



Growing with Tradition

“Weatherford offers the benefits of the large cities of DFW, with good schools, a lot less crime and the good effects of steady growth”

**Michael Brinkley, “Best Places to Live”
Fort Worth, Texas Magazine, March 2013**



**Weatherford, Texas: City Council Strategic Plan,
Vision & Mission – 2013**

APRIL 2011

MARTY WIEDER STRATEGIC CONSULTING SERVICES



Growing with Tradition

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“We cannot predict the future. But we can create it.”

**Jim Collins,
Great by Choice**

INTRODUCTION

Background

The Weatherford City Council hadn't called a time out and conducted such a SWOT (Strengths, Weaknesses, Opportunities & Threats) exercise or strategic planning effort in some time. Yet their responses to an initial Visioning Survey exercise certainly revealed a spirited enthusiasm for the task. And as one Council Member communicated (and others certainly backed up), they certainly believe Weatherford is “the greatest place on earth to live”.

Process

The Weatherford City Council chose to act on staff's recommendation and engaged Marty Wieder Strategic Consulting Services to help guide them through an interactive Strategic Planning exercise; more specifically, Weatherford desired that Marty schedule, plan and facilitate a structured Workshop with City Council members and key City Staff professionals. Such an exercise was scheduled and conducted at the very start of 2013, on Tuesday, January 3, 2013. This event included—

1. An introduction to the participants and the process—as well as a briefing on the exercise's importance as it relates to Weatherford's existing, ongoing efforts, as well as the City's future budgeting and Capital Improvements Program planning (as delivered within a PowerPoint presentation). The introduction also included a review of the Scope of Work.

From the very beginning, Marty noted (and reiterated several times throughout the evening) three things related to the process:

- A. The importance of working toward and delivering a worthwhile product—and a *living document* (one that can continue to be updated and amended)—to Weatherford. As originally communicated to City staff, Marty Wieder Strategic Consulting Services began providing strategic planning process results in an 11 X 17 format some time ago so that everyone on a City Council may measure progress and check off (when completed), rewrite or even remove certain priorities when necessary. And an end product such as this provides the City a leg up to take on future strategic planning efforts or follow-up activities, too.



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- B. The pre-Session Visioning Survey was meant to give the City Council and staff professionals a jumpstart on the process—and results were used to draft Vision and Mission Statements since they indicated what was most important to Weatherford’s elected and appointed leaders.
- C. This would certainly not be a plan without a purpose—that ultimately ends up hidden somewhere on a dusty shelf. He made it clear that it’s not worth the time and effort to simply go through a process such as this without subsequent accomplishment. Thus, the Plan would include a Postscript of suggestions, based on Marty’s more than two decades of public and related service at the North Central Texas Council of Governments, two Chambers of Commerce and two municipalities—so the City had a road map to begin tackling Weatherford’s most pressing priorities.

As Marty would also point out at the first convened session, Strategic Planning takes time and effort, helps in budgeting and decision-making and can be managed. And it’s worth doing, especially since Plans—

- Provide unified and planned governmental decisions.
- Provide City staff a functional approach for budget processing.
- Allow elected and appointed officials to be entrepreneurial.
- Determine just how far the City might go in the coming years to reach its goals and objectives.
- Determine projects that best utilize area resources.
- Prepare for grant and other opportunities that may present themselves.
- Stimulate public awareness, interest and support.

2. Conducting a SWOT Analysis—evaluating Weatherford’s Strengths, Weaknesses, Opportunities and Threats. This exercise—

- a. Allowed and even invited everyone who attended to state their items, priorities and concerns. It was critical to draw out comments from all participants, and the pre-exercise survey even allowed the consultant some insight on the priorities of everyone involved so he could ensure all those issues or concerns were uncovered. And he shared one other important point, as well: “The only bad idea tonight is the one that goes unmentioned.”;
- b. Asked representatives of all both groups (Council and key City management professionals) to rank the items as to priority; this task facilitated Marty Wieder Strategic Consulting Services efforts to evaluate participants’ responses and then combine those into the priorities, which would comprise the resulting Strategic Plan.



