




ENNIS
TEXAS

The bluebonnet spirit of Texas

STRATEGIC PLAN • 2023-2028

LETTER FROM THE MAYOR



Dear Ennis Community,

On behalf of our elected officials and City staff, I want to thank you for choosing Ennis as your home. We want you and your families to continue to thrive in Ennis and embrace all the charming qualities we know and love. As a lifelong Ennis resident, it brings my heart so much fulfillment to see our wonderful city on a forward-moving path. Over the last seven years, we have experienced growth and change at a pace we never thought was possible and this is just the beginning! As we move along this path, it is crucial to have a compass to guide us as we serve you. This is the purpose of the city-wide Strategic Plan: to act as a guide to ensure we uphold our commitment to you and are held accountable.



I look forward to seeing this plan in motion as we move toward a bright, prosperous future for Ennis.

Mayor Angeline Juenemann



Greetings from your City Manager

I am writing today to let you know how excited I am about our soon to be minted Strategic Plan. Over the years, we have developed several master plans to include, a Comprehensive Plan, a Downtown Master Plan, a Parks Master Plan, Water & Wastewater Master Plans, and soon we will develop an Airport Master Plan. While these various master plans address specific areas and aspects of making Ennis a better place to live, work and raise a family, it's the Strategic Plan that provides a comprehensive framework to focus the work and priorities of the City staff toward accomplishing specific goals.



The Strategic Plan is a tangible expression of our representative democracy. We elect members of the community to serve as your representatives on the City Commission and through them, your wants, needs and priorities have become the Strategic Plan. Our Mission Statement describes our purpose and reason for existing. Our Vision Statement defines our desired future and provides direction for where we want to go as a community. Guiding Principles determine how the City staff will conduct its business, make decisions, and deliver programs and services to the community. Strategic Priorities and the supporting Objectives and Performance Measures define the specific things the city staff needs to focus on.

I firmly believe one of the key components driving the growth, prosperity, and improving quality of life in our city is what I call "Strategic Discipline." I am proud of our collective ability and willingness to "stick to the plan" even when it takes many years to fully implement the plan. I am confident the Strategic Plan will lead us into a bright and wonderful future for ours and future generations.

I am especially grateful to our elected officials and the many citizens and stakeholders who actively participated in this important and consequential process.

The City Team will work hard every day to make our shared Vision of the future a reality!

City Manager Marty Nelson

Our Government

The legislative and governing body of the City of Ennis consists of a Mayor, Mayor Pro Tem, and five Commissioners. The City Commission is elected on a non-partisan basis with individual Commission members elected to three-year staggered terms. Five of the Commission members are elected from their respective single member wards. The Mayor and Mayor Pro Tem are elected at large. The City of Ennis has operated under the Commission-Manager form of government since 1956. The City Commission is responsible for passing ordinances, adopting a budget, appointing committees, and hiring the City Manager, City Secretary, City Attorney, and City Judge.

Regular meetings of the City Commission are held the first and third Tuesday of each month at 6:30 P.M. in the City Commission Chambers, 107 N. Sherman St., Ennis, TX 75119.



Angeline Juenemann, Mayor

Jake Holland, Mayor Pro Tem

Rowdy Pruitt, Commissioner Ward 1

Bruce Jones, Commissioner Ward 2

Kameron Raburn, Commissioner Ward 3

Shirley Watson, Commissioner Ward 4

Bill Honza, Commissioner Ward 5



ENNIS TEXAS

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Mission Statement



Provide quality services equitably across the bluebonnet city that creates a family-friendly community with a shared sense of belonging sustained for generations to enjoy

Vision Statement



Ennis sustains its small-town atmosphere and identity while promoting growth and development, as well as providing opportunities for all to thrive in a safe, inclusive, and creative community.

Guiding Principles



Transparent and Ethical

We communicate and carry out the city's responsibilities with integrity. We are committed to serving with the highest ethical standards and professionalism.

