

**City of Polson Goal Theme 1: Community Outreach and Partnerships**

CITY STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<b>Website/Social Media</b>				
Website and social media	Meet with each department and review department webpages	Department heads and staff	Year 1 and ongoing	
	Edit/update each webpage			
	Continually update webpages on regular basis			
	Include more information on website			
	Discuss with department heads about Facebook. Decide who would be in charge of page			
The City's website can be a valuable tool for disseminating information that the public, tourists and new residents need if done properly. It can reduce the number of phone calls and walk-ins that must be dealt with each day.	Put in relevant photos	Personnel, Click Here Designs	Year 1	Ongoing
	Make it more attractive			
	Add fillable forms where possible along with ability to email form directly			
	Create a Facebook account for the City to push agendas and news to the public			Not started
DEPARTMENT STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<u>GOLF &amp; PARKS DEPT.</u> The Golf Course website provides our customers with valuable information and assists greatly in our customer service and customer relations. The Golf Course facebook page is a great way to reach out to our customers and post tournament results and upcoming events, and is also used in advertising.	Maintain PBGC website and facebook page	Cameron	Ongoing	
	Update the website's section for golf maintenance, P&R	PBGC, P&R	Year 1	
	Integrate maintenance department into the facebook page	PBGC	Year 2	
	Expand to other social media outlets	PBGC	Ongoing	
<u>GOLF &amp; PARKS DEPT.</u> Polson Bay Golf Course needs the capability to allow it customers to pay for season passes online from the website.	Determine options for credit card sales from golf course website	City Hall	Next 6 months	
	Plan for changes to website	Cameron, Cindy	Next 6 months	
	Implement changes to website		December 2016	
<u>POLICE DEPT.</u> Social media provides a potentially valuable means of assisting the PPD and its personnel in meeting community outreach, problem-solving, investigative, crime prevention and related objectives.	Update the PPD website	PPD	Year 1	
	Establish a PPD policy for Social Media	PPD Policy #39 Social Media	Jan. 2016/Completed	
	Maintain PPD FB Page	PPD	Ongoing	
	Explore potential use of Twitter, YouTube, LikedIn, Instagram and similar vessels	PPD	Year 1	
	Implement other social media vessels	PPD	Depends on out outcome of exploration	
<u>FIRE DEPT.</u> Having an up-to-date web page (with member only sign in area included) and Facebook page would greatly increase the amount of information available to the public as well as keep PFD members more informed.	Update the PFD website	PFD members, Kyle	End of 2016	
	Better utilize the PFD Facebook page	PFD members	In progress	
	Establish a PFD policy on use of Social Media	PFD policy committee, City Attorney	July 2016 - in progress	

<u>BUILDING &amp; PLANNING DEPT.</u> Update the City website	Discuss with Kyle and Beth how to provide information that will apply to projects from the building and planning departments stand point	City Planner would be resource for website from the building and planning perspective	Year 1	
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CITY STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<u>Letters</u>				
Newsletter: have a biannual or even quarterly newsletter about happenings and news with the City. OR a letter published in the newspaper.	Keep a diary of what has happened and use that to write the Letter and submit for publication	City Manager and department heads Calendars, upcoming events, etc.	Year 1	
Do more to inform the public about the activities of the City. This will hopefully get more people engaged in the process and willing to serve on committees, etc.	Consider having a recurring section in the newspaper for dept heads/City Manager to provide public updates	Personnel, Valley Journal, Lake County Leader	Year 1	Not started
	Do a City Manager survey at least once per year to see what issues/concerns people have in the City	Personnel, Survey Monkey, newspapers, website		
DEPARTMENT STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<u>WATER &amp; SEWER DEPT.</u> Water and sewer can improve communications with the public by implementation informative letters through our billing system. We can also improve public awareness of the water and sewer dept. by the use of radio and newspaper	Establish an annual newsletter, to go out with the water bill, about the water and sewer dept.	City Hall, Gull printing, Insty Prints, USPS	Year 1	Project goal ASAP

CITY STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<u>Town Hall Meetings</u>				
Coordinate with the Commissioners from each Ward to conduct a Town Hall meeting. Publish the event, put on City website.	Once a quarter, have each ward conduct a Town Hall meeting	Commissioners	Year 2	
The Commission needs more outreach to their constituents.	Try to pick the same day and time each month or bi-monthly to host a meeting between commission and public by ward	Commission & Personnel	Year 1	Not started
	Have workshops for the Commission and public when dealing with complex issues to make Commission meetings run smoother	Commission & Personnel	Year 1	Ongoing somewhat
DEPARTMENT STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<u>BUILDING DEPT.</u> Co-ordinate with the Commissioners from each Ward to conduct a Town Hall meeting. Publish the event, put on City website.	Building Official could give a brief overview of projects being built at the present time	Building official and Beth can provide information as needed		

