

City of Taylor

2008 Strategic Plan

Developed for the City of Taylor
by Avalanche Consulting, Inc.
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2008 Strategic Plan

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Overview

Located on the edge of Greater Austin's growth wave, the City of Taylor is positioned to experience strong growth in the upcoming decade. An influx of new residents will result in new homes and offices, new students, and new businesses. It will also place higher demand on the city's infrastructure - on local roads, utilities, and schools.

Will this growth be a positive force within Taylor? Will the City's revenue be enough to respond to new demand in a viable manner? Can Taylor keep its small town charm and values as new residents move into the city? This Strategic Plan is one major step toward ensuring the answers to these questions are a resounding "yes."

Taylor's vision is to be a vibrant and diverse community that provides residents the best lifestyle Texas has to offer. Within 20 years, the City

wishes to be a commerce hub for the region, a destination for business, shopping, and recreation. City leaders envision Taylor as a family oriented community with an active downtown, lush parks, and a large variety of outdoor recreational activities. Taylor will be a complete community offering a wealth of career opportunities, homes for new families as well as executives, and the best, most innovative education system in Texas.

The City of Taylor's 2008 Strategic Plan Update aims to coordinate the City Council and City staff within the context of the City's larger vision. The vision, goals, and objectives laid out in this Strategy should guide the City Council and help members evaluate decisions. The strategies and tactics within the Strategy should direct staff activities, ensuring them that their daily tasks are in step with a shared vision for Taylor's future.

Strategic Planning Components



Using the Plan

Avalanche Consulting led interviews and workshops with City Councillors and staff members to develop this Strategy. It reflects common threads - areas of concern and good ideas - that emerged throughout the discussions.

The Strategy is designed to be user-friendly, realistic, and easy to update. The Strategy should be updated on an annual basis just prior to budgeting for the upcoming year. Expect the City's mission, vision, and goals to stay consistent for many years into the future. Every year, examine the City's progress toward accomplishing its vision and goals, and adjust tactics accordingly. Short term tactics can be removed from the Strategy as they are completed, and replaced with the logical next steps. Assess the City's progress toward achieving the Priority Projects, and include at least one tactic for each in every strategic plan for the next 10 years.

One goal has been crafted for each major area of City responsibility, and each City department fits within one of these goals:

GOAL

CITY DEPARTMENT(S)

Infrastructure / Public Works

Airport, Public Works, Utility Billing, Water and Wastewater

Economic Development

City Manager, Community Development

Community Development

Code Enforcement, Community Events, Inspections, Main Street Program, Communications

Parks and Recreation

Aquatic Center, Cemetery, Library, Moody Museum, Parks

Public Safety

Fire, Police

City Operations

City Clerk, City Manager, Finance, Human Resources

The schedule for completing the tactics in this plan is based on a **quarterly reporting cycle**. At the end of each quarter, city staff should meet to report their progress and assign tasks for the upcoming quarter. In addition, the City Manager should report progress to the City Council.

Mission and Vision

A mission statement describes the City of Taylor's purpose. It should stay consistent over the life of the organization. A vision statement provides a clear and vivid description of what the City seeks to create in the future, and should remain in place for 10+ years.

1

Mission Serve Residents

To be a productive, fiscally responsible organization that takes proactive steps to ensure economic growth and the safety, well being, and success of Taylor residents and the growth of business.

2

Vision A Vibrant Community

Taylor is a vibrant and diverse community that provides residents the best lifestyle Texas has to offer.

Goals

Goal statements describe in general what the City aims to do. One goal is provided for each topic within the City's scope of services. Goals are far reaching and should span multiple years.

3

Goals

Infrastructure / Public Works

The City of Taylor will invest in infrastructure to support the growth of business and enhance the quality of life of its citizens.

Economic Development

The City of Taylor will offer a business friendly environment and support the attraction of new jobs and investment.

Community Development

The City of Taylor will continue to develop a vibrant, inviting community.

