

RESOLUTION NO. 2021-12

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LAKE WORTH, TEXAS ADOPTING AND APPROVING THE CITY OF LAKE WORTH STRATEGIC PLAN; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Council and staff conducted the first ever strategic planning work session in June of 2021 which included a completed review of strategic plan issues, development of a mission and vision statement, guiding principles and values and strategic goals and objectives; and

WHEREAS, strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it performs the services and/or programs it does; and

WHEREAS, there are numerous benefits to strategic planning, including organizations can increase effectiveness and efficiency, improve understanding through better learning, make better decisions, enhance organizational capabilities, improve communications and public relations as well as increase political support; and

WHEREAS, the City Council and staff have identified six (6) priority strategic goals of the Strategic Plan to enhance the community which are: Responsible Financial Management, Upgrade Infrastructure Investments, Ensure Superior Service Delivery, Optimize Community Outreach and Engagement, Enhance Facilities and Open Spaces and Advance Community Revitalization; and

WHEREAS, the City Council has reviewed the proposed Strategic plan including the strategic goals and initiatives, including the mission, vision and values, as outlined in the attached documents.

NOW THEREFORE, BE IT RESOLVED, BY THE CITY COUNCIL OF THE CITY OF LAKE WORTH, TEXAS:

SECTION 1. Adopts the attached City of Lake Worth Strategic Plan.

SECTION 2. That this Resolution shall become effective immediately upon its passage and approval.

PASSED AND APPROVED this the 10th day of August, 2021.



ATTEST

Monica Solko

Monica Solko, City Secretary

CITY OF LAKE WORTH

By: *Walter Bowen*

Walter Bowen, Mayor



The City of Lake Worth, Texas
Strategic Planning Workshop Report

07/15/2021

Prepared by:



Baker Tilly US, LLP
2500 Dallas Parkway
Suite 300
Plano, TX 75093
(972) 748 0127
bakertilly.com



Table of Contents

- Introduction and Background** 3
 - Pre-Workshop Interviews Summary** 3
 - Planning Process Overview** 4
 - Workshop Expectations** 5
 - Environmental Scan/Context Map** 6
 - Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis** 8
- Vision, Mission and Values** 10
 - Vision Statement** 10
 - Mission Statement** 11
 - Core Values** 11
- Strategic Goals and Objectives** 13
 - Strategic Goals** 13
 - Strategic Objectives** 13
- Appendix** 17



Introduction and Background

At the request of City Council and City Manager, Baker Tilly US, LLP (or “Baker Tilly”) organized and facilitated a two-day strategic planning workshop for the City Council and senior city staff. This planning workshop was the first such workshop conducted in many years and the first for the current elected and appointed leadership team.

In a series of interviews with members of City’s management team, the City Manager, department directors, and other key stakeholders provided input on the strategic challenges and opportunities prior to the strategic planning retreat. Learnings from these interviews informed the content of our discussions during the strategic planning workshop.

Pre-Workshop Interviews Summary

Prior to the Strategic Planning workshop, Baker Tilly conducted a number of interviews with City management. Baker Tilly summarized the themes throughout these interviews to guide discussions during the two day workshop. These themes are summarized below, displaying the common desires voiced during interviews:

- Strengthen the relationship between the City and the community
- Promote strategic interdepartmental collaboration and interaction
- Diversify revenue streams
- Create opportunities for redevelopment and revitalization
- Strengthen enforcement of existing ordinances
- Document and sustain institutional knowledge
- Exemplify regional collaboration
- Increase professionalism of the City staff
- Centralize risk management
- Improve business processes and technology

These themes are items that many members of management would like to see the City strive toward. This became a starting point for a more in-depth conversation during the two-day workshop.



Planning Process Overview

Effective strategic planning involves gathering, sorting, and prioritizing the best thinking of the City of Lake Worth's policy leaders and executive managers, focused on the core purposes of the organization and the most important attributes of success. The City of Lake Worth's strategic planning workshop, conducted over two days in June of 2021, resulted in the development and agreement on a framework to guide the decision of both elected leaders and appointed managers over the next three to five years. The elements of that framework include:

- **Validation** of existing efforts and strategic progress.
- **Examination** of the current operational environment and the identification of important external forces and trends that influence and impact the City's ability to meet citizen expectations.
- **Assessment** of the organization's strengths, weaknesses, opportunities and threats.
- **Development** of four core values
- **Identification** of six strategic goals
- **Prioritization** of 27 operational objectives around which key policy decisions can be evaluated and essential policy making, managerial and organizational activities can be managed.

The strategic planning workshop focused primarily on **what** the City of Lake Worth needs to realize its vision for the community's future and accomplish the mission of the municipal organization. Therefore, the strategic planning process is policy-oriented in nature and less about **how** the City should carry out the day-to-day operations and delivery of public services.