Financial Responsibility

We manage all resources entrusted to our care for the benefit of current and future generations.

Equity and Fairness

We achieve equitable outcomes by drawing upon community diversity in decision making.

Thoughtful and Innovative

Together with our community partners, we encourage creative and cutting-edge ideas, and apply new thinking and methods to proactively address issues and solve problems at the source.

Approachable and Compassionate Service

We are an open and responsive city government, serving with dignity, respect, empathy, and kindness.

Valuing Our Employees

We continuously invest in the growth, professional development, and well-being of our employees while creating a diverse, friendly, supportive, and productive environment where employees thrive and are engaged.



Building Trust

Safe and Healthy Community

Vibrant Lifestyle

Thriving Economy

Exceptional Public Services

ENNIS TEXAS

Improve the relationship between City staff and the public by providing open two-way communication that creates greater transparency and opportunities for the public to participate in governmental activities.

OBJECTIVES

- Use multiple platforms and media to enhance citizen communication.
- Create more transparent communication opportunities for Police Department policies and procedures to enhance public trust.
- Develop a community engagement strategy to promote citizen involvement in the local government and community.
- Deliver effective and equitable customer service to improve citizens' experience with their city government.
- Provide accurate, consistent, and frequent communication to the public to increase transparency and awareness.
- Establish a bilingual outreach and communication plan to equitably communicate with our community.



PERFORMANCE MEASURES

- Increase communication frequency.
- Increase the diversity of communication mediums.
- Increase the engagement rate through City quarterly email updates.
- Increase number of volunteers for City boards and commissions.
- Increase attendance and participation in civic organizations and activities.
- Increase Police Department community engagement.
- Increase Fire Department community engagement.
- Increase Ennis CARES community engagement.
- Increase number of hours for staff training in customer service.
- Increase participation in quarterly town-hall meetings.
- Finalize bilingual outreach and communication plan before September 2024.



Engage the community through education and outreach, invest in innovative programming, collaborative community partnerships, and provide the resources needed to help ensure public safety and wellbeing for people in Ennis.

OBJECTIVES

- Invest in personnel, training, equipment, technology, and professional education to enhance the delivery of public safety services (code enforcement, fire, health, police, public works, and social services).
- Work to ensure emergency response personnel are professionally trained, equipped and ready to quickly respond to disasters and threats to public safety.
- Implement community-based public safety services to develop an interactive and engaged relationship with the community.
- Collaborate with partners to support programs, initiatives, and services that promote public safety, environmental health, physical health, mental health, and longevity.
- Develop the Community Services Center and partner with other service providers to expand health and human services programming capacity.



PERFORMANCE MEASURES

- Percentage reduction in violent and property crimes that impact quality of life.
- Percentage improvement in response times to Police Department emergency calls as compared to the national standard.
- Percentage improvement in response times to Fire Department emergency calls as compared to the national standard.
- Percentage improvement in alarm answering and alarm processing time as compared to national standard.
- Maintain current ISO Public Protection Classification rating as defined by the Fire Suppression Rating Schedule.
- Increase access to food for community members experiencing hunger.
- Increase available food resources for eligible individuals.
- Increase number of non-duplicated client contacts for individuals and households experiencing food insecurity annually.
- Increase number of partnerships that provide social services support.
- Percentage increase in environmental education events and programming.
- Increase utilization of the Loan-A-Tool program.
- Increase number of hours for City staff safety training annually.
- Mitigate number of accidents by City staff with city vehicles and equipment.
- Increase access to mental health services through partner organizations.
- Percentage increase in voluntary compliance rates for code violations.
- Percentage decrease in number of code violations.
- Percentage decrease in time to resolve a code violation.
- Increase number of volunteers for code enforcement clean-up days.



Elevate life experiences throughout our community by providing residents and visitors with opportunities to enjoy events, entertainment, recreation, nature, and celebrate the City's diverse cultures and historic resources.