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Marty Wieder Strategic Consulting Services—

1. Spent subsequent weeks fine-tuning the actual plan with a proposed set of initial action items;
2. Returned to City Council at their regular meeting on February 12, 2013 to present a SWOT Summary, Priorities and a Draft Strategic Plan; Council Members communicated their agreement with the Strategic Planning process, with the wording—as well as reviewed and recommitted to wording of the Council's Vision and Mission Statements—and formally adopted all three items in March.
3. Returned to Weatherford on April 9, 2013 and delivered this Strategic Planning document for the City Council and Staff Professionals to use in guiding the City in the coming fiscal years.

Results

The following Weatherford Strategic Plan is intended to provide a framework for development of a more complete set of tactics in the coming Fiscal Year. For instance, the ranked SWOT Analysis and complimentary Strategic Plan—based entirely upon the priorities and preferences of City officials—provides Weatherford's policy and administrative leaders with the information they need to conduct additional research that quantifies and clarifies preliminary findings and elaborate on the items identified as being at the top of the Plan with more specific objectives and timetables for completion.

**“Strategy is one’s commitment to a vision of the future.
It goes beyond ideas to action.”**

**-Dan Brokke
DaySpring Cards**



2013 SWOT Analysis: City of Weatherford

Weatherford City Council Members, management team professionals and Marty Wieder Strategic Consulting Services worked together to identify the City's Strengths, Weaknesses, Opportunities and Threats. What resulted are these four lists under each SWOT category, as follows:

Strengths

Unique Identity
Good schools
Good parks
Quality Fire & Police
Quality of Life is dynamic
Expanded medical services
Transportation improvements
Retail shopping
Self sufficient City
Self contained utility system
Unique history
Outstanding people
Service to citizens
Fair competitive tax rate
Low cost of utilities
Great location
Crisis management
Crime safety
Healthy economic climate
Strong accounting philosophy
Council & Boards find common ground
City is fiscally healthy/low debt, cash in bank
Employees, staff are 2nd to none

Stability

Chandor Gardens

1st Monday Trade Days

Weaknesses

Communicating with citizens, spreading the word is difficult
Playing catch up with infrastructure, parks, customer service
Aging appearance in some major thoroughfare corridors
Visual clutter
Maintaining ROWs
Aging utility systems
Haven't branded or sold itself
Historic downtown is underutilized
Lack of family entertainment
Need to establish a vision
Haven't marketed fully
Lack of consistent direction
Attitude toward debt and revenue opportunities
Difficulty in getting the community involved in the City
Visual look of FW Highway
Insufficient staff to deliver certain services
Insufficient funding to provide services outside City limits
Reliance on sales tax
Difficult to fund and provide basic services upon annexation

Opportunities

Survey citizens for what they want
Maintain historic identity while absorbing growth
Promote Trade Days & Chandor Gardens
Maintain & expand revenue sources
Brand City again
Expand and protect natural resources
Do more planning in a comprehensive fashion
“Get it right”
Think outside the box with wetlands project
Capitalize on new loop and improve Northside and West Weatherford
Consider City’s appearance with a new set of eyes
Market, promote & expand Farmers Market
Do same for 1st Monday Trade Days
Do a new Comprehensive Plan
Remain affordable & welcoming
Explore other uses – especially a concert venue –at 1st Monday.
Implement FW Highway Plan
Explore new revenue opportunities
Expand community services
Vision for Downtown, 1st Monday & York Avenue
Establish an Entertainment District Downtown
Prioritize & plan projects
Maintain a balanced perspective on growth (i.e. welcome yet protect history)
Form a Citizens’ Capital Committee

Prepare for facilities near the new Loop
Evaluate all facilities
Consider annexation
Upgrade utility & infrastructure standards
Better manage tourism, opportunities

Threats

Economic environment
Keeping cost of living under control
Development from east may affect unique identity
Development may affect Public Safety, Quality of Life
Lack of water
Cost of water
Encroachment of ESDs & cost of buy out
Negative growth in the ETJ & its affect on Weatherford
Continuing to be reactive than proactive
Lack of identified green space
Unsustainable growth as the region expands
Inaction
Deteriorization of rental homes & the effects on neighborhoods
Lack of dedicated funding source, plan for City fleet
Not enough annual funding for street system
Sales tax leakage in the future
Unrealistic citizen expectations

“Strategy requires thinking hard.”

