



FUTURE VISION

*Blue Print*  
FOR  
*Amarillo*

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Success looks like a long walk in the same direction.

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2018

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# **Council Pillars:**

## **Vision for the Future of Amarillo**

*“Success Looks like a Long Walk in the Same Direction.”*

### **Public Safety**

Amarillo is among the safest cities in the nation and our police, fire, emergency medical, and emergency management statistics demonstrate leadership in each discipline. Our first responders are recognized throughout the nation as some of the most professional, most highly trained, and best equipped, offering training to other first responders on the best practices to build safer communities.

### **Economic Development and Redevelopment**

Amarillo is the heart of the Panhandle – a pioneering ag-tech, life science, and manufacturing region that elevates businesses and families through quality education, infrastructure, and a multigenerational lifestyle.

### **Civic Pride**

Every Amarillo citizen proudly owns our city and participates to identify and solve community problems. Citizens are empowered to innovate and implement their own solutions.

### **Highly Educated Population**

Every Amarillo citizen values learning, especially post-high school learning. We create unique, local learning opportunities, and students come from around the world to study and live in Amarillo.

### **Fiscal Responsibility**

Amarillo responsibly manages its finances and resources with transparency.

### **Customer Service**

Our city lives by the Golden Rule. Every citizen, student, employee, business, non-profit organization and school applies the Golden Rule to achieve excellence in customer service. Businesses model their training by Amarillo standards.

### **Excellence in Communication**

Amarilloans constantly think about improving communication and innovate new methods for communication, which leads to success in problem-solving and leadership opportunities.

### **Transportation**

Amarillo embraces its aeronautics history and focuses on developing the best transportation systems for its citizens.

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The Amarillo City Council held a Strategic Visioning Workshop on July 10-11, 2017 for the purpose of establishing a long-term strategic vision. The City's executive and leadership team participated in the workshop, providing organizational input. Strategic Government Resources (SGR) was retained to facilitate the workshop with focus placed on the following elements:

- Reputational Drivers - The City Council was asked to discuss the key reputational drivers for their vision.
- Pressing Needs - The City Council was asked to discuss the pressing needs of residents.
- Strategic Questions - The City Council discussed a number of strategic questions.
- What's Our Why? - Participants were asked to articulate their purpose statement to describe why they do what they do. This was stated using the framework of "We believe...".

From these discussion elements, the City Council was asked to identify the key components of their vision for the future. These were described as pillars that uphold the vision, meaning that without these things the vision collapses and cannot be achieved.

The Mayor presented the State of the City address on October 3, 2017 that included a video montage by Councilmembers, community leaders, and City staff expanding upon initial concepts for the pillars. The input from the Strategic Visioning Workshop, State of the City address, and City Council discussions, along with a review of the original BluePrint for Amarillo, have been incorporated into defining the pillars. The City Council adopted the Vision for the Future of Amarillo on November 28, 2017 based on these eight pillars...

**PUBLIC SAFETY**

**ECONOMIC DEVELOPMENT AND REDEVELOPMENT**

**CIVIC PRIDE**

**HIGHLY EDUCATED POPULATION**

**FISCAL RESPONSIBILITY**

**CUSTOMER SERVICE**

**EXCELLENCE IN COMMUNICATION**

**TRANSPORTATION**

The City Council has identified these pillars as the key components of their vision for the future. They wish the City Manager to address in a comprehensive manner each of the pillars with a focus on community.

To complement the pillars, the City Manager has identified key initiatives designed to support the City Council's priorities. The City Manager Initiatives focus on the internal operations of the City to improve the organization's ability to serve our community. These initiatives include...

**COMMITMENT TO SAFETY**

**IMPLEMENTATION OF BEST PRACTICES**

**PROMOTE INNOVATION AND CUSTOMER SERVICE**

**PUBLIC SERVICE AND ENGAGEMENT**

The enclosed document addresses the eight pillars, containing the following:

- Pillar with Council Vision
- Framework for the Strategic Pillar
- Major Programs/Projects, Milestones, Timelines, and Preliminary Fiscal Impact

## Public Safety

Amarillo is among the safest cities in the nation and our police, fire, emergency medical, and emergency management statistics demonstrate leadership in each discipline. Our first responders are recognized throughout the nation as some of the most professional, most highly trained, and best equipped, offering training to other first responders on the best practices to build safer communities.

### Framework for the Public Safety Strategic Pillar

Our community is committed to enhancing public safety to ensure that Amarillo is regarded as one of the safest communities in the nation. To meet this objective, our community leaders have recognized that we must build innovative and enhanced public safety programs to address critical issues that are instrumental to building a safer community. Focus must be placed on addressing the City Council framework for public safety by...

- Reducing our City's crime rate, domestic violence rate, and traffic accidents, especially those resulting in fatalities;
- Implementing neighborhood policing programs in disadvantaged areas of the community; and
- Addressing budget issues within public safety departments to meet the demands of a growing community.<sup>1</sup>

In addition to the core elements of the public safety pillar, our community must continue to make strides in addressing the hub issue of poverty that contributes to health and disease issues, drug and alcohol abuse, domestic violence, and child abuse. Even though poverty rates have improved nationally and statewide, they continue to be a significant and generational issue for portions of our community.<sup>2</sup> Addressing the hub issue of poverty through enhanced educational attainment, positive social programs, and living wage job opportunities will have a dramatic impact on enhancing public safety's ability to address framework objectives.

Public safety disciplines have outlined the following strategic priorities to facilitate achieving the pillar objectives...

- **Emergency Management:** The Texas Panhandle region is known for weather extremes and is home to significant technological hazards that can stress a community's public safety systems. The mission of emergency management is to communicate and coordinate with our community, and provide a comprehensive emergency management program to reduce the risk of loss of life, property, and environmental impacts from all-hazards events. Enhancements to command, control, and coordination systems through the implementation of best practices will ensure a coordinated and flexible emergency management system that is geared to meet current and emerging challenges in a comprehensive and proactive manner.
- **Amarillo Emergency Communications Center (AECC - Dispatch):** The AECC is the public safety answering point for both emergent and non-emergent services. The department provides law

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<sup>1</sup> From the State of the City Address conducted on October 3, 2017

<sup>2</sup> United Way of Amarillo & Canyon, 2017 Community Status Report

enforcement, fire, and emergency medical pre-arrival instructions and provides response to animal management issues. The driving forces of the AECC for the public safety framework are the following:

- Implementation of a training curriculum and training simulator for an effective and efficient training program to support the department's mission.
  - Coordination with Potter/Randall 9-1-1 district to continue enhancements of training opportunities, data solutions, and infrastructure improvements.
  - Participation at the state and national level to ensure that the AECC is fully abreast of best practices and current on the constant evolution in technology.
  - Continued innovation within the AECC to draw positive attention from state and national organizations/associations.
  - Coordination and training moving forward to implement the City's new radio system and address deficiencies in the Computer Aided Dispatch (CAD) system.
- **Law Enforcement:** The mission of the Amarillo Police Department (APD) is to provide excellent public service and law enforcement to the community, with the goal of keeping Amarillo a safe place to live, work, and play. APD shall provide this service by utilizing best practices in law enforcement, continuous improvement in leadership and professionalism, and partnership with the community. Specific to the public safety pillar framework, APD is committed to addressing law enforcement based issues in our community as follows:
    - Amarillo's Uniform Crime Report (Part I Index Crimes) rate is 70% higher than the statewide average – reduce to below statewide crime rate.
    - Domestic Violence rate is 75% higher than the statewide average – reduce to below state average domestic violence rate.
    - Currently have Neighborhood Police Officers in five neighborhoods – expand NPOs into designated areas consistent with the Neighborhood Revitalization Plans. Add NPOs to Downtown as activity increases.
    - Traffic fatalities are in the Top 10 in the state – reduce to no higher than 14th in the state.
    - Proactively target 20+ illegal eight-liner gambling operations and after-hour clubs that serve as hotspots for criminal activity.
    - Proactively target sex trafficking of juveniles and prostitution within the City.
- **Fire Service:** The Amarillo Fire Department's (AFD) vision is to be widely known as an internationally accredited fire service agency that continues to provide the highest quality of compassionate and professional services. To continuously achieve the mission of AFD, realistic goals and objectives with timelines for completion must be established to:
    - Enhance the department's existing strengths;
    - Eliminate any service and organizational blind spots through continual review;
    - Provide a clear direction for our members; and
    - To be ever-vigilant in hearing and responding to the needs and concerns of our community.

The Amarillo Fire Department 2017-2022 Strategic Plan identifies the following goals:

- Improve and solidify internal communications to support the department’s mission statement and core values.
- Maintain and improve an effective and efficient training program to support the department’s mission.
- Enhance our emergency medical services capabilities to better serve our community.
- Interact, educate, and inform the public on what we do and why we do it to improve transparency and public visibility.
- Develop greater systems of oversight, management, and planning of physical resources and technology to ensure fiscal responsibility and future sustainability.
- Enhance workforce development at all levels to better serve our community.
- Develop a strategy to build and maintain an effective workforce to support AFD’s mission, vision, and values that reflects the community we serve.
- Prepare for, pursue, achieve, and maintain international accreditation.

The success of this vision will not depend solely upon the completion of the listed goals, and their related objectives, but will undeniably rely on collaborative support received from our City leaders, department members, and the citizens of Amarillo.