Parks and Recreation

The City of Taylor's parks and recreational facilities will continue to be improved so that they are fun, attractive amenities for citizens and visitors.

Public Safety

The City of Taylor will provide a safe and healthy community for Taylor's citizens.

City Operations

The City of Taylor will continue to operate as a progressive and fiscally responsible organization.

Objectives

4

Objectives are goal statements that specify quantitative time frames and measurable results. Each goal contains one or more objectives. Objectives may span several years.

Infrastructure / Public Works

The City of Taylor will invest in the infrastructure needed to support the growth of business and enhance the quality of life of its citizens.

Objective 1: Continue measurable improvement of Taylor's utilities, streets, and drainage.

Objective 2: Improve e-government systems.

Objective 3: Continue to expand capacity at the Taylor Municipal Airport.

Economic Development

The City of Taylor will offer a business friendly environment and support the attraction of new jobs and investment to the city.

Objective 1: Expand educational opportunities for Taylor's citizens.

Objective 2: Continue to develop retail in Taylor.

Objective 3: Increase Taylor's exposure to potential future residents and investors.

Objectives, *continued*

Community Development

The City of Taylor will continue to develop a vibrant, inviting community.

Objective 1: Improve Taylor's physical appearance and quality of life.

Objective 2: Boost community pride.

Parks and Recreation

The City of Taylor's parks and recreational facilities will continue to be improved so that they are fun, attractive amenities for citizens and visitors.

Objective 1: Continually maintain and improve Taylor's parks.

Objective 2: Enhance the library's capability to serve citizens.

Objective 3: Expand the Moody Museum's role as a tourist attraction.

Objectives, *continued*

Public Safety

The City of Taylor will provide a safe and healthy community for Taylor's citizens.

Objective 1: The Police Department will enhance the safety of the city and defend human dignity.

Objective 2: The Fire Department will be a leading fire service organization prepared to respond to citizen needs.

City Operations

The City of Taylor will continue to operate as a progressive and fiscally responsible organization.

Objective 1: Provide a working environment that attracts and retains well trained, motivated employees.

Objective 2: Supplement City revenue.

Objective 3: Repair and upgrade city facilities.

Priority Projects

The strategies and tactics presented in this Plan are designed to be achievable within one year. Many are steps that move the City toward accomplishing much larger Priority Projects that will take up to 10 years to complete.

In a workshop in April 2007, the City Council was asked to identify Priority Projects that (1) the City can directly fund, build, or promote in the next 10 years, and (2) are necessary for the City to accomplish its overall vision. These priorities were re-adopted by the Council in January 2008. The Council identified the following projects:

1. Complete 2nd Street improvements

Improving 2nd Street infrastructure and physical appearance ranked high on the Council's list of priorities. Completing these projects will require the City to secure funding, create designs, and construct improvements.

2. Complete the Mustang Creek Wastewater Interceptor

Construction of the interceptor is underway and scheduled for completion in 2008. The project is necessary for the City to handle current needs and serve future growth.

3. Support construction of the East Williamson County Higher Education Center campus

The EWCHEC is a critical project to Taylor in many ways. In addition to an economic impact that would total millions of dollars each year, the EWCHEC will establish Taylor as a hub for innovative education, advance the skills and earning potential of local residents, and attract new jobs into the city.

4. Construct an upper pressure plane

Constructing an upper pressure plane increases the City's viability for higher end residential development and additional growth, including both commercial and industrial, anticipated in the new pressure plane area.

Priority Projects, *continued*

5. Construct the East Williamson County Regional Park

The East Williamson County Park will not only enhance the lifestyle of Taylor's residents, but it will also draw in families from the surrounding area. The Park has the potential to bring revenue into the City, as it could serve as a tournament destination for youth sports competitions.

6. Retain and recruit high quality City employees

Well trained, capable, and motivated employees are key to accomplishing all of the City's goals.

7. Continue and broaden Taylor's buy local campaign

Boosting retail sales in Taylor should start at home. A 'buy local' campaign encouraging residents to shop in Taylor will help local companies and lead to new entrepreneurial businesses.