**-Jim Collins, Author
*Built to Last***

Ranked SWOT Analysis: City of Weatherford

Weatherford City Council Members and management team professionals ranked the items they had identified as the City’s Strengths, Weaknesses, Opportunities and Threats—and many of these rankings were consistent with answers that both groups had given in the pre-Workshop Visioning Survey. Marty Wieder Strategic Consulting Services therefore totaled, came back and reported these priority rankings to Workshop participants—since these responses had subsequently been analyzed, edited and in some cases combined into the priorities comprising the Draft Plan (and eventually approved as the Final Weatherford Strategic Plan).

When it came to the actual process of prioritizing SWOT items, City Council Members were asked to rank three items in each of the four category areas. Staff, on the other hand, were constrained to indicate their top rankings among all of the four subject areas. Higher priorities were grouped together among the top Council-ranked items first; yet City staff leaders teamed to flag several priorities, propelling those to inclusion in the ultimate Plan because of an urgent need to focus on them. For instance, staff professionals grouped their rankings around lower-scored Council items like insufficient funding to provide services outside City limits, insufficient staff to deliver certain services, the need to form a Citizens Capital Committee and annual funding for the street system.

As it relates to the SWOT itself, a few priorities were repeated—and ranked high enough to merit attention—in more than one SWOT category, further also indicating their importance at this juncture in Weatherford’s history:

Strengths

(Council/Key City Staff)

13/4	Service to citizens
9/-	Employees, staff are 2nd to none
7/4	City is fiscally healthy/low debt, cash in bank
7/3	Healthy economic climate
7/1	Unique Identity
5/-	Self sufficient City
4/-	Unique history
4/-	Great location

4/-	Chandor Gardens
3/5	Transportation improvements
3/-	Crime safety
3/-	Retail shopping
3/-	<u>Outstanding people</u>
2/1	Quality of Life is dynamic
2/-	Self contained utility system
2/-	Fair competitive tax rate



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Weaknesses

- 8/3 **Historic downtown is underutilized**
- 7/- **Attitude toward debt and revenue opportunities**
- 6/6 **Aging appearance in some major thoroughfare corridors**
- 5/- **Need to establish a vision**
- 4/5 **Playing catch up with infrastructure, parks, customer service**
- 4/3 **Lack of family entertainment**
- 4/3 **Lack of consistent direction**
- 4/- **Haven't marketed fully**
- 4/- ***Communicating with citizens, spreading the word is difficult***
- 3/17 **Insufficient funding to provide services outside City limits**
- 2/16 **Insufficient staff to deliver certain services**

- 2/- Aging utility systems
- 1/- *Difficulty in getting the community involved in the City*
- /3 Reliance on sales tax

Opportunities

- 12/6 **Maintain & expand revenue sources**
- 7/1 **Explore other uses—especially a concert venue—at 1st Monday**
- 6/4 **Upgrade utility & infrastructure standards**

- 5/- **Better manage tourism, opportunities**
- 4/6 **Explore new revenue opportunities**
- 4/- **Establish an Entertainment District Downtown**
- 3/1 **Do a new Comprehensive Plan**
- 3/1 **Vision for Downtown, 1st Monday & York Avenue**
- 3/- **Expand and protect natural resources**
- 2/2 *Survey citizens for what they want*
- 2/- *Think outside the box with wetlands project*
- 1/9 **Form a Citizens' Capital Committee**

