

City of Shawnee Strategic Plan

2017-2022



Adopted by the Shawnee City Commission
June 5, 2017
Resolution #6542



City of Shawnee Strategic Plan 2017-2022

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City of Shawnee

Strategic Plan

2017-2022

Introduction

This Plan is guided by a central **Mission**, **Vision** and set of **Values** that speak to a desired future for the community. It is built on maximizing existing strengths and embracing opportunities to improve the quality of life for Shawnee citizens. This Plan is designed to be clear, pragmatic and accessible. It includes timelines, measures for success, and financial information critical to successful implementation. The Shawnee Strategic Plan, as adopted by the Shawnee City Commission shall be a guiding document for the next five years.

Process

The preparation and adoption of this Strategic Plan is an important undertaking. The endeavor was designed to correspond closely with the City's annual budget process and was discussed in greater detail at a City Commission Retreat held on January 6, 2017. The City Commission voted to establish a Strategic Planning Subcommittee comprised of Mayor Richard Finley, Vice-Mayor James Harrod and Commissioner Lesa Shaw on January 17, 2017.

This process was guided heavily by a forecast of City needs over the next five years. Public involvement was critical to ensure the direction of the City is reflective of public desires and concerns. Accordingly, the City conducted its first ever comprehensive community survey that was distributed to 2,200 households in late-2016 and hosted a series of public meetings (held May 2, 9, 19, 23). The City contracted with the National Research Center, a firm that specializes in community surveys for governmental entities. A Community Livability Report (Exhibit 1, Figure 1) was generated that provides the opinions of a scientifically-valid sample of 420 residents of the City of Shawnee.

In summary, the results illustrate the following:

Strengths to Build On	Areas to Improve
<ul style="list-style-type: none">• High citizen participation• Overall direction of the City• Strong support for capital needs identified in this Plan• High rated services: Fire, Police, others• Sense of community• Support for downtown efforts• Economic characteristics/development• Quality of life improvements	<ul style="list-style-type: none">• Recreation and wellness programs• Customer service enhancements• Street and sidewalk maintenance• Honest and transparent government• Crime prevention, safety• Sidewalks and public transportation• Place to raise children• Overall image and reputation, pride, cleanliness

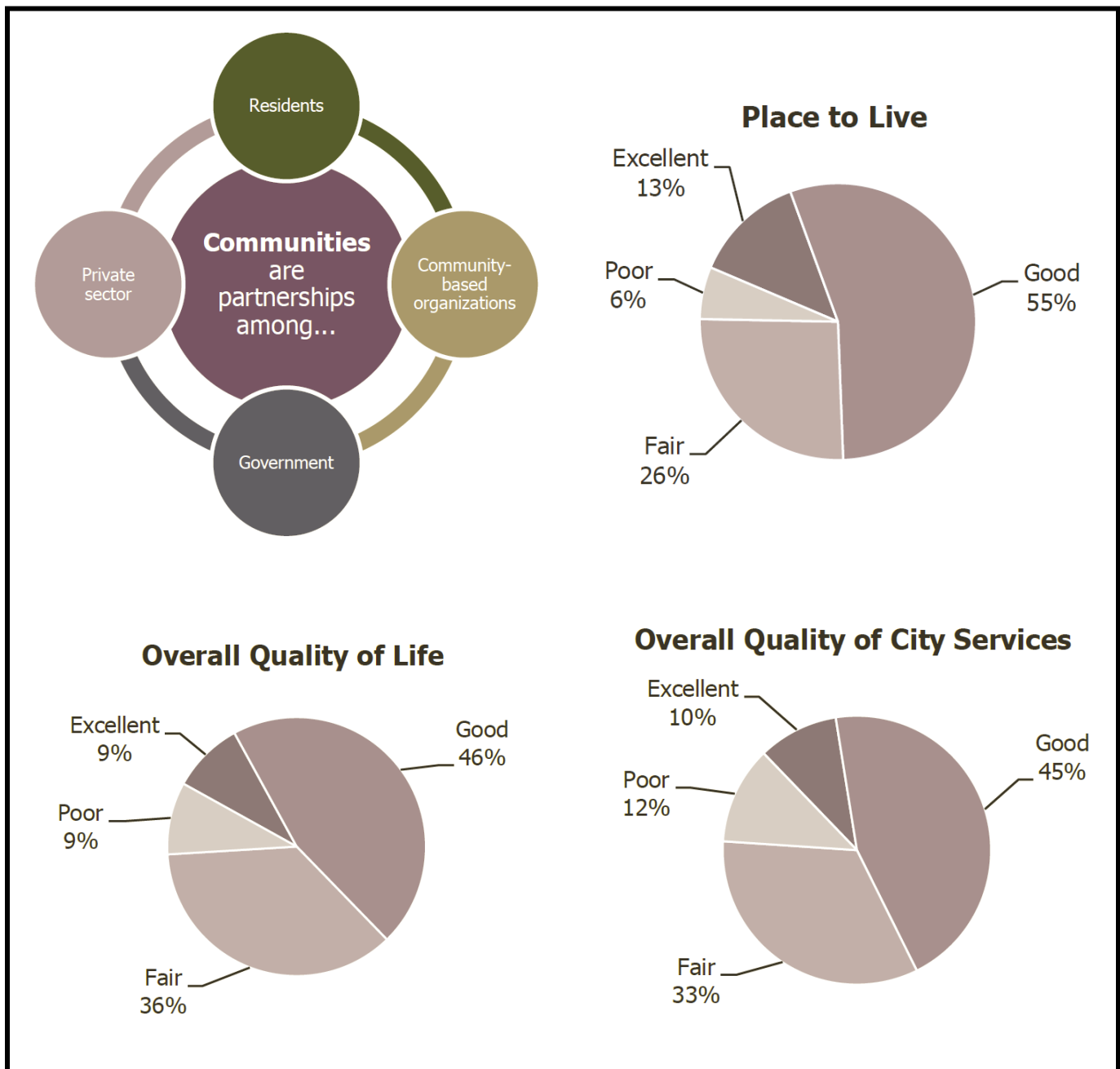


Figure 1: Excerpts from the Shawnee Community Livability Report, 2016 (Exhibit 1)

Mission

Serve the community, strive for progress and support and improve the quality of life

Serve – Strive – Improve

The City’s mission statement speaks to core of why the municipality exists and who it serves. Figure 2 illustrates how the City’s Mission, Vision and Values work in tandem to support this Plan:

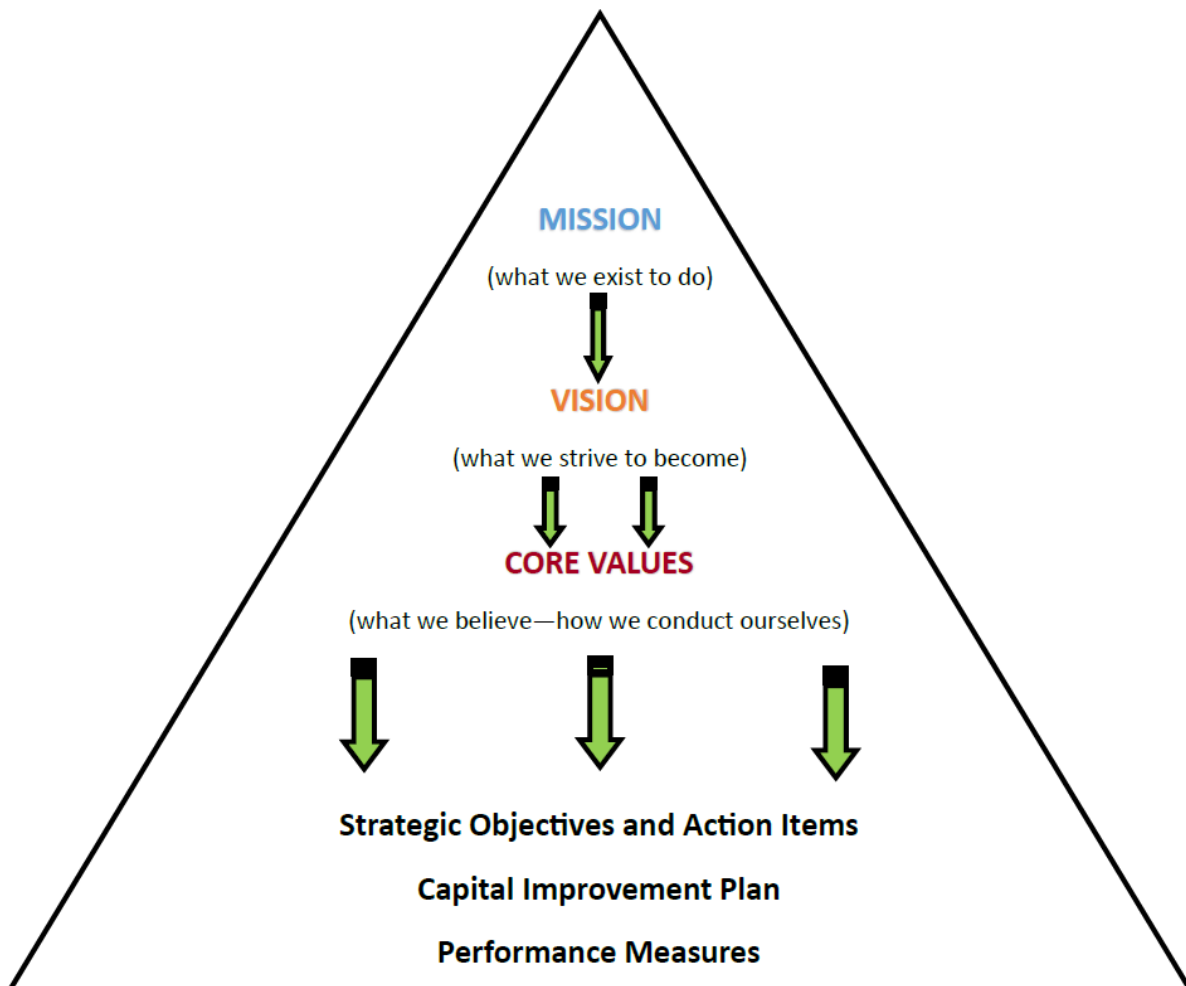


Figure 2: Strategic Planning Process

Vision 2022

Shawnee features small town values and charm with big city amenities and is the center of commerce, education, and culture for Pottawatomie County and the surrounding area. Shawnee is a place of family and community with optimism for the future. Shawnee is on a path of continuous improvement that will result in a more prosperous, healthier, attractive, and connected community. Shawnee collaborates with all governments and organizations and strives to be a trusted and transparent partner.

Core Values

- A. Transparency.** The principles of integrity, accountability and openness will guide the City and help to increase and promote levels of trust between the City and its citizenry.
- B. Collaboration.** The City actively seeks collaboration with local, Tribal, State and Federal partners along with many other organizations to advance the community.
- C. Pride.** The City takes pride in its work and helps to foster greater civic pride, remembering that our collective actions help to form a greater sense of community.
- D. Wellness.** The City supports a broad range of wellness initiatives to address community livability and promote a high quality of life.
- E. Fiscal Responsibility.** The City will remain a good steward of taxpayer funds, fostering transparency and best practices through strong accounting and fiscal management policy.
- F. Customer Service.** City employees shall be problem solvers and have the following characteristics: professional, dependable, empathetic, ethical in their work, and be fully committed to supporting the mission, vision, and core values of the City.
- G. Continual Progress.** The City strives to make incremental progress, improving and implementing long-range plans and addressing immediate issues in a prudent and resourceful way that uses data and performance measures to monitor progress and evaluate success.
- H. Strategic Focus.** The City is a place where comprehensive and strategic planning is ongoing and where plans are devised with stakeholder input, including implementation plans that are feasible.
- I. Safety.** Shawnee aspires to be a safe community where all citizens feel secure in their neighborhoods and places of work, leisure, business and worship.

Strategic Themes and Objectives

The core areas of emphasis noted below (Figure 3) were established to be central themes that summarize the strategic direction of the City. It is these pivotal items that will guide the City's efforts and infrastructure improvements over the next five years. These six central themes are what the City will focus on to achieve its Mission and Vision and the Strategic Objectives provide clear operational milestones.



Shawnee Splash Aquatic Center

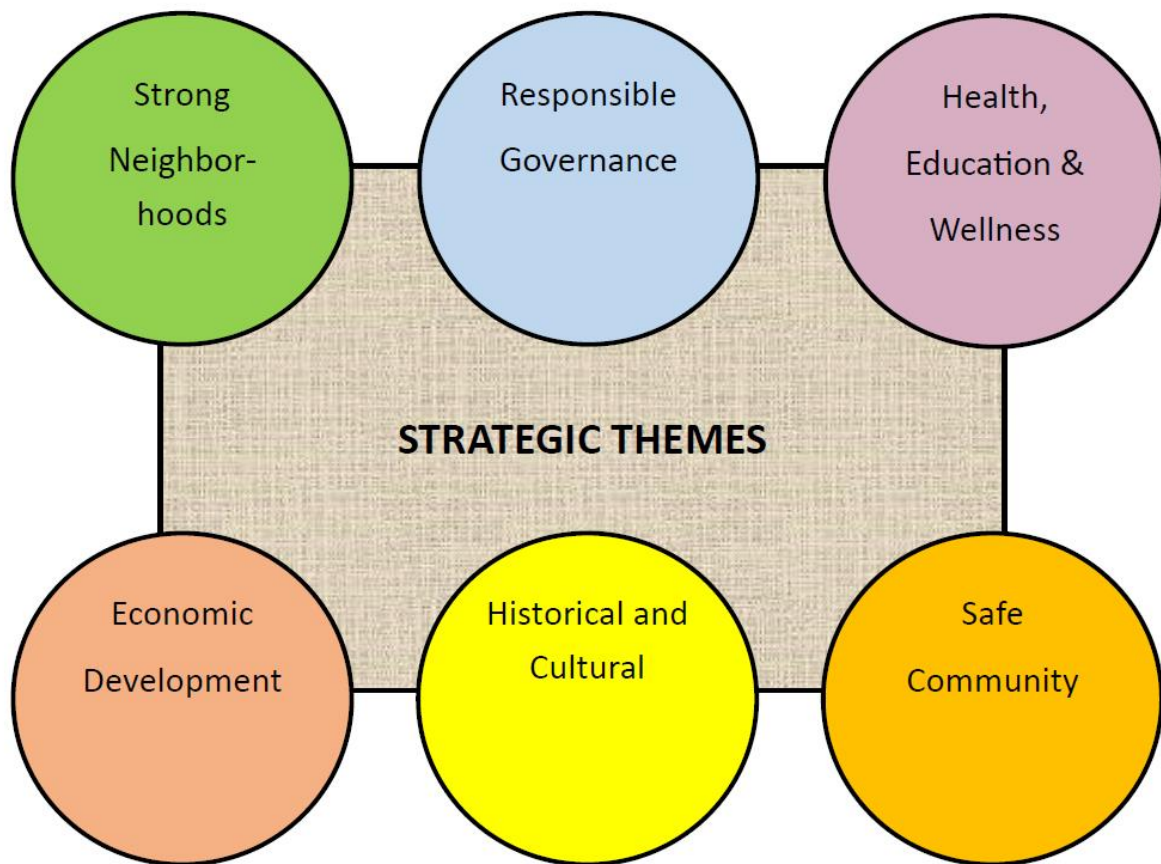
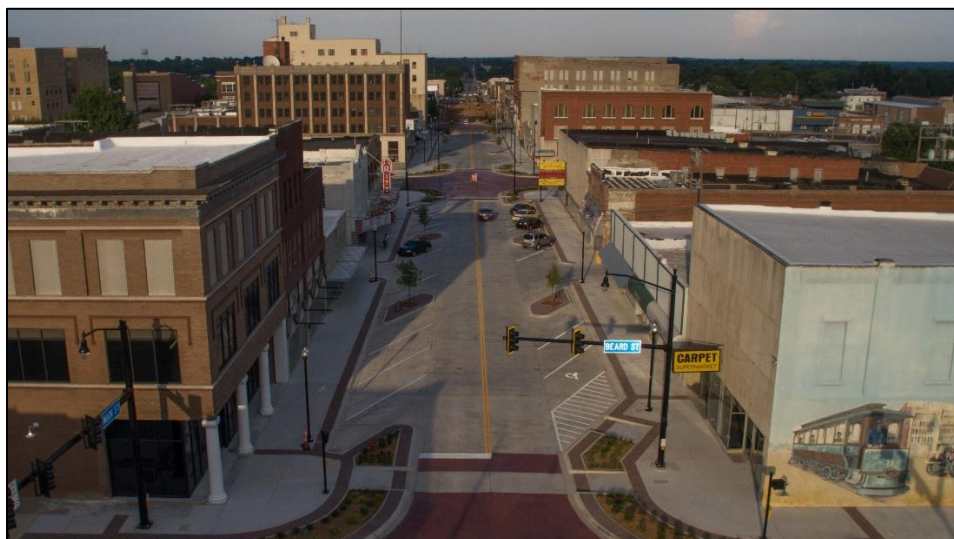