8. Demolish dilapidated buildings

Demolishing dilapidated buildings and improving substandard buildings will greatly contribute to the city's beautification efforts as well as encourage new investment.

Strategies and Tactics

The following sections contain Strategies and Tactics for each of the Goals and Objectives outlined on the previous pages. Strategies are broader approaches to accomplishing the City's Objectives. Tactics are specific action steps within each Strategy. Each tactic is accompanied by a due date for completion.

The City Council should keep its focus on the vision, goals, and objectives outlined in this plan, using those ideas as a filter its decision making process. Strategies and tactics are for the City staff, ensuring that their daily activities move the City always closer to accomplishing its goals.

Goal 1: Infrastructure / Public Works

Strategies and Tactics

The City of Taylor will invest in infrastructure to support the growth of business and enhance the quality of life of its citizens.

Objective 1: Continue measurable improvement to streets, utilities, and drainage.

Strategy 1: Ensure that water and wastewater capacity meets current and future citizen needs.

<u>Due Date</u>		<u>Tactic</u>
Sept 2008	1.111	Bid out and begin construction of Upper Pressure Plane
Dec 2008	1.112	Fund and hire a consultant to develop a plan for alleviating I/I in the remaining wastewater drainage basins.
Dec 2008	1.113	Create a Municipal Drainage Utility System and adopt a municipal drainage fund.

Strategy 2: Improve the condition of Taylor's streets and sidewalks.

<u>Due Date</u>		<u>Tactic</u>
2008 / 2009	1.121	Pursue Williamson County and State funding for 2nd Street roadway improvements.
Oct 2008	1.122	Increase funding for Taylor street rehabilitation program to \$350,000.

Goal 1: Infrastructure / Public Works

Strategies and Tactics, *continued*

The City of Taylor will invest in infrastructure to support the growth of business and enhance the quality of life of its citizens.

Objective 1: Continue measurable improvement to streets, utilities, and drainage.

Strategy 3: Improve drainage in Taylor.

Due Date

2008 / 2009

1.131

Tactic

Continue improvements to Dickey Street drainage system using fourth round of grant funding.

Goal 1: Infrastructure / Public Works

Strategies and Tactics, *continued*

The City of Taylor will invest in infrastructure to support the growth of business and enhance the quality of life of its citizens.

Objective 2: Improve e-government systems.

Strategy 1: Innovate to make government processes more efficient and user friendly.

<u>Due Date</u>		<u>Tactic</u>
Dec 2008	1.211	Develop an adaptable, flexible IT plan that considers online bill pay, permits, and fee payment.
2008 / 2009	1.212	Implement Phase 1 GIS plan.
Ongoing	1.213	Continue to improve and update the City's Project Management Systems.

Objective 3: Continue to expand capacity at the Taylor Municipal Airport.

Strategy 1: Take steps to extend the Airport's runway to 5,000 feet.

<u>Due Date</u>		<u>Tactic</u>
Dec 2008	1.311	Provide necessary justification for the extension to the Aviation Division of TXDOT and the FAA.
Dec 2008	1.312	Develop a strategy to provide the local match for the runway extension.
Ongoing	1.313	Continue to work on providing city-owned infrastructure to the west side of airport to facilitate on airport as well as off-airport development

Goal 2: Economic Development

Strategies and Tactics

The City of Taylor will offer a business friendly environment and support the attraction of new jobs and investment to the city.

Objective 1: Expand educational opportunities for Taylor's citizens.

Strategy 1: Support the construction of the East Williamson County Higher Education Center in Taylor.

Due Date

Tactic

2008 / 2009

2.111

Work with the EWCHEC and land owners to ensure the site has necessary infrastructure and is appropriately zoned.

2008 / 2009

2.112

Work with the EWCHEC team to complete the site Master Plan.

Goal 2: Economic Development

Strategies and Tactics, *continued*

The City of Taylor will offer a business friendly environment and support the attraction of new jobs and investment to the city.

