



# 2019 Strategic Planning Workshop *Summary of Results*



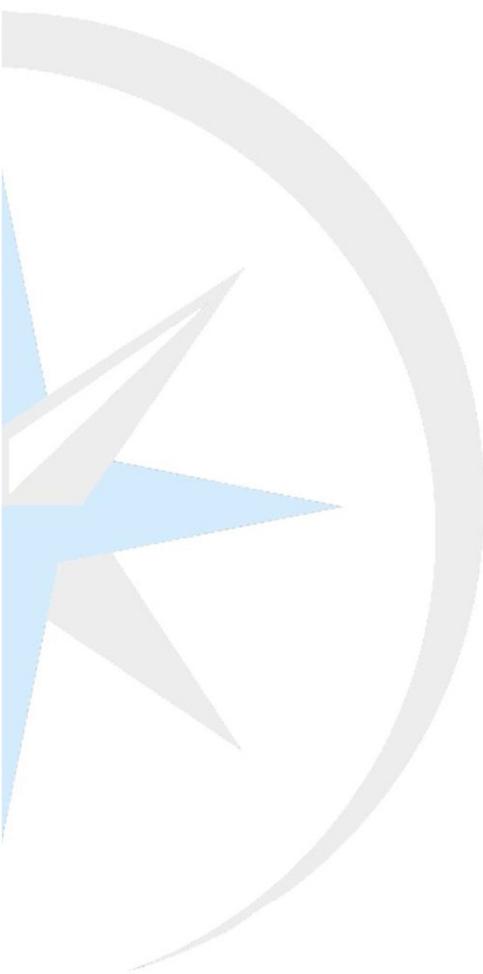
*strategic solutions for public leaders*

January 22-23, 2019



## Contents

❖ Background, Objectives & Scope of Services.....	2
❖ Workshop Agenda.....	6
❖ Participant Expectations.....	9
❖ Progress Update.....	11
❖ Gap Analysis.....	25
❖ Updated Goals and Objectives.....	32





*2019 Strategic Planning Workshop*

# **BACKGROUND, OBJECTIVES & SCOPE OF SERVICES**

## Background, Objectives & Scope of Services ...

**The City of Wichita Falls engaged The Azimuth Group, Inc. (AGI) to plan and facilitate a priority-setting workshop for the City Council and the senior management team. The session was designed as an update to the 2017 Strategic Plan, intended to review progress and, as necessary, recalibrate the plan for the future.**

### **Background**

In late 2016, the Azimuth Group, Inc. was engaged by the city to plan, facilitate and document the results of an intensive strategic planning workshop. Held at the city's Multi-Purpose Events Center over a day and a half in mid-February of 2017, the combined elected and appointed leadership team devoted time, energy and collective thought to chart a fresh course for the future of Wichita Falls. That effort resulted in the adoption of a formal strategic plan for the City, including seven strategic goals supported by a total of 24 specific objectives, as follows:

- **Redevelop downtown**
  - Create a comprehensive downtown master plan
  - Establish and leverage public-private partnerships
  - Promote downtown as a destination
  - Develop and open a convention center hotel
  - Upgrade the MPEC facilities
- **Accelerate economic growth**
  - Collaborate on an economic development strategy
  - Support neighborhood revitalization
  - Attract targeted industries and jobs
  - Advocate for long-term success of SAFB
  - Support local educational institutions
- **Provide adequate infrastructure**
  - Plan for future infrastructure bond elections
  - Complete signature public improvements
  - Replace City Hall
- **Actively communicate and engage the public**
  - Equip City Councilors as community ambassadors
  - Enhance public outreach and engagement
  - Establish coordinated messaging

## Background, Objectives & Scope of Services ...

### **Background (continued)**

- **Attract and retain young voters and graduates**
  - Collaboratively develop a strategy for retention of graduates
  - Expand city internship opportunities
- **Efficiently deliver city services**
  - Identify and evaluate privatization and restructuring opportunities
  - Maintain market competitive compensation levels
  - Practice effective governance
- **Enhance the Wichita Falls brand**
  - Continue support for the Choose Wichita Falls program
  - Build on the current logo and brand identity
  - Aggressively market the city.

In the two years since the development of the strategic plan, significant progress has been realized in several important areas, while some setbacks have been encountered in other areas. Additionally, there has been significant turnover on the City Council, with four of the current members being new to their offices since the adoption of the plan in 2016. Accordingly, the City's leadership has determined that a review and update of the strategic plan will be beneficial for both the organization and the community at large.

### **Objectives**

The objectives of the 2019 strategic planning workshop includes the following:

- Provide an opportunity for open and collaborative City Council dialog about the important current high-priority issues and challenges facing the City of Wichita Falls in light of the progress achieved over the prior two years, continuing strategic initiatives, and the priorities of the governing body.
- Encouraging teamwork and collaboration among members of the Council and between Council and the senior city staff.
- Review, validate, revise as appropriate the community vision and organizational mission statements.
- Complete a thorough gap analysis of the results achieved under each of the seven strategic goals in the current plan and identify any areas of improvement or revision to the plan required to support continued progress.
- Active involvement of the management team in the discussion of future community priorities and organizational needs.
- Discussion of Council/Staff relations and the identification of opportunities to strengthen the alignment of Council policy priorities and operational needs.
- Development and documentation of an updated set of specific strategic goals and objectives.

