Imagine Bismarck
STRATEGIC PLAN

City of Bismarck | 2019 Strategic Plan

ImagineBismarck

STRATEGIC PLAN

Thank You

The City of Bismarck Strategic Plan & Execution Guide was updated with significant help from over four thousand members of the community, including:

2019 City Commission

Mayor Steve Bakken
Commissioner Nancy Guy
Commissioner Steve Marquardt
Commissioner Shawn Oban
Commissioner Greg Zenker

Executive Staff

Keith Hunke
City Administrator

Jason Tomanek
Assistant City Administrator

Strategic Plan Update Project Team

Commissioner Shawn Oban
Brady Blaskowski
Sheila Hillman
Wesley Long Feather
Gabe Schell
Douglas Wiles

Commissioner Greg Zenker
Owen Fitzsimmons
Katie Johnke
Renae Moch
Jason Tomanek
Jenny Wollmuth

Strategic Plan Update Facilitated By:

JⁱᴰGray Group LLC STRATEGY

www.jdgraygroup.com

Contents

Imagine**Bismarck**
S T R A T E G I C   P L A N

Strategic Plan Update | Background

Like all organizations, the City of Bismarck has limited resources of time, energy, effort and money. Like all communities, Bismarck also faces endless needs, opportunities, unexpected circumstances, and countless distractions vying for the use of these resources. Thoughtfully planning for the strategic application of the available resources is critical to the effective and efficient delivery of government services.

The City of Bismarck Strategic Plan and Execution Guide is an action-oriented road map designed to continually focus and intentionally align the resources of the organization toward progressing ever closer to the long-term vision for the community. This plan is a culmination of months of preparation, citizen engagement, creative thinking, and documentation of the structure and methods that the City will use to guide its decisions and to provide context to the complex public policy and resource allocation questions that inevitably arise.

Throughout the process of updating this strategic plan, we have employed a time tested methodology that relentlessly focuses back towards the desired outcome - the vision of the community. From there, we engaged thousands of citizens through industry-specific focus groups, stakeholder surveys, town hall meetings, at the Downtowner's Street Fair, and a dedicated project web portal.

Throughout this research and development phase we continually sought out significant trends that repeatedly surfaced as the most critical areas to focus upon and developed a set of six strategic focus areas. These trends helped us to set the target and outline the strategies that will be used to push towards that target by use of strategic focus areas, strategic objectives, and specific goals that we have aligned to address each element. This thoughtful application of a traditional strategic planning methodology results in a useful, yet flexible, road map for the community to use as it determines the best use of your limited resources.

Launch & Learn

Research & Development

Set the Target

Outline the Strategies

Adopt & Communicate

Review & Refresh

VISION

|	
Responsibility	City Commission, Appointed Boards & Staff
Tenure	Timeless

We believe that it is always best to start with the end in mind, and as such, we focused intently on the vision for the community at the beginning of the project.

It is important to note that the vision statement should be an affirmative description of your desired future reality. The best vision statements define what you want the community to become over the twenty-year planning horizon. Think of the vision as the "Where" the community wants to end up over time.

We started from the current vision statement, which reads:

"Bismarck is a preferred destination place and prosperous community where people enjoy living, learning, working and playing. Our community embraces our rich heritage, economic opportunity and lifelong learning to cultivate a healthy and sustainable environment fostering opportunity for all. We are a dynamic people looking to our future."

Through Bismarck's generous public input, several City Commission meetings, and many personal conversations, it seems that the current vision statement has held up well over the past seven years. We suggest only incremental changes to the vision statement, which we recommend should now read:
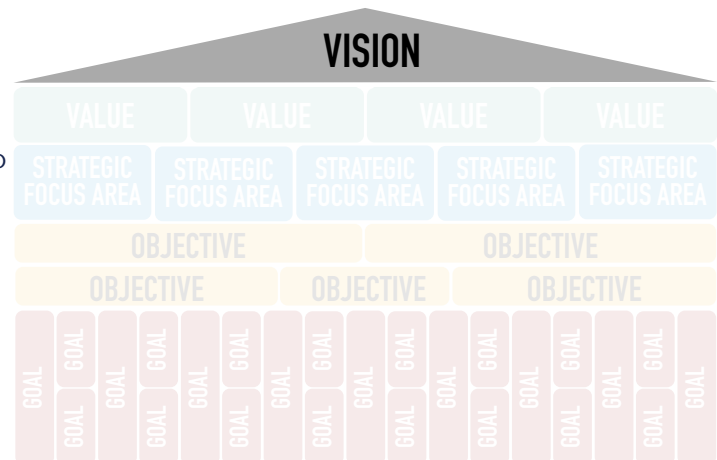
> **VISION**
>
> *Bismarck is a preferred destination for people who enjoy living, learning, working, and playing in a city with an enduring community pride. We embrace our rich heritage, economic opportunity, and lifelong learning to cultivate a healthy and sustainable environment fostering opportunity for all.*

This recommendation slightly shortens the vision statement and rearranges some of the wording to convey a somewhat different view of the future. We remove the phrases regarding "prosperous community" and "dynamic people looking to our future" as these two phrases were the most likely to generate confusion regarding what they mean in this context.

We add the phrase "a city with an enduring sense of community pride" based on the consistent feedback that we heard noting that this sense of community pride is a real differentiator for Bismarck. In our time in Bismarck, this was an over-arching theme in both what people love about the community today and what they do not want to fade as we progress into the future.

MISSION

Responsibility	City Commission, Appointed Boards & Staff
Tenure	Timeless

A mission statement is an expression of the core business that the organization is in and provides necessary clarification as to what the day-to-day operations should be targeting. Where the vision describes the destination of future hope for the overall community, the mission explains the current "What" that the municipal corporation is attempting to achieve.

We feel that the current mission statement accurately captures the intent of the organization, particularly in that there is a constant expectation of both quality services and the leveraging of partnerships. As such, we do not recommend any substantive changes to the existing mission statement, which reads:

"To provide high quality public services in partnership with our community to enhance our quality of life."

MISSION

To provide high-quality public services in partnership with our community to enhance our quality of life.

Imagine **Bismarck**
S T R A T E G I C   P L A N

VALUES

The set of core beliefs of the organization that provide guidance on the boundaries for action are values statements. The people within the organization (including staff, elected officials, appointed officials, and volunteers) are expected to carry a mindset of the organizational values at all times. Values are not to be ignored or sacrificed for any reason, including expediency or effectiveness. Values set the tone for the desired culture of the organization, serve as a behavioral compass, and add broad context to "How" the people in the organization carry out their tasks.

The existing value statements include a descriptive word or short phrase and a clarifying sentence. They currently read:
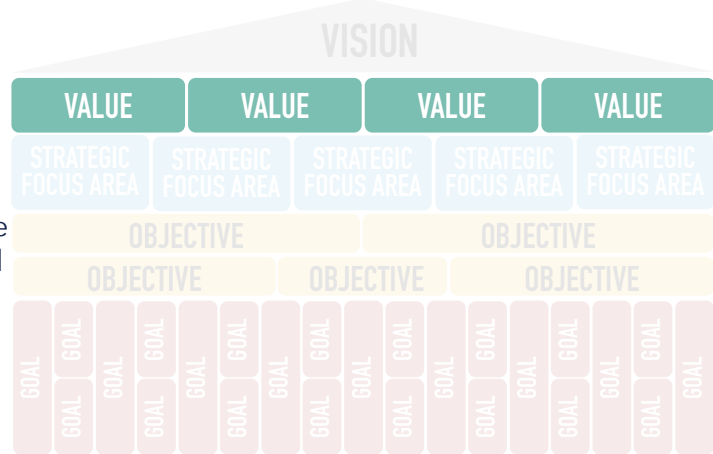
Forward Looking	Diversity	Community Pride	Integrity	Environmentally Sound

- Forward Looking: We proactively identify needs and opportunities.
- Diversity: We embrace a multitude of experiences and cultures for the enrichment of our community.
- Community Pride: We uphold high standards of hard work, safety, and cleanliness to maintain and enhance our community.
- Integrity: We hold ourselves to be accountable for our words and actions.
- Environmentally Sound: We are responsible stewards of the land and environment and its resources, both man-made and natural.

