



**Report**

**and**

**Strategic Plan**

**Adopted**  
**April 15, 2021**

**Prepared and Facilitated**  
**By**  
**Ron Cox Consulting**



## **REPORT AND STRATEGIC PLAN COUNCIL/STAFF RETREAT**

### **CITY OF ALVIN**

**January 14 and 16, 2021**

#### **Introduction**

On January 14 and 16, 2021, the Mayor, City Council and staff of the City of Alvin met for a retreat planning session. The purpose of this meeting was twofold.

- Prepare a governance philosophy for the City Council and staff. Included in that is identifying key elements of the Council's vision and mission for Alvin.
- Draft the first strategic plan for the city.

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

#### **Governance**

In their January 14, 2021 session the Council established the basics of their governance model. The intent in these discussions was to 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 City Council members, and the City staff and of identifying and recognizing the expectations has staff of the City 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 Alvin 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 facilitator began the process by asking each of the members why they ran and serve on the City Council. They responded as follows:

### **Mayor and Council members serve ...**

- To make the city better.
- So Alvin will be better for me and my family.
- So families and their children will stay in Alvin.
- There is potential and opportunity for and in Alvin.
- Use my experience in other city governments to help Alvin be a better city.
- I love this town.
- To ensure the city continues on the path it is on now.
- Making things better.
- To support the great staff we have.
- To get involved and make a positive change in the community.

The facilitator then asked the members to describe the attributes they have that will contribute to the work of the Council.

### **Mayor and Council have the following attributes ...**

- Construction background.
- A city background – working for other cities earlier in career
- Twenty-five years in government; half of those working for the City of Alvin. (it was noted that three of the current Council members have worked for a city before coming on the Alvin City Council.)
- Provide a fresh perspective.
- Being involved in my hometown.
- Knowing the history of Alvin and providing a historical perspective.
- Background in engineering construction with big projects and big budgets.

### **The Mayor and Council of the City of Alvin will lead by ...**

- Being open minded and unbiased.
- Doing my homework.
  - Reading the materials.
  - Gathering facts.
  - Ask the right questions
  - Forming my own opinion.
  - Being willing to change my mind.
- Staying out of the way and letting staff do their work.
- Providing the right tools to the staff.
- Trust that we are all here to do the right thing for the right reasons.
- Council trusts staff: Staff trusts Council.
- Teamwork between Council and staff.
- Holding each other accountable.
- Being humble.
- Knowing and understanding the common goal.
- With integrity.
- Having no hidden agenda – except for the good of the city.
- Leave emotions at home.
- Always come back together after the vote as friends.
- Accept that when the decision is made, it is the group’s decision and move forward.
- Collaboration bringing good decisions. Eight heads are better than one.
- Getting people involved.
- Be positive: Be “for” instead of “against”.
- Coaching others.

### **The Mayor and Council of the City of Alvin will communicate by ...**

- Listening
  - To citizens
  - To each other
  - To staff
- Asking questions
- Communicating to and with citizens to gather and convey information.
- Express what we are for, rather than focusing on what we are against.
- Being levelheaded in our discussions.
- Being clear and transparent in our discussions.

### **The Mayor and Council of the City of Alvin expect the following of each other ...**

- Read the material.
- Be informed.
- Transparency.

- Driving together without being in a rush.
- Have and execute a plan of action.
  - Be willing to adjust the plan.
  - Hold each other accountable to the plan.
- Ask staff but not direct.

**The Mayor and Council of the City of Alvin expect the following of the staff ...**

- Dedication to duty.
- Knowing that we all work for the same “company”.
- Have the right skill set for the job you are doing.
- Be motivated.
- Have pride in your work and in your City.
- Honesty. Don’t be afraid to express your opinion to Council.
- Trust in Council and each other.
- Maintain good relationships with Council and each other.
- Follow the Chain of Command.
- Be willing to go the extra mile.
- Provide superior customer service to the citizens.

