

City Overview

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Introduction

Historic Ellensburg is located in central Washington, about halfway between Spokane in eastern Washington and Seattle in western Washington on Interstate 90. Citizens and visitors enjoy the four-season weather with easy access to the mountains for snow skiing and hiking, and river rafting and fishing on the Yakima River.



Long before Ellensburg existed, the Yakama Indians roamed the Kittitas Valley, enjoying its beauty, bounty, and serenity. Kittitas means "plenty of food" and the Yakama Indians looked to the valley for berries, grains, and game to sustain them through the winter.

Settlers began moving into the valley in the early 1860s. By the early 1870s, a trading post was established near the present corner of Third and Main Streets. John Shoudy bought

the store, known as Robbers' Roost, along with a 160-acre claim, and plotted the future town site of Ellensburg, named for his wife Mary Ellen.

With the arrival of the Northern Pacific Railroad in 1886, there was speculation that Ellensburg would become the "Pittsburgh of the West" because of readily available sources of iron ore and coal.

Ellensburg was the site of the State Admissions Convention in 1889, called by citizens of the territory for petitioning Congress for statehood. There were high hopes that Ellensburg would be named the state capital due to its central location. Plans were even drawn up for the capitol site on the northwest edge of town and a mansion to house the Governor was built across town. That building, known locally as "The Castle" may be seen today at the corner of Third and Chestnut.



Courtesy of Douglas MacArthur

Whether it was disaster or politics that changed the course of history is open to debate. On the evening of July 5, 1889, a fire, fanned by Ellensburg's famous northwest wind destroyed most of the business district and many homes. Although the rebuilding of the city began in a matter of days, this time with brick construction, Olympia was chosen as the state capital.



The only major business building to survive the fire was the Lynch Block. It is still alive and well today at the corner of Fifth and Pearl Avenue, and represents the city rising from the ashes.

Ellensburg was soon chosen as the site for the State Normal School for the preparation of teachers. The original building, Barge Hall, now a part of Central Washington

University, serves as a familiar landmark on University Way.

Economic Outlook

In 2009 the region's nonfarm economy was hit hard by the nationwide recession. Total nonfarm employment remained level from 2010 through 2013. In 2014, it is anticipated that Kittitas County's total nonfarm employment will net approximately 420 new jobs and average 15,320 in 2014. This will be a 2.8 percent average annual increase above the 14,900 nonfarm jobs tallied in 2013 and it will be the best average annual job growth rate since 2010, when the nonfarm market grew at a 2.6 percent clip. Hence, 2014 is likely to be the year in which total nonfarm employment will meet or exceed the pre-recession peak employment figure of 15,180 recorded in 2008 – a process that took seven years. Washington State Employment Security Department projections indicate that three industries are likely to show the highest increases in their payrolls:

- State and local government education (which includes student employment at CWU) is expected to rise from 3,950 in 2013 to 4,130 in 2014, a 180 job and 4.6 percent increase.
- Construction is expected to expand from 710 in 2013 to 810 in 2014, a 100 job and 14.1 percent increase.
- Private education and health services is expected to climb from 1,370 in 2013 to 1,450 in 2014, an 80 job and 5.8 percent increase.

Although these statistics are for the entire county, employment within the city is a major component of these figures.¹

¹ <https://fortress.wa.gov/esd/employmentdata/reports-publications/regional-reports/county-profiles/kittitas-county-profile>

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In terms of wages generated in the Kittitas County economy, state and local governments are the dominate sources. In 2013, state government and local government accounted for 39.2 percent, or almost four out of every ten dollars of wages earned in Kittitas County. Ellensburg is the largest city in Kittitas County, with 18,370 residents in 2013 and 44 percent of the county's total population of 41,765. According to the Economic Development Group of Kittitas County, four of the top five employers in Ellensburg are government organizations: Central Washington University (CWU), Kittitas Valley Hospital (KVH), Kittitas County government, the Ellensburg School District and Anderson Hay & Grain.