Objective 2: Continue to develop retail in Taylor.

Strategy 1: Launch a strategic approach to recruiting new retail to Taylor.

<u>Due Date</u>		<u>Tactic</u>
Apr 2008	2.211	Develop and adopt a marketing plan that addresses external marketing to retailers.
Oct 2008	2.212	Attend ICSC's Texas Conference and Dealmaking in San Antonio on October 29-31, 2008.

Strategy 2: Continue and broaden Taylor's "Buy Local" campaign.

<u>Due Date</u>		<u>Tactic</u>
Dec 2008	2.221	Organize and manage the 2nd Annual Holiday Shopping Buy Local Campaign.

Goal 2: Economic Development

Strategies and Tactics, *continued*

The City of Taylor will offer a business friendly environment and support the attraction of new jobs and investment to the city.

Objective 3: Increase Taylor's exposure to potential future residents and investors.

Strategy 1: Invest in community improvements that draw visitors into Taylor.

May 2008	2.311	Bid out construction of the East Williamson County Regional Park. Seek remaining funds needed to complete construction.
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Goal 2: Economic Development

Strategies and Tactics, *continued*

The City of Taylor will offer a business friendly environment and support the attraction of new jobs and investment to the city.

Objective 4: Continue to work with the Taylor EDC and regional groups in attracting industry to Taylor.

Strategy 1: Review the Taylor Economic Development Strategy and prioritize remaining activities.

Due Date

April 2008

2.411

Tactic

Determine which recommendations have already been accomplished or are no longer relevant.

April 2008

2.412

Explore the creation of a non-profit Community Development Corporation (CDC), a Community Development Financial Institution (CDFI), or similar entity to serve as a catalyst for economic development at the neighborhood level.

Goal 2: Economic Development

Strategies and Tactics, *continued*

The City of Taylor will offer a business friendly environment and support the attraction of new jobs and investment to the city.

Objective 4: Continue to work with the Taylor EDC and regional groups in attracting industry to Taylor.

Strategy 2: Ensure that all policies related to economic development are current and reflect the community's best management practices.

Due Date

Sept 2008

2.421

Tactic

Update the Tax Abatement (Rebate) Ordinance.

Goal 3: Community Development Strategies and Tactics

The City of Taylor will develop a vibrant, inviting community.

Objective 1: Improve Taylor's physical appearance and quality of life.

Strategy 1: Increase Taylor's attractiveness to upper end housing developers.

<u>Due Date</u>		<u>Tactic</u>
Nov 2008	3.111	Present R2 and R3 zoning proposal to Planning & Zoning for approval.

Strategy 2: Coordinate City resources to more assertively enforce codes.

<u>Due Date</u>		<u>Tactic</u>
Sept 2008	3.121	Work to remove or permit the repair of a minimum of five dilapidated structures.
Sept 2008	3.122	Research and update policies relating to the issuance of Certificates of Occupancy.
Sept 2008	3.123	Utilize the "214" process to make a minimum of five lots available to infill development.
Sept 2008	3.124	Partner with private, public, or non profit entities to develop a minimum of three new infill homes.

Goal 3: Community Development

Strategies and Tactics, *continued*

The City of Taylor will develop a vibrant, inviting community.

Objective 1: Improve Taylor's physical appearance and quality of life.

Strategy 3: Educate the community about local codes and engage their help in enforcement.

Due Date

Semi-annually **3.131**

Mar 2008 **3.132**

Tactic

Semi-annually, speak to a local community organization about the City's goals and role of code enforcement in attaining those goals.

Develop a simple fact sheet about City codes. Post the fact sheet on the City's website and mail in utility bills. Make widely available in City offices, at the library, Chamber, and other public facilities.

Goal 3: Community Development

Strategies and Tactics, *continued*

The City of Taylor will develop a vibrant, inviting community.

Objective 1: Improve Taylor's physical appearance and quality of life.

Strategy 4: Improve the appearance of the corridors leading into downtown Taylor.

