

Strategic Plan
2013-2017



City of La Porte, Texas

Approved by the City Council on April 8, 2013

Overview

On October 27, 2012, the Mayor, City Council, City Manager and key staff of the City of La Porte met together in a retreat planning session. The purpose of that meeting was to establish the Council's Strategic Plan for the next five years. A report was prepared outlining the City Council's Mission, Vision and Core Values, as well as six overall goals. Each goal had identified objectives and strategies, with time lines for beginning and completing the goals.

On March 9, 2013, the City Manager and his key staff met. Their purpose was two-fold. First, staff reviewed and discussed the Mission, Vision and Core Values developed by the City Council and created Leadership Statements for the staff to follow to ensure their work is consistent with the value of the City Council. Secondly, staff reviewed and clarified the goals, objectives and strategies identified by the City Council; if necessary identify additional goals consistent with the overall mission, vision and values; and establish the framework for an action plan. The result of their work is documented in this report.

The Strategic Plan will provide a blueprint for action over the next five years. When developing the annual budget, staff will be tasked with making sure that expenditures and programs further the goals and Core Values stated in this document. This provides clear direction to the staff as to what priorities are important to the Council and plans can be made accordingly to make sure that resources are allocated towards those ends. Additionally, this plan is an excellent communication tool that the Council and the staff can use when speaking with residents and businesses. Many times, ad hoc requests can derail longer-term plans. The Strategic Plan outlines a framework for receiving, prioritizing, and budgeting for resident requests.

All participants, staff and Council, agreed to commit to the success of this plan. A plan only becomes a useful and working document when all the participants (as a whole and as individuals) make a commitment to review it regularly, use it monthly, and modify it as needed. It is a tool that can and should be used regularly to track progress, make notes of variations between expectations and actuals, of timelines and expenses, to help accomplish each goal, and to hold one another accountable for updates and completion.

Mission Statement

The Council reviewed and revised the Mission Statement & Vision Statement of the City and the results are as follows:

The City of La Porte embraces our heritage, community values, and opportunities, while enhancing the quality of life for our citizens.

Vision Statement

To provide improved infrastructure, to drive economic growth, and to enhance quality of life for our citizens.

Core Values

The City Council wanted to specify the core values under which the City and its staff function. Core values are the general guidelines that establish the foundation for how an organization will operate. Staff then discussed these value statements to define and gain an understanding of what those Core Value meant to staff from a leadership perspective. Staff first discussed what the elements of each Core Value represented, then prepared a Leadership Statement for each one.

The listed the following as the Core Values of the City of La Porte:

- **Health & Public Safety:** City employees will ensure the health and safety of our citizens by providing and maintaining superior public infrastructure and public safety services.
- **Integrity & Accountability:** City employees will be open, honest and transparent, and be accountable to the Council so that Council can be responsive to the citizens.
- **Superior Customer Service:** City employees will proactively provide superior customer service in a positive and timely manner.
- **Quality in everything we do:** City employees will strive for superiority in all services we provide.

Goal and Plan Development

During the Council Retreat in October 2012, six goals were developed by the Council, with staff providing assistance to flesh out the objectives for each. In March 2013, the staff further added “meat to the bone” to outline more specifically the actions that would be necessary to achieve the stated goals. The development and implementation of the action plan will serve to provide Council a clear understanding of how and when each of their goals will be accomplished. The action plan proposes to do the following:

- Identify a team leader: Each Goal needs a champion who will lead the effort to accomplish the goal and be held accountable for the action plan that is developed. A team leader for each goal was assigned.
- Identify team members. Likewise each goal needs a larger team, consisting of fellow staff from across all departmental lines where appropriate, to assist in the implementation process.
- Identify partners. Each team should identify the partners, outside the city organization, who can provide expertise and resources to accomplish the goal.
- Define action steps. Each objective needs defined action steps showing Council how the goal will be accomplished. The action steps provide the basis for benchmarks.
- Prepare a timeline. Timelines were prepared for each of the objectives. Staff will be asked to review those timelines and recommend adjustments, once the action steps are better defined.

