

2021 Strategic Plan

Paul Menzies, Assistant City Manager

Wichita Falls City Council

May 18, 2021

- **Organization's direction**
- **Policy (City Council), Operational (City Staff)**
- **Community's Consensus**
- **Living Document**
- **Leadership...**

What is the Strategic Plan?

Protecting. Switch & Save on Auto.



LOCAL

City leaders set two-year goals for Wichita Falls

Economic development tops list of priorities

Lynn Walker Wichita Falls Times Record News
Published 4:04 p.m. CT Mar. 31, 2021 | Updated 12:22 p.m. CT Apr. 1, 2021

View Comments



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NEWS WEATHER SPORTS H.S. SPORTS CONTESTS COMMUNITY LIFESTYLE

LOCAL NEWS

Wichita Falls city officials begin strategic plan for city's future



Wichita FALLS



by: PJ Green
Posted: Mar 30, 2021 / 08:57 PM CDT / Updated: Mar 30, 2021 / 08:57 PM CDT

LOCAL NEWS

WF City Council wraps up strategic planning workshop

Members lay out top priorities to reach goals



LOCAL NOW
STRATEGIC PLANNING WRAPS UP
COUNCIL VOTES ON PRIORITIES

strategic planning workshop

Times Record News | March 31, 2021 at 5:26 PM CDT - Updated March 31 at 6:25 PM

WICHITA FALLS, Texas (TNN) - After a full day of getting what Wichita Falls Mayor Stephen Santellana calls "juicy juices flowing," city council members reconvened at the MPEC Wednesday morning to lay out will reach their five goals laid out at their strategic planning workshop.

Some fine-tuning done. It's kind of how you want strategic planning to go, if things are working, we stay the course," Santellana said. "Our plan is really a nice broad 5 point ... 6 point plan with some and then even in that, there are things you can do throughout the year to help those overall goals."

Options for each goal were then prioritized based on votes from city council members.

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March 30-31, 2021 - MPEC

- Review existing SP/successes
 - November 2020 Elections
 - Still aligned w/ community needs?
 - Looking ahead from 2020
- Goal setting exercises
 - Issues/challenges
 - Where do we want to be (goal)
 - Gap – How do we get there?
- Prioritization



OUR VISION

Wichita Falls is a vibrant, growing, family-oriented community of unlimited opportunity and civic pride.

OUR MISSION

Enhance our quality of life through responsive service delivery, sound financial management, and partnerships spanning the public, private and business sectors.

OUR VALUES

Excellence
Integrity
Accountability
Transparency
Innovation

OUR GOALS

1 Accelerate Economic Growth

2 Provide Quality Infrastructure

3 Redevelop Downtown

4 Efficiently Deliver City Services

5 Actively Engage & Inform the Public

OUR STRATEGY

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- 1.1 – Encourage the Chamber of Commerce to aggressively pursue recruitment of high-value businesses
 - 1.2 – Support implementation of the Economic Development Strategic Plan.
 - 1.3 – Aggressively market the City.
 - 1.4 – Continue alignment of the priorities of the City, Chamber of Commerce and EDC boards.
 - 1.5 – Support a thriving Sheppard Air Force Base.
 - 1.6 – Revitalize depressed and declining neighborhoods.
 - 1.7 – Look for post-pandemic economic opportunities.
 - 1.8 – Continue community internship opportunities.
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- 2.1 – Upgrade or replace outdated public facilities.
 - 2.2 – Complete signature public improvements.
 - 2.3 – Evaluate alternative options for financing infrastructure improvements.
 - 2.4 – Advance the Ringgold Reservoir project.
 - 2.5 – Educate citizens on future infrastructure and public facility needs.
 - 2.6 – Enhance focus on long-term street and utility infrastructure needs.
 - 2.7 – Continue the bicycle-friendly city initiative.
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- 3.1 – Complete the development of a convention center hotel.
 - 3.2 – Continue implementation of the Downtown Master Plan.
 - 3.3 – Support innovative, flexible building practices for downtown building.
 - 3.4 – Align the priorities and metrics of the City, Chamber of Commerce and DTWF.
 - 3.5 – Leverage local, state and federal economic development funding sources.
 - 3.6 – Grow hotel occupancy tax revenues to support the Multi-Purpose Events Center.
 - 3.7 – Pursue public private partnerships.
 - 3.8 – Create a live-work-play downtown.
 - 3.9 – Enhance focus on culture, arts and entertainment venues.
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- 4.1 – Improve employee recruitment and retention.
 - 4.2 – Reinforce a culture of superior customer services.
 - 4.3 – Streamline municipal business processes.
 - 4.4 – Practice effective governance.
 - 4.5 – Promote and encourage innovation.
-
- 5.1 – Enhance public outreach and engagement.
 - 5.2 – Equip City Councilors as community ambassadors.
 - 5.3 – Maintain coordinated and trusted messaging
 - 5.4 – Strengthen supportive partnerships with the non-for-profit community
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- **5 General Goals**
 - Accelerate Economic Growth
 - Provide Quality Infrastructure
 - Redevelop Downtown
 - Efficiently Deliver City Services
 - Actively Engage and Inform the Public

