

**CITY OF OGDENSBURG
STRATEGIC MANAGEMENT PLAN
2007 - 2012**

VISION STATEMENT:

The City of Ogdensburg is a vibrant and vital commerce center in the St. Lawrence Region, with clean, safe and beautiful neighborhoods, streets and parks.

MISSION STATEMENT:

The mission of the City of Ogdensburg is to provide quality public services and facilities to promote and protect the health, safety and welfare of its residents, businesses and visitors in a cost effective manner.

VALUES STATEMENT:

*Ogdensburg is a place with strong values, traditions and heritage where people chose to live, work, socialize and recreate. Core priorities include:
Waterfront: clean, developed, mixed public/private use, psychiatric center, international use*

Tax Base: expanded

Economic Development: port, downtown revitalization, plazas, jobs

Infrastructure: improved, support growth

Technology: expanded service, utilization of internet

Tourism: 4-land highway, cultural opportunities

Housing Stock: improved

ORGANIZATIONAL GOALS:

- 1. FINANCIALLY SECURE CITY GOVERNMENT*
- 2. SAFE AND SECURE COMMUNITY*
- 3. BALANCED, SUSTAINABLE LOCAL ECONOMY*
- 4. REVITALIZED AGING NEIGHBORHOODS & COMMERCIAL AREAS*
- 5. BEAUTIFUL CITY*

September, 2006

**CITY OF OGDENSBURG
STRATEGIC MANAGEMENT PLAN
2007 - 2012**

PROJECT SCHEDULE

May	Conduct Citizen Survey (Distribute, collect, compile results, prepare report)
August	Present Survey Results Report to public
September	Prepare Department Budgets, Business Plans & Capital Improvement Plan (Establish department objectives, performance measures)
November	Prepare Preliminary Budget, Strategic Management Plan & Capital Improvement Plan
December	Adopt Final Budget / Capital Improvement Plan Adopt Strategic Management Plan
February	Evaluation of Departmental Performance Measures
March	Report Card to City Council and Citizens (review outcomes; review organizational goals)

**CITY OF OGDENSBURG
GOALS & OBJECTIVES
2007 - 2012**

GOAL 1: FINANCIALLY SECURE CITY GOVERNMENT

OBJECTIVES

CITY COMPTROLLER:

- Follow effective financial management practices
- Research strategies to curtail rising and variable expenses
- Finances for capital projects fully acquired in one fiscal year of completion
- Preserve adequate revenues to maintain and expand city services
- Pursue greater diversification of revenue sources

ASSESSMENTS:

- Continue New York State annual re-assessment
- Maintain assessment related programs
- Produce assessment roll for jurisdictional purposes
- Review exemptions
- Prepare NYS Real Property Assessment Reports

CITY CLERK:

- Annual review of office fee structure
- Prepare budget to support office functions

LAW:

- Provide legal advice and assistance to the City Manager and Comptroller in evaluating legal issues associated with budgeting, expenditures, bidding, and related contract issues
- Provide advice and assistance to the Comptroller on tax collections, tax delinquency, bankruptcy and related issues such as tax foreclosure
- Provide advice and assistance in the liquidation of assets not necessary in order to fulfill the goals of the City of Ogdensburg
- Provide legal advice and assistance to the Assessor in establishing and defending a sound, equitable and enforceable tax roll
- Provide legal advice, assistance and representation on matters in order to avoid litigation
- Provide legal advice, assistance and representation on matters of impending and pending litigation

- Provide support and advice in legal matters handled by outside counsel
- Provide legal advice and assistance in the administration and oversight of benefits paid pursuant to GML 207(a) and 207(c)
- Provide legal advice, assistance and representation in labor/management related matters

ENGINEERING:

- Evaluate energy efficiency at City facilities

PLANNING & DEVELOPMENT:

- Expanded tax base
- Secure grant funding

POLICE DEPARTMENT:

- Maintain a fiscally responsible Police Department budget and identify/secure new revenue sources

FIRE DEPARTMENT:

- To provide cost effective, high levels of service in the protection of life and property

PUBLIC WORKS:

- Make buildings more energy efficient
- Increase revenue to offset increasing expenditures

RECREATION:

- Provide fiscal responsibility and to pursue a variety of revenue sources to operate Department in an efficient manner

LIBRARY:

- Reduce taxpayer support to minimum required to preserve Library efficiency

MUSEUM:

- Overtime reduce Museum's dependency on City for financial support, thereby freeing funds for other City purposes

**CITY OF OGDENSBURG
GOALS & OBJECTIVES
2007 - 2012**

GOAL 2: SAFE AND SECURE COMMUNITY

OBJECTIVES

CITY COMPTROLLER:

ASSESSMENTS:

CITY CLERK:

- Records management

LAW:

- Provide legal representation of the City of Ogdensburg in all courts in the enforcement of laws, codes, rules and regulations that affect the safety and security of the community
- Provide assistance in drafting legislation to support the goal of a safe and secure community
- Provide legal assistance and advice in the multiple dwelling inspection program
- Provide legal assistance and advice in matters involving information access and public access to government

ENGINEERING:

- Safe and dependable potable water
- Minimize environmental and public health impact from the wastewater treatment plant

PLANNING & DEVELOPMENT:

- Conduct review and enforcement of building permits, sign permits, site plan development applications, subdivision regulations and rezoning requests

POLICE DEPARTMENT:

- Identify prevailing community perceptions and concerns in the area of community safety and security
- Establish degree of correlation between certain targeted crimes (burglary, larceny from motor vehicles), and perpetrators need to finance substance abuse habits
- With Fire department, maintain and update City Disaster Preparedness Plan
- Enhance department Training in area of disaster preparedness
- Identify areas for a higher level of “Quality of Life” offense enforcement efforts and create enforcement strategies

FIRE DEPARTMENT:

- Re-enforce a proactive Fire Prevention Program to enhance public safety and reduce fire loss in the City of Ogdensburg
- Provide most current training for personnel to meet growing demands of the City and Fire Department
- Develop confined space team utilizing Assistance to Firefighter Grant funding

PUBLIC WORKS:

RECREATION:

- Maintain parks, trails, facilities and equipment in an efficient and safe manner to provide continuous operation with minimal interruption to our residents

LIBRARY:

- Provide monitoring of Library interior areas and computer filtering for juvenile computers to provide secure and safe environment

MUSEUM:

- Maintain existing security systems at the museum

**CITY OF OGDENSBURG
GOALS & OBJECTIVES
2007 - 2012**

GOAL 3: BALANCED, SUSTAINABLE LOCAL ECONOMY

OBJECTIVES

CITY COMPTROLLER:

- Increased economic activity as measured by sale tax collections

ASSESSMENTS:

CITY CLERK:

LAW:

ENGINEERING:

PLANNING & DEVELOPMENT:

- Implement Empire Zone Development Policy
- Promote small business expansion/growth
- Attract one or more major retailers in next five years
- Attract one or more major employers in the next five years

POLICE DEPARTMENT:

FIRE DEPARTMENT:

PUBLIC WORKS:

RECREATION:

LIBRARY:

- Provide information resources for small businesses, job seekers and investors in a timely manner
- Attract visitors to the City

MUSEUM:

- Increase tourism visitation and spending at the museum and in Ogdensburg

**CITY OF OGDENSBURG
GOALS & OBJECTIVES
2007 - 2012**

**GOAL 4: REVITALIZED AGING NEIGHBORHOODS AND
COMMERCIAL AREAS**

OBJECTIVES

CITY COMPTROLLER:

ASSESSMENTS:

CITY CLERK:

LAW:

- Provide advice, assistance and legal representation in implementation of revitalization plans
- Provide advice, assistance and legal representation in drafting local legislation, as necessary, to encourage the goal of revitalized neighborhoods and commercial areas
- Provide advice, assistance and legal representation in securing and implementing grants and similar funds paid to the City of Ogdensburg

ENGINEERING:

- Maximize project funding opportunities by making the City's grant application as competitive as possible

PLANNING & DEVELOPMENT:

- Identify residential areas in need of revitalization and seek financial assistance programs for at least one identified neighborhood per year
- Implement housing assistance program
- Identify commercial areas in need of revitalization
- Implement commercial façade program
- Implement revitalization plans / programs

POLICE DEPARTMENT:

FIRE DEPARTMENT:

PUBLIC WORKS:

- Rehabilitate aging sanitary, storm and water infrastructure
- Replace water main that has been compromised from corrosion
- Update storm water facilities and begin implementation of Phase II storm water discharge rule
- Replace aging water infrastructure
- Extend water main and services
- Replace curbing and storm drains
- Rebuild, rehabilitate 6 blocks of city streets

RECREATION:

LIBRARY:

- Provide information resources needed to assist individuals and organizations to improve their neighborhoods

MUSEUM:

- Restore 1809 Parish Mansion exterior, roof and front porch
- Restore the exterior of 311 Washington Street

**CITY OF OGDENSBURG
GOALS & OBJECTIVES
2007 - 2012**

GOAL 5: BEAUTIFUL CITY

OBJECTIVES

CITY COMPTROLLER:

- Pursue greater diversification of revenue sources

ASSESSMENTS:

CITY CLERK:

LAW:

- Provide advice, assistance and legal representation in code enforcement proceedings concerning property maintenance, zoning and related matters
- Provide legal assistance to the Planning Board and Zoning Boards of Appeals

ENGINEERING:

- Maple City Trail Extension Plans

PLANNING & DEVELOPMENT:

- Improve properties through enforcement of existing codes to remove unsightly features and promote clean neighborhoods
- Restoration of Sally James Farnham Sailors & Soldiers and Winged Victory Monuments
- Maple City Trail Extension

POLICE DEPARTMENT:

- Integrate Police Department efforts with morphed Code Enforcement/Fire Department to provide a more comprehensive code enforcement initiative

FIRE DEPARTMENT:

- Develop Code Enforcement Office

PUBLIC WORKS:

RECREATION:

- Advance Department efforts with civic and volunteer groups to provide residents with beautiful parks, trails, streets and facilities

LIBRARY:

- Maintain the facility to provide an attractive city focal point and provide published beautification resources

MUSEUM:

- Maintain the museum as the City's central cultural treasure
- Increase City oriented programs and activities