- 1/- Consider City's appearance with a new set of eyes
- 1/- Maintain historic identity while absorbing growth
- 1/- Promote Trade Days & Chandor Gardens
- /5 Prioritize & plan projects
- /3 Do more planning in a comprehensive fashion
- /3 Expand community services
- /2 Brand City again
- /2 Maintain a balanced perspective on growth (i.e. welcome yet protect history)
- /2 Prepare for facilities near the new Loop
- /2 Evaluate all facilities
- /2 Consider annexation



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Threats

- 18/10 Economic environment**
- 10/1 Development from east may affect unique identity**
- 7/4 Negative growth in the ETJ & its affect on Weatherford**
- 6/- Development may affect Public Safety, Quality of Life**
- 4/8 *Unrealistic citizen expectations***
- 4/6 Continuing to be reactive than proactive**

- 2/- Keeping cost of living under control
- 2/- Lack of water
- 2/- Inaction
- 1/12 **Not enough annual funding for street system****
- 1/1 Sales tax leakage in the future
- /1 Encroachment of ESDs & cost of buy out

**“You can’t do everything well—
so you must focus on doing a few things well,
the most important things.”**

**-David R. Kolzow, President
Kolzow & Associates**

CITY OF WEATHERFORD STRATEGIC PLAN: 2013 GOALS & OBJECTIVES

1. Continue to place the highest priority on service to citizens.

- **Engage a consultant and conduct a *citizens’ survey* to best determine their desires and expectations (as well as to continue the City’s communications with citizens).²**
- **Convene a staff task force to review and *upgrade Weatherford’s utility and infrastructure standards*, particularly to help combat the City’s aging appearance in some major corridors.¹**
- **Consider forming a Citizen’s Capital Committee to weigh, *prioritize and plan Capital Improvements Program (CIP) projects and funding.*²**
- ***Examine and evaluate staffing and funding levels to deliver dedicated services*, particularly for non-residents or for services provided outside of Weatherford’s city limits; recognize and implement any resulting new or adjusted revenue sources, as well.³**
- **Weigh the value of budgeting for and preparing a *new Comprehensive Plan.***



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2. Maintain and expand revenue sources to further ensure Weatherford's overall fiscal well-being³, as well as to provide sufficient annual funding of Weatherford's street system improvements.¹

- ***Explore new revenue opportunities, including the establishment of a Downtown Entertainment District; capitalize on existing Town Square setbacks, side walk widths and crime safety to leverage additional events and restaurants, thereby leveraging additional revenues.³***
- ***Cast a new vision for Weatherford's Downtown, 1st Monday and York Avenue areas. Consider other uses, especially a concert venue, at the 1st Monday grounds.³***
- ***Work in concert with the Chamber of Commerce to better manage tourism and associated opportunities, helping bring visitors to Weatherford to stay, shop and dine. Consider what's necessary to fully market the attributes that attract guests to the City.***

3. Proactively protect and further develop Weatherford's healthy economic environment.

- ***Continue the City's commitment to delivering new transportation improvements.¹***



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- **Consider what the City may do to ensure that new and adjacent development doesn't negatively affect Weatherford's public safety and quality of life. Take the initiative and team/coordinate with Parker County, communities to the east and individuals residing in the City's extraterritorial jurisdiction to ensure consistent, higher standards of new construction and code enforcement.**

- **Protect and promote the many facets of Weatherford's unique identity, especially as it relates to the City's historic downtown. Celebrate and market Weatherford's**
 - ✓ **location,**
 - ✓ **natural resources and attractions (such as Chandor Gardens),**
 - ✓ **fiscal status ("low debt, cash in the bank"),**
 - ✓ **self sufficiency in comparison to other communities (i.e. utility system), and**
 - ✓ **"2nd to none" city employees.**

¹**Infrastructure improvements are widely embraced as an Economic Development stimulus.**



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²This initiative will also provide another vehicle for communicating with citizens, helping Weatherford spread the word about City actions on their behalf.

