CITY OF WATAUGA, TEXAS
RESOLUTION NO. 2021-032

A RESOLUTION BY THE CITY COUNCIL OF THE CITY OF WATAUGA, TEXAS ADOPTING THE STRATEGIC PLAN FOR THE FISCAL YEAR 2022-2032; PROVIDING THAT ALL RESOLUTIONS IN CONFLICT HEREWITH ARE HEREBY REPEALED TO THE EXTENT THAT THEY ARE IN CONFLICT; PROVIDING A SAVINGS CLAUSE; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of Watauga (hereinafter "the City") is committed to maintaining financial strength of the City, developing a sustainable economic development effort, strengthen future planning, improve community involvement, improve the City Brand and to attract, retain and motivate qualified staff; and

WHEREAS, City Administration provided an update to the City Council on April 25, 2021 during the Council Strategic Planning Session; and

WHEREAS, the attached plan for Fiscal Year 2022-2032 includes modifications as directed by the City Council during the April 25, 2021 Council Strategic Planning Session; and

WHEREAS, The Strategic Plan for Fiscal Year 2022-2032 provides for the administration of programs and initiatives to maintain financial strength of the City, develop a sustainable economic development effort, strengthen future planning, improve community involvement, improve the City Brand and to attract, retain and motivate qualified staff for the purpose of continuing to make the City, "A Great Place to Live"; and

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WATAUGA, TEXAS AS FOLLOWS:

I.

II.

This Resolution shall be and is hereby cumulative of all other Resolutions of the City of Watauga, Texas, and this Resolution shall not operate to repeal or affect any such other Resolutions except insofar as the provisions thereof might be inconsistent or in conflict with the provisions of this Resolution, in which event, such conflicting provisions, if any, in such other Resolutions are hereby repealed.

III.

If any section, sub-section, sentence, clause, or phrase of this Resolution shall for any reason be held to be invalid, such decision shall not affect the validity of the remaining portions of the Resolution.

IV.

This Resolution shall become effective and be in full force and effect from and after the date of passage and adoption by the City Council and upon approval thereof by the Mayor and the City of Watauga, Texas.

PASSED AND ADOPTED by the City Council of the City of Watauga, Texas this 26th day of July 2021.

APPROVED:

[Signature]

Arthur L. Miner, Mayor

ATTEST:
Andrea M. Gardner, TRMC
City Manager/City Secretary

APPROVED AS TO FORM AND LEGALITY:

George Hyde, City Attorney
City Council

Arthur L. Miner
Mayor

Pat Shelbourne
Place 1

Tom Snyder
Place 2

Lovie Downey
Place 3

Andrew Neal
Place 4

Juanita King
Place 5

Mark Taylor
Place 6

Jan Hill
Place 7

www.cowtx.org
City Staff

Andrea Gardner
City Manager/City Secretary

Robert Parker
Police

Sandra Gibson
Finance

Marcia Reyna
Human Resources

Shawn Fanan
Fire

Vacant
Parks and Community Services

Lana Ewell
Library

Bradley Fraley
Information Technology

Paul Hackleman
Public Works

George Hyde
City Attorney

Stewart Bass
Municipal Judge

www.cowtx.org
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
Pat Shelbourne—Council Member, Place 1
Tom Snyder—Mayor Pro Tem, Place 2
Lovie Downey—Council Member Place 3
Andrew Neal—Council Member Place 4
Juanita King—Council Member, Place 5
Mark Taylor—Council Place 6
Jan Hill—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
Lana Ewell—Library Director
Marcia Reyna—Human Resources & Civil Service Director
Bradley Fraley—Chief Information Officer
Paul Hackleman—Public Works
Executive Summary

“Planning is bringing the future into the present so that you can do something about it now.”

—Alan Lakein

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.

Prior to 2019, the governing body met to review the City’s Strategic Plan during the first quarter of the new calendar year. To provide greater guidance and encompass new ideas discussed at the annual retreat, the Council now completes the strategic planning process between the spring and fall of each fiscal year, which sets the priorities for future budgets. The Council also changed the plan from a five-year plan to ten-year plan. The strategic planning process includes goals and action items for upcoming fiscal years. During the first quarter of the current fiscal year, the governing body finalizes the City’s Strategic Plan by approval through a resolution.

Vision

The City of Watauga remains focused on building an inclusive community that delivers an exceptional quality of life with access to amenities and programs through good governance, fiscal responsibility, and transparency.

Mission

Develop programs to attract and support businesses to our community and provide a safe and secure community for all.
City Goals

The goals approved by the governing body are:

1. Maintain the financial strength of the City.
2. Develop a sustainable economic development effort.
3. Expand public safety through non-enforcement efforts.
4. Strengthen future planning.
5. Improve community involvement.
6. Improve the City brand.
7. Attract, retain, and motivate qualified staff.

Strategic Initiatives

Strategic Planning Goal:
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.

Strategic Planning Goal:
Develop a sustainable economic development effort

Strategic Initiatives:
1. Develop a tax abatement policy within two years.
Strategic Planning Goal:
*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.
2. Continue to review and evaluate the need for the Police Department to respond to calls for enforcement versus service annually.
3. Evaluate the need for appropriate response staff or enhanced officer training to sufficiently respond to the growing need for service type calls (i.e., mental health) annually.

Strategic Planning Goal:
*Strengthen future planning*

Strategic Initiatives:
1. Complete an update to the Comprehensive Plan every ten years.
2. Conduct an annual review of City ordinances and present an annual schedule for proposed updates with a complete code review being completed prior to 2026.
3. Complete ordinance rewrites prior to October 2026.
4. Obtain public input on the police and library facility needs, to include project budget requirements, prior to May 2024.
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 prior to October 2023.
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.
Strategic Initiatives (Cont.)

Strategic Planning Goal:
*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.

Strategic Planning Goal:
*Improve the City Brand*

Strategic Initiatives:
1. Develop a marketing strategy prior to October 2023.

Strategic Planning Goal:
*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. Implement a Phased Approach for transition to Paid Time Off program
Strategic Planning Goal:
Evaluate technology and workplace solutions highlighted by COVID-19

Strategic Initiatives:
1. Evaluate the need for the Library and Information Technology Departments to partner on identifying a method to expand broadband access to the citizens and students of Watauga in support of the need identified by COVID-19 and proposed legislation during the 87th Legislative Session prior to May 2023.
2. Research the need and identify positions and costs/savings associated with implementing telecommuting for specific job functions prior to October 2022.
3. Implement AMI Technology in the City prior to a specified January 2025.
Veterans Memorial located at 5800 Robin Drive and dedicated to the men and women who honorably served their country, the Watauga Veterans Memorial was designed as a testament to sacrifice, courage and the true American Spirit.