



AGENDA
WATAUGA ECONOMIC DEVELOPMENT CORPORATION
WORKSHOP MEETING
7105 WHITLEY ROAD, WATAUGA, TEXAS 76148
TUESDAY, NOVEMBER 19, 2019
6:00 PM

CALL TO ORDER

NEW BUSINESS

1. Discuss and provide direction on the scheduling, canceling or conducting pf a December 2019 meeting
2. Discuss and provide direction to the City Manager on a draft Strategic Plan to be considered for action at future Watauga Economic Development Corporation Board Meeting

ADJOURNMENT

Meeting Notices and Reservation of Rights

The Watauga Economic Development Corporation Board of Directors may retire to executive session any time between the meeting's opening and adjournment for the purpose of consultation with legal counsel pursuant to Chapter 551.071 of the Texas Government Code; discussion of personnel matters pursuant to Chapter 551.074 of the Texas Government Code if the requisite information is otherwise posted; deliberation regarding real property pursuant to Chapter 551.072 of the Texas Government Code; deliberation regarding economic development negotiations pursuant to Chapter 551.087 of the Texas Government Code; and/or deliberation regarding the deployment, or specific occasions for implementation of security personnel or devices pursuant to Chapter 551.076 of the Texas Government Code (as applicable) when determined necessary by the to address a subject matter on the agenda. Action, if any, will be taken in open session.

This agenda has been reviewed and approved by the City's legal counsel and the presence of any subject in any Executive Session portion of the agenda constitutes a written interpretation of Texas Government Code Chapter 551 by legal counsel for the governmental body and constitutes an opinion by the attorney that the items discussed therein may be legally discussed in the closed portion of the meeting considering available opinions of a court of record and opinions of the Texas Attorney General known to the attorney. This provision has been added to this agenda with the intent to meet all elements necessary to satisfy Texas Government Code Chapter 551.144(c) and the meeting is conducted by all participants in reliance on this opinion.

Attendance by Other Elected or Appointed Officials: It is anticipated that members of other governmental bodies, and/or city council, boards, commissions and/or committees may attend the meeting in numbers that may constitute a quorum of the body, board, commission and/or committee. Notice is hereby given that the meeting, to the extent required by law, is also noticed as a possible meeting of the other body, board, commission and/or committee, whose members may be in attendance, if such numbers constitute a quorum. The members of the city council, boards, commissions and/or

committees may be permitted to participate in discussions on the same items listed on the agenda, which occur at the meeting, but no action will be taken by such in attendance unless such item and action is specifically provided for on an agenda for that city council, body, board, commission or committee subject to the Texas Open Meetings Act.

NOTICE

THIS FACILITY IS WHEELCHAIR ACCESSIBLE AND ACCESSIBLE PARKING SPACES ARE AVAILABLE. REQUESTS FOR ACCOMMODATIONS OR INTERPRETIVE SERVICES MUST BE MADE 48 HOURS PRIOR TO THIS MEETING. PLEASE CONTACT THE CITY SECRETARY'S OFFICE AT (817) 514-5825, OR FAX (817) 514-3625.

I, Andrea Gardner, City Secretary for the City of Watauga, hereby certify that this agenda was posted on the bulletin boards at City Hall, 7105 Whitley Road, Watauga, Texas, on Friday, November 15, 2019 before 6:00 p.m., in accordance with Chapter 551 of the Texas Government Code.



Andrea Gardner, City Secretary





AGENDA MEMORANDUM

DATE: November 15, 2019

TO: Watauga Economic Development Corporation Directors

FROM: Andrea Gardner, City Manager

SUBJECT: Discuss and provide direction on the scheduling, canceling or conducting of a December 2019 meeting

BACKGROUND/INFORMATION:

According to prior practice under the PDC (Park Development Corporation), the board did not typically hold a meeting in December.

City staff has items to present for December if the Board desires to have a meeting.