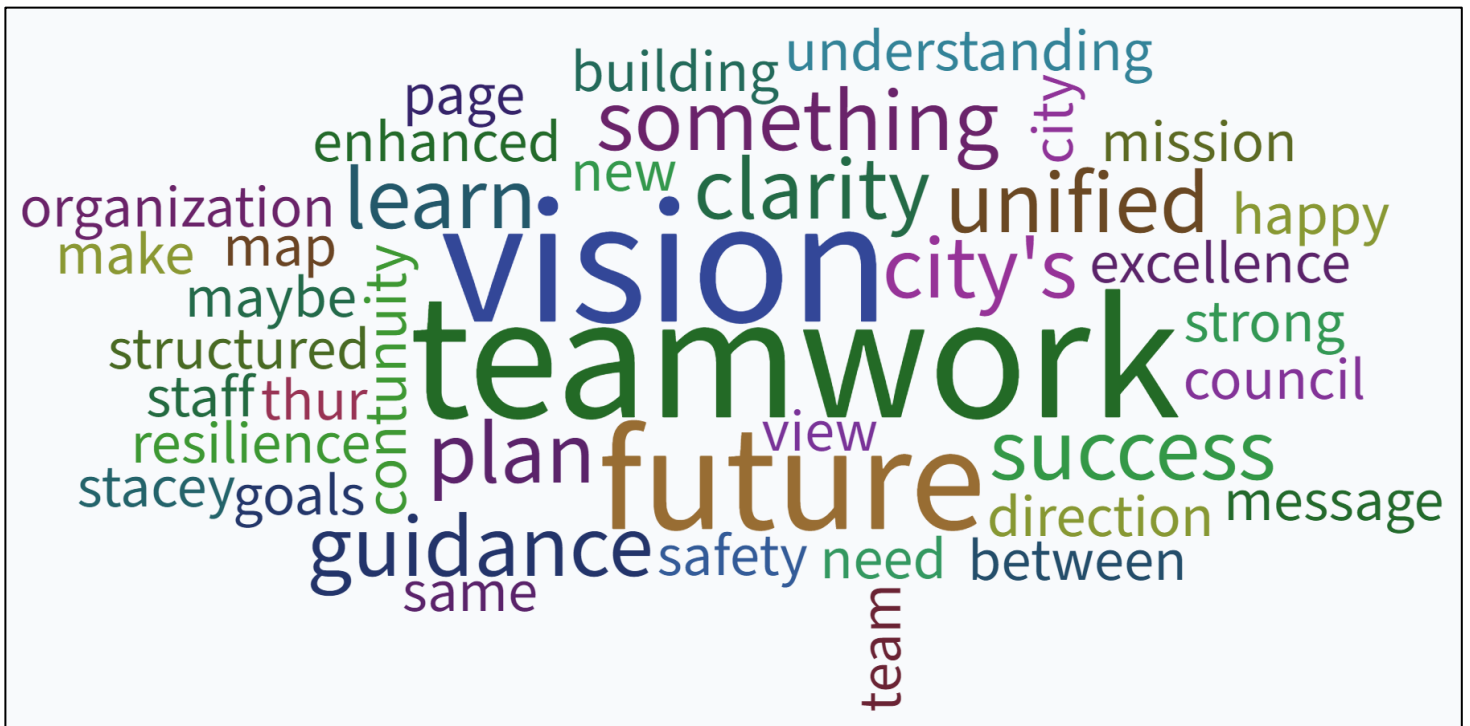
Good strategic planning addresses the issues that challenge you today and, more importantly, those that will challenge you tomorrow. Accordingly, the planning workshop was designed as an exercise in collective foresight. Both elected leaders and appointed managers worked together to clarify what success looks like for the City in light of expected future conditions and the direction that the community's policy leaders want to take the city organization.

Workshop Expectations

After an initial ice-breaking activity, the workshop facilitator engaged the participants in a brief conversation about their expectations for the workshop. Using an online polling application, participants were asked, "In a brief phrase, what do you hope to achieve over the course of this year's strategic planning workshop?"

The word cloud below shows the result of the expectation polling activity. The larger text represents the more frequent responses. These results suggest that the workshop participants were looking for the following outcomes:

- "Clarity" in the City of Lake Worth's strategic "direction"
- "Teamwork" among City leadership
- Creation of a "vision" for the "future"