**The staff expects the following of the Mayor and Council of the City of Alvin (as defined by the City Council) ...**

- Be trustworthy.
- Provide the proper tools – equipment, training, compensation.
- Be approachable.
- Communicate: Ask, listen, but do not direct. (Follow the Chain of Command.)
- Be supportive.
- Provide fair compensation and benefits.
- Provide proper working conditions – facilities and safety.
- Have a clear vision
- Have focused vision, planning, strategies and execution.

## **Vision and Mission**

The Council discussed the elements vision they have for Alvin. Currently, there are no Vision or Mission Statements. So, the Mayor and Council prepared a list of key elements they believe make up the vision 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 City 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 the Vision Statement.

- A great place to live, work and play.
- Prosperous.
- Safe.
- Think of Alvin first.
- Balanced.
- A place to grow up and stay.
- Easy access and mobility.

## Vision Statement (Comprehensive Plan)

The Mayor and Council reviewed the Vision Statement as presented in the Comprehensive Plan. The Vision statement was broken down into key elements and reviewed against the key elements as stated by the City Council. They agreed that although a long statement it was still reflective of the vision as they see it, and it should be reviewed and amended as the Comprehensive Plan is amended in the next year.

The Vision Statement is presented as follows.

**Looking ahead to the Year 2035 and beyond, our vision is to manage growth in a manner that results in a predictable development of exceptional quality, improved economic competitiveness, diverse professional and commercial activity, and an enhanced community character; achieve a compatible pattern of land use that sustains property values and supports a blend of housing types for all stages of life and income levels; revitalize downtown as a true city center and community gathering place while preserving Alvin's rich history and unique character; improve transportation efficiency and choices including increased opportunities for walking and bicycling; enhance safe and convenient access to parks and recreation facilities for citizens of all ages, to enable healthy and active lifestyles; protect valued open spaces and conserve natural resources, for the benefit and integrity of our environment, drainage systems, and community appearance; efficient use of community facilities and public infrastructure and their adequate provision concurrent with new development; and an attractive and well-maintained community that we, the Citizens of Alvin, are proud to call home.**

The Vision Statement divided into bullets expressing the key elements of the larger statement shows the consistency between the stated key elements and the written vision statement.

**Looking ahead to the Year 2035 and beyond, our vision is to...**

- manage growth in a manner that results in a predictable development of exceptional quality, improved economic competitiveness, diverse professional and commercial activity, and an enhanced community character;
  - achieve a compatible pattern of land use that sustains property values and supports a blend of housing types for all stages of life and income levels;
  - revitalize downtown as a true city center and community gathering place while preserving Alvin’s rich history and unique character;
  - improve transportation efficiency and choices including increased opportunities for walking and bicycling;
  - enhance safe and convenient access to parks and recreation facilities for citizens of all ages, to enable healthy and active lifestyles;
  - protect valued open spaces and conserve natural resources, for the benefit and integrity of our environment, drainage systems, and community appearance;
  - efficient use of community facilities and public infrastructure and their adequate provision concurrent with new development;
  - and an attractive and well-maintained community
- that we, the Citizens of Alvin, are proud to call home.

### Mission Elements

These elements are presented in no particular order of priority.

- A professional staff.
- Teamwork among Council and staff to get the job done together.
- Focused goals.
- Exciting projects and programs for all citizens to participate in and enjoy.

### Mission Statement.

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 Mission Statement is as follows (underlining for emphasis).

**A city government staffed with individuals who, through cooperation, teamwork and pride, serve to provide the highest level of services to its community.**

**By investing in the growth and development of our employees, we secure a value-centered approach for customer service.**

**This investment results in strategic partnerships, fostering mutual trust and respect throughout our community.**

**The City of Alvin remains committed to fiscal responsibility; a strong work ethic; and the belief that our citizens are our customers.**

## **Serving with Pride**

These will serve as the basis for future more succinct Vision and Mission Statements for the City of Alvin.

### **Leadership Values**

Finally, the Mayor and Council reviewed the Employee Code of Ethics. This Code of Ethics outlines the values the employees should adhere to as they work together toward the good of Alvin.