- **Amarillo Animal Management & Welfare (AAM&W):** The mission of AAM&W is to serve Amarillo residents by providing care, control, and resolution to situations dealing with domestic animals and wildlife. The framework of caring for our community’s animals has a direct connection to protecting the public’s health and safety. There is recognition that within our community a significant overpopulation of domestic animals exists and that there is a correlation between domestic violence issues and the abuse of animals that our community must proactively work to address in a positive manner. A primary objective for AAM&W is to reduce animal overpopulation in our community through the implementation of innovative approaches and best practices.

The overarching framework for the public safety strategic pillar seeks to enhance each of the public safety disciplines through...

- **Current CIP Public Safety-Related Projects:** Continue current Capital Improvement Program (CIP) funding, which is working to address public safety infrastructure improvements, replace or improve outdated facilities, and address unfunded first responder equipment needs.
- **Investment in Our Community’s Public Safety Personnel:** At the core of the public safety pillar are the servant leaders that protect and serve our community. Investment in our public safety personnel is focused on ensuring appropriate staffing to address the critical issues that are instrumental to building a safer community.
- **Investment in Public Safety Technology, Equipment, and Facilities:** Our community is committed to providing our first responders the necessary technology, equipment, and facilities to enhance their ability to protect and serve. Technology and innovation are driving advancements in public safety, leading to the more efficient and effective application of personnel and resources.
- **Investment in Implementation of Public Safety Best Practices:** Our community is committed to being a leader in public safety through the implementation of best practices in each public

safety discipline. Furthermore, each discipline is committed to working together to build a safer community.

## **Major Programs/Projects, Milestones, Timelines, and Preliminary Fiscal Impact**

### **CURRENT CIP PUBLIC SAFETY RELATED PROJECTS:**

- NEXGEN Radio Communications System: System is scheduled to come on-line for public safety agencies in Summer 2018 (\$7.4 million City Council-approved bond project; \$370,000 annual maintenance cost currently unbudgeted). An additional \$1.1 million is needed to complete the upgrade of City's field personnel equipment to fully convert City services to the new system (slated for FY2018/19).
- Current CIP allocation to Public Safety Projects (Proposition 2 - voter-approved allocation of \$20 million over 5years):
  - Fire Department Station Replacement Project: Construction of three replacement fire stations and a central maintenance facility.
  - Police Department Parking Upgrade/Expansion: Upgrade and expansion of APD parking areas.
  - Police Department Building Remodel: Remodel of the 4<sup>th</sup> and 7<sup>th</sup> floors and upgrade the building's elevators.
  - Outdoor Warning System Enhancement Project: Upgrade and expansion of the outdoor warning system.
  - AAM&W Facility Improvements: Expansion of AAM&W facilities with the addition of a medical treatment building, employee building, isolation facility, and site improvements that include a sally port, drive-thru, and dog runs.
- First Responders Fund: A First Responders Fund has been created through the Amarillo Area Foundation to address unfunded needs of the community's public safety agencies. Additional projects will be presented for consideration as funding is available.

### **INVESTMENT IN PUBLIC SAFETY PERSONNEL:**

- Emergency Management: Addition of an Emergency Management Planner position to oversee the integration of the City of Canyon into the Amarillo Area Office of Emergency Management and to enhance the program's overall efficiency, addressing issues throughout the bi-county area.
- AECC (Dispatch): Implementation of a pay increase to align compensation to other local agencies (deployed in phases over the next 5-year period - estimated fiscal impact for the next two phases to the City is \$200,000 annually).

- Law Enforcement:
  - Provide funding to reinstate the 11 authorized, but unbudgeted, police officer positions (estimated fiscal impact to the City - \$775,000 annually).
  - Implement an Intelligence/Vice Unit to address illegal gambling, sex trafficking, and illegal late night clubs (estimated fiscal impact to the City - \$340,000 annually).
  - Additional NPOs to designated areas on the list for neighborhood revitalization (estimated fiscal impact to the City - 2 NPOs per neighborhood at \$135,000 annually plus \$70,000 for equipment).
  - Additional training funds to support professional development for sworn supervisors and technical training for detectives (estimated fiscal impact to the City - \$100,000 annually; \$60,000 for tuition and \$40,000 for travel).
  
- Fire Service:
  - Expansion of Fire Station 5 to a two company station, requiring the hiring of an additional fifteen firefighters (estimated fiscal impact to the City - \$1.2 million annually).
  - Restore funding for Advanced Emergency Medical Technicians (AEMT) training (estimated fiscal impact to the City - \$100,000 annually).
  - Additional training funds to support professional development for fire personnel (estimated fiscal impact to the City - \$100,000 annually; \$60,000 for tuition and \$40,000 for travel).
  
- Animal Management & Welfare:
  - Initial request for additional funding for overtime split between field operations and shelter operations (estimated fiscal impact to the City - \$100,000 annually).
  - AAM&W Medical Treatment Facility Staffing: Staffing for the Medical Treatment Facility approved through Proposition 2 identified the need for two Veterinarian Tech positions (estimated fiscal impact to the City - \$137,000 annually).
  - Consideration of expanding departmental staff to include additional AM&W Officers, Animal Care Workers, Volunteer Program Coordinator Assistants, and/or an Animal Behaviorist (estimated fiscal impact to the City - varies annually based on staffing additions).
  - AAM&W Trainee On-Boarding Program: Expansion of a trainee on-boarding program with designated Field Training Officers and classroom style training days to build a more consistent foundation of knowledge.

**INVESTMENT IN PUBLIC SAFETY TECHNOLOGY, EQUIPMENT, AND FACILITIES:**

- AECC (Dispatch): Address deficiencies identified in the current Computer Aided Dispatch (CAD) system and associated hardware (estimated fiscal impact to the City - \$1.5 million plus \$600,000 annual maintenance; current project funding is \$325,000).<sup>3</sup>

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<sup>3</sup> Mission Critical Partners, Amarillo Emergency Communications Center Technology Assessment (June 28, 2017)

- Law Enforcement (estimated fiscal impact for all projects - \$2.5 million plus \$300,000 annual maintenance):
  - Replace mobile computer terminals in law enforcement patrol units.
  - Replace mobile camera units in law enforcement patrol units.
  - Upgrade the Records Management System (RMS) – Previously funded from City operating budget with estimated completion in the 3<sup>rd</sup> quarter of 2018.
  - Add body worn cameras for law enforcement patrol officers: Current deployment of 11 body worn cameras are being purchased and deployed for use by motors officers through funding provided by a JAG grant; additional cameras will require funding from alternative source.
  - Add voice-to-text for field reporting.
  - Add CradlePoint routers to patrol vehicles to enhance connectivity to technological resources with estimated completion in the 2<sup>nd</sup> quarter of 2018.
  - Add electronic ticket writers for law enforcement patrol officers.
  - Add Ballistic Imaging System; City is submitting an application for FY18 State Homeland Security Grant funding for this system.
  - Replace outdated Taser units for law enforcement patrol officers.
  - Implement a property and evidence RFID system.
  - Enhance APD fleet: through an expansion and use of lease options, expand APD’s fleet of vehicles to better support detectives, undercover agents, and SWAT operations.
  - Facility Improvements:
    - APD Basement/Gym Conversion funded using asset forfeiture account with estimated completion in the 2<sup>nd</sup>/3<sup>rd</sup> quarter of 2018.
    - Grant Street Warehouse/Property & Evidence Conversion funded using asset forfeiture account with estimated completion in the 2<sup>nd</sup> quarter of 2018.
    - Substation for Motors/School Liaison Officer Unit on Hillside funded using asset forfeiture account with estimated completion in the 2<sup>nd</sup>/3<sup>rd</sup> quarter of 2018.
    - Upgrade WiFi Access Point funded using APD operating budget with estimated completion in the 2<sup>nd</sup> quarter of 2018.
  
- Animal Management & Welfare: Similar technologies required by law enforcement are necessary to assist and protect AM&W Officers (estimated fiscal impact for all projects - \$105,000 plus \$30,000 annual maintenance).
  - Replace mobile computer terminals in AAM&W patrol units.
  - Add body worn cameras for AM&W Officers: Deployment of 20 body worn cameras.
  - Add CradlePoint routers to 20 AAM&W patrol vehicles to enhance connectivity to technological resources.
  - Add electronic ticket writers for AM&W Officers.

**INVESTMENT IN PUBLIC SAFETY BEST PRACTICES:**

- Emergency Management: Achieve the Emergency Management Accreditation Program (EMAP) certification within the next 4 years.

- AECC (Dispatch):
  - Attain National Academies of Emergency Dispatch (NAED) Accredited Center of Excellence (ACE) accreditation within the next 5 years.
  - Develop a “dispatcher academy” in coordination with Amarillo College to expand training opportunities for dispatch personnel.
  
- Law Enforcement:
  - Maintain accreditation through the Texas Police Chief’s Association (TPCA).
  - Lead efforts to facilitate best practices in the criminal justice system to augment law enforcement’s efforts to address pillar objectives.
  
- Fire Services: Achieve the Center for Public Safety Excellence (CPSE) Accreditation within the next year.
  
- Emergency Medical Services: Continue to monitor and evaluate performance of the pre-hospital EMS delivery system.
  