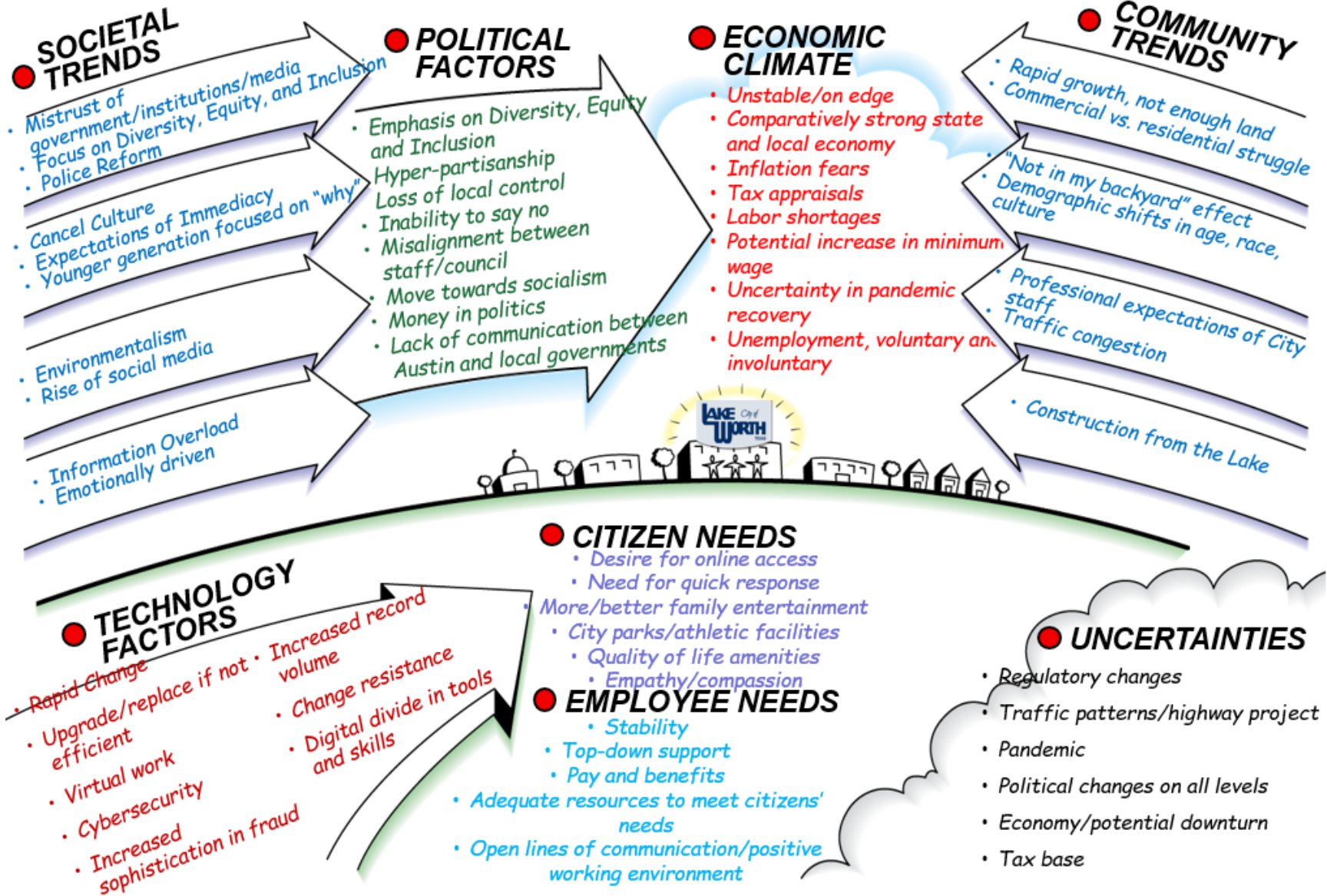
Environmental Scan/Context Map

Strategic planning cannot occur in a vacuum. Instead, it must be based on a clear understanding of the environment within which the strategy will be carried out. The Mayor, City Council members, the City Manager and top members of the professional staff participated in a structured exercise to describe the current conditions impacting the City of Lake Worth's ability to effectively understand, plan and deliver services in the public interest. This exercise focused the thinking of participants on the following:

- Societal Trends
- Economic climate
- Technology factors
- Community trends
- Citizen needs
- Uncertainties
- Political factors
- Employee needs

In addition to documenting these crucial factors and trends, workshop participants discussed their significance for the community and their impact on city government and its ability to deliver quality services at an affordable cost. In the form of a graphic context map, the results of this environmental scanning activity can be found on the next page.