In this updated plan, the values statements change order, add clarity in the short version of the statement by ensuring that there is a clear verb associated with the expected action, and the clarifying statements more accurately reflect what we have heard throughout the update process. We recommend the following:

Act with Integrity	*We are accountable for our words and actions. We strive to always act in the best interest of the community in every situation, regardless of our audience.*
Exhibit Community Pride	*There is a distinct culture in Bismarck which we continuously uphold by our high standards of hard work, transparency, and sincere regard for our neighbors.*
Welcome Diversity	*Embracing a multitude of people, experiences, cultures, businesses, neighborhoods, backgrounds, and ideas allows us to fully enrich ourselves and our community.*
Consider the Environmental Impact	*There is an exceptional array and quality of both human-made and natural resources in Bismarck. Giving earnest consideration to the short and long-term environmental impacts of our decisions empowers us to be responsible stewards of these resources.*
Look to the Future	*Proactively identifying needs and opportunities is crucial work. By recognizing the likely future impact of our current actions, we can be best prepared to leverage our time, energy, effort, and resources that effectively and efficiently meet the needs of the community.*

Citizens "leaving their mark" on the Bismarck's Community Canvas at the 2018 Downtowner's Street Fair
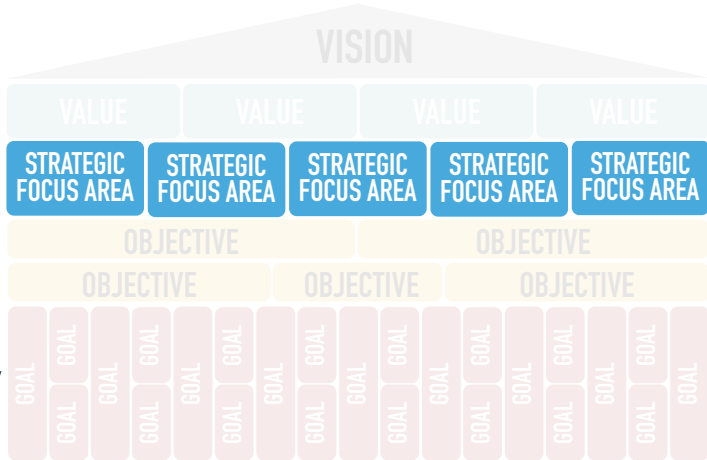
STRATEGIC FOCUS AREAS

Responsibility	City Commission, Appointed Boards & Staff
Tenure	5-10 Years

A new component to Bismarck's Strategic Plan is a set of clearly identified Strategic Focus Areas (SFAs). SFAs are broad operational, program, or project areas that the organization chooses to focus its time, money, energy, and effort on to continually advance the community towards its vision.

SFAs are less broad than the vision statement, but are not specific goals. They represent the broad areas that the City will be focusing its time, attention, energy, and resources over the next three to five years. SFAs do not have a particular completion metric, deadline, or specifically assigned responsibility. As we move down through the strategic framework into the objectives and goals, these specific details will be filled in.

VISION

VALUE   VALUE   VALUE   VALUE

STRATEGIC FOCUS AREA   STRATEGIC FOCUS AREA   STRATEGIC FOCUS AREA   STRATEGIC FOCUS AREA   STRATEGIC FOCUS AREA

OBJECTIVE   OBJECTIVE
OBJECTIVE   OBJECTIVE   OBJECTIVE

GOAL

As we have gone through the update process, we have identified six Strategic Focus Areas:

| SIGNATURE SPACES	ALL AGES & ALL WAGES	SOCIAL HEALTH	21ST CENTURY BUSINESS HUB	COMPLETE CONNECTIVITY	GOVERNMENT EXCELLENCE

Imagine **Bismarck**
S T R A T E G I C   P L A N

SIGNATURE SPACES

The City will seek to identify creative partnerships to foster the development of signature spaces, in order to provide community with gathering spots, beautify the City, and leverage existing assets to continually drive towards creating memorable experiences for citizens and visitors. Facilitating a community-wide effort to develop these signature spaces encourages community pride and is integral to making Bismarck a preferred destination.
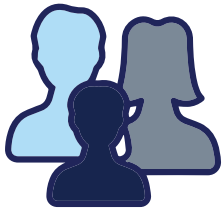
ALL AGES & ALL WAGES

The City will ensure that Bismarck is a place where people of all ages and all social segments can thrive. Encouraging people of different ages and wages to interact with one another regularly and meaningfully will help to ensure that Bismarck is a preferred place and fosters opportunities for all people.

SOCIAL HEALTH

The City will work with partners to generate meaningful momentum in addressing social health issues around homelessness, mental health, and substance abuse. While these are not social concerns that can be solved entirely, the City can lead in having a substantial impact on people's lives. Generating momentum on these issues helps to create a community where all people can enjoy living and helps to foster opportunity for all.

21ST CENTURY BUSINESS HUB

The City will proactively push towards becoming a leader in a changing economy. Identifying and embracing emerging business trends will help Bismarck to develop continued economic opportunity and will promote an environment for people to live, learn and work.
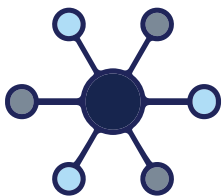
COMPLETE CONNECTIVITY

Every City is primarily a network of people, infrastructure, and opportunities. Bismarck will develop effective and efficient connectivity in its transportation and utility systems, communication methods, neighborhoods, businesses to strengthen Bismarck's enduring sense of community pride, economic opportunities, and cultivate a healthy and sustainable environment.

GOVERNMENT EXCELLENCE

Bismarck is a community, and it is also a large and complex business organization. The City of Bismarck will continually improve its delivery of effective and efficient services, always operating as a steward of the resources the community has entrusted to it.
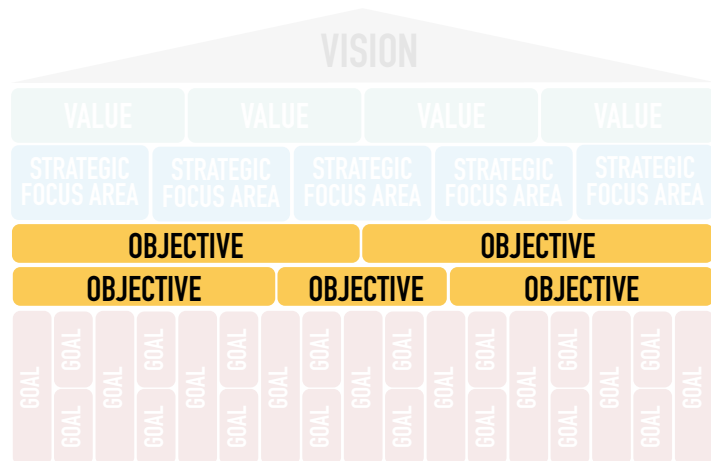
STRATEGIC OBJECTIVES

Responsibility | City Staff

Tenure | Emerging through 5 years

Strategic objectives are the specific operations, programs, or projects that intentionally target the Strategic Focus Areas. Strategic objectives begin to form the tactical strategies used by the organization to achieve the vision. Strategic objectives must align with at least one Strategic Focus Area and must have a clear call to action and be well defined.

Strategic objectives are more specific and direct than strategic focus areas, but in most cases are not discreet, achievable goals in and of themselves. Objectives are designed so that if the organization makes significant progress towards accomplishing all of the the strategic objectives, it will have clearly made progress towards achieving the Vision.

The Strategic Framework hinges on a handful of strategic objectives. Everything above the objective level is broadly focused and long term. Everything below the objective level is intended for specific action to help drive towards the vision.

The strategy management system in place for monitoring progress on the execution of the strategic plan calculates the completion rate of the plan goals associated with each strategic objective and is able to report on whether each objective is ahead of plan, on track, or behind. This is an incredibly useful tool for high-level reporting on the overall strategic plan and should be used at the City Commission, City Administration, and Department level to track progress, critical issues, and where to place additional attention or resources in order to execute the strategy.