- Animal Management & Welfare:
  - Continue to evaluate operations to align with budget and public safety priorities.
  - Implement ordinance revisions to more effectively address animal overpopulation in the community, including consideration of a breeder’s ordinance and other enhancements.
  - Build on partnerships with the Amarillo-Panhandle Humane Society (APHS) to develop a low cost spay/neuter clinic (proposed 90-for-90 campaign).
  
- Development of a Memorial(s) for fallen officers and other City employees.

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## Economic Development and Redevelopment

Amarillo is the heart of the Panhandle – a pioneering ag-tech, life science, and manufacturing region that elevates businesses and families through quality education, infrastructure, and a multigenerational lifestyle.

### Framework for the Economic Development and Redevelopment Strategic Pillar

The following strategic priorities are established to facilitate achieving the pillar objectives...

- **Infrastructure:** Amarillo is an attractive city – with infrastructure, planning, and support systems in place that make it easy for businesses to grow and residents to get around.
- **Innovation:** Amarillo is a global center for agricultural and life science research – recognized for its pioneering spirit and culture of entrepreneurship.
- **Quality of Life:** Amarillo is a family-friendly community – rooted in Western heritage but offering modern housing, cultural, and recreational options for all ages.
- **Marketing Amarillo:** Residents of Amarillo celebrate their community, which is recognized as a top destination for businesses and skilled workers and their families.

### Major Programs/Projects, Milestones, Timelines, and Preliminary Fiscal Impact

#### INFRASTRUCTURE:

##### Short-Term Initiatives:

- Complete LGC Parking Garage and implement parking management system (downtown redevelopment – the parking garage structure was complete in May 2017):
  - Implement a downtown parking management system:
    - Execute a contract for parking management services through an initiated Request for Proposal process.
    - Conduct a community engagement process to gather input on validation options, short-term non-pay options, and address other parking considerations. Prepare and present any required policies to City Council for consideration.
    - Develop a surface parking lot management system for implementation when the Multi-Purpose Event Venue (MPEV) opens.
  - Complete recruitment for the parking garage retail space. The Local Government Corporation (LGC) has contracted with Bob Garrett – Coldwell Banker to market and lease the retail spaces in the garage.
- Enhance long-term plans for infrastructure to support economic development:
  - Continue to plan for utility infrastructure expansion that supports industrial, commercial, and residential development in targeted areas.
  - Present completed street conditions survey to City Council for discussion and direction on the level of streets the City would like to have as a goal city-wide. Study findings will require a discussion on necessary funding to achieve short- and long-term goals.

- Implement transportation master plan and prioritize road repair, maintenance, and beautification.
- Review development policies related to new development to better understand the impact of new roads taken on by the City for long-term maintenance.
- Evaluate and implement improvements to the development process:
  - Continue to streamline the City’s development and inspection processes and improve customer service through efficient use of technology, improved customer service, and ordinance updates (i.e. zoning code).
  - Continue to engage in conversations with the development community to identify and address legitimate concerns with the development process.
  - Ensure that analysis of community growth fully captures the cost/benefit impact on providing City services.
- Complete downtown redevelopment infrastructure initiatives:
  - Convert 7th and 8th Avenues into 2-way streets.
    - This project was completed in Fall 2017.
  - Repair/rehabilitation of 5th and 6th streets.
    - 6th Avenue was completed in Fall 2017.
    - 5th Avenue is currently under construction and will be complete Spring 2018.

Mid to Long-Term Initiatives:

- Support the expansion of technology infrastructure across the City:
  - In partnership with our private sector partners, improve high-speed internet connectivity options in Amarillo.
  - City staff will support and facilitate the infrastructure necessary for city-wide fiber, 5G implementation, and workable solutions related to small cell nodes.
- Develop solutions for relocation of downtown mass transportation facilities: Evaluate the feasibility and funding options for a proposed relocation of the City Transit transfer station and Greyhound station, with consideration for either individual or combined sites.
- Execute strategic annexations and utility infrastructure planning:
  - Evaluate areas within the Extra-Territorial Jurisdiction (ETJ) to be considered for strategic annexations followed by utility extensions (suggested areas include the new Loop 335 corridor and areas southwest of the current city limits).
  - Continue to plan for utility infrastructure expansion that supports industrial, commercial, and residential development in targeted areas.

**INNOVATION:**

- Promote the establishment of a veterinarian school (estimated \$90 million project):
  - Monitor and revise incentives offered by Amarillo Economic Development Corporation (AEDC) to address any development related issues.

- Continue working with the State Legislature and key stakeholders for on-going support and operational funding for the new school.
- Support Texas Tech in evaluating options for a proposed off-site large animal facility.
- Find ways to increase tax revenue for the City (property, sales, and hotel occupancy sources):
  - Promote Amarillo as an attraction to non-residents - those in the Panhandle and beyond.
  - Encourage development of projects that will increase tourism, such as proposed projects to be located in the new East Gateway Tax Incentive Reinvestment Zone (TIRZ) #2.
  - Implement Convention and Visitors Council's goals to increase tourism through conferences and events and through promotion of Amarillo.
  - Perpetuate the Buy the Way Campaign:
    - Continue to work with Amarillo Chamber of Commerce to promote the new shop local campaign.
    - Evaluate sales tax revenue to determine if the campaign is successful and see how our local market is performing.
- Continue focus on TIRZ #1 (Center City) and #2 (East Gateway) plan implementation:
  - Center City TIRZ #1 was created in 2006 with each catalyst project identified scheduled for completion by April 2019. The TIRZ board is re-evaluating their priorities moving forward. Under consideration is a stronger focus on recruiting a downtown grocery store, increased number of residential units, and additional retail diversification.
  - East Gateway TIRZ #2 was created in 2016 and is still in its infancy of implementation. The board continues to work with the key development partners on their plans, which includes determining the next steps related to the City's participation in a public athletic facility.
- Refine incentive policies for use by the City Council (February 2018):
  - Review all incentives currently offered in Amarillo and establish appropriate policies and guidelines.
  - Develop incentive policy that would address development city-wide, with emphasis on disadvantaged or underdeveloped areas being able to qualify for increased incentives based on the proposed projects.
- Apply innovation to redevelopment of disadvantaged areas of our community:
  - Complete Neighborhood Plans: North Heights, Barrio, San Jacinto
    - North Heights Neighborhood Plan was adopted in 2017; continue to support implementation of the plan to drive redevelopment in the neighborhood.
    - Complete the Barrio Neighborhood Plan; anticipate adoption by Summer 2018.
    - Initiate work on the San Jacinto Neighborhood Plan with the formation of a neighborhood planning committee.
  - Establish land banking program to assist in disadvantaged and targeted areas of our community. The Planning Department is currently evaluating options and process for a

land banking program; the initial launch of the program will focus on areas addressed in neighborhood plans.

- Continue to focus housing assistance programs into disadvantaged areas:
  - Work with private sector and non-profit partners to develop new housing in disadvantaged areas – multi-family or owner-occupied.
  - Analyze and consider incentive options to promote owner-occupied single-family housing in neighborhood plan areas, as appropriate and decided by City Council. This could include such options as Neighborhood Empowerment Zones that allow for abatements and waivers of permit fees.

#### **QUALITY OF LIFE:**

- Complete convention hotel (Downtown Redevelopment):
  - Embassy Suites - the \$40 million 226 two-room suites and 19,000 square feet conference center was completed in September 2017.
  - Next steps: continue to monitor the hotel's performance related to their incentive agreement (occupancy levels).
- Establish one or more Public Improvement Districts (PID) city-wide:
  - City staff has been working with Downtown Amarillo, Inc. on scope and boundary for a new PID downtown. Establish the PID via property owner petition and establishment of an accompanying Board by Spring 2018.
  - Next steps: evaluate other areas city-wide that might benefit from a PID, such as historic Route 66 areas.
- Complete the Amarillo Civic Center Complex, Facility Needs Assessment Study (Downtown Redevelopment):
  - Complete Volume III of the study to address construction of a new arena and parking needs for the facility; estimated completion by Spring 2018.
  - Analyze and review potential funding mechanisms for renovation and expansion of the Amarillo Civic Center Complex.
  - Seek City Council direction on how to proceed with implementation of the plan.
- Redevelopment Initiatives to enhance the quality of life in our community:
  - Complete the MPEV (Downtown Redevelopment):
    - Work related to utility relocations, demolition, and construction of a new City Hall driveway was completed in late 2017.
    - Construction of the MPEV started January 2018, with completion scheduled for February 2019.
  - Offer numerous recreational, educational, and child development programs through the new Charles E. Warford Activity Center to address community needs.
  - Increase emphasis on public arts: City Council created the new Beautification and Public Arts Advisory Board. This new board is tasked with providing recommendations on

programs that promote and further the beautification of Amarillo and establish and preserve public art throughout the City.