³A mindset or perspective on expanding revenue sources may also be maintained in association with existing, fee-based services (and especially ones provided to non-residents).



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***“When we have purpose and believe in a vision,
it is fulfilled by who we are and what we do.”***

***-Dan Brokke
DaySpring Cards***

VISION STATEMENT - 2013

Weatherford, Texas is a service oriented, yet still “small town” community that upgrades its infrastructure, celebrates and shares its rich history, and fosters quality economic growth—in a fiscally-responsible, even revenue-generating fashion.



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**“The plans of the diligent lead surely to advantage.”
-Proverbs 21:5a**

MISSION STATEMENT - 2013

The Members of the City Council are committed to serving the people of Weatherford, helping them enjoy the best quality of life of any City in North Texas through an improved infrastructure and appearance, a diversified local economy that generates expanded revenues—and Weatherford’s status as a contemporary hub of Parker County, all the while maintaining its small town feel.

VISIONING SURVEY: WEATHERFORD 2013

To help prepare participants for the SWOT exercise, Marty Wieder Strategic Consulting Services asked everyone to complete a one-page Visioning Survey. The Survey questions and individual results—divided among City Council Members and key Staff professionals—are shown below and on the follow pages.

Moreover, Visioning Survey results are communicated again in a color-coded format of key subject areas—as was reported to participants at the first Workshop.

The best thing about living in Weatherford is (City Council Members):

Primary

Customer service provided

Friendly, safe environment

Upwardly mobile City

Large enough to serve

Community (the people)

Secondary

Terrific hike/bike trails, quality of life

Low taxes

Low utilities

Many amenities

Historic past

Small enough to know you

The best thing about living in Weatherford is (Key City Staff Members):

Primary

“Small” town—with rich history,

feel, activities – 4

The people – 2

Sense of community

Living in close proximity to DFW

Metroplex

New shopping opportunities

Secondary

Benefits of “big” city life and activities

Plenty of commercial businesses

Importance of keeping Weatherford’s

Quaint identity



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Many parks

The best thing about working in Weatherford is (City Council Members):

Close to home

The limited travel

Community (the people)

The best thing about working in Weatherford is (Key City Staff Members):

Opportunity for involvement in many types of projects/flexibility to try new approaches – 3

Close to home – 2

Hard working colleagues – 2

Sense of pride in the community

Ability to participate and/or network as you want and have an effect

Small town feel

Opportunity to serve citizens in a way conducive to personal and professional growth

Competitive pay

Willing to help each other

The single most important issue facing the City is (City Council Members):

Primary

Transportation/infrastructure – 2



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Need to maintain and expand equal and diverse revenue sources

Areas of City showing signs of age/dated appearance

Meeting citizen's anticipated expectations without input from them

Secondary

Expand and protect resources (i.e. wetlands project = "most important venture for protection of our future")

Constant guessing/advice/complaints from a few citizens makes planning difficult ("You cannot do Strategic Planning on an ever-moving Battlefield every two or three years.")

The single most important issue facing the City is (Key City Staff Members):

Primary

Growth (especially economic) - 4

Lack of strategic direction for the City as a whole/focus on long-term goals - 2

Playing catch up for not taking care of infrastructure in the past

Being "sucked" into the Metroplex/need to keep identity, character

Increasing traffic volume from internal and external growth

Lack of investment in human capital across the city

Traffic

Keeping services up with growth

Secondary



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Transportation - 2

Identity

Get organized look and feel for “old downtown”

Get organized look for downtown & entry ways

Branding

The one thing I appreciate most about Weatherford is (City Council):

Primary

Most citizens have a positive attitude/
atmosphere – 2

Community/way of life

Small town feel

Heritage

Secondary

Greatest place on earth to live

Values

The one thing I appreciate most about Weatherford is (Key City Staff Members):

Rich history and stories - 3

Small town feel – 3

City staff is easy to work with/ Willingness to work together - 2

Safe community to live and work

City parks and recreational programs



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Adaptability

Ability to grow as long as there's an understanding of economic, infrastructure challenges