CONTEXT MAP



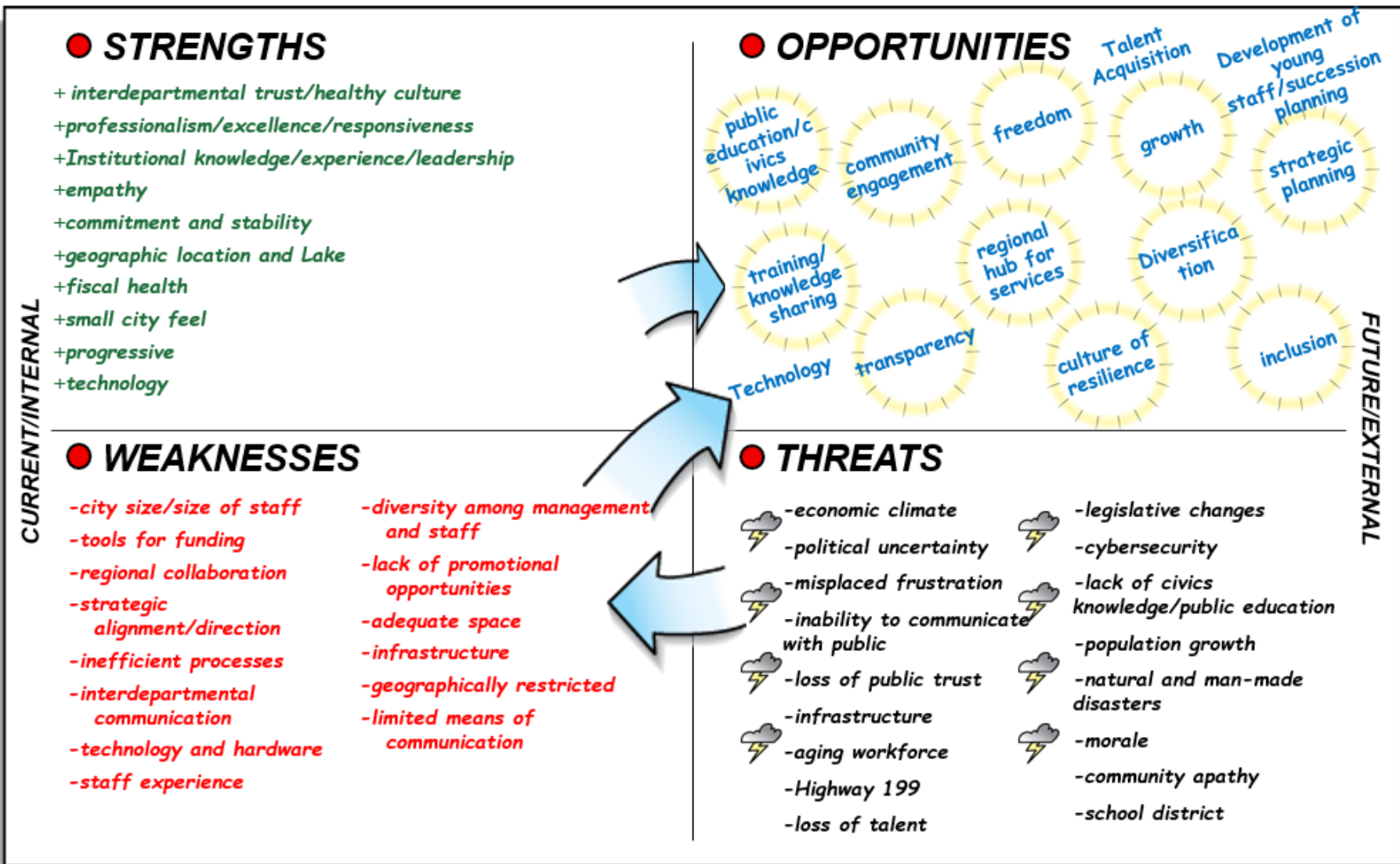


Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

Whereas the environmental scan was primarily focused on external conditions, for the SWOT analysis, workshop participants were asked to critically and constructively consider attributes of the City of Lake Worth organization itself.

- **Strengths** are those assets and capabilities currently available within the organization, which can be leveraged to achieve desired results.
- **Weaknesses** are those problem areas or aspects of the government organization that are currently standing in the way of strategic success, and that should be overcome to achieve optimal results.
- **Threats** are current or potential future external events that, if unmitigated, can impair the organization's ability to realize strategic success. These may be political, economic, societal, natural or man-made in nature.
- **Opportunities** are future-focused and are conditions that can, if properly understood, be captured to obtain strategic advantage through capitalizing on strengths, overcoming problems and mitigating threats. In the SWOT analysis, the "Opportunities" section is often the most revealing in terms of the desired future direction of the organization and the community.

The SWOT matrix on the following page displays the consensus Strengths, Weaknesses, Opportunities and Threats identified by the Lake Worth leadership team. The SWOT matrix can be found on the next page.



Vision, Mission and Values

Vision Statement

An organization's Vision is aspirational in nature. It defines what the organization wants to be or to achieve. It is an idealized description of the desired future state of the community. Using an anonymous online polling tool, participants thought about and entered the top three words or short phrases that best described their individual vision for the City of Lake Worth. The resulting "word clouds" – with the words that appeared most frequently shown in larger/bold text – for both management and Council follows below:

Members of City Management responded to the poll with the following word cloud:



The exercise was repeated with members of Council. The word cloud produced from Council was as follows:





Based on discussions around the vision statement, the City decided on the phrase below to represent the vision of the City of Lake Worth:

City of Lake Worth Vision

“A safe, vibrant and resilient community, leading to new horizons.”

Mission Statement

A Mission Statement describes the organization's purpose. It defines the "business" of the organization and its relationship with its customers. After reviewing a number of example mission statements and extracting important themes, the City decided upon the following mission statement:

City of Lake Worth Mission

“A city of excellence, providing superior public service and a fulfilling quality of life for all.”

Core Values

Core Values are the fundamental principles that guide how members of the organization conduct themselves while carrying out the mission in pursuit of the vision. Together, the values provide an ethical framework for decision-making and action. The City brainstormed a number of different values that were important and subsequently ranked each based on preferences until there were four main values. The resulting list of values with corresponding definitions are as follows:



City of Lake Worth Values

Integrity

We are honest, ethical and truthful in all things, working every day to earn the trust and respect of the people we serve.

Professionalism

We are committed public servants, accountable for our actions, courteous and respectful, leading with empathy and transparency.

Teamwork

We work collaboratively with our community to achieve common goals, creating and sustaining a positive, supportive, and productive environment.

Equity

We are fair and consistent in our service to the public, conforming to the highest standards of conduct, inclusion, and diversity.



Strategic Goals and Objectives

Strategic Goals

After systematically scanning the external environment, evaluating the strengths and weakness of the organization, identifying opportunities and threats, and confirming the City of Lake Worth's overall vision, mission and values, workshop participants next turned their attention to the specific areas of policy leadership and management focus that they believe are likely to have the most significant impact on the long-term success of the community and the municipal organization.

To identify these strategic focus areas, the workshop facilitator applied a technique known as "future pull." The workshop leader challenged the participants to go forward in time to imagine great success mentally. Participants were then asked to visualize a situation where the City had achieved its vision by successfully accomplishing its mission while operating within its value framework. Then they were asked: *"Looking back from a position of great success, what, specifically, did the city do to achieve that success?"*

Each participant listed the action steps that, if taken today, would lead the city to that future position. They thought about how to leverage the identified strengths to overcome problems and how to mitigate threats to create opportunities. Many unique ideas were generated. Working together, participants then grouped the ideas on a graphical chart to reveal common strategic themes.