Example High-Level Objective Report

MANAGEMENT DASHBOARD

⊙ OBJECTIVES

Title	Completion
ON TRACK	
Construct and maintain infrastructure to provide identified levels of service by 30th Sep 2017	25%
Enhance mobility within the City by 31st Jul 2018	7%
Enhance overall governance of the community by 30th Sep 2017	34%
Generate strategic path forward for enhancing the public safety apparatus including police, fire and emergency medical services by 30th Sep 2017	27%
Implement a quality city-wide customer service program by 30th Sep 2017	29%
Maintain a positive and inspired workforce by 30th Sep 2017	26%
BEHIND	
Create an "open for business" culture throughout the organization by 30th Sep 2017	20%
Create an aggressive, progressive economic development strategy for the community by 30th Sep 2017	11%
Ensure responsible fiscal stewardship through transparency and reporting by 30th Sep 2017	18%
Maintain an environment and quality of life that encompasses a safe, friendly, and an entertaining atmosphere for all ages by 30th Sep 2017	14%

We have specifically designed this Strategic Plan and Execution Guide to be a living document, and as such, the strategic objectives are at a level which should be reviewed each year and will likely change in between full strategic plan updates.

Below are the major objectives identified as part of the 2019 update, along with the primary strategic focus area that the objective is addressing. Additional detail for each objective is available in the Strategy Management System where tracking and reporting of the objectives will be managed. At the time of adoption, the strategic objectives identified are:

SIGNATURE SPACES

1. *Create and facilitate a community partnership program to identify and develop one Signature Space*
2. *Optimize the utilization of existing public spaces and facilities through enhanced coordination and access*
3. *Increase the use of existing community spaces through additional development and programming*

ALL AGES & ALL WAGES

1. *Enhance and contribute to programs and activities to connect existing employers and the upcoming workforce*
2. *Broaden and expand City of Bismarck relationships with existing intergenerational service groups*

SOCIAL HEALTH

1. *Finalize a community solution for intoxication management that leverages regional support*
2. *Decide upon a clear consensus on the appropriate level of local government in the community to approach these issues*
3. *Launch a collective impact initiative around one social issue*
4. *Create an environment supportive of mental health and reduce the stigma of mental health in our community*

21st CENTURY BUSINESS HUB

1. *Assist and support job creation and attraction programs for targeted industries*
2. *Support methods to strategically recruit and retain top talent*
3. *Creatively market existing and new strategic incentives to broaden awareness of process and availability*

COMPLETE CONNECTIVITY

1. *Foster a vibrant local arts community*
2. *Strengthen collaboration with partners, stakeholders, the development community, and the public to understand and cost effectively maximize quality of life and the long-term value of properties in the community*
3. *Lead the effort to improve the efficacy of the IGC (Intergovernmental Committee)*
4. *Prioritize and begin implementation of Phase 1 of the 1/2 cent sales tax projects identified in the 2018 City Ballot Measure #1*
5. *Grow the Bismarck Veterans Memorial Public Library's capacity as the community's hub of lifelong learning and cultural/arts programming*

GOVERNMENT EXCELLENCE

1. *Leverage the use of advanced technology in the field, back-office, and in customer-facing uses to maximize the efficiency and effectiveness of public services*
2. *Continually decrease the five-year average number of traffic fatalities within Bismarck*
3. *Ensure that the community maximizes its investment in assets through rigorous maintenance and efficiency programs*
4. *Retain and recruit a highly qualified public service workforce*
5. *Enhance public trust and engagement through transparency of operations*

GOALS

Goals in the plan are the tactical, achievable, and specific actions, programs, documents, or policies that organization is engaged in to strategically advance the objectives towards completion. To be effective, goals must be focused on the action to be taken, have enough detail to be clear through all levels of the organization, have a specific metric and unit to be achieved and have a deadline. Goals are where the strategic plan becomes something that can be executed, and all goals must be monitored and reported on regularly, with any exceptions highlighted.

The Goals detailed in this Strategic Plan & Execution Guide Plan all adhere to the following format:

ACTION	DETAIL	METRIC	UNIT	DEADLINE

Increase traffic efficiency *by widening* *twelve* *major intersections* *by December 30, 2020.*

Goals are intended to be fluid and may be completed, altered, added, re-prioritized, or dropped altogether over the course of any given planning period. Changes to goals are a part of the regular reporting process, and it is responsibility of the City Administrator and staff to continually keep the City Commission up to date on the status of the various goals.

Like the reporting tools for objectives, the strategy management system allows for a wide range of progress reports on goals at the organizational level, departmental level, and individual level.

To the right you see an example goal tracker dashboard from the system where the GANTT chart of each goal shows the progress level of that particular goal. Intuitive color coding of the charts allows for a simple review of reports to highlight the goals that are complete, on track, behind schedule or overdue. Beloiw the goal tracker dashboard is an example of the goal hub, where City staff will be able to track existing goals and create new goals.

Because goals are at the individual level and will change frequently depending on the current priorities, available resources, and most recent information, we outline only what we identify as Level 1 goals in this document. These Level 1 goals are the next immediate steps that we recommend be taken on each objective in order to drive toward its completion. Level 1 goals are still likely to be fairly high-level and can be broken into more distinct Level 2/3/4 goals within the strategy management system.

The ability to continually complete, add, or delete specific goals is crucial to implementing an agile strategic plan that can be continuously shaped as the City makes progress towards the vision.

Goal Tracker Dashboard

MY WATCHED GOALS

16%
Average completion of 371 Goals

	2017	2018	2019	2020	2021	2022

STARTED

Utilize infrastructure development to open new growth zones: 4,500 acres by 30th Sep 2018 - City Manager (Odis Jones)

Construct Ed Schmidt reconstuction by 30th Sep 2022 - City Engineer (Danielle Singh)

Construct CR119 (Ed Schmidt) extension by 30th Sep 2022 - City Engineer (Danielle Singh)

Construct growth zone sewer line extensions by 30th Sep 2018 - City Engineer (Danielle Singh)

Facilitate the construction of new commercial spec space: 30,000 square feet by 31st Mar 2018 - City Manager (Odis Jones)

Seek a grant to complete a community-wide tree/canopy survey by 30th Sep 2017 - Director of Parks & Recreation (Larry Foos)

Secure funding for the Public Works Service Center paving project by 30th Sep 2017 - Director of Public Works (Scot Stromsness)

Review and amend legislative agenda at least annually to decide which issues need to be addressed by 31st Dec 2018

Goal Hub

COMPLETE RAILROAD QUIET ZONES BY 30TH SEP 2017

Danielle Singh
Top Priority | Customer Focus | Horizon 1 - Immediate | Annual Budget | 01/29/2017 - 09/30/2017

Complete the capital projects included in the FY2017 budget by 31st Aug 2018

DETAILS
$75,000 identified in FY17 CIP budget

GOAL OVERVIEW

Owned by [Anyone ⇕]

ADD UPDATE **ADD TASK** **⚠ RAISE ISSUE**

Complete Railroad Quiet Zones by 30th Sep 2017
Danielle Singh
⚠ Behind - 0 / 100

Jason Gray marked an issue as **Critical Issue** a month ago.
Need clarity
💬 0 | Leave a comment

Jason Gray raised Critical Issue **Need clarity** 2 months ago.
Need clarity on what this $75,000 was intended for in the budget
💬 0 | Leave a comment

Jason Gray created Goal 2 months ago.

Target Metrics & Responsibilities

The Strategic Focus Area pages identify a range of different types of target metrics and identify the city department with the primary responsibility tracking and reporting on each individual objective. The target metrics we use vary widely, and are meant to provide a clear and distinct view of what we are attempting to accomplish. Where it makes sense, you'll see metrics like "3 people" or "1 partnership" used as target metrics. By identifying the metrics this way, as opposed to the more typical percentage completed, we are able to get a quick and accurate look into exactly what progress has been made on that particular objective. Where specific metrics like this do not make practical sense, we default to the standard of percent complete.

The responsibility column of the Strategic Focus Area pages identifies the city department that is primarily responsible for tracking and reporting on that particular objective. Note that many of the objectives are partnership-based and cannot be completed without the meaningful participation of external groups. In these cases, it is important to note that City staff responsibility is to track and report the progress and not necessarily to drive the objective to completion without the assistance of outside entities.

