

---Action Plan: Bold Step #1

Big Bold Step #1: Create a city management plan to establish a strong foundation for city management, performance and communications.

Required Programs	Accountability		Timetable		Resources	Milestones	Status
	Primary	Others	Start	Finish	T&M + (\$)	Feedback	Recent Actions
						Mechanism	
1. Develop a performance management plan that provides current job descriptions with clear roles/responsibilities, qualitative and quantitative performance goals for the city manager, department heads and key staff, accountability measures and an annual review process that recognizes and rewards outstanding performance.	Council, City Manager and HR Director	Assigned staff and consultant	Aug-19	Ongoing	TBD	Job descriptions, performance goals, and annual reviews initiated	Began drafting performance management plan. Began holding monthly one-on-one meetings with Dept. Heads. Building blocks need to be established in conjunction with putting a true performance management system in place. COVID has dampened some of this; however, annual reviews for employees are complete. Reviews for Executive Team are underway.
2. Develop an internal communication plan/protocol based on recommendations provided in the city management plan. Includes the daily huddle, weekly reviews and monthly summaries. Also includes the creation of the KPI dashboard.	City Manager	Dept. Heads	12/2/2019	Ongoing	TBD	First daily, weekly and monthly meetings	Began daily huddles, weekly meetings, and first celebration lunch. 2nd Annual employee awards banquet to be held in Jan. 2020. Leadership Team has continued daily huddles throughout COVID. First Team fun lunch held in Sept. Will restart monthly meetings in Nov. Other dept. are holding daily huddles, regular team meetings, etc.
3. Develop an external communications plan based on recommendations provided in the city management plan. Includes funding for a Public Information Resources Officer (PIRO) and communication coordination between the city, EDC, WISD, Chamber of Commerce, KWB and Youth-in-Action	City Manager and PIRO	Key Inter-agency Liaisons	TBD	TBD	TBD	Interagency news reports sent through various mediums	Staff has begun preparing and distributing a weekly digital newsletter via email and social media. Staff has reached out to Library, REC and KWB to include information about their programs. Average weekly views are ~500.
4. Develop the inter-agency council comprised of the city, EDC, WISD, Chamber of Commerce, KWB and Youth-in Action. Establish the Youth-in-Action team based on recommendations provided in the city management plan.	City Manager	Key Agency Leaders	TBD	TBD	TBD	First meeting of the inter-agency council	Incoming Mayor & City Mgr. have discussed Youth-In-Action planning. City Mgr. to begin pulling application, scope, etc together.
Total Budget Amount for Resources Portion					TBD		

---Action Plan: Bold Step #2

Big Bold Step #2: Create a proper governance that is transparent and leads the City toward the fulfillment of its vision.

Note: We will integrate and link all of the programs listed below to achieve an cohesive overall communication platform.

Required Programs	Accountability		Timetable		Resources	Milestones	Status
	Primary	Others	Start	Finish	T&M + (\$)	Feedback Mechanism	Recent Actions
1. Develop a proactive messaging program that includes standards/protocols and the appropriate vehicles for its transmission including website, app development, announcements, reports, etc.	City Manager and City Council	Assigned staff and consultant	6/1/2018	6/1/2019	Staff time + \$36,000	Message and standards developed	App developed. Established accounts on Twitter, NextDoor, and Instagram for dissemination.
2. Develop a two-way communications program that includes standards/protocols, a feedback loop, P2P (city office) and D2D	City Manager and City Council	Assigned staff	6/1/2018	9/1/2018	Staff time	Feedback loop & P2P in place	This is included in the Manager's daily huddles, weekly meeting and monthly meetings.
3. Establish a program of proactive engagement including booths at events, town hall meetings, civic meeting presentations, D2D campaign and a connect business campaign.	City Manager and City Council	Assigned staff	6/1/2018	1/1/2019	Staff time + \$2,500	First town hall meeting	No action./COVID
4. Establish an onboarding process for elected officials and staff that includes the City's vision, governance, communications protocols, etc.	City Manager and City Council	Assigned staff and consultant	6/1/2018	9/1/2018	T + consultant costs	Completed first onboarding event	No action. This will be tailored based on the results of the election in Nov. With a goal to hold any orientation by end of Jan. 2021.
Total Budget Amount for Resources Portion					\$50,000 +/-		

