



IN-DEPTH ITEM – CITY COUNCIL

DATE: 12/10/20

STAFF: Carol Webb, City Administrator

SUBJECT FOR DISCUSSION

Review of the Draft 2021 City of Muscatine Strategic Plan

EXECUTIVE SUMMARY

The purpose of this item is to present and gather City Council's feedback on the proposed 2021 City Strategic Plan.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. Does City Council support the proposed focus areas and strategic objectives?
2. Does City Council have any feedback about the content of the strategic plan?

BACKGROUND/DISCUSSION

At its October 13, 2020 Strategic Planning Retreat, the Mayor, City Council, and the Executive Leadership Team identified broad focus areas on which the City will invest its energy and resources over the next two (2) to five (5) years. The strategic plan focuses on what is already going well so that we might capitalize on those strengths as we move the City forward in accomplishing its goals.

The Strategic Plan is based on identification and analysis of the following:

1. City Council priorities and input
2. Commitments of past Councils that have been reaffirmed by the current City Council
3. Input from the Staff Leadership Team regarding future needs of City departments, trends in their respective industries, and expected service levels of the community.
4. Projected revenue and expenses based on current service level commitments.
5. Current long-range plans including the Comprehensive Plan, Capital Improvement Plan, Riverfront Master Plan, and the Bike and Pedestrian Master Plan



Based on this input, the draft plan indicates the following focus areas:

1. **EXCELLENT CUSTOMER SERVICE.** Provide excellent customer service to our residents, businesses, and visitors through effective citizen outreach and engagement, employee training and improved organizational processes.
2. **VIBRANT COMMUNITY.** Enhance and improve the vitality of our community core and gateways including the Grandview Avenue Corridor, Park Avenue Corridor, Riverfront, and Downtown areas to support a thriving economy, vibrant neighborhoods, and a high quality of life and place.
3. **HEALTHY COMMUNITY.** Support a healthy community through the availability of quality affordable housing, outstanding recreational amenities, collaboration with community and healthcare partners, and opportunities for lifelong learning.
4. **SAFE COMMUNITY.** Provide exceptional public safety and community services to ensure a safe community in which residents may live, work, and play.
5. **RELIABLE PUBLIC INFRASTRUCTURE.** Continue to update and implement the City's Capital Improvement Plan to ensure reliable, safe, public infrastructure that addresses community needs.

Following adoption of the 2021 Strategic Plan, the City Administrator, working with the Executive Leadership Team, will initiate development of tactical work plans that outline specific tactics and task that will support the identified strategies. In addition, the FY2021/2022 recommended budget will support and align with the strategic plan.