### **Employee Code of Ethics.**

- **Maintain the highest ethical standards.**
- **Act at all times in the best interest of the community.**
- **Be courteous and respectful to all persons.**
- **Demonstrate integrity, responsibility and professionalism.**
- **Provide honest, compete and accurate information.**
- **Adhere to City policies, procedures and rules.**

## **Serving with Pride**

### **Strategic Planning**

Following the discussion on governance, the full staff participated in the discussions at the January 16, 2021 session. The facilitator led the participants in a SWOT analysis, identifying and discussing the strengths, weaknesses, opportunities and threats for the City of Alvin, both organizationally and in the community. The weaknesses then were divided into common themes – Areas of Emphasis. Then opportunities – strategies and goals – were identified to overcome the weaknesses. Finally, threats were identified that if not identified and anticipated may get in the way of accomplishing the strategies and goals.

The participants were divided into three groups. Each group focused on strengths and weaknesses as follows.

### **Strengths**

#### **Group 1**

- The citizens of the community choice of candidates and elected leaders.
- The hometown, small town history of Alvin.
- The ethics and professionalism of the elected officials and staff.
- The perception of change that is taking place.



- The staff.
- The City Council.
- Relationships with other entities – county, state, railroad commission, neighboring cities.
- The amount of planning that is going on now for infrastructure improvements.
- The focus on weaknesses to make them strengths.
- A “we” not “me” attitude.
- Fiscal responsibility
- Stability.
- Communication between Council and staff and citizens.
- Ability to have open dialogue and allow for delegation of duties.

### **Group 2**

- Council/staff relationships.
- Healthy fund balance – good bond rating.
- Dedication and unity among Council.
- Excellent community.
- Community involvements.
- Consistency between Community/Council/staff.
- Staff willingness to go the extra miles.
- Excellent leadership by the City Manager.
- Improving infrastructure.
- Civic organizations are strong and active.
- Council not bound by personal interests.
- Employee benefits, including Fridays off.
- Recent vehicle and equipment upgrades.

### **Group 3**

- Good caring people who are engaged.
- Location is ideal for growth.
- Good Council and staff – good leadership at all levels.
- Financial stability. Strong reserves.
- Continuing infrastructure improvements.
- Multiple master plans that are being followed (not collecting dust).
- Strong education emphasis for workforce – Alvin Community College and AISD.
- Good mix of residential and commercial.
- Alvin as an established and solid foundation.
- Great history in Alvin.
- Location is accessible to jobs.
- There is quality of place – thirteen parks inside the city.
- Strong intergovernmental relationships.
- A safe city.
- Strong reinvestment in the community.

## **Weaknesses**

### **Group 1**

- Lack of aesthetics throughout the city, especially at the entrances.
- Need for a branding to improve reputation and community pride.
- Beautify all of Alvin.
- Still have infrastructure improvement needs.
- What is not allowed in surrounding cities comes to Alvin without zoning.
- Not ready for growth in some areas, including mobility.
- Should be proactive instead of reactive.
- Need specialized staff to focus on specialized areas.
- Problems with employee retention – trained here and move on.
- State has too much control or influence on corridor development.

### **Group 2**

- No zoning.
- Negative perception and stigma as an “old country town”.
- No appeal to entryways into the city from all directions.
- Confusion between historic vs. progressive and historic and progressive.
- Difficult to overcome small town moving forward.
- Issue with staff retention.
- Median income in Alvin is low, and rental property is high.
- Uninsured and underinsured drivers throughout the city.
- No hospital or medical facilities.
- Perception of higher tax rate than surrounding cities.
- Lack of commercial and restaurants.
- Poor logistics on evacuation procedures for citizens.

### **Group 3**

- Transportation routes into the community need improvement.
- Difficult to recruit and retain employees.
- No zoning and land use controls.
- Drainage improvements needed.
- Aging infrastructure and facilities.
- Stigma of city based on aesthetics of the city.
- Cleanliness needs improvement.
- Outdated code of ordinances.
- Dilapidated rental property.
- Lack of residential amenities even in newer neighborhoods.

## **Areas of Emphasis**

Reviewing the weaknesses presented resulted in the identification of five areas of emphasis.