A comparison of the top five sectors that provided the most jobs in Kittitas County in 2013 with the sectors that produced the highest payrolls follows:

- Accommodation and food services (primarily hotels and restaurants) provided 17.1 percent of all jobs countywide, but only 8.5 percent of all payrolls (see Wages and income section).
- Local government had 15.5 percent of all jobs, but 18.4 percent of payrolls.
- State government provided 14.1 percent of all jobs countywide, but 20.8 percent of total payrolls.
- Retail trade provided 11.7 percent of all covered employment, but only 8.1 percent of payrolls. There are at least two reasons for the relatively high percentage of local jobs in the retail trade and in the accommodation and food services sectors:
 - A high proportion of jobs in the county are tourism related.
 - Kittitas County has an ample supply of labor (primarily CWU students working part-time jobs at hotels, restaurants and retail trade stores, etc.).
- Private health services tallied 7.7 percent of total covered employment but accounted for only 6.4 percent of payrolls (see Wages and income section). This sector only includes jobs with private health services firms. Jobs with public health care facilities (i.e., at KVH, etc.) are included in local government.

According to the U.S. Census Bureau QuickFacts, the median household income in Kittitas County was \$42,982 in the period 2009 to 2013. This was less the statewide median household income of \$59,478 and the national median income of \$53,046 during the same period.

Kittitas County's poverty rate of 22.6 percent in the period 2009 to 2013 was much higher than the state's rate of 13.4 percent and the nation's rate of 15.4 percent, according to U.S Census Bureau QuickFacts. Relatively low student wages often increase poverty statistics and depress median household income in college-dominant counties such as Kittitas.

Federal monetary policy continues to indirectly impact employment and economic growth by creating conditions in financial markets that are conducive to economic growth and a lower unemployment rate. Although actions of the Federal Reserve could change course at any time, Chair Janet Yellen continues to signal that rates will rise from their current position near zero within this budget period. A direct impact of current rates is relatively inexpensive costs of municipal borrowing but limited returns on investment funds, with no major changes expected in 2015 or 2016.

Unlike most communities in the state of Washington, the sales tax revenues on construction projects by CWU are offsetting the impact of general sales decline on the sales tax revenues.

Cultural Activities

Ellensburg is the home to the famous “Ellensburg Rodeo”. The event is on Labor Day weekend of every year. This is where the old west really comes alive. The third full weekend in May is the “Western Art Show”, and for the music lovers “Jazz in the Valley” is a three-day music extravaganza during the last weekend of July. The Yakima River is also an ideal place for fly-fishing for trout, or just a place to get some peace and quiet on the water. A weekly Farmers Market provides the best vegetables and garden products our rich soil has to offer.



Courtesy of Douglas MacArthur

Ellensburg’s greatest asset is its people who love their community and their dedication to keeping it a great place.

The City, because of its location, receives an average of 300 days of sunshine per year. This makes it an ideal place for summer sports like soccer, biking, hiking, or just soaking in the sun. It is also close to winter sport recreational areas like Mission Ridge in Wenatchee, and Snoqualmie Pass on I-90 for downhill skiing. The various federal forestlands around the area are also ideal for snowmobiling or cross-country skiing.

The following is a summary of the 2015/2016 Community Calendar:

Event

Western Art Show (Display & Sale of Western Art)

Jazz in the Valley (Music extravaganza)

Kittitas County Fair/Ellensburg Rodeo

Dates

May 15 – May 17, 2015

May 20 – May 22, 2016

July 24 – July 26, 2015

July 22 – July 24, 2016

September 2 – September 6, 2015

August 1 – September 5, 2016

Awards

Tree City USA award: The City of Ellensburg holds the longest running “Tree City USA” award of any city in Washington State. It is also the first city in the State of Washington to receive the “Tree City USA” honor. The City of Ellensburg has received the award every year for the past 32 years. The Tree City USA Award is provided by the National Arbor Day Foundation, in cooperation with the National Association of State Foresters and the USDA Forest Service, to recognize the following:

- establishment of a community forestry program that is supported by an annual budget of at least \$2.00 per capita

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- issuance of a tree care ordinance that designates the establishment of a tree board or department and charge the department with the responsibility of writing and implementing an annual community forestry work plan
- issuance of an Arbor Day proclamation

Education

Ellensburg School District

The Ellensburg School District's 3,094 students attend Valley View, Mount Stuart, and Lincoln Elementary Schools (K-5); Morgan Middle School (6-8); Excel High School program (9-12); Ellensburg High School (9-12) and the Parent Partner Program (1-12).