FINANCIAL IMPLICATIONS:

RECOMMENDATION/ACTION DESIRED:

City staff respectfully requests the Board provide direction on scheduling a December meeting for 2019.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

None

REVIEWED BY:

Approved as to form for inclusion on Agenda



AGENDA MEMORANDUM

DATE: October 18, 2019

TO: Watauga Economic Development Corporation Directors

FROM: Andrea Gardner, City Manager

SUBJECT: Discuss and provide direction to the City Manager on a draft Strategic Plan to be considered for action at future Watauga Economic Development Corporation Board Meeting

BACKGROUND/INFORMATION:

The strategic planning process is intended to provide City staff with a tool to be utilized in carrying out projects, budget initiatives and the creation of reporting tools for the Corporation.

The key first step is to determine how many years the plan will cover. The City's Strategic Plan is a ten year plan. Thus, it is recommended the WEDC develop at a minimum a 10-Year Plan.

The Board should then consider compiling a list of the Strengths, Weaknesses, Opportunities and Threats (SWOT analysis). It is recommended that the strengths and weaknesses be considered from an internal standpoint and the opportunities and threats from an external standpoint. A worksheet is attached for Board completion prior to the Workshop meeting. Once the SWOT analysis is complete it is important to assign a numerical value to each.

The items receiving the highest numerical total value are then taken to develop a strategic initiative. Once the strategic initiatives are developed, a time frame for completing the initiative is then assigned.

An example is the lack of an economic development incentive policy. This item can be both an opportunity (to attract more new development and to retain existing development) or a threat (why we are losing to other communities). Assuming this item receives the highest numerical total value, a strategic initiative can be developed as "Create an Economic Development Incentive Policy within 2 years".

It is from this process that the entire plan is developed. Once the draft is completed in a final form, the Plan will be presented to the Board for recommendation to the City Council. After the City Council takes action, the plan is finally adopted and staff will



AGENDA MEMORANDUM

utilize to develop the annual budget and develop operational strategies for completing the initiatives. The plan should be reviewed annually to include a status of the initiatives and a re-evaluation of the initiatives in the plan.

FINANCIAL IMPLICATIONS:

RECOMMENDATION/ACTION DESIRED:

City staff respectfully recommends the Board complete the SWOT analysis prior to the planning session, so that the draft plan can be completed at the meeting.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

1. Resolution NO. 2019-001
2. WEDC Bylaws July 2019 approved by Council July 08 2019
3. Final Strategic Plan 10 YR
4. SWOT Analysis

REVIEWED BY:

Denise Wilkinson, Economic Development Specialist
Andrea Gardner, City Manager
Approved as to form for inclusion on Agenda

Approved - 11/15/2019
Final Approval - 11/15/2019

CITY OF WATAUGA, TEXAS
RESOLUTION NO. 2019-001

A RESOLUTION BY THE CITY COUNCIL OF THE CITY OF WATAUGA, TEXAS APPROVING THE 2019 AMENDED BYLAWS OF THE WATAUGA ECONOMIC DEVELOPMENT CORPORATION; PROVIDING FOR REPEAL; PROVIDING A SAVINGS CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, Section 501.064 of the Texas Local Government Code requires that amendments to bylaws of a corporation created pursuant to the Development Corporation Act of 1979 be approved by the governing body; and

WHEREAS, on June 18, 2019, the directors of the Watauga Economic Development Corporation adopted amendments to its bylaws and submitted same for approval to the City Council of the City of Watauga; and

WHEREAS, the City Council of the City of Watauga finds the proposed amendments are consistent with state law and the certificate of formation of the Watauga Economic Development Corporation; and

WHEREAS, the City Council finds it appropriate and prudent to approve the 2019 Amended Bylaws of the Watauga Economic Development Corporation.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Watauga, Texas that:

I.

The facts and recitations set forth in the preamble of this resolution are hereby found to be true and correct.

II.

The 2019 Amended Bylaws of the Watauga Economic Development Corporation are hereby approved and adopted by the City Council of the City of Watauga, Texas as reflected in "EXHIBIT A" attached hereto.

III.

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 resolution or resolutions are hereby repealed.

IV.

If any section, subsection, 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 this resolution.

V.

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 of the City of Watauga, Texas.

PASSED AND ADOPTED by the City Council of the City of Watauga, Texas on this 8th day of July 2019.