Amenities of a larger city

The single most significant way Weatherford is changing is (City Council):

Primary

Economic development - 2

Growing – 2

Becoming a hub for surrounding
communities

Secondary

Way of life, responsible growth

Responsible growth

Expanding services

Housing

Traffic flow

Population influx

Retaining pride in our past

The single most significant way Weatherford is changing is (Key City Staff Members):

Growth in population/economy – 5 (which "is putting increased demands for services", fast paced)

From a rural town to an urban City – 2

Demographically (i.e. new/transient, fewer with roots, ties to past)

Getting great restaurants & hopefully entertainment options

Becoming a contemporary, suburban City while maintaining small town feel



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From urban sprawl which is changing view of City's function

The one, most significant way Weatherford needs to change is (Council):

Primary

Attitude toward debt obligations (ask "is there a possible revenue opportunity?")

Clean up appearance/closer attention to code enforcement

Handling infrastructure & equipment issues up-front, rather than as an emergency

Need to work together for the good of all

Looking toward the future, not to the past

Secondary

Continue to grow sense of community by staying/shopping local, taking pride in Weatherford

The one, most significant way Weatherford needs to change is (Key City Staff Members):

Primary

Need for renewed, shared vision, focus, leadership philosophy (instead of concern for "smaller political issues that get attention") – 2

Understand it will continue to grow at a fast pace – 2

Budget for long-term sustainability (rather than "wish list" programs)

Community involvement on important issues

Establish our "brand"

Appearance; an historic town with many deteriorated buildings, sites needing an upgrade



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Focus on developing family-oriented businesses/activities

Find an identity other than the same; perhaps build an entertainment industry

Traffic control

More variety of large-scale community events

The one, most important planning focus for the City's immediate future is (City Council Members):

Primary

Water resources/the wetlands project

Implementation strategies for FW Highway vision plan

Meet several times a year to discuss strategies, stay on track/on schedule

Transportation/infrastructure

Recreational opportunities for youth and adults

Secondary

Apply same transportation implementation, vision principles to Main Street

Grow opportunities to keep people in Weatherford

The one, most important planning focus for the City's immediate future is (Key City Staff Members):

Primary

Infrastructure improvements (especially transportation projects that "enable and attract new industries, growth", support future population growth) - 7

Rebuilding city services in a sustainable way (perhaps by doing less)



Growing with Tradition

Determining what the community wants to be

Not let development (especially new loop) happen for development's sake; work with developers to make it fit/add to community feel

Growth

Beautification/enforcement of city code violations

Secondary

Depreciable asset replacement

Weatherford Visioning/Strategic Planning Survey: City Council & Key Staff Members

The best thing about living in Weatherford is:

Primary

Customer service provided
Friendly, safe environment
Upwardly mobile City
Large enough to serve
Community (the people)

Secondary

Terrific hike/bike trails, quality of life
Low taxes
Low utilities
Many amenities
Historic past
Small enough to know you

“Small” town—with rich history, feel, activities – 4

The people – 2

Sense of community

New shopping opportunities

Many parks

Benefits of “big” city life and activities

Plenty of commercial businesses

Importance of keeping Weatherford’s Quaint Living in close proximity to DFW Metroplex

identity

The best thing about working in Weatherford is:

Close to home

The limited travel

Community (the people)

Opportunity for involvement in many types of projects/flexibility to try new approaches – 3

Ability to participate and/or network as you want and have an effect

Close to home – 2

Sense of pride in the community

Hard working colleagues – 2

Small town feel

Opportunity to serve citizens in a way conducive to personal and professional growth

Competitive pay

Willing to help each other

The single most important issue facing the City is:

Need to maintain and expand equal and diverse revenue sources

Areas of City showing signs of age/dated appearance
Meeting citizen's anticipated expectations without input from them
Transportation/infrastructure - 2

Lack of strategic direction for the City as a whole/focus on long-term goals - 2
Playing catch up for not taking care of infrastructure in the past
Being "sucked" into the Metroplex/need to keep identity, character
Increasing traffic volume from internal and external growth
Growth (especially economic) - 4
Lack of investment in human capital across the city
Traffic
Keeping services up with growth

Secondary

Expand and protect resources (i.e. wetlands project = "most important venture for protection of our future")
Constant guessing/advice/complaints from a few citizens makes planning difficult ("You cannot do Strategic Planning on an ever-moving Battlefield every two or three years.")