The district has a strong tradition of providing a solid educational program that prepares students for adult life. The basic education offerings of the district are augmented by a Career and Technical Education (CTE) program, alternative programs, on-line credit retrieval, remediation programs, a Highly Capable program, and a special services department.

Ellensburg School District also offers a full range of co-curricular programs including athletics, music, drama, and academic competitions. The Ellensburg community has demonstrated strong support for its schools through the regular passage of maintenance and operation levies and approval of bond measures to support excellent educational facilities.

Outstanding parent groups, an Education Foundation, and an exemplary community are part of the support base for Ellensburg School District.

Post-Secondary Education

Central Washington University (CWU) celebrated its 120-year presence in the community in 2011. From its beginning as a state normal school to prepare public school teachers in 1891, CWU has grown to an institution that serves over 10,100 resident and commuter students on the Ellensburg campus, and at extended degree centers in Yakima, Kent, Lynnwood, Des Moines, Moses Lake, Pierce County, and Wenatchee. Over 8,000 of the students attend the Ellensburg campus, and about 3,100 students are on-campus residents at any given time.



One of the state's three comprehensive regional universities, CWU educates students for bachelor and master degrees in arts, sciences, business and economics, and professional studies. CWU's continuing education department works with area businesses, schools, and interest groups to design workshops.

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Many Washington high school students who attend one of the many competitions, clinics, and camps for music, academics, or sports throughout the year choose to return to Central Washington University for their college education.

CWU music, art, and drama departments provide a rich variety of entertainment throughout the year. The university features nationally recognized speakers on thought-provoking topics at its activities and events which are also available to the entire community.

Around 3,000 students graduate from CWU every year in more than 150 majors. An average class size is about 25 students with a 48.9/51.1 male/female ratio.

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Other Information

Form of Government: Council/Manager
Date Incorporated: November 26, 1883
Area: 7.00 Square miles
Population (2010 census): 18,174
Governing Body: City Council

The seven council members are elected in non-partisan, at-large elections to four-year overlapping terms. The City Council elects a Mayor and the Mayor Pro-Tem from its members to serve a two-year term.

City Services: Full service including police, street maintenance, library services, planning & zoning, electric, gas, stormwater, telecommunications, water, wastewater collection & treatment, animal control, and parks & recreation.

Services Provided to Areas Outside City: Animal control & shelter, electric, gas, stormwater, water, wastewater collection & treatment, library, and parks & recreation.

Police Protection: One Station
29 full-time Officers (27 full & 2 limited commissioned)
6 patrol vehicles
627 citizens per officer

Number of Parks: 15 parks totaling over 250 acres
Approximately 73 citizens per acre of park

Public Works 70.5 center lane miles paved streets
72,933 feet of Sidewalks

Library Service: 1 main building
84,163 items collection
12,350 Sq Ft
312 children programs annually
85 adult programs annually
Open 52 hours a week

City Government Organization

Structure: The City of Ellensburg, incorporated on November 26, 1883, is a Council/City Manager form of government.

Ordinances enacted by the City Council govern the City. The Council may change an ordinance at any time or the voters of the City of Ellensburg can initiate an ordinance change.

The City Council is composed of seven council members elected to four-year terms on a non-partisan ballot. The Council's authority extends over all the City's powers and sets the policies by which the City serves its citizens. The Council takes official action at regular Council meetings, which are open to the public. The Mayor may call a special meeting, if the public is given a 24-hour notice. The Council elects a Mayor among its members for a term of two years, selects a City Manager to serve as the chief administrative officer of the city, and appoints citizens to serve on various advisory boards established by the Council. The Mayor is the formal representative of the City, and presides over Council meetings.

The City Manager is responsible for the general management of the business operations of the City of Ellensburg that includes the appointment and supervision of staff, enforcement of the City Code, presentation of the City's annual budget, and the coordination of the issues that come before the Council. As the chief administrator, the City Manager has no vote in the Council, but may take part in discussions of matters before the Council.

The City Council appoints several citizens to serve on its advisory boards and commissions. The following is information on some of the commissions:

For additional information on the commissions and the advisory boards, contact the City Manager's Office at (509) 962-7221.

Arts Commission

The Arts Commission was created to advise Council on matters concerning performing and visual arts; encourage and promote art activities of individuals, organizations and government agencies in the city; and formulate and recommend to Council an arts advancement program for the City. Seven members (not required to be city residents).

