

CITY COUNCIL

2018 STRATEGIC PLAN

CITY OF HUNTSVILLE, TEXAS





CITY OF HUNTSVILLE STRATEGIC PLAN

Adopted by the City Council February 20, 2018

Strategic planning is the process an organization follows to articulate a vision for the future and establish a direction in making decisions and allocating resources to achieve the desired outcomes. The Huntsville City Council met on January 18, 2018 to create a new strategic plan to set the course for the City, a flexible document that will be periodically reviewed for updates.

The City Council established seven broad areas of strategic initiatives aimed to address all quality of life issues in Huntsville, with key objectives for implementation included. These will provide the City Council with mechanisms to gauge performance, provide direction to staff, and adopt changes to the strategic plan as success merits and needs dictate.

This strategic planning document is meant to serve as a guide for the City staff to develop the annual budget for Council consideration and to provide Council with a succinct method of articulating to staff the policy direction for the City of Huntsville, both as a community and an organization. This strategic plan will also communicate to residents and community partners the City Council's commitment to open government, communication, collaboration, and cooperation among all who live, work, recreate, educate, or operate a business in Huntsville. Finally, this strategic plan is meant to provide a road map for success that will lead families and new businesses to Huntsville to join an outstanding community where good governance and sound management provide the best that life has to offer.



VISION

The City of Huntsville is a community that is beautiful, historic, culturally diverse, affordable, safe, and well-planned, with great opportunity for our citizens.

MISSION

In order to maintain and enhance the quality of life and the achievement of our vision, the City of Huntsville provides, facilitates and regulates services, facilities and infrastructure for citizens, customers, visitors, businesses and state agencies, in a friendly, efficient, fair, honest and competent manner with quality and forethought.

VALUES STATEMENT

Public service is our business and our goal. We believe in commitment - not just to our job, but to our faith, our beliefs, and our family. Our pride in our work and the organization compels us to a high degree of professionalism.

Honesty in all our actions;

United in our commitment to ensure a safe work environment, fair wages and benefits, and opportunities for advancement;

Nurture an environment of cooperation between the City and its citizens,

Teamwork depending on one another to improve the quality of life;

Service excellence provided at every level in an efficient and economical manner;

Vision of an enriched future enhanced by encouraging skills, talents, and potential of our employees through training, opportunity, and recognition;

Integrity demonstrated in the treatment of our coworkers and those we serve and protect;

Leadership through communication in a responsive manner while maintaining a high degree of professionalism;

Loyalty to our faith, our beliefs and our families;

Embrace the diversity of our employees as a strength of our organization

Goal #1, City Appearance - Provide policies, amenities, and events that enhance the City's already beautiful and historic natural environment.

Continue to budget and deliver \$40,000 in abandoned structure abatement.

Enhance code enforcement efforts on abandoned vehicles throughout the City by increasing the number of vehicles abated.

Provide quarterly locations for roll-off dumpsters in each ward offering citizens an opportunity of dispose of unwanted goods.

To help with volunteer coordination efforts, construct a volunteer trailer that groups can check out to perform clean-up activities in town.

Plant 250 trees on public property within the City limits.

Review and possibly revise the City's small-cell node ordinance to minimize their visual impact on community.

Goal #2, Communications - Provide public information outreach efforts that inform the public of City operations, accomplishments and policies and allows for citizens input on matters of Council policy.

Provide quarterly reports to the Council detailing the success of various outreach methods.

Provide quarterly mailers and create a website updating citizens on the progress of the approved bond projects.

Goal #3, Economic Development – Promote and enhance a strong and diverse economy.

Complete construction of the Sam Houston Statue Visitors Center expansion.

Review and consider current contract for economic development services.

Present to the Council recommendations from the brand review process.

Explore the concept of an industrial park and provide the Council conceptual development costs on four different sites including on public property.

Continue to explore funding opportunities to support economic development efforts and present to Council as part of the annual budget process.

Goal #4, Infrastructure - Ensure the quality of the City utilities, transportation and physical structures so that the City's core services can be provided in an effective and efficient manner.

Complete design, bid and award construction contracts on all Proposition 3 bond projects.

Select consultant and enter into contract for the Transportation Master Plan and make significant progress.

Begin Airport Master Plan and make significant progress and complete design of the taxiway rehabilitation project.

Goal #5, Resource Development - Enhance the quality of life for citizens, businesses and visitors by leveraging the human and fiscal resources available to the community.

Receive and review the comprehensive classification and pay study.

Provide a map outlining the areas designated for wildflower planting.

Include in the annual Capital Improvements Plan projects identified in the Parks Master Plan including but not limited to Kate Barr Ross and Emancipation Parks.

Prior to the annual open enrollment period for insurance, identify and provide programs or initiatives for employees to increase workforce wellness.

Goal #6, Finance - Provide a sustainable, efficient and fiscally sound government through conservative fiscal practices and resource management.

Prior to issuing debt for Proposition 3 projects, conduct a workshop with the Council to review debt issuance timelines and funding availability for the projects.

As part of the annual Capital Improvements Plan, identify and discuss potential debt coming off the books to fund the various improvements.

Goal #7, Public Safety - Provide safety and security for all citizens.

Consider design contract and complete a significant portion of the design for the new police and fire station facilities.

After completion of the pay and compensation study, conduct a workshop with the Council as part of the budget process to review police and fire staffing levels with associated costs.

Conduct a workshop with the Council to discuss direction on long-term strategies for animal control and/or an animal shelter.