<p><u>POLICE DEPT.</u></p> <p>The PPD must participate in active listening sessions with the public in which it serves. The premise must be that officers enforce to law with the people not just on the people. The PPD understands that community policing requires the active building of positive relationships with members of Polson.</p>	Establish quarterly town hall meetings throughout 2016	PPD and City Council	Within six months	
	Advertise meetings	Print, radio and social media	Immediately following a set schedules for meetings	
	Set meeting agenda	PPD	Within six months	

DEPARTMENT STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<b>Use of PIO for announcement and info. to media &amp; outreach</b>				
<p><u>FIRE DEPT.</u></p> <p>The use of a PIO would allow for more timely and accurate information released to the public.</p>	Establish a PFD PIO/Media Policy	PFD policy committee, City Attorney	July 2016 – In Progress	
	Identify and train a PIO	PFD members, recognized PFD PIO training	End of 2016	
<p><u>FIRE DEPT.</u></p> <p>Establishing and maintaining a fire safety program within the school system will benefit the PFD relationship within the community and ultimately save lives</p>	Identify and train a PFD member that can head the program	PFD members, National Fire Academy	In progress / End of 2016	
	Identify funding sources for training materials	PFD members	2016/2017 Budget Year	
	Work with schools to create a schedule (revolving around National Fire Safety Week)	PFD members, School principals	September 2016	

**City of Polson Goal Theme 2: Planning and Annexation**

DEPARTMENT STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<b>Planning policies, procedures, and education</b>				
<u>BUILDING &amp; PLANNING DEPT.</u> Planning Department Administrative policies and procedures	Update all application forms and respective fees	City Planner, Building Inspector, Building & Planning Tech.	Year 1	
	Create procedural checklist for each project process			
<u>PLANNING DEPT.</u> Education	MAP Conference and 2-3 other conferences a year for Kyle and Beth	List Serve, Local Gov. Center, Rich Gebhardt, MAP membership	Ongoing	
	Floodplain Admin. Conference.			
	Courses with Rich Gebhardt			
CITY STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<b>Annexation Policy Development</b>				
Annexation Policy Development	Finish GP update	City Manager, department heads, other agencies	Year 1-2	Growth Policy currently being updated. Existing Extension of Services Plan
	Develop a Future Land Use Map			
	Meet with City Manager and departments			
	Write and adopt annexation policy			
As the City moves toward either a Resort Tax or a City-wide Street Maintenance District, it will be important that the City has clear boundaries that do not include a patchwork of un-annexed areas.	Begin the process to annex wholly surrounded areas as this has precedent in the City	Personnel & Commission	Year 1-2	Not started
	Create a checklist for future annexations of large parcels that makes sure all questions are answered	Personnel	Year 1	
A policy that would include city expansion annexation, wholly surrounded annexation and annexation of properties that are receiving city services is needed to establish guidelines and procedures.	Work with city commission and city attorney and growth policy to develop an Annexation Policy.	City Commission, City Planner, City Attorney and other cities current polices	Year 1	
	Make sure the policy addresses the need for fire service and whether or not the current fire department can provide needed services	ISO, NFPA, PFD Members	Year 1 - Ongoing	
DEPARTMENT STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<u>GOLF &amp; PARKS DEPT.</u> Polson P&R recognizes the inevitable expansion of the City of Polson and that with that expansion, future parks, open areas, and possibly future golf course expansions may be necessary.	Identify Parks and Rec. department's needs and responsibilities associated with annexation.	P&R, City Staff	Year 1	
	Policy for P&R for annexed areas.			
	Make sure that resources are available and funded, and that policies are implemented prior to annexation.		As annexation occurs	

<p style="text-align: center;"><u>POLICE DEPT.</u></p> <p>The PPD understands that with the anticipated growth of the economy; the prosperity will lead to further annexation. The PPD must be heard in implementing an Annexation Policy as the success of our economy is driven by the level of safety and harmony the people are comfortable with.</p>	Implement a section in the policy that addresses the need for public safety.	PPD	Year 2	
	Establish a criteria for public safety implementation in annexed areas. A "formula" addressing calls for service, patrol zones, shift coverage, personnel and equipment. The formula must be needs based not geographical size based.	PPD	Year 2	

