chain of command
- Isolation
- Available, qualified workforce
- Limited money
- Limited workforce
- Cliques
- Lack of communication between departments
- Limited staff to support community growth
- Efficiency-too many meetings
- Perceived lack of trust
- Not enough professional jobs



CITY OF

WATERTOWN

SOUTH DAKOTA

ENVIRONMENTAL SCAN THEMES

OPPORTUNITIES

- Quality of life
- Safe
- Form of government
- Fiscally Responsible

SETBACKS

- Economy, Funding, Financing
- Form of government
- Infrastructure
- Mall
- Flooding lake/river
- Perception of ineffectiveness of local government(lack of trust)

STRENGTHS

- Strong local government
- Public employees
- PLWC
- Schools

WEAKNESSES

- The internal way we do business
- trust
- Workforce housing
- RISKS
- Not enough staff to support growth
- Over extending
- Growing too fast
- Infrastructure will not follow growth

OPPORTUNITIES

- Taxes
- Promote Lakes
- Jobs
- Revenue
- Community Pride/Involvement
- Improving Infrastructure

FUTURE OPPORTUNITIES

- Expanding revenue base
- Fiber
- Shifting Deographics (People moving here)
- Realizing our value
- Activities for all ages
- Community Involvement
- Improved public transit
- LATC-University
- Set the tone, change the convo
- Be open minded
- Be intentional in our work
- Housing
- Promote Lakes-Game and Fish
- Recreational activities jobs
- Micro grants
- Digital nomads
- Incubator space
- Revenue
- Community pride/involvement
- Improving Infrastructure

FUTURE RISKS

- Fear of judgment-peer review
- Everyone see the first 5 years-no one see the last 50 (facilities)
- Risk losing the vision during change
- Increased costs (supply chain etc)
- Economic instability
- Growing too fast
- Maintaining what we have
- Inability to provide housing and man power
- Loss of public services due to generational gap
- Reduction to staff shortages
- Sustainability
- Loss of energy
- Flooding infrastructure will not follow growth
- Funding



Purposeful Economic Development

- Workforce Housing
- Affordable Housing for all
- Continued Up-town Development

Efficiency Through Technology

- Tools to increase productivity and efficiency of internal procedures
- Intranet: Department to Department communication
- Integrated Software Systems



Practical Vision

The practical vision already exists within the group. The Practical vision workshop allows the latent hopes to emerge. Everyone has a piece of the puzzle--The vision. When the pieces are fitted together during the workshop, they build a concrete picture of the group's vision.



Dedicated Water Resources Management

- Focus on Lake Quality and Development
- Realistic action plan for Kameska Quality
- Flood control plan

Dynamic Community Amenities

- Pickle ball facilities (lots)
- Improved Quality of Life
- Green space utilization
- Lifestyle Opportunities (20-40 Year olds)
- Retention of younger generation
- Walkable city/Green initiatives
- East Fire Station
- Ice Arena
- Community Wifi/Data
- Park Utilization System City sponsored neighborhood gatherings

Practical Vision

What do we want to see in place in Three to Five Years as a result of our collective actions?

People Centered Culture

- Clear Chain of Command
- Leadership Training
- All Employees Valued
- Organizational Structure that supports our work
- Promote Council Understanding
- Proper City Staffing and support
- Workplace of Choice (Work/Life balance, city child care, tuition reimbursement)
- Employee Retention & Development Programs

