



City of Wauchula Strategic Plan

CITY OF WAUCHULA MISSION STATEMENT

The City of Wauchula is committed to providing exceptional service, maintaining a safe and inviting environment for a united community.

CITY OF WAUCHULA VISION STATEMENT

The City of Wauchula is known as a vibrant, sustainable, safe, economic driver in our region with high engagement of our community, citizens, and City team.

CITY OF WAUCHULA VALUES

Integrity

Servant-leadership

Engagement

Excellence

In order to capitalize on the natural strengths of the City of Wauchula, this strategic plan aims to foster positive change through commitments and accountability. Collaboration of any kind requires encouragement and the overall desire to improve the well-being of the City. Employees of the City of Wauchula have taken the organization's mission, vision, and values into consideration when cultivating these goals and initiatives.

After a collective analysis was done to identify the strengths and weaknesses of the City of Wauchula, we established five key result areas (KRA) we wish to better support and grow in. These five key result areas are in this document as our overall goals. They read as followed: Employee Engagement, Communications, Customer Service, Economic Development, and Infrastructure. A successful key result area is well-defined, attainable, and timely.

To best captivate each inner working department within the City, we had representatives from the different entities pull together to give input on what they see would be best for the City. Having authorship and ownership from dozens of employees helps encourage the desire for every member of our team to want to improve the City of Wauchula.

This strategic plan will be reevaluated and represented to Commission on an annual basis.

Quarterly review and analysis of measurable completion.

Need actual hard measurements within strategies (25%, 50%, 75%, 100%)

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Defined Terms

- Short Term: 1 year or less
- Mid Term: 2-5 years
- Long Term: 5 years or more

Employee Engagement Goals:

Strategic Goal 1: Become an employer of choice in our industry

1. Enact an educational campaign to show potential and new employees possible opportunities
 - a. Annually review the pre-hire and post-hire consolidated documents that highlight the City of Wauchula's policies/packages offered to our employees that are both employer-provided and supplemental (**Short-term**)
 - b. Participate in 4 community events per year to increase our recruitment efforts. Bring brochures to the events that include more specific information on available jobs and departments hiring (**Short-term**)
 - c. Review new hire orientation process checklist annually (**Short-term**)
 - d. Ensure new employee receives tour of the City's departments to provide knowledge into what the City government does within 2 weeks of hire (**Short-term**)
2. Provide competitive pay that attracts and retains skilled personnel
 - a. Produce/review an annual step plan that shows the estimated/projected pay rate increase after each year (subject to change) (**Mid-term**)
 - b. Apply for 5 grant opportunities to ensure any local budgetary shortfalls do not cause a decrease in the total number of officers available to respond to calls for service (**Mid-term**)

Strategic Goal 2: Align employees with the organization's goals and values

1. Establish an employee engagement team that recognizes employees exercising our goals and values
 - a. Annually promote our employee recognition program across all departments at employee meetings (**Short-term**)
2. Highlight our City employee's hard work and share it for all to see
 - a. Publish a monthly newsletter on paper, Wauchula City Connect Facebook page, and email (**Short-term**)
3. Gather all staff together for team comradery and new hire introductions
 - a. 2 city-wide meetings per year (**Short-term**)

Strategic Goal 3: Improve employee happiness and well-being

1. Educate our employees on healthy lifestyles and welfare
 - a. Host at least 8 monthly activities annually (**Short-term**)
 - b. Offer 4 exercise incentives annually (**Short-term**)
 - c. Review wellness point system annually (**Short-term**)
2. Allot employee appreciation money where the majority of employees see most fit
 - a. Annual Administration and Police Department holiday luncheon (**Short-term**)
 - b. Group gathering determined by a survey given out 2 months prior to the event held at and by public works using their employee appreciation funds (**Short-term**)

- c. Update on funds available to City supervisors biannually (**Short-term**)
- 3. Gather the entire City team together for quarterly events to increase team spirit (establish a planning team)
 - a. April & October staff meetings (**Short-term**)
 - b. December luncheon (**Short-term**)
 - c. July luncheon (**Short-term**)

Strategic Goal 4: Build culture of high performance

- 1. Conduct informative activities that educate our employees about all the different responsibilities the City has outside of just their daily activities
 - a. Ensure new office staff monthly ride-along program for office staff to have cross-department exposure and understanding within 30 days of hire (**Short-term**)
- 2. Provide and encourage personal development in staff
 - a. Promote professional development training and/or conferences to employees quarterly (**Short-term**)
 - b. Promote crime scene processing training for one patrol officer annually (**Long-term**)
 - c. Annually review advanced crime scene training needs (**Long-term**)
- 3. Recognize tenure in our staff
 - a. Distribute Years of Service awards for those employees who have achieved 5-year incremental employment milestones with the City at City wide Christmas luncheon (**Short-term**)

Communications Goals:

Strategic Goal 1: Effectively communicate our strategic plan progress

- 1. Establish a system to track and communicate the progress of the Strategic Plan
 - a. Assign individuals to update dashboard monthly (**Short-term**)
 - b. Present dashboard to all employees at semi-annual meetings (**Short-term**)

Strategic Goal 2: Revamping and updating the City website

- 1. Communications Coordinator keeps website style on trend
 - a. Visit at least 3 other municipality websites twice a year to ensure C.O.W. is on trend (**Short-term**)
 - b. Annually review and determine if a quote for revamp of format is needed (**Short-term**)
- 2. Maintain active communication with information to citizens
 - a. Generate weekly content for the website (**Short-term**)
 - b. Review everything on the website and update as necessary annually making monthly progress towards this goal (**Short-term**)
 - c. Provide an opportunity for regular feedback from end users (**Mid-term**)

- i. Community surveys semi-annually promoted on Facebook and customer bills through an external survey link that contains 3-5 questions about customer service, community wants and needs, website, or any other city function.

Strategic Goal 3: Maintaining & improving ease of communication from City to citizens

1. Provide City information using these 3 methods for citizens to receive City information (in-person and virtual)
 - a. Implement texting service for customers (**Mid-term**)
 - b. Community involvement with booths at least 3 times a year i.e., Main Street Wauchula, Chamber of Commerce (**Short-term**)

Strategic Goal 4: Strengthen interdepartmental communications

1. Disseminate updated information
 - a. Have at least 20 Monday morning staff meetings with leadership team (**Short-term**)
 - b. Monthly newsletters & Wauchula City Connect Facebook page posting relevant City staff information (**Short-term**)
 - c. Semi-annual all staff meetings (**Short-term**)
 - d. Review monthly and update as needed the employee department listing photo album on Wauchula City Connect Facebook page for employees with at least 6-month tenure at City (**Short-term**)
 - e. Facilitate at least 10 public works supervisor meetings annually (**Short-term**)
 - f. Review Wauchula City Connect Facebook page members monthly invite/remove members as necessary (**Short-term**)

Strategic Goal 5: Enhance Community Safety

1. Reduce crime and the fear of crime to enhance quality of life within the community (**Short-term**)
 - a. Take a proactive community policing approach and engage both residents and businesses and instruct them in crime prevention techniques at a minimum of 3 community opportunities annually (**Short-term**) completed
 - b. Implement a crime prevention program specifically designed to reduce criminal activity during the holiday season between Thanksgiving and Christmas (**Short-term**)
 - i. Operation Front Porch, Operation Safe Delivery, Operation Christmas Joy
 - c. Develop an early warning system/mentoring program for at-risk youth to reduce recidivism (**Long-term**)
 - d. Conduct 6 proactive criminal investigations annually (**Short-term**)
 - e. Maintain at least 1 trained uniform patrol personnel as a crime prevention specialist to enhance residential and business efforts (**Short-term**)
 - f. Conduct 15 deployments of the speed enforcement trailer and/or personnel to target areas (**Short-term**)

- g. Conduct no less than 250 grant-funded proactive law enforcement shifts(**Short-term**)

Customer Service Goals:

Strategic Goal 1: Build a culture within the City that is service oriented and provides great customer service, every time.

1. Empower employees to provide improved customer service
 - a. Ensure all employees within Customer Service department complete training within one month of hire, if applicable (**Short-term**)
 - b. Develop a secret customer program to conduct interactions with Customer Service department (**Mid-term**)
2. Conduct annual review of shift assignments to ensure all calls for service are being handled in a responsive manner
 - a. Annual review will be conducted to determine if current staffing levels, and shift assignments, are at an appropriate level for the total number of calls for service and whether manpower or resources could be better utilized in other areas (**Short-term**)
3. Conduct an annual review of response times for emergency calls for service
 - a. Annual reviews will be conducted to determine if our response time(s) have increased or decreased and whether reassignment of personnel could increase the level of service(s) provided to the community (**Long-term**)

Strategic Goal 2: Ensure the City is easily accessible

1. Provide multiple ways to access the city both during and after hours.
 - a. Explore at least 2 other avenues annually i.e., drive-thru, automated phone payments (**Long-term**)

Strategic Goal 3: Increase our capability to resolve issues at first point of contact.

