



City of Angleton, Texas Strategic Planning Session Report 2020



EXECUTIVE SUMMARY

28 September 2020

Thank you for allowing me to work with your council and senior staff this past weekend on the strategic priorities of the City.

The external environment of most organizations is dynamic and even turbulent, presenting both challenges and opportunities. Service needs and perceptions, changing community demographics, new technologies, and increasing competition are some of the problems confronting most communities. Those communities that understand and respond to these difficulties and opportunities thrive and grow. Those that remain unaware or misjudge these issues and opportunities eventually die. Most organizations fail because they do not keep abreast and adapt to the changing world around them.

The strategy is how an organization meets the challenges and opportunities of its environment. We define it as a set of conscious choices about how an organization will deliver value. **The strategy is not a document.** It is a mindset that every team member must understand and should guide all decision-making within the organization. *It lays the foundation for tomorrow's success while competing to win today.*

By defining your strategy, you are making pragmatic decisions about the course and direction of the community.

- What constituents will you serve?
- What “deliverables” will you offer?
- How will you distinguish yourself among other communities?
- What core organizational competencies do you need to develop to succeed in the future?
- What do you have to do well in the long run?
- What do you have to be good at in the short run?
- What are your short- and long-term goals?

Failure to answer such questions results in leadership that reacts to their external environment, attempting to preserve and protect what they have known in the past.

By defining your strategy, you also decide who you are and what the City stands for as an organization. You make decisions about a reason for being that is more than just being a financial solvent (budget) city. Having a well-designed budget (financial stability) is like food, oxygen, and water. Without them, we cannot survive, and yet they are not the reason for our existence.

Formulating a clear and compelling strategy is the most critical task the City Council can perform. Furthermore, it will bring vitality and energy to an organization that will propel it well into the future.

A handwritten signature in blue ink that reads "Kent Hutchison".

Kent Hutchison

SWOT

SWOT analysis is a strategic planning technique used to help a person or organization identify strengths, weaknesses, opportunities, and threats related to business competition or project planning.

	INTERNAL	EXTERNAL
POSITIVE	<p>Internal Strengths <i>Assets (valuable resources) that exist within our organization and among our stakeholders.</i></p> <ul style="list-style-type: none"> • Levy • Hospital • Schools – public/private • Low crime rate • Residents • Location • County seat • Ability to control growth (need to utilize) • Citywide communications • Historical knowledge • I.T. /Network infrastructure • City department interworking • Employee resilience • Positive interactions between city, school district & drainage district • Forward-thinking community • Big picture • Collaboration is encouraged • Energy (good) • Chief of police • Animal services • City leadership • Land 	<p>External Opportunities <i>Favorable or advantageous combinations of circumstances that provide the organization with the chance to explore new directions.</i></p> <ul style="list-style-type: none"> • water park • bike trail • downtown living (condos/townhouses) • outdoor amphitheater • travel & tourism center along highway • hotel occupancy tax-funded events (sporting, etc.) • through the livable center (vibrant) downtown nightlife, ordinances to support nightlife and entertainment • Lakeside • City-owned property • Expanding the property tax base • Acquiring more parkland • Internet • Communication – citizens, staff • Develop employees • Infrastructure • Citizen programing • Beautification • Partnerships – school, civic groups, hospital • Economic development – big business, BCFA, etc.
NEGATIVE	<p>Internal Weaknesses <i>Liabilities that exist within our organization and among our stakeholders.</i></p> <ul style="list-style-type: none"> • aging infrastructure (roads – at capacity, sidewalks, buildings, wastewater/sewer, city street lighting) • the outgrowth of city facilities • wearing too many different hats – LEAN • qualified staff – retention • competent market – taxes • aging equipment/ need for equipment • training – job & leadership • economic development – retail recruitment, industrial recruitment) • paid vs. non paid fire interaction/agreement • tax base • flat elevation (flood potential) • retail diversification • entertainment • annexation plan • land use 	<p>External Threats <i>Possible dangers that could threaten the viability and future success of our organization.</i></p> <ul style="list-style-type: none"> • Levey • Too many MUDS • Cyber threats • Terrorism • Natural disasters • Rapid growth • Impact city services • Lack of standards for developers • Drainage • Water capacity • Economic development limitations • Houston expansion • Becoming landlocked • Lack of age diversity in the community • Heavy-handed legislation • Unfunded mandates