Robust Community Engagement

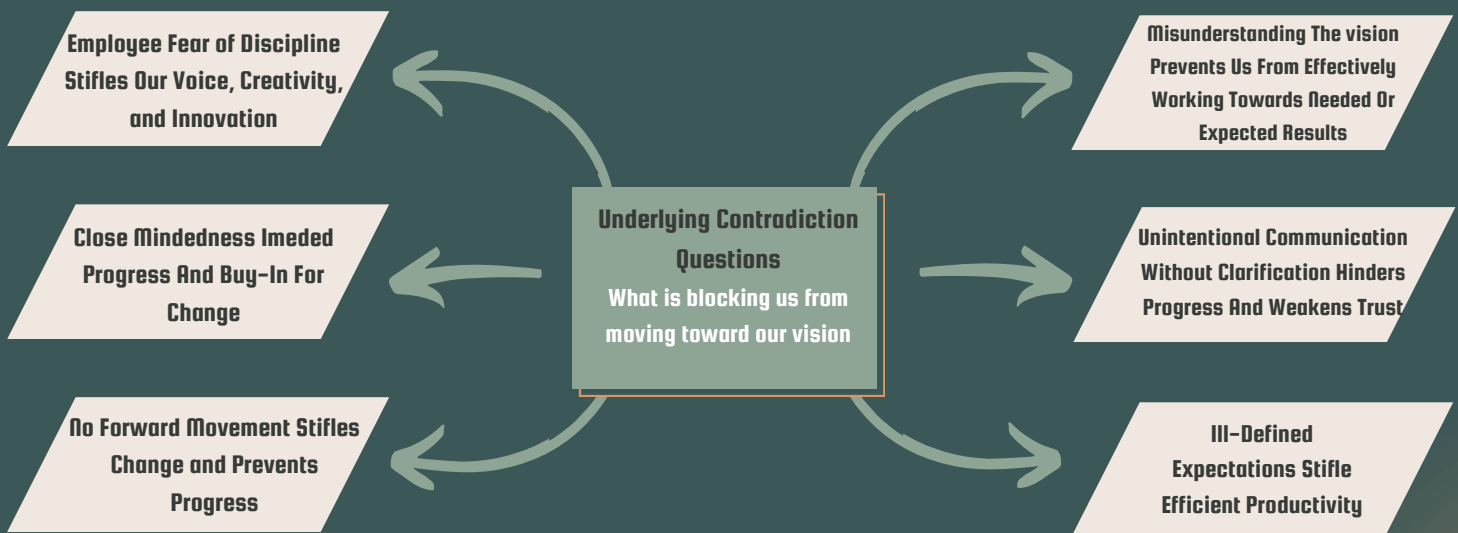
- Marketing the city
- Government Transparency
- Community Driven Projects
- Citizen Interaction Portal
- Established Metrics to Determine Public Perception of Performance
- Promotion of our Amenities
- Plan for the next 3-5 years
- Increase Pride in the community
- Proactive projects & goals

Priority Based Budgeting

- Growth Revenue Growth
- Selling off surplus land
- Internal City-wide budget planning/Understanding
- Priority Based Budgeting

UNDERLYING CONTRADICTIONS

Frequently contradictions are not obvious. They are like cataracts; you don't see them directly, yet they cloud your vision and over time blind you to what is there. Contradictions can be found "behind" the blocks and irritants that prevent the group from realizing it's vision. The blocks by themselves are not contradictions, but they can point to them. Identifying contradictions often leads to the discovery of new insight. Identifying the contradictions to the group's vision helps the group move beyond simply trying to fix the familiar problems.



STRATEGIC DIRECTIONS

WHAT INNOVATIVE, SUBSTANTIAL ACTIONS WILL DEAL WITH THE UNDERLYING CONTRADICTIONS AND MOVE US TOWARD OUR VISION

Developing Engaged Stakeholders

Employee Empowerment

- Road Map
- No personal Agendas
- Unified, Concise and Consistent
- Give Employees Needed Tools and Resources
- Discipline Equals Opportunities
- Employee Empowerment
- Employee Recognition Program
- Let It go
- City-Wide Employee Recognition

OPEN COMMUNICATION

- Foster Relationship Building Opportunitis
- Required Open-door policies
- Open Communication Tool-Faq's Encourage follow through
- Channel Communications appropriately
- Consider perspective of conversations
- constructive criticism and expression

Establishing Best Practices

Intentional Implementation

- Goal Check In (Dashboard, Celebrate, Small Victories)
- Clearly Define Expectations
- Break Down Plan Into Bit Sized Pieces- Personalize For Departments
- Create Evaluation Schedule or Council/Public (Follow Through/Transparency

Internal Processes

- Job Scope
- Department SOP
- Leverage Outside Resources
- Establish Onboarding
- Establish Procurement Policies