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**City of Polson Goal Theme 3: Funding and Finance**

CITY STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<b>Resort Tax</b>				
Resort Tax	Educate the public and hold meetings	Economic Development Committee, Representative from resort community	Year 1	
	Bring in someone from Red Lodge or other resort community in Montana			
	Await the recommendation of the Economic Dev. Committee			
The City qualifies as a resort tax area and should look at placing a ballot measure to ask residents to vote on a 3% tax.	Work with Economic Development Council (EDC) to bring a ballot measure initiative to the Commission	EDC, Personnel, Commission	Year 1	
	If passed, implement a plan to assist vendors in collection of the tax and to educate the public about the tax	Personnel	Year 1-2	

CITY STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<b>Mill Levy for building and public safety</b>				
Mill Levy for building and public safety	Work with Police, Fire Departments in getting grants to build Public Safety building	Grants, Public, Mayor & Commissioners, City Finance Officer	Year 3	
	Educate public during Town Meetings			
Funds are needed to expand the City's storage and office space. One option is to build a public safety building and remodel the existing City Hall	Provide concept drawings to be presented at public meetings	Police/Fire	Year 1	Not started
	Propose ballot measure for a bond levy following public meetings and gathering of costs	City Manager, Police/Fire, Finance Officer, Commission	Year 2-3	Not started

CITY STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<b>Business license</b>				
Establish clear boundaries for City with all properties annexed. Have a business license so the City has a documented list of businesses within the City limits.	Implement a business license on a calendar year basis	City Clerk, Finance Officer, Black Mountain Software	Year 1-2	Not started

CITY STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<b>Grants</b>				
Utilizing the many grants available would help with all aspects of city government	Identify grants that would be beneficial and we would be eligible for.	Department heads and personnel	Year 1	
	Explore having a city wide grant writer and administrator on staff.		Year 2	

### City of Polson Goal Theme 4: Organizational Capacity Building

CITY STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<u>Leadership training &amp; education</u>				
Leadership training	Bring in persons for training from MMIA, Local Gov. Center, State of Montana	MMIA, Local Gov. Center, State of MT PERS	Ongoing	
The City needs to bring in a firm to work with the City as a whole on leadership skills, communication skills and co-worker skills before we can really get some of these other items accomplished.	Budget for training from the Local Government Center to address skill sets for employees	\$ from annual levy, Local Govt Center, Personnel	Year 1	Not started
	Budget for department heads to attend leadership classes	\$ from annual levy, Personnel	Year 1-5	Ongoing
Staff should attend classes to maintain certifications and/or to improve their job skills	Each dept. head provides a detailed budget of classes they and their staff want to attend each year	Department heads	Year 1	Not started
	Educate the Commission and public on complex issues through town hall meetings/workshops	Personnel, Commission		
DEPARTMENT STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<u>FIRE DEPT.</u> Leadership training is an essential part of any successful organization.	Provide leadership training to members that are already in leadership positions as well as those that are identified as potential future leaders.	PFD members, State Fire School, National Fire Academy, etc	Ongoing	
<u>FIRE DEPT.</u> With the challenges faced with a volunteer department and the turn-over it is imperative to provide good sound education to new members. It is also important to keep up to date on new firefighting tactics.	Implement PFD's own Firefighter 1 Academy	PFD members, MT State Fire Academy	In Progress – 18 months	
	Identify Funding for a fire tactics training facility	Finley Point Fire, Grants, Donations	In Progress – 6 months	
	Build a fire tactics training facility	PFD members, Architect, Street Dept., Engineer	12 months	
<u>BUILDING DEPT.</u> Attend workshops and seminars when available	Continue to take classes to keep abreast of the changing codes, provide information to the contractors and public about these changes	State of Montana code conference, multiple options available some require travel others can be on-line	Yearly	
<u>POLICE DEPT.</u> As the scope of modern policing develops so does the need for more and better training. The skills and knowledge to deal with these issues requires a higher level of education as well as extensive and ongoing training in specific disciplines.	New-hire development	PPD, MLEA, MBCC, MNOA, local health care providers, CSKT Cultural Committee, internal training sessions and external programs as budget allows	As applicable	
	In-service training		Ongoing	
	Community policing		Year 1	
	Interpersonal & communication skills			
	Bias/cultural awareness			
	Drugs & pharmaceuticals			
	Situational decision making			
	Crisis intervention			
	Procedural justice and impartial policing			
	Trauma & victim services			
	Mental health issues			
	Analytical research & technology			
Promote college education	Flexibility with college enrolled team members	Ongoing		
<u>GOLF &amp; PARKS DEPT.</u> The Golf Course and Parks departments need qualified and educated people to perform complicated tasks. Continuing education and training is essential to these tasks and is essential in keeping up with an always evolving industry.	Continuing education	PPGCSA, GCSAA	Ongoing	
	Initial training	PBGC	As needed	
	Pesticide Applicators training	State, PPGCSA, GCSAA, industry	Yearly	

CITY STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<b>Succession Planning</b>				
Succession Planning	Have department meetings on a regular basis.	City Manager, Finance Officer, Human Resources, City Clerk	Ongoing	
	Develop projects as a department			
The City should provide a smooth transition for employee replacements.	Each department needs to develop written procedures for their department's activities	Personnel	Year 1	Not started in some depts.
DEPARTMENT STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<u>GOLF &amp; PARKS DEPT.</u> Polson Parks and Recreation needs to plan for and implement for succession by qualified individuals. The quality of work/service will be greatly decreased in the case of extended absence if other people are not trained to take over other persons tasks.	Continuing training	Parks & Rec., PBGC	Ongoing	
	Decrease specialization			
	Hire people with potential for advancement			
	Changes in Organizational charts	Parks & Rec., PBGC, City Manager, City attorney		
<u>POLICE DEPT.</u> The PPD understands that succession planning increases the availability of experienced and capable team members and is critical in ensuring they are prepared to assume leadership roles as they become available.	Identify short term (5yr) and long term (10yr) anticipated vacancies	PPD	Ongoing	
	Identify those with the potential to assume greater responsibility	PPD, evaluations, mentorship program		
	Provide critical development experiences	PPD, mentorship program, internal & external training opportunities, PPD Policy #73 Special Assignments		
	Engage the leadership in supporting development of high-potential leaders	PPD		
<u>FIRE DEPT.</u> Succession Planning	Identify short term and long term potential vacancies of leadership positions.	PFD members	Ongoing	
	Teach, mentor and train younger members to be ready to assume leadership roles.	In house training, outside training, mentorship program		
<u>FIRE DEPT.</u> Providing a clear vision and goals to a department or city wide is essential so everyone knows where we are headed and what their role is.	Update and develop vision with short and long term goals to accomplish	PFD Officers and PFD members	Year 1	
	Evaluate short and long term goals to make sure they still are applicable		Ongoing	

CITY STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<b>Current with technology</b>				
Current with technology	Educate by attending classes.	Local Library, high school evening classes, CSKT college classes, seminars, workshops, conferences	Ongoing	
	Stay current with what is available.			
	Make an effort to keep software up to date			



Keeping up both hardware and software-wise is important to the future of the City.	Create inventory of all computers, monitors, laptops, etc. to determine obsolescence and rotation schedule	Personnel	Year 1-5	Not started
	Create inventory of all software with # of licenses, annual fees, etc. and update as needed. Purchase software to make employee jobs easier	Budget for software each year, Personnel		
<b>DEPARTMENT STRATEGY</b>	<b>ACTION</b>	<b>RESOURCES</b>	<b>YEAR</b>	<b>STATUS</b>
<p align="center"><u>GOLF &amp; PARKS DEPT.</u></p> PP&R and PBGC recognize the need to stay current with technology in order to remain efficient, competitive, and modern.	Continuing training	Parks & Rec., PBGC	Ongoing	
	Increase use of GPS on equipment and irrigation system for record keeping, equipment maintenance, and labor tracking.			
	Purchase POGO soil moisture meter and GPS data logger.	POGO, PBGC	July 2016	
	Upgrade Site-Pro irrigation system central control system to LYNX irrigation system central control system.	Midland Implement Toro, PBGC	April 2017, part of irrigation system for old nine project.	
<p align="center"><u>POLICE DEPT.</u></p> The PPD is cognizant of the fact that policing is modernizing and technology advances far more quickly than policies and law.	Maintain current technologies such as body worn cameras (BWC), laptops, e-ticket writers, etc.	PPD, PPD Policy #1 Digital Evidence	Ongoing	
	Continue seeking out new and useful technologies to safe guard evidence and aid investigations	PPD, Technology funding options such as donations and grants		
	Staying current on technology laws and crimes	PPD, MLEA, POST		