Transportation - 2

Identity
Get organized look and feel for "old downtown"
Get organized look for downtown & entry ways
Branding

The one thing I appreciate most about Weatherford is:

Primary

Community/way of life
Small town feel
Heritage

Most citizens have a positive attitude/atmosphere - 2

Secondary

Greatest place on earth to live
Values

City staff is easy to work with
Small town feel - 3
Willingness to work together
Rich history and stories - 3
Safe community to live and work
City parks and recreational programs
Adaptability

Secondary

Continue to grow sense of community by staying/shopping local, taking pride in Weatherford
Revitalization of downtown and northside/need for urban redevelopment - 2

The one, most important planning focus for the City’s immediate future is:

Primary

Water resources/the wetlands project
Implementation strategies for FW Highway vision plan
Meet several times a year to discuss strategies, stay on track/on schedule
Transportation/infrastructure
Recreational opportunities for youth and adults

Infrastructure improvements (especially transportation projects that “enable and attract new industries, growth”, support future population growth - 7
Rebuilding city services in a sustainable way (perhaps by doing less)
Determining what the community wants to be
Not let development (especially new loop) happen for development’s sake; work with developers to make it fit/add to community feel
Growth
Beautification/enforcement of city code violations

Secondary

Apply same transportation implementation, vision principles to Main Street
Grow opportunities to keep people in Weatherford
Depreciable asset replacement

Weatherford Survey – Color-coded Priorities

Services

People/Community

Image/Brand

Infrastructure

Transitional Issues

Small town

Revenues/budget/fiscal sustainability

Appearance/Code Enforcement

Strategic Planning

Public Safety

New Initiatives



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***“The best strategies gain our commitment
and are implemented.”***

***-Dan Brokke
Dayspring Cards***

WEATHERFORD STRATEGIC PLAN: A 2013 POSTSCRIPT OBSERVATIONS & RECOMMENDATIONS

I personally don't believe in “coincidences”.

As Director of Management & Budget Chad Janicek and I were finalizing details for Weatherford's strategic planning process, Larry Hagman—one of Weatherford's most renowned natives (maybe second only to his Mother, musical theatre actress Mary Martin)—died after filming had begun on the second season of the renewed version of Dallas.



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And as I worked to complete preparations of this document, I happened to notice that the March 2013 issue of *Fort Worth, Texas* Magazine featured the “12 Fastest Growing Cities in North Texas”—and what editors considered to be the “Best Places to Live”. Included among the list, there on Page 68 (with a nice summary of its many attributes), is Weatherford. So the time has definitely been right to focus in and take a fresh look at what’s best and next for this community of 24,440 people.

Spending the time I did with key Weatherford advocates—particularly the City Council and key City Management team professionals—allowed me a chance to observe how you work together. And as it relates, it has permitted me to see that the leaders in the City of Weatherford—

- ✓ Respect one another; in fact, the Council expressed that Weatherford’s professionals comprise one of the top reasons why that item was even included as an identity component worth protecting and promoting.
- ✓ Understand and appreciate the value of infrastructure improvements, knowing how road work and new thoroughfares can help Weatherford to remain economically competitive;
- ✓ Are interested in listening to and communicating with its citizens—especially to balance and meet their expectations with and through the City’s commitment to service delivery;
- ✓ Are cognizant of the need to show leadership with surrounding communities and unincorporated areas, particularly since Weatherford is so affected by their level of attention to quality development standards.