RECREATION

	POLL	TOPIC / INITIATIVE	GREEN priority	ORANGE Important but not a priority	RED Not Important to you / Lower Priority
PRIORITY	●●●●	Improve existing parks <ul style="list-style-type: none"> ▪ Freedom Plan/Execution (expand/more baseball) ▪ Bates/Dickey Amenities (lights on fields) ▪ Masterson Programming ▪ Welch Park Resolution ▪ Peck (improvements to drainage) 	3	0	0
	●●●●	Complete Lakeside (finalized plan, fund & build)	2	2	1
IMPORTANT	●●●●	Splash Pad	1	1	1
	●●●●	Rec Center Expansion	0	2	0
	●●●●	Hiking/Biking (bike paths citywide & programming)	0	1	1
	●●●●	City-Owned Golf Course	0	1	1
LOWER PRIORITY	●●●●	More pavilions	0	0	3
	●●●●	Mixed Park – skate park/amenities	0	0	2
	●●●●	Water Park	0	0	1
	●●●●	Dog Park improvements	0	0	0
	●●●●	Parklets	0	0	0
	●●●●	Partner with County (Stephen F. Austin)	0	0	0

REVITALIZATION

	POLL	TOPIC / INITIATIVE	GREEN priority	ORANGE Important but not a priority	RED Not Important to you / Lower Priority
PRIORITY	●●●●●	SH 35 Corridor (streets, curbs/gutters around city hall)	2	3	0
	●●●●●	Downtown revitalization	2	2	0
	●●●●●	Enhance/utilize what we have	1	1	0
IMPORTANT	●●●●●	Beautify building/landscaping	0	5	0
	●●●●●	Multimodal transportation plan (biking/walking/vehicular)	0	2	0
	●●●●●	Revitalization of “east side” – Rock Island – Wildcat Drive <ul style="list-style-type: none"> ▪ Curb/Gutter ▪ Trees ▪ Parking Lot Beautification ▪ Lighting ▪ Art Projects ▪ Signage ▪ Incentives – Business Attraction 	2	2	3
	●●●●●	Mixed use zoning/advertise use options	0	1	0
LOWER PRIORITY	●●●●●	Signage – permitted use vs. not (Art Commission murals/historical/wayfinding)	1	0	2
NOT A PRIORITY	●●●●●	Placemaking	0	0	3

PLANNING

	POLL	TOPIC / INITIATIVE	GREEN priority	ORANGE Important but not a priority	RED Not Important to you / Lower Priority
PRIORITY		Update Master Plan (create stakeholders, group develop plan, adoption) {don't rush to sell out/get what we want}	6	5	0
		Land Use – LDC (development process – more transparent)	3	3	1
		Connectivity east-west corridor (traffic plan) – Cannan to 44	2	0	0
IMPORTANT		Variety of lot size but trend to some estates to attract higher-end as well	0	1	0
LOWER PRIORITY		Code Enforcement <ul style="list-style-type: none"> ▪ Consistent enforcement/follow-through ▪ New codes for residential standards ▪ Improve building façade codes & enforcement ▪ Mutually beneficial economic development Follow ordinance on lot size (ensure compliance limit variance be constant)	0	0	0
		More Diversity in industrial & commercial	0	0	0

HUMAN CAPITAL (STAFFING)

	POLL	TOPIC / INITIATIVE	GREEN priority	ORANGE Important but not a priority	RED Not Important to you / Lower Priority
PRIORITY		Retention <ul style="list-style-type: none"> ▪ Competitive compensation & benefits ▪ Positive work environment ▪ Succession planning/advancement 	7	0	0
		Employee development <ul style="list-style-type: none"> ▪ Training/strategic goals ▪ Performance goals ▪ Continuing education 	5	1	0
		Quality Recruiting <ul style="list-style-type: none"> ▪ Networking/affiliations ▪ Experienced staff 	2	0	0
IMPORTANT		Adequate staffing for growth <ul style="list-style-type: none"> ▪ Increase w/growth 	0	2	0
		Animal Control Shelter Helper Retention <ul style="list-style-type: none"> ▪ Second Chance for hard to fill positions 	0	1	0

INNOVATION & ENGAGEMENT

	POLL	TOPIC / INITIATIVE	GREEN priority	ORANGE Important but not a priority	RED Not Important to you / Lower Priority
PRIORITY IMPORTANT	●●●●●●●●	City Government University (Educate Community)	4	3	0
	●	Employee Notification (Everbridge)	1	0	0
	●●●●●●	Health Fair (citywide) for employees	0	5	0
	●●●●	Parks WiFi / Security Camera	0	3	0
LOWER PRIORITY	●●●●●	Phone App (text/citizen notification)	0	2	2
		City Meetings – Swagit	0	0	0
		City system upgrade (Blackboard)	0	0	0
NOT A PRIORITY	●●	Expand utilities online billing & payments / software automation	0	0	2
		More campaigns for volunteers [including finding city leaders (non-staff); database]	0	0	1

FACILITIES & INFRASTRUCTURE

	POLL	TOPIC / INITIATIVE	GREEN priority	ORANGE Important but not a priority	RED Not Important to you / Lower Priority
PRIORITY IMPORTANT	●●●●●●●● ●●●●●	Service Center – move out <ul style="list-style-type: none"> ▪ Increase capacity ▪ Added functionality ▪ Improve workflow ▪ Location ▪ Entrance off Dwyer Street 	7	4	0
	●●●●●●●●	Utility Infrastructure <ul style="list-style-type: none"> ▪ Internet Broadband ▪ Water/Sewer ▪ Lighting 	3	3	0
	●●●●●	Public Safety <ul style="list-style-type: none"> ▪ Fire Department ▪ Police ▪ Municipal Court (New) 	1	3	0
IMPORTANT		Mobility – ADA Transition Plan citywide <ul style="list-style-type: none"> ▪ Thoroughfare plan ▪ Road improvements ▪ sidewalks 	1	0	0
	●	Emergency Management Office/Location	1	0	0
	●●●●●●	City Hall renovation	0	3	1
	●●●●	Comprehensive Citywide Study	0	1	1
LOWER PRIORITY		Retention Facility <ul style="list-style-type: none"> ▪ Fire Storage for city records 	0	0	0
		Fire Stations/EMS (north & south of traintracks)	0	0	0
		Rec Center Expansion	0	0	0

GOVERNMENT & STEWARDSHIP

	POLL	TOPIC / INITIATIVE	GREEN priority	ORANGE Important but not a priority	RED Not Important to you / Lower Priority
PRIORITY IMPORTANT		Standardize impact fees (revisit CAP fees to ensure that all is legal)	4	0	0
		Budget/CIP Transparency <ul style="list-style-type: none"> ▪ More detailed than the adopted budget ▪ AP project update page – citywide 	2	1	0
		City Charter <ul style="list-style-type: none"> ▪ Update ▪ Easy for a resident to navigate ▪ Communicate it out 	2	0	0
IMPORTANT		Maintain fund balance at 25%	0	1	0
LOWER PRIORITY		On-boarding update workshop for council	0	0	0
		Professional development	0	0	0
		Tax base diversification <ul style="list-style-type: none"> ▪ Lower residential burden ▪ Increase commercial base ▪ Add industry 	0	0	0
		Fund Smart Strategy <ul style="list-style-type: none"> ▪ Only execute studies that can be funded to completion 	0	0	0