



# AGENDA MEMO

## Business of the City Council

### City of Sweeny, Texas

<b>Meeting Date</b>	04.23.2024	<b>Agenda Item</b>	
<b>Approved by City Manager</b>	Yes	<b>Presenter(s)</b>	Lindsay Koskiniemi, City Manager
<b>Reviewed by City Attorney</b>	Yes	<b>Department</b>	City Council
<b>Subject</b>	Discussion and possible action for City Council to create a strategic vision and supporting goals, facilitated by the city manager, to give staff guidance on city priorities and for Councilmembers to share their desired legacy for their time on Council to move the City forward with an a plan to shift from reactive to proactive action.		
<b>Attachments</b>	<ul style="list-style-type: none"> <li>• Strategic planning draft documents from June 2023 workshop</li> <li>• Various cities' strategic plans for reference</li> </ul>		
<b>Financial Information</b>	Expenditure Required:	N/A	
	Amount Budgeted:	N/A	
	Account Number:		
	Additional Appropriation Required:		
	Additional Account Number:		

#### Executive Summary

The City Council of the City of Sweeny first met in June of 2023 for the Council's inaugural strategic planning workshop. Although the plan was not formally adopted by Council, significant progress was made to develop a plan. Draft documents are provided with this agenda item.

A strategic vision is an overarching broad plan, supported by specific, actionable, goals that reflect the governing body's ideas for moving the city forward with input from Councilmembers' constituents. Strategic plans should be re-evaluated annually to assess accomplishment of milestones and adjust for new goals that should be incorporated or removed based on completion of stated goals, new goals to be included, or adjustment of priorities based on community needs. Strategic goals should support the vision and include action steps for how to meet stated goals. A good strategic plan should have no more than five to six strategic goals.

Strategic plans should be formally adopted by the City Council to keep Council and staff members' focus consistently centric on the plan's strategic goals. Items requested to be on future council agendas should align with Council's strategic goals. Strategic plans should also be "branded" to the City's motto or slogan. Sweeny's is, "A City with Pride." Developing an acronym to help reinforce the City's values is helpful. For example City of Irving, Texas uses the following acronym to describe their City's sense of P.R.I.D.E.,

- P** - Professional
- R** - Resilient
- I** - Innovative
- D** - Dependable
- E** - Ethical

Several ideas came out of the strategic planning session last summer. Priority projects included 1–2-year goals and 3-5 year goals and incorporated nine goals in Public Works, five goals in Human Resources, four goals in Finance, seven goals for Economic Development, and several



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goals in Facilities. Several of the items discussed last summer have been completed, therefore re-evaluation of highest priority needs and establishment of goals to meet those needs supported by an action plan for each goal set is what the Council needs to focus on for the purpose of this workshop.

After Council acts on the agreed strategic vision and establishes no more than 6 strategic goals, the Strategic Plan should be adopted by resolution (next agenda item) to solidify the Council's action plan.

The City Manager will facilitate and will walk Council through a process to identify the City's highest-priority needs to develop a plan.

In preparation for this workshop, several emails were sent to the Councilmembers and Sweeny Executive Leadership Team containing links to other cities' strategic plans.

City of Wichita Falls, Texas:

<https://www.wichitafallstx.gov/ImageRepository/Document?documentID=40816>

**OUR VISION**  
Wichita Falls is a vibrant, growing, family-oriented community of unlimited opportunity and civic pride.

**OUR MISSION**  
Enhance our quality of life through responsive service delivery, sound financial management, and partnerships spanning the public, private and business sectors.

**OUR VALUES**  
Excellence  
Integrity  
Accountability  
Transparency  
Innovation

**OUR GOALS**

- 1 Accelerate Economic Growth
- 2 Provide Quality Infrastructure
- 3 Redevelop Downtown
- 4 Efficiently Deliver City Services
- 5 Actively Engage & Inform the Public

**OUR STRATEGY**

- 1.1 – Encourage the Chamber of Commerce to aggressively pursue recruitment of high-value businesses
- 1.2 – Support implementation of the Economic Development Strategic Plan.
- 1.3 – Aggressively market the City.
- 1.4 – Continue alignment of the priorities of the City, Chamber of Commerce and EDC boards.
- 1.5 – Support a thriving Sheppard Air Force Base.
- 1.6 – Revitalize depressed and declining neighborhoods.
- 1.7 – Look for post-pandemic economic opportunities.
- 1.8 – Continue community internship opportunities.
- 2.1 – Upgrade or replace outdated public facilities.
- 2.2 – Complete signature public improvements.
- 2.3 – Evaluate alternative options for financing infrastructure improvements.
- 2.4 – Advance the Ringgold Reservoir project.
- 2.5 – Educate citizens on future infrastructure and public facility needs.
- 2.6 – Enhance focus on long-term street and utility infrastructure needs.
- 2.7 – Continue the bicycle-friendly city initiative.
- 3.1 – Complete the development of a convention center hotel.
- 3.2 – Continue implementation of the Downtown Master Plan.
- 3.3 – Support innovative, flexible building practices for downtown building.
- 3.4 – Align the priorities and metrics of the City, Chamber of Commerce and DTWF.
- 3.5 – Leverage local, state and federal economic development funding sources.
- 3.6 – Grow hotel occupancy tax revenues to support the Multi-Purpose Events Center.
- 3.7 – Pursue public private partnerships.
- 3.8 – Create a live-work-play downtown.
- 3.9 – Enhance focus on culture, arts and entertainment venues.
- 4.1 – Improve employee recruitment and retention.
- 4.2 – Reinforce a culture of superior customer services.
- 4.3 – Streamline municipal business processes.
- 4.4 – Practice effective governance.
- 4.5 – Promote and encourage innovation.
- 5.1 – Enhance public outreach and engagement.
- 5.2 – Equip City Councilors as community ambassadors.
- 5.3 – Maintain coordinated and trusted messaging
- 5.4 – Strengthen supportive partnerships with the non-for-profit community