<u>Due Date</u>		<u>Tactic</u>
Oct 2008	3.141	Begin planning the 2nd Street Corridor Plan.
May 2008	3.142	Present the Downtown Neighborhood Zoning ordinance to Planning & Zoning for approval.
Dec 2008	3.123	Enhance code enforcement efforts on 2nd Street, East 4th Street, Main Street, and Carlos G. Parker.

Goal 3: Community Development

Strategies and Tactics, *continued*

The City of Taylor will develop a vibrant, inviting community.

Objective 1: Improve Taylor's physical appearance and quality of life.

Strategy 5: Revitalize downtown Taylor.

<u>Due Date</u>		<u>Tactic</u>
Mar 2008	3.151	Update the plan for downtown that contains a vision for the future development, defines its marketing niche, and recommends ways to package and promote downtown. Involve other Taylor organizations in funding and developing the plan.
Nov 2008	3.152	Revise codes to expand allowable building uses, such as live-work mixed use buildings, while promoting historic preservation.
Mar 2008	3.153	Complete Phase 1 of the streetscape project.
ongoing	3.154	Maintain a database of downtown properties. For each, include information such as ownership, zoning, and square footage.

Goal 3: Community Development

Strategies and Tactics, *continued*

The City of Taylor will develop a vibrant, inviting community.

Objective 2: Boost community pride.

Strategy 1: Share positive news about Taylor with local residents and businesses.

Due Date

Apr 2008

3.211

Tactic

Develop and adopt a marketing strategy that includes a plan for internal marketing.

Ongoing

3.212

Update the City's website to reflect current news and events.

Goal 4: Parks and Recreation

Strategies and Tactics

The City of Taylor's parks and recreational facilities will continue to be improved so that they are fun, attractive amenities for citizens and visitors.

Objective 1: Continually maintain and improve Taylor's parks.

Strategy 1: Invest in park amenities and repairs.

<u>Due Date</u>		<u>Tactic</u>
Sept 2008	4.111	Explore alternative funding sources to pay for improvements to Heritage Square, Murphy, and Robinson parks.
Oct 2008	4.112	Develop a Capital Improvement Plan for the Cemetery that addresses drainage, street, and building issues.

Goal 4: Parks and Recreation

Strategies and Tactics, *continued*

The City of Taylor's parks and recreational amenities will be attractive and safe for citizens and visitors.

Objective 2: Enhance the Library's capacity to serve citizens.

Strategy 1: Continue to provide innovative programs and resources to library patrons.

Due Date

ongoing

4.211

Tactic

Continue to enhance library programming.

Mar 2008

4.212

Develop a plan to raise funds and purchase new books and update Library software and computer hardware. Involve the Library Foundation in fund raising activities.

Goal 4: Parks and Recreation

Strategies and Tactics, *continued*

The City of Taylor's parks and recreational amenities will be attractive and safe for citizens and visitors.

Objective 3: Expand the Moody Museum's role as a tourist attraction.

Strategy 1: Improve the Museum's marketability.

<u>Due Date</u>		<u>Tactic</u>
2008/2009	4.311	Commit funding for painting and repairs to Moody Museum's exterior.
Annually	4.312	Continue to receive hotel-motel occupancy tax grants from the Chamber to produce promotional materials for the Museum.
Dec 2008	4.313	Apply to have the Moody Museum placed on the National Register of Historic Places.

Strategy 2: Expand the Museum's operating hours.

<u>Due Date</u>		<u>Tactic</u>
Apr 2008	4.321	Determine what additional resources are needed to extend the Museum's operating hours to be open on Saturdays.

Goal 5: Public Safety

Strategies and Tactics

The City of Taylor will provide a safe and healthy community for Taylor's citizens.

Objective 1: The City of Taylor Police Department will enhance the safety of the city and defend human dignity.

Strategy 1: Develop and expand community-based crime prevention programs and public relations.

Due Date

Ongoing

5.111

Tactic

Police department staff will participate in community service events on a quarterly basis.