Action Plan: Bold Step #3							
Big Bold Statement #3: Obtain the necessary land as required to accomplish the Vision.							
<i>Required Programs</i>	<i>Accountability</i>		<i>Timetable</i>		<i>Resources</i>	<i>Milestones</i>	<i>Status</i>
	Primary	Others	Start	Finish	T&M + (\$)	Feedback Mechanism	Recent Actions
1. Utilizing the strategic and comprehensive plans as a roadmap, commission the CDC to develop a land acquisition strategy including the identification of the right parcels and the development of key partnerships.	CDC	City Council, P&Z & Parks	7/1/2018	11/30/2018	CDC funding mechanisms \$ TBD	Land strategy complete & acquisition of 1 st parcel	Working with Traylor & Associates to develop preliminary grant application documents. Executive Summary drafted week of 10/4. Plan to send to ETCOG for Board review week of 10/12.
2. Develop key relationships to create an effective Donor's Program.	CDC	City Council, ISD, Parks	6/1/2018	Ongoing	Proceeds from Donor's Program \$ TBD	Documentation of Donor Program strategy & initial implementation	The Parks Committee is working to develop 501c3 for donations related to the Trail.
Note: Consider the following: 1) Oakbrook, 2) ISD, 3) Passionate landowners and 4) Parks Foundation.		C of C					
3. Utilizing the strategic and comprehensive plans including future land use, zoning and a Parks Masterplan, establish an appropriate annexation strategy in alignment with the governance strategy described in bold step #2.	City Council	P&Z	Current	Case-by case basis on-going	Comp Plan \$175,000	Completed Comprehensive & Annexation Plans	Annexation Committee chose to focus on voluntary annexation. Staff is also working to identify any large parcels already within the City limits that may provide dev. opportunities.
Total Budget Amount for Resources Portion					\$175,000 +		

Action Plan: Bold Step #4							
Big Bold Statement #4: Obtain adequate funding as needed to fulfill the Vision.							
Required Programs	Accountability		Timetable		Resources	Milestones	Status
	Primary	Others	Start	Finish	T&M + (\$)	Feedback Mechanism	Recent Actions
1. Utilizing the strategic, comprehensive & CIP plans as a roadmap, commission the CDC to develop a funding strategy that includes 1) election, 2) donors, 3) the Chamber of Commerce and 4) property flips. Note: Public Private Partnerships (PPP's) are recommended as part of this strategy.	CDC	City Council	11/1/2018	2/30/19 on-going	Establish 5 year funding goal TBD	Strategy in place, budget workshop, monthly reports & yearly reviews	While the Comprehensive Plan gets underway, Staff is continually discussing partnership opportunities for P3's with developers. EDC also reviewed incentive application at August meeting.
2. Establish a comprehensive and proactive grants program that utilizes all applicable awards.	City Manager & Staff	Grant writer(s)	6/1/2018	On-going	Matching CDC funding and Consultants	Funding program & strategy documented	Working w/ Traylor to begin app for planning grants. To obtain grants for parks, etc. Parks Master Plan and Comprehensive Plan are needed.
3. Establish a program to grow the tax base including specific ways to: 1) attract the right kind of developers & businesses; 2) use of a campaign(s); and 3) a strategy deployed by the Chamber of Commerce.	City Council, CDC	Chamber of Commerce & City Manager	7/1/2018	12/1/18 & On-going	CDC & Chamber of Commerce	Program written, C of C strategy documented by 12/1/18	There are some exciting development prospects on the horizon that will be a major boon to the community. Staff is also working with ETCOG to develop a GIS map that potential commercial developers can use to see the residential growth we are experiencing.
4. Develop the requisite policy and program to establish a proactive debt planning strategy including the use of bond counsel.	City Council	City Manager & Bond counsel	7/1/2018	12/1/18 & On-going	Time + bond counsel fees TBD	Policy & program strategy complete by 12/1/18	Leslie to setup meeting w/ bond counsel re: debt strategies
Total Budget Amount for Resources Portion							