OBJECTIVES

- Implement the General Capital Improvement Plan (CIP) to provide the community with projects and facilities that enhance our quality of life.
- Revitalize our parks and enhance recreational opportunities by implementing the Parks Master Plan.
- Support parks and recreation programs, services, and facilities by ensuring equitable access for all.
- Facilitate and promote the use of public spaces for arts, culture, festivals and special events that make people feel welcome and connected to our community.
- Improve the overall beautification, appearance, and environmental sustainability of the city to promote a sense of pride for the community.
- Protect and preserve our heritage and historic resources through thoughtful land use, environmental stewardship, and sustainable practices.
- Improve mobility networks (sidewalks, walking and biking trails) to create a more connected Ennis that supports healthy lifestyles.
- Provide accessible, modern and extensive library services to promote learning, literacy, and overall quality of life.
- Promote improved access to health care, social services, senior services and public transportation to improve the health and wellness of our community.



PERFORMANCE MEASURES

- Implement the CIP.
- Percentage increase in resident satisfaction with parks and recreational experiences/options.
- Increase participation in arts, culture, festivals and special events.
- Increase number of volunteer hours for Keep Ennis Beautiful events.
- Increase number of volunteers for Keep Ennis Beautiful events.
- Increase number of Keep Ennis Beautiful events.
- Increase number of citizen education presentations.
- Increase connectivity of trails, sidewalks and walkways.
- Increase satisfaction in library services.
- Construct the Community Service Center by December 2025.



Expand and grow the City strategically and thoughtfully so business and industry can thrive, residents have access to quality job opportunities, revenue is generated to sustain city government, and Ennis retains its small-town character and identity.

OBJECTIVES

- Encourage development throughout the community, with focuses on Bardwell Lake, Kaufman Corridor, and the Historic Downtown
- Implement the Downtown Master Plan to revitalize the Historic Downtown.
- Promote the City and its unique cultural and natural environment and spectacular wildflowers for tourism, events and activities that serve as our “first impression” with potential residents, investors and developers.
- Promote tourism through expansion of programs, activities, and facilities.
- Actively collaborate with the Chambers of Commerce to support the growth and prosperity of local businesses.
- Create, retain and sustain the growth of quality businesses to diversify the local economy (industrial, commercial, retail and restaurant development).
- Develop and implement a business recruitment strategy that results in higher-than-average wage jobs for Ennis residents.
- Enhance and expand workforce development initiatives to increase access to employment and career opportunities.
- Support residential development while working to ensure new neighborhoods are well planned and configured to support a healthy quality of life.
- Implement a marketing strategy that emphasizes our “Brand Story” and “Brand Identity” to present the City in the best possible light to attract new residents, investors, developers and businesses.
- Develop and implement an Airport Layout Plan to help ensure highest and best use of the municipal airport.



PERFORMANCE MEASURES

- Increase the per capita income.
- Increase the median household income.
- Increase sales tax revenue.
- Upward movement trended for a desirable balance of housing value.
- Increase employment opportunity awareness throughout the City and its partners.
- Increase number of employment opportunities in Ennis.
- Increase number of new businesses.
- Increase number of renovated historic buildings through historic preservation and façade improvement grants.



EXCEPTIONAL PUBLIC SERVICE



Invest in resilient infrastructure and the provision of vital public services that enhance safety, community connectivity, and quality of life.

OBJECTIVES

- Invest in personnel, training, equipment, technology and professional education to enhance the delivery of public services and improve customer service.
- Invest in all critical infrastructure per the CIP to create resilient systems capable of supporting current customers while enabling and supporting new growth and development.
- Develop and implement a Utility CIP based on the Water Master Plan and Wastewater Master Plan to improve and expand quality infrastructure.
- Develop and implement the Pavement Management Plan to guide future investments in street maintenance and repair.
- Implement the Stormwater Master Plan to guide development.
- Develop and implement a plan for sidewalk improvements to enhance mobility.
- Create a customer service center to improve access to information and resolve issues for the community.