- Implement a way-finding system in the vicinity of downtown catalyst projects (Downtown Redevelopment). Improve signage to direct visitors to community information centers (e.g. Texas Travel Information Center) and key locations of interest in the community.
- Increase the number of athletic facilities and develop youth and community athletic programs:
  - Complete a revision of the Parks Master Plan within the next 12 months.
  - Devise plan for development of athletic facilities, youth programs, senior services, and recreational-based opportunities.
- Determine next-steps for City-owned property located downtown:
  - Area of SE 3rd Avenue and S. Grant Street
  - Area of SE 4th Avenue and S. Pierce Street
  - Area of W. Amarillo Boulevard and N. Madison Street

## **MARKETING AMARILLO:**

### Short-Term Initiatives:

- Continue to improve collaboration and communication with AEDC and key economic partners:
  - Provide quarterly updates to the City Council from the AEDC and others on economic development opportunities and projects.
  - Host community engagement events focused on strategic planning and fostering a forward-thinking dialogue about the future of Amarillo.
- Continue to improve collaboration and communication with education partners to target programs that promote economic growth in the Texas Panhandle:
  - Expand programs at area independent school districts (ISDs) that provide students with the skills they need to build careers in the local economy.
  - Align and integrate education programs at Amarillo College (AC), West Texas A&M University (WTAMU), and Texas Tech University Health Sciences Center (TTUHSC).
  - Continue working with ISDs and Amarillo College to promote STEM (Science, Technology, Engineering, and Math) and other programs that prepare students to work in Amarillo.
  - Support the proposed STEM campus in the old Hastings Distribution Center.
- Support economic development activities through development of a City-focused marketing program:
  - Highlight various topics such as retail, quality of life, housing, etc.
  - Communicate within Amarillo about the role of economic development and raise awareness of the city's many strengths.
  - Recruit high-impact primary employers and talented workers for specific, high-skill industries.

- Support economic development opportunities for City-owned property in the area of the airport to include possible development of a hotel site, expansion of the aviation industry, and promotion of non-aviation uses.
- Enhance communication of redevelopment initiatives:
  - Martin Luther King Jr. Street Renaming Project: Through the subcommittee, review possible options and initiate a public engagement to develop the best alternatives.
  - Continue to improve collaboration with public, private, and non-profit partners in the community to achieve the goals of redevelopment in the community.

Mid to Long-Term Initiatives:

- Through the City's CIP program, review how projects can positively impact disadvantaged areas of our community (connection to neighborhood planning efforts).
- Improve code compliance through streamlining enforcement of City ordinances:
  - Review current policies and staff capabilities related to becoming more efficient in handling code enforcement-related issues.
  - Review best practices to identify methods of streamlining the compliance and enforcement process.
- Promote economic development opportunities: Review options to increase opportunities for to do business with the City.

## Civic Pride

Every Amarillo citizen proudly owns our city and participates to identify and solve community problems. Citizens are empowered to innovate and implement their own solutions.

### Framework for the Civic Pride Strategic Pillar

The following strategic priorities are established to facilitate achieving the pillar objectives...

- **Improve Community Appearance and Beautification:** We are proud of our community with a focus on improving community appearance and promoting beautification.
- **Embrace Culture, Arts, and Recreation:** Our community embraces the diversity of our neighborhoods, promoting unique experiences that highlight art, entertainment, and recreation.
- **Increase Volunteerism:** Encourage citizens to participate through philanthropy, volunteerism, or getting involved in City government.
- **Enhance Health and Wellness:** As a community we recognize disparities in the health and wellness of our citizens. We aspire to be more proactive in addressing these disparities by promoting healthy behaviors, improving infant health, and reducing risky sexual behavior and teen pregnancy rates in our community.
- **Reduce Poverty:** As previously listed, our community must continue to address the hub issue of poverty. As part of Civic Pride, our community must embrace positive social programs that assist in reducing poverty rates and ending homelessness.

### Major Programs/Projects, Milestones, Timelines, and Preliminary Fiscal Impact

#### IMPROVE COMMUNITY APPEARANCE AND BEAUTIFICATION

- Complete Streetscape project for Buchanan Street and 6th Avenue: Project funded by a Transportation Alternative Grant administered by TxDOT with a contribution by the City over the minimum requirement. Construction was completed January 2018 for a total of \$2.2 million.
- Secure TIGER grant and complete TIGER project on Polk Street: Application has been submitted to TxDOT. Pending TxDOT approval of the TIGER grant, the City has committed \$5.5 million to the project.
- Continue Bulk Trash Program: Curbside pickup of big and bulky items began in June 2017. Additional focus will be placed on promoting the program throughout the community to improve participation.
- Continue Alley Clean-up Initiative: Tied to the bulk trash program, this initiative began in June 2017, with every alley addressed within six months of implementation. However, on-going issues persist with illegal dumping in alleys.
  - Solid Waste, with support from other City departments, will continue to address chronic illegal dumping in alleys.

- The City will support community-based neighborhood clean-up initiatives.
- Building Safety is using community outreach and canvassing to increase enforcement efforts and combat illegal dumping and neighborhood blight.
- Improve code compliance to address neighborhood blight: The new Condemnation Appeals Commission was established to address condemnation issues in a more efficient manner. In addition, staff will evaluate other methods to streamline enforcement of City ordinances (see Economic Development and Redevelopment pillar).
- Address beautification of the interstates through Amarillo:
  - In partnership with TxDOT, provide additional mowing operations along I-40 and I-27 through Amarillo. The first of these additional services occurred on September 2017, with future services scheduled for May, July, and September 2018.
  - Work with TXDOT to complete I-40/I-27 interchange improvements; staff presented work session item to council July 2017 and is awaiting further consideration.
- Address beautification of transportation gateways:
  - Install gateways on I-40, I-27, and other major entry points to the city; work with CVC and future Tourism Public Improvement District (TPID) Board. The City and the CVC are working with local legislators to create a TPID, estimated to provide approximately \$2,000,000 annually for this project and other projects identified by the TPID Board.
  - Establish gateways to neighborhoods; incorporate in neighborhood plans. Possible development of PIDs and HOAs to finance.
  - Enhance gateways into Downtown.
- Evaluate options for a community recycling program: Solid Waste conducted a customer survey in December 2017. Topics included illegal dumping, dumpsters, potential cart services, and recycling. Results are anticipated in February 2018. The Environmental Task Force will evaluate and recommend next steps.

## **EMBRACE CULTURE, ARTS, AND RECREATION**

- Continue to promote Neighborhood Plans as a mechanism to spark civic pride:
  - North Heights Neighborhood Plan was adopted in 2017; continue to support implementation of the plan to drive redevelopment in the neighborhood.
  - Complete the Barrio Neighborhood Plan; anticipate adoption by Summer 2018.
  - Initiate work on the San Jacinto Neighborhood Plan with the formation of a neighborhood planning committee.
- Assess 21st Century Senior Services Development Plan: Initial infrastructure, programming, and facilities plan and recommendations expected in Summer 2018. Plan is funded under memorandum of understanding with the Amarillo Area Foundation, Baptist Community Services, and Mary E. Bivins Foundation. Council will need to consider next steps developed from the plan.

- Improve City support of community special events: Through the community engagement process, create a framework that ensures special events are conducted in a healthy, safe, and coordinated manner with City support of special events clearly outlined. Identify specific events (2-4 events) for which the City will provide greater support as part of promoting civic pride.
- Activate Beautification and Public Arts Board: Through this board, develop beautification initiatives, public art opportunities, and other associated tasks.
- Develop an implementation plan for the Amarillo Civic Center Complex, Facility Needs Assessment Study: Through a review of all three phases of the study, determine the most appropriate improvements/expansion for the Amarillo Civic Center Complex that address the objectives of economic development and civic pride. Determine an appropriate funding mechanism.
- Promote unique experiences:
  - Continue to partner with the Convention and Visitors Council to promote tourism and conventions in our community including arts and entertainment, festivals, and community events.
  - Celebrate the 50<sup>th</sup> Anniversary of the Amarillo Civic Center Complex: Promote the Amarillo Civic Center Complex as a civic pride asset through a celebration of 50 years of meet, play, celebrate!
  - Promote Amarillo’s award-winning golf complexes: Develop marketing and promotions to highlight the award-winning public golf opportunities that exist in Amarillo.
  - Create an environment that provides a positive framework for community events and entices development of unique experiences, such as food truck courts.
- Develop a long-term plan for historic buildings in the community (e.g. Santa Fe Rail Depot).

#### **INCREASE VOLUNTEERISM**

- Launch annual community clean-up program “We Believe in Amarillo”: Create long term opportunities for citizen involvement in projects that enhance community appearance and pride; partner with local groups including service clubs, organizations, neighborhoods, and faith-based organizations.
- Promote participation in government through service on Boards and Commissions: While 2017 generated a record number of volunteers who applied to serve on Boards and Commissions, continue to enhance the application process to provide greater opportunity in the future.
  - As an extension of participation in government, continue to promote the Amarillo 101 and other programs that provide insight on how municipal government operates.

- Promote volunteerism in support of City operations:
  - AAM&W has repurposed a vacant position to oversee volunteer public interaction and outreach opportunities for AAM&W.
  - Parks and Recreation will continue to offer opportunities for individual volunteers and organizations to volunteer through the Zoo Crew, the Adopt-A-Park program, and at the Warford Activity Center.
  - Continue to promote other volunteer opportunities to support City operations based on models used with the Friends of the Library and Friends of the Zoo programs.
  
- Expand on opportunities for City employees to give back to our community: Support employee participation in community-based organizations. Provide opportunities for City employees to participate in community-based programs such as United Way Day of Caring, Earth Day, and other civic pride-oriented programs.

## **ENHANCE HEALTH AND WELLNESS**

- Continue to promote public health and healthy nutritional programs in our community:
  - Through the Public Health and Women’s, Infant, and Children’s (WIC) programs enhance public education and outreach to highlight health and wellness disparities in our community and outline mechanisms to proactively address them.
  - Continue outreach in our community to provide immunization opportunities, STD/HIV testing events, and participation in health fairs to promote positive health and wellness.
  