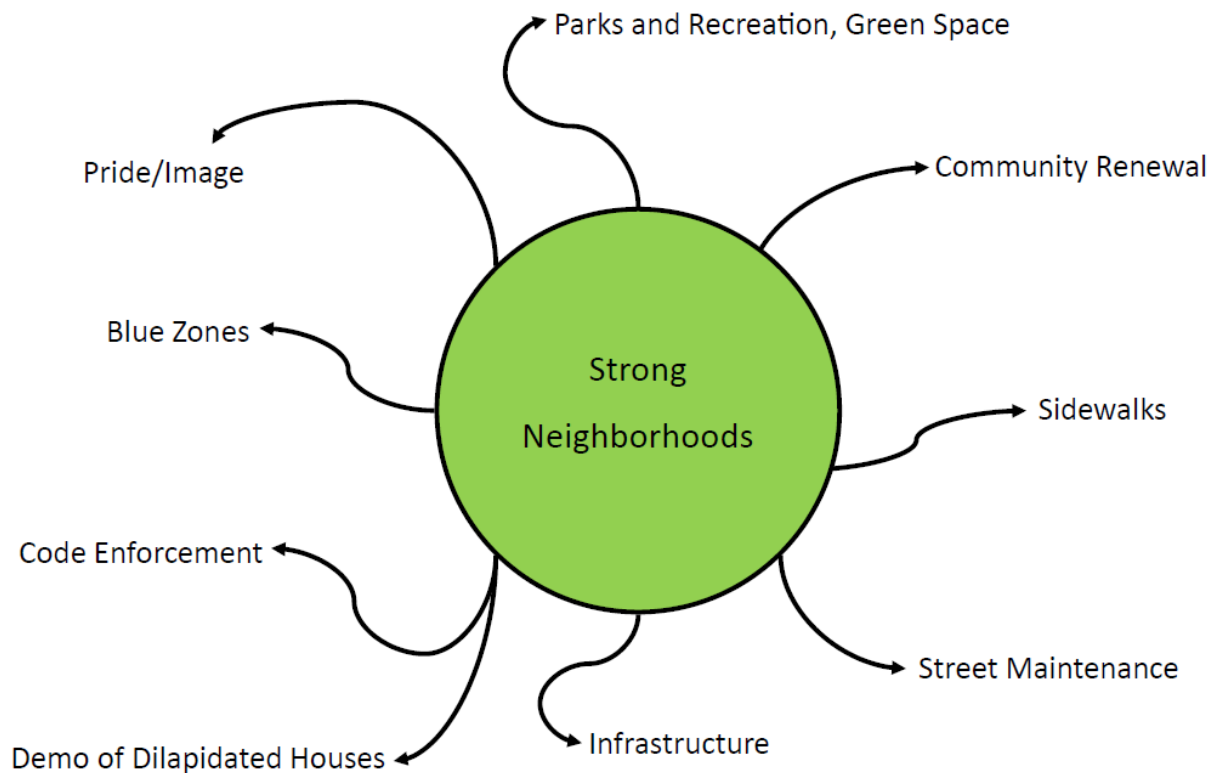
Figure 3: Strategic Themes



Downtown Shawnee

I. Strong Neighborhoods

Shawnee is comprised of a series of neighborhoods and it is within these neighborhoods that citizens judge our delivery of service as it relates to utilities, street maintenance, code enforcement, proximity to parks and sidewalks, and form an overall image of this community. Strong neighborhoods comprise a social fabric of community norms and organizations such as Community Renewal are effectively working to strengthen bonds. The 2016 Citizen Survey indicated a strong desire from the public for stronger neighborhood improvement measures by the City.

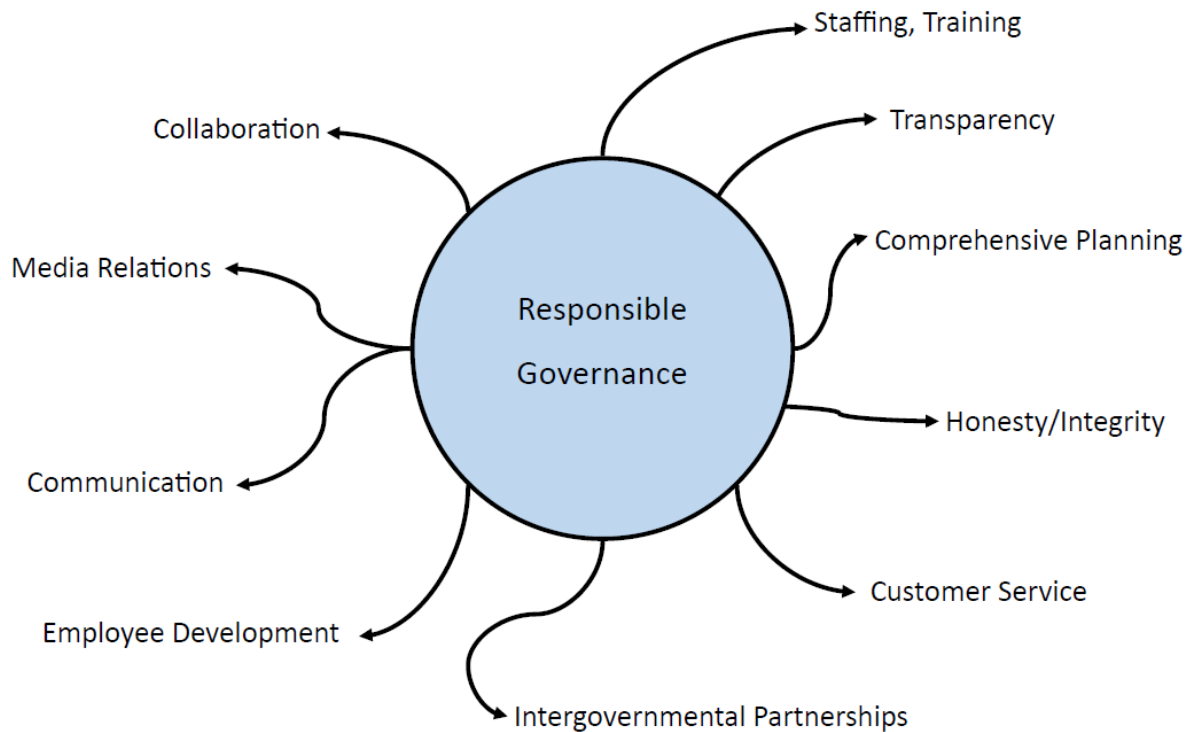


Strategic Objectives

1. Promote vibrant walkable neighborhoods that are close to parks and other amenities
2. Improve housing conditions and neighborhood redevelopment
3. Eliminate blight including debris removal
4. Reduce crime and improve on crime prevention strategies
5. Enhance pride in the community and support neighborhood cohesion
6. Maintain good public infrastructure in a cost-effective manner

II. Responsible Governance

The City will be guided by an ethos of integrity, collaboration and employee development. We will generate practical and transparent plans that are focused on the long-term and incorporate life-cycle costs. In addition, the City will be collaborative and work with all stakeholders to continually improve and advance. Staff will be provided with the tools and administrative discretion necessary to do their work and serve the public. Service delivery enhancements will be evaluated and implemented.