- Infrastructure
- Community Appeal
- Organizational Excellence
- Mobility and Transportation
- Economic Development

## **Weaknesses Rearranged**

The weaknesses identified above, we then rearranged (in a summarized fashion) to be within one of the areas of emphasis.

- **Infrastructure**
  - Aging infrastructure.
  - Aging facilities.
  - Lack of drainage
  
- **Community Appeal**
  - No zoning and land use controls.
  - Perception of Alvin and stigma associated with it.
  - Outdated codes and ordinances.
  - Large number of unkept rental properties.
  - Lack of residential amenities.
  - Perception of a high tax rate by citizens.
  - Need to beautify Alvin.
  - Need to improve entrances to the City.
  
- **Organizational Excellence**
  - Need for specialized staffing to meeting community needs.
  - Lack of ability for recruitment and retention of employees in all service areas.
  - Staff retention and pay.
  - Staffing at all levels of service.
  
- **Mobility and Transportation**
  - Mobility into and out of the city.
  - Emergency evacuations.
  - Quality and quantity of traffic routes.
  - Lack of public t.
  - State regulatory impediments in the state-maintained corridors.

- **Economic Development**
  - Confusion between history and progress.
  - Small town trying to move forward.
  - High number of rental properties.
  - Uninsured and underinsured motorists.
  - Expand commercial and restaurants.
  - No branding.
  - Lack of reputation and pride.
  - Competition from area cities.

## **Opportunities – Strategies and Goals**

- **Infrastructure**
  - Prepare a Facilities Master Plan.
    - Identify alternative facility availability including empty buildings.
    - Plan for reinvesting in existing facilities for most efficient use.
    - Plan for maintenance costs of all facilities.
  - Continue implementation of all master plans.
  - Continue with drainage plan improvements.
    - Continue cooperative efforts with the drainage district.
    - Expand drainage planning to Mustang Bayou watershed.
    - Establish a plan for ensuring the proper maintenance of privately maintained detention and drainage facilities.
    - Establish a detention plan inspection program.
- **Community Appeal**
  - Establish a comprehensive program to beautify the City
    - Improve entryway and corridors
      - Establish a standard and theme for entryway signage with approved branding.
      - Establish a highway improvement program with TxDOT to improve the aesthetics of the highways and ROW.
    - Continue to work with Keep Alvin Beautiful on improvements.
  - Undertake a comprehensive review of all codes and ordinances with an eye toward improving the community’s appeal.
    - Determine if zoning is an option.
    - Establish a program and resources for enforcement of updated codes and ordinances.
    - Establish a strong public education program to explain why to beautify and identify new codes and ordinances that will affect the citizens.
  - Establish rental property regulations to ensure code compliance for health and safety of residents.

- Improve neighborhood amenities and overall value of new subdivision and new home construction.
  - Review and revise existing codes accordingly.
  - Provide resources for enforcement.
- Improve poor perception (stigma) of Alvin.
  - Establish public information initiative to tell the Alvin story.
  - Communicate that story to commercial property owners (local and remote) the need to improve perception.
  - Provide staffing resources to tell the story.
- **Organizational Excellence**
  - Develop a staffing study for all departments
    - Include critical review of current activities and eliminate as appropriate.
    - Move personnel to fit the redefined jobs.
    - Add personnel where needed.
  - Prepare an employee retention and recruitment program for all departments.
    - Review and plan for multiple management layers to encourage upward mobility.
    - Review and eliminate impediments to the inability to retain employees.
    - Review and eliminate impediments to recruitment of new employees.
    - Establish tuition reimbursement incentives
  - Prepare a comprehensive compensation and benefits plan.
    - Review and revise compensation and benefits at all levels.
    - Review and revise incentive plans and certificate pay in all departments.
      - Tuition reimbursements and fees for higher education and training.
      - Agreements for staying for the additional incentives.
  - Establish benchmark plans for all departments.
- **Mobility and Transportation**
  - Review and establish a public transportation system.
    - Identify funding sources.
    - Establish interlocal relationships with other entities.
  - Improve mobility during evacuations.
    - Study all evacuation routes and make recommendations for changes.
      - TxDOT and the Grand Parkway.
      - The County mobility plan.
      - Seek funding for improvements such as HGAC federal funds.
    - Commit staff resources as necessary.

