

**CITY COUNCIL**

**2020 STRATEGIC PLAN**

**CITY OF HUNTSVILLE, TEXAS**





# CITY OF HUNTSVILLE STRATEGIC PLAN

**Adopted by the City Council February 4, 2020**

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 14 and 16, 2020 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.

**H**onesty in all our actions;

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

**N**urture an environment of cooperation between the City and its citizens,

**T**eamwork depending on one another to improve the quality of life;

**S**ervice excellence provided at every level in an efficient and economical manner;

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

**I**ntegrity demonstrated in the treatment of our coworkers and those we serve and protect;

**L**eadership through communication in a responsive manner while maintaining a high degree of professionalism;

**L**oyalty to our faith, our beliefs and our families;

**E**mbrace 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.**

- Receive presentation from staff about means to increase code enforcement efforts through additional code enforcement officers, procedures for compliance and a review of existing ordinances to include a review of the number of zoning districts.
- Demolish and/or cause repair to abandoned buildings on SH 75, 30 and US 190
- Consider during the budget process the participation in the presidential heads park
- As part of the approval plans for IH45 landscaping, explore opportunities to place gateway signs along the Interstate.

**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.**

- Promote 2020 census by hosting information on the City's digital sign and website
- Promote the National Night Out by rescheduling the Council meeting to remove conflict with planned activities or through some other means.
- Increase participation and attendance at the State of the City to 200 citizens
- Complete an update to the City of Huntsville website and associated pages

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

- Consider the Huntsville Economic Development Work Plan when complete
- Consider the Huntsville Municipal Airport Master Plan when complete
- Determine the feasibility of hosting a minor league sports team.

**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 all Bond Proposition 3 projects
- Review the cost of placing powerlines underground in the 1200 Block of 12<sup>th</sup> Street as part of the downtown sidewalk project
- Identify short-term projects as outlined in the transportation master plan to incorporate during the budget process
- Complete design of Proposition 2 projects
- Provide to Council a report on the possibility and cost of providing a public transportation (bus routes) system

- Complete the next pavement condition assessment and continue to fund street maintenance in excess of \$1million annually
- Provide additional lighting around the trails/walkways at Eastham Thomason park

**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.**

- Complete the public input phase and preliminary architecture for the MLK Community center improvements
- Consider during the budget process funds for the construction of a Skate park
- Review, and apply for if available, HOME program funds to construct single family residential structures for low-income residents.
- Renew the lease and/or sell the Raven's Nest Golf Course
- Consider and adopt legislative priorities for the 2021 legislative session
- Consider during the budget process the construction of public restrooms in the downtown district

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

- Issue debt for Proposition 2 projects
- Consider opportunities for remainder of debt falling off in the General Fund
- Contract with an outside firm to audit the Hotel/Motel tax revenues
- Maintain competitive compensation for City employees through the annual budget process

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

- Reach 90% completion on Proposition 1 projects
- Enter into an agreement with a provider for animal shelter services
- Continue to budget matching funds for SAFER grant application/hire additional fire personnel
- Complete striping of Lake Road and MLK to improve bicycle and pedestrian safety