

City Manager's Office Strategy Development

Organizational Core Values

- 1) Promote active citizen involvement and participation in the planning and decision-making process.

The City Manager's office will continue to explore avenues for meaningful citizen involvement in all aspects of local government. As an example:

- Continued emphasis will be placed on growing the Neighborhood Coalition into an active viable force which serves as an active partner with the City in solving major community problems.
 - The Administrative offices will continue to work closely with Main Street and its various committees. Specifically, in 2007 we will seek ways to provide public enhancements that will beautify and support Main Streets revitalization efforts.
 - Our office will work with the City Beautiful Commission in their efforts to beautify Stateline Avenue. A two day planning workshop is being planned early in the year that will bring all stakeholders together to discuss, plan and develop policies for board consideration for Stateline.
 - We will continue to work with individual Neighborhood Association such as College Hill to meet specific needs.
 - The City Manager's office will work with Ad hoc groups such as the Financial Committee to bring additional talents and perspectives forward to solve critical community problems.
 - In 2007, I would like to begin the budget process with a series of neighborhood meetings to determine specific needs and community willingness to assist in the formulation of budget priorities and strategies.
- 2) Aggressively pursue economic development and growth initiatives with the private sector.
 - The City Manager's office will continue to be active in the River of Trade Corridor Coalition, a group focused on stimulating and protecting economic development all along the traditional NAFTA Corridor.
 - The City Manager's office will aggressively pursue EDA funding for a portion of the roadway system for the business park in North Texarkana.
 - The City Manager will assure that an organizational climate exists that is business friendly and has a can do approach. This will be accomplished by strengthening our commitment to timely review and processing of plans, active public private partnership where appropriate and actively pursuing grants and other alternative financing mechanism such as TIF's.

- The Manager's office will work actively with officials in Southwest Arkansas and Northeast Texas to fully implement recommendations of the Arkansas Highway and Transportation Department's Freight Study.
 - The Manager's office will offer a second round of small façade grants which will be used to stimulate and support economic revitalization efforts downtown.
 - Our office will develop marketing tools that will highlight Texarkana Arkansas and can be made available to prospective businesses.
 - The 2007 water and sewer Master Plan will focus on the area between Rondo Road and Hwy. 245 in order to generate higher density and address the areas of greatest economic development potential.
- 3) Commitment to learn and change at all levels within the organization, in order to pursue excellence, through continuous improvement, innovation, and creativity, in delivering services to the community.
- In 2007, an Information Master Plan will be undertaken that will look at the information needs of the organization and determine the most appropriate methods to address.
 - The 2007 budget will address training and technological needs. In the Manager's office, computer skills, customer service training, and time management and efficiency will be emphasized.
 - In 2007, the City will provide a paperless agenda system for the City Board, the Planning Commission, Board of Adjustment and the Historic District Commission.
- 4) Promote fiscal responsibility and accountability for our citizens in all we do through a high level of public accountability.
- The City Manager's office will submit a set of fiscal policies to the Board in 2007 for their review, modification and adoption.
 - All levels of the organization will be held accountable for operating in a fiscally responsible manner, developing plans and strategies to increase performance and maximize resources.
 - Continued emphasis will be placed on courses of action that strengthen the City's fiscal position.
 - Strategies will be presented to the Board that will allow emphasis on economic development and annual capital needs.
 - An emphasis in 2007 will be the development of a citizen survey that can help all our departments do a more effective job. Results will be tabulated by Wards to assure high levels of accountability for all areas of the City.

5) Promote the health, safety and general well being of our citizens to create a vibrant community.

- The City Manager's office will continue to work closely with "Partnership for the Pathways" as well as actively seeking alternatives funding to expand the City's trail network.
- A public process involving City Beautiful Commission, business owners, citizens and the Planning Commission will result in the development of revisions to the City's sign ordinance and creation of a landscape ordinance.
- We will develop a partnership with the School District, our Metropolitan Planning Agency, Medical Community and citizens to pursue funding under the Safe Routes to School program. This will allow an expansion of our trail system to provide safe access to more schools.
- The City will continue its active partnership with the Game and Fish Commission, the County and Arkansas Parks and Tourism in the development of a new lake, recreation facility and beautification at Bobby Ferguson Park.
- The Manager's office will be active in the legislative pursuit of
 - Long arm statute allowing more effective code enforcement service on ordinance violations
 - A state historical tax credit and Certified Retirement Community legislation.
 - Home Rule

6) The Manager's office will continue to be an active member and participant in numerous regional policy groups including:

- Arkansas Municipal League
- Chamber of Commerce
- Texarkana Forward
- River of Trade Corridor
- Metropolitan Planning Organization
- Transit Authority
- Texas Eagle Marketing & Planning Organization
- South West Arkansas Planning and Development District

Our office will continue to work with cities throughout the State on issues of mutual concern

7) Become a Customer Driven Organization.

- Our office will continue efforts already underway to make our records more open and accessible to our customers.
- During 2007, Customer Service training will be conducted.
- Renewed efforts will be undertaken to strengthen our process for meaningful citizen involvement.

8) Good Stewards of our Resource

- Operate in a fiscally sound manner
- Continue efforts to transform the organization into a customer driven entity that listens and responds in a timely manner to citizens concerns.