## Background, Objectives & Scope of Services ...

### *Scope of Services*

The scope of the 2019 strategic plan update effort included completion of the following tasks:

- Collection and review of pertinent background documents including, for example, the current City budget, strategic plan progress reports, and other appropriate materials.
- Conduct of individual interviews with the Mayor, each member of the City Council, the City Manager, Deputy City Manager, and Assistant City Manager.
- Facilitation of a discussion with the entire senior management team of the city, focused on current strategic issues and opportunities facing the City, particularly including those aspects of the City's operations and services that need specific attention and improvement.
- Development, review, and confirmation of a detailed planning workshop agenda with the City Manager and Mayor.
- Completion of a one and a half-day strategic planning workshop, including a variety of group team building exercises, small group and collective discussions, issue identification and prioritization and other activities designed to achieve consensus on an updated set of strategic goals and objectives for the City of Wichita Falls and to strengthen the working relationships between policy makers and administrative staff.
- Preparation and delivery of this written report summarizing the planning process and its results.



*2019 Strategic Planning Workshop*  
**WORKSHOP AGENDA**

**Workshop Agenda ...**

**The strategic planning workshop included a day and a half of collaborative discussion and priority-setting activities designed to promote dialog, mutual understanding and shared commitment to the workshop results among both elected officials and the appointed management team.**

**Tuesday, January 22, 2019**

<b>Time</b>	<b>Activity</b>	<b>Participants</b>
7:30	Participants Assemble / Breakfast	All
8:30	Welcome/Introductions	Mayor/City Manager
8:40	Workshop Background / Agenda / Ground Rules	Facilitator
8:50	Group Expectations <i>(What do you want to take away from this workshop?)</i>	Facilitator / All
9:00	Council Member Histories <i>(Why are we here? Council members briefly share their personal motivations for seeking office and their aspirations for the community.)</i>	City Council
9:30	Validate Current Statements of Vision / Mission / Values	All
<b>10:00</b>	<b>Break</b>	
10:15	Progress Update / Celebrate Success <i>(For each of the seven strategic goals, what have we achieved over the past two years?)</i>	City Manager / Council
11:00	Strategic Challenges and Opportunities <i>(Based on our progress to date and looking forward to further success, what are the challenges and opportunities facing the city today?)</i>	Facilitator / All
<b>12:00</b>	<b>Lunch</b>	
1:00	Gap Analysis <i>(Working in Council/Staff teams: for each strategic goal, where are we today, where do we need to be in the future, and what actions needed to close the gap?)</i>	Facilitator / All
<b>3:00</b>	<b>Break</b>	
3:15	Gap Analysis (continued) <i>(For each of the strategic goals, where are we today, where do we need to be, what needs to change?)</i>	Facilitator / All
<b>5:00</b>	<b>Day 1 Recap / Day 2 Overview / Adjourn</b>	<b>Mayor</b>

## Workshop Agenda ...

**Wednesday, January 23, 2019**

<b>Time</b>	<b>Activity</b>	<b>Participants</b>
7:30	Participants Arrive / Breakfast	All
8:30	Day 1 Reflection <i>(Anything we missed? Any second thoughts?)</i>	Mayor / All
8:45	Goal Prioritization <i>(Anonymous keypad voting)</i>	Facilitator / All
10:00	Interpretation of Priority Voting	Facilitator / All
<b>10:15</b>	<b>Break</b>	
10:30	Strategic Plan Revisions <i>(Based on the gap analysis and prioritization results, what Changes to the City's strategic goals and objectives are needed?)</i>	All
11:45	Group Reflection / Feedback	All
<b>12:00</b>	<b>Workshop Adjourn</b>	<b>Mayor / City Manager</b>



*2019 Strategic Planning Workshop*

# **PARTICIPANT EXPECTATIONS**



## Participant Expectations ...

**The workshop facilitator asked the strategic planning workshop participants to list their primary expectations / aspirations for a successful workshop. At the conclusion of the day and a half planning effort, the list was reviewed to ensure that the important topics had all been addressed. Participants agreed that all of the key expectations were achieved, though it will take time to discern the level of public buy-in and support for the City's direction will be achieved.**

### Workshop Expectations

- Promote education and learning among the Council and staff.
- Identify potential sources of new revenue.
- Adjust the strategic plan to reflect the priorities of the current City Council.
- Acknowledge the successes achieved over the past two years.
- Provide a clear set of policies, priorities, and direction for the city staff.
- Establish clear expectations for staff actions.
- Develop achievable goals.
- Increase public buy-in and support for the City's direction.