- Proactively address public health issues and disparities in health risks in our community:
  - Promote healthy behaviors for all citizens in our community:
    - Senior Services Center without Walls: Through the senior services initiative, develop the “Center without Walls” concept to serve as a clearing house for active adult programs throughout our community.
    - Promote additional opportunities for health and wellness through the newly opened Warford Activity Center.
  - Improve infant health: Coordinate the Healthy Texas Babies Community Coalitions (HTBCC) initiative and collaborate with community partners and stakeholders to strengthen local capacity and community partnerships to improve birth outcomes and reduce disparities in infant mortality rates towards achievement of Healthy People 2020 goals.
  - Reduce risky sexual behavior and teen pregnancy rates: Continue to provide HIV/STD prevention services and explore the possibility of a pre-exposure prophylactic (PrEP) clinic.

## **REDUCE POVERTY**

- Address social and economic factors: The City of Amarillo will work with Amarillo Independent School District and Amarillo Area Foundation on the No Excuses No Limits program’s Set for Success with the goal of every Amarillo citizen earning their high school diploma or equivalent.

- Develop partnerships with school districts as well as community and faith-based agencies to offer outreach to clientele currently served by the City, enhancing educational opportunities for adults and children from low income families.
- Explore programs and educational opportunities for the Warford Activity Center and other community-based facilities.
- Enhance the City's Family Self Sufficiency program to work with clients to set and achieve goals related to education, job training, and home ownership. HUD refocuses on recruiting clients for this program.
- Continue to facilitate the Continuum of Care program to positively address homelessness and provide a path forward from crisis to stability and beyond.

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## Highly Educated Population

Every Amarillo citizen values learning, especially post-high school learning. We create unique, local learning opportunities, and students come from around the world to study and live in Amarillo.

### Framework for the Highly Educated Population Strategic Pillar

“Education is the most powerful weapon which you can use to change the world.”

- Nelson Mandela

As a community we hold that educational attainment is the pathway to unlocking Amarillo’s potential. Nearly every piece of research on the topic holds that the more formal education you have, the more opportunity that exists for you over time. Promoting educational attainment will reduce poverty and enhance workforce development, positioning Amarillo for future growth. Our community is committed to the goal of every Amarillo citizen earning their high school diploma or equivalent. Further, we are committed to partnering with the No Limits No Excuses program to promote postsecondary educational opportunities to fuel our community’s future success.

This pillar encompasses two major components: an external focus on improving educational attainment in the community at large and an internal focus on expanding opportunities for City of Amarillo employees to achieve goals related to education and professional development.

### Major Programs/Projects, Milestones, Timelines, and Preliminary Fiscal Impact

#### EXTERNAL INITIATIVES

**Partnerships with Educational Institutions:** Strengthen community partnerships with institutions such as the local ISDs, private schools, Amarillo College, WTAMU, and Texas Tech to leverage existing opportunities for educational attainment and create new ones.

##### Short-Term Initiatives:

- Develop an Annual Summit involving local educational partners such as Amarillo College, West Texas A&M, Wayland Baptist University, area ISDs, Region XVI Educational Service Center, and private schools, as well as the AEDC, to conduct a yearly community scan, communicate progress, set objectives and coordinate collaborative efforts, and plan marketing of available services to the public.

##### Mid to Long-Term Initiatives:

- Help fund expansion of new ACE Program to all four Amarillo ISD high schools (in process) and look for opportunities at all high schools in the Amarillo area.
- Support Texas Tech’s efforts to establish a veterinary school in Amarillo (in process).

**Developing our Community’s Workforce:** Amarillo is a leader in applied education – preparing residents for the jobs of the future and supplying employers with a hard-working, highly-skilled workforce.

Mid to Long-Term Initiatives:

Workforce Development (connected with initiatives outlined in the Highly Educated Population strategic pillar)

- Continue working with Amarillo Economic Development Corporation, Amarillo Area Foundation, and other partners to promote the new ACE initiative (City Council approved participation of the new program in August 2017 (\$3.5 million over 6 years)).
- Work with local employers to create more internships, apprenticeships, and mentorships for high school students.
- Educate students about in-demand job opportunities and education pathways that will prepare them for these careers.
- Connect Amarillo’s disconnected, underserved, and underemployed population to training, job opportunities, and resources for productive career pathways.

**Promote Amarillo as a “Learning City”:** Position Amarillo as a “learning city” where innovation and technology are cultivated.

Short-Term Initiatives:

- Develop and encourage in the community the growth of a “maker culture” by offering makerspaces through Amarillo College and Amarillo Public Library.
- Continue the City’s partnership in the development and implementation of ATI (Amarillo Tech Initiative).

Mid to Long-Term Initiatives:

- Establish a mentorship program between AISD’s Innovation Academy students and applicable City departments/higher education and private sector partners.

**Assist our Community with Educational Attainment:** Provide a clearinghouse of information for people seeking guidance on educational attainment and promote educational opportunities for individuals who need assistance with navigating the job-seeking process.

Short-Term Initiatives:

- Become an ambassador for the No Limits No Excuses program, promoting opportunities to achieve a high school equivalency throughout our community.
- Offer a page on the City’s website connecting to resources offered by Panhandle Workforce Solutions, Set for Success, and Amarillo Public Library.
- Increase community awareness of existing resources such as the Job Seekers Lab offered once a week at Downtown Library.

Mid to Long-Term Initiatives:

- Create an app for adults similar to the one developed by No Limits No Excuses for high school students and college freshman (Go [What’s Your Plan]).
- Create a Career Symposium similar to the one held in Houston each year, partnering with local employers and HR professionals to offer workshops on interviewing skills, developing a professional image, career planning, etc. Ideally, this Symposium would be held prior to the

Panhandle Workforce Solutions' Annual Job Fair in the fall, so job seekers can attend that event better prepared.

## **INTERNAL INITIATIVES**

**Promote Educational Opportunities for City Employees:** Fully integrate all City departments into the No Limits No Excuses "Set for Success" initiative.

### Short-Term Initiatives:

- Have all City department heads sign a Set for Success contract and place it on display for staff and the public (where applicable) to see.
- Schedule time for the Amarillo Public Library's Literacy Services Coordinator to go to each field department and perform PLATO assessments (software) for interested employees.

### Mid to Long-Term Initiatives:

- Investigate the possibility of providing work time, space, and resources for City employees to study for the GED.
- Investigate the possibility of providing financial reimbursement for City employees taking the GED test.

**Promote Professional Development:** Develop the City as an employer with a learning culture, focusing on employees' needs and goals for professional development.

### Short-Term Initiatives:

- Review and enhance the City's existing education policy, including educational benefits for City employees like the tuition assistance program.
- Standardize the on-boarding process for all new City employees to ensure consistency across departments.
- Provide a page on the City's Intranet with links to free online learning resources.

### Mid to Long-Term Initiatives:

- Offer a comprehensive Training Program that includes traditional classes, online options like the Learning Management System (LMS), and a Leadership and Supervision Academy similar to the one offered in Sunnydale, CA.
- Develop a job shadowing/short-term internship program that allows City employees interested in positions in other departments to experience first-hand what those jobs entail.

## **Additional Resources:**

Franzel, Joshua M., et al. "Succession planning." Center for State & Local Government Excellence, October 2017. <https://slge.org/wp-content/uploads/2017/10/Succession-Planning-October-2017.pdf>.

Rainwater, Brooks, and Emily Robbins. "Cities drive the maker movement." TechCrunch. March 10, 2016. <https://techcrunch.com/2016/03/10/cities-drive-the-maker-movement/>.

Robbins, Emily, et al. "Discovering your city's maker economy." National League of Cities, November 2016. <http://www.nlc.org/sites/default/files/2017-11/NLC%20Discovering%20Your%20City%27s%20Maker%20Economy%20FINAL.pdf>.

## Fiscal Responsibility

Amarillo responsibly manages its finances and resources with transparency.

### Framework for the Fiscal Responsibility Strategic Pillar

The following strategic priorities are established to facilitate achieving the pillar objective...

- Enhance transparency and accountability in the stewardship of public funds.
- The City budget serves as a policy document for the City Council. Annual review and revision by City Council allow the City to address Council priorities during the budget process.
- Financial policies are the framework for the fiscal management of the City of Amarillo. The City of Amarillo strives for best practices in financial policies.
- Budget process that ensures effective communication to the City of Amarillo citizens.
- Budget process that addresses budget challenges and opportunities, allowing the City to adapt quickly to changing economic and financial conditions.

### Major Programs/Projects, Milestones, Timelines, and Preliminary Fiscal Impact

#### Enhance Transparency and Accountability in the Stewardship of Public Funds

- Expand the website to provide clear and meaningful financial information:
  - Achieved:
    - Annually, City staff will review State reporting requirements to ensure the City continues to remain in compliance with any reporting regulations.
  - Short-Term Initiatives:
    - Create a “transparency” page on the City website that will provide both required and useful financial information to the public, in an easily accessible location.
    - Utilize website tracking analytics to determine what pages and documents are accessed. This information will help ensure staff continues to provide relevant information.
    - Add GFOA awards to the website, which will allow the City to showcase the exemplary status of our budget document and financial reports.
    - Add bond ratings and rating agency reports to the website to provide further transparency to citizens.
    - Post financial presentations online: Following any financial or budget presentations to City Council, staff will make presentations available to the public on the City’s website.
    - Incorporate use of graphics to better enhance transparency: This effort will help to provide a clearer and better understanding of financial information to the public.
  - Mid to Long-Term Initiatives:
    - Implement interactive technology: City staff will research and work to implement a solution that allows website users to review and analyze financial data through an interactive web tool.

