

WORKING DRAFT

CITY OF

Ranger

TEXAS



2021-2022 Strategic Plan

January 2021

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Background

Like all organizations, the City of Ranger has limited resources and finances. This plan is designed to focus and align the resources of the city towards its long-term vision.

MISSION STATEMENT

To provide high quality public services in partnership with our community in alignment with our established Values.

VALUES

The people within the City of Ranger (including elected officials, appointed officials, staff, and volunteers) are expected to embrace the city's core values at all times. Values are not to be ignored or sacrificed for any reason, including expediency or effectiveness. Values set the tone for our community. The following value statements are adopted for the **City of Ranger 2021-2022 Strategic Plan**:

Act with Ethics and Integrity

- Be accountable for our words and actions.
- Always act in the best interest of the community.
- Be fiscally responsible and transparent.

Focus on Community Pride

- Build on a culture of neighbors helping neighbors.
- Maintain high standards for transparency.
- Ensure that communication incorporates positive messaging and public recognition for service.

Working Together

- Create a culture of combined effort between elected officials, appointed officials, city staff, and volunteers.
- Embrace cooperation and integration of effort between the City of Ranger, local businesses, educational organizations, non-profit organizations, and the citizens our community.

Customer Service

- Treat all customers and partners with respect and courtesy.
- Provide quality services that are timely and efficient.
- A commitment to safety is a priority.

VISION STATEMENT

Ranger embraces a rich history, uses existing and future resources, focuses on the needs specific to our city, promotes learning, targets economic opportunities, practices fiscal responsibility, is dedicated to safety and security, and maintains community partnerships to build a city with a lasting sense of community pride.

STRATEGIC GOALS

City of Ranger Goals

These adopted goals (or priorities) that the city will focus its time, planning, resources, and efforts on over the next two years to advance the city towards its vision.

- **Excellence in Municipal Government.** To continually improve its delivery of effective and efficient services, always operating as a steward of the resources the community has entrusted to it. Use a combination of sound fiscal balanced budget planning. Improve the town's public image.
- **Build Economic Opportunity.** To build the city's infrastructure; effective use of grants and other funding options; support to existing and new businesses; and, targeted economic development to support community growth.
- **Focus on the Development of City Resources.** To develop, maintain, and leverage the existing assets of the city. These resources include but are not limited to interstate commerce; historical artifacts and places of interest; education institutions; support skills training; and, community health infrastructure.
- **Embrace Technology.** To pursue and develop trends in technology that allows the community to keep pace with a changing economy and become a leader among smaller communities in 21st Century business capabilities.

Ranger Economic Development Corporation—Type A Goals

These goals support the adopted City of Ranger Goals and Objectives. They must align with the Corporation's approved mission. They are submitted annually to the City Council for approval and form the basis of the Corporation's Business or Strategic planning. The corporation plans must include metrics and responsibilities.

- **Goal 1. PENDING APPROVAL**
- **Goal 2.**

Ranger Economic Development Corporation—Type B Goals

These goals support the adopted City of Ranger Goals and Objectives. They must align with the Corporations approved mission. They are submitted annually to the City Council for approval and form the basis of the Corporation’s Business or Strategic planning. The corporation plans must include metrics and responsibilities.

- **Goal 1. PENDING APPROVAL**
- **Goal 2.**

OBJECTIVES

These **City of Ranger 2021-2022 Strategic Plan** objectives provides clear and specific targets, metrics, and responsibilities of what the City of Ranger is planning to accomplish. While the primary purpose of these objectives is to focus efforts and resources on tasks that the City expects to accomplish during the timeframe of the strategic plan; it also identifies the primary responsibilities for planning, fiscal management, implementation, and progress reporting. The City Departments and Economic Development Corporations are encouraged to adopt planning specific to their areas of operations that align with the City’s Strategic Plan. At a minimum, the City Departments will review the strategic plan with the City Manager to create work plans that support the City’s overarching objectives. The Economic Development Corporations will provide annual goals for approval by the City Council that support the mission, vision, and goals of the City.

Every effort should be made to implement the goals and objectives identified in this plan. However, the Strategic Plan is a working document. There may be factors that will arise over the course of this plan that prevent the completion of every originally planned objective, but our elected officials, appointed officials, staff, and volunteers must embrace the importance of this strategic plan. With concurrence of the City Council objectives and metrics may be added, deleted, or modified if they are consistent with the adopted goals of the plan.