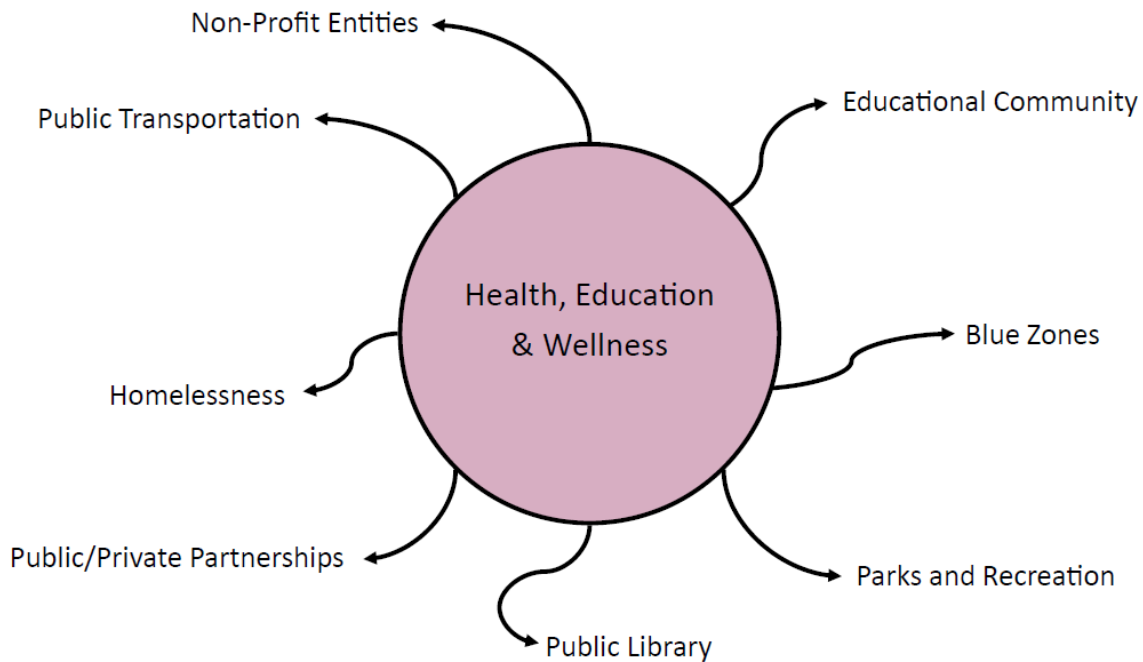


Strategic Objectives

1. Improve citizen satisfaction with governmental services throughout all levels of the organization
2. Improve public access to information and enhance public education and engagement
3. Support City employee growth, career progression, and succession planning
4. Optimize the use of technology across the organization to improve services and efficiency
5. Support an organizational culture that reinforces and rewards adherence to the City's Mission, Vision and Values
6. Be committed to continuous improvement and to a system of monitoring and improvement
7. Work with all governmental and nonprofit entities to facilitate community initiatives and plan for a better future

III. Health, Education and Wellness

The 2016 Citizen Survey indicated very low community satisfaction with parks and recreational opportunities in the City. With the Avedis Foundation's support, the Blue Zones initiative provides a critical opportunity to change the course for the community. Health, education and wellness also extends to issues such as homelessness and mental health. The City will work with all stakeholders to improve health and wellness opportunities and outcomes in the community.



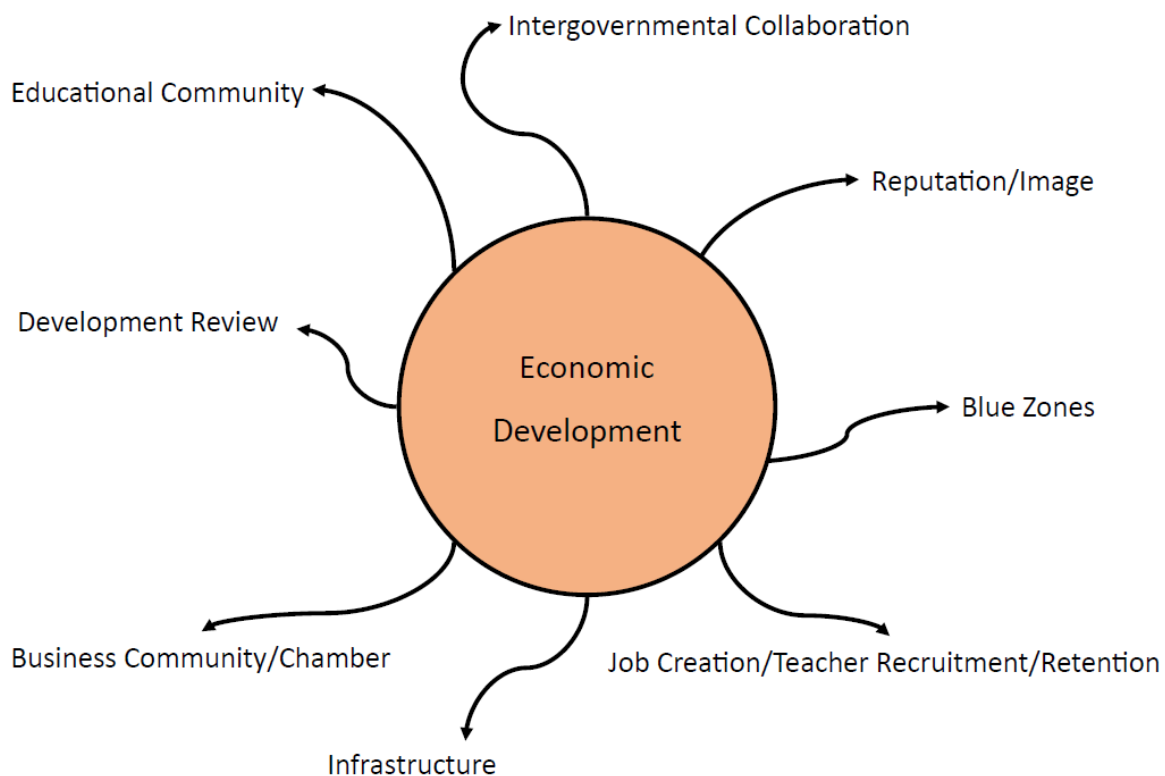
Strategic Objectives

1. Improve the overall health and wellness of the community
2. Provide better access to sidewalks, trails and parks
3. Promote a strong downtown as the heart of the community
4. Support the public library as a key partner
5. Reduce vagrancy and support solutions for homelessness
6. Enhance public transportation
7. Support the diverse educational community and assist where possible in the hiring/retention of educators
8. Form public/private partnerships to support health and wellness initiatives and work closely with all stakeholders

IV. Economic Development

Support for economic development efforts ranked high in the 2016 Community Survey. The quality and availability of new commercial development has been well-received by the general public. There is more to do however, and much rests on developing partnerships with a variety of parties as indicated in the diagram below. The City can most directly play a role by establishing clear rules and guidelines with an efficient and fair permitting process, making infrastructure enhancements, actively engaging in retail and industrial recruitment and working closely with the Shawnee Economic Development Foundation, the Great Shawnee Area Chamber of Commerce, and all governmental entities.

Community-wide initiatives like Blue Zones and addressing the overall reputation and image of Shawnee are also paramount. The City has made major improvements in downtown Shawnee and survey results indicate that the public supports continued emphasis on downtown and economic development.