All strategic plans should include objectives and goals that are "stretch objectives". When being implemented, it is sometimes tempting to focus mainly on the goals or objectives that are not being implemented according to the originally planned schedule. Many factors will arise over the course of this planning horizon that make it impossible to accomplish all of the objectives as originally planned. It is critically important to never lose sight of the fact that the strategic plan represents the best efforts to conceptualize and foresee the implementation path, but that any plan that has been fully implemented probably was not very creative or aggressive. You should plan on modifying, adding to, and dropping objectives altogether over the course of this strategic plan, always focusing on the aligning those decisions with the established framework rather than simply following the plan without additional consideration.

Departmental Strategic Plans

Several City of Bismarck operating departments have adopted department-specific strategic plans. This Strategic Plan and Execution Guide is not intended to replace those plans, but rather to establish the broad vision, strategic focus areas, and objectives that the City will focus its resources on over the next five years. Using the Strategy Management System, we will coordinate, align, and incorporate the existing departmental strategic plans with this guide over time. The initial departmental strategic plans which will be incorporated include:

1. Bismarck-Burleigh Public Health Strategic Plan
2. Bismarck Event Center Business & Marketing Plan
3. Bismarck Fire Department Strategic Plan
4. Bismarck Airport Master Plan
5. Bismarck Veterans Memorial Public Library Strategic Plan

Incorporation of these various plans into the City's Strategy Management System will allow for consistent reporting among the various plans as well as document the important alignment of the goals and objectives in these plans with the City's overall Strategic Focus Areas.

Using the Strategic Focus Area Pages

Strategy Sidebar
(to help maintain focus on the big picture)

Strategic Focus Area Title
Each two-page spread is dedicated to one SFA

Aligning Objectives
Objectives that are aligned with this SFA.
Detailed goals found in the appendix.

VISION

Bismarck is a preferred destination for people who enjoy living, learning, working, and playing in a city with an enduring community pride. We embrace our rich heritage, economic opportunity, and lifelong learning to cultivate a healthy and sustainable environment fostering opportunity for all.

VALUES

- Act with Integrity
- Exhibit Community Pride
- Welcome Diversity
- Consider the Environmental Impact
- Look to the Future

STRATEGIC FOCUS AREAS

- SIGNATURE SPACES
- ALL AGES & ALL WAGES
- SOCIAL HEALTH
- 21ST CENTURY BUSINESS HUB
- COMPLETE CONNECTIVITY
- GOVERNMENT EXCELLENCE

STRATEGIC FOCUS AREA:
Signature Spaces

ADDITIONAL DETAILS:
The City will seek to identify creative partnerships to foster the development of signature spaces, in order to provide community with gathering spots, beautify the City, and leverage existing assets to continually drive towards creating memorable experiences for citizens and visitors. Facilitating a community-wide effort to develop these signature spaces encourages community pride and is integral to making Bismarck a preferred destination.

GUIDING PRINCIPLES:
1. The City of Bismarck is not in the position to be the independent developer of all community spaces. Partnerships must be developed to identify, develop, and maintain signature spaces for the community to enjoy.

2. There should be a variety of signature spaces within Bismarck, including areas that are focused on appealing to current citizens, our visitors, corporate partners, and on attracting future investment to the community.

3. Signature spaces should range in scale from spaces focused on just a few individuals to those that cater to the masses.

4. Development of signature spaces should be completed only with a clear understanding of the ongoing ability of the participating partners to maintain the space.

ALIGNING OBJECTIVES | SIGNATURE SPACES

Primary Objectives & Goals		Target Metric	Responsibility
1.1	1.1 Create and facilitate a community partnership program to identify and develop a Signature Space	1 Partnership	Community Development
1	Create call for Proposed Partnership Projects documentation	1 Call for Projects	Community Development
2	Develop selection criteria for Signature Space opportunities	Completed selection criteria	Community Development
3	Coordinate stakeholder groups for each Signature Space opportunity	Stakeholder group coordinated for 1 Call for Projects	Community Development
4	Request and receive Signature Space partnership proposals	Receipt of partnership proposals	Community Development
5	Facilitate a decision on appropriate Signature Space opportunities with appropriate funding and implementation plans	Decision	Administration
1.2	Optimize the utilization of existing public spaces and facilities through enhanced coordination and access	1 Report	Administration
1	Create coordinated public spaces and facilities system	1 system created	Administration
2	Enhance outdoor public recreation alternatives and public access to the Missouri River	2 alternatives decided upon	Community Development
3	Ensure that community trees are managed and maintained appropriately with attention paid to health, age, and species diversity	Tree management plan in place	Public Works - Service Operations
1.3	Increase the use of existing community spaces through additional development and programming	3 Enhancements	Administration
1	Use space optimization gap analysis to determine opportunities for incremental space development and programming	Completion	Administration
2	Prioritize incremental space development and programming	Completion	Administration
3	Facilitate decision on incremental space development and programming according to prioritization annually during budget process	Decision	Administration

Details & Guiding Principles
(used to inform actions and future objectives/goals)

VISION

Bismarck is a preferred destination for people who enjoy living, learning, working, and playing in a city with an enduring community pride. We embrace our rich heritage, economic opportunity, and lifelong learning to cultivate a healthy and sustainable environment fostering opportunity for all.

VALUES

‣ **Act with Integrity**

‣ **Exhibit Community Pride**

‣ **Welcome Diversity**

‣ **Consider the Environmental Impact**

‣ **Look to the Future**

STRATEGIC FOCUS AREAS

SIGNATURE SPACES

ALL AGES & ALL WAGES

SOCIAL HEALTH

21ST CENTURY BUSINESS HUB

COMPLETE CONNECTIVITY

GOVERNMENT EXCELLENCE

STRATEGIC FOCUS AREA:
Signature Spaces

ADDITIONAL DETAILS:

The City will seek to identify creative partnerships to foster the development of signature spaces, in order to provide community with gathering spots, beautify the City, and leverage existing assets to continually drive towards creating memorable experiences for citizens and visitors. Facilitating a community-wide effort to develop these signature spaces encourages community pride and is integral to making Bismarck a preferred destination.

GUIDING PRINCIPLES:

1. The City of Bismarck is not in the position to be the independent developer of all community spaces. Partnerships must be developed to identify, develop, and maintain signature spaces for the community to enjoy.

2. There should be a variety of signature spaces within Bismarck, including areas that are focused on appealing to current citizens, our visitors, corporate partners, and on attracting future investment to the community.

3. Signature spaces should range in scale from spaces focused on just a few individuals to those that cater to the masses.

4. Development of signature spaces should be completed only with a clear understanding of the ongoing ability of the participating partners to maintain the space.

Imagine**Bismarck**
STRATEGIC PLAN

ALIGNING OBJECTIVES | SIGNATURE SPACES

Primary Objectives & Goals		Target Metric	Responsibility
1.1	**Create and facilitate a community partnership program to identify and develop a Signature Space**	**1 Partnership**	**Community Development**
1	Create call for Proposed Partnership Projects documentation	*1 Call for Projects*	*Community Development*
2	Develop selection criteria for Signature Space opportunities	*Completed selection criteria*	*Community Development*
3	Coordinate stakeholder groups for each Signature Space opportunity	*Stakeholder group coordinated for 1 Call for Projects*	*Community Development*
4	Request and receive Signature Space partnership proposals	*Receipt of partnership proposals*	*Community Development*
5	Facilitate a decision on appropriate Signature Space opportunities with appropriate funding and implementation plans	*Decision*	*Administration*
1.2	**Optimize the utilization of existing public spaces and facilities through enhanced coordination and access**	**1 Report**	**Administration**
1	Create coordinated public spaces and facilities system	*1 system created*	*Administration*
2	Enhance outdoor public recreation alternatives and public access to the Missouri River	*2 alternatives decided upon*	*Community Development*
3	Ensure that community trees are managed and maintained appropriately with attention paid to health, age, and species diversity	*Tree management plan in place*	*Public Works - Service Operations*
1.3	**Increase the use of existing community spaces through additional development and programming**	**3 Enhancements**	**Administration**
1	Use space optimization gap analysis to determine opportunities for incremental space development and programming	*Completion*	*Administration*
2	Prioritize incremental space development and programming	*Completion*	*Administration*
3	Facilitate decision on incremental space development and programming according to prioritization annually during budget process	*Decision*	*Administration*

VISION

Bismarck is a preferred destination for people who enjoy living, learning, working, and playing in a city with an enduring community pride. We embrace our rich heritage, economic opportunity, and lifelong learning to cultivate a healthy and sustainable environment fostering opportunity for all.

