

**CITY COUNCIL**

**2019 STRATEGIC PLAN**

**CITY OF HUNTSVILLE, TEXAS**





# CITY OF HUNTSVILLE STRATEGIC PLAN

**Adopted by the City Council February 19, 2019**

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 29, and February 5 2019 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

**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

**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.**

Consider updating regulations for food trucks and food truck parks.

Identify and produce a database of vacant commercial properties along major corridors for development and/or redevelopment opportunities.

Provide accessible public restrooms in the Downtown business area.

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

Consider regulations and requirements for electric scooters operating within the City Limits.

**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.**

Finalize branding efforts to include implementation through the budget process.

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

Complete a specific Economic Development work plan to include specific goals and objectives to further the City's economic development efforts.

Complete and adopt the Airport Master Plan and identify/execute opportunities for a public/private partnership to improve the quality of Huntsville Municipal Airport.

**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.**

Achieve 90% completion on all the proposition 3 water projects.

Achieve at least 50% completion on the AJ Brown sewer treatment plant construction.

Complete and adopt the Transportation Master Plan and identify projects for construction through the Capital Improvements Program.

Continue to budget for sanitary sewer repairs to minimize inflow and infiltration impacts on the wastewater system.

Apply for additional grant funding to expand and/or repair the local sidewalk system.

Complete application and enter into contract for drainage improvements related to hurricane Harvey.

**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.**

Implement Phase II of the pay and compensation study.

Complete a review of the City's recycling efforts and make recommendations to implement in the FY 2019/2020 budget.

Evaluate the condition of and make recommendations for the future use of the MLK Community Center.

Identify through the budget process improvements as suggested in the Parks Master Plan.

Review possible areas for annexation and begin the annexation process for those areas identified during the review.

Monitor legislative actions that could negatively affect City and take appropriate action as necessary.

Identify, quantify, and develop strategies the City can do to address poverty.

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

Review, negotiate, and budget for TRA and Tenaska water contract renewals.

As part of the budget process, review utility and solid waste collection rates including those rates for services provided outside the City limits.

As part of the annual budget review process, review the debt for Proposition 1 projects and impacts on the general fund for future capital projects.

Review and consider a schedule for Proposition 2 funding, design and construction.

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

Enter into contract and begin construction on Proposition 1 projects.

Consider an agreement for animal shelter services.

**Increase fire inspections by 5% for occupied buildings and structures.**

**Receive presentation and make changes as recommended to parking in and around the downtown and university neighborhoods.**

**Consider adoption of a Street Light Installation Policy.**

**Consider adoption of a Speed Control Device Installation policy.**