APPROVED:

Arthur L. Miner
Arthur L. Miner, Mayor

ATTEST:

Terri Johnson
Terri Johnson, Interim City Secretary

APPROVED AS TO FORM AND LEGALITY:

George Hyde
George Hyde, Interim City Attorney

EXHIBIT "A"

WATAUGA ECONOMIC DEVELOPMENT CORPORATION 2019 AMENDED BYLAWS

ARTICLE ONE: POWERS & PURPOSES

- 1.01 In order to implement the purposes for which the Corporation was formed as set forth in the Articles of Incorporation, the Corporation is organized exclusively for the purposes of benefitting and accomplishing public purposes of, and to act on behalf of the City of Watauga, Texas and the specific purposes for which the Corporation is organized and may issue bonds on behalf of the City of Watauga, Texas for the promotion and development of commercial, industrial and manufacturing enterprises to promote and encourage employment and public welfare, pursuant to the Development Corporation Act of 1979, Article 5190.6, Section 4B, Vernon's Annotated Civil Statutes, as now or hereafter amended.
- 1.02 The Corporation is not a political subdivision or political corporation of the State of Texas within the meaning of its constitution, and no agreements, bonds, debts, or obligations or the lending of credit, or grant of public money or anything of value, of or by the City of Watauga, Texas or any other political corporation, subdivision, or agency of the State of Texas, or a pledge of faith and credit of any of them.
- 1.03 The registered office of the corporation is located at 7105 Whitley Road, Watauga, Texas 76148, and the name of the registered agent of the corporation at such address is Andrea Gardner, City Manager. The principal office for the transaction of the business of the corporation is located at 7105 Whitley Road, Watauga, Texas 76148.

ARTICLE TWO: DIRECTORS

Powers

- 2.01 The Directors shall act only as a board, and an individual Director shall have no power to act for the corporation. All corporate powers of the corporation shall be exercised by the Board of Directors or under its authority. The business and affairs of the corporation shall be controlled by the Board of Directors, subject, however, to such limitations as are imposed by law, the Articles of Incorporation or these Bylaws. The Board of Directors may, by contract or otherwise, give general or limited or special power and authority to the officers and employees of the corporation to transact the general business or any special business of the corporation and may give powers of attorney to agents of the corporation to transact any special business requiring such authorization.

Number and Qualification of Directors

- 2.02 The authorized number of Directors of this corporation shall be seven (7). Each Director must be a resident of the City of Watauga at the time of appointment and maintain that residency during entire tenure on the Board.

Election and Term of Office

- 2.03 The Directors shall be appointed by the Watauga City Council and serve at the pleasure of the Watauga City Council. A director is appointed to hold office for two (2) year terms.
- 2.04 Board Membership shall comply with Texas Local Government Code Subchapter B Sections 501.051, 505.052 and 505.053, with the exception that the number of members from the City's governing body serving as a Director/Board of the WEDC shall be limited to three.

Vacancies

- 2.05 Vacancies on the Board of Directors may be filled by a majority vote of the Watauga City Council at a regular meeting or special meeting called for that purpose.

Removal of Directors

- 2.06 The entire Board of Directors or any individual Director may be removed from office with or without cause by majority vote of the Watauga City Council.

Place of Meetings

- 2.07 All meetings of the Board of Directors shall be held within the City limits of Watauga.

Annual Meetings

- 2.08 The annual meeting of the corporation shall be held in the month of February each year. At such meetings, officers shall be appointed, reports of the corporation's affairs shall be considered and any other business may be transacted which falls within the power of the Directors. All provisions herein pertaining to the Board of Directors meetings shall also apply to the annual meeting.

Regular Meetings

- 2.09 Regular meetings of the Board of Directors shall be held on the third Tuesday of each month between annual meetings of the corporation, and at such dates and times as the Directors may determine. Meetings shall be held no less than quarterly.

Roberts Rules of Order shall be used to conduct and govern meetings. The City of Watauga Council Rules of Procedure apply to the Board. Regular meetings shall be conducted in accordance with the Texas Open Meetings Act, Government Code Chapter 551, as now or hereafter amended.

Special Meetings - Call and Notices

- 2.10 Special meetings of the Board of Directors for any purpose shall be called at any time by the President or, if the President is absent or unable or refuses to act, by any two Directors. Written notices of the special meetings, stating the time and place and in general terms the purpose or purposes thereof, shall be mailed or telegraphed or personally delivered to each Director not later than the day before the day appointed for the meeting. Special meetings shall be conducted in accordance with the Texas Open Meetings Act, Government Code Chapter 551, as now or hereafter amended.