VALUES

‣ **Act with Integrity**

‣ **Exhibit Community Pride**

‣ **Welcome Diversity**

‣ **Consider the Environmental Impact**

‣ **Look to the Future**

STRATEGIC FOCUS AREAS

SIGNATURE SPACES

ALL AGES & ALL WAGES

SOCIAL HEALTH

21ST CENTURY BUSINESS HUB

COMPLETE CONNECTIVITY

GOVERNMENT EXCELLENCE

STRATEGIC FOCUS AREA:
All Ages & All Wages

ADDITIONAL DETAILS:

The City will ensure that Bismarck is a place where people of all ages and social segments can thrive. Encouraging people of different ages and wages to interact with one another regularly and meaningfully is the core of our community. Supporting this interaction will help to ensure that Bismarck is a preferred place and foster opportunities for all people.

GUIDING PRINCIPLES:

1. Bismarck continues to grow more diverse across all socio-economic criteria, including age, race, income level, and viewpoints. We should embrace and understand this change in order to continually develop community pride among all of our citizens and stakeholders.

2. We must actively connect and engage across the various sectors of the community, always encouraging a continuing conversation among all interested people.

3. While education and training are not in the core services of the City of Bismarck, we will need talented and skilled workers at every age and experience level as well as across a broad spectrum of industries in order to thrive. We should always seek to partner with education and industry to effectively connect people to the marketplace.

4. A complete society requires both productivity and community. We will work alongside established community groups to mutually benefit our citizens while encouraging new community groups by helping them to identify and break down the barriers that can limit their success.

Imagine**Bismarck**
STRATEGIC PLAN

ALIGNING OBJECTIVES | ALL AGES & ALL WAGES

Primary Objectives & Goals		Target Metric	Responsibility
2.1	**Enhance and contribute to programs and activities to connect existing employers and the upcoming workforce**	**1 Program Initiative**	**Administration/ Human Resources**
1	*Establish stakeholder engagement group including public/private educational organizations (secondary & post-secondary), Chamber of Commerce, and interested public and private employers*	*1 Group Established*	*Administration*
2	*Facilitate at least 3 structured meetings with the stakeholder engagement group to identify specific needs and partnerships opportunities*	*3 Meetings Held*	*Administration*
3	*Facilitate a decision on continued city partnership in the program*	*Decision*	*Adminstration/Human Resources*
2.2	**Broaden and expand City of Bismarck relationships with existing intergenerational service groups**	**1 Group Initiated**	**Administration**
1	*Coordinate a meeting with existing community service group representatives to identify existing programs*	*1 Meeting*	*Administration*
2	*Identify a program partner sponsor to lead in leveraging existing programs or to create a new program*	*1 Program Identified*	*Administration*
3	*Jointly develop specific program objectives, goals and needs - including required investment of time, energy, effort, and money for each objective*	*1 Program Plan Completed*	*Administration*
4	*Facilitate a decision on continued city participation or sponsorship of identified program*	*Decision*	*Administration*

VISION

Bismarck is a preferred destination for people who enjoy living, learning, working, and playing in a city with an enduring community pride. We embrace our rich heritage, economic opportunity, and lifelong learning to cultivate a healthy and sustainable environment fostering opportunity for all.

VALUES

‣ **Act with Integrity**

‣ **Exhibit Community Pride**

‣ **Welcome Diversity**

‣ **Consider the Environmental Impact**

‣ **Look to the Future**

STRATEGIC FOCUS AREAS

SIGNATURE SPACES

ALL AGES & ALL WAGES

SOCIAL HEALTH

21ST CENTURY BUSINESS HUB

COMPLETE CONNECTIVITY

GOVERNMENT EXCELLENCE

STRATEGIC FOCUS AREA:
Social Health

ADDITIONAL DETAILS:

The City will work with partners to generate meaningful momentum in addressing social health issues around homelessness, mental health, and substance abuse. While these are not social concerns that can be solved entirely, the City can lead in having a substantial impact on people's lives. Generating momentum on these issues helps to create a community where all people can enjoy living and helps to foster opportunity for all.

GUIDING PRINCIPLES:

1. Quality of life begins with security of basic needs for all people. As an organization that exists to better the quality of life for our citizens, the City of Bismarck will be involved in addressing the most pressing social issues in the community.

2. Effective continuum of care is key to making progress on these important social issues. The City of Bismarck can provide a unique and coordinated perspective to drive progress toward addressing social health.

3. A part of exhibiting community pride is the hope that all people want to help themselves and others. We will look to assist people to overcome immediate obstacles in order to help them establish their own long-term quality of life.

ALIGNING OBJECTIVES | SOCIAL HEALTH

Primary Objectives & Goals		Target Metric	Responsibility
3.1	Finalize a community solution for intoxication management that leverages regional support	Solution documented and implemented	Public Health/Police
3.2	Facilitate a clear consensus on the appropriate level of local government in the community to approach these issues	Completion	Administration
1	Adopt and execute BBPH Strategic Plan	Completion	Public Health
2	Partner with existing community agencies to develop a consistent approach to coordinated care of impacted individuals	2 Partnerships Formalized	Public Health/Police
3	Leverage the work of the Burleigh-Morton Health Coalition	Completion	Public Health/Police
3.3	Launch a collective impact initiative around one social issue	1 Initiative	Public Health/Police
3.4	Create an environment supportive of mental health and reduce the stigma of mental health in our community	Completion	Public Health

DRAFT

VISION

Bismarck is a preferred destination for people who enjoy living, learning, working, and playing in a city with an enduring community pride. We embrace our rich heritage, economic opportunity, and lifelong learning to cultivate a healthy and sustainable environment fostering opportunity for all.

VALUES

- ‣ **Act with Integrity**
- ‣ **Exhibit Community Pride**
- ‣ **Welcome Diversity**
- ‣ **Consider the Environmental Impact**
- ‣ **Look to the Future**

STRATEGIC FOCUS AREAS

SIGNATURE SPACES

ALL AGES & ALL WAGES

SOCIAL HEALTH

21ST CENTURY BUSINESS HUB

COMPLETE CONNECTIVITY

GOVERNMENT EXCELLENCE

STRATEGIC FOCUS AREA: 21st Century Business Hub

ADDITIONAL DETAILS:

The City will identify and embrace emerging business trends to develop continued economic opportunity and will promote an environment for people to live, learn and work.

GUIDING PRINCIPLES:

1. The City of Bismarck will continually seek to identify business and industry trends with active participation with the current business community.

2. Recruiting top talent is as much about being a community of choice as it is about any particular job opportunity for most people. While the City of Bismarck's ability to impact the business marketplace is limited, our ability to affect the quality of life is enormous, and we will intentionally guide decisions towards outcomes that are attractive to the workforce.

3. As a governmental institution, the City's role in job creation is somewhat limited to being a facilitator. Many actions that we take could impact job creation either positively or negatively.

Imagine **Bismarck**
S T R A T E G I C   P L A N

ALIGNING OBJECTIVES | 21ST CENTURY BUSINESS HUB

Primary Objectives & Goals		Target Metric	Responsibility
4.1	**Assist and support job creation and attraction programs for targeted industries**	**2 Initiatives**	**Administration**
1	Identify target industry clusters	2 Clusters identified	Administration
2	Develop SWOT analysis of existing conditions for each target industry cluster	Completion of SWOT analysis	Administration
3	Invite potential education and business partners as stakeholders to target industries	1 Meeting with each stakeholder group	Administration
4	Maintain a clear view of, and remain prepared to leverage opportunities around the Unmanned Aerial Vehicle (UAV) industry at all times	Annual Assessment	Administration/Airport
4.2	**Support methods to strategically recruit and retain top talent**	**3 Methods**	**Administration/ Human Resources**
1	Endorse methods to prepare and keep young people in Bismarck for their careers	3 Alternatives identified	Administration
2	Develop airport brochure and cover letter to connect top employers describing benefits of the airport for recruitment efforts	20 brochures/letters delivered	Administration/Airport
4.3	**Creatively market existing and new strategic incentives to broaden awareness of process and availability**	**2 Marketing Packages**	**Administration**

DRAFT

VISION

Bismarck is a preferred destination for people who enjoy living, learning, working, and playing in a city with an enduring community pride. We embrace our rich heritage, economic opportunity, and lifelong learning to cultivate a healthy and sustainable environment fostering opportunity for all.