*2019 Strategic Planning Workshop*

# PROGRESS UPDATE



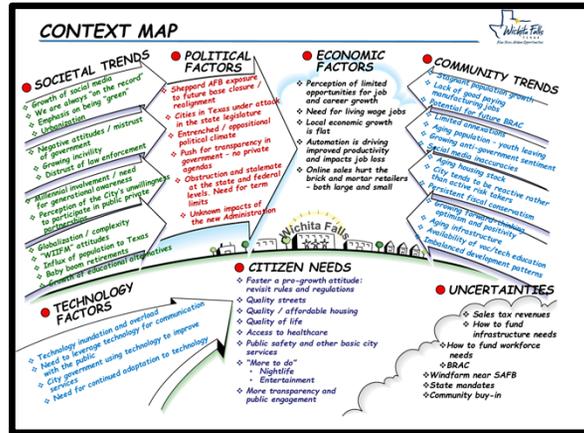
# Progress Update ...

## The workshop facilitator provided a brief review of the background the 2017 strategic plan and the key steps in it's development.

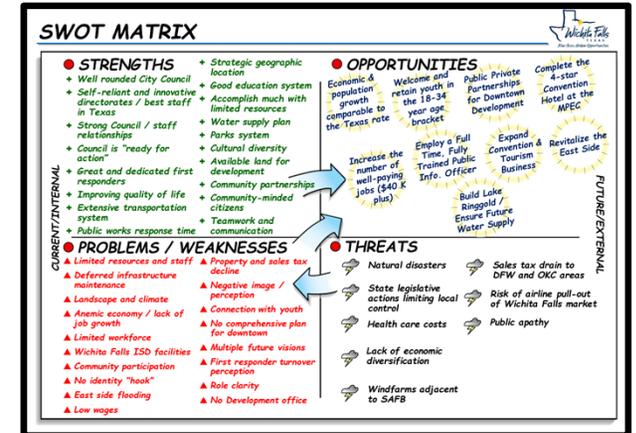
Imagine the future and describe our vision for the community.



Scan the external environment and identify significant trends.



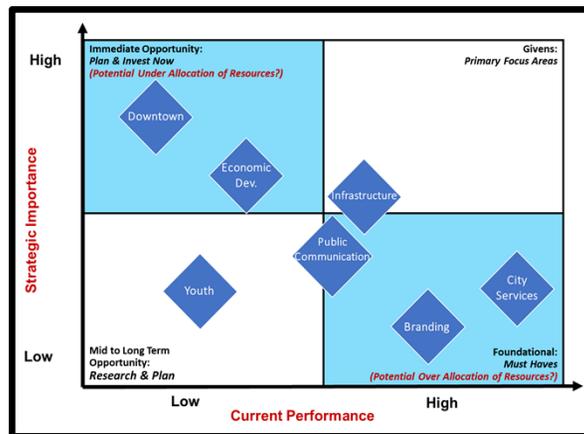
Evaluate our organization's strengths and weaknesses, opportunities and threats



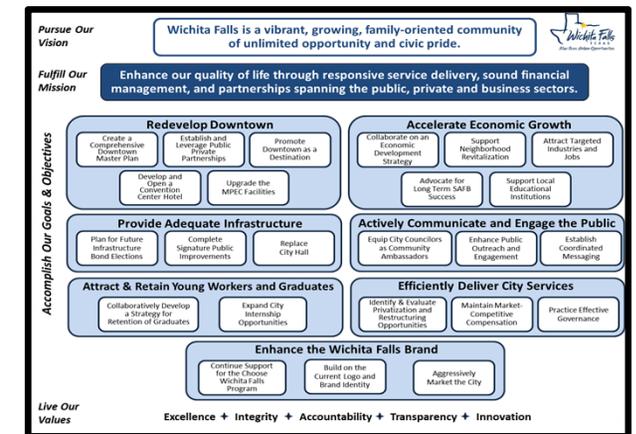
Brainstorm strategic goals and objectives to achieve the vision



Establish priorities



Develop a map to communicate the strategy and guide decision-making



Progress Update ...

The Wichita Falls Strategic Plan addresses all of the essential elements of an effective plan.



**Progress Update ... Celebrate Success ...**

**To set the foundation for the 2019 strategic plan update, Assistant City Manager Paul Menzies provided the City Council a comprehensive update on the current status of the goals and objectives adopted in the 2017 plan.**