The following table includes the adopted Goals, Objectives, Milestones, Metrics, and Responsibilities for the City of Ranger are aligned with the Goals for 2021-2022.

No.	Goals and Objectives	Target Metric	Timeframe with Projected End Date	Responsibilities (include partners)
1.00	Excellence in Municipal Government			
1.10	Enhance City Management			
	Planning and Implementation of a collaborative City Strategic Plan	Publish approved Plan	Mar 2021	City Council City Manager REDC-A REDC-B
	Review and update the City Personnel Handbook.	Review and amended handbook approved by the council.	Mar 2021	City Council City Manager City Secretary Chief of Police Fire Chief
	Develop and implement standardized salary structure for city employees.	Adopt a salary structure that standardizes employee pay by job position with established incremental increases.	Mar-Apr 2021	City Council City Manager City Secretary Chief of Police Fire Chief
	Review and establish Fleet management operations.	Review fleet by department and ensure that each department has equal fleet capability and guidelines for rotation is established.	Mar-Apr 2021	City Council City Manager City Secretary Chief of Police Fire Chief
1.20	Improve Budget and Financial Management Capabilities			
	Approve, adopt, and amend, as needed, a balanced budget aligned against the priorities and milestones in the Strategic Plan.	Publish an accurate annual budget that includes the General and Utility Fund.	Amended 2021 Budget by Apr 2021 Approved 2022 Budget by Sep 2021	City Council City Manager City Secretary Financial Manager
	Successful implementation of a monthly status of funds review that highlights specific sources of income and expenses.	Develop a Status of Funds that provides a monthly status of income and expenditures with a year-to-date total against the annual budget.	Feb-Mar 2021	City Council City Manager City Secretary Financial Manager
1.30	Develop manager and employee training programs			
	Increase the number of management training opportunities – develop managers.	Establish core courses for senior city employees	Dec 2021	City Manager City Secretary Department Leads

No.	Goals and Objectives	Target Metric	Timeframe with Projected End Date	Responsibilities (include partners)
	Increase employee training and education programs. This includes safety, job certifications, workplace ethics, and professional development workshops.	Establish minimum core courses by position and establish ethics training on core values.	Dec 2021	All City Staff
1.40	Review, develop, and implement city codes and ordinances			
	Ensure that all city governance documents are available to the public.	Post all charters, bylaws, ordinances, and resolutions on website, to include a city code of ordinances.	Jul 2021	City Manager City Secretary Administrative Staff
	Develop a City of Ranger Code of Ordinances that is an easily referenced republication of general and permanent ordinances with an easily referenced chapter and numbering system.	Complete a codification of all ordinances general and permanent with the City Charter as amended.	Oct 2021	City Council City Manager City Secretary
	Review/update existing charters, by-laws, ordinances, and resolutions	Identify possible gaps and area for improvement. Rewrite if required. Consolidate similar ordinances.	Mar 2022	City Council City Manager City Secretary
1.50	Develop and enhance employee safety programs, education, and guidance.			
	Ensure that primary city workplaces have AED/CPR capability with First Aid resources.	Purchase and install in primary city offices and train employees on use.	Oct 2022	City Council City Manager Fire Chief
	Conduct annual Safety and Health Inspections.	Annual inspections of all city properties and operations.	Oct 2022	City Council City Manager Fire Chief
	Include Mental Wellness training into employee education.	Provide annual wellness training. Investigate a third-party contract to support these services.	Jul 2022	City Council City Manager City Secretary