- Communicate all plans to the citizens.
- **Economic Development**
  - Continue to enhance redevelopment efforts throughout the entire city while maintaining the city’s sense of history.
  - Enhance and expand business recruitment and retention programs.
    - Establish incentive programs for attracting targeted businesses.
  - Establish a “brand” for the city.
    - Identify what describes Alvin.
    - Include ACC and AISD.
    - Identify and deliver on a promise.
  - Improve the overall economic health and income of the citizens.
    - Establish ordinances and permitting to encourage economic growth at all socio-economic levels.
    - Establish transportation systems and opportunities for low to moderate income citizens.
      - Trails and sidewalks to strategic areas
      - Public transportation.

## **Threats**

Finally, the full group identified threats to accomplishing the goals and strategies that have been identified.

- Economy grows stagnate.
- Economy grows faster than ability to keep up.
- Natural disasters or other catastrophic events.
- Lack of will of the people.
- Lack of will of the council to make hard decision.
- Lack of funds to implement.
- Competing priorities.
- The unknown future.
- Unfunded mandates.
- Mandates contrary to the goals of the city.
- Fees and permitting that inhibits growth and competition.
- Change in elected leadership.
- Increased crime.

## City Staff Implementation Sessions

### February 2, 2021

On February 2, 2021 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 a template to be used to develop the implementation portion of the planning process. During the discussions, a staff member was assigned as the team facilitator for the development of the implementation plan for each areas of emphasis. Those present divided themselves into groups to review the strategies and goals. Further they developed action steps, with proposed timelines, and budget implications (if they were known at the time). At the end of the day, a draft implementation plan had been established. The team facilitator was tasked with cleaning up their work, presenting it to the City Manager for review. The implementation plan is included in this document.

**Vision, Mission and Core Values.** The staff took the vision elements provided by the Council at the planning session and developed a Vision Statement, revised the Mission Statement, and add the core values. All these are incorporated into the strategic plan below.

### Reporting

Finally, staff established reporting protocols. These protocols serve the purpose of keeping the staff on schedule with the implementation of strategies, keeping the City Manager informed, and providing regular reports to the City 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 a high-level quarterly, and more detailed semi-annual and annual reports from staff to the City Council.
- **City Manager**
  - City Manager receives regular updates from staff at regular staff meetings on progress of assignments.

## **City Council Approval**

**April 15, 2021**

On April 15, 2021 the City 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 Alvin 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 2021**

**Council/Staff Planning Retreat  
January 14 and 16, 2021**

**Adopted  
April 15, 2021**

**Prepared and Facilitated  
By  
Ron Cox Consulting**

# **Vision Statement 2035 Comprehensive Plan Adopted 2014)**

**Looking ahead to the Year 2035 and beyond, our vision is to...**

- manage growth in a manner that results in a predictable development of exceptional quality, improved economic competitiveness, diverse professional and commercial activity, and an enhanced community character;**
- achieve a compatible pattern of land use that sustains property values and supports a blend of housing types for all stages of life and income levels;**
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- protect valued open spaces and conserve natural resources, for the benefit and integrity of our environment, drainage systems, and community appearance;**
- efficient use of community facilities and public infrastructure and their adequate provision concurrent with new development;**
- and an attractive and well-maintained community that we, the Citizens of Alvin, are proud to call home.**

# **Key Vision Elements 2021**

- **A great place to live, work and play.**
- **Prosperous.**
- **Safe.**
- **Think of Alvin first.**
- **Balanced.**
- **A place to grow up and stay.**
- **Easy access and mobility.**

## **Mission Statement**

*A city government staffed with individuals who, through cooperation, teamwork and pride, serve to provide the highest level of services to its community.*

*By investing in the growth and development of our employees, we secure a value-centered approach for customer service.*

*This investment results in strategic partnerships, fostering mutual trust and respect throughout our community.*

*The City of Alvin remains committed to fiscal responsibility; a strong work ethic; and the belief that our citizens are our customers.*

