

CITY COUNCIL

2023 STRATEGIC PLAN

CITY OF HUNTSVILLE, TEXAS





CITY OF HUNTSVILLE STRATEGIC PLAN

Adopted by the City Council February 7, 2023

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 23 and 24, 2023 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 eight broad areas of strategic initiatives aimed to address 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.

In addition to the key objectives included in the plan under each of the strategic goals, the City staff has several major projects already in progress. While each of these are not included in the list of objectives for 2023, they are included in the narrative of the plan below. These items include the following:

- Consider the adoption of traditional zoning districts
- Complete construction of the Service Center and reach 25% completion on City Hall
- Complete construction of the MLK Community Center and host a public event to celebrate its dedication
- Review and consider implementation of the water and sewer rate study as part of the 23-24 budget process
- Complete construction of and begin operations of the Animal Control Facility
- Review and implement additional security measures to help prevent cyber attacks

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.

- Consider funding the placement of existing overhead powerlines underground downtown utilizing downtown revitalization grant funding
- Consider requirements for higher standards of maintaining the exterior appearance of commercial structures

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.

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

- Explore creation and funding opportunities for an Economic Development Commission
- Continue to invest in the Huntsville Municipal Airport and provide opportunities for additional private investment
- Complete an updated inventory and review of City properties available for sale/development/incentive offering

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.

- Consider prioritizing and a creating a funding package for road improvement projects
- Increase the pavement condition index score for existing streets by providing additional funding for the annual street maintenance contract
- Continue implementation of the preliminary drainage master plan by completing the drainage fee study and considering identified projects

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.

- Review policies and programs to assist in affordable housing development
- Appoint a Charter Review Committee
- Provide a cost estimate for the construction of a sports complex for Huntsville
- Pursue funding opportunities for phase two of the MLK Community Center

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

- Review and maintain competitive compensation for employees to assist with employee recruitment and retention efforts

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

- Create and fund a feral cat colony management program
- Identify the locations of frequent accidents and identify potential improvements to increase safety at such intersections