Strategy 2: Improve police officer recruitment, training, and retention.

Due Date

Ongoing

5.121

Tactic

Improve police officer recruiting scope and efforts to include job fairs and new recruiting brochures.

Oct 2008

5.122

Develop and if possible implement a police officer training plan where each officer is afforded more training opportunities.

Ongoing

5.123

Continue development of local TCLEOSE "contract training" and deliver classes to officers of this and other area agencies.

Goal 5: Public Safety Strategies and Tactics

The City of Taylor will provide a safe and healthy community for Taylor's citizens.

Objective 1: The City of Taylor Police Department will enhance the safety of the city and defend human dignity.

Strategy 3: Participate in State recognition programs.

Due Date

Dec 2008

5.131

Tactic

Explore Texas Police Chiefs Association Foundation recognition program (State accreditation) and if expedient, pursue said recognition.

Strategy 4: Improve police facilities and invest in necessary equipment.

Due Date

Dec 2008

5.141

Tactic

Evaluate and determine what investments are needed to replace fleet vehicles and equipment.

Jun 2008

5.142

Efficiently deploy and utilize new technology such as digital video, in-car mobile network and other upgrades.

Jun 2008

5.143

Select a plan for radio system compliance with Project 25.

Goal 5: Public Safety

Strategies and Tactics, *continued*

The City of Taylor will provide a safe and healthy community for Taylor's citizens.

Objective 2: The City of Taylor Fire Department will be a leading fire service organization prepared to respond to citizen needs.

Strategy 1: Recruit, hire, and retain high quality individuals.

<u>Due Date</u>		<u>Tactic</u>
Apr 2008	5.211	Offer fee-based training for other departments taught by department personnel.
Dec 2008	5.212	Seek grant funding to develop an in-house training library for personnel.

Strategy 2: Improve fire facilities and invest in necessary equipment.

<u>Due Date</u>		<u>Tactic</u>
Dec 2008	5.221	Estimate cost and seek funding to make the Northside Station a drive through facility.

Goal 5: Public Safety

Strategies and Tactics, *continued*

Strategy 3: Improve Fire Department communications.

<u>Due Date</u>		<u>Tactic</u>
Dec 2008	5.231	Research the county-wide 800 system in conjunction with the Police Department. Identify grant opportunities

Strategy 4: Develop and expand on community-based safety, prevention programs, and public relations

<u>Due Date</u>		<u>Tactic</u>
ongoing	5.241	Work with community non-profit organizations with safety based programs such as Texans in Motion for child safety seat inspections.
Ongoing	5.242	Work with local businesses and non profit organizations to host fire prevention educational events for the public.
April 2008	5.243	Involve personnel in developing a fire safety area within the City Library for young readers. Complete design and get approval from the librarian.
Ongoing	5.244	Continue open lines of communication between city, county, and businesses on code enforcement issues.

Goal 6: City Operations

Strategies and Tactics

The City of Taylor will continue to operate as a progressive and fiscally responsible organization.

Objective 1: The City of Taylor will provide a working environment that attracts and retains well trained, motivated employees.

Strategy 1: Keep compensation competitive.

Due Date

Annually

6.111

Tactic

Identify five Texas cities with similar characteristics as Taylor. Using the Waters Consulting Group's salary survey, benchmark Taylor's salaries against these cities and adjust as necessary to stay competitive. Specifically examine police and fire compensation.

Annually

6.112

Review the City's benefits plan.

2012

6.113

Increase City's retirement match from 1.5 to 1 to 2 to 1.

Goal 6: City Operations Strategies and Tactics

The City of Taylor will continue to operate as a progressive and fiscally responsible organization.

Objective 1: The City of Taylor will provide a working environment that attracts and retains well trained, motivated employees.

Strategy 2: Train and retain City staff.