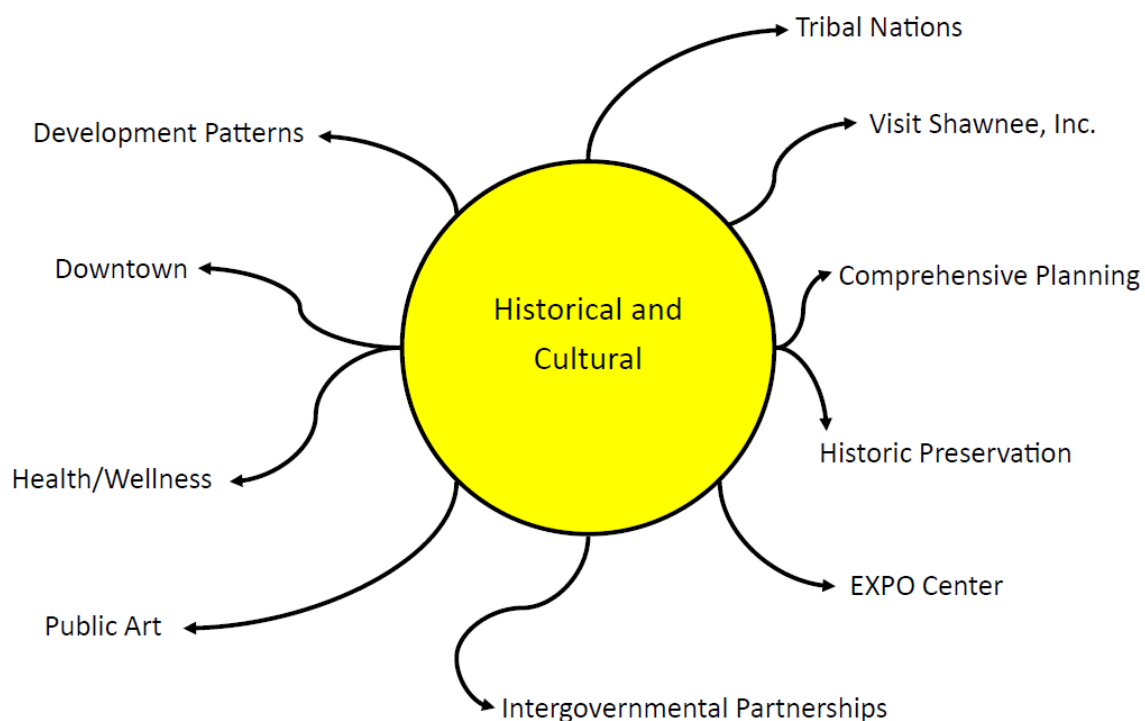
Strategic Objectives

1. Continue to support a broad array of economic development initiatives to grow the economy and provide more goods and services to Shawnee and surrounding communities
2. Make Shawnee a preferred place to do business and invest
3. Plan for and seek funding for major roadway projects as inducers of economic development
4. Work closely with the SEDF to support economic development
5. Provide adequate public infrastructure to support economic development
6. Continue to make quality of life/place enhancements
7. Make Shawnee a place where more people want to reside, invest, conduct business in, and visit

V. Historical and Cultural

Shawnee has extensive historical and cultural resources that enrich the identity of the City and add to the rich social fabric of the community. Native Americans hold a central role in our regional identity and local Tribal Nations are an important part of the community. The new Pottawatomie County Museum will celebrate area history and diversity when completed in 2018. The City strives to be an inclusive place that values the intricate nature of our history and evolving cultural influences and how they influence contemporary practices and decisions.

Since early pioneer days, the Shawnee area also has relied on a strong agricultural base and the Heart of Oklahoma Exposition Center (EXPO) is home to many livestock events and is also the site of the County Fair and the famous International Youth Finals Rodeo (IFYR). The heart of the community – downtown Shawnee – is seeing major reinvestment on the heels of the completion of the streetscape project. Shawnee will work with partners such as Visit Shawnee, Pottawatomie County, the Pottawatomie County Museum, and all Tribal Nations to support and promote cultural events and highlight our community and its heritage. Lastly, Shawnee’s diverse array of education institutions makes us a center of learning for the region, with several institutions being in place for over a century.



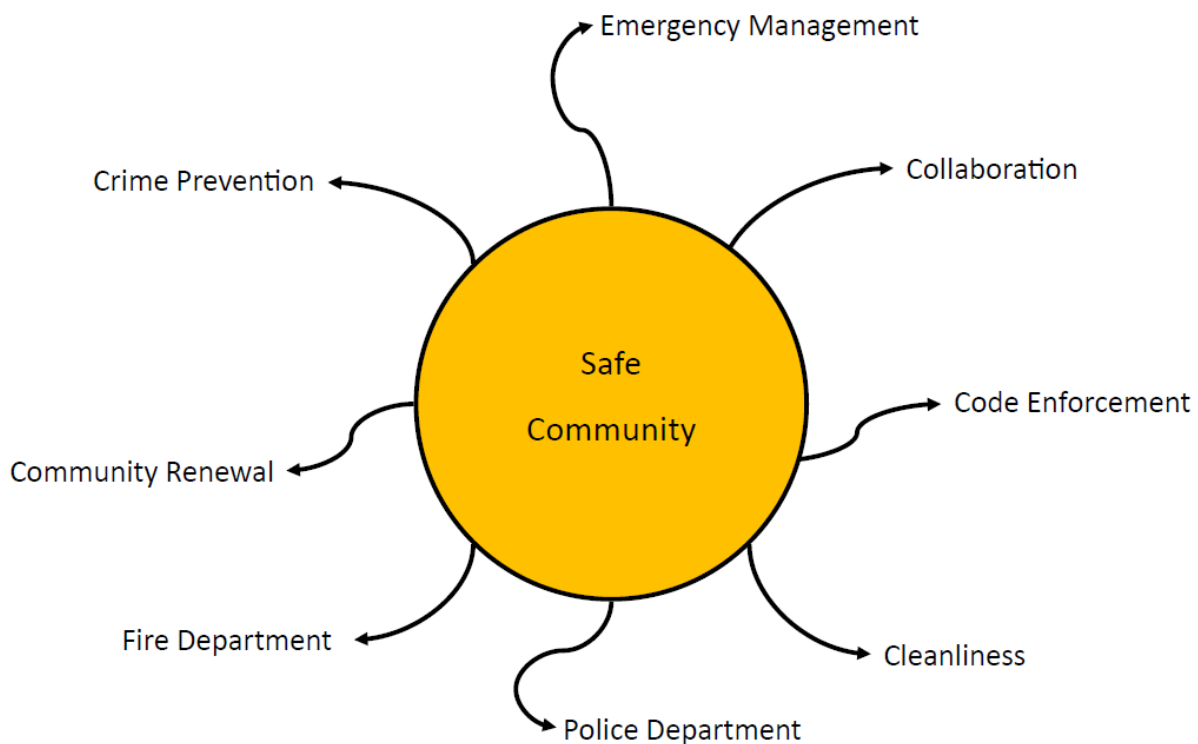
Strategic Objectives

1. Support efforts to promote regional culture and history
2. Support the EXPO and work with partner to enhance this important regional facility
3. Support historic preservation and adaptive reuse of buildings
4. Incorporate historical and cultural considerations into planning documents and decision-making efforts
5. Work with local Tribal nations to promote arts, culture and tourism in Shawnee

VI. Safe Community

A safe community is comprised of various elements that work in tandem to ensure citizens, businesses, property owners, and visitors to Shawnee feel comfortable in their daily routines and in their neighborhoods at night. A safer community ranked very high on the 2016 Citizen Survey and the community also highlighted a desire to put a greater emphasis on crime prevention.

The City will work with partners like Community Renewal, law enforcement agencies, fire and life safety agencies and other agencies and non-profits to promote a safe and prosperous community. The City will also work to ensure that they have the equipment, personnel, training and capital asset items that they need to keep our community safe.



Strategic Objectives

1. Maintain adequate personnel, training and equipment to keep the public safe
2. Address the long-term space needs for the Police Department
3. Address training facility needs for the Fire Department
4. Lower crime rates throughout the City and improve crime prevention efforts
5. Partner with the law enforcement community and continue to seek cooperative efforts and efficiencies

Strategic Action Plan

The table below reiterated the City's Strategic Objectives and includes specific Action Items organized by each Strategic Theme. Potential outcome metrics are also listed to assist with measuring the level of successful implementation. The objectives and action items support the Mission, Vision and Values of the City and will be further reflected on the five-year Capital Improvement Plan that begins on Page 15.