PERFORMANCE MEASURES

- Increase number of training hours per employee.
- Increase attendance at annual professional association conferences.
- Mitigate number of employee work-related accidents.
- Maintain required employee certifications.
- Assess the Fleet Replacement Program.
- Implement the CIP.
- Implement the Pavement Management Plan.
- Increase on-site inspections of construction projects.
- Increase sidewalk connections and improvements.
- Increase number of issues resolved through the customer service center.



HOW DID WE BUILD THIS PLAN?



Online interactions with Social Pinpoint

3440



Survey responses **154**



Ideas Wall comments

120



Interviews **12**



Focus groups **10**



Community forums **2**



Commission workshops **2**



City Leadership meetings **10**



Social media posts **18**



Social media engagements **25000**



Emails in a newsletter **500**

PROJECT TIMELINE



Putting the Plan into Action

Built to endure the changes of a five-year period while staying relevant, this Strategic Plan is high level. This means it says what the City will focus on to achieve the desired future for Ennis. The City's departments will work together to develop detailed implementation plans that lay out the actions required to fulfill each strategic goal and objective.

We are committed to focusing resources on the priorities that best serve the needs and desires expressed by our community and captured in this plan. As needs or opportunities shift during the life of the plan, the City expects to address any needed changes as part of the City's budget process.

The City will also address the six guiding principles identified by the City Commission during the strategic planning process.

Guiding Principles



Transparent and Ethical

Financial Responsibility

Equity and Fairness

Thoughtful and Innovative

Approachable and Compassionate Service

Valuing Our Employees

These guiding principles are expectations for how the City makes decisions and delivers services. Employees will apply these principles in their day-to-day work.

Keeping Track of Progress

How are we doing? We'll let you know.

The City will monitor progress toward our Strategic Plan goals and objectives, as well as report on the performance measures. Tracking keeps us transparent and holds us accountable.

The City will provide the community with an annual report and year-end Commission presentation. Community members can expect to understand what the City is working on and the benefits that will result for residents, businesses, and the community overall.

Monthly

City staff will meet and discuss progress on strategic plan goals and objectives.

Quarterly

City leadership will provide the City Manager with updates on progress toward each strategic priority and goal.

Twice A Year

The City Manager will provide the City Commission with an update on progress toward each strategic priority and goal, including successes and challenges.

Annually

The City Manager will provide a year-end report detailing progress on each strategic goal and objective. The report will be presented to the Commission and posted on the City's website, www.ennistx.gov, for community access.

This strategic plan is a vital tool that will be used to help us better serve our community. It was developed through a combined effort that involved citizens, City staff, elected officials, and key stakeholders. We are thankful to everyone who saw the importance of this plan and dedicated their time over the past few months to bring it to life. We also want to thank the consulting team at BerryDunn for leading this process and providing guidance throughout.

City Commission



Angeline Juenemann, Mayor
Jake Holland, Mayor Pro Tem
Rowdy Pruitt, Commissioner Ward 1
Bruce Jones, Commissioner Ward 2
Kameron Raburn, Commissioner Ward 3
Shirley Watson, Commissioner Ward 4
Bill Honza, Commissioner Ward 5

City Senior Staff



Marty Nelson, City Manager	Irene Kasujja, Human Resources
David Anthony, Capital Projects	Paul Liska, Parks & Recreation
Stephen Barnes, Finance	Becky McCarty, Downtown & Tourism
Ashley Colunga, Marketing	Dustin Munn, Police Chief
Jessica Diaz, Library	Mark Richardson, Planning & Development
Bill Evans, Fire Chief	Angie Wade, City Secretary
Ed Green, Public Works	Jim Wehmeier, Economic Development
Kevin Howard, Health	Chad Wester, Fire Marshal

BerryDunn Consulting Team



Seth Hedstrom, Project Principal
Michelle Kennedy, Project Manager and Lead Facilitator
Sondra Hathaway, Facilitator
Maddison Powers Spencer, Research Analyst



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