Quorum

- 2.11 A majority of the authorized number of Directors shall be necessary to constitute a quorum for the transaction of business, except to adjourn or recess a meeting. Every act or decision done or made by a majority of the Directors present shall be regarded as the act of the Board of Directors, unless a greater number is required by law or by the Articles of Incorporation. Each Director who is present at a meeting will be deemed to have assented to any action taken at the meeting unless the Director's dissent to the action is entered in the minutes of the meeting.

Board Action

- 2.12 Any action required or permitted to be taken by the Board of Directors must be taken pursuant to a lawfully convened meeting.

Adjournment - Notice

- 2.13 A quorum of the Directors may adjourn or recess any Directors' meeting to meet again at a stated hour on a stated day. In the absence of a quorum, a majority of the Directors present at any Directors' meeting, either regular or special, may adjourn or recess from time to time until the time fixed for the next regular meeting of the Board. All meetings of the Board of Directors shall be conducted in accordance with the Texas Open Meetings Act, Government Code Chapter 551, as now or hereafter amended.

Conduct of Meetings

- 2.1 The President or, in the President's absence, the Vice President, or in the absence of both, any Director selected by the Directors present, shall preside at the meeting of the Board of Directors. The President, or presiding officer in the absence of the

President, shall not make motions and shall vote only in case of a tie. The Secretary of the corporation or, in the Secretary's absence, any person appointed by the presiding officer, shall act as Secretary of the Board of Directors' meetings.

Power of Eminent Domain

- 2.1 The corporation may exercise the power of eminent domain only on approval of the action by the Watauga City Council. The power must be exercised with and subject to the laws applicable to the City of Watauga.

Liability

- 2.1 The corporation, individual Directors, the City of Watauga, the individual Watauga City Council Members, employees of the City of Watauga or of the Corporation are not liable for damages arising from governmental function of the corporation or the City of Watauga.

Indemnification of Directors and Officers

- 2.1 The Board of Directors may authorize the corporation to indemnify and/or pay expenses incurred by, or to satisfy a judgment or settle a claim or pay a fine rendered or levied against present or former Directors, officers, employees or agents of this corporation based upon his or her action as a director, officer, employee or agent of the corporation as authorized by State law.

ARTICLE THREE: OFFICERS

Title and Appointment

- 3.01 The officers of the corporation shall be a President, one or more Vice Presidents, Secretary, and such assistants and other officers as the Watauga City Council deems necessary to carry out the business and purposes of the corporation. All officers shall be appointed by and hold office at the pleasure of the Board of Directors.

Powers and Duties of Officers

- 3.02 The officers of the corporation shall have the powers and duties generally ascribed to the respective offices and such additional authority or duty as may from time to time be established by the Board of Directors. The Secretary is encouraged to furnish to new members the telephone numbers of other WEDC board members and staff, the governing regulations, and any other pertinent information concerning the WEDC to the new board member within seven (7) days of the new director's appointment.