No.	Goals and Objectives	Target Metric	Timeframe with Projected End Date	Responsibilities (include partners)
2.00	Build Economic Opportunity			
2.10	Improve quality of city roadways.			
	Review, assess and prioritize city street conditions.	Review city streets, grade level of improvements needed, and develop a city-wide plan of repairs.	Jul 2021	City Council City Manager Public Works
	Improve maintenance for city roadways which include standards practices for repair and upkeep (i.e., trimming back trees, appropriate road surfacing, etc.)	Acquire street repair equipment as identified and approved. Develop guide for street repairs.	Sep 2021	City Council City Manager Public Works
	Reclaim and maintain city alleys.	Identify, assess, and ensure viability of city alleyways. Ensure that city alleys are free of trash and debris.	Aug 2021	City Council City Manager Public Works
2.20	Seek solutions to continue improvement to water, sewer, and sanitation service.			
	Review water, sewer, and sanitation utility rates with the intent to reduce cost to citizens.	If budget review supports, implement a 5% rate reduction for services.	Jun 2021	City Council City Manager City Secretary Public Works
	Expand City Collection Station operations to support city-wide clean-ups and tire removal.	Expand hours of operations, include free days, accept tires for a fee.	Feb 2021	City Council City Manager Public Works
2.30	Proactively manage and enhance city drainage systems.			
	Maintain and repair drainage ditches to include regular cleaning. Develop a plan of action to ensure that all of Ranger is addressed over a 4-5 year period.	Clear drainage as needed, repair existing drainage structures. Acquire equipment as identified.	Complete a quarter of Ranger each year.	City Manager Public Works
	Provide updates and repairs to existing and historical drainage infrastructure.	Recover, reclaim Willow Park and Blundell street drainage systems.	Jul 2022	City Manager Public Works
2.40	Continue to upgrade Fire Department and Emergency Services.			
	Procurement and upgrade to equipment, that includes vehicles as needed.	Review and assess current equipment against mission and safety requirements. Plan for procurement as needed.	Jul 2022	City Council City Manager Fire Chief

No.	Goals and Objectives	Target Metric	Timeframe with Projected End Date	Responsibilities (include partners)
	Inspect and revitalize fire hydrant capability within the city.	Begin immediately inspection/revitalization and prepare a plan of hydrant revitalization.	Dec 2021	City Council City Manager Fire Chief
	Review and update, if needed, response fees associated with support to the county and interstate.	Review fee schedules for all non-municipal responses and align them with current rates, if needed.	Jul 2021	City Council City Manager City Secretary Finance Manager Fire Chief
	Identify, Procure and Establish a Community Wide Emergency Notification System.	Establish a multi-use system for the city.	Sep 2021	City Council City Manager City Secretary Finance Manager Fire Chief Police Chief
	Research, Plan, Approve, and Implement a City Emergency Operations Center at the Fire Station	Establish a centralized emergency response center to manage city-wide emergencies.	Sep 2021	City Council City Manager City Secretary Finance Manager Fire Chief Police Chief
2.50	Animal Control			
	Partnership to procure funding for a Texas DSHS Animal Friendly Fund Grant. Consider volunteer group to assist with Animal Shelter.	Prepare a grant submission with DSHS. Organize a volunteer shelter group.	Apr 2021	City Council City Manager Police Chief Animal Control Officer
2.60	Support existing and new businesses.			
	Increase business assistance visits and responses	Establish local business planning	Aug 2021	City Council REDCs
	Build relationships between the Police Force and business to include a regular system of security checks for businesses. Increased emphasis on vandalism and robberies. Work with local schools on drug education.	Introduce new police officers, maintain a list of business contacts, and conduct regular security checks.	Aug 2021	City Council City Manager Police Chief
	Create a new business guide for the city; directory of non-profits and businesses; and, lists of available properties which are posted to the city website.	Prepare a Business Guide. Use EDC website to list businesses, non-profits, and available properties.	Mar 2021	City Council REDCs
2.70	Develop a city-wide strategic clean-up plan by phases.			

No.	Goals and Objectives	Target Metric	Timeframe with Projected End Date	Responsibilities (include partners)
	Develop a strategy that addresses reducing illegal dumping, derelict buildings, and safety issues.	Review current ordinances and update as needed. Complete a city-wide review and inventory of derelict buildings. Conduct safety inspections on derelict buildings.	Sep 2021	City Council City Manager City Judge Public Works Fire Chief