The Council-identified goals are:

- Improve Infrastructure
- Preserve Heritage – to preserve the structure and amenities that make La Porte unique
- Ensure that all departments and facilities are ready for any disaster
- To encourage economic development/retail development
- To provide Superior Customer Service
- To revitalize blight/146

In addition to the six Council-identified goals, it was agreed that key areas of city government were not included in the goals identified by Council. Staff was tasked with discussing other areas where they would establish goals and objectives and bring them to Council for consideration and approval to include in the Strategic Plan. Several new goals were identified and are proposed for Council consideration:

- To provide and maintain superior public safety
- Continue to improve the quality of life through recreational amenities
- Create a Neighborhood Preservation Program
- Provide diverse and timely communications that promote and influence a positive public perception of La Porte

One critical component to ensuring that the elements of the Strategic Plan are being implemented is to provide regular status reports to the City Council. Staff proposes quarterly written reports supplemented by oral reports or action items for implementation that may be necessary in-between written reports.

Council Goal 1: Improve Infrastructure

Objective 1a: Street repair at 5.5-6 miles per year (4 mile asphalt, 1.5-2 miles concrete)

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|--|---------------------|-----------|-------------------------|
| 1. Evaluate conditions | Currently | Quarterly | Q2 2013 |
| 2. Prioritize | Budget for year one | Quarterly | Q3 2013 |
| 3. Identify the number of actual miles to be rehabilitated | Budget for year one | Quarterly | Q4 2013 |
| 4. Re-evaluate needs annually | Q1 2014 | Annually | Q1 2017 |

Objective 1b: Replace water main at 3 miles per year (2 miles by contract and 1 mile by City crews)

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|--|---------------------|-----------|-------------------------|
| 1. Identify the number of actual water lines | Budget for year one | Quarterly | Q3 2013 |
| 2. Prioritize | Budget for year one | Quarterly | Q3 2013 |
| 3. Identify the number of miles to be replaced | Budget for year one | Quarterly | Q3 2013 |
| 4. Re-evaluate needs annually | Q1 2014 | Annually | Q1 2017 |

Objective 1c: Continue annual sanitary sewer inflow and infiltration program

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|---|---------------------|-----------|-------------------------|
| 1. Evaluate conditions through smoke testing and televising lines | Continuous | Quarterly | Continuous |
| 2. Prioritize based on data from condition evaluation | Continuous | Quarterly | Continuous |
| 3. Identify the number of linear feet to be rehabilitated | Budget for year one | Quarterly | Q4 2013 |
| 4. Re-evaluate needs annually | Q1 2014 | Annually | Q1 2017 |

Objective 1d: Complete \$300,000 in smaller, isolated drainage repairs per year

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|--|---------------------|-----------|-------------------------|
| 1. Evaluate conditions through televising storm sewer lines, inspecting outfalls, and observing conditions after rain events | Throughout the Year | Quarterly | Throughout the Year |
| 2. Prioritize based on data from condition evaluation | Continuous | Quarterly | Continuous |
| 3. Identify the drainage facilities to be rehabilitated | Budget for year one | Quarterly | Q4 2013 |
| 4. Re-evaluate needs annually | Q1 2014 | Annually | Q1 2017 |

Team Leader: David Mick

Council Goal 2: Preserve Heritage – to preserve the structure and amenities that make La Porte unique

Objective 2a: To promote historical structures available to the public that provide a historical look into La Porte’s rich history and complete within 5 years

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|---|--------------------|----------|-------------------------|
| 1. Secure good title to the properties | Q4 2013 | Annually | Q2 2013 |
| 2. Secure funding and obtain historical designation from the State to open the original Northside Schoolhouse | Q2 2014 | Annually | Q3 2014 |
| 3. Reach out to private and public entities for start-up and implementation | Q2 2014 | Annually | Q3 2014 |
| 4. Develop agreements with LPBHS to operate as part of the Museum | Q4 2012 | Annually | Q4 2013 |
| 5. Begin physical improvements to structures | Q3 2014 | Annually | Q3 2015 |
| 6. Research for period furniture and accessories to highlight the facility. | Q3 2014 | Annually | Q3 2015 |

Objective 2b: To optimize historic Main Street in a way that encourages small business development

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|---|--------------------|----------|-------------------------|
| 1. Continue to promote the enhancement grant program (a) Meet with each business owner on Main Street, (b) Review and promote the Enhancement Grant Program, (c) Identify and address ways to broaden and strengthen the Enhancement Grant Program, and (d) Implement a broader, more robust Enhancement Grant Program. | Q1 2014 | Annually | Q4 2017 |
| 2. Review existing zoning with a goal to encourage small business growth | Q4 2012 | Annually | Q4 2013 |