*Serving with Pride*

## **Mission Elements**

- **A professional staff.**
- **Teamwork among Council and staff to get the job done together.**
- **Focused goals.**
- **Exciting projects and programs for all citizens to participate in and enjoy.**

## **Values**

### **Employee Code of Ethics**

- **Maintain the highest ethical standards.**
- **Act at all times in the best interest of the community.**
- **Be courteous and respectful to all persons.**
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- **Provide honest, complete and accurate information.**
- **Adhere to City policies, procedures and rules.**

# **City of Alvin**

## **City Council**

### **Leadership Philosophy**

#### **The City Council of the City of Alvin will lead by...**

- Being open minded and unbiased.
- Doing my homework.
  - Reading the materials.
  - Gathering facts.
  - Ask the right questions
  - Forming my own opinion.
  - Being willing to change my mind.
- Staying out of the way and letting staff do their work.
- Providing the right tools to the staff.
- Trust that we are all here to do the right thing for the right reasons.
- Council trusts staff: Staff trusts Council.
- Teamwork between Council and staff.
- Holding each other accountable.
- Being humble.
- Knowing and understanding the common goal.
- With integrity.

- Having no hidden agenda – except for the good of the city.
- Leave emotions at home.
- Always come back together after the vote as friends.
- Accept that when the decision is made, it is the group’s decision and move forward.
- Collaboration bringing good decisions. Eight heads are better than one.
- Getting people involved.
- Be positive: Be “for” instead of “against”.
- Coaching others.



# **City of Alvin**

## **City Council**

### **Communication Philosophy**

**The City Council of the City of Alvin will communicate by...**

- Listening
  - To citizens
  - To each other
  - To staff
- Asking questions
- Communicating to and with citizens to gather and convey information.
- Express what we are for, rather than focusing on what we are against.
- Being levelheaded in our discussions.
- Being clear and transparent in our discussions. Collaboration bringing good decisions. Eight heads are better than one.
- Getting people involved.

# **City of Alvin**

## **City Council and Staff**

### **Expectations**

#### **Council expects the following of each other...**

- Read the material.
- Be informed.
- Transparency.
- Driving together without being in a rush.
- Have and execute a plan of action.
  - Be willing to adjust the plan.
  - Hold each other accountable to the plan.
- Ask staff but not direct.

# **City of Alvin**

## **City Council and Staff**

### **Expectations**

#### **Council expects the following of staff...**

- Dedication to duty.
- Knowing that we all work for the same “company”.
- Have the right skill set for the job you are doing.
- Be motivated.
- Have pride in your work and in your City.
- Honesty. Don’t be afraid to express your opinion to Council.
- Trust in Council and each other.
- Maintain good relationships with Council and each other.
- Follow the Chain of Command.
- Be willing to go the extra mile.
- Provide superior customer service to the citizens.

#### **Staff expects Council to (as defined by Council members themselves) ...**

- Be trustworthy.
- Provide the proper tools – equipment, training, compensation.
- Be approachable.
- Communicate: Ask, listen, but do not direct. (Follow the Chain of Command.)
- Be supportive.
- Provide fair compensation and benefits.
- Provide proper working conditions – facilities and safety.
- Have a clear vision
- Have focused vision, planning, strategies and execution.

# City of Alvin

## Strategic

### Areas of Emphasis

- **Infrastructure**
  - **Guiding Principle:** *The City of Alvin will provide excellent infrastructure and facilities that meets the needs of the citizens and businesses, and staff.*
  
- **Organizational Excellence**
  - **Guiding Principle:** *The City of Alvin will operate in a transparent, efficient, accountable and responsive manner by preparing the organization and the staff for the future, focusing on core services, attracting and retaining the best employees and wise stewardship of financial resources.*
  
- **Community Appeal**
  - **Guiding Principle:** *The City of Alvin will improve the City's perception and appeal and tell its story in a positive manner that improves the image of the community.*
  
- **Mobility and Transportation**
  - **Guiding Principle:** *The City of Alvin will support improving traffic and congestion by forming partnerships with state and local agencies and stakeholