

City of Watauga
STRATEGIC PLAN
FISCAL YEAR 2020-2030



Andrea Gardner
City Manager

Delivered:
October 14, 2019

City Council



Art Miner
Mayor



Scott Prescher
Place 1



Tom Snyder
Place 2



Lovie Downey
Place 3



Andrew Neal
Place 4



Juanita King
Place 5



Mark Taylor
Mayor Pro Tem
Place 6



Kim Irving
Place 7

City Staff



Andrea Gardner
City Manager/City Secretary



Robert Parker
Police



Sandra Gibson
Finance



Marcia Reyna
Human Resources



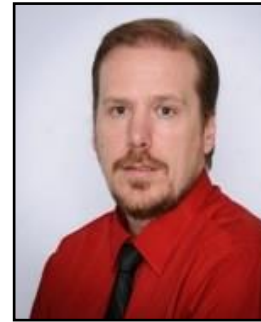
Shawn Fannan
Fire



Sal Torres
Parks and Community
Services



Lana Ewell
Library



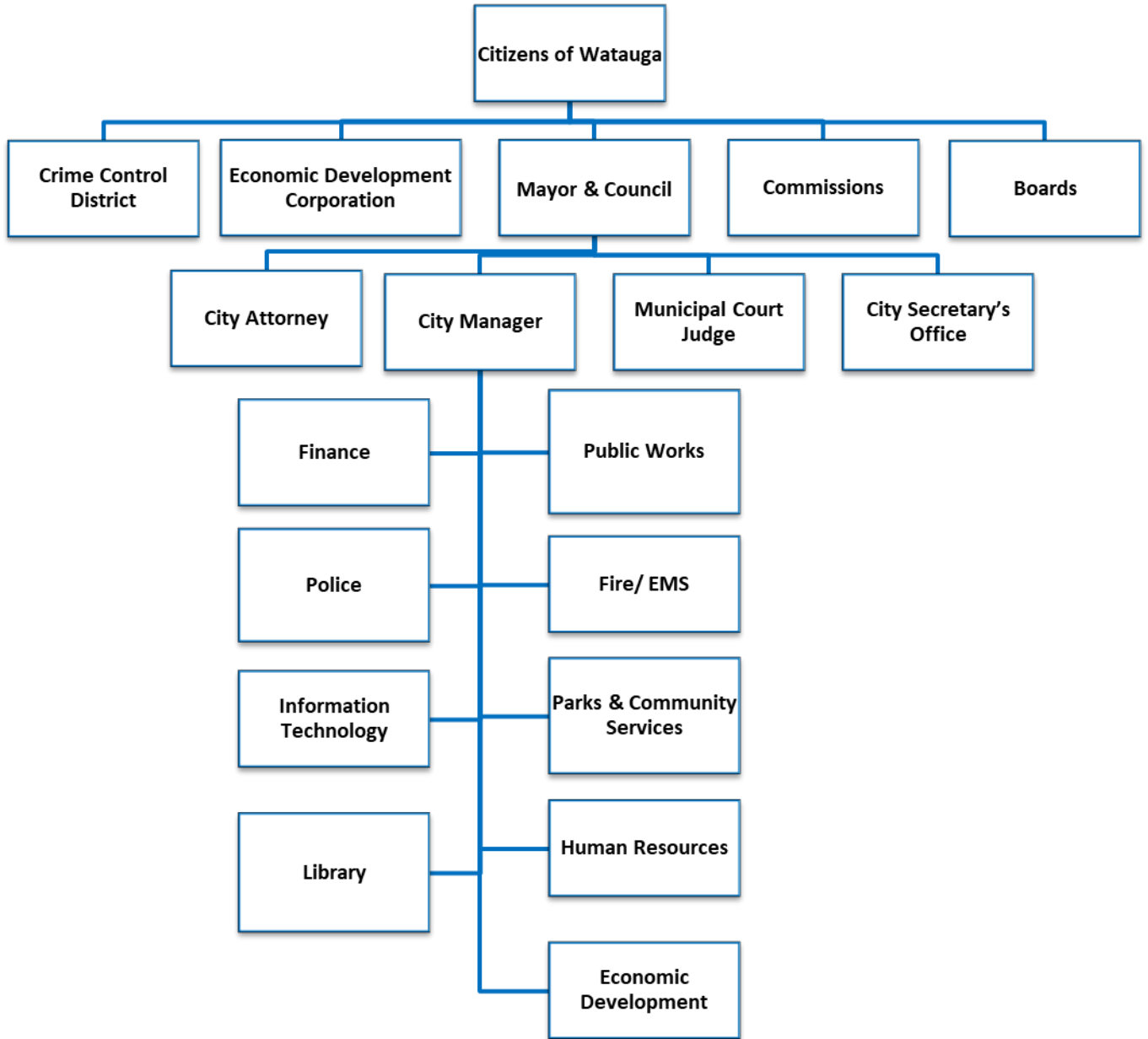
Bradley Fraley
Information Technology



George Hyde
City Attorney



Stewart Bass
Municipal Judge



Acknowledgements

The City of Watauga would like to recognize the members of the governing body and the following employees for contributing to the development of the City's Strategic Plan.