*Pursue Our Vision*

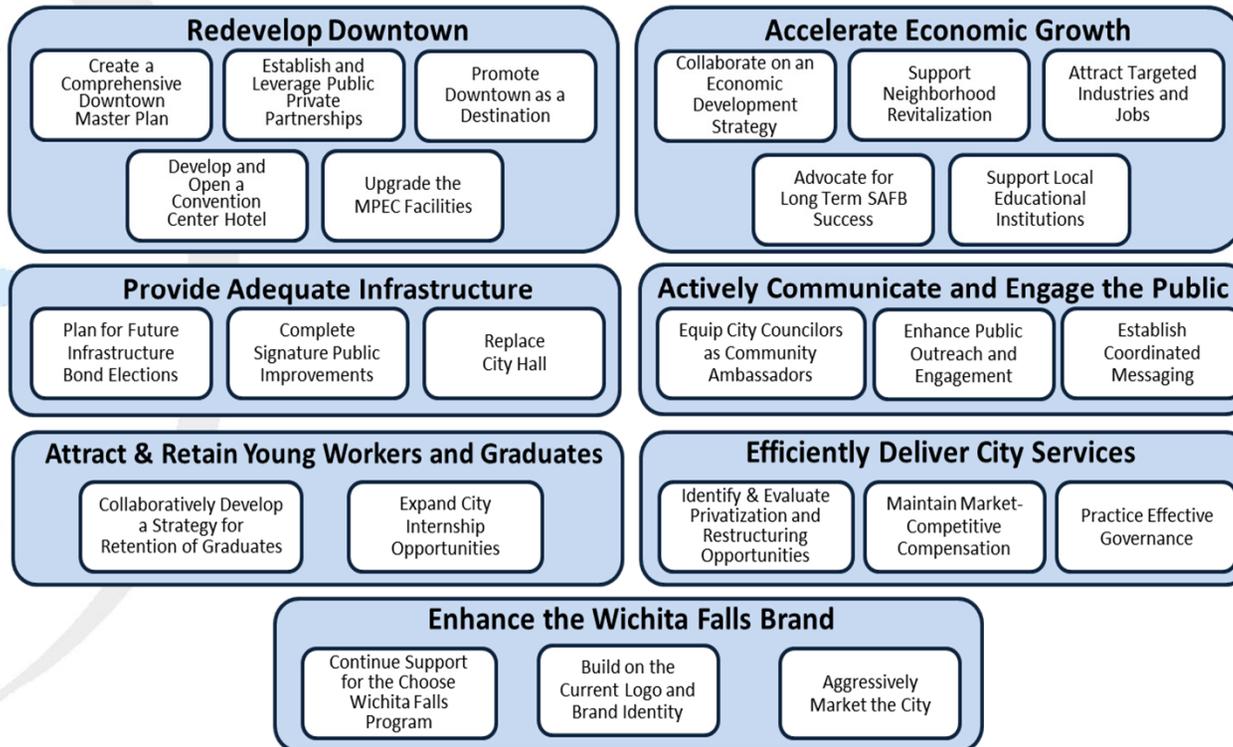
**Wichita Falls is a vibrant, growing, family-oriented community of unlimited opportunity and civic pride.**



*Fulfill Our Mission*

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

*Accomplish Our Goals & Objectives*



*Live Our Values*

**Excellence † Integrity † Accountability † Transparency † Innovation**



- Adopted by City Council March 21, 2017.
- Update on progress to City Council January 23, 2018.
- Planned review/update during special City Council session in January 2019.
- Plan consists of 7 strategic goals and 24 associated objectives to be advanced by the City staff.

## GOAL: Redevelop Downtown

- **Create a Downtown Master Plan**
  - Created DT steering Committee/sub-committees
  - Contracted with consulting firm Freese and Nichols
  - Recommendations approved by City Council 9/18/2018
  - Implementation underway in 2019
- **Establish and Leverage Public/Private Partnerships**
  - Established 4B downtown improvement matching grant (15 projects supported to date)
  - 4B support including renovation of Maskat Shrine Temple (\$300,000) and Kell House Museum (\$100,000)
  - Advancement of Conference Center Hotel project
  - Management presence at Downtown Wichita Falls, Inc (DTWF) meetings
  - DT sidewalk grants
  - TIF #4 support.
- **Promote the Downtown as a Destination**
  - Downtown bond proposal
  - Implemented changes to CVB marketing plan (print, online, social media)
  - DTSC
  - 4B grant programs and projects
  - Investigating other funding alternatives for streetscape implementation
  - Supporting ED and CC Strategic Plans – DT Manager/ombudsman
  - Implementing DT master plan
  - DTSC investigating Main Street participation.



## GOAL: Redevelop Downtown (continued)

- **Develop and Open a Convention Center Hotel**
  - Completed market study
  - Selected developer
  - Obtained 4B funding commitment
  - Seeking financing plan
  - Seeking possible alternative development proposals
- **Upgrade the MPEC Facilities**
  - Bond proposal,
  - Proposing alternate financing for improvements (i.e. 4B)



## GOAL: Accelerate Economic Growth

- **Collaborate on an Economic Development Strategy**
  - Facilitated creation of Economic Development Steering Committee
  - Hired consultant Market Street Services, 1+ year-long study, plan completed and implementation underway
  - Revisit plan/success mid/late 2019
- **Support Neighborhood Revitalization**
  - Hired new Community Development Director
  - Support of TDHCA tax credit projects (i.e. Maplewood)
  - Recommendations on annual federal CDBG/HOME funding allocations
  - Identified Floral Heights/Old High area for target efforts; investigating state and federal programs to implement in 2019
  - Support for TIF #3
  - Director-level support for “Operation Fresh Start” neighborhood cleanup days
- **Attract Targeted Industries and Jobs**
  - Completed and implementing Economic Development Strategy
  - WFEDC (4A) support of \$10M+ in primary jobs-related projects (Vitro, SAFB Main Gate, Atco building, Sealed Air, etc.)



## GOAL: Accelerate Economic Growth

- **Advocate for Long Term SAFB Success**
  - 4A and city staff support of SAFB Main Gate project
  - Support of Sheppard Military Affairs Committee (SMAC)
  - Base Realignment and Closure (BRAC) Strategy and the Joint Land Use Study (JLUS)
  - Wind Farm advocacy/state legislation
- **Support Local Educational Institutions**
  - Participation in the Community Leader’s Roundtable
  - Support/oversight of MSU Transit/”Mustang Route”
  - Partnerships with WFISD for shared-use of City facilities (tennis centers, gyms, golf course)
  - Installation of MSU banners downtown



## GOAL: Provide Adequate Infrastructure

- **Plan for Future Infrastructure Bond Elections**
  - Staff-level committee established in 2017; list of high-priority project developed and submitted to City Council
  - Bond election for 7 proposals totaling \$131M held in May 2018
  - Developed talking points for staff/elected officials
- **Complete Signature Public Improvements**
  - Indirect Potable Reuse (IPR)
  - Nature Bluff section of Circle Trail
  - AMI smart water meters
  - Kickapoo Airport improvements
  - Wayfinding signage
  - Advancement of MPEC hotel
  - Negotiation of Maplewood extension
  - Advancement of Circle Trail grants/projects
  - SAFB Main Gate project Ph1/Ph2, advancement of transit maintenance facility project
- **Replace City Hall**
  - Completed analysis (renovation vs. new)
  - Proposed \$77M bond project
  - Presented 3 alternative proposals for consideration 2019 - 2022



## GOAL: Actively Communicate & Engage the Public

- **Equip City Councilors as Community Ambassadors**

- Weekly City Manager’s update to City Council
- Provide annual Organizational Activity Report
- City Manager’s annual budget message
- Supported DT/”town hall” meetings

- **Enhance Public Outreach and Engagement**

- Support for Town Hall meetings
- Increased City’s social media presence and followers
- Capitalizing on success of “That City Show” (additional timeslots on both Ch. 6 and WFTV)
- Continuing to seek additional opportunities for staff speaking engagements
- Quarterly meetings between City staff and the development/contractor community

- **Establish Coordinated Message**

- City Council agenda improvements/tie Strategic Plan to agenda items
- Developed “talking points” for major projects (IPR, MPEC Hotel, Bond proposals)
- Tied FY 2019 annual budget to Strategic Plan (goals, measures)
- Actively constructing public interface/webpage to convey Strategic Plan activity/scorecard



## GOAL: Attract & Retain Young Workers and Graduates

- **Collaboratively Develop a Strategy for Retention of Graduates**
  - Implementation of Economic Development Strategy/quality of life items
  - Public Works/WFISD partnership to encourage internships and replacement staff with Water Plan Operator’s License(s)
- **Expand City Internship Opportunities**
  - Internships initiated summer 2018; funding for continued program in FY 2019 budget



## GOAL: Efficiently Deliver City Services

- **Identify and Evaluate Privatization and Restructuring Opportunities**
  - MPEC management from City to Spectra
  - Fire Academy from City to Vernon College
  - Change in wrecker/impound services
  - Outsourcing the mowing of several parks proposed in FY 2019 budget
  - Evaluated fixed base operator (FBO) at Kickapoo Airport
  - Evaluated outsourcing custodial services as part of FY 2019 budget
- **Maintain Market-Competitive Compensation**
  - Conducted annual salary/benefits survey in advance of FY 2018 and FY 2019 budgets
  - Employee pay raises approved in FY 2019 budget
- **Practice Effective Governance**
  - Weekly City Manager’s update to City Council
  - Provided recent staff/Council ethics training
  - Expanded promotion of City’s Comcate customer service system
  - Implementing modern HR/Finance/Budget software system
  - Tied FY 2019 budget to Strategic Plan (goals, measures)
  - Goal of transparency/budget awards for new finance director



## GOAL: Enhance the Wichita Falls Brand

- **Continue Support for the Choose Wichita Falls Program**
  - 4A funding for program
  - Promoted weekly on That City Show’s “Choose News” segment
  - CVB partnership on advertising
- **Build on the Current Logo and Brand Identity**
  - Increased City and CVB social media presence and followers
  - Implementation of Wayfinding signage program
- **Aggressively Market the City**
  - New CVB offices and website
  - CVB increase in print and online advertising (sports events, travel guides, convention magazines, Texas Monthly)
  - Advancing MPEC Hotel and Conference Center project
  - Wayfinding signage project



Workshop participants briefly reviewed the concept of effective governance and the attributes of successful City Council's and their staffs.

**Exceptional Councils ...**

- Develop a sense of team – a partnership with the city manager to govern and manage the city,
- Have clear roles and responsibilities that are understood and adhered to.
- Honor the relationship with staff and each other.
- Routinely conduct effective meetings.
- Hold themselves and the city accountable.
- Have members who practice continuous personal learning and development.





*2019 Strategic Planning Workshop*

# **GAP ANALYSIS**



## Gap Analysis ...

**Gap Analysis is an analytical approach that describes current conditions, defines desired future conditions and then identifies specific actions or interventions to close the gap between what exists today and what is desired tomorrow.**

### **Gap Analysis**

The workshop participants first engaged in a discussion of the successes over the past two years as well as those areas in need of continued improvement. Then, for five of the seven strategic goals established in the 2017 strategic plan, workshop participants worked in small groups of both City Council and staff to describe the current conditions within each. They next described what the desired future state should be and identified specific needs and/or action steps to close the gap between the two.

The two strategic goals that were eliminated from this analysis included:

- **Redevelop Downtown**, which was seen by the participants as going well and requiring little or no modification.
- **Enhance the Wichita Falls Brand**, the objectives of which had been effectively addressed or fit more appropriately within other major goals.

The gap analysis results are detailed on the following pages. The desired future conditions and the gap closure action items listed in the middle of each of the templates are interpreted as expressions of the high-level intent and policy direction of the governing body. Importantly, they serve as a starting point for more detailed analysis, action planning and resource allocations recommendations by the city staff.

## GOAL: Accelerate Economic Development



### ● Where are we today?

- *Slow growth in both employment and population*
- *Deteriorating neighborhoods*
- *Aging public infrastructure*
- *Lack of modern school facilities*
- *Lack of economic development accountability and performance*
- *Good support for SAFB*
- *Good relationships with Midwestern State University and Vernon College*
- *Downtown momentum*
- *Improving job retention and expansion efforts*

### ● How do we close the gap?

- *Improved interstate connectivity*
- *Enhanced community expectations for property maintenance*
- *Establish neighborhood coalitions for revitalization efforts*
- *Implement the economic development strategy*
- *Establish the HOT venue tax*
- *Implement a street maintenance fee*
- *Support future WISD bond proposition for school facilities*
- *Investigate all possible organizational models for economic development and convey the City's expectations*
- *Maintain relationships with SAFB leadership and the Sheppard Military Affairs Committee*
- *Create a WISD/CVISD/BISD Higher Education coalition*
- *Increase 4b support of small businesses*

### ● Where do we aspire to be?

- *Expanded property and sales tax bases*
- *Increasing population*
- *Revitalized neighborhoods*
- *Ability to timely fund and replace infrastructure*
- *Modern public school facilities*
- *Established goals, performance metrics, and transparency for economic development spending*
- *Enhanced and expanded missions for SAFB*
- *Support for MSU capital plans, expansions, and city partnerships*
- *Fully developed downtown destination (public and private)*

## GOAL: Provide Adequate Infrastructure



### ● Where are we today?

- Residential streets below acceptable condition standards
- Water and sewer lines below standards
- Good water/wastewater treatment services
- Long range water supply
- Better bus stops
- Lack of bike lanes
- More/better air service
- Poor public facilities such as City Hall, MPEC, Police, Fire Central
- Softball complex
- Lake Wichita Recreation
- Stormwater system

### ● How do we close the gap?

- Increase resources for street maintenance - potential street maintenance fee
- Increase resources for water and sewer operations and capital improvement needs
- Continue permitting/approval process evaluation and funding partnerships
- Increase the number of covered bus stops
- Increase demand, service, marketing and maintenance facility
- Educate public on why public facilities are needed
- Decide on a new or renovated City Hall
- Increase maintenance funding
- Increase the Hotel Occupancy venue tax
- Future bond issue

### ● Where do we aspire to be?

- Above average pavement condition index (PCI)
- Newer utility lines and fewer open cuts
- Lake Ringold constructed
- Covered bus stops
- Bike lanes in major roadways
- More than one airline and increased daily flights
- Modern, renovated, ADA compliant city facilities
- Complete trail, turf, splash pad, and parking at the softball complex

## GOAL: Efficiently Deliver City Services



### ● Where are we today?

- Lack of budget and personnel
- Outdated city charter
- Need to educate Council and staff on public information, open records, and records retention requirements
- Lack of succession planning
- Challenges in recruitment and retention of staff
- Lack of GIS personnel
- Outdated city facilities
- Need to improve customer service/citizen relations

### ● How do we close the gap?

- Pursue best practices based process improvements
- Charter review and Charter amendment election
- Provide training on the Public Information Act, open records, and records retention.
- Address compensation/benefits issues:
  - TMRS contribution rate to 7%
  - Flexible work schedules
- Recruit staff through job fairs: SAFB, MSU, out-of-town
- Promote and education on future bond proposals
- Provide customer service training and accountability