VALUES

‣ **Act with Integrity**

‣ **Exhibit Community Pride**

‣ **Welcome Diversity**

‣ **Consider the Environmental Impact**

‣ **Look to the Future**

STRATEGIC FOCUS AREAS

SIGNATURE SPACES

ALL AGES & ALL WAGES

SOCIAL HEALTH

21ST CENTURY BUSINESS HUB

COMPLETE CONNECTIVITY

GOVERNMENT EXCELLENCE

STRATEGIC FOCUS AREA:
Complete Connectivity

ADDITIONAL DETAILS:

Every City is primarily a network of people, infrastructure, and opportunities. Bismarck will develop effective and efficient connectivity in its transportation and utility systems, communication methods, neighborhoods, businesses to strengthen Bismarck's enduring sense of community pride, economic opportunities, and cultivate a healthy and sustainable environment.

GUIDING PRINCIPLES:

1. Cities face an ever-increasing risk of being places where people live near one another, but without the mutual dependence of community. The City of Bismarck will remain cognizant of how actions and policies play a crucial role in either helping or hindering the building of true community.

2. The City can do very little to make connections between individuals, but we can create opportunities for those connections to take place in our neighborhoods, our organizations, and across the entire community.

DRAFT

Primary Objectives & Goals		Target Metric	Responsibility
5.1	Enhance a vibrant local arts community	Goal completion	Administration/ Community Development/ Library
1	Develop and adopt a comprehensive public arts policy	Policy approval	Admin/Com Dev/ Library
2	Develop additional opportunities for community-based music and performing arts	2 additional events	Admin/Event Center
5.2	Strengthen collaboration with partners, stakeholders, the development community, and the public to understand and cost effectively maximize quality of life and the long-term value of properties in the community.	Goal Completion	Community Development
1	Develop strategies to ensure orderly growth and development of the community	3 specific strategies documented	Community Development
2	Require walkability as a design component in new non-industrial developments	Requirement approved and codified	Community Development
3	Prepare and administer a transition from the use of special assessments to the use of fixed fees/ alternative financing methods for maintenance and development of public infrastructure as available under law	Transition completed	Engineering/Finance
4	Pursue opportunities for partnerships with key community agencies (details in Appendix A)	5 partnerships identified	Community Development
5	Update, seek opportunities to combine, and implement key plans (details in Appendix A)	Average percentage of plan implementation	Community Development
5.3	The City of Bismarck will take the lead to improve the efficacy of the IGC (Intergovernmental Committee).	Goal Completion	Administration
1	Lead a strategic regionalization group to identify and help implement efficiency and effectiveness gains	1 Group Facilitated	Administration
5.4	Prioritize and begin implementation of Phase 1 of the 1/2 cent sales tax projects identified in the 2018 City Ballot Measure #1	Phase 1 Plan Approved & Executed	Engineering
5.5	Grow the Bismarck Veterans Memorial Public Library's capacity as the community's hub of lifelong learning and cultural/arts programming	Assessment of capacity	Library
1-4	See additional goal details in Appendix A		

VISION

Bismarck is a preferred destination for people who enjoy living, learning, working, and playing in a city with an enduring community pride. We embrace our rich heritage, economic opportunity, and lifelong learning to cultivate a healthy and sustainable environment fostering opportunity for all.

VALUES

‣ **Act with Integrity**

‣ **Exhibit Community Pride**

‣ **Welcome Diversity**

‣ **Consider the Environmental Impact**

‣ **Look to the Future**

STRATEGIC FOCUS AREAS

SIGNATURE SPACES

ALL AGES & ALL WAGES

SOCIAL HEALTH

21ST CENTURY BUSINESS HUB

COMPLETE CONNECTIVITY

GOVERNMENT EXCELLENCE

STRATEGIC FOCUS AREA:
Government Excellence

ADDITIONAL DETAILS:
Bismarck is a community, and it is also a large and complex business organization. The City of Bismarck will continually improve its delivery of effective and efficient services, always operating as a steward of the resources the community has entrusted to it.

GUIDING PRINCIPLES:

1. The City of Bismarck organization's mission is to provide high-quality public services in partnership with our community to enhance our quality of life.

2. The City will continually seek to fully comprehend and take into account the life-cycle cost of its programs, services, assets, and infrastructure.

3. Ideally, the known long-term maintenance costs of existing programs, services, assets, and infrastructure will be appropriately funded prior to the use of resources for new programs, services, assets, and infrastructure.

ALIGNING OBJECTIVES | GOVERNMENT EXCELLENCE

Immediate Objectives & Goals		Target Metric	Responsibility
6.1	**Leverage the use of advanced technology in the field, back office, and in customer-facing uses to maximize the efficiency and effectiveness of public services.**	**Goal Completion**	**Finance**
1	*Complete SWOT analysis and risk mitigation steps for mission-critical IT systems in each department*	*Completed for all Departments*	*Finance*
2	*Create collaborative operating department/IT business plans for significant technology requests to identify and document expected efficiency and/or effectiveness gains*	*2 IT Business plans completed*	*Finance*
3	*Implement equipment and asset management software solution(s) to better understand, monitor, and control costs*	*Software operational*	*Finance*
4	*Identify cost, benefits, and potential alternatives for developing a city-wide communications backbone to aide in providing services*	*Recommendation completed*	*Finance*
6.2	**Enhance public safety through proactive measures across the organization.**	**Goal Completion**	**Multiple**
1	*Continually decrease the five-year average number of traffic fatalities within Bismarck.*	*Less than 4.6*	*Engineering/Police/City Attorney*
2	*Maintain 100% compliance with testing and reporting requirements*	*100% Compliance*	*Public Works Service Operations*
3-6	*See additional goal details in Appendix A*		*Various*
6.3	**Ensure that the community maximizes its investment in assets through a rigorous set of maintenance programs**	**Goal Completion**	**Public Works Service Operations**
1	*Define and document expected levels of service for "primary definable services" to be delivered and maintained*	*20 Service Levels Defined*	*Public Works Service Operations*
2	*Provide efficient and effective solid waste and recycling operations*	*Sub-goal completion*	*Public Works Service Operations*
3-11	*See additional goal details in Appendix A*		*Various*
6.4	**Retain and recruit a highly qualified public service workforce**		**Human Resources**
1	*Provide a clear path for employee accountability, success and advancement*	*See Appendix A*	*Human Resources*
2-3	*See additional goal details in Appendix A*		*Various*
6.5	**Enhance public trust and engagement through transparency of operations**		**Administration**
1	*Develop actionable alternatives to provide a comprehensive customer relationship system*	*See Appendix A*	*Public Works Service Operations*
2-5	*See additional goal details in Appendix A*		*Various*

Appendix A
Detailed Listing of All Aligned Goals & Objectives by Strategic Focus Area

