

Government One-Page Balanced Strategic Plan

Vision:	Be a world-class model for a successful urban community			
Mission:	Provide effective and fiscally responsible services in a manner that promotes high standards for community life			
Strategic Themes:	<i>Government Reform</i>	<i>Nurturing Children and Families</i>	<i>Public Safety</i>	<i>Economic Abundance</i>
Strategic Results:	Maintain an ethical and transparent government that engages its constituents and provides effective and efficient services.	Create a safe, thriving and engaged community so families can flourish through achievement of social, mental, physical and cultural well-being.	Create and maintain a safe, secure community-oriented city that is clean and vibrant.	Offer abundant opportunity for financial stability and advancement for all socio-economic levels.

Strategic Objectives and Strategy Map		Measures	Targets	Initiatives
Constituent / Stakeholder		• Livability satisfaction score • Program satisfaction score • Per capita service utilization • Business permits and licenses • Per capita income • Tourism revenue	• >90% this year • >85% this year • 65% this year • ↑9.5% each quarter • ↑3% this year • ↑6% this year	• Green Space program • New business startup program • Community engagement committee • Partnering program
Financial Stewardship		• Controllable expenses • Asset value • Strategic projects completed on time and budget	• ↓5% this year • ↑8% this year • 95% this year	• Simplify tax payments • Asset resale program • Energy savings program
Internal Process		• Index of program results • Shared systems • Response time changes • Audit score of communication effectiveness	• 85% this year • 35% this period; 50% this year • ↑5% this period • >90% this period	• Partner recruitment program • City marketing program • Satisfaction surveys
Organizational Capacity		• Recruitment effectiveness • Retention effectiveness • Training effectiveness • Change in employee use of appropriate technology	• >80% this period • >92% this year • >93% this period • ↑45%	• Customer service training • Individual development plans • Program evaluation process
Core Values: • Integrity-Based Leadership • Ethics • Accountability • Commitment to Excellence • Citizen-Centered • Mutual Respect				