From this brainstorming and collaborative process, a total of six strategic goals emerged as the most important for the City's future, as follows:

1. ***Responsible Financial Management***
2. ***Upgrade Infrastructure Investments***
3. ***Ensure Superior Service Delivery***
4. ***Optimize Community Outreach and Engagement***
5. ***Enhance Facilities and Open Spaces***
6. ***Advance Community Revitalization***

Strategic Objectives

Within each of the goals, a set of strategic objectives were developed and discussed using the ideas generated by the council and staff participants in the "future pull" brainstorming activity. A total of 27 individual objectives were identified through this process and were then ranked by the Mayor and City Council using real-time polling to establish overall priorities for each goal. The strategic goals, with supporting objectives listed in the priority order, include the following:

1. ***Responsible Financial Management***

- 1.1. *Develop comprehensive fiscal policies, including governing the use of fund balances*
- 1.2. *Develop comprehensive asset management plan*



1.3. *Explore opportunities for increased efficiency through regional partnership*

1.4. *Affect legislative change for Hotel Occupancy Tax fund*

2. Upgrade Infrastructure Investments

2.1. *Create a long range Capital Improvement Plan (CIP)*

2.2. *Achieve and maintain a level 4 on the Pavement Condition Index (PCI)*

2.3. *Upgrade undersized water supply mains to enhance fire protection*

2.4. *Develop a Storm Water Master Plan*

2.5. *Continue Inflow/Infiltration (I&I) reduction program*

3. Ensure Superior Service Delivery

3.1. *Maintain "Recognized" Status for Police, Fire, Public Works, and the Library*

3.2. *Determine optimized staffing levels and professional development*

3.3. *Regularly measure customer/citizen satisfaction through surveys and feedback*

3.4. *Develop a technology plan to improve customer access to public services*

3.5. *Establish employee health and wellness initiatives*

3.6. *Enhance Fire/EMS protection to partner communities*

3.7. *Foster diversity throughout the workforce*

4. Optimize Community Outreach and Engagement

4.1. *Establish and expand the Lake Worth brand identity*

4.2. *Engage citizens in public education programs*

4.3. *Amplify library outreach to foster community relationships*

4.4. *Develop partnerships with senior service providers*

5. Enhance Facilities and Open Spaces

5.1. *Implement the Park Master Plan and establish a Parks and Recreation Program*

5.2. *Implement recommendations based on Library and Senior Center assessment results*

5.3. *Conduct a needs assessment for public safety building(s)*

6. Advance Community Revitalization

6.1. *Advocate for Lake Worth's position and nurture grass roots support on Highway 199 planning efforts while maintaining our urban streetscapes*

6.2. *Facilitate quality redevelopment*

6.3. *Revitalize and diversify the housing stock and residential tax base*

6.4. *Enhance community aesthetics*



Strategy Map

A strategy map is simply a graphical depiction of an organization's strategy in terms of its vision, mission, core values, strategic goals and business objectives. It serves as a quick reference guide to the City's strategy. It is a helpful tool for organizing and aligning departmental plans, objectives, and resources to support the overall plan. A strategy map summarizing the City of Lake Worth's updated strategy is shown on the following page.

OUR VISION

A safe, vibrant and resilient community, leading to new horizons.

OUR MISSION

A city of excellence, providing superior public service and a fulfilling quality of life for all.

OUR CORE VALUES

Integrity
Professionalism
Teamwork
Equity

OUR GOALS

- 1 Responsible Financial Management
- 2 Upgrade Infrastructure Investments
- 3 Ensure Superior Service Delivery
- 4 Optimize Community Outreach and Engagement
- 5 Enhance Facilities and Open Spaces
- 6 Advance Community Revitalization

OUR STRATEGY

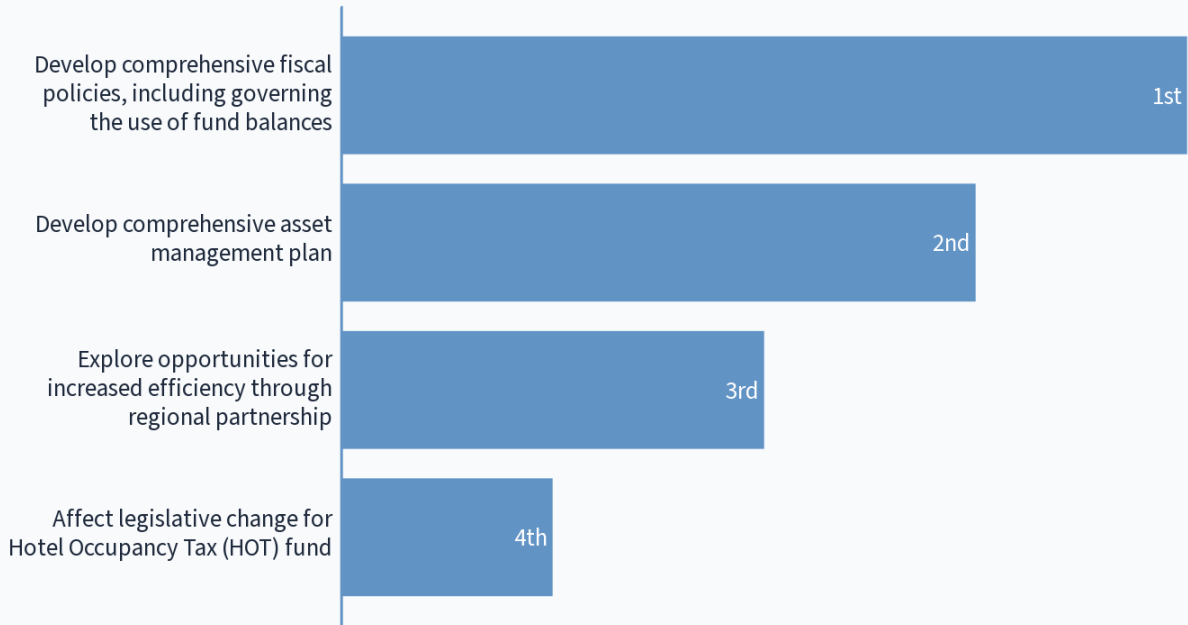
- 1.1. Develop comprehensive fiscal policies, including governing the use of fund balances
 - 1.2. Develop comprehensive asset management plan
 - 1.3. Explore opportunities for increased efficiency through regional partnership
 - 1.4. Affect legislative change for Hotel Occupancy Tax fund
- 2.1. Create a long range Capital Improvement Plan (CIP)
 - 2.2. Achieve and maintain a level 4 on the Pavement Condition Index (PCI)
 - 2.3. Upgrade undersized water supply mains to enhance fire protection
 - 2.4. Develop a Storm Water Master Plan
 - 2.5. Continue Inflow/Infiltration (I&I) reduction program
- 3.1. Maintain “Recognized” Status for Police, Fire, Public Works, and the Library
 - 3.2. Determine optimized staffing levels and professional development
 - 3.3. Regularly measure customer/citizen satisfaction through surveys and feedback
 - 3.4. Develop a technology plan to improve customer access to public services
 - 3.5. Establish employee health and wellness initiatives
 - 3.6. Enhance Fire/EMS protection to partner communities
 - 3.7. Foster diversity throughout the workforce
- 4.1. Establish and expand the Lake Worth brand identity
 - 4.2. Engage citizens in public education programs
 - 4.3. Amplify library outreach to foster community relationships
 - 4.4. Develop partnerships with senior service providers
- 5.1. Implement the Park Master Plan and establish a Parks and Recreation Program
 - 5.2. Implement recommendations based on Library and Senior Center assessment results
 - 5.3. Conduct a needs assessment for public safety building(s)
- 6.1. Advocate for Lake Worth’s position and nurture grass roots support on Highway 199 planning efforts while maintaining our urban streetscapes
 - 6.2. Facilitate quality redevelopment
 - 6.3. Revitalize and diversify the housing stock and residential tax base
 - 6.4. Enhance community aesthetics