23

GOALS

CITY OF BISMARCK, ND PLAN
SIGNATURE SPACES

Goal
1.1 Create and facilitate a community partnership program to identify and develop one Signature Space by 31st Dec 2023
→ **1.1.3 Coordinate stakeholder groups for each Signature Space opportunity by 31st Dec 2023**
→ **1.1.2 Develop selection criteria for Signature Space opportunities by 31st Dec 2023**
→ **a. Develop draft selection matrix criteria by 31st Dec 2023**
→ **b. Test draft selection criteria against fictional projects by 31st Dec 2023**
→ **c. Present draft selection criteria to City Commission for review and approval by 31st Dec 2023**
→ **1.1.4 Request and receive Signature Space partnership proposals by 31st Dec 2023**
→ **1.1.5 Facilitate decision on appropriate Signature Space opportunities with appropriate funding and implementation plan by 31st Dec 2023**
→ **1.1.1 Create call for Proposed Partnership Projects documentation by 31st Dec 2023**
→ **c. Document the types of projects that will be considered by 31st Dec 2023**
→ **a. Document the meaning of a "Signature Space" by 31st Dec 2023**
→ **b. Develop reasonable, yet aggressive, timeline for groups to put proposals together by 31st Dec 2023**
1.2 Optimize the utilization of existing public spaces and facilities through enhanced coordination and access by 31st Dec 2023
→ **1.2.2 Enhance outdoor public recreation alternatives and public access to the Missouri River by 31st Dec 2023**
→ **1.2.1 Create coordinated public spaces and facilities system by 31st Dec 2023**
→ **b. Document gap between current needs and uses through user/owner surveys by 31st Dec 2023**
→ **c. Produce and advertise online catalog of joint use facilities including contact information by 31st Dec 2023**
→ **a. Inventory existing joint use public spaces by type, location, potential uses, capacity, controlling organization, costs, and technical capability by 31st Dec 2023**
→ **1.2.3 Ensure that community trees are managed and maintained appropriately with attention paid to health, age, and species diversity by 31st Dec 2023**
1.3 Increase the use of existing community spaces through additional development and programming by 31st Dec 2023
→ **1.3.1 Use space optimization gap analysis to determine opportunities for incremental space development and programming by 31st Dec 2023**
→ **1.3.2 Prioritize incremental space development and programming by 31st Dec 2023**
→ **1.3.3 Facilitate decision on incremental space development and programming according to prioritization annually during budget process by 31st Dec 2023**

19

GOALS

CITY OF BISMARCK, ND PLAN

ALL AGES & ALL WAGES

Goal
2.1 Enhance and contribute to programs and activities to connect existing employers and the upcoming workforce by 31st Dec 2023
2.1.1 Establish a stakeholder engagement group including public/private educational organizations (secondary and post secondary), Chamber of Commerce and interested public/private employers by 31st Dec 2023
2.1.2 Facilitate at least three structured meetings with the stakeholder engagement group to identify specific needs and partnership opportunities: 3 meeting(s) by 31st Dec 2023
2.1.3 Facilitate decision on continued city participation in the program by 31st Dec 2023
2.2 Broaden and expand City of Bismarck relationships with existing intergenerational service groups by 31st Dec 2023
2.2.1 Coordinate a meeting with existing community service group representatives (Rotary/Lions/Kiwanis/Religious/Student Council, etc) to identify existing programs with a purpose to link generations by 31st Dec 2023
2.2.2 Identify a program partner sponsor to lead in leveraging existing programs or to create a new program by 31st Dec 2023
2.2.3 Jointly develop specific program objectives, goals and needs - including required investment of time, energy, effort, and money for each objective by 31st Dec 2023
2.2.4 Facilitate decision on continued city participation or sponsorship of identified program by 31st Dec 2023
BBPH Conduct outreach and educational activities to promote access to quality, affordable health care opportunities by 31st Dec 2021
Enhance BBPH's client knowledge of affordable health care coverage options. by 31st Dec 2019
Provide uninsured and underinsured Ryan White and Women's Way Clients with marketplace open enrollment and Medicaid Expansion information by 31st Dec 2019
Increase vaccination rates of uninsured and underinsured individuals through community outreach and marketing campaigns: 20% by 31st Dec 2019
Educate Bismarck-Burleigh residents on immunization services offered by BBPH by 31st Dec 2021
BBPH Improve the health of vulnerable populations in Bismarck and Burleigh County by 31st Dec 2021
BBPH Retain clients' ability to remain in their own homes with access to community health services by 31st Dec 2021
BBPH Increase Knowledge, Behavior, Status (KBS) score greater than or equal to 3 (basic knowledge) for 10% of health maintenance clients, a measure of client's ability to remain in their home: 10% by 31st Dec 2021
BBPH Cultivate the relationship with AARP to promote health and wellness of the aging population in Bismarck and Burleigh County by 31st Dec 2021
BBPH Collaborate with AARP to host a community activity addressing the health and wellness issues of the aging population in Bismarck and Burleigh County: 1 unit(s) by 31st Dec 2021

18

GOALS

CITY OF BISMARCK, ND PLAN

SOCIAL HEALTH

Goal
3.1 Finalize a community solution for intoxication management that leverages regional support by 31st Dec 2023
3.2 Facilitate a clear consensus on the appropriate level of local government in the community to approach these issues by 31st Dec 2023
3.2.1 Partner with existing community agencies to develop a consistent approach to coordinated care of impacted individuals by 31st Dec 2023
3.2.2 Leverage the work of the Burleigh-Morton Behavioral Health Coalition by 31st Dec 2023
3.3 Launch a collective impact initiative around one social issue by 31st Dec 2023
BBPH Conduct outreach and educational activities to reduce substance use disorder by 31st Dec 2023
Educate community members about substance abuse disorders by 31st Dec 2023
Launch a minimum of one public education campaign to inform the community of prescription drug/opioid abuse: 1 unit(s) by 31st Dec 2021
Reduce the rate of self-reported binge drinking on the Community Health Needs Assessment: 42% to 32% by 31st Dec 2021
Reduce youth electronic smoking device use: 20.6% to 15.6% by 31st Dec 2019
Host a minimum of one community educational event regarding substance use disorders impacting our local community: 1 unit(s) by 1st Jan 2022
BBPH Mobilize community partnerships to facilitate positive change for behavioral health and substance abuse issues in our community by 31st Dec 2023
Create an environment supportive of mental health and reduce the stigma of mental health in our community by 31st Dec 2023
Host a "Community Conversation" to raise awareness about mental health in our community: 1 meeting(s) by 31st Dec 2019
Educate the general public on mental health through promotion of national mental health awareness observance dates: 3 unit(s) by 31st Dec 2019
Finalize a community solution for intoxication management for the Burleigh-Morton area by 31st Dec 2019
Develop one community resource for vulnerable adult behavioral health referral sources: 1 unit(s) by 31st Dec 2019
3.4 Create an environment supportive of mental health and reduce the stigma of mental health in our community by 31st Dec 2023

ImagineBismarck
STRATEGIC PLAN

9

GOALS

CITY OF BISMARCK, ND PLAN

21ST CENTURY BUSINESS HUB

Goal
4.1 Assist and support job creation and attraction programs for targeted industries by 31st Dec 2023
→ **4.1.1 Identify target industry clusters by 31st Dec 2019**
→ **4.1.2 Develop SWOT analysis of existing conditions for each target industry cluster by 31st Dec 2019**
→ **4.1.3 Invite potential education and business partners as stakeholders to target industries by 31st Dec 2019**
→ **4.1.4 Maintain a clear view of, and remain prepared to leverage opportunities around the Unmanned Aerial Vehicle (UAV) industry at all times by 31st Dec 2019**
4.2 Support methods to strategically recruit and retain top talent by 31st Dec 2023
→ **4.2.1 Endorse methods to prepare and keep young people in Bismarck for their careers by 31st Dec 2023**
→ **4.2.2 Develop airport brochure and cover letter to connect top employers describing benefits of the airport for recruitment efforts: 20 unit(s) by 31st Dec 2023**
4.3 Creatively market existing and new strategic incentives to broaden awareness of process and availability: 2 unit(s) by 31st Dec 2023

