

City of Watauga
STRATEGIC PLAN
FISCAL YEARS 2021-2031



Andrea Gardner
City Manager

Delivered:
October 12, 2020

City Council



Art Miner
Mayor



Vacant
Place 1



Tom Snyder
Mayor Pro Tem
Place 2



Lovie Downey
Place 3



Andrew Neal
Place 4



Juanita King
Place 5



Mark Taylor
Place 6



Vacant
Place 7

City Staff



Andrea Gardner
City Manager/City Secretary



Robert Parker
Police



Sandra Gibson
Finance



Marcia Reyna
Human Resources



Shawn Fannan
Fire



Vacant
Parks and
Community Services



Lana Ewell
Library



Bradley Fraley
Information Technology



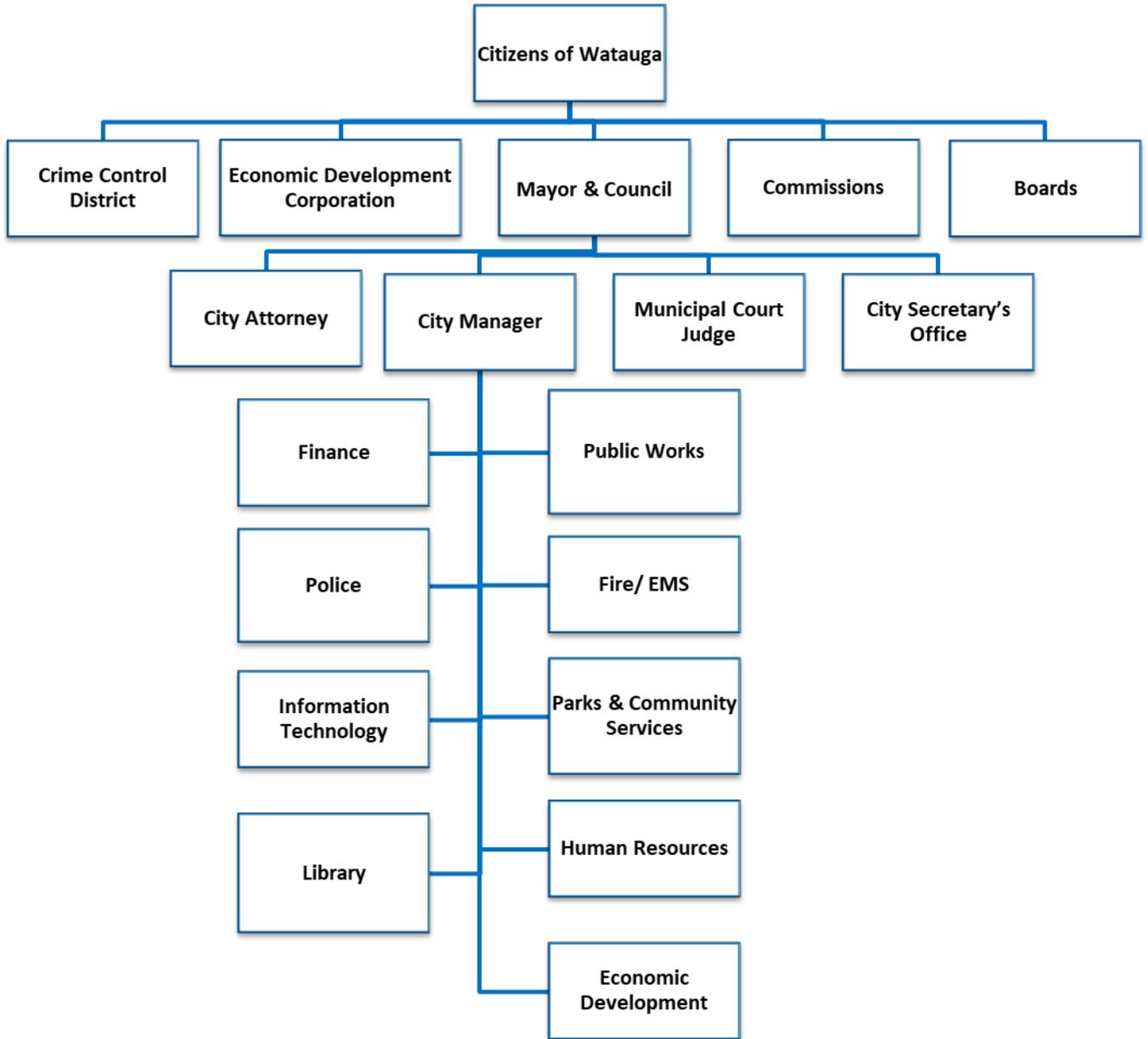
Paul Hackleman
Public Works



George Hyde
City Attorney



Stewart Bass
Municipal Judge



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
Vacant–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
Vacant–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

“Strategic planning will help you fully uncover your available options, set priorities for them, and define the methods to achieve them.”

— Robert J. Mckain

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 in the fourth quarter of the 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. Under the current City Administration, the Executive Team will complete its own planning session during the first quarter of the fiscal 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.

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.
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.

Planning Issue:

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.

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 prior to October 2023.

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. Implement a Phased Approach for transition to Paid Time Off program.

“A Great Place to Live”



“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.”