- Participate in the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting Program. Annually, City staff prepares documents in accordance with GFOA recommendations and applies for awards in various categories:
  - Achieved:
    - Comprehensive Annual Financial Reporting (CAFR)
    - Budget
    - Popular Annual Financial Report (PAFR)
  
- Receive an unqualified audit opinion in accordance with Generally Accepted Accounting Principles.
  - Achieved:
    - Annual Audit Engagement: Annually, City staff works through an audit engagement, resulting in an unqualified audit opinion from the City’s Independent Audit Firm.
  
- Enhance financial information.
  - Achieved:
    - Monthly Budget Reporting: City staff compiles and distributes a monthly report highlighting financial results with budgetary comparisons.
    - Quarterly Budget Presentations to City Council: City staff prepares and presents to City Council a quarterly budget and financial review.
  - Short-Term Initiatives:
    - Implement a quarterly presentation to review budget and financial information with citizens. Staff will determine appropriate content to present and the best avenue by which to engage citizens with the presentations.
    - A five-year forecast will be presented to City Council before the proposed budget each year – including General Fund, Water and Sewer, Airport, Drainage, Fleet Services, Information Technology and Insurance Funds.

**Budget as a Council Policy Document**

Short-Term Initiatives:

- Staff will conduct a review of budget policies with City Council prior to the start of each annual budgeting process.
- Staff will incorporate the budget policies into the budget process to ensure that the proposed budget document presented to City Council reflects their policy values.

**Best Practices in Financial Policies**

Short-Term Initiatives:

- City staff will conduct an annual review of financial policies to ensure that City Council priorities are represented in the proposed budget.
- City staff will conduct a review of financial policies with the City’s financial advisor to ensure financial policies continue to support bond covenants and the attainment of high bond ratings on future issuances.
- City staff will benchmark the City’s financial policies to other peer cities throughout the state of Texas.

Mid to Long-Term Initiatives:

- City staff will work to research best practices in financial policies and identify opportunities to better align the City's financial policies with best practices recommended by the Government Finance Officers Association.

**Budget Process that Ensures Effective Citizen Communication**

Short-Term Initiatives:

- City staff, with City Council direction, will annually identify the methodology to be used in creating the proposed budget.
- Annually, City staff will review current departmental budget programs while considering innovative changes and other methods available to deliver service to citizens.
- Annually, City staff will work to review existing performance metrics and identify new ones that will assist in measuring the effectiveness of budget programs.
- Conduct regular public meetings to brief the City's financial status and provide transparency of fiscal responsibility.

Mid to Long-Term Initiatives:

- City staff will continually research and identify solutions to more accurately track actual program costs, in order to identify and align budget priorities with programs.
- City staff will research, identify and implement a solution to more accurately track performance measures and report on the effectiveness of budget programs.

**Budget Process that Addresses Budget Challenges and Opportunities, Allowing the City to Adapt Quickly to Changing Economic and Financial Conditions**

Short-Term Initiatives:

- Annually complete a detailed analysis of departmental budget programs, looking for changes in methods that will increase departmental efficiencies.
- Annually review budget challenges and opportunities for the City including, but not limited to, the following areas:
  - Sales tax
  - Buy the Way campaign
  - Sales tax trending
  - Legislative help
  - Cost of service/fee recovery – annual review
  - Property tax
  - Employee compensation
  - Technology
  - Aging infrastructure/continued funding of capital program
  - Service levels
  - Identify peer cities
  - Comparison to peer cities
  - Develop metrics for comparison
  - Comparison of applicable metrics to peer cities

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## Customer Service

Our city lives by the Golden Rule. Every citizen, student, employee, business, non-profit organization, and school applies the Golden Rule to achieve excellence in customer service. Businesses model their training by Amarillo standards.

### Framework for the Customer Service Strategic Pillar

The following strategic priorities are established to facilitate achieving the pillar objective...

- Identify who our customers are, and the unique needs of each group.
- Develop a customer service motto/slogan to be used organization-wide.
- Establish a benchmark and evaluate our organization against the benchmark.
- Utilize technology to ensure effective and efficient customer service experiences.
- Initiate customer service trainings to encourage consistent customer experiences across the organization and provide customized trainings to address specific departmental needs.
- Create processes and policies that facilitate clear communication with all customers, including follow-up after customer service encounters.

### Major Programs/Projects, Milestones, Timelines, and Preliminary Fiscal Impact

#### Identify who our customers are, and the unique needs of each group.

##### Short-Term Initiatives:

- Work with the Management Team to identify all customer contacts made at the City of Amarillo, whether internally or externally (no fiscal impact).

#### Develop a customer service motto/slogan to be used organization-wide.

##### Short-Term Initiatives:

- Select a customer service motto/slogan.
  - Create a poll for internal voting accessible by all employees to select the best motto/slogan related to customer service (minimal fiscal impact); or
  - Host a contest amongst City employees to select the best customer service motto/slogan to be used organization-wide (minimal fiscal impact).
- Post selected customer service motto/slogan around City facilities and in City communications to direct employees toward a common goal (minimal fiscal impact).
- Ensure all customer service trainings and encounters are centered around the selected motto/slogan (minimal fiscal impact).

## **Establish a benchmark and evaluate our organization against the benchmark.**

### Achieved:

- Customer service surveys conducted in several departments including Municipal Court, Building Safety, Utility Billing, IT, Civic Center, Benefits, Planning, Solid Waste, and Purchasing.
- Employee surveys conducted in IT.
- Development Services Customer Service position created.

### Short-Term Initiatives:

- Continue conducting departmental surveys and implementing changes as identified in results (minimal fiscal impact).

### Mid to Long-Term Initiatives:

- Secure an outside company to conduct surveys related to customer service.
  - Conduct employee surveys to gauge what customer service means to them, and to understand how employees view their areas, management, and the organization as a whole (upfront fiscal impact).
  - Conduct customer surveys to gauge where the City currently stands related to customer service experiences (upfront fiscal impact).
- Evaluate results of initial surveys to determine strengths and weaknesses related to customer service, both internal and external (minimal fiscal impact).
- Establish a benchmark to measure our organization against (minimal fiscal impact).
- Identify areas within the organization that need improvement to help employees feel valued and appreciated in the workplace (undetermined fiscal impact).
- Conduct routine surveys of employees to evaluate progress of organizational efforts to improve value and appreciation amongst employees (minimal fiscal impact).
- Conduct routine customer surveys, directly after customer service encounters if at all possible, to evaluate progress (one-time and ongoing fiscal impact related to tablets/computers with survey capabilities located around City facilities).

## **Utilize technology to ensure effective and efficient customer service experiences.**

### Achieved:

- Municipal Court has shifted a large amount of customer payments online, which is available 24/7/365.
- Utility Billing goes live with new call center software at the end of March 2018.
  - Will allow chat and email contact with the department in addition to phone services.
- New City website launched during November 2017, which has the ability to translate information about City services in over 103 languages.

### Short-Term Initiatives:

- New Utility Billing software scheduled to go live in the fall of 2018 with better citizen self-service portal (on-going fiscal impact).
- New Development Services software with citizen self-service portal allowing online payments, information requests, and process submissions (on-going fiscal impact).
- New Environmental Health software to help streamline inspections (on-going fiscal impact).

Mid to Long-Term Initiatives:

- Create an app for smart phones that facilitates customer service requests and follow-up on resolutions (upfront and on-going minimal fiscal impact).
- Evaluate existing technology used throughout the organization for efficiencies (minimal fiscal impact).
- Recommend new software/technology that streamlines and improves each customer experience (potentially greater fiscal impact with the potential to reduce or maintain current personnel levels).

**Initiate customer service trainings to encourage consistent customer experiences across the organization and provide customized trainings to address specific departmental needs.**

Achieved:

- Organization-wide mandatory basic customer service training being conducted and will continue to be required annual training of all employees.
- Department-specific customer service training already being conducted at certain departments like Civic Center, Library, Municipal Court, and Facilities.

Short-Term Initiatives:

- Develop solid on-boarding processes in all departments that include emphasis on consistent, quality customer service and help employees feel valued from the first day on the job (minimal fiscal impact).
- Develop customer service trainings specific for departmental needs (minimal fiscal impact) (timing contingent on survey results).

Mid to Long-Term Initiatives:

- Develop customer service trainings/processes that other businesses will want to model (potentially on-going minimal fiscal impact).

**Create processes and policies that facilitate clear communication with all customers, including follow-up after customer service encounters.**

Short-Term Initiatives:

- Develop a 311 service to provide a consistent initial contact with every phone call (fiscal impact includes funding for personnel, on-going operating costs, and training).
- Help all City departments develop department-specific guidelines and training for employees related to customer service (minimal fiscal impact).
- Incorporate criteria in annual employee appraisals to evaluate performance related to customer service (minimal fiscal impact).
- Create City Fact Sheet, also to be posted on the City website, that helps citizens/customers easily identify what services are offered in each department (minimal fiscal impact).
- Incorporate more City policies and information about services on the City website that can be translated into multiple languages (minimal fiscal impact).