1. Communicate with customers the status of their issue
 - a. Customer-generated service/work orders that are still outstanding after 10 business days, will receive a phone call with a status update (**Short-term**)
 - b. Every customer generated service/work order contain all information needed for service contact (**Short-term**) started
 - i. Address, name, phone number
2. Timely follow-up on open service orders
 - a. Run weekly report on open service orders Monday mornings (**Short-term**)
 - b. Run daily reports on billing related open service orders (**Short-term**)

Economic Development Goals:

Strategic Goal 1: Increase funding from alternative sources

1. Evaluate planned projects and capital equipment over \$500,000 from the Capital Improvement Plan for potential alternative funding
 - a. Review grants, sponsorships, and donations 6 months to a year from the potential start date of the project or purchase **(Short-term)**
2. Research funding opportunities to identify new projects
 - a. Seek/utilize funding for appropriate projects from at least 2 different sources. **(Long-term)**

Strategic Goal 2: Improve the City's economic capacity

1. Grow the City's tax base
 - a. Pursue annexations by reviewing two potential locations annually **(Short-term)**
 - b. Invest in and redevelop at least one existing property annually **(Short-term)**
 - c. Explore at least two opportunities for public/private partnerships per year **(Short-term)**

Strategic Goal 3: Create a welcoming environment for businesses, residents, and visitors

1. Establish and maintain welcoming aesthetically attractive, and commercially viable corridors and neighborhoods
 - a. Review city codes & community suggestion surveys for needed code updates every two years. **(Mid-term)**
 - b. Look into 1 vacant property per month and how to improve it **(Short-term)**
2. Enhance Code Enforcement presence
 - a. Conduct at least 10 in-person customer interactions per month as it relates to Code Enforcement **(Short-term)**
 - b. Open at least 20 code violation cases per month **(Short-term)**
 - c. Open at least 5 minimum maintenance code violation case per month **(Short-term)**
 - d. Promote the code enforcement "Report A Problem" forum on City website and/or app annually **(Short-term)**

Strategic Goal 4: Grow the City

1. Expand the City's utility supply
 - a. Establish territorial agreements with other power suppliers for undeveloped properties **(Long-term)**
 - b. Share territorial agreements with county's building department and property appraiser's office **(Long-term)**
2. Examine properties that have not been developed to help identify roadblocks
 - a. Prioritize one vacant property for development annually **(Mid-term)**
3. Create utility incentives that foster relationships for economic development
 - a. Tax abatement **(Long-term)**

- b. Impact fee waivers **(Short-term)**
- c. Business transformer forgiveness **(Mid-term)**
- d. WTP/WWTP forgiveness (i.e., tap fees, lift station installation, etc.) **(Mid-term)**

Infrastructure Goals:

Strategic Goal 1: Maintain/Improve current facilities and infrastructure

1. Identify needs and update the maintenance & replacement schedule, in a capital improvement plan format, for warehouse, shop, WWTP/WTP, substation, water/sewer lines, electric lines, utility poles, roads, lift station, airport, storm water system, and buildings
 - a. Gather information from supervisor for 20 departments (which excludes legal and purchase power) for budget process by May 1st each year for current and future needs. **(Short-term)**
 - b. Utilize Capital Improvement Plan (CIP) to prioritize items for budget **(Short-term)**
 - c. Identify elements of the water system to be formally assessed and prioritized. **(Short-term)**
 - d. Identify elements of the sewer system to be formally assessed and prioritized. **(Short-term)**
 - e. Identify elements of the electric system to be formally assessed and prioritized. **(Short-term)**
 - f. Create an assessment schedule of the water system elements for improvement **(Mid-term)**
 - g. Create an assessment schedule of the sewer system elements for improvement **(Mid-term)**
 - h. Create an assessment schedule of the electric system elements for improvement **(Mid-term)**
2. Improve, upgrade, and plan for future expansion of public works infrastructure
 - a. Implement a funding plan for road improvements based on the Wauchula Pavement Evaluation Report. **(Short-term)**
 - b. Implement a funding plan for park improvements based on the Park Element of CRA Master Redevelopment Plan. **(Short-term)**

Strategic Goal 2: New infrastructure ventures/opportunities

1. Explore the infrastructure needs of the City in residential, commercial, and recreational areas
 - a. Maintain/ review community redevelopment master plan i.e., parks, parking, in-fill housing every 5 years or as needed. **(Short-term)**
 - b. Maintain/ review airport master plan every 5 years or as needed. **(Short-term)**

- c. Maintain/ review utilities facility master plan every 5 years or as needed i.e., water/wastewater. **(Short-term)**
 - d. Explore need for electric distribution master plan **(Long-term)**
 - e. Explore opportunities for general facility for trainings, events, etc. **(Long-term)**
 - f. Explore possibility of having feasibility study done using an outside service for a solar farm. **(Long-term)**
 - g. Seek out potential grant opportunities for portable Automated Fingerprint Identification System (AFIS) **(Long-Term)**
2. Build in larger capacity of infrastructure work as we go
- a. Consider potential development of surrounding areas with every new utility extension installation. **(Short-term)**
 - b. Public Works interdepartmental communication prior to every new utility implementation discussed at each supervisor monthly meeting. **(Short-term)**

Strategic Goal 3: Create & maintain equipment replacement schedule

- 1. Identify needs and follow the maintenance & replacement schedule
 - a. Create an equipment replacement schedule **(Short-term)**
 - b. Annually update fleet replacement schedules i.e., Sanitation, electric, light duty, **(Short-term)**
 - c. Annually update computer replacement schedule **(Short-term)**