<div align="center">

28

GOALS

</div>

CITY OF BISMARCK, ND PLAN
COMPLETE CONNECTIVITY

Goal
5.3 Lead the effort to improve the efficacy of the IGC (Intergovernmental Committee) by 31st Dec 2023
→ **5.3.1 Lead a strategic regionalization group to identify and help implement efficiency and effectiveness gains by 31st Dec 2023**
5.1 Enhance a vibrant local arts community by 31st Dec 2023
→ **5.1.1 Develop and adopt a comprehensive public arts policy by 31st Dec 2023**
→ **a. Identify policy development method (internal/external) by 31st Dec 2019**
→ **b. Develop public arts policy stakeholder group by 31st Dec 2019**
→ **c. Complete proposed comprehensive public arts policy, including funding structure, selection process, prioritized locations, and organizational roles by 31st Dec 2019**
→ **d. Facilitate decision on comprehensive public arts policy by 31st Dec 2019**
→ **5.1.2 Develop additional opportunities for community-based music and performing arts by 31st Dec 2023**
→ **a. Engage the performing arts community as a subset of Public Arts Policy group to understand and document gaps between existing performing arts capacity and available festivals/venues by 31st Dec 2019**
→ **b. Facilitate a day-long performing arts "charrette" including state, regional, local, and educational performing arts programs to develop and prioritize alternative solutions to the identified gaps by 31st Dec 2019**
→ **c. Facilitate decision on the nature of future city involvement in funding, operating, or advancing proposed solutions by 31st Dec 2019**
5.2 Strengthen collaboration with partners, stakeholders, the development community, and the public to understand and cost effectively maximize quality of life and the long-term value of properties in the community by 31st Dec 2023
→ **5.2.2 Require walkability as a design component in new non-industrial developments by 31st Dec 2023**
→ **5.2.1 Develop strategies to ensure orderly growth and development of the community: 3strategies by 31st Dec 2023**
→ **5.2.1.1 Identify and pursue ordinance, policy, and program modifications to support infill and redevelopment opportunities by 31st Dec 2019**
→ **5.2.1.2 Develop infill property database including owner/broker contact information and basic property details by 31st Dec 2019**
→ **5.2.1.3 Publish and maintain online portal highlighting infill development opportunities by 31st Dec 2019**
→ **5.2.1.4 Understand existing and projected housing needs and expectations and pursue ordinance, policy, or program changes to support the identified needs by 31st Dec 2023**
→ **5.2.3 Prepare and administer a transition from the use of special assessments to the use of fixed fees/alternative financing methods for maintenance and development of public infrastructure as available under law by 31st Dec 2023**
→ **5.2.4 Pursue opportunities for partnerships with agencies associated with housing, health, education, recreation, and economic development to collaboratively develop shared plans, goals, and objectives, ensuring key organizations in the community will be working...: 5 partnerships by 31st Dec 2023**
→ **5.2.5 Update, seek opportunities to combine, and implement key plans in the community such as, but not limited to, the Comprehensive/Policy Plan, the Growth Management Plan, the Infill and Redevelopment Plan, and the Long-Range Transportation Plan by 31st Dec 2023**
5.4 Prioritize and begin implementation of Phase 1 of the 1/2 cent sales tax projects identified in the 2018 City Ballot Measure #1 by 31st Dec 2023

5.5 Grow the Bismarck Veterans Memorial Public Library's capacity as the community's hub of lifelong learning and cultural/arts programming by 31st Dec 2023

→ **5.5.1 Develop and implement a public survey to receive feedback on library services: 1 unit(s) by 31st Dec 2023**

→ **5.5.2 Identify additional partnerships to increase program offerings: 3 partnerships by 31st Dec 2023**

→ **5.5.3 Work with the City of Bismarck on the feasibility of becoming a "fines free" library to reduce barriers to library service by 31st Dec 2023**

→ **5.5.4 Dtermine adequacy of staffing levels and request additional positions as deemed necessary and feasible by 31st Dec 2023**

45
GOALS

CITY OF BISMARCK, ND PLAN
GOVERNMENT EXCELLENCE

Goal
6.1 Leverage the use of advanced technology in the field, back-office, and in customer-facing uses to maximize the efficiency and effectiveness of public services by 31st Dec 2023

→ 6.1.1 Complete SWOT analysis and risk mitigation steps for mission-critical IT systems in each department by 31st Dec 2023

→ 6.1.2 Create collaborative operating department/IT business plans for significant technology requests to identify and document expected efficiency and/or effectiveness gains by 31st Dec 2023

→ b. Prepare a business plan template covering the areas that should be researched and reported on as part of each business plan by 31st Dec 2023

→ a. Determine what constitutes a significant IT purchase taking into account both overall cost and operation implications by 31st Dec 2023

→ 6.1.3 Implement equipment and asset management software solution(s) to better understand, monitor, and control costs by 31st Dec 2023

→ 6.1.4 Identify cost, benefits, and potential alternatives for developing a city-wide communications backbone to aide in providing services by 31st Dec 2023

→ 6.5.2 Develop and complete community-wide property reappraisals at least every six years by 31st Dec 2023

6.3 Ensure that the community maximizes its investment in assets through rigorous maintenance and efficiency programs and by 31st Dec 2023

→ 6.3.3 Develop and implement an equipment replacement plan, including appropriate funding sources by 31st Dec 2023

→ 6.3.1 Define and document expected levels of service for "primary definable services" to be delivered and maintained: 20 unit(s) by 31st Dec 2023

→ a. Identify primary definable services for each maintenance-focused department at PWSO: 20 by 31st Dec 2023

→ b. Prepare current state assessment of primary definable services to establish baseline at PWSO: 20 unit(s) by 31st Dec 2023

→ c. Document and approve desired outcome level of service for each primary definable service type at PWSO by 31st Dec 2023

→ 6.3.2 Provide efficient and effective solid waste and recycling operations by 31st Dec 2023

→ a. Develop an actionable plan to capture and use methane from landfill facilities for energy purposes by 31st Dec 2023

→ 6.2.1 Research and develop data-based understanding of the minimum level of methane production to be economically viable by 31st Dec 2019

→ 6.2.2 Develop understanding regarding the most efficient and effective methods to prepare current and/or future fleet to be powered by methane by 31st Dec 2019

→ b. Make current recycling program more effective and efficient by 31st Dec 2023

→ Decrease recycling product contamination through education and communication by 31st Dec 2019

→ c. Prepare specific plan to expand landfill operations to account for Bismarck's needs for the next century by 31st Dec 2023

→ 6.3.4 Identify gaps in maintenance and technical training and develop an actionable plan to close the knowledge gap by 31st Dec 2023

→ 6.3.5 Identify and mitigate at least three primary existing threats to internal data security by 31st Dec 2023

→ 6.3.6 Replace cast iron water pipe: 11.25 mile(s) by 31st Dec 2023

→ 6.3.7 Coordinate underground and surface utility construction projects by 31st Dec 2023

→ 6.3.8 Complete water treatment plant system evaluations each year: 5 by 31st Dec 2023

→ 6.3.9 Complete all wastewater treatment and collection system masterplan priorities that are identified as necessary by 31st Dec 2023

→ **6.3.10 Eliminate sources of industrial wastewater not in compliance with Industrial Pretreatment Program 0 by 31st Dec 2023**

→ **6.3.11 Meet all Municipal Separate Storm Sewer System (MS4) inspection requirements: 100% to 100% by 31st Dec 2023**

6.4 Retain and recruit a highly qualified public service workforce by 31st Dec 2023

→ **6.4.1 Provide a clear path for employee accountability, success, and advancement through structured performance evaluation by 31st Dec 2023**

→ **6.4.2 Enhance the BEAT program by at least 3 additional elements to maximize employee wellness by 31st Dec 2023**

6.5 Enhance public trust and engagement through transparency of operations by 31st Dec 2023

→ **6.5.2 Develop and complete community-wide property reappraisals at least every six years by 31st Dec 2023**

→ **6.5.1 Develop actionable alternatives to provide a comprehensive customer relationship system (Assetworks) by 31st Dec 2023**

→ **6.5.3 Start an internal communications learning group to hone the communication skills of public-facing employees by 31st Dec 2023**

→ **6.5.4 Enhance public outreach component of CenCom for purpose of educating citizens on how best to access public safety services by 31st Dec 2023**

→ **6.5.5 Enhance Utility Billing system through identifiable improvements: 5 unit(s) by 31st Dec 2023**

6.2 Enhance public safety through proactive measures across the organization by 31st Dec 2023

→ **6.2.1 Continually decrease the five-year average number of traffic fatalities within Bismarck 4.6 people to 0 people by 31st Dec 2023**

→ **6.2.2 Maintain 100% compliance with testing and reporting requirements by 31st Dec 2023**

→ **6.2.3 Reduce average age of water within the system by 31st Dec 2023**

→ **6.2.4 Maintain existing fire protection and fire flow ISO ratings by 31st Dec 2023**

→ **6.2.5 Reduce the average annual number of preventable sewer backups by 31st Dec 2023**

→ **6.2.6 Maintain compliance with effluent release regulations and requirements: 100% to 100% by 31st Dec 2023**