ARTICLE FOUR: FISCAL PROVISIONS

- 4.01 The Corporation shall review and upon approval by the Board submit monthly financial reporting in a format utilized by the City of Watauga. All books and records of the Corporation shall be maintained by the City's Finance Department in accordance with Section 501.073 of the Texas Local Government Code. The Watauga City Council and the Corporation acknowledge and agree that the management of the Corporation's financial records shall be administered by the City pursuant to the terms of the Financial Services Agreement.
- 4.02 All expenditures of the Corporation shall be completed in accordance with Texas Local Government Code Chapter 501, Subchapter A, Section 501.073 and Chapter 505. The Corporation shall have its records and accounts audited annually and shall have an annual financial statement prepared based on the audit. The audit shall be completed by an independent auditor selected by the City of Watauga.
- 4.03 The Executive Director shall prepare each year a Corporation itemized budget to cover the proposed expenditures of the Corporation for the succeeding year. The proposed budget shall be submitted to the Board the 90th day prior to the Board adoption of the budget. The Board shall submit the proposed itemized budget to the City Secretary, for record and placement on the Council agenda, before the 30th day the City of Watauga City Council is scheduled to approve the Corporation's budget. The itemized budget shall provide as clear a comparison as practicable between expenditures included in the proposed budget and actual expenditures for the same or similar purposes made for the preceding year. The budget must show as definitively as possible each of the projects for which expenditures are set up in the budget and the estimated amount of money carried in the budget for each project. The budget must contain a complete financial statement of the Corporation that shows (1) the outstanding obligations of the Corporation; (2) the cash on hand to the credit of each fund; (3) the funds received from all sources during the preceding year; and (5) the estimated revenue available to cover the proposed budget. A public hearing shall be held by the governing body. The governing body shall set the public hearing date after the 15th day after the date the Board files the proposed budget with the City Secretary. The Corporation shall provide notice of the date, time and location of the hearing and the approval date by the City of Watauga's City Council on the Corporation's website.
- 4.04 The Executive Director with the approval of the City Manager shall be authorized to complete line item transfers within the Budget, without increasing the total budget. These line item transfers will be completed by budget reallocation, as needed, and will be presented to the Board of Directors for approval. Estimated expenditures shall not exceed estimated resources. If at any time the budget needs to be amended through an increase, a majority vote of the Board of Directors and approval of the City of Watauga City Council.

- 4.05 Temporary or idle funds of the Watauga Economic Development Corporation which are undesignated, may be invested in any legal manner authorized by the Public Funds Investment Act and authorized by the Corporation's approved Investment Policy. The Corporation's Investment Policy must be reviewed and approved annually by the Board of Directors.

ARTICLE FIVE: EXECUTION OF INSTRUMENTS

- 5.01 The Board of Directors may, in its discretion, authorize an officer or officers, or other person or persons, to execute any corporate instrument or document, or to sign the corporate name without limitation, except where otherwise provided by law and such execution or signature shall be binding on the corporation.

ARTICLE SIX: RECORDS AND REPORTS

Inspection of Books and Records

- 6.01 The corporation shall keep at the principal place of business a book of minutes of all meetings, adequate business records and notices of all its transactions.
- 6.02 All books and records of the corporation shall be open to inspection to the extent expressly provided by the Texas Open Records Act, Chapter 551 of the Government Code, as now or hereafter amended, and not otherwise. All books and records may be examined by Directors and Watauga City Council members at reasonable times.

ARTICLE SEVEN: AMENDMENT OF BYLAWS

Amendment of Bylaws

- 7.01 The power to alter, amend, or repeal these bylaws is vested in the Directors, subject to the approval of the City Council or changes in State law.

Approved by the Board of Directors on the 21st day of May 2019.

_____, Secretary,
Watauga Economic Development Corporation

Approved by Resolution _____ of the City Council of the City of Watauga on July 8, 2019.

Andrea Gardner, City Secretary
City of Watauga, Texas

WATAUGA ECONOMIC DEVELOPMENT CORPORATION
2019 AMENDED BYLAWS

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Approved by the Board of Directors on the 21st day of May 2019.

_____, Secretary,
Watauga Economic Development Corporation

Approved by Resolution _____ of the City Council of the City of Watauga on July 8, 2019.