Appendix

The City of Lake Worth, Texas

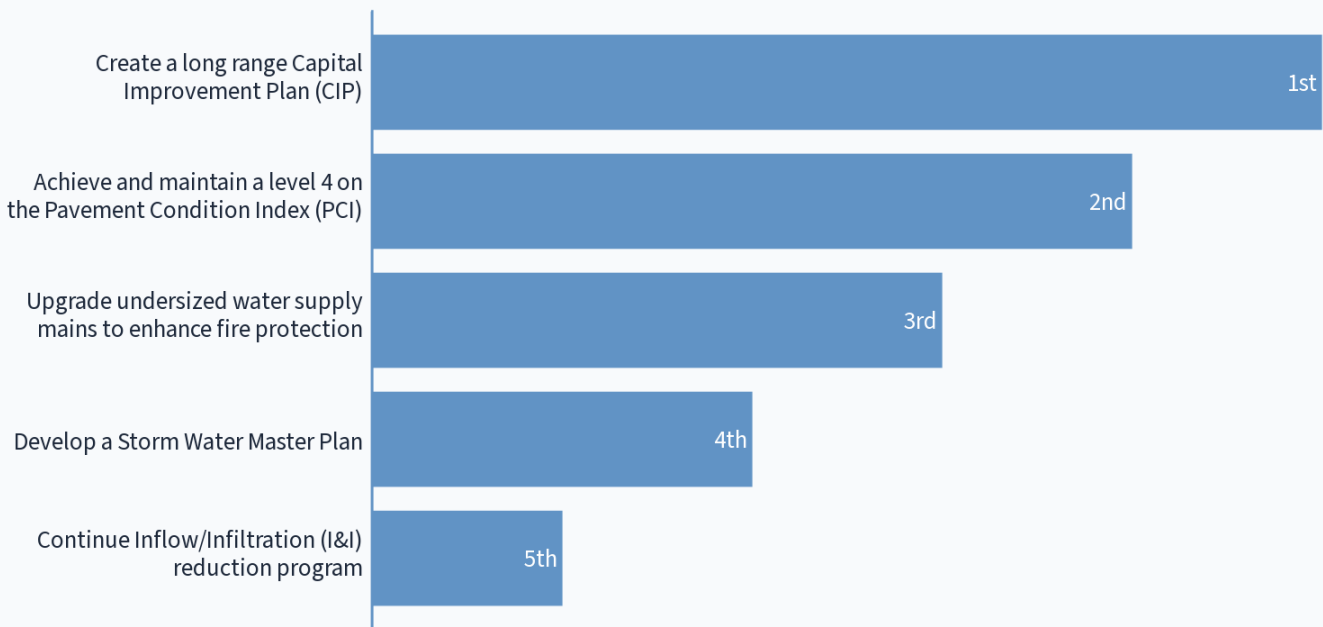
Strategic Planning Workshop

Please prioritize the following "Responsible Financial Management" objectives in order of their importance to the City of Lake Worth:



Total Results: 8

Please prioritize the following "Upgrade Infrastructure Investments" objectives in order of their importance to the City of Lake Worth:

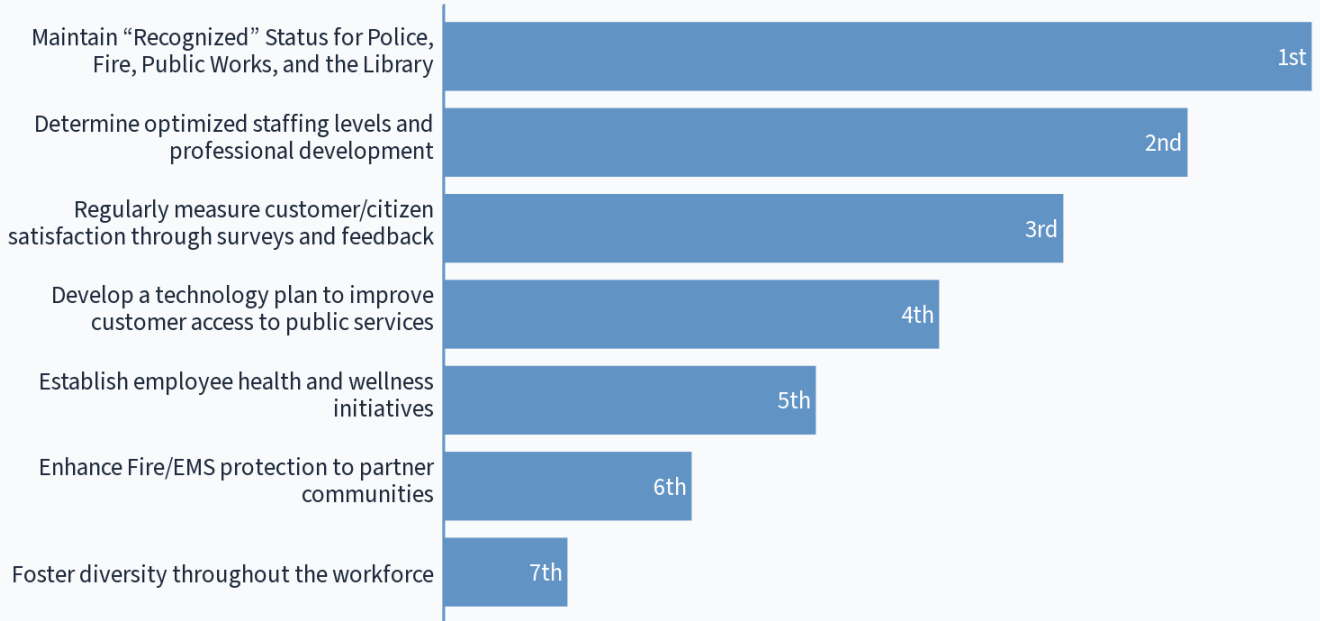


Total Results: 8

The City of Lake Worth, Texas

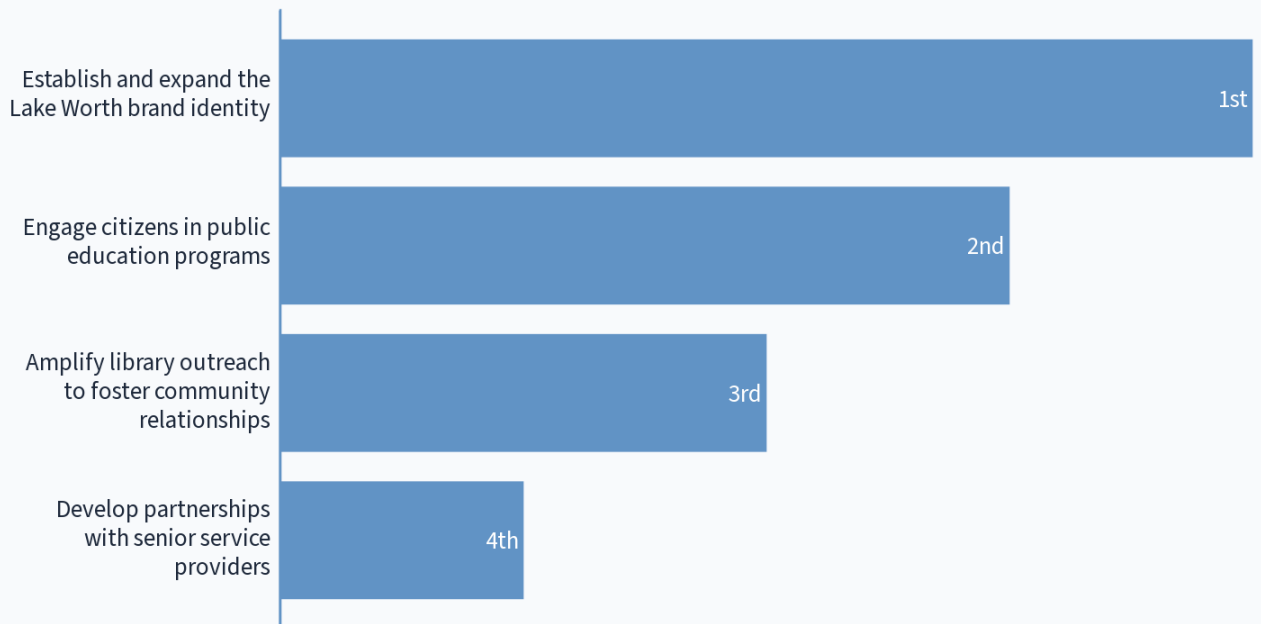
Strategic Planning Workshop

Please prioritize the following "Ensure Superior Service Delivery" objectives in order of their importance to the City of Lake Worth:



Total Results: 8

Please prioritize the following "Optimize Community Outreach and Engagement" objectives in order of their importance to the City of Lake Worth:

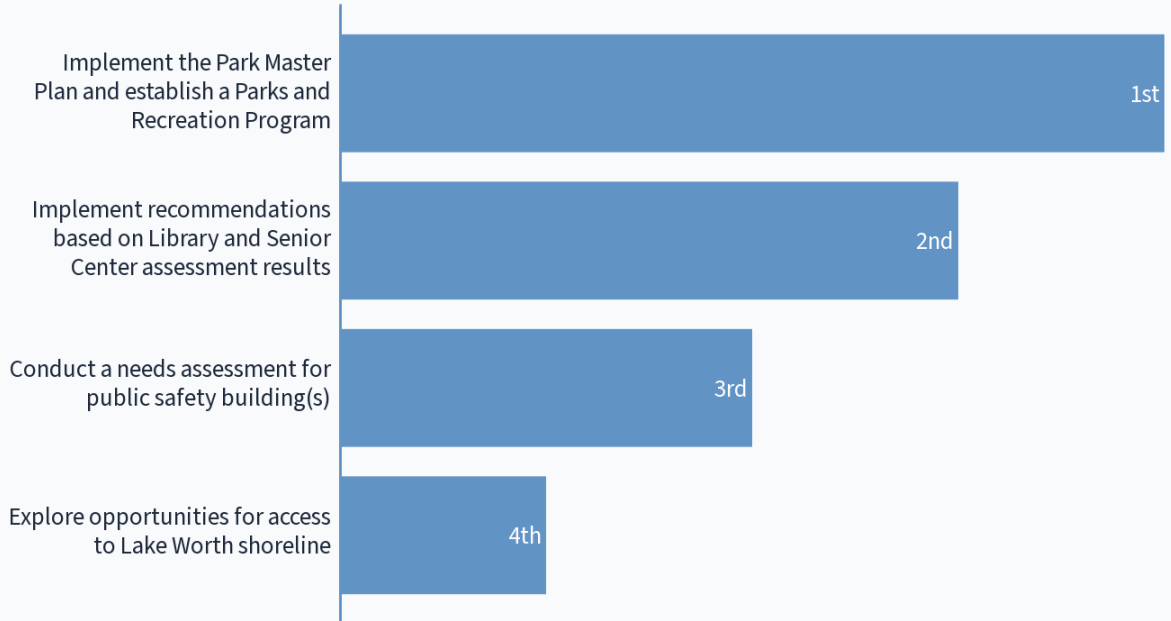


Total Results: 8

The City of Lake Worth, Texas

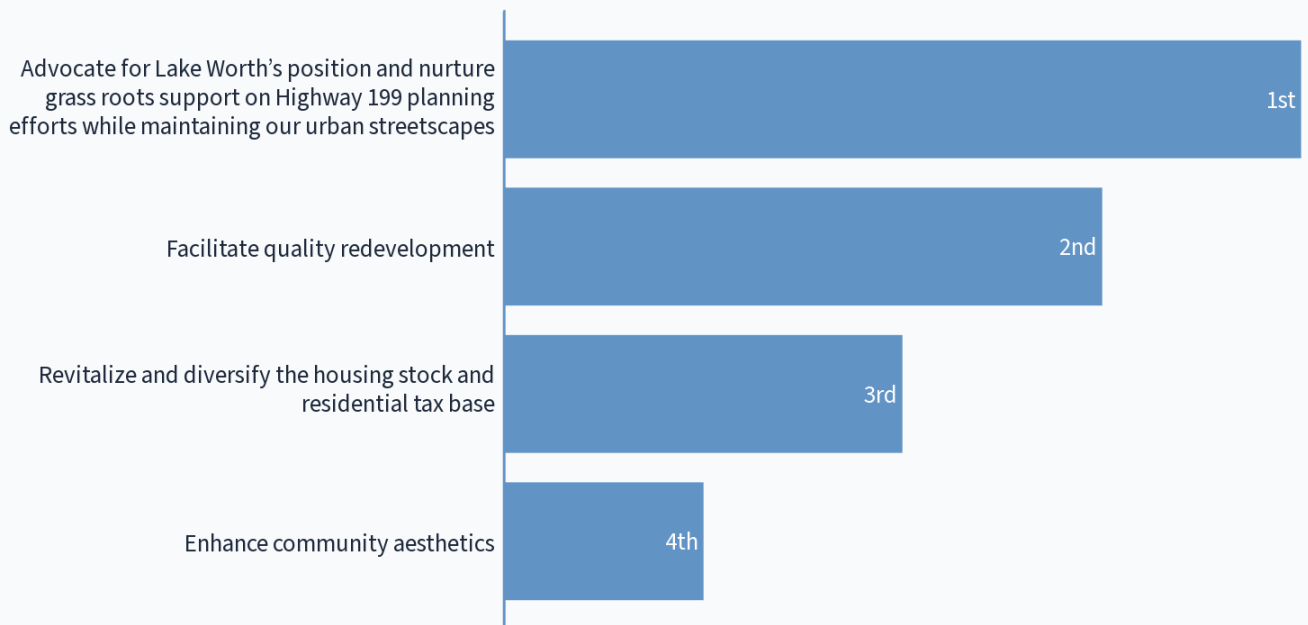
Strategic Planning Workshop

Please prioritize the following "Enhance Facilities and Open Spaces" objectives in order of their importance to the City of Lake Worth:



Total Results: 8

Please prioritize the following "Advance Community Revitalization" objectives in order of their importance to the City of Lake Worth:



Total Results: 7