Objective 2b (continued): To optimize historic Main Street in a way that encourages small business development

| | | | |
|--|----------------|-----------------|----------------|
| <p>3. Review short-term financial incentives to attract Main Street development</p> <p>(a) Identify communities whose Main Street program and development represent our goals & aspirations,</p> <p>(b) Survey these communities to learn what they did to develop their main street program(s),</p> <p>(c) Identify the steps needed to further improve our own main street program, and</p> <p>(d) Structure an incentive program and/or set of popular initiatives to support and implement our objectives.</p> | <p>Q4 2012</p> | <p>Annually</p> | <p>Q4 2013</p> |
|--|----------------|-----------------|----------------|

Objective 2c: Identify additional historic structures that may be eligible for inclusion in the Heritage Park site or Stand Alone Siting

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|---|--------------------|----------|-------------------------|
| 1. Explore and identify other potential historical structures and prepare a listing | Q4 2013 | Annually | Q4 2017 |
| 2. Identify funding sources and set up installation/operational budgets | Q2 2014 | Annually | Q4 2013 |
| 3. Develop agreements with LPBHS to operate as part of the Museum | Q4 2012 | Annually | Q4 2013 |
| 4. Begin physical improvements to structures | As identified | Annually | |
| 5. Research for period furniture and accessories to highlight the facility. | As identified | Annually | |

Team Leader: Stephen Barr

Council Goal 3: Ensure that all departments and facilities are ready for any disaster

Objective 3a: Review, revise, and distribute City emergency plans each year for departments to update. New employees should receive a copy of their respective roles and responsibilities regarding emergencies at new orientation.

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|--|--------------------|----------|-------------------------|
| 1. Require each department to turn in a revised emergency plan to EOC by May 1 st of each year | Q1 each year | | Q2 each year |
| 2. Assign a department emergency coordinator the responsibility of training new employees in their respective roles | Ongoing | | Ongoing |
| 3. Make sure Human Resources has the proper information to give to new employees regarding their role and responsibilities for disasters | Ongoing | | Ongoing |

Objective 3b: Conduct a citywide drill simulating a specific emergency event or disaster on an annual basis

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|---|--------------------|----------|-------------------------|
| 1. Conduct an annual drill to include EOC staff and critical personnel from all departments | Q1 | | Q4 of each year |
| 2. Conduct an annual drill to include EOC staff, LEPC members and LPISD | Q1 | | Q4 of each year |
| 3. Add facility preparation (generators, window treatments, recovery systems) | Q2 2013 | | Ongoing |

Team Leader: Jeff Suggs

Council Goal 4: To encourage economic development/retail development

Objective 4a: Increase retail business measured by sales tax revenues and new business permits

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|---|--------------------|-----------|-------------------------|
| <p>1. Offer incentives to retail similar to those offered to industrial, i.e. “retail zones”</p> <p>(a) Identify incentives that may be used to attract new retail development and re-development, and</p> <p>(b) Start to implement a broader, more robust program to attract new retail development and re-development by using the new retail incentive program.</p> | Q3 2013 | Q4 2013 | Q2 2014 |
| <p>2. “Dress up” facades on Broadway shopping center</p> <p>(a) Meet with each business owner on the Broadway shopping center,</p> <p>(b) Review and promote the Enhancement Grant Program,</p> <p>(c) Identify and address ways to broaden and strengthen the Enhancement Grant Program, and</p> <p>(d) Start to implement a broader, more robust Enhancement Grant Program.</p> | Q1 2014 | Annually | Q4 2017 |
| <p>3. Remove obstacles to building permits and site inspections for business improvement and new businesses</p> <p>(a) Implement recommendations from the Planning Audit to streamline these processes</p> <p>(b) Implement commercial courtesy walk-throughs for potential remodels</p> | Q3 2013 | Quarterly | Q2 2014 |

Objective 4b: Bring our airport into our Economic Development plan as a revenue generating property. Enhance revenues to the City by 20%.