- **33 Strategies**

- **Multi-year Plan and Implementation**

- Ex. Revitalization, Conference Center Hotel, Downtown

- **Each strategy assigned to Director/Mgmt**

- City/staff doesn't control every piece

- 1. Encourage the Chamber of Commerce to Aggressively Pursue Recruitment of High-Value Businesses**
- 2. Support Implementation of Economic Development Plan**
- 3. Aggressively Market the City**
- 4. Continue to Align Priorities of the City, Chamber, and EDC Boards (4A/4B)**
- 5. Support a Thriving SAFB**
- 6. Revitalize Depressed and Declining Neighborhoods**
- 7. Look for Post-Pandemic Economic Opportunities**
- 8. Continue Community Internship Opportunities**

Goal 1: Accelerate Economic Growth

- 1. Upgrade or Replace Outdated Public Facilities**
- 2. Complete Signature Public Improvements**
- 3. Evaluate Alternative Options for Financing Infrastructure Improvements**
- 4. Advance the Ringgold Reservoir Project**
- 5. Educate Citizens on Future Infrastructure and Public Facility Needs**
- 6. Enhance Focus on Long-Term Street and Utility Infrastructure Needs**
- 7. Continue the Bicycle-Friendly City Initiative**

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Goal 2: Provide Quality Infrastructure

- 1. Complete the Development of a Convention Center Hotel**
- 2. Continue Implementation of the Downtown Master Plan**
- 3. Support Innovative, Flexible Building Practices Downtown**
- 4. Align the Priorities and Metrics of the City, Chamber, DTWF**
- 5. Leverage Local, State, and Federal ED Funding Sources**
- 6. Grow Hotel Occupancy Tax Revenues to Support the MPEC**
- 7. Pursue Public-Private Partnerships**
- 8. Create a Live-Work-Play Downtown**
- 9. Enhance Focus on Culture, Arts, and Entertainment Venues**

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Goal 3: Redevelop Downtown

- 1. Improve Employee Recruitment and Retention**
- 2. Reinforce a Culture of Superior Customer Service**
- 3. Streamline Municipal Business Processes**
- 4. Practice Effective Governance**
- 5. Promote and Encourage Innovation**

Goal 4: Efficiently Deliver City Services

- 1. Enhance Public Outreach and Engagement**
- 2. Equip City Councilors as Community Ambassadors**
- 3. Maintain Coordinated and Trusted Messaging**
- 4. Strengthen Supportive Partnerships with the Not-for-Profit Community**

- 1. City Council Approval**
- 2. Assignments to Directors**
- 3. Budget Process FY 2022**
- 4. Regular Progress Reports to City Council/Residents**
- 5. Strategic Plan website...**

Next Steps...



HOME

GOVERNMENT

RESIDENTS

VISITORS

BUSINESS

HOW DO I...

I want to find...



Accessibility & Accommodations

Boards and Commissions

City Manager

Strategic Plan

City Organizational Chart

Code of Ordinances

Departments

Mayor and City Council

Meetings/Agendas/Minutes

City Press Releases

Vision 20/20

2018 Street Bond Updates

Financial Transparency

Home > Government > Strategic Plan

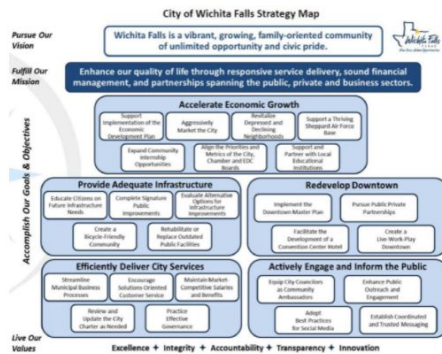
Strategic Plan

The [Strategic Plan](#) for the City, includes five strategic goals supported by a total of 25 specific objectives.

Strategy Map

A strategy map is simply a graphical depiction of the organization's overall strategy regarding its vision, mission, values, strategic goals and key operating objectives. It serves as a quick reference guide to the plan and is a useful tool for organizing and aligning business plans, budgets and people in support of the strategy.

Click the Strategy map below to enlarge.



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Questions/Discussion?