No.	Goals and Objectives	Target Metric	Timeframe with Projected End Date	Responsibilities (include partners)
3.00	Focus on the Development of City Resources			
3.10	Create and facilitate a community partnership program			
	Identify and coordinate for stakeholder groups (existing non-profits, Main Street commission, Evergreen Cemetery volunteer group.	Establish and meet with groups	Mar 2021	City Council City Manager REDC-A REDC-B
	Develop a Downtown Revitalization and Main Street Program Grant to support the city's historic area of commerce.	Prepare grant, establish priorities and plan for implementation.	May 2021	City Council City Manager REDCs
3.20	Increase the utilization of city resources and facilities through enhanced coordination and access.			
	Upgrade and enhance the Ranger Antique Airfield.	Consider airfield expansion options. Promote airfield events.	Aug 2021	City Council REDC-A REDC-B
	Develop and submit a Community Development Grant.	Submit a Texas Department of Agriculture Grant based on WCTCOG and city priorities.	Mar 2021	City Council City Manager
	Upgrade and enhance the Roaring Ranger Museum.	Coordinate with the Chamber of Commerce for repairs and public opening	May 2021	City Council REDC-A REDC-B Chamber of Commerce
	Upgrades to City Parks (Willow Park, Vietnam Veterans Park, and City Skate Park. Pursue grants for equipment, walk trails, and covered pavilion.	Complete a Parks Grant	Sep 2021	City Council City Manager REDC-B Veterans Support Group
	Pursue Grant Opportunity for the Willow Park Pool.	Complete a Pool Grant	Mar-Apr 2021	City Council City Manager REDC-B Willow Park Pool Group
3.30	Support and modernize rural health infrastructure			
	Support and develop nursing care programs, physical therapy, and falls programs.	Meet with Hospital and Clinic staff to plan improvements	Ongoing	City Council REDCs
	Support to local and county social programs.	Provide funding to programs such as the crisis center and Open Door programs.	Annually	City Council City Manager Finance Manager

No.	Goals and Objectives	Target Metric	Timeframe with Projected End Date	Responsibilities (include partners)
3.40	Support educational institutions towards development of skills training and higher education.			
	Support the development of cross curriculum programs between RISD and RC.	Discussion between RISD, RC and City to support this program.	Aug 2021 (Reassess annually)	City Council REDCs
	Support development of worker skills program at RC (e.g., plumbing, electrical, construction and IT technology).	Discussion with RC for industry skills to support local businesses and job growth.	Aug 2021	City Council REDCs
3.50	Promote the expansion of commerce on the Interstate			
	Reinvest in billboards that encourage interstate commerce and tourism for Ranger.	Identify and revitalize existing interstate billboards to advertise the City of Ranger, businesses, and events.	May 2021	City Council REDC-A Non-profits
3.60	Support to Quality-of-Life Initiatives and Organizations.			
	Establish a Senior Citizens Support Group that provides for programs at the Community Center.	Use the Community Center to begin to provide skills programs and social interaction options.	Mar 2021	City Council City Manager City Librarian
	Develop a program of messaging for support to programs such as the Quarter Store, the backpack program, and meals-at-home.	Expand the use of Facebook postings and support information postings on the city website.	May 2021	City Council City Manager City Secretary Non-profits

No.	Goals and Objectives	Target Metric	Timeframe with Projected End Date	Responsibilities (include partners)
4.0	Embrace Technology			
4.10	Implement and enhance public communications			
	Continue to build city webpages and provide information to the community.	Build and expand subpages/sections	Sep 2021	City Manager City Secretary
4.20	Improve employee efficiency through technology			
	Establish an electronic system of Records Management.	Inventory, categorize and scan all existing hardcopy records. Develop electronic filing systems. Institute electronic processing wherever possible.	Dec 2021	City Manager City Secretary Administrative Staff
4.30	Review, amend, and negotiate franchise services for improved technology capabilities for the city.			
	Develop technology infrastructure for the City that includes cell towers and increased internet bandwidth.	Develop franchise lease opportunities with technology providers. Pursue rural internet grant opportunities.	Dec 2021	City Council City Manager REDCs
4.40	Promote technology learning within the community.			
	Provide technology classes and access to IT for senior citizens.	Establish regular schedule of courses and IT activities/events.	Aug 2021	City Council City Manager City Librarian
	Purchase of laptops for the City Library to replace desktops.	Purchase laptops (for example Chromebooks) for city library.	Oct 2021	City Council City Manager City Librarian

FINANCIAL PLANNING

Financial planning for the City of Ranger is managed with a monthly Status of Funds Report that reflects the annual approved budget, current expenditures, projected expenditures, and an end of year projection of funding. The Status of Funds document should include additional detail that allows for the review of specific high visibility projects or equipment approved by the city that are aligned with currently adopted goals and objectives.