### ● Where do we aspire to be?

- Improved/additional financial resources (\$\$)
- Updated City Charter
- Council and staff fully educated on public information, open records and records retention requirements
- Fully staffed organization, competitive compensation, and reduced turnover
- New/updated municipal facilities
- Exceptional customer service

## GOAL: Actively Communicate and Engage the Public



### ● Where are we today?

- Disengaged and apathetic public
- Lack of public trust in city government
- Misinformed citizens

### ● How do we close the gap?

- Improve our branding and marketing
- Consider creating a "Wichita Falls University"
- Provide quarterly or periodic evening City Council meetings (to facilitate public attendance and involvement)
- Use Facebook Live or similar service (to reach more of the public)
- Improved education on social media utilization, trends to follow, training of staff and City Council
- Better engage Committee members
- Create "official" social media accounts for City Councilors' communication

### ● Where do we aspire to be?

- The City of Wichita falls is the trusted source of information for city-related issues
- More civic involvement
- Ensure all social media communication is captured in accordance with public information laws

## GOAL: Attract & Retain Young Workers and Graduates



### ● Where are we today?

- *City offers paid internships*
- *Chamber of Commerce paid staff are leading the Wichita Falls Talent Partnership*
- *Continuing challenges in attracting young workers to the community and to fill city positions*

### ● How do we close the gap?

- *City Human Resource Director is an active participant in the Talent Partnership*
- *Create a "feeder group" individuals to fill entry level positions in the City thru internship training*
- *Develop a program to attract younger workers to Wichita Falls and find funds to pay for it*

### ● Where do we aspire to be?

- *Retain city interns and move them into permanent positions*
- *Active involvement in the Wichita Falls Talent Partnership*
- *Provide improved benefits to attract workers for the City organization, such as:*
  - *Sign-on bonuses*
  - *Increased tuition reimbursement*
  - *Flexible work schedules/work from home options*
  - *Job share program*