Table 1: Strategic Objectives, Action Items and Outcome Metrics

STRATEGIC OBJECTIVES	ACTION ITEMS	OUTCOME METRICS
STRONG NEIGHBORHOODS		
<ol style="list-style-type: none"> Promote vibrant walkable neighborhoods that are close to parks and other amenities Improve housing conditions and neighborhood redevelopment Eliminate blight including debris removal Reduce crime and improve on crime prevention strategies Enhance pride in the community and support neighborhood cohesion Maintain good public infrastructure in a cost-effective manner 	<ol style="list-style-type: none"> Enhance code enforcement efforts and dedicate funding towards demolition efforts Utilize CDBG/Urban Renewal funds to support target neighborhoods through homeowner assistance and demolition Implement additional community policing activities and support the bike patrol program Support Community Renewal efforts and the Block Leader program Invest in sidewalk and street maintenance and investigate street improvement districts 	<ul style="list-style-type: none"> Code enforcement stats Building permits Crime rates Survey data Formation of neighborhood groups/associations
RESPONSIBLE GOVERNANCE		
<ol style="list-style-type: none"> Improve citizen satisfaction with governmental services throughout all levels of the organization Improve public access to information and enhance public education and engagement Support City employee growth, career progression, and succession planning Optimize the use of technology across the organization to improve services and efficiency Support an organizational culture that reinforces and rewards adherence to the City's Mission, Vision and Values Be committed to continuous improvement and to a system of monitoring and improvement 	<ol style="list-style-type: none"> Implement a broad array of customer service enhancements including a comprehensive update of the City's website Update the Shawnee Comprehensive Plan Promote competitive wages and benefits to retain the City's most valuable commodity – its people Improve transparency through better communication and updated policies, ordinances and standards Remodel City Hall to meet the needs of staff and the public Implement specific performance management criteria across all departments Conduct interagency planning to best gauge and address needs Complete an employee satisfaction survey and updated wage scale 	<ul style="list-style-type: none"> Survey data Website data Personnel data Customer satisfaction data Quality assurance data

STRATEGIC OBJECTIVES	ACTION ITEMS	OUTCOME METRICS
7. Work with all governmental and nonprofit entities to facilitate community initiatives and plan for a better future		
HEALTH, EDUCATION AND WELLNESS		
<ol style="list-style-type: none"> 1. Improve the overall health and wellness of the community 2. Provide better access to sidewalks, trails and parks 3. Promote a strong downtown as the heart of the community 4. Support the public library as a key partner 5. Reduce vagrancy and support solutions for homelessness 6. Enhance public transportation 7. Support the diverse educational community and assist where possible in the hiring/retention of educators 8. Form public/private partnerships to support health and wellness initiatives and work closely with all stakeholders 	<ol style="list-style-type: none"> 3.1 Support Blue Zones initiative by dedicating City resources including staff time to the effort 3.2 Continue implementation of the Master Trail Plan and the City/Avedis Sidewalk Grant Partnership 3.3 Establish a comprehensive recreation department 3.4 Continue to work with the Central Oklahoma Transit System and the Potawatomi Nation to enhance service 3.5 Complete design and work to implement master park plans for key park facilities and the downtown square concept 3.6 Make physical improvements to the City Auditorium, Senior Center, and Community Center 3.7 Adopt revised Street Design Standards that account for best practices related to pedestrian, bike and automotive use 	<ul style="list-style-type: none"> • New miles of sidewalks and trails • Survey data • Recreation participate rates • Transit participation rates • Park sites improved • Bike lanes • Trail lighting
ECONOMIC DEVELOPMENT		
<ol style="list-style-type: none"> 1. Continue to support a broad array of economic development initiatives to grow the economy and provide more goods and services to Shawnee and surrounding communities 2. Make Shawnee a preferred place to do business and invest 3. Plan for and seek funding for major roadway projects as inducers of economic development 4. Work closely with the SEDF to support economic development 5. Provide adequate public infrastructure to support economic development 6. Continue to make quality of life/place enhancements 7. Make Shawnee a place where more people want to reside, invest, conduct business in, and visit 	<ol style="list-style-type: none"> 4.1 Continue funding the Shawnee Economic Development Foundation 4.2 Continue efforts to streamline City permitting processes 4.3 Form collaborative partnerships with the private sector and the educational community to support economic development efforts 4.4 Implement improvements to the City's water and wastewater treatment plant(s) in accordance with the Shawnee Municipal Authority Master Utilities Plan 4.5 Actively recruit and incentivize primary job creation and retail expansion 4.6 Adopt a comprehensive street improvement and maintenance plan and consider a "complete streets" policy 4.7 Support intergovernmental cooperative agreements and partner to promote and support economic development 	<ul style="list-style-type: none"> • Income data • Building permit data • Sales tax collections • Employment rates • Infrastructure improvements • Public investment

STRATEGIC OBJECTIVES	ACTION ITEMS	OUTCOME METRICS
HISTORICAL AND CULTURAL		
<ol style="list-style-type: none"> 1. Support efforts to promote regional culture and history 2. Support the EXPO and work with partner to enhance this important regional facility 3. Support historic preservation and adaptive reuse of buildings 4. Incorporate historical and cultural considerations into planning documents and decision-making efforts 5. Work with local Tribal nations to promote arts, culture and tourism in Shawnee 	<ol style="list-style-type: none"> 5.1 Provide funds to repair the Santa Fe Depot roof and parking lot 5.2 Support the Pottawatomie County Museum 5.3 Complete a comprehensive master plan for the EXPO 5.4 Investigate the dedication of public funds to public art 5.5 Provide financial assistance to Visit Shawnee, Inc. to support the promotion of Shawnee regionally and nationally 5.6 Ensure the Shawnee Comprehensive Plan is consistent with the historical, cultural and social context of the community 5.7 Support continued enhancement of downtown Shawnee through the creation of Tax Increment Financing Districts 5.8 Provide financial and staff assistance to the Historic Shawnee Alliance 5.9 Create a master plan for the City's historical and cultural resources or include such a plan in the City's Comprehensive Plan update 	<ul style="list-style-type: none"> • Public investment • Public art installations • Work of partners • Private investment • Historic structures • Tourism efforts • Façade grants
SAFE COMMUNITY		
<ol style="list-style-type: none"> 1. Maintain adequate personnel, training and equipment to keep the public safe 2. Address the long-term space needs for the Police Department 3. Address training facility needs for the Fire Department 4. Lower crime rates throughout the City and improve crime prevention efforts 5. Partner with the law enforcement community and continue to seek cooperative efforts and efficiencies 	<ol style="list-style-type: none"> 6.1 Review public safety staffing levels and seek ways to address personnel needs 6.2 Procure a new police headquarters building and consider sharing space with law enforcement partners 6.3 Address large fire apparatus needs and explore the construction of a fire-training facility 6.4 Remodel Fire Stations No. 1 and No. 3 6.5 Support Community Renewal <i>neighbor-to-neighbor</i> effort 6.6 Monitor and manage infrastructure improvements 	<ul style="list-style-type: none"> • Crime rates • Response rates • Service calls • Survey data • Interagency cooperation agreements

Capital Improvement Plan

Table 2 provides an overview of major capital projects that the City anticipates undertaking between 2017 and 2022, if funding is available and is not in priority order. The CIP includes major capital projects of \$50,000 and greater. Smaller items, general equipment and vehicles, and annual street maintenance funds are not included in the list. If funding is noted under the “City Funding” column, then the City has sufficient funds to budget at the anticipated time of payment. The “Non-City Funds” column includes funding that has been secured by funding partners or may be secured in the future through successful grant application or other means.

The Shawnee Municipal Authority has a separately adopted Master Plan and list of capital projects that was adopted by the City Commission on October 6, 2014 and is also considering a 5-year budget that is scheduled for consideration by the Shawnee City Commission on June 5, 2017. It is important to state that not all Action Items noted in Table 1 above, directly correspond with a major capital item. Many items are to be conducted through internal action and smaller purchasing and operational/administrative efforts.