Telling our Story

Tell Our Story

- Prominently Visible Mission, Vision, and Values Statements
- Plan and Deliver Clarification
- Always Add Clarification
- Each Department Create Mission To align with City Vision
- Post Vision Publicly
- Have Vision in Writing

Professional Development

- Educate All Levels
- Difficult Conversations Trainings
- Set Agendas
- Employee Reviews
- Mentorship, coaching Program
- Professional Communication Training Program
- Foster Personal And Professional Development
- Coaching and Growth Minded Vs. Performance Focused

1ST YEAR ACCOMPLISHMENTS

ESTABLISHING BEST PRACTICES

Current Reality

Strengths

- Great examples to build upon
- Some departments doing great job
- Good budgeting process
- Good cross-department communication
- IT Department

Weaknesses

- Policies not always easy to find/accessible
- Antiquated policies, procedures, process
- Lack of uniformity
- Current City Hall (work, customer flow)
- Too silo-ed
- Paper time sheets
- Clarity on department services provided

Opportunities

- Policies not always easy to find/accessible
- Antiquated policies, procedures, process
- Lack of uniformity
- Current City Hall (work, customer flow)
- Too silo-ed
- Paper Time sheets
- Clarity on department services provided

1st Year Accomplishments

- Electronic Time Sheets
- New Financial software
- Procurement Policy

2-3 Year Success Indicators

- Decreased employee turnover
- Electronic on-boarding
- Centralized on-boarding/exit processes
- Developed orientation process to work with/on-boarding

1ST YEAR ACCOMPLISHMENTS

TELLING OUR STORY

Current Reality

Strengths

- Social media platforms
- Websites
- Radio/GovTV
- Followers
- WDG, CVB, COC

Weaknesses

- Lack of cohesion (WDC, CVB, COC)
- Measure of strengths
- Outdated information

Opportunities

- Marketing positions?
- Identify current storytellers
- Collaboration of community groups

1st Year Accomplishments

- City marketing position established
- City marketing plan
- Allocated Funds
- Develop measurable data points
- Communicate strategic plan (Internal/External)
- Collaborative meeting between city, WDC, CVB, COC

2-3 Year Success Indicators

- Increased interaction thru platform- data collection
- Sales tax revenue
- Use of city services - memberships-3rd penny-COC memberships-Building permits-Quality of life attendance
- Increased stakeholders

1ST YEAR ACCOMPLISHMENTS

DEVELOPING ENGAGED STAKEHOLDERS-INTERNAL

Current Reality

Strengths

- Our People
- City awards banquet/recognition
- New form of government
- Infrastructure
- Board participation

Weaknesses

- Recruitment
- Professional development
- Training
- Retention
- Mission
- Trust
- Marketing
- MIKE

Opportunities

- Recruitment
- Professional Development
- Training
- Draongs to Slay
- Talent development

1st Year Accomplishments

- Develop an employee survey
- Training programs for select boards-commissions
- Establish longevity baseline
- Develop formal chain of command procedure
- Formalized communication
- Tracking process
- Centralized marketing division Internally
- Quarterly team building event plan per department
- Professional development training schedule

2-3 Year Success Indicators

- Retention rates increased beyond two years, four years, six years etc.
- Replacement hires decrease
- Average longevity percent
- Internal promotions

1ST YEAR ACCOMPLISHMENTS

DEVELOPING ENGAGED STAKEHOLDERS-EXTERNAL

Current Reality

Strengths

- Resources (ex. Open gov)
- City is growing
- Open to feedback
- New form of government

Weaknesses

- Not using available resources
- No master 5/10/20 year plan
- Need more buy-in
- Comparing ourselves to other cities
- No survey

Opportunities

- Promote and educate our resources
- Create plan and communicate
- Capture funding
- Capture and utilize feedback
- 2030 plan

1st Year Accomplishments

- Develop and distribute stakeholder survey
- Election PSA
- Motivate citizens and businesses to get involved by personal invite to events and strategy planning
- Social media accounts for each department

2-3 Year Success Indicators

- Voter turnout to 20%
- Council attendance meeting
- Social media follows/likes
- Attendance at city sponsored events
- Board and volunteer involvement