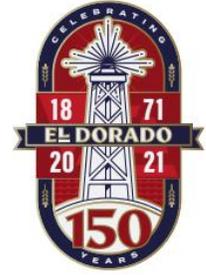


TO: City Commission
FROM: David Dillner, City Manager
SUBJ: City of El Dorado Strategic Plan
DATE: February 15, 2021



VISION STATEMENT: *The City of El Dorado strives to create a desirable place to call home.*

MISSION STATEMENT: *Enhancing Quality of Life by Embracing Service Excellence*

CORE VALUES:

Responsibility – Taking personal ownership for all expectations of self and duty.

Respect – Empathy for the rights, values, beliefs, and property of all people.

Stewardship – Prudently protect and manage community resources.

Integrity – Acting within a code of ethical conduct that reflects our moral foundation.

Excellence – Exceeding standards and maximizing talents to achieve the best outcomes for the community.

Innovation – Continuously expanding on new ideas that enhance efficiency and effectiveness.

STRATEGIC PRIORITIES:

I. Fiscal Stewardship - *The City of El Dorado will prudently manage community resources as a responsible steward.*

- a. Develop a ***balanced operating budget*** that maintains funding levels without requiring an increase to the mill levy.
- b. ***Forecast the financial condition of the City*** over a five-year period to provide service delivery at acceptable levels while anticipating changing fiscal trends.
- c. Develop a ***debt management plan*** that provides for the prudent issuance of municipal debt to meet the needs of the community.
- d. Implement a ***multi-year Capital Improvement Plan*** to provide for the replacement of existing public infrastructure while also adapting to growth opportunities.
- e. Adopt a ***Fleet Replacement Plan*** that provides for the practical replacement of the municipal fleet to reduce maintenance expenses and avoid service delivery disruptions.

II. Municipal Workforce - *The City of El Dorado desires to create a municipal organization that attracts and retains talented individuals dedicated to serving the community.*

- a. Nurture an ***organizational culture that attracts and retains talented individuals*** desiring to serve in municipal government and who exemplify the culture and values of the organization.

- b. Create and maintain a **compensation structure** that attracts and retains talented individuals, incentivizes performance, and maintains regional competitiveness.
- c. Facilitate the **development of knowledge, skills, and abilities** of all individuals within the organization to meet the changing service delivery expectations of the community.
- d. Develop the **leadership capacity** of the organization to foster a culture of excellence through supervision, coaching and mentoring, and accountability.

III. Infrastructure - *The City invests in its public infrastructure provide the basic resources necessary for the community to thrive and prosper.*

- a. Implement a **multi-year Capital Improvement Plan** to provide for the replacement of existing public infrastructure while also adapting to growth opportunities.
- b. Continuously **evaluate public facilities**, provide necessary resources for ongoing maintenance, and plan for future facility needs to maintain service delivery.
- c. Develop a long-term finance plan to prudently manage and pay off debt obligations associated with **water storage capacity** at El Dorado Lake.
- d. Evaluate funding options for **continued investment in critical public infrastructure**.
- e. Continuously **invest in public safety** initiatives, equipment, and technology to provide the El Dorado Police and Fire Departments with the resources needed to preserve order and protect life and property.

IV. Economic Development – *The City of El Dorado actively works to create an environment that facilitates capital investment, produces jobs, and increases the tax base of the community.*

- a. Facilitate the **proactive recruitment of industrial development opportunities** that leverage El Dorado’s physical and intangible assets.
- b. Market El Dorado’s **industrial and business parks** as prime sites for development opportunities.
- c. Actively collaborate with downtown stakeholders to **facilitate revitalization efforts in downtown** El Dorado.
- d. Create an environment that nurtures and **supports entrepreneurs** seeking to establish business ventures in the community.
- e. Collaborate with regional stakeholders to facilitate **workforce development** opportunities so workers develop the skills needed for a constantly changing, competitive economy.
- f. Collaborate with area developers and builders to facilitate **housing opportunities** for the community.

V. Quality of Life - *The City of El Dorado desires to create a place where people choose to live and visit.*

- a. Coordinate **recreation opportunities at El Dorado Lake** that attract visitors and enhance the quality of life for residents.
- b. Develop **recreation opportunities beyond traditional sports** so citizens may socialize and exercise.

- c. *Strengthen existing offerings in traditional sports* so participants have fun in an experience that fosters learning and development.
- d. *Market El Dorado* and its many events and experiences to residents and visitors.
- e. Develop *fun and engaging events and activities* so people have something to do after work and school.
- f. Facilitate the *reduction of blight* in El Dorado by proactively identifying and addressing vacant and abandoned housing and blighted properties.

VI. Municipal Operations – *The City of El Dorado embraces service delivery excellence and seeks to facilitate innovation and continuous improvement for the betterment of the community.*

- a. Create an organizational culture that focuses on *customer service excellence* through practical implementation of the City’s core values and behavioral norms.
- b. Strive for *continuous improvement* within the organization to reduce costs, increase efficiencies, and make municipal programs more effective for citizens.
- c. Facilitate *citizen-centered thinking* by actively engaging and collaborating with citizens on programs and services desired by the community.
- d. Promote a *culture of innovation* where employees may experiment and develop new ways of providing municipal services for the benefit of the public.