Andrea Gardner, City Secretary
City of Watauga, Texas

City of Watauga

STRATEGIC PLAN

FISCAL YEAR 2020-2030



Andrea Gardner
City Manager

Delivered:
March 7, 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



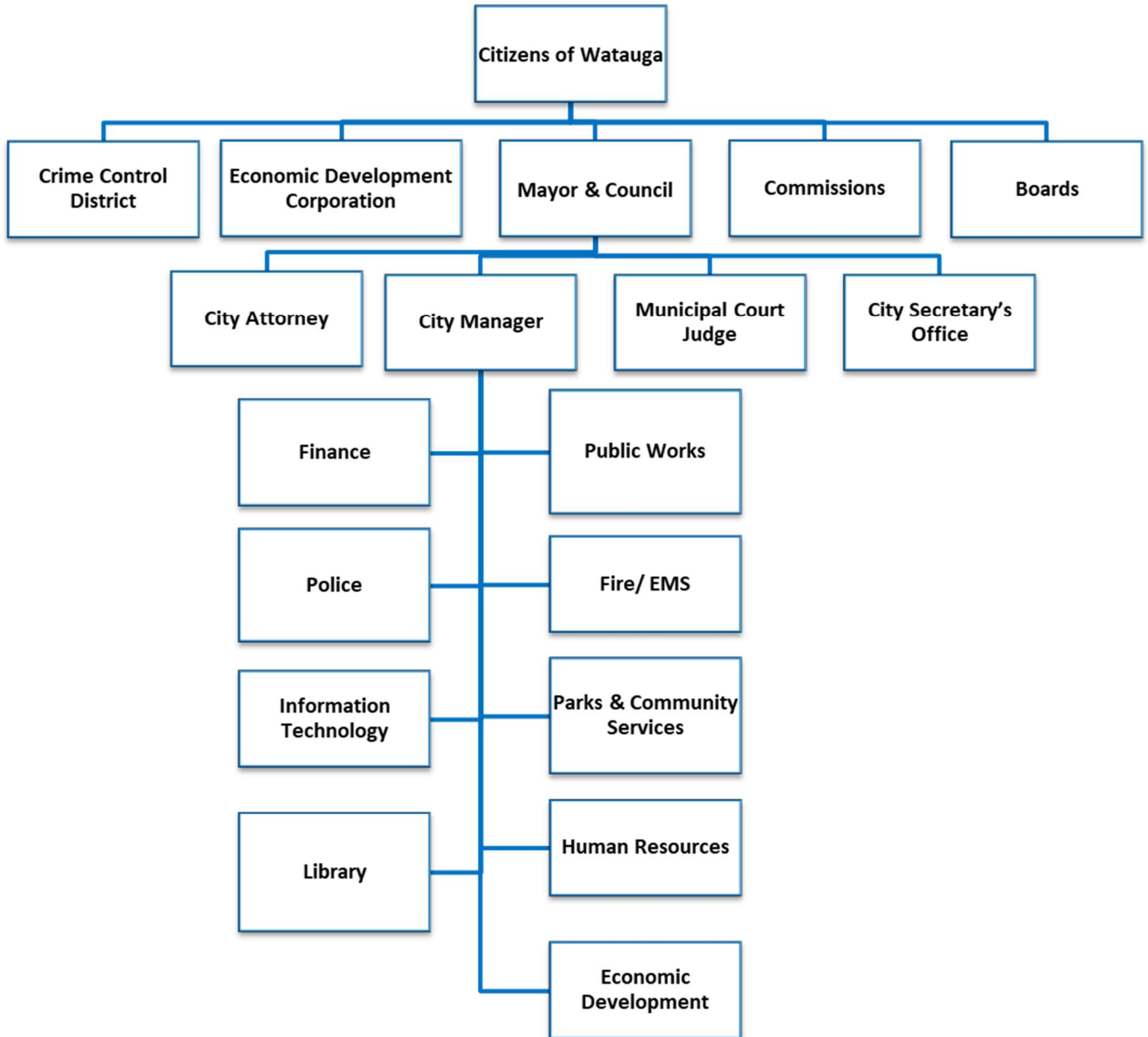
Bradley Fraley
Information Technology



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

“People in any organization are always attached to the obsolete - the things that should have worked but did not, the things that once were productive and no longer are.”

— Peter Drucker

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.
3. Identify and implement a budget strategy for economic development

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:**

2. Complete an update to the Comprehensive Plan every ten years.
3. Conduct a review of City ordinances and develop a five-year schedule for updating ordinances within one year.
4. Complete ordinance rewrites within five years.

5. 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.
6. Prepare and submit for Council consideration a permit process and any required ordinance revisions for Short Term Rental properties.
7. Prepare for further review a phased-in program for a Street Maintenance Program and associated fee within 6 months.
8. Develop an on-line (website link) for a street maintenance program be developed within seven years.
9. Improve the carbon footprint within the City within 10 years.
10. Review expansion options for the animal control facilities and operations within six years.
11. Improve the walkability and bicycling options in the City within ten years.
12. Evaluate the transition to hybrid or electric vehicles within ten years.
13. 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.”

	<i>INTERNAL</i>	<i>EXTERNAL</i>
<i>P O S I T I V E</i>	Strengths	Opportunities
<i>N E G A T I V E</i>	Weaknesses	Threats