Governing Body

Arthur L. Miner—Mayor
Mark Taylor-Mayor Pro Tem/Council Place 6
Scott Prescher—Council Member, Place 1
Tom Snyder—Council Member, Place 2
Lovie Downey—Council Member Place 3
Andrew Neal—Council Member Place 4
Juanita King—Council Member, Place 5
Kim Irving—Council Member, Place 7

Members of City Staff

Andrea Gardner—City Manager/City Secretary
Robert Parker—Chief of Police
Shawn Fannan—Fire Chief
Sandra Gibson—Director of Finance
Sal Torres—Parks & Community Services Director
Lana Ewell—Library Director
Marcia Reyna—Human Resources & Civil Service Director
Bradley Fraley—Chief Information Officer

Executive Summary

“Success is 20% skills and 80% strategy. You might know how to read, but more importantly, what’s your plan to read?”

— Jim Rohn

Strategic planning is a systematic and continuous process where people make decisions about intended future outcomes, how those outcomes are to be accomplished and how success is measured and evaluated. This executive summary is intended to provide an overview of the City of Watauga’s Strategic Planning process.

In the first quarter of each calendar year, the governing body meets to review the City’s Strategic Plan that includes goals and action items for the upcoming fiscal year. Prior to the second quarter of the current calendar year, the governing body finalizes the City’s Strategic Plan by approval through a resolution. Under the current City Administration, the Executive Team will complete its own planning session during the second quarter of the calendar year and develop an Action Plan that provides detailed tasks for completion of the goals and action items assigned by the governing body.

Vision Statement

A Community that meets the needs of citizens by offering a high quality of life through transparent governance.

City Goals

The goals approved by the governing body are:

1. Establish an environment conducive to strong and sustainable economic development
2. Enhance a secure and safe City
3. Enhance quality of life through recreational, cultural and education services
4. Enhance responsible fiscal management and excellent governance
5. Sustain and enhance infrastructure network
6. Commitment to maintain a highly skilled, well trained, fairly compensated, customer service-oriented workforce

Strategic Initiatives

Planning Issue:

Maintain financial strength of the City

Strategic Initiatives:

1. Maintain sound fiscal management practices and review those practices, policies and procedures to ensure the City's bond rating is maintained or improved on an annual basis.
2. Continue to review and evaluate the City's potential to participate in the Opportunity Zones program on an annual basis.
3. Continue to seek grant opportunities for programs and projects on an annual basis.

Planning Issue:

Develop a sustainable economic development effort

Strategic Initiatives:

1. Develop a tax abatement policy within two years.
2. Prepare and approve a ballot measure to return the ¼ cent sales tax to economic development use in May 2020 election.

Planning Issue:

Expand public safety through non-enforcement efforts

Strategic Initiatives:

1. Evaluate lighting options that will create improvements in safety for Watauga residents and visitors within ten years.

Planning Issue:

Strengthen future planning

Strategic Initiatives:

1. Complete an update to the Comprehensive Plan every ten years.
2. Conduct a review of City ordinances and develop a five-year schedule for updating ordinances within one year.
3. Complete ordinance rewrites within five years.
4. Prepare an ordinance to include on the May 2020 ballot, a General Obligation Bond proposition for the construction of a new Police Facility and Library.

5. Prepare and submit for Council consideration a permit process and any required ordinance revisions for Short Term Rental properties.
6. Prepare for further review a phase-in approach for a Street Maintenance Program and associated fee within 6 months.
7. Develop an on-line (website link) for a street maintenance program within seven years.
8. Improve the carbon footprint in the City within 10 years.
9. Review expansion options for the animal control facilities and operations within six years.
10. Improve the walkability and bicycling options in the City within ten years.
11. Evaluate the transition to hybrid or electric vehicles within ten years.
12. Continue to evaluate code compliance processes to improve the overall beautification of the City within three years.

Planning Issue:

Improve community involvement

Strategic Initiatives:

1. Conduct a citizen survey every three years.
2. Continue the Watauga 101 Citizens Academy annually.
3. Enhance citizen volunteer opportunities within six years.
4. Identify technological options that encourage citizen participation within 10 years.

Planning Issue:

Improve the City Brand

Strategic Initiatives:

1. Develop a marketing strategy within one and half years.

Planning Issue:

Attract, retain and motivate qualified staff

Strategic Initiatives:

1. Continue to review and revise the recruitment and retention strategy annually.
2. Evaluate the need to add personnel in the Information Technology Department during each annual budget cycle and Personnel Improvement Plan update.
3. Conduct an employee survey every three years.
4. Review and prepare a cost benefit analysis for a Paid Time Off program prior to September 2020.
5. Evaluate employee and dependent medical benefits and eligibility options prior to March 2020 to include a single forgiveness option for the proposed emergency room visit penalty.

“A Great Place to Live”



“Capp Smith Park located at 5800 Robin Drive and serving as a beautiful and relaxing backdrop for Watauga’s newest 55 Lot Subdivision with average home values of \$292,500.”