



**Report
and
Strategic Plan**

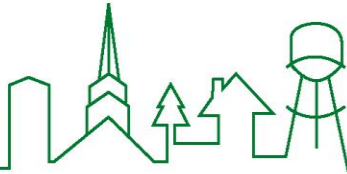
**Adopted
TBD**

**Prepared and Facilitated
By
Ron Cox Consulting**



Ron Cox Consulting

Helping Cities
Manage Better



REPORT AND STRATEGIC PLAN COUNCIL/STAFF RETREAT

CITY OF IOWA COLONY

Session 1 – January 12, 2023

Session 2 – January 19, 2023

Introduction

On January 12, 2023, and again on January 19, 2023 the Mayor, City Council (Council), and staff of the City of Iowa Colony met for a discussion of their governance model and a planning session. The purpose of this meeting was twofold.

- January 12, 2023. Review the results of the DISC Temperament Inventory that each of the Council members took, review the governance philosophy established in 2021, and review and amend as necessary the key elements of the Council's vision and mission for Iowa Colony.
- January 19, 2023. Review the 2021 strategic plan for the city with short term and long-term strategies and goals. Council briefly reviewed their work from the January 12 meeting. There were a few changes. Those are identified in red. Finally, the Council and staff worked together to identify and prepare the basics of a Capital Investment Plan.

The Mayor, Council and staff freely worked together, and their work was exemplary in all respects. Ron Cox facilitated the process.

Session 1 – January 12, 2023

Mayor and Council as a Team

To gain a better understanding of each other and provide more meaningful communication, all members of Council participated in a temperament profile assessment based on the DISC model. DISC is the acronym for an analysis of the style of behavior patterns or characteristics a person displays in both their basic style, and in their environment (or organization) style. The DISC acronym stands for Dominant, Inspiring, Supportive and Cautious. All members of the Council participated in this assessment with a prescribed instrument, and the group viewed and discussed the results. The behavioral characteristics outlined by the Mayor and Councilmembers was revealing in that each person has his own individual style of behavior that affects the group's collective dynamics. The result of the discussion was a better understanding of the dynamics of the group, including how each behaves, and why they behave the way they do, how they communicate and why they communicate the way they do. Learning about these behavioral styles does not denote good or bad behavior or actions (a reflection of character); it allows them and others to understand that actions and reactions will occur naturally and responses to those actions and reactions can be adjusted and/or responded to accordingly (that is, temperament). The group came to a better understanding of why these behaviors occur and how to respond to them. The group also came to a better understanding of their decision-making processes to work better together in the future. Exhibit 1 shows the basic DISC model graphically. Exhibit 2 shows a graph of the Basic Style of each member of the group.