Meetings: Second Thursday of each month
Time & Place: 4:00p.m., Council Conference Room, 501 North Anderson Street
Staff Contact: Debby DeSoer, (509) 962-7252
Authority: Chapter 1.33 of the City Code

Finance/ Budget Advisory Committee

The Finance/Budget Advisory Committee was created for purpose of providing avenue for the Council to have detailed involvement in the finance and budget administration of the City. The committee consists of 4 members (2 Council members, City Manager, and Finance Director.)

Meetings: Third Wednesday of January, April, July, October and as needed
Time & Place: 4:00 p.m., Council Conference Room, 501 North Anderson Street
Staff Contact: Jerica Pascoe, (509) 962-7205
Authority: Chapter 2.20.080 of the City Code

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Building Appeals Board

The Building Appeals Board hears appeals of decisions or interpretations of the building official concerning alternate materials and types of construction as required in the International Building Code adopted by the city, and provides for reasonable interpretations of the provisions of the code. The Board may recommend to Council such new legislation as is consistent with its interpretations. Five members (not required to be city residents).

Meetings: At the call of the Chair
Time & Place: Council Chambers, 501 North Anderson Street
Staff Contact: Laura Wilson, (509) 962-7239
Authority: Chapter 3.2 of the City Code

Ellensburg Business Development Board

The Ellensburg Business Development Group of Kittitas County Authority Board (formerly the Phoenix Development Authority Board) governs the affairs and manages the assets of the Phoenix Development Authority. Nine members (not required to be city residents)

Meetings: Third Tuesday of each month
Time & Place: 5:30 p.m., EDG of Kittitas County, 609 N. Main Avenue
Staff Contact: David Bowen, (509) 962-7244
Authority: Chapter 1.62.16 City Code

Cable Television Commission

The Cable TV Commission was created to advise Council in matters relating to the cable TV franchise; establish policy guidelines for the programming content of the community access channel; and to prepare annual reports. It is to conduct regular interviews and maintain contact with Central Washington University's administration regarding operation of the community access channel and the administration of the City's interlocal agreement for the operation of that channel. Five members (3 members must be city residents).

Meetings: First Tuesday of each month
Time & Place: 11:00 a.m., Council Conference Room, 501 North Anderson Street
Staff Contact: Debby DeSoer, (509) 962-7252
Authority: Chapter 1.52 of the City Code

Civil Service Commission

The City Manager appoints Civil Service Commission members. Applicants must be city residents for at least three years preceding appointment. Commission duties include making rules and regulations regarding the manner in which police examinations may be held and in which appointments, promotions, transfers, reinstatements, demotions, suspensions and discharges shall be made; hearing and determining appeals or complaints regarding the administrative work of the personnel department, appeals of the allocation of positions, the rejection of the examination, and other such matters as may be referred; providing for, formulating and holding competitive tests to determine the relative qualifications of persons seeking appointment; and establishing and maintaining eligibility lists for various classes of positions. Three members (required to be city residents, governed by RCW 41.12.030)

Meetings: First Tuesday of each month
Time & Place: 4:00 p.m., Council Conference Room, 501 N. Anderson Street
Staff Contact: Cindy Smith, Chief Examiner, (509) 962-7222
Authority: Chapter 1.28 of the City Code

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Environmental Commission

The Environmental Commission was created to advise Council on environmental matters with the mission of maintaining and enhancing the uniquely livable and sustainable environment enjoyed by city residents. The commission has 9 members, 3 members may be non-residents, and 2 members may be under 18 years of age. President of the Ellensburg Environmental Club is an ex-officio member.

Meetings:	Third Wednesday of each month
Time & Place:	5:15 p.m., Council Conference Room, 501 North Anderson Street
Staff Contact:	Shannon Johnson, (509) 962-7231
Authority:	Chapter 1.60 of the City Code

Landmarks and Design Commission

The role of the Landmarks and Design Commission is to identify, evaluate, designate, protect, enhance and perpetuate historic places within the City of Ellensburg; perform design review of all new commercial, industrial and multi-family construction projects and associated landscape and parking plans within the City of Ellensburg. Seven members (Majority of members (4) must be city residents. Board shall include: 2 property owners within the Downtown or Residential Historic Districts, 3 professionals, and 1 member at-large.)

Meetings:	First & third Tuesdays of each month
Time & Place:	7 p.m., Council Conference Room, 501 North Anderson Street
Staff Contact:	Community Development Staff, (509) 925-8608
Authority:	Chapter 1.45.08.12 of the City Code

Library Board

Library Board members are appointed by the City Manager. The Board provides citizen input to the City Manager, City Council, and the Library Director. The Board considers and recommends policy to govern operations and programs of the library. It gives recommendations on Director appointment, participates in efforts to secure library funds, advises the Director during budget preparations, assists the Director in developing policies including collection development, and supports and participates in public relations and marketing programs. Five-Seven members (majority of members must be city residents).

Meetings:	Second Tuesday of each month
Time & Place:	4:30 p.m., Puget Sound Energy Conference Room, 207 North Pearl Street
Staff Contact:	Debby DeSoer, (509) 962-7252
Authority:	City Ordinance No. 3937

Lodging Tax Advisory Committee

The Lodging Tax Advisory Committee reviews proposed changes to the lodging tax rate, exemptions and use. Tax proceeds may be used for tourism promotion, the acquisition and operation of tourism-related facilities, and other uses as authorized by state law. Five members (2 members must be from the lodging industry, 2 from organizations involving activities authorized to receive tax proceeds, and 1 council member).

Meetings:	First Wednesday of each month
Time & Place:	3:00 p.m., Council Conference Room, 501 North Anderson Street
Staff Contact:	Beth Leader, (509) 962-7124
Authority:	City Ordinance No. 4111

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Parks & Recreation Commission

The role of the Parks & Recreation Commission is to make recommendations to Council pertaining to recreation programs and parks development and operation, encourage and promote all forms of recreation programs and activities that employ residents' leisure time in a constructive and wholesome manner, and periodically review and make recommendations for revisions to the Parks and Recreation Comprehensive Plan. The commission has 7 members (4 members must be city residents).

Meetings: Second Wednesday of each month
Time & Place: 5:30 p.m., Council Conference Room, 501 N. Anderson Street
Staff Contact: Brad Case, (509) 925-8639
Authority: Chapter 1.16 of the City Code

Planning Commission

The Planning Commission reviews and makes recommendations to Council pertaining to the long-term Comprehensive Land Use Plan and the zoning ordinance. It conducts hearings and makes decisions and/or recommendations on a variety of land-use applications including permits, conditional uses, annexations, rezones and subdivisions, and hears appeals of administrative decisions related to zoning. The commission has 7 members, at least five members must be city residents, and all members must live in Kittitas County.

Meetings: Second Thursday of each month
Time & Place: 5:30 p.m., Council Chambers, 501 North Anderson Street
Staff Contact: Community Development Staff, (509) 962-7108
Authority: Chapter 1.14 of the City Code

Senior Citizens Advisory Commission

The Senior Citizens Advisory Commission makes recommendations to Council on matters pertaining to senior citizen participation in programs and use of facilities provided by the City. The Commission encourages and promotes activities to meet the needs of seniors as well as formulating and articulating to Council the long-term needs and goals of senior citizens. The Commission has 7 members, members must be at least 55 years of age and the Commission includes representatives of agencies or organizations interested primarily in senior citizens issues.

Meetings: Second Tuesday of each month
Time & Place: 1:00 p.m., Adult Activity Center, 506 South Pine Street
Staff Contact: Katrina Douglas, (509) 962-7242
Authority: Chapter 1.48 of the City Code

Utility Advisory Committee

The Utility Advisory Committee was created to provide a mechanism for the City Council to obtain benefits of recommendations, advice, and opinions on those matters affecting City's energy policy and operations. The Committee may devote the resources necessary for careful consideration of such matters and which will increase citizen participation and input to local government. The 7 members include 2 Council members, 1 CWU representative, 1 KITTCOM representative, 1 telecommunications utility customer, and 2 customers of one or more city utility systems.

Meetings: Second Tuesday of each month
Time & Place: 6:00 p.m. Council Conference Room, 501 North Anderson Street
Staff Contact: Larry Dunbar, (509) 962-7226
Authority: Chapter 1.50 of the City Code

City Council



Rich Elliott, Mayor
City Council Term Expires 12/31/17
Mayoral Term Expires: December 31, 2015



Jill Scheffer
Term Expires: 12/31/15



Tony Aronica
Term Expires: 12/31/15



Bruce Tabb
Term Expires: 12/31/15



Nancy Lillquist
Term Expires: 12/31/17



Mary Morgan
Term Expires: 12/31/17



David Miller
Term Expires: 12/31/15

As of January 8, 2015

Vision and Purpose

The City of Ellensburg is committed to providing the citizens of Ellensburg with government services in the most efficient and effective way. We are dedicated and committed to providing QUALITY SERVICE within the fiscal constraints of our city. We take pride in the history and heritage of our community and are very excited about its future.

Goals for the City of Ellensburg

Budget preparation allows the City the opportunity to reassess goals and objectives and the means for accomplishing them. The budget document is the method of presenting, in financial terms the overall plan for the 2015/2016 fiscal years. This plan sets the direction of activity for the various departments during the year.

The Mayor and City Council goals are listed below. These goals set the overall direction for the City and focus on program development rather than provide a comprehensive list of ongoing City programs. It is intended that the ongoing programs be continued at a high level of quality.

Vision Statement

To enhance the quality of life of the citizens of the City of Ellensburg. We envision a city that protects its citizens and provides services for their well-being at a reasonable and equitable cost; that promotes a healthy economy and responsible stewardship of our natural beauty; that respects and encourages diversity; and that engages our citizens as partners in making the City of Ellensburg a great place to live, work and play.

GOAL: FINANCIAL STABILITY

Provide consistent and quality municipal services through adequate utilization, and development of appropriate financial resources that maximize return on investment, and leverage outside and local resources in an equitable and fair manner to the local taxpayers.

Objectives

- Update and improve long-range financial projections, data analysis, and trend profiles to facilitate strategic forecasting.
- Balance the need for increased tax, fee, and utility rates with review of staff effectiveness, ratio and efficient operations to maximize the benefits to the citizens per dollar spent.
- Diversify revenue sources to the greatest extent possible by pursuing outside grants, loans, and funding partnerships whenever feasible.
- Resolve litigation and minimize financial impact on the City through a proactive risk management strategy.
- Increase efficiencies through support efforts to decrease the negative impacts of state imposed mandates and program responsibilities.
- Review privatization, technology enhancements, and other effective cost-saving methods to provide quality municipal services.

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GOAL: INTERGOVERNMENTAL RELATIONS

Promote communications, legislative influence, and agency cooperation with other public entities in Kittitas County, as well as State, and Federal agencies that impact our community and environment.

Objectives

- Work with other public agencies and their staffs in a productive, professional, and participatory way that enables cooperation, better fiscal management, economy of scale, and effective results that will positively impact our community.
- Coordinate major capital projects, financial resources, and strategic goals to promote a commonly shared vision for future benefits to our community and region.
- Strengthen partnerships and communications through joint strategy and planning sessions with other local agencies and community stakeholders.

GOAL: QUALITY MUNICIPAL SERVICES

Organize, coordinate and provide municipal services that meet the needs of our citizens, and improve the quality of life of our citizens by effectively utilizing available resources.

Objectives

- Assure that community support services are provided, within available resources to aid those segments of our community most in need such as the elderly, disabled, children, and others needing assistance.
- Strategically plan municipal services to maximize their efficiency and effectiveness.
- Update, modify, and enforce local regulations and codes which reduce nuisances, improve permit processing, and orient regulations in a more user-friendly and proactive direction.
- Protect and preserve the community's quality of life through public safety services conducted with the highest level of professionalism and integrity.
- Assure that the community is served by safe and effective utility and transportation infrastructure.
- Provide programs, facilities, and services that enhance recreational, cultural, and social opportunities for enjoyment by the community.
- Establish a regular maintenance and replacement program for City facilities.

GOAL: EMPLOYEE EXCELLENCE

Develop policies that enhance the work environment, stimulate employee performance, and promote good customer service to assure the provision of quality municipal services and prepare our employees for the future challenges in municipal government.

Objectives

- Provide leadership training and development for employees to assure that the City hires and retains the best work force possible.
- Incorporate Customer Commitment and Employee Values into the workplace.
- Integrate employees and work divisions with cohesive teamwork and organization.
- Emphasize service to the customer with a "*can-do*" attitude that concentrates efforts toward proactive results.
- Develop employee training to provide a viable succession strategy for our leadership positions.