Table 2: City of Shawnee, Capital Improvement Plan 2017-2022 (not in priority order)

ID	DEPARTMENT	ITEM DESCRIPTION	ESTIMATE	CITY FUNDING	NON-CITY FUNDS	FUNDING SOURCES
1	Police	Police Headquarters Building	\$2,000,000			City
2	Fire	Station 2 Remodel	\$1,500,000	\$1,500,000		City
3	Fire	Pumper Truck	\$658,000	\$657,102		City
4	Fire	Ladder Truck	\$997,000	\$997,000		City
5	Fire	Remodel of Station 1, Station 3	\$950,000			City
6	Fire	Training Center (done in phases)	\$750,000		\$375,000	City, grants, donations
7	Streets	Kickapoo - Spur to Farrall (City portion)	\$19,118,590	\$3,800,000	\$15,318,590	ODOT, City, SMA
8	Streets	Major Street Enhancements	\$5,500,000	\$1,000,000	\$2,500,000	City, ODOT
9	Streets	MacArthur Street Sidewalk	\$675,000	\$188,460	\$486,640	ODOT, City, Avedis
10	Streets	Sidewalk/Trails Projects	\$3,500,000	\$1,750,000	\$1,750,000	City, Avedis
11	Operations/Parks	Major Park Enhancements (various sites)	\$2,500,000		\$1,250,000	City, grants, donations
12	Operations/Parks	Santa Fe Depot Roof and Parking Lot	\$450,000			City
13	Operations/Parks	Auditorium/Senior Center Roof	\$250,000			
14	Operations/Parks	Cemetery Improvements	\$400,000			City, grants, donations

ID	DEPARTMENT	ITEM DESCRIPTION	ESTIMATE	CITY FUNDING	NON-CITY FUNDS	FUNDING SOURCES
15	Operations/Parks	New roofs at various City facilities	\$500,000			City
16	Operations/Parks	Garage building (operations, SMA, streets)	\$1,250,000	\$600,000		City, SMA
17	Operations/Parks	Downtown Square	\$400,000		\$200,000	City, grants, donations
18	Operations/Parks	Community Center Remodel	\$200,000		\$75,000	City, grants
19	Operations/Parks	Kiwanis Park Restroom (Lake)	\$200,000		\$100,000	City, grants
20	Operations/Parks	Optimist Park splash pad and restroom	\$700,000		\$350,000	City, grants
21	Operations/Parks	Auditorium Remodel	\$500,000		\$250,000	City, grants
22	Operations/Parks	City Hall Remodel	\$1,500,000			City
23	EXPO	EXPO Master Plan implementation	\$3,000,000		\$1,500,000	City, County, grants
24	Community Development	Comprehensive Plan Update	\$150,000	\$75,000		City
25	Information Technology	City website redesign	\$50,000	\$50,000		City
26	Emergency Management	Radio system upgrades	\$750,000			City, grants
27	Emergency Management	Community Warning Siren Upgrades	\$150,000			City
28	SAA	T-Hanger Expansion Project	\$1,175,877		\$1,047,963	City, SAA, SIA
Totals			\$49,774,467	\$10,617,562	\$25,203,193	

Project Timeframes

Table 3 includes estimated completion dates for each capital project. Dates and projects may be adjusted based on available funding, grant opportunities and to account for spending priorities during the life of this Plan. Some projects will be phased in or include separate sites (such as major park improvements).

Table 3: Projected Fiscal Year(s) for CIP Projects

ID	DEPARTMENT	ITEM DESCRIPTION	17-18	18-19	19-20	20-21	21-22
1	Police	Police Headquarters Building		X	X		
2	Fire	Station 2 Remodel	X				
3	Fire	Pumper Truck	X				
4	Fire	Ladder Truck	X				
5	Fire	Remodel of Station 1, Station 3					X
6	Fire	Training Center (done in phases)			X	X	X
7	Streets	Kickapoo - Spur to Farrall (City portion)		X	X		
8	Streets	Major Street Enhancements				X	X
9	Streets	MacArthur Street Sidewalk		X			
10	Streets	Sidewalk/Trails Projects	X	X	X	X	X
11	Operations/Parks	Major Park Enhancements		X	X	X	X
12	Operations/Parks	Santa Fe Depot Roof and Parking Lot		X			
13	Operations/Parks	Auditorium/Senior Center Roof		X			
14	Operations/Parks	Cemetery Improvements			X		
15	Operations/Parks	New roofs at various City facilities		X	X	X	X
16	Operations/Parks	Garage building (operations, SMA, streets)		X			
17	Operations/Parks	Downtown Square				X	
18	Operations/Parks	Community Center Remodel				X	
19	Operations/Parks	Kiwanis Park Restroom (Lake)					X
20	Operations/Parks	Optimist Park splash pad and restroom					X
21	Operations/Parks	Auditorium Remodel				X	

ID	DEPARTMENT	ITEM DESCRIPTION	17-18	18-19	19-20	20-21	21-22
22	Operations/Parks	City Hall Remodel					X
23	EXPO	EXPO Master Plan In Process		X	X	X	X
24	Community Development	Comprehensive Plan Update	X	X			
25	Information Technology	City website redesign	X				
26	Emergency Management	Radio system upgrades		X			
27	Emergency Management	Community Warning Siren Upgrades		X	X	X	X
28	SAA	T-Hanger Expansion Project			X		

Financial Discussion

The Five-Year CIP includes a series of substantial improvements that the City is committed to making. Funding for each project is not presently secured and some project rely heavily on the procurement of outside funding and grants. Debt finance is contemplated in the amount of \$5 million in the year 2021, when the City pays off some previously issued debt that funded much needed capital projects such as the municipal pool and EXPO parking lot (Figure 4).

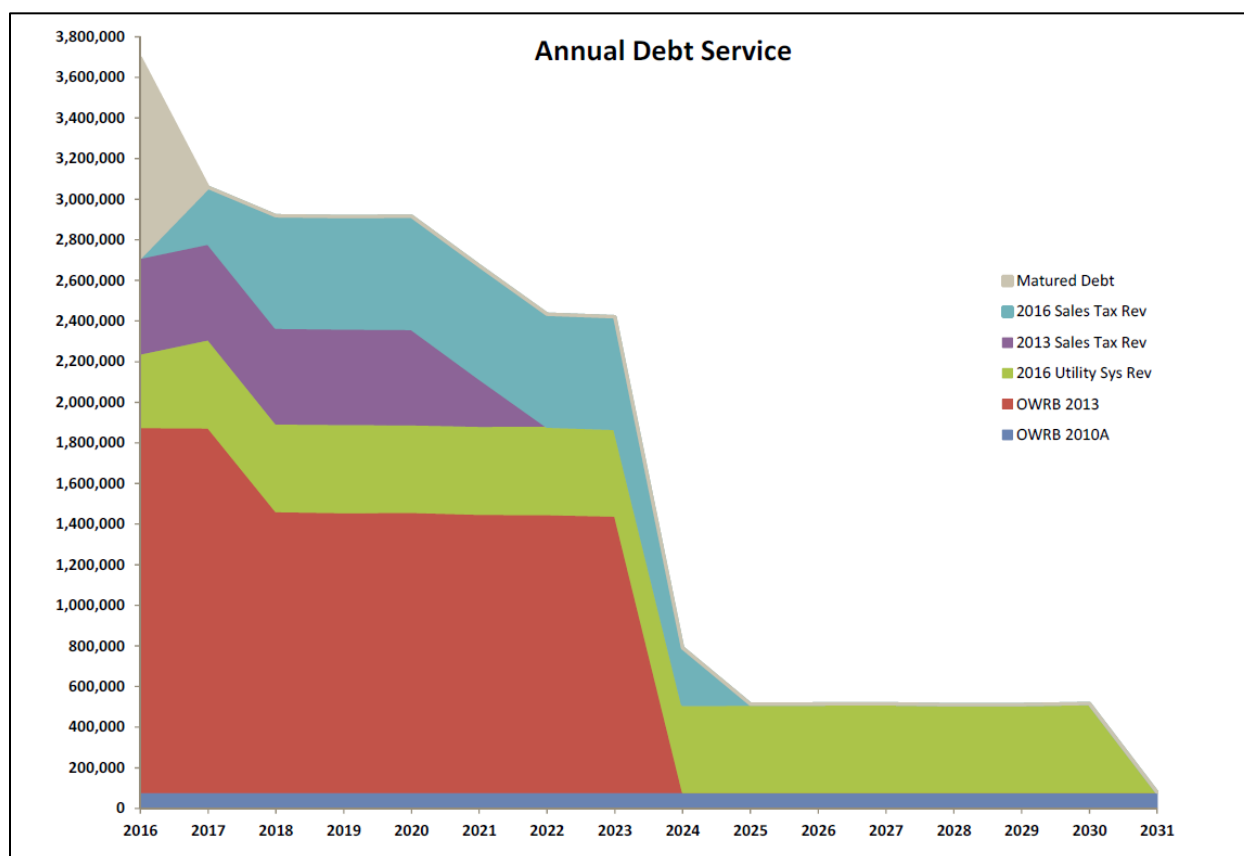


Figure 4: City of Shawnee, Annual Debt Service

Even with generous outside funding and additional debt issuance, the City is still short by approximately \$7.8 million to complete all of the projects on the list (Table 4). Therefore, additional public funding will be needed to complete the project list in full.