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## Excellence in Communication

Amarilloans constantly think about improving communication and innovate new methods for communication which lead to success in problem-solving and leadership opportunities.

### Framework for the Excellence in Communication Strategic Pillar

The following strategic priorities are established to facilitate achieving the pillar objective...

- **Communication:** Enhance communication to be proactive and prompt, building relationships with media partners and key stakeholders, to get accurate and timely information to the public.
- **Marketing:** Develop a marketing capability to produce quality multi-media products that enhances communication and promotes City programs.
- **Networking:** Build relationships, applying innovative methods as needed, to better communicate our community's message to the public and beyond.
- **Technology:** Utilize technology to enhance our messaging and create a communications ecosystem that promotes our community.

### Major Programs/Projects, Milestones, Timelines, and Preliminary Fiscal Impact

#### COMMUNICATION

- Creation of a Public Communications and Community Engagement Department: A new Communications Director was hired and the Office of Public Communications and Community Engagement was reorganized with two arms – communications and marketing.
- Capabilities are now enhanced and include focus on digital communication, as well as being proactive with messaging through earned media.
- The Public Communications office has secured regular guest columns in the Amarillo-Globe News.
- Panhandle PBS now hosts a weekly interview with a timely topic chosen by Public Communications department.
- Working to secure a monthly social media interview with a City employee on News Channel 10 (KFDA).
- Need to improve communication with employees and make sure that they are informed about changes, events and kept “In the Know”.
- Plans are in the works to begin a “Ask the City Manager” campaign with employee submitted and voted questions.
- Enhanced Communications team allows for more rapid response to news media.
- Educating local media outlets on new protocol, which directs all media requests to the Communications Coordinator.
- Implemented new process for media requests for Mayor and City Council members by directing all requests to the Public Communications office to ensure prompt and accurate response to those requests.

- Planned media training for both Amarillo City Council and the City’s leadership team from both the City of Amarillo Public Communications office side as well as local news media representatives.
- Enhance commitment to customer service and learn to not say “NO”. Always find a solution for a customer.
- Plans for a “Media Day” where City staff meets with regular reporters who have an interest in City of Amarillo stories to grow the relationship between the City and local news representatives.
- Communications department has developed writing style guidelines to help content managers to curate unified content.

## **MARKETING**

- As part of the creation of a Public Communications and Community Engagement Department, a marketing manager was hired and equipment upgrades implemented.
- Ability to produce in-house creative products including print collateral, logo design, photography, videography, infographics- all of which allows enhanced engagement with the public.
- Enhanced ability to create awareness campaigns (golf, trash, beautification).
- Creation of in-house creative products provides cost-savings.

## **NETWORKING**

- Establish two-way communication so that residents and stakeholders know that they have been heard and that we have taken appropriate actions.
- Promoting citizen participation in boards and commissions.
- The Mayors from Amarillo, Abilene, Big Spring, Lubbock, Midland, San Angelo and Odessa meet on a regular basis to discuss common and ongoing issues such as funding for highways, public safety, economic development, job creation, public health care, education, technology opportunities and water needs will continue to be topics discussed among the mayors at future meetings.
  - The Mayors plan to further conversations that enhance the local leaders’ ability to join together and work alongside with state and federal legislators on behalf of West Texas.
- Elected officials from Amarillo and the City’s leadership team met with Blackridge for 2 days in December 2017; continue to promote an on-going dialogue to ensure issues important to Amarillo are represented.
  - City management will be appointing internal liaison to work with legislative contingent to coordinate messaging and initiatives.
- Plans to have stewardship meetings with media outlet General Managers, Mayor, City Manager and Communications Director.
- Improve procedure/effectiveness of Board and Commission Appointments
  - Streamline the process and allow for consideration of candidates who may be qualified for more than one board.

## TECHNOLOGY

- The City of Amarillo launched its new website in November of 2017 which enhances the current digital ecosystem and drives better communications and focuses on service driven use by the public; continue to improve website content and monitor analytics to improve digital communication.
- Continued enhancement and growth of the website is planned as communications needs grow.
- Public Communications department is working to enhance social media.
- Public communications hosted a Texas Municipal League (TML) social media training in January 2018.
- Social media working to become more proactive than reactive.
- Public Communications department is currently conducting a citywide audit of our social media channels.
  - Audit will produce a social media style guide and best practices for content calendars as well as direction for which departments should and should not have a social media presence.
  - Currently enhancing our social media presence to garner more “likes” and to continually post informational and engaging content.
- Creation of a Website Review Committee to help continue website development.
- The 311 initiative is under redesign as an expanded call center for all city services from initial launch rather than starting with a small subset of services. The city is currently defining the business model and funding mechanism to fulfill the expanded initial role of the call center. The expectation is to present the altered plan to council by Spring 2018.
- Plans to convene a website strategy committee in 2018 made up of content managers.
- Plans to host workshops on social media best practices for social media managers.
- Creation of a Website Review Committee (potentially late February) to help continue website development.
- Upgrades needed for City Council Chamber’s sound, lighting and recording equipment (microphones have been added with additional improvements forthcoming).

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## Transportation

Amarillo embraces its aeronautics history and focuses on developing the best transportation systems for its citizens.

### Framework for the Transportation Strategic Pillar

The following strategic priorities are established to facilitate achieving the pillar objective...

- **Community Focused Customer Service:** Communicate with the community to learn from past success and strive to meet current and future needs.
- **Management Best Practices:** Efficiently manage the existing transportation system and be prepared to implement future plans.
- **Long-Term Planning:** Address the future needs and future liabilities of the community and make the best use of existing and proposed capital funding.
- **Economic Development:** Identify opportunities for the transportation network to provide for community growth and mutual benefit to the private and public sectors.
- **Community Mobility:** Consider all aspects of the transportation network and coordinate the interaction of the largest to the smallest infrastructure to the benefit of the community.

### Major Programs/Projects, Milestones, Timelines, and Preliminary Fiscal Impact

#### COMMUNITY FOCUSED CUSTOMER SERVICE

- Capital Projects and Design Engineering (CP&DE) will continue implementation of the Voter approved Capital Improvement Plan.
  - Continue in-house efforts to design projects anticipating the completion of the 5-year capital plan.
  - Procure any needed external consultants to supplement in-house design anticipating the completion of the 5-year capital plan.
  - Oversee construction and deliver to Public Works departments the many transportation projects currently in development.
- The Metropolitan Planning Organization (MPO) will broaden focus on multimodal capacity of the Amarillo area by incorporating discussions of cycling, walking, safe routes, freight, transit, and airport to diversify the existing transportation system.  
Short-Term Initiatives:
  - Utilize workshops and the Technical Advisory Committee (TAC) to identify opportunities for cooperative integration of these principles.
  - In partnership with local academic institutions, consider funding citizen surveying on a regional level to help identify areas of greatest need.Mid to Long-Term Initiatives:
  - Pair survey input with spatial analysis/Geographic Information System (GIS) mapping – and integration of thoroughfare and bike-pedestrian plan updates – to identify a robust

project list for future Transportation Improvement Program (TIP)/Metropolitan Transportation Plan (MTP).

- Amarillo City Transit will establish on-going community engagement to increase public support for community mobility initiatives.

Short-Term Initiatives:

- Introduce new services and amenities to support neighborhood plans and the economic health of the city.
- Work with Panhandle Regional Planning Commission innovative demonstration project.
- Work with Amarillo College to increase student mobility.

Mid to Long-Term Initiatives:

- Investigate policy changes to Spec-Trans service delivery.
- Promote improved path of travel to fixed route bus stops.
- Expand the types of service offered to the community:
  - Explore van pools that could bring workers into the city or transport residents to jobs outside the city limits.
  - Service coordination with rural providers.
  - Investigate Medicaid service opportunities.
  - Investigate bus advertising opportunities.
  - Investigate charter service opportunities.
  - Investigate private van/taxi service as overflow for Spec-Trans service.

- The Airport will implement “Taking Flight”, a strategic community outreach planning initiative focused on air service development, aviation and non-aviation business development, corporate and general aviation, and tourism.

Short-Term Initiatives:

- Establish all 4 sub-groups and hold at least 2 meetings of each group throughout the year.
- Obtain \$500,000 in a travel bank or revenue guarantee for additional air service.
- Identify at least one (1) non-aviation business to locate/relocate at the Airport.
- Establish the sub-group goals for all four sub-groups, and establish their individual goals.

Mid to Long-Term Initiatives:

- Increase corporate and general aviation activity by 10%.
- Increase aircraft maintenance activity by 25%.
- Integrate the Tourism sub-group’s goals into airport planning as much as possible.
- Integrate the Aviation/Non-Aviation Business Development sub-group with the Airport’s Industrial Aviation initiatives and with the AEDC as much as possible.
- Integrate the Air Service Development sub-group’s ideas and solutions into the basic air service development program of the airport so that the airport is seeking the needed air service capabilities that the community desires and can support.

## MANAGEMENT BEST PRACTICES

- Perform an evaluation of CP&DE to formalize internal policy and procedures and identify efficiency improvements.
  