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In light of these observations, I likewise wish to pass along my thoughts and warnings related to a number of key items prioritized within the Strategic Plan; for instance:

- **As it relates to the need for a Comprehensive Plan (as is recommended within the Strategic Plan), Council appears to be a bit uncertain—and perhaps in need of more discussion on the process and its value. So Weatherford may best prepare for such a comprehensive planning process, Staff planning and development professionals need not only to ensure that you are committed to the time and dollars involved, but to also have benefit of your thoughts and desires for Weatherford’s future land uses. That information will be very useful to your staff as they communicate with consultants, eventually draft a Scope of Work and put it in the form of a Request for Qualifications in the months to come.**

- **Embrace your opportunity to cast a vision. You identified the need to think long-term about the First Monday grounds, Weatherford’s Downtown and York Avenue—and you have a once-in-a-lifetime chance to dream new dreams. You’ve also identified the need to involve and communicate with citizens; perhaps this is also a prime opportunity to include them in your visioning tasks. People really do support what they help create, and the City can truly capitalize on the wisdom of your residents (both neighborhood and corporate).**



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- **Create a public/private partnership with your Chamber of Commerce that's the envy of the Metroplex. While so many other communities struggle with their City/Chamber relations, Weatherford already has quality interaction between the two. Take it a step further and maximize what you've got, take it to an even higher level, as you consider how you may better leverage visitors' attraction efforts.**
- **Lastly, show us all how Weatherford is sanctified, set apart; people throughout the North Central Texas region are taking weekend trips to other places in the State—when what they're seeking is right under their noses. As Michael Brinkley describes in the *Fort Worth, Texas* article, Weatherford is historic (you already knew that) and unique. Make sure everyone else is aware of that—and invite them to hang out, to sit a spell, on your wide sidewalks surrounding the Courthouse Square. There's no need to be shy.**

Marty Wieder Strategic Consulting Services is honored to have been asked, initially by the Office of Management & Budget, and later by City Management, to assist the City of Weatherford with this strategic planning exercise. It was and is a great pleasure to work with a very passionate, committed City Council and its professional City staff. Thank you for allowing me that opportunity.

In closing this particular exercise, I also encourage you to do one more thing: **Please keep in mind that this Plan is a “living document”.**



Growing with Tradition

A year or two ago, I observed a new take on strategic planning:

- A City's Vision is your preferred destination.
- Your Mission is your vehicle.
- Your Strategic Plan goals and objectives are the “thoroughfares to get us there”.

Just as we sometimes have to change our travel plans or take a detour, Cities are allowed and encouraged to do the same—as long as you stay pointed in the direction of your Vision.

Within days of completing a similar exercise with another community two years ago, I heard from an Economic Development Corporation Board member who was already asking about amending that Plan—and then I had another development representative also express his desire to add some objectives to the original Plan document. I could certainly see the same thing happening here in Weatherford. Please know that wouldn't necessarily be a bad thing. Again, flexibility to respond to market forces and citizens' preferences are what makes strategic planning worth doing.

As I noted in the Introduction, this Plan is conveyed to you on a ledger (11X17) format—as well as in a larger type (14+ points)—to facilitate changes and edits. Now that you have hard copies of this tool, please don't hold back when you want to write, edit, rewrite—and even delete. Consider each new action item proposed in the coming weeks and months and ask “does it fit within this Plan?” And if not, ask “is it a high enough priority that we need to change this Plan?” There's absolutely no pride of authorship—and you'll find that kind of activity likewise benefits a community's well-being (to mention a good set up for your next Strategic Planning exercise).



Growing with Tradition

And I believe a document formatted like this also provides City Staff with a framework to go back, do some research and return with answers, as you need them. In taking this approach (and in viewing planning in such a dynamic way), you and other leaders in the Greater Weatherford community will benefit—especially if you also remember that none of this can happen overnight.

Happy trails. Go enjoy the journey.

“You can’t control destiny—but you can control how you respond and influence your destiny.”

***-David R. Kolzow
Kolzow & Associates***