Table 4: CIP Project Funding

Total CIP Projects	\$49,774,467
City Funding	\$10,617,562
Non-City Funding (grants, etc.)	\$25,203,193
Funding Still Needed	\$13,953,712
Capital Allocation (5-year total)	\$1,250,000
Bond/Debt Issuance (2021)	\$5,000,000
Unfunded Portion	\$7,703,712

General Obligation Bonds

General Obligation ("G.O.") Bonds are issued to fund capital improvements and are paid off by property taxes. As of March 2017, the City of Shawnee had no outstanding G.O. Bonds. The City's most recent G.O. Bonds were paid off on February 1, 2009, when the City made its final principal payment of \$100,000 on bonds which were used for street improvements.

Debt on property tax rolls must be approved by a vote of the people. In many cities, the school districts use property tax levies and the cities use sales tax. Current levies of other Oklahoma cities are:

Nichols Hills	29.14
Broken Arrow	16.92
Oklahoma City	14.81
Moore	14.67
Norman	14.11
Jenks	13.29
Del City	5.77
Yukon	4.48
Bethany	4.30
Mustang	2.35
Midwest City	0.96
Edmond	0.00
Shawnee	0.00

With an average levy of 3.70 mills Shawnee could repay \$5,000,000 of debt in 10 years. With an average levy of 6.80 mills Shawnee could repay \$5,000,000 of debt in 5 years. The funds would have to be used for capital purposes for the City of Shawnee. A vote of the people would be required.

Sales Tax

Pursuant to an election held in the City on the 2nd day of March, 1999, a majority of the qualified voters voting in said election approved the amendment of City Ordinance No. 1080 NS to (a) expand the purposes for which the proceeds of the one percent (1%) sales tax levied thereby may be used to include, among other things, the dedication of 7/8ths of such one percent (1%) sales tax to (i) capital improvements, (ii) economic development, or (iii) the payment of debt service on bonds issued by the City or a public trust of which the City is the beneficiary and (b) establish said one percent (1%) sales tax as a permanent tax. The one cent tax generated approximately \$5,980,000 for fiscal year ending June 2016. Shawnee's sales tax revenue was up 3.86% from the fiscal year ending June 2015.

As stated above, the ballot allows for 7/8ths of the 1 cent to be used for debt service. At present the 7/8ths is pledged to the 2013 Sales Tax Revenue Note and the 2016 Sales Tax Revenue Note. The annual debt service on these loans is approximately \$1,025,000. The loans were made based upon the lowest bid. In 2011, the Shawnee Municipal Authority borrowed \$1,480,000 at 5% for 5 years and \$2,365,000 at 2.45% taxable for 5 years. The final maturity of the 2011 borrowings was December 2016. In 2013, the Authority borrowed \$2,225,000 at 2.43%. The final maturity of the

2013 Note is September 1, 2020. In 2016, the Authority borrowed \$3,565,000 at 2.14%. The final maturity of the 2016 Note is December 1, 2023.

A new bond could be issued by extending the current payments for 11 years past the current maturities; by doing this, the City could issue sales tax debt of \$10,000,000. The City could also issue additional sales tax debt by increasing the annual debt service payments above \$1,025,000. Below is a list of cities located in the region. As indicated by Table 5, Shawnee has the lowest rate of any of these cities with the exception of Tecumseh, which is at the same level. The average City-only tax rate for all sampled cities was 3.790%. If the Shawnee sales tax rate was at the area average, over \$24 million would be available for operations and projects over the five-year life of the Strategic Plan.

Table 5: Regional Sales Tax Comparison

CITY	STATE SALES TAX	CITY SALES TAX	COUNTY SALES TAX	TOTAL
Ada	4.5%	4.0%	0.875%	9.375
Asher	4.5%	4.0%	1.495%	9.995%
Del City	4.5%	4.0%	--	8.5%
Edmond	4.5%	3.75%	--	8.25%
McCloud	4.5%	4.0%	1.495%	9.995%
Meeker	4.5%	4.0%	1.0%	9.5%
Midwest City	4.5%	3.85%	--	8.35%
Moore	4.5%	3.75%	.25%	8.50%
Norman	4.5%	4.0%	.25%	8.75%
Oklahoma City	4.5%	3.875%	--	8.375%
Seminole	4.5%	4.0%	1.25%	9.75%
Shawnee	4.5%	3.0%	1.495%	8.995%
Tecumseh	4.5%	3.0%	1.495%	8.995%
OVERALL TAX CITY TAX				
Average:	9.025%	3.790%		
Median:	8.995%	4.000%		

Project Funding Example

If the City were to attempt to raise funds of approximately \$7.8 million to fill the funding gap of the CIP, the following allocation could be made:

Police	\$2,000,000
Fire	\$1,350,000
Emergency Management	\$900,000
Streets	\$2,000,000
Parks	\$1,500,000
Total	\$7,750,000

The above funding could be secured with a voter-approved one-quarter cent (0.25) increase in sales tax for a period of five-years.

Performance Measures

A Strategic Objectives included in this Plan must be backed by actionable items that can be objectively measured. Accordingly, Table 1 includes specific Action Items and a list of possible metrics by which to gauge success. Performance measures provide a numerical way to gauge the City's work and response. Using data, the City can determine if its objectives and action items are being sufficiently met and can assist in making informed decisions. These measures also assist with organization priorities, budgeting, daily operations and the allocation of resources.

The City will develop department-specific performance measures as part of implementation of this Strategic Plan (Table 1, Action Item 2.6). In the development and use of performance measure, the City should understand that an effective measurement system should meet the following criteria and be:

- Results Driven – focused on outcomes
- Selective – focused on the most important indicators of performance
- Useful – provide information of value to decision makers and stakeholders
- Accessible – provide timely and transparent information via regular intervals
- Reliable – provide accurate and consistent information

Good performance measures should meet the following criteria and be:

- Relevant – related to the activity being measures and measures matter to the intended audience
- Cost-Effective – benefit must exceed cost of collecting, analyzing and retaining data
- Comprehensive – incorporate significant/meaningful aspects of governmental operations
- Understandable – measures must be clear and concise and non-technical
- Timely – measurements must be made with a frequency that allows them to be used in decision-making, responsive
- Comparable – must be able to compare data over time
- Reliable – measures must have data that is objective and verifiable that can be accurately obtained

Implementation of an effective performance management system rests on developing appropriate types of measures. Measures often include the following types:

- Outcome Measure – quantifiable indicator of public benefits derived from City action
- Output Measure – quantifiable indicator of number of goods or services provided
- Efficiency Measure – quantifiable indicator of productivity expressed in various unit
- Input Measure – indicator of factors, resources or requests that affect City performance

Information adapted from the State of Texas, Guide to Performance Measure Management (2012): <http://www.sao.texas.gov/reports/main/12-333.pdf> and the GASB Concepts Statement No. 2, Service Efforts and Accomplishments Reporting (2008): <http://www.seagov.org/aboutpmg/characteristics.shtml>

Conclusion

This document represents the first Strategic Plan adopted by the City of Shawnee. It has been timed and designed to be adopted concurrent with the FY17-18 City Budget and should be viewed as a living document that can be adapted as needed based on changing circumstances. The Plan should be reviewed annually as part of the budget process and may be amended by action of the City Commission.

This Plan will guide the activities of the City of Shawnee, ensuring that all actions help to achieve our vision and reinforce our mission and core values. This Plan provides a roadmap for continuous improvement and a framework for decision-making and the retooling of organizational culture. Our community is represented by a variety of stakeholders and all viewpoints are important and should be considered in the decision-making process.

The Shawnee of 2022 is certain to be a different place than it is today and it is up to the entire community to ensure that the Shawnee of the future remains a place worthy of calling home.