<u>Due Date</u>		<u>Tactic</u>
Annually	6.121	Meet with City department leaders to discuss skills shortages within their departments.
As funded	6.122	Recommend, seek funding for, and schedule new training programs to address these needs.
Ongoing	6.123	Create staff development opportunities that will result in improved customer service, job satisfaction and team oriented approaches to the delivery of City services.
Quarterly	6.124	Schedule management meetings with one city division each quarter.
Semi-Annually	6.125	Organize two city staff social functions each year.

Goal 6: City Operations

Strategies and Tactics, *continued*

The City of Taylor will operate as a progressive organization.

Objective 2: Supplement City revenue.

Strategy 1: Seek alternative funding sources to pay for new projects.

Due Date

Ongoing

6.211

Tactic

Utilize resources such as RC&D, listserve, the Hogg Foundation Library, and the Foundation Directory online to identify funding sources.

As needed

6.212

Continue using the services of a professional grant writer.

Strategy 2: Ensure City financial policies maximize return on investment.

Due Date

ongoing

6.221

Tactic

Examine how other cities price city services and compare with Taylor's.

ongoing

6.222

Seek ways to strengthen and diversify the City's income base. [these are new actions, please revise as desired]

Goal 6: City Operations

Strategies and Tactics, *continued*

The City of Taylor will operate as a progressive organization.

Objective 3: Repair and upgrade City facilities.

Strategy 1: Improve the current City Hall building.

Due Date

Mar 2008

6.311

Tactic

Update a 5-year plan for municipal facilities.

Implementation Schedule

Goal 1: Infrastructure / Public Works Implementation Schedule

Tactic	Description	Date	2008												2008/2009	
			F	M	A	M	J	J	A	S	O	N	D			
1.111	Bid out and begin construction of upper pressure plane	Sep08														
1.122	Increase funding for street rehab to \$350,000/yr.	Oct08														
1.112	Plan for alleviating I/I in remaining drainage basins	Dec08														
1.113	Create a Municipal Drainage Utility System and fund	Dec08														
1.211	Develop a flexible IT plan	Dec08														
1.121	Pursue County and State funding for 2nd Street improvements	Dec08														
1.311	Provide necessary justification for the extension to the Aviation Division of TXDOT and the FAA	Dec08														
1.312	Develop strategy to provide local match for runway extension.															
1.212	Implement Phase 1 GIS plan	2008/2009														
1.131	Continue Dickey St. drainage system improvements	2008/2009														
1.213	Continue to update City Project Management Systems	ongoing														
1.313	Continue to work on providing city-owned infrastructure to the west side of airport															

Goal 2: Economic Development Implementation Schedule

Tactic	Description	Date	2008												2008/2009	
			F	M	A	M	J	J	A	S	O	N	D			
2.412	Explore the creation of a CDC, CDFI, or similar institution	Apr08														
2.411	Determine which ED Strategy recs. are no longer relevant or have already been accomplished	Apr08														
2.211	Develop / adopt a retail marketing plan	Apr08														
2.311	Bid construction of EWCRP. Seek funds needed to complete constr.	May08														
2.421	Update the Tax Abatement (Rebate) Ordinance	Sept08														
2.212	Attend ICSC's Texas Conference in San Antonio (Oct 29-31)	Oct08														
2.221	Organize and manage the 2nd Annual Holiday Buy Local campaign	Dec08														
2.112	Work with the EWCHEC team to complete the site master plan	2008/2009														
2.111	Work with EWCHEC to ensure site has necessary infrastructure	2008/2009														