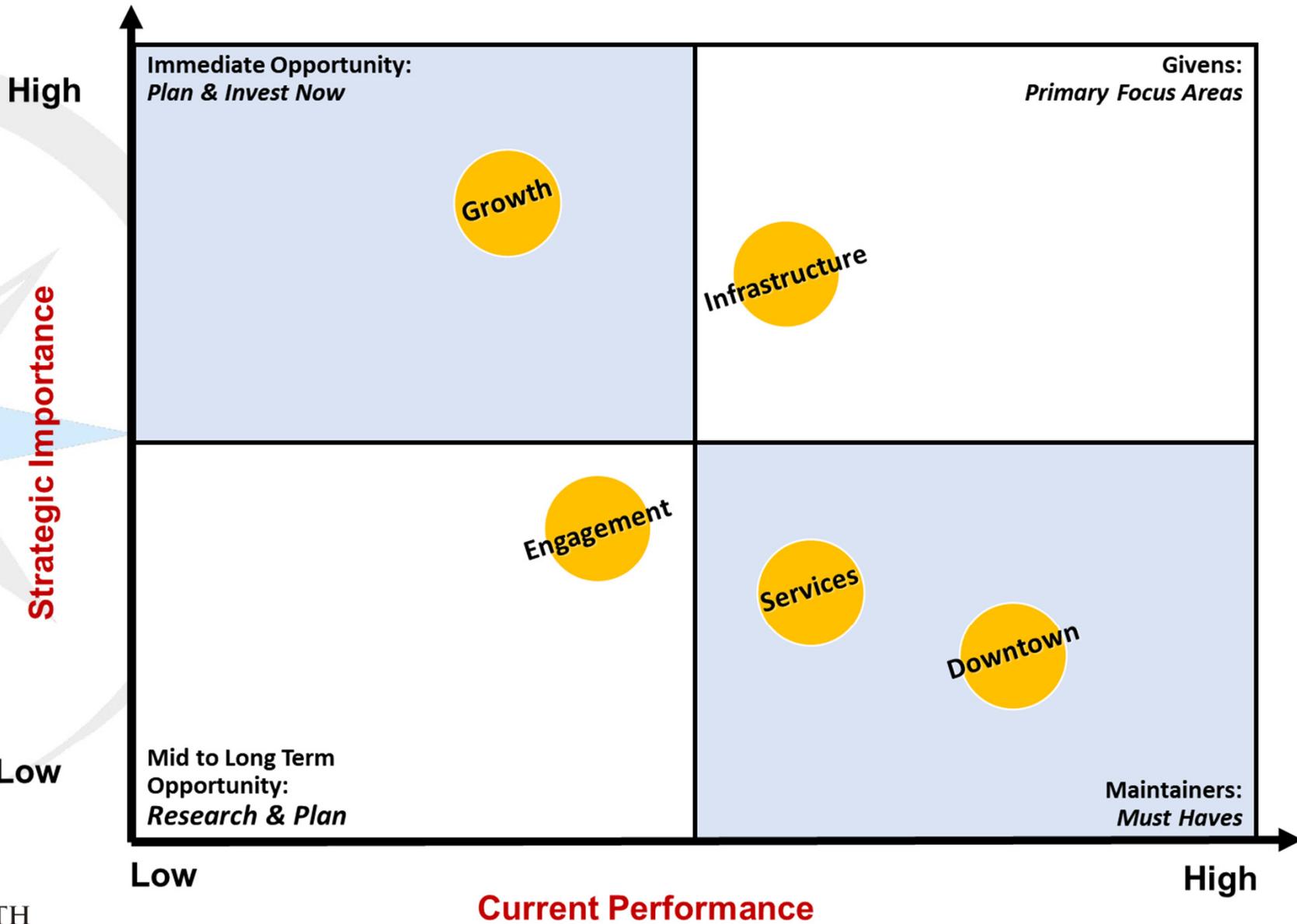


*2019 Strategic Planning Workshop*

# UPDATED GOALS & OBJECTIVES

Updated Goals & Objectives ... Priority Profile ...

All five of the strategic goals are important to the strategic success of the City of Wichita Falls. Using anonymous polling technology, the workshop participants rated the *comparative importance* and the *current performance* on each of the five strategic goals to develop a profile of the relative priority of each at this point in time.



## Updated Goals & Objectives ...

Following the gap analysis activity, the City Council – with the participation and involvement of the City’s management team – consolidated the seven goals in the 2017 plan to five goals in the 2019 update. Objectives completed over the past two years were removed and new objectives were identified, resulting in a total of 25 objectives for the updated plan.

### Immediate Opportunities: *Plan & Invest Now*

- **Accelerate Economic Growth**
  - Support Implementation of the Economic Development Plan
  - Aggressively Market the City
  - Revitalize Depressed and Declining Neighborhoods
  - Support a Thriving Sheppard Air Force Base
  - Expand Community Internship Opportunities
  - Align the Priorities and Metrics of the City, Chamber, and EDC Boards
  - Support and Partner with Local Educational Institutions

### Mid to Long-Term Opportunities: *Research & Plan*

- **Actively Engage & Inform the Public**
  - Equip City Councilors as Community Ambassadors
  - Enhance Public Outreach and Engagement
  - Adopt Best Practices for Social Media
  - Establish Coordinated and Trusted Messaging

### Givens: *Primary Focus Areas*

- **Provide Adequate Infrastructure**
  - Educate Citizens on Future Infrastructure Needs
  - Complete Signature Public Improvements
  - Evaluate Alternative Options for Infrastructure Improvements
  - Create a Bicycle-Friendly Community
  - Rehabilitate or Replace Outdated Public Facilities

### Maintainers: *Must Haves*

- **Efficiently Deliver City Services**
  - Streamline Municipal Business Processes
  - Encourage Solutions-Oriented Customer Service
  - Maintain Market Competitive Salaries and Benefits
  - Review and Update the City Charter as Needed
  - Practice Effective Governance
- **Redevelop Downtown**
  - Implement the Downtown Master Plan
  - Pursue Public Private Partnerships
  - Facilitate the Development of a Convention Center Hotel
  - Create a Live-Work-Play Downtown

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.

### City of Wichita Falls Strategy Map

*Pursue Our Vision*

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



*Fulfill Our Mission*

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

*Accomplish Our Goals & Objectives*

**Accelerate Economic Growth**

- Support Implementation of the Economic Development Plan
- Aggressively Market the City
- Revitalize Depressed and Declining Neighborhoods
- Support a Thriving Sheppard Air Force Base
- Expand Community Internship Opportunities
- Align the Priorities and Metrics of the City, Chamber and EDC Boards
- Support and Partner with Local Educational Institutions

**Provide Adequate Infrastructure**

- Educate Citizens on Future Infrastructure Needs
- Complete Signature Public Improvements
- Evaluate Alternative Options for Infrastructure Improvements
- Create a Bicycle-Friendly Community
- Rehabilitate or Replace Outdated Public Facilities

**Redevelop Downtown**

- Implement the Downtown Master Plan
- Pursue Public Private Partnerships
- Facilitate the Development of a Convention Center Hotel
- Create a Live-Work-Play Downtown

**Efficiently Deliver City Services**

- Streamline Municipal Business Processes
- Encourage Solutions-Oriented Customer Service
- Maintain Market-Competitive Salaries and Benefits
- Review and Update the City Charter as Needed
- Practice Effective Governance

**Actively Engage and Inform the Public**

- Equip City Councilors as Community Ambassadors
- Enhance Public Outreach and Engagement
- Adopt Best Practices for Social Media
- Establish Coordinated and Trusted Messaging



*Live Our Values*

**Excellence ✦ Integrity ✦ Accountability ✦ Transparency ✦ Innovation**