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|---|--------------------|----------|-------------------------|
| <p>1. Explore lease options on properties – many vacancies</p> <ul style="list-style-type: none"> (a) Survey our existing industries and large businesses to determine how important the airport is to them and identify what would need to be done to attract more of their business, (b) Ask the Governor’s office ED and DOT what improvements should be made to the airport so that we can use the airport as an asset to attract more companies to La Porte, (c) Identify and survey prospective businesses to determine their current level of interest and prospective level of interest if further improvements were to be made to the airport, and (d) Identify which improvements will be necessary to attract new business to the airport. | Q1 2014 | Q2 2014 | Q4 2014 |
| <p>2. Promote opportunities for retail on Spencer</p> <ul style="list-style-type: none"> (a) Create a development map of available properties, (b) Implement findings from the Catalyst Retail Study, (c) Get involved in HCREN, BACREN, ICSC, SIOR, ACRP, and CCIM events, and (d) Market to brokers, developers, and end users. | Q3 2013 | Annually | Q4 2017 |

Objective 4c: Utilize Bay Front for possible Economic Development. Increase business development by 10%.

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|--|-----------------------|----------|----------------------------|
| <p>1. Breakwater Marina with waterfront restaurant</p> <ul style="list-style-type: none"> (a) Survey the City Council, P&Z Commission, ED Board, and leading citizens to determine what types of development the community will support, (b) Create development maps and marketing collateral, (c) Implement findings from the Catalyst Retail Study, (d) Get involved in HCREN, BACREN, ICSC, SIOR, ACRP, and CCIM events, and (e) Market to brokers, developers, and end users. | Q3 2013 | Annually | Q4 2017 |
| <p>2. Encourage other private development/investment</p> <ul style="list-style-type: none"> (a) Survey the City Council, P&Z Commission, ED Board, and leading citizens to determine what types of development the community will support. (b) Create development maps and marketing collateral, (c) Implement findings from the Catalyst Retail Study, (d) Get involved in HCREN, BACREN, ICSC, SIOR, ACRP, and CCIM events, and (e) Market to brokers, developers, and end users. | Q3 2013 | Annually | Q4 2017 |

Team Leader: Scott Livingston

Council Goal 5: To provide Superior Customer Service

Objective 5a: Implement 100% employee customer service training by the end of 2013

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|--|--------------------|-----------|-------------------------|
| 1. Provide Customer Service Excellence training for 80-120 employees | Q1 2014 | Quarterly | Q4 2014 |
| 2. Provide Train-the Trainer workshop for managers/staff who will train others on Customer Service Excellence for the future | Q2 2014 | Quarterly | Q4 2014 |

Objective 5b: Conduct audit on 100% of processes of all City departments

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|--|--------------------|----------|-------------------------|
| 1. Professional services | Q1 2013 | Annually | Q1 2017 |
| 2. Decide which departments to review and when | Q3 2013 | Annually | Q1 2017 |

Objective 5c: Conduct quality professional development to ensure that all employees are properly trained

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|--|--------------------|-----------|-------------------------|
| 1. Develop a comprehensive training program that addresses issues facing existing supervisors and prepares line employees to step into supervisory roles <ul style="list-style-type: none"> (a) Identify areas of need for existing supervisors (b) Evaluate options for in-house versus third party training modules to address those needs (c) Implementation of selected supervisory training (d) Evaluation of succession training to prepare current line employees to successfully become effective managers and supervisors | Currently underway | Quarterly | Q2 2014 |
| | | | |

Council Goal 6: To revitalize blight/146

Objective 6a: Promote greenfield tract development along 146 by facilitating contact, providing information, and offering incentives to development types consistent with our industry/market

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|---|--------------------|----------|-------------------------|
| <p>1. Target retail and office users that cater to our industry types for a campus-style development park</p> <p>(a) Create a development map of available properties and marketing collateral,</p> <p>(b) Implement findings from the Catalyst Retail Study,</p> <p>(c) Get involved in HCREN, BACREN, ICSC, SIOR, ACRP, and CCIM events, and</p> <p>(d) Market to brokers, developers, and end users.</p> | Q3 2013 | Annually | Q4 2017 |
| <p>2. Create abatement programs/EDC incentives and infrastructure inputs consistent with needs of applicants</p> <p>(a) Survey active and prospective customers,</p> <p>(b) Identify and document the commonly sought or needed incentives and infrastructure inputs needed to attract new retail development/re-development, and</p> <p>(c) Create a plan to put the necessary infrastructure inputs into place that will attract new retail development and re-development.</p> | Q1 2014 | Annually | Q4 2017 |
| <p>3. Production of data (census, current demographics stats, BDG, etc.) for use of customers in decision making process</p> | Q3 2013 | | Q4 2013 |

Objective 6a (continued): Promote greenfield tract development along 146 by facilitating contact, providing information, and offering incentives to development types consistent with our industry/market

| | | | |
|--|---------|----------|---------|
| <p>4. Market our City to ICSC (International Council of Shopping Centers) and Site Selection Consultants</p> <p>(a) Create a development map of available properties and marketing collateral,</p> <p>(b) Implement findings from the Catalyst Retail Study,</p> <p>(c) Get involved in HCREN, BACREN, ICSC, SIOR, ACRP, and CCIM events, and</p> <p>(d) Market to brokers, developers, and end users.</p> | Q3 2013 | Annually | Ongoing |
|--|---------|----------|---------|

Objective 6b: Promote revitalization and development where appropriate along 146, Main, and Broadway by facilitating contact, providing information, and offering incentives to development types consistent with our industry/market

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|---|--------------------|----------|-------------------------|
| 1. Target code enforcement on said thoroughfares through a “carrot vs. stick” approach to blight | Q1 2014 | | Q4 2017 |
| <p>2. Create abatement programs/EDC incentives and infrastructure inputs consistent with needs of applicants</p> <p>(d) Survey active and prospective customers,</p> <p>(e) Identify and document the commonly sought or needed incentives and infrastructure inputs needed to attract new retail development/re-development, and</p> <p>(f) Create a plan to put the necessary infrastructure inputs into place that will attract new retail development and re-development.</p> | Q1 2014 | Annually | Q4 2017 |
| 3. Production of data (census, current demographics stats, BDG, etc.) for use of customers in decision making process | Q3 2013 | | Q4 2013 |

Objective 6b (continued): Promote revitalization and development where appropriate along 146, Main, and Broadway by facilitating contact, providing information, and offering incentives to development types consistent with our industry/market

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|---|----------------|--|----------------|
| <p>4. Market our City to ICSC (International Council of Shopping Centers) and Site Selection Consultants</p> <ul style="list-style-type: none"> (a) Create a development map of available properties and marketing collateral, (b) Implement findings from the Catalyst Retail Study, (c) Get involved in HCREN, BACREN, ICSC, SIOR, ACRP, and CCIM events, and (d) Market to brokers, developers, and end users. | <p>Q3 2013</p> | | <p>Ongoing</p> |
|---|----------------|--|----------------|

Team Leader: Scott Livingston

Staff Goal 7: To provide and maintain superior public safety

Objective 7a: Enhance communications infrastructure and promote interoperability

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|---|--------------------|----------|-------------------------|
| 1. Ensure all radio systems meet current and future requirements. | Q1 2013 | Q3 2013 | Ongoing |
| 2. Identify current deficiencies within all communication systems and work to correct them. | Q1 2013 | Q1 2014 | Q4 2016 |
| 3. Put a system in place to ensure proper system maintenance and replacement when needed. | Q1 2013 | Q3 2013 | Ongoing |

Objective 7b: Maintain appropriate staffing levels in all emergency services departments for both paid employees and volunteer members.

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|--|--------------------|----------|-------------------------|
| 1. Identify national standards relating to recommended staffing levels for each emergency service department. | Q2 2013 | Q4 2013 | Ongoing |
| 2. Work to attract and hire the most qualified candidates by developing a comprehensive recruitment program. | Q4 2013 | Q2 2014 | Ongoing |
| 3. Develop retention incentives. | Q4 2013 | Q2 2014 | Ongoing |
| 4. Create and maintain an employee development program for existing employees at all levels within the organization. | Q1 2013 | Q3 2013 | Ongoing |

Objective 7c: Identify and capitalize on advanced technologies as a force multiplier.

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|---|--------------------|----------|-------------------------|
| 1. Develop a response safety program, | Q1 2013 | Q3 2013 | Ongoing |
| 2. Improve the community warning system. | Q1 2013 | Q3 2013 | Ongoing |
| 3. Develop crime prevention measures: cameras, air monitoring, license plate readers, etc. | Q4 2013 | Q2 2014 | Ongoing |
| 4. Focus on trend/ pattern analysis using incident geographical mapping in order to target resources. | Q1 2013 | Q3 2013 | Ongoing |

Objective 7d: Identify and employ best strategies, management practices, policies and procedures, and organizational systems that promote accountability, open communication, collective responsibility, visionary leadership, fiscal responsibility, and organizational effectiveness.

| Strategies | Start Quarter/Year | Check-in | Completion Quarter/Year |
|--|--------------------|----------|-------------------------|
| 1. Seek out and attain available state and national “best-practices” organizational certifications and accreditations. | Q3 2013 | Q1 2014 | Ongoing |
| 2. Create appropriate inspection and auditing systems. | Q3 2013 | Q1 2014 | Ongoing |

Team Leaders: Chief Ken Adcox, Chief Mike Boaze, Emergency Management Coordinator Jeff Suggs

Staff Goal 8: Continue to improve the quality of life through recreational amenities

Objective 8a: Continue trail system implementation

| Strategies | Start Quarter/Year | Check-In | Completion Quarter/Year |
|--|--------------------|-----------|-------------------------|
| 1. Obtain easements for equestrian/bicycle/pedestrian trail in Lomax | Q1 2014 | Quarterly | Q4 2014 |
| 2. Continue paving sections of various sections of infill trail | Q1 2014 | Quarterly | Q4 2014 |

Objective 8b: Maintain and improve sports field infrastructure

| Strategies | Start Quarter/Year | Check-In | Completion Quarter/Year |
|---|--------------------|-----------|-------------------------|
| 1. Replacing lighting system at 9 soccer fields at Northwest Park | Q1 2014 | Quarterly | Q4 2014 |

Objective 8c: Continue to offer modern and cost-effective aquatic facilities

| Strategies | Start Quarter/Year | Check-In | Completion Quarter/Year |
|---|--------------------|-----------|-------------------------|
| 1. Evaluate options and cost-benefit analysis for potential locations of future sprayparks and make recommendations for implementation at next Pre-Budget retreat | Q3 2014 | Q3 2014 | Q3 2014 |
| 2. Include recommended location(s) into the City's Capital Improvement Plan for upcoming FY 2014 budget | Q3 2014 | | Q4 2014 |
| 3. Installation of spraypark | Q1 2015 | Quarterly | Q3 2015 |

Team Leader: Stephen Barr

Staff Goal 9: Create a Neighborhood Preservation Program

Objective 9a: Create an environment of open communication and cooperation with existing neighborhood groups

| Strategies | Start Quarter/Year | Check-In | Completion Quarter/Year |
|--|--------------------|-----------|-------------------------|
| 1. Create centralized database of neighborhood/HOA and leaders with contact information and update at least annually | Q4 2013 | Annually | Q4 2013 |
| 2. Establish regular communications with neighborhood groups regarding important City matters and issues affecting neighborhoods, such as new code enforcement regulations | Q4 2013 | | Continuous |
| 3. Actively seek neighborhood input and comments regarding issues impacting them | Q4 2013 | | Continuous |
| 4. Create education/outreach program (Neighborhood University) | Q3 2014 | Quarterly | Q1 2015 |

Objective 9b: Improve City coordination to respond to neighborhood issues and concerns

| Strategies | Start Quarter/Year | Check-In | Completion Quarter/Year |
|---|--------------------|----------|-------------------------|
| 1. Create a cross departmental team, including engineering, inspecting, planning and police, to comprehensively address neighborhood issues | Q2 2014 | | Continuous |

Objective 9c: Continue investing in neighborhood improvement initiatives

| Strategies | Start Quarter/Year | Check-In | Completion Quarter/Year |
|--|--------------------|----------|-------------------------|
| 1. Create a neighborhood matching grant program for community improvements | Q3 2013 | Annually | Q1 2014 |

Team Leader: Tim Tietjens

Staff Goal 10: Provide diverse and timely communications that promote and influence a positive public perception of La Porte

Objective 10a: Identify scope and job description for Marketing/PR position

| Strategies | Start Quarter/Year | Check-In | Completion Quarter/Year |
|--|--------------------|-----------|-------------------------|
| 1. Recruit and hire individual to fill communications, marketing, and public relations needs | Q1 2014 | | Q2 2014 |
| 2. Develop a communication strategy that ensures that information about the City is disseminated in a timely and professional manner and meets the needs of the various audiences within and outside of the City | Q2 2014 | Quarterly | Q3 2014 |

Objective 10b: Engage development partners to positively promote the city

| Strategies | Start Quarter/Year | Check-In | Completion Quarter/Year |
|---|--------------------|-----------|-------------------------|
| 1. Create effective methods for utilizing development partners to help promote the City | Q2 2014 | Quarterly | Q3 2014 |

Team Leader: Traci Leach