Goal 3: Community Development Implementation Schedule

Tactic	Description	Date	2008												2008/2009	
			F	M	A	M	J	J	A	S	O	N	D			
3.132	Develop a fact sheet about City codes, post on website	Mar08		■												
3.151	Update the plan for downtown	Mar08		■												
3.153	Complete Phase 1 of the streetscape project	Mar08		■												
3.211	Develop/adopt an internal marketing strategy	Apr08			■											
3.142	Present Downtown Neighborhood Zoning ordinance to P&Z	May08				■										
3.121	Work for remove or permit repair to 5+ dilapidated structures	Sept08									■					
3.122	Research and update Certificates of Occupancy policies	Sept08									■					
3.123	Utilize the "214" process to make 5+ lots available for infill dev.	Sept 08									■					
3.124	Partner with other organizations to develop 3+ new infill homes	Sept08									■					
3.141	Begin planning 2nd Street Corridor Plan	Oct08										■				
3.152	Revise codes to expand allowable building uses downtown	Nov08											■			
3.123	Enhance code enforcement efforts on 2nd, East 4th, Main, and Carlos Parker streets	Dec08												■		
3.131	Speak to a community organization about codes and goals	Semi-annual														■
3.212	Update the City's website to reflect current news and events	Ongoing														■
3.154	Maintain a database of downtown properties	Ongoing														■

Goal 4: Parks and Recreation Implementation Schedule

Tactic	Description	Date	2008												2008/2009
			F	M	A	M	J	J	A	S	O	N	D		
4.212	Develop a plan to raise funds for Library books, software, hardware	Mar08		■											
4.321	Determine resources needed to extend Moody Museum hours	Apr08			■										
4.111	Explore alternative funding sources for park improvements	Sept08									■				
4.112	Develop a CIP for the Cemetery	Oct08										■			
4.313	Apply to have the Moody Museum placed on the National Register	Dec08												■	
4.311	Commit funding for painting and repairs to Moody Museum	2008/2009													■
4.211	Continue to enhance Library programming	Ongoing													■
4.312	Use hotel taxes to produce Moody Museum promotional materials	Annually													■

Goal 5: Public Safety Implementation Schedule

Tactic	Description	Date	2008												2008/2009	
			F	M	A	M	J	J	A	S	O	N	D			
5.211	Offer fee-based training for other depts taught by dept personnel	Apr08			■											
5.243	Develop a fire safety area within the City Library for young readers	Apr08			■											
5.143	Select a plan for radio system compliance with Project 25	Jun08					■									
5.142	Deploy and use new technology such as digital video	Jun08					■									
5.122	Develop police officer training plan and increase training	Oct08									■					
5.141	Determine investment needed to replace fleet vehicles and equip.	Dec08												■		
5.212	Seek grant funding to develop an in-house training library	Dec08												■		
5.221	Estimate cost and seek funding for drive through Northside Station	Dec08												■		
5.131	Explore TX Police Chiefs Assoc Foundation recognition program	Dec08												■		
5.231	Research the Wm County 800 system, identify grant opportunities	Dec08												■		
5.123	Continue development of TCLEOSE contract training	Ongoing														■
5.121	Improve Police officer recruiting to include job fairs / brochures	Ongoing														■
5.242	Work with local orgs to host fire prevention educational events	Ongoing														■
5.244	Continue open lines of communication in city on code enforcement	Ongoing														■
5.241	Work with safety based programs like Texans in Motion	Ongoing														■
5.111	Police Dept will participate in community service events	Ongoing														■

Goal 6: City Operations Implementation Schedule

Tactic	Description	Date	2008												2008/2009	
			F	M	A	M	J	J	A	S	O	N	D			
6.311	Update a 5-year plan for municipal facilities	Mar08														
6.121	Meet with City department leaders to discuss skills shortages	Annually														
6.124	Schedule management meetings with one city division each quarter	Quarterly														
6.221	Examine how other cities price city services and compare with Taylor	Ongoing														
6.222	Seek ways to strengthen and diversity the City's income base	Ongoing														
6.123	Create staff development opportunities	Ongoing														
6.211	Utilize resources like RC&D to identify alternative funding sources	Ongoing														
6.122	Address skills shortages within City staff as recommended	As funded														
6.212	Continue using the services of a professional grant writer	As needed														
6.111	Benchmark City salaries against five similarly sized cities	Annually														
6.125	Organize two city staff social functions each year	Semi-annual														
6.112	Review the City's benefits plan	Annually														
6.113	Increase the City's retirement match from 1.5 to 1 to 2 to 1	2012														