**City of Polson Goal Theme 5: Infrastructure and Facilities**

CITY STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<b>Develop implementation plan for Public Safety Building</b>				
Develop implementation plan for Public Safety Building	Create a plan and present at a Town Hall Meeting	City Police/Fire Dept.	Year 1-2	
	Present need/project at Commission Meeting			
Design, build and occupy a new public safety facility that houses police, fire and court system by 2019. **Thus far the Project Team (PT) consist of the department heads of the PPD, PFD, Court, & City Manager.	1-Project Initiation: Identify & document problems w/current facility	PT	Feb 2016/Completed	
	Establish planning team		Year 1/partially identified	
	Identify & secure funding	PT/City Council	Year 1	
	Identify design team		Year 1/partially identified	
	2-Planning/Pre-Design: Conduct a space needs analysis	PT	Feb 2016/Completed	
	Evaluate facility options			
	Conduct site evaluations	PT/Enviro Eng/Architect	Year 1	
	3-Budget & Funding: Develop preliminary project costs			
	Obtain project funding	PT/City Council	Year 1-2	
	Secure & purchase site			
	4-Design & Delivery: Review rough design and construction services	PT/Enviro Eng/Architect & Contractor	Year 2	
	Secure architect	PT/City Council	Year 1-2	
	Design facility	PT/Enviro Eng/Architect		
	Build facility	Architect/Contractor		
	Move-in & occupy	Police/Fire/Court system	Year 3	

CITY STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<b>Server System (Exchange Server)</b>				
Server System (Exchange Server)	Get current quote on exchange server cost.	IT contact: Nathan	Year 2-3	
	Look at alternatives; i.e. Cloud network			
The City currently runs a peer-to-peer network with employees maintaining most of their data on their own individual computer. The biggest issues are email and backups as most documents are public documents that could be asked for in a lawsuit. A dedicated server system with an email exchange server would solve some issues.	Request bids from local/area firms to install a server network and hardware system	Personnel	Year 1	Not started
	Budget for replacement of the system either in phases or all at once	\$ from annual levy, Personnel	Year 2	

CITY STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<b>Streets and other infrastructure</b>				
Streets	State of MT Infrastructure program.	Streets Dept; Engineer, Planning Dept; Finance Dept.	Year 1-5	
	Grants, Mill levy, Gas Tax			
	Ensure new streets up to standards w/ new development & conditions met.			
Streets	Revise impact fees to include the street department. Fee for all departments need to be reviewed and impact fee set at 100%	This should be something that can be done in-house without paying a consultant	Year 1	
The dis-repair of our streets and sidewalks is an eyesore in the City. Fixing the streets would enhance the City's ability to attract tourists, new residents and businesses because the City itself would be more attractive. Walk-ability is important also, so providing a good network of sidewalks and trails is important also.	Place a resort tax ballot measure before the City residents to raise funds for street repair, maintenance and re-construction	EDC, Commission, Personnel	Year 1	Discussion in EDC ongoing
	Pressure the County to place a 2 cent gas tax measure on the ballot	Personnel	Year 2	Not started

DEPARTMENT STRATEGY	ACTION	RESOURCES	YEAR	STATUS
<u>GOLF &amp; PARKS DEPT.</u> Golf Irrigation System The old 9 irrigation project needs to be completed. Our goal for completion is December of 2017.	Funding	Finance Dept., PBGC	Prior to Award Bid.	
	Connection pipe to 18 hole side.	PBGC, midland imp., Jenson Backhoe	Fall of 2016 or early spring of 2017	
	Make changes to plans	PBGC, Bear Design	Nov-Dec 2016	
	Go out to bid	PBGC, Bear Design, PPGCSA, GCSAA, Shari	Feb. 2017	
	Award Bid		April 2017	
	Start construction	Contractor, Bear Design Group, PBGC	August 2017	
	Finish construction		Dec. 2017	
<u>WATER &amp; SEWER DEPT.</u> Update water and S&S collection system Until the water sewer and storm system has been upgraded, as the foundation of any infrastructure, there is no practical reason to develop, till the upgrades are complete	Work with city government and dept heads to plan strategy for projects	City hall/ all depts.	Year 1	Active
<u>WATER &amp; SEWER DEPT.</u> Water reservoir - failed structure inspection 5 years ago; can do no maintenance because of the condition must be replaced. Lakeview Village lift station needs replaced now	Bi-annual inspections of all reservoirs	Outside sources	Year 1	Active
	Replace bad reservoir (Hillside reservoir)			
<u>WATER &amp; SEWER DEPT.</u> Fire hydrant inspection, and placement for protection	Hire new employee	City Hall	Year 1	Active
	Work with other depts. On projects (fire chief)			