Action Plan: Bold Step #5							
Big Bold Statement #5: Develop the amenities that will enhance our quality of life for a lifetime.							
Required Programs	Accountability		Timetable		Resources	Milestones	Status
	Primary	Others	Start	Finish	T&M + (\$)	Feedback	Recent Actions
						Mechanism	
1. Revitalize and/or complete existing projects.	City Council & Staff	Rec & Sports Board	6/1/2018	On-going	TBD but based on CIP	Completion of 1 st project	Parks Committee holding regular monthly meetings. Current focus is to enhance current amenities, and plan for Phase 2 of Blackhawk Trail.
2. Identify what the community wants. Note: Integrate with bold step #1.	City Council & Staff	Rec & Sports Board	6/1/2018	On-going		Poll results, Web & other communication	Would be useful to include survey in Parks and Trails master planning process.
3. Prioritize, plan and complete identified projects. Note: Consideration of start date based on completion of the comprehensive plan.	City Council & Staff	Rec & Sports Board	10/1/2018	On-going	Follows funding strategy	Defined amenities program	No action.
4. Develop community/city center green space. Note: Planning consideration for this program will accommodate community events, e.g., farmer's market, boutique shops, restaurants, hotel, etc.	City Council & Staff	Green Space Taskforce	6/1/2020	6/1/2025	Follows funding strategy	Appointment of task force	No action.
5. Create a Parks & Trails Masterplan that includes: 1) the development of Blackhawk Creek walk/bike trail & park; and 2) the utilization of existing Union Pacific trails.	City Council & Staff	Rec & Sports Board	11/30/2018	12/1/2021	Follows funding strategy	Parks & Trails Master Plan complete	Trail Stewards are full of momentum. In the process of developing 501c3 for donations.
6. Develop sports complex #2 (includes soccer, baseball, etc.), suitable as a team sport destination.	City Council & Staff	Rec & Sports Board	TBD (based on poll)	TBD	Follows funding strategy	Initial poll results in and analyzed	No action. Discussions about possible college level summer softball team at current fields.
Total Budget Amount for Resources Portion							

Action Plan: Bold Step #6							
Big Bold Statement #6: Create the City's identity and brand to promote the Vision.							
Required Programs	Accountability		Timetable		Resources	Milestones	Status
	Primary	Others	Start	Finish	T&M + (\$)	Feedback Mechanism	Recent Actions
1. Develop strategy and concept design to update the current branding elements—logo color pallet, social media sites, letterhead, signage, etc., *	City Manager & Staff	City Department Heads	6/1/2018	8/31/2018	\$7,500* 3 concepts for selection of final design	Adoption by City Council & Staff	No action. Previous logo was developed. On hold.
2. Develop next level social media strategy, e.g., the more effective utilization of boosting posts. Strategy will also consider ways to increase the reach, e.g., paying for targeted placement in social media platforms or creating opportunities for individual participation, e.g., firemen giving tips on proper smoke detection uses.	City Manager & Media Manager	City Department Heads	9/1/2018	On-Going	T + \$150/month budget	Social media metrics	Developed new accounts on NextDoor, Instagram, and utilizing those platforms consistently.
3. Develop train-the-trainers hospitality training for selected staff who would then train service workers in Whitehouse. Program would provide 2-4 hour hospitality training in applicable local business establishments as well as city service departments that routinely interface with residents or people visiting Whitehouse. Ensure they know factual information about upcoming events in Whitehouse and how to disseminate it properly.	Chamber of Commerce	City Manager	1/2/2019	On-Going	T & one-time facilitator cost estimated at \$10,000	Positive feedback from residents or people visiting Whitehouse.	No action.
4. Develop and implement marketing/communications campaign with targeted companies about Whitehouse. Develop an effective message, identify targets, begin to call, email, and travel to corporate offices to discuss the benefits of locating in Whitehouse.	City Manager & CDC Chair	Chamber of Commerce	9/31/18	On-Going	T + \$5,000 marketing materials + travel expenses	Target identification & documented calls on targets	No action.
Total Budget Amount for Resources Portion					\$25,000 + T		