- Implement best practices in Streets operations and maintenance:
  - Utilize VueWorks (pavement management system) to manage, coordinate, and plan maintenance operations for the City's street network.
    - Utilize the budget forecasting and condition modules to establish, coordinate, and plan future maintenance programs and CIP projects.
  - Establish pavement maintenance programs for paved streets based on 2017 Pavement Assessment, City Council input, stakeholder input, and management best practices.
    - Short-Term Initiatives:
      - Routine Paving Repair – (in-house) 3650 potholes, various minor/major pavement failures.
      - Sealcoating Program – (in-house) 122 lane miles of residential streets.
      - Crack Sealing Program – (in-house) 75 lane miles of arterial streets.
      - Asphalt Overlay – (contracted) 28 lane miles of arterial streets.
      - Northeast Quadrant Project (bond-funded) – (contracted) sealcoat, micro-surface, overlay, etc.
    - Mid to Long-Term Initiatives:
      - Expand preventative maintenance and repair programs to address needs and achieve City Council-desired (PCI) satisfaction rating.
      - Northwest, Southeast, and Southwest Quadrant Projects (bond-funded).
  - Evaluate existing paved alley maintenance operations and develop an effective paved alley maintenance plan based on best management practices.
    - Short-Term Initiatives:
      - Routine Paving Repair – (in-house) 3650 potholes, various minor/major pavement failures.
      - Alley Sealing Program – (in-house) 14 miles of paved alleys.
      - Identify mechanism to determine existing condition of paved alley network.
    - Mid to Long-Term Initiatives:
      - Survey existing pavement condition of paved alley network.
      - Establish pavement maintenance programs and Capital Improvement Project objectives to address paved alley maintenance needs.
  
- Implement best practices in Traffic Engineering and Field Services:
  - Update master plan for Transportation Engineering and Field Services.
  - Evaluate ordinance revisions and/or updates required to maintain best practices and respond to the growth of the community.
  - Continue to enhance traffic safety through transportation maintenance projects:
    - Short-Term Initiatives:
      - Install LED signal faces for one-third of the City at all signalized traffic intersections.

- Change street lights from high pressure sodium and mercury vapor bulbs to LED heads as they are being repaired.
- Replace traffic signal software used to communicate with all traffic signals.

Mid to Long-Term Initiatives:

- Install LED signal faces for two-thirds of the City at all signalized traffic intersections.
  - Plan to replace all street lights from high pressure sodium and mercury vapor bulbs to LED heads.
  - Install one signalized intersection and rebuild one signalized intersection per year.
  - Continue to evaluate and enhance the photographic traffic enforcement program.
    - Install seven new photo-enforced signal approaches.
    - Evaluate and amend collection process for citation violations.
- Operate safe and reliable transit service by implementing safety and management best practices.

Short-Term Initiatives:

- Implement management best practices, performance monitoring, and improvements to the maintenance program.

Mid to Long-Term Initiatives:

- Improvements to bus stops, safety and reliability, customer service, and workforce development.
- The Airport is committed to building a high performance management team that effectively implements major airfield projects.
    - Building a High Performance and Quality Team:
      - Complete executive team performance and quality training.
      - Implement the Safety Management Systems (SMS) program Airport-wide.
      - Obtain ISO 9002 certification and implement identified process modifications.
    - Implementing Airfield and Pavement Maintenance Projects:
      - Complete the lighting vault and runway 4/22 edge lighting projects.
      - Maintain airfield pavements to the standards identified in the pavement study.

**LONG-TERM PLANNING**

- CP&DE will address the following long-term planning initiatives:
  - Evaluation of Extra-Territorial Jurisdiction (ETJ) Agreements.
    - Evaluate existing ETJ Agreements with Potter, Randall, Carson, and Armstrong counties for required regulatory changes.
    - Coordinate with each county for clear understanding of roles and responsibilities, clearly defining development practices and standards with each county.
  - Conduct a study to develop a Thoroughfare Master Plan.
  - Conduct a study to develop a Comprehensive Pedestrian and Bike Mobility Plan.

- Update, revise, and adopt Construction Standards.
    - Short-Term Initiatives:
      - Update and evaluate interdepartmental agreement regarding all street width criteria.
      - Establish a set of standard details for street design, including design requirements for development, in lieu of a minimum standard.
      - Update Standard Construction Specifications for Utility department installations.
    - Mid to Long-Term Initiatives:
      - Develop neighborhood infrastructure design criteria in compliance with the Thoroughfare Master Plan and Comprehensive Pedestrian and Bike Mobility Plan.
      - Create development criteria in compliance with the Thoroughfare Master Plan and Comprehensive Pedestrian and Bike Mobility Plan, including clear definitions of who pays for improvements during development and incorporating the legal principle of rough proportionality to apply to each developer.
      - Establish standard details for complete streets, including pedestrian and bike amenities.
  - Conduct Bridge and Underpass Study, including proposed capital and maintenance needs.
  - Conduct Railway Study, including proposed capital and maintenance needs.
- Research and evaluate future needs of the organization based on 2020 Census and the likelihood of becoming a Transportation Management Area (TMA), or an MPO responsible for over 200,000 population.
  - Establish CIP program objectives for paved streets based on 2017 Pavement Assessment, City Council input, stakeholder input, and management best practices.
    - Short-Term Initiatives:
      - Arterial reconstruction projects:
        - Georgia Street between Southwest 46<sup>th</sup> and Southwest 58<sup>th</sup> (in progress).
        - Southeast 34<sup>th</sup> between Grand and Eastern (in design).
        - Ridgemere between Amarillo Boulevard and Northeast 3<sup>rd</sup> (in design).
      - Downtown and neighborhood redevelopment projects:
        - Railroad crossing removal (in design).
      - New growth and development projects:
        - Arden Road between Soncy and Helium Road (in design).
        - Coulter between Hollywood and Sundown (in design).
    - Mid to Long-Term Initiatives:
      - Construct remaining bond-funded projects.
      - Develop CIP budget to procure necessary equipment and materials to expand/enhance in-house maintenance programs to address maintenance needs and growth.

- Develop CIP projects to address pavement assessment needs and achieve City Council-desired (PCI) satisfaction rating.
- The Airport will build on the recently obtained Phoenix service to gain interest in starting service to Austin and review options for expanding service to California destinations.

Short-Term Initiatives:

- Secure commercial air service to Austin, TX.
- Based on market study, determine other markets the Airport should be pursuing.
- Create an air service development plan and integrate it with the Air Service sub-group.
- Establish a method to create quarterly direct charter flights to special destinations.

Mid to Long-Term Initiatives:

- Secure commercial air service to at least one other destination in 2019.
- Continue to promote air service opportunities with current air service providers and make contact with at least one air service provider not serving Amarillo annually.

## **ECONOMIC DEVELOPMENT**

- Through partnerships with the AEDC and Chamber of Commerce, expand industrial aviation focused initiatives.

Short-Term Initiatives:

- Establish the Airport as a great place for aviation-related and support businesses in the aircraft manufacturing sector and other industries that support aviation activity.
- Identify potential aviation related and non-aviation related business to locate or relocate to the Airport.

Mid to Long-Term Initiatives:

- Establish at least four aviation or non-aviation businesses on the lands surrounding the Airport (owned by the City and by the AEDC).
- Establish an aircraft manufacturing operation on the lands surrounding the Airport (owned by the City and by the AEDC).

## **COMMUNITY MOBILITY**

- Conduct a city-wide Americans with Disabilities (ADA) accessibility study, including identification of proposed capital and maintenance needs.
- Complete a closed access loop system for City of Amarillo.

Short-Term Initiatives:

- Finish construction of phases A1 and A2.
- Finalize construction contracts and begin construction of Phase B1 of the loop.
- Secure all right-of-way required and begin utility coordination for phase B2.

Mid to Long-Term Initiatives:

- Begin construction of Phase B2.

- Continue coordination of major infrastructure focus on I-40, including bridge repair, ramp reversal, and interchange construction projects.
- Focus efforts on improving relationships and increasing dialogue with important partners in transportation, including, but not limited to, railroad companies, transit agencies, private transit providers, airport personnel, citizen activist groups, and others.
- Implement the re-imagined Amarillo City Transit service and programs to improve quality and cost-effective operations.

Short-Term Initiatives:

- Expend existing grants for buses, auxiliary equipment and street furniture.
- Implement the initial phase of the service design recommendations from the Transit Master Plan (Spring 2018).
- Develop relationships with community services and educational institutions to support public transit.
- Develop a communication and outreach program to promote ridership.
- Apply for grants to begin development of a new transfer facility.

Mid to Long-Term Initiatives:

- Fully implement the service design recommendations from the Transit Master Plan.
- Conduct a Fare Analysis.
- Study long-term funding options for Amarillo City Transit.

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## **City Manager Initiatives**

### **COMMITMENT TO SAFETY**

The City of Amarillo is dedicated to the health and safety of all employees and the citizens we serve through prevention, education, and awareness with the goal of eliminating accidents and injuries.

### **IMPLEMENTATION OF BEST PRACTICES**

The City of Amarillo's goal is that all Departments will operate under a Best Practices policy that enables Departments to standardize and measure the most efficient and effective way to accomplish departmental goals.

### **PROMOTE INNOVATION AND CUSTOMER SERVICE**

- Be solutions oriented in everything we do.
- Increase customer satisfaction.
- Increase operational efficiency through technology.
- Seek out and fix processes that don't work.
- Recruit, develop and retain a high performing, forward leaning City workforce.

### **PUBLIC SERVICE AND ENGAGEMENT**

We take seriously our role as public service employees by acknowledging our responsibility to connect to, be flexible with, and make a concerted effort to always contribute towards the successes of our community and our City team.

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