Wichita Falls City Council  
March 21, 2023

**Approved Strategic Plan – May 2021**

City of Irving, TX: <https://www.cityofirving.org/153/Strategic-Planning>

Irving Strategic Plan in brief document (English & Spanish):

<https://www.cityofirving.org/DocumentCenter/View/56775/Future-in-Focus>



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## CITY OF IRVING ORGANIZATIONAL STRATEGY

Future in Focus serves as the city's operational strategic plan framework for all services and works in tandem with the city's 5-year capital plans, City Council priorities and annual budget.

<p><b>VIBRANT ECONOMY</b></p>  <p>Support strategic development and redevelopment including revitalization of targeted areas.</p> <p>Support business retention and recruitment.</p> <p>Effectively plan and manage land use.</p> <p>Market Irving as a destination.</p>	<p><b>INFRASTRUCTURE INVESTMENT</b></p>  <p>Maintain roadways, sidewalks and transportation infrastructure.</p> <p>Maintain water, wastewater and drainage infrastructure.</p> <p>Provide an adequate water supply now and in the future.</p> <p>Support strategic investment in city facilities.</p>	<p><b>SENSE OF COMMUNITY</b></p>  <p>Provide exceptional recreational, cultural and educational opportunities.</p> <p>Actively engage and communicate with the community.</p> <p>Foster a culture of diversity and inclusion.</p>	<p><b>GOVERNMENT SUSTAINABILITY</b></p>  <p>Protect the city's financial integrity and credibility.</p> <p>Recruit, retain and develop a qualified, competent and diverse workforce.</p> <p>Improve efficiency through data, technology and thoughtful, innovative approaches.</p> <p>Ensure government transparency.</p>	<p><b>SAFE AND BEAUTIFUL CITY</b></p>  <p>Safeguard public safety, security and health.</p> <p>Improve property conditions and overall appearance of the city.</p> <p>Promote environmental stewardship.</p>
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**VISION:** Irving will be the model for safe and beautiful neighborhoods, a vibrant economy, and exceptional recreational, cultural and educational opportunities.

**MISSION:** Deliver exceptional services and promote a high quality of life for residents, visitors and businesses.

**VALUES:** We have PRIDE in all that we do. We are **Professional • Resilient • Innovative • Dependable • Ethical**

City of Huntsville, TX: <https://www.huntsvilletx.gov/DocumentCenter/View/14637/2023-CoH-Strategic-Plan?bidId=>

City of Brownsville, TX (This city's council received state recognition as 'Council of the Year' recently): <https://www.brownsvilletx.gov/2147/Governance-Strategic-Visioning>

City of Buda, TX: <https://www.budatx.gov/744/Strategic-Plan>

<https://www.budatx.gov/DocumentCenter/View/9388/Strategic-Plan-Executive-Summary-2021-2026-2036-Report---Revised-June-2023?bidId=>

### Recommended Action

Staff's recommendation to Council is to:

- 1) Adopt a strategic vision – a broad, overarching goal, such as, "To be the best small city in Texas to call home," OR, something with more specific and personalized, such as, "To restore the Pride in Sweeny through infrastructure investment."
- 2) Then, after Council has established what their vision for Sweeny is, we recommend you adopt 5 – 6 heavy-hitter strategic planning goals that address Sweeny's needs based on highest priority and support the greatest good.



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- 3) Once strategic goals are established, develop a 3-5-step plan for meeting those goals. For example, if "Promoting a safe community," is a goal, then action steps to meet that goals could include:
  - 1 Increase ISO rating for lower homeowner insurance costs and increasing safety through strong fire safety Code;
  - 2 Construct a holding facility at the PD to keep patrol officers in Sweeny to avoid taking prisoners to Brazoria County jail for booking and intake.
  - 3 Increase lighting of identified dark areas of public spaces, replace pressurized sodium lights with LED lights, etc.
  - 4 Replace damaged and noncompliant walkway ramps with ADA-compliant ramps verified by TDLR.
- 4) Once the strategic vision and goals generate Council's consensus, adopt the Plan by resolution.
- 5) City Manager to provide final draft of adopted Strategic Plan to Council.