Exhibit 1
The DISC Model

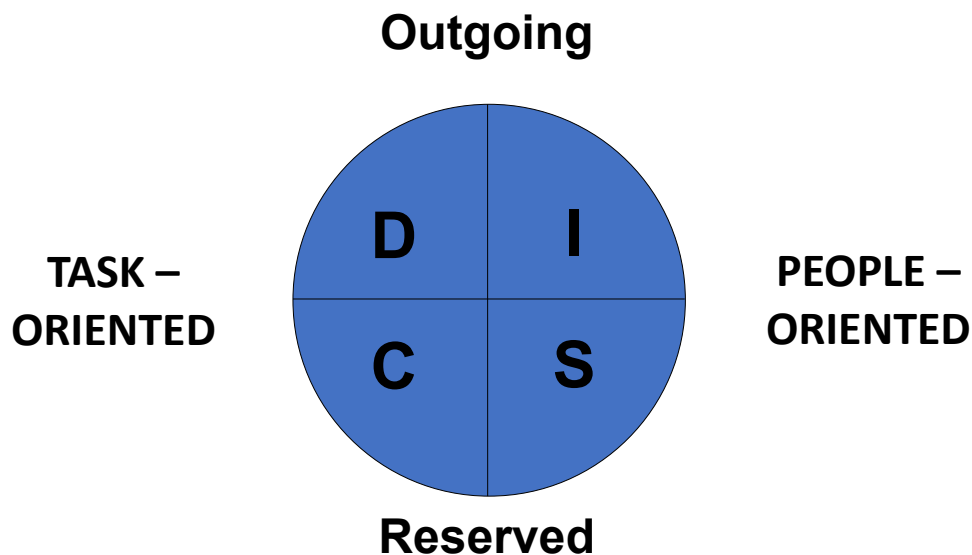
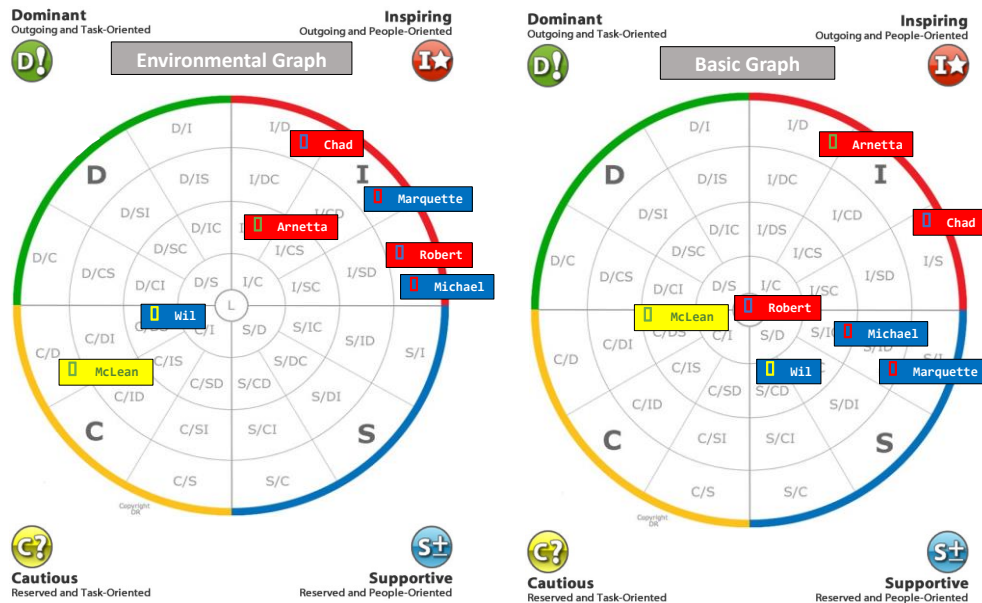


Exhibit 2 Council DISC Results



Governance

The Council had earlier established their governance model. The intent in these discussions was to review the model and be more specific about the overall vision and mission for the city. The Council participated in discussions about their role, together and their leadership responsibilities. The elements of a strong governance model are having and following clear vision and mission, establishing leadership and communications philosophies, and identifying the expectations of each other as Council members, and the City staff and of identifying and recognizing the expectations has staff of the Council.

The key elements of the Governance Philosophy are leadership, communication and understanding and defining expectations. These define how the team will function together. Visioning and planning are the key elements that define what the strategies and goals are for the City of Iowa Colony and what they will be to ensure the vision is ultimately attained.

Governance Model

The governance model first begins with leadership. Each member of the Council asked to provide input into how they will lead, communicate and a defining of expectations for themselves and staff. The red denotes items that were added at this session.

The facilitator began the reviewing each of the members responses as to why they ran and serve on the Council. Their responses were as follows:

Mayor and Council members ran for the office ...

- To be of service.
- To be involved.
- To have an opportunity to make a difference.
- To make the right decisions for today and tomorrow.
- To assist in moving the decision-making process along more quickly.
- Was influenced by others to run.
- Realized that local government has the most influence and direct effect on citizens lives.
- To ensure a community with a culture of inclusion.
- **Was asked.**

The reviewed their attributes they have that will contribute to the work of the Council.

Mayor and Council have the following attributes ...

- Analytical.
- Relational.
- Not too shy to speak up when needed.
- Open minded to change.
- A servant's heart – care about people; give to others first.
- Analytical and objective – can dive into the weeds – with a need to understand.
- **Can get the hard work done.**
- **Not working solely for the accolade but do want to be appreciated.**

The Mayor and Council of the City of Iowa Colony will lead ...

- With honesty and integrity.
- With transparency.
- By listening first.
- By being visible in the community.
- By being responsive to the needs of the community and its citizens.
- With confidentiality.
- By looking at issues globally - not myopically – how a decision effects all.
- With an open mind.
- By confessing your mistakes to others.
- By being fiscally responsible – not wasteful; diligent, discerning.
- By **setting the** example

- Hard on issues; soft on people.
- Speaking person to person on issues (not on Facebook).
-
- By focusing on the good – what is good for Iowa Colony
- Listen, learn, understand, and then respond.
- Providing facts and accurate information.
- Focusing on the good and pursuing the best interests of the entire city.
- By building trust.

The Mayor and Council of the City of Iowa Colony will communicate...

- By listening first.
- By being available.
- Treating everyone with respect.
- Conveying the message that everyone is equally important.
- Enjoying our job and having fun.
- Being genuine – be yourself.
- By being cooperative with others.
- Having an attitude of agreeing to disagree, without being disagreeable.
- Speak with respect and humility.
- Listen with understanding and compassion.
- By having an open-line with everyone.

The Mayor and Council of the City of Iowa Colony expect the following of each other ...

- To be amicable in all respects.
- To be open-minded and honest.
- To be cordial.
- Responsive.
- Ask why. Tell why.
- For all to participate.
- To follow procedures, decorum and protocols.
- To project the culture we expect in all circumstances.

The Mayor and Council of the City of Iowa Colony expect the following of the staff ...

- Do your jobs for the citizens' sake.
- Have a customer service mindset.
- Be the face of the city.
 - Friendly.
 - Competent
 - Knowledgeable.

- Efficient.
- To be trained - invest in professional and continual training for all employees.
- To have the proper compensation (investment).
- To respect the Chain-of-command throughout the organization.

The staff of the City of Iowa Colony expects the following of the Mayor and City Council (as stated by the City Council ...

- To be deliberate and fair in dealings with the staff and issues.
- To take care of the staff – fair compensation, benefits and training.
- To know who they are.
- Do not take advantage of the staff.
- Be nice.
- Follow the Chain-of-command.
- Be respectful.
- Be appreciative.
- Have confidence in them.
- Do not take the staff for granted.
- Provide them the resources to do their work.

Vision and Mission

The Council discussed the elements vision they have for Iowa Colony. Currently, there are no Vision or Mission Statements. However, the 2020 Comprehensive Plan outlined the vision as provided by those who participated in the development of that Plan. They found that the vision provided in that document is still consistent with their collective vision. To add depth to those vision elements, the Mayor and Council prepared a list of key elements they believe are important for the City. This list will be consolidated into a series of key bullet items. From those key items, a draft Vision Statements can be developed by staff and presented to the Mayor and Council.

Vision Elements

These elements were discussed and are presented in no particular order of priority. It was noted that in reviewing the Vision Statement from the Comprehensive Plan, these key vision elements are consistent with and embodied in their vision for the community. At this session, the Council reviewed these key elements. They noted that those checked were key statements for a vision statement. And secondly decided the last bullet needed to be amended for clarity.

- ✓ A full-service city providing all the traditional services a city normally provides.
- The city has mixed development to meet the needs of all who live and want to live within the city. Mixed development includes a combination of single-family housing, multi-family housing, affordable housing, retail, big-box retail, and specialty shops, with a wide variety of uses and services.

- A diversity of rural and suburban mix within the city.
- ✓ A “State of the Art” city.
- A city above the rest.
- ✓ A safe city.
- A city that invests in its youth and citizens of all ages.
- A city that works with public and private partners to improve the quality of life for its citizens.
- A city that engages the community.
- An ~~intermodal~~ city providing ~~transportation~~ opportunity for connectivity throughout. ~~in all modes of transportation.~~

Vision Statement

At the first session, the Council drafted their first Vision Statement. At their second session they reviewed and revised the Statement as follows.

The City of Iowa Colony will be an engaging, safe, full-service, state of the art city.

Mission Statement.

Likewise, the Mayor and City Council reviewed the Missions Statement that has been developed earlier, and agreed it was consistent with the elements they described as stated above.

The key elements for the Mission for Iowa Colony are as follows.

- Creating and providing infrastructure to the extent the city can provide its own services to citizens.
- Promoting economic development.
- Responsive to service requests.
- Displaying professionalism in all cases.
- Providing adequate staff to provide the services.
- Being fiscally responsible.

Mission Statement

The Mission of the City of Iowa Colony and its staff is to continually improve the quality of life by:

- **Creating and providing infrastructure to the extent the city can provide its own services to citizens.**
- **Promoting economic development.**
- **Being responsive to service requests.**
- **Displaying professionalism in all cases.**
- **Providing adequate staff to provide the services.**

- **Being fiscally responsible.**

Values

The Mayor and Council for the first time defined the key values they desire for the Council and staff. These are

- **Honesty**
- **Integrity**
- **Professionalism**
- **Empathy**
- **Being considerate**

Guiding Principles

The Council and staff reviewed the guiding principles established in the Comprehensive Plan and determined these to be still true and useful.

- **Quality of Life.** Protect and promote a quality of life for our citizens that maintains and promotes the rural small town feel of the community.
- **Transportation.** Ensure a transportation system where people can travel safely and efficiently throughout the community and beyond.
- **Goods and Services.** Promote the provision of goods and services for our citizens.
- **Governance.** Ensure the highest level of governance, through elected officials, board and commissions members, and employees.
- **Safe Community.** Provide a safe environment for citizens of all ages.
- **Municipal Services.** Provide municipal services and infrastructure that promotes the health, safety, welfare, and quality of life for our community.

Session 2 – January 19, 2023

Strategic Plan

Following a brief discussion and review of the DISC results and their Governance Model, the Council and full staff participated in the discussions of the results of the 2022 strategic plan and priorities. The Council and staff continued to use the 2019 Comprehensive Plan, and the Plan elements as the basis for their discussions. They reviewed the status of the goals set in the Plan and were able to determine that many of those goals were either

completed or in process. However, their discussions did lead to additional (new) goals for these areas, and additional goals in new areas of emphasis.

The Comprehensive Plan elements are as follows.

- Future Land Use
- Thoroughfare
- Civic Facilities
- Parks and Open Space
- Drainage
- Water and Wastewater
- Organizational Structure/Services

Initiatives – Strategies and Goals

After review, the Council determined the 2022 strategies should remain in place as all have been addressed through the course of the year, but none have been fully completed. Changes are noted in red.

- **1.0 Future Land Use**
 - 1.1 Update Zoning Ordinance to reflect goals of Comp Plan.
 - 1.1.1 Review type or basis of zoning applications to determine which is most advantageous to Iowa Colony.
 - 1.2 Update the Land Use and Zoning Map to reflect the current growth within the city and planned growth for the ETJ.
 - 1.2.1 Identify regional facilities – WWTP, Parks.
 - 1.2.1 Develop locations for a college presence inside the city.
 - 1.2.3 Work with AISD to identify possible school sites.
 - 1.3 Review Comp Plan every five years (2024).
 - 1.4 Coordinate/exchange ETJ territory with adjoining cities to establish a better-defined boundary.
 - 1.5 Prepare guidelines for negotiating development agreements to further encourage implementation of Comp Plan elements.
 - 1.6 Seek opportunities to establish a health care presence within the city.
- **2.0 Thoroughfares**
 - 2.1 Review Thoroughfare Plan annually
 - 2.1.1 Expand Thoroughfare Plan to include all forms of transportation including bike lanes, trails, pedestrian safety features, new technologies.
 - 2.1.2 Submit reviewed, revised Thoroughfare Plan to area agencies for coordination and implementation.
 - 2.1.3 Review Thoroughfare Plan of adjacent cities, and Brazoria County annually.
 - 2.1.4 Continue to review Thoroughfare Plan of adjacent cities, and Brazoria County annually.

- 2.1.5 Submit reviewed, revised Thoroughfare Plan to area agencies for coordination and implementation.
 - 2.2 Establish an overall capital plan for thoroughfare improvements.
 - 2.4.1 Establish a plan for traffic control devices with estimated time frame for implementation.
 - 2.4.2 Coordinate with TxDOT and Brazoria County Toll Road Authority to meet traffic needs on Highway 288.
 - 2.4.3 Plan for city financial participation in city road improvements.
 - 2.4.4 Review and make recommendations for a road impact fee.
 - **3.0 Civic Facilities**
 - 3.1 Seek out opportunities for public/private to partnerships with other entities to create distinct places.
 - 3.2 Establish architectural design guidelines for city-initiated projects.
 - 3.3 Prepare concept plan for city hall and park complex (Government Center).
 - 3.4 Prepare a Facilities Master Plan.
 - 3.4.1 Identify needs and timing for major facilities – public works, service center, city hall, etc.
 - 3.4.1.1 Public Works Facility
 - 3.4.1.2 Service Center
 - 3.4.1.3 City Hall
 - 3.4.1.4 Animal Adoption Facility.
 - ~~3.4.1.5 ESD Fire/EMS facilities.~~
 - 3.4.1.6 Multi-purpose facility.
 - 3.4.1.7 Library
 - 3.4.1.8 Post Office
 - 3.4.1.9 County annex
 - 3.4.1.10 Repurpose existing City Hall.
- **4.0 Parks and Open Space**
 - 4.1 Prepare a Parks Master Plan that meets TP&W guidelines.
 - 4.1.1 Study the feasibility and make recommendations for the following.
 - 4.1.2 Amphitheater for large venues
 - 4.1.3 Disc golf
 - 4.1.4 Recreation Center.
 - 4.1.5 Dog parks.
 - 4.1.6 Picnic pavilion.
 - 4.1.7 Inclusive/accessible park.
 - 4.1.8 Adventure playground
 - 4.1.9 Review Parks and Opens Space master plans on bi-annual basis.
 - 4.1.10 Co-locate parks and detention facilities whenever possible.
 - 4.2 Prepare a city limit and ETJ-wide master pedestrian and trail master plan.
 - 4.2.1 Utilize bayous as trail corridors.
 - 4.3 Complete the next phase of Iowa Colony City Park at Meridiana.

- 4.4 Review Dark Sky ordinance for applicability
- **5.0 Drainage**
 - 5.1 Continue development of the Comprehensive Master Drainage Plan.
 - 5.1.1 Development Drainage Plan CIP.
 - 5.2 Update flood damage control ordinance.
 - 5.3 Coordinate with local drainage districts on policies and projects.
- **6.0 Water and Wastewater**
 - 6.1 Develop a comprehensive Water and Wastewater Master Plan.
 - 6.1.1 Develop a water and wastewater capital improvements plan.
 - 6.1.2 Plan for future surface water supply alternatives.
 - 6.1.3 Design for new technologies to ensure a high quality of water and wastewater.
 - 6.1.4 Establish a plan for elevated storage for the city.
 - 6.2 Prepare a water model for a city-wide regional water and wastewater system.
 - 6.3 Transition ownership and operation of MUD facilities to City in order to create a public water and wastewater system and extend to other parts of the city.
 - 6.4 Prepare a plan for wastewater re-use.
 - 6.5 Ensure backup power systems for outages.
 - 6.6 Identify locations for a regional wastewater treatment plant
- **7.0 Organizational Structure/Services**
 - 7.1 Prepare staffing plan keyed to growth milestones.
 - 7.1.1 Prepare police department plan based on proactive principles – by population.
 - 7.1.2 Review and establish recommendations on bring contract services in-house.
 - 7.2 Continue to seek opportunity for a municipal broadband fiber network.
 - 7.3 Secure city-wide trash collection services.
 - 7.4 Establish fire-protection training program for residents.
 - 7.5 Establish a Citizens Academy addressing all department services.
 - 7.6 Establish a standardized on-boarding process for new employees.
 - 7.7 Complete the muni-code project.

Capital Investment Plan (CIP)

Council and staff then worked on the development of a draft Capital Investment Plan.

They answered four questions through the course of their conversations.

1. Why do we need a CIP?
2. What are the guiding principles for placing a project on the list?
3. What are our funding options?
4. What projects do we anticipate for the future?
5. What are our CIP priorities?

Why do we need a CIP?

Council began to list the reasons a CIP is needed in Iowa Colony as follows.

- To anticipate and build needed projects over time.
- To be able to prioritize projects.
- To have goals to work toward.
- To review the reality of costs associated with projects – construction and operational.
- To be transparent.
- To provide a plan and allocation of resources effectively.
- To build consensus and buy-in for the projects.
- To possibly respond to unfunded mandates.
- To manage both financial and physical growth.

What are the guiding principles for placing a project on the list? To be able to answer these key questions for a proposed project.

- Why is it needed?
- Does it meet the city's vision and mission.
- Is it consistent with the Comprehensive Plan.
- Is it consistent with other plans (drainage, parks, facilities, etc.)?
- Is it affordable?
- When will it likely be affordable?
- Does the public want it?
- Is it a mandate or legal requirements?
- How does the proposed project compare priority-wise with other projects on the list?
- Does it need to be financed? If so, in what way.

What are the funding options available for project implementation? (In no particular order.) Although not an exhaustive list, these are the funding sources Council and staff identified.

- Grants
- Property taxes
- Sales taxes

- Bonds – Utility/Revenue, General Obligation (voted), Certificates of Obligation (non-voted)
- Impact fees
- Contributions
- Public/private partnerships (P3)
- Special districts
- Pay-as-you-go (general operations or set-asides)

What projects do we anticipate for the future?

Although not an exclusive list these are the projects that council and staff identified.

- Water and wastewater treatment plants and elevated storage (Water/Wastewater Master Plan)
- Animal shelter
- Library
- Multipurpose center
- Road expansions (IC Blvd, Davenport, etc.)
- Park improvements (Parks Master Plan)
- Utilities outside subdivisions (rural areas)
- Bike lane retrofits on existing streets
- Electric vehicle chargers
- Public works equipment
- Service center
- Roundabouts (streets)
- Municipal government complex (and associated facilities-library, city hall, court, multi-purpose center)
- Drainage project (Drainage Master Plan)
- Life Safety building

What are the priorities of the identified CIP projects?

The Council and staff were asked to place three colored dots beside each of the listed projects. The dots represent the following and were assigned points to be collated.

- Red dots – 1-5 years funding/construction – 3 pts
- Blue dots – 6-10 years funding/construction -2 pts
- Yellow dots – Over 10 years funding/construction – 1 pts

This is the prioritized list. Including the number of dots and points

Project	Dots	Points	Rank
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Water and wastewater treatment plants and elevated storage (Water/Wastewater Master Plan)	10 red, 1 blue, 1 yellow	33	1
Park improvements (Parks Master Plan)	7 red, 3 blue, 1 yellow	28	2
Municipal government complex (and associated facilities-library, city hall, court, multi-purpose center)	6 red, 3 blue, 1 yellow	25	3
Utilities outside subdivisions (rural areas)	4 red, 6 blue, 0 yellow	24	4
Drainage project (Drainage Master Plan)	6 red, 1 blue, 1 yellow	21	5
Animal shelter	3 red, 5 blue, 1 yellow	20	6
Public works equipment	6 red, 0 blue, 1 yellow	19	7
Life Safety building	0 red, 6 blue, 7 yellow	19	7
Library	1 red, 3 blue, 8 yellow	17	8
Public Works Service center	1 red, 6 blue, 1 yellow	16	9
Roundabouts (streets)	3 red, 1 blue, 4 yellow	15	10
Bike lane retrofits on existing streets	2 red, 2 blue, 3 yellow	13	11
Electric vehicle chargers	2 red, 1 blue, 4 yellow	12	12
Multipurpose center	0 red, 1 blue, 9 yellow	11	13
Road expansions (IC Blvd, Davenport, etc.)	1 red, 1 blue, 4 yellow	9	14

City Staff Implementation Sessions

March 8, 2023

On March 8, 2023, the facilitator met with the City Manager and Executive Staff to review the outcomes of the planning session and to determine next steps for the development of the implementation plan.

Implementation Plan Process. The staff reviewed the implementation portion of the planning process and revised the Implementation Plan. During the discussions, a staff

member was assigned as the team facilitator for the development of the implementation plan for each strategic focus area. The group worked together to develop action steps, with proposed timelines. At the end of the day, a draft implementation plan had been established. The implementation plan is a separate document.

CIP. In addition, the staff began the development of the CIP to include estimated costs, funding sources and timeline for construction.

Reporting

Finally, staff reviewed reporting protocols. These protocols serve the purpose of keeping the staff on schedule with the implementation of strategies, keeping the City Administrator informed, and providing regular reports to the Council on the status of the implementation of the adopted strategies. This provides for long term accountability toward the implementation of the Strategic Plan.

Reporting Protocols

- **Council**
 - Receives periodic updates regarding various projects related to the strategic plan.
 - Receives formal status reports, including an annual report from staff to the Council.
- **City Administrator**
 - City Administrator receives regular updates from staff at regular staff meetings on progress of assignments.

Council Approval March 20, 2023

On March 20, 2023, the Council reviewed their work as well as the work of the staff since the planning session in January. After a thorough discussion the Report was approved as amended unanimously.

Conclusion

The Mayor, Council and staff of the City of Iowa Colony worked through a governance and planning process that allowed the Council to create a governance model and identify and expand strategies for moving the city forward. The process brought the staff leadership and Council closer together as a team and developed an implementation process to ensure the strategies are addressed and accomplished over time.



Strategic Plan 2022-2025

**Council Governance Session
January 12, 2023**

**Council/Staff Planning Retreat
January 19, 2023**

**Adopted
TBD**

**Prepared and Facilitated
By
Ron Cox Consulting**

Vision Statement

(2023)

**The City of Iowa Colony will be an
engaging, safe, full-service, state of the art city.**

Key Vision Elements 2022

- **The city is a full-service city providing all the traditional services a city normally provides.**
- **The city has mixed development to meet the needs of all who live and want to live within the city. Mixed development includes a combination of single family housing, multi-family housing, affordable housing, retail, big-box retail, and specialty shops, with a wide variety of uses and services.**
- **A diversity of rural and suburban mix within the city.**
- **A “State of the Art” city.**
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- **A city that works with public and private partners to improve the quality of life for its citizens.**
- **A city that engages the community.**
- **An intermodal city providing transportation opportunity for connectivity in all modes of transportation.**

Mission Statement

(2023)

The Mission of the City of Iowa Colony and its staff is to continually improve the quality of life by:

- Creating and providing infrastructure to the extent the city can provide its own services to citizens.**
- Promoting economic development.**
- Being responsive to service requests.**
- Displaying professionalism in all cases.**
- Providing adequate staff to provide the services.**
- Being fiscally responsible.**

Mission Elements

- **Creating and providing infrastructure to the extent the city can provide its own services to citizens.**
- **Promoting economic development.**
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Guiding Principles (Comprehensive Plan)

- **Quality of Life**. Protect and promote a quality of life for our citizens that maintains and promotes the rural small town feel of the community.
- **Transportation**. Ensure a transportation system where people can travel safely and efficiently throughout the community and beyond.
- **Goods and Services**. Promote the provision of goods and services for our citizens.
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City of Iowa Colony

Council

Leadership Philosophy

The Council of the City of Iowa Colony will lead by...

- **With honesty and integrity.**
- **With transparency.**
- **By listening first.**
- **By being visible in the community.**
- **By being responsive to the needs of the community and its citizens.**
- **With confidentiality.**
- **By looking at issues globally - not myopically – how a decision affects all.**
- **With an open mind.**
- **By confessing your mistakes to others.**
- **By being fiscally responsible – not wasteful; diligent, discerning.**
- **By setting the example**
 - **Hard on issues; soft on people.**
 - **Speaking person to person on issues (not on Facebook).**
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- **By focusing on the good – what is good for Iowa Colony**
- **Listen, learn, understand, and then respond.**
- **Providing facts and accurate information.**
- **Focusing on the good and pursuing the best interests of the entire city.**
- **By building trust.**

City of Iowa Colony

Council

Communication Philosophy

The Council of the City of Iowa Colony will communicate by...

- **By listening first.**
- **By being available.**
- **Treating everyone with respect.**
- **Conveying the message that everyone is equally important.**
- **Enjoying our job and having fun.**
- **Being genuine – be yourself.**
- **By being cooperative with others.**
- **Having an attitude of agreeing to disagree, without being disagreeable.**
- **Speak with respect and humility.**
- **Listen with understanding and compassion.**
- **By having an open-line with everyone.**

City of Iowa Colony

Council and Staff

Expectations

Council expects the following of each other...

- **To be amicable in all respects.**
- **To be open-minded and honest.**
- **To be cordial.**
- **Responsive.**
- **Ask why. Tell why.**
- **For all to participate.**
- **To follow procedures, decorum and protocols.**
- **To project the culture we expect in all circumstances.**

City of Iowa Colony

Council and Staff

Expectations

Council expects the following of staff...

- **Do your jobs for the citizens' sake.**
- **Have a customer service mindset.**
- **Be the face of the city.**
 - **Friendly.**
 - **Competent**
 - **Knowledgeable.**
 - **Efficient.**
- **To be trained - invest in professional and continual training for all employees.**
- **To have the proper compensation (investment).**
- **To respect the Chain-of-command throughout the organization.**

City of Iowa Colony

Council and Staff

Expectations

The staff of the City of Iowa Colony expects the following of the Mayor and City Council (as stated by the City Council ...

- **To be deliberate and fair in dealings with the staff and issues.**
- **To take care of the staff – fair compensation, benefits and training.**
- **To know who they are.**
- **Do not take advantage of the staff.**
- **Be nice.**
- **Follow the Chain-of-command.**
- **Be respectful.**
- **Be appreciative.**
- **Have confidence in them.**
- **Do not take the staff for granted.**
- **Provide them the resources to do their work.**

Strategic Focus Area

1.0 Future Land Use

Initiatives

- **1.1 Update Zoning Ordinance to reflect goals of Comp Plan.**
 - 1.1.1 Review type or basis of zoning applications to determine which is most advantageous to Iowa Colony.

- **1.2 Update the Land Use and Zoning Map to reflect the current growth within the city and planned growth for the ETJ.**
 - 1.2.1 Identify regional facilities locations – WWTP, Parks.
 - 1.2.1 Develop locations for a college presence inside the city.
 - 1.2.3 Work with AISD to identify possible school sites.

- **1.3 Review Comp Plan every five years (2024).**

- **1.4 Coordinate/exchange ETJ territory with adjoining cities to establish a better-defined boundary.**

- **1.5 Prepare guidelines for negotiating development agreements to further encourage implementation of Comp Plan elements.**

- **1.6 Seek opportunities to establish a health care presence within the city.**

Strategic Focus Area

2.0 Thoroughfares

Initiatives

- **2.1 Review Thoroughfare Plan annually**
 - 2.1.1 Expand Thoroughfare Plan to include all forms of transportation including bike lanes, trails, pedestrian safety features, new technologies.
 - 2.1.2 Submit reviewed, revised Thoroughfare Plan to area agencies for coordination and implementation.
 - 2.1.3 Review Thoroughfare Plan of adjacent cities, and Brazoria County annually.
 - 2.1.4 Continue to review Thoroughfare Plan of adjacent cities, and Brazoria County annually.
 - 2.1.5 Submit reviewed, revised Thoroughfare Plan to area agencies for coordination and implementation.

- **2.2 Establish an overall capital plan for thoroughfare improvements.**
 - 2.4.1 Establish a plan for traffic control devices with estimated time frame for implementation.
 - 2.4.2 Coordinate with TxDOT and Brazoria County Toll Road Authority to meet traffic needs on Highway 288.
 - 2.4.3 Plan for city financial participation in city road improvements.
 - 2.4.4 Review and make recommendations for a road impact fee.

Strategic Focus Area

3.0 Civic Facilities

Initiatives

- **3.1 Seek out opportunities for public/private to partnerships with other entities to create distinct places.**
- **3.2 Establish architectural design guidelines for city-initiated projects.**
- **3.3 Prepare concept plan for city hall and park complex (Government Center).**
- **3.4 Prepare a Facilities Master Plan.**
 - 3.4.1 Identify needs and timing for major facilities – public works, service center, city hall, etc.
 - 3.4.1.1 Public Works Facility
 - 3.4.1.2 Service Center
 - 3.4.1.3 City Hall
 - 3.4.1.4 Animal Adoption Facility.
 - ~~3.4.1.5 ESD Fire/EMS facilities.~~
 - 3.5.1.6 Multi-purpose facility.
 - 3.5.1.7 Library
 - 3.5.1.8 Post Office
 - 3.5.1.9 County annex
 - 3.5.1.10 Repurpose existing City Hall.

Strategic Focus Area

4.0 Parks and Open Space

Initiatives

- **4.1 Prepare a Parks Master Plan that meets TP&W guidelines.**
 - 4.1.1 Study the feasibility and make recommendations for the following.
 - 4.1.2 Amphitheater for large venues
 - 4.1.3 Disc golf
 - 4.1.4 Recreation Center.
 - 4.1.5 Dog parks.
 - 4.1.6 Picnic pavilion.
 - 4.1.7 Inclusive/accessible park.
 - 4.1.8 Adventure playground
 - 4.1.9 Review Parks and Opens Space master plans on bi-annual basis.
 - 4.1.10 Co-locate parks and detention facilities whenever possible.

- **4.2 Prepare a city limit and ETJ-wide master pedestrian and trail master plan.**
 - 4.2.1 Utilize bayous as trail corridors.

- **4.3 Complete the next phase of Iowa Colony City Park at Meridiana.**

- **4.4 Review Dark Sky ordinance for applicability**

Strategic Focus Area

5.0 Drainage

Initiatives

- **5.1 Continue development of the Comprehensive Master Drainage Plan.**
- **5.2 Development Drainage Plan CIP.**
- **5.3 Update flood damage control ordinance.**
- **5.4 Coordinate with local drainage districts on policies and projects.**

Strategic Focus Area

6.0 Water and Wastewater

Initiatives

- **6.1 Develop a comprehensive Water and Wastewater Master Plan.**
 - 6.1.1 Develop a water and wastewater capital improvements plan.
 - 6.1.2 Plan for future surface water supply alternatives.
 - 6.1.3 Design for new technologies to ensure a high quality of water and wastewater.
 - 6.1.4 Establish a plan for elevated storage for the city.
- **6.2 Prepare a water model for a city-wide regional water and wastewater system.**
- **6.3 Transition ownership and operation of MUD facilities to City in order to create a public water and wastewater system and extend to other parts of the city.**
- **6.4 Prepare a plan for wastewater re-use.**
- **6.5 Ensure backup power systems for outages.**
- **6.6 Identify locations for a regional wastewater treatment plant**

Strategic Focus Area

7.0 Organizational Structure/Services

Initiatives

- **7.1 Prepare staffing plan keyed to growth milestones.**
 - 7.1.1 Prepare police department plan based on proactive principles – by population.
 - 7.1.2 Review and establish recommendations on bring contract services in-house.
- **7.2 Continue to seek opportunity for a municipal broadband fiber network.**
- **7.3 Secure city-wide trash collection services.**
- **7.4 Establish fire-protection training program for residents.**
- **7.5 Establish a Citizens Academy addressing all department services.**
- **7.6 Establish a standardized on-boarding process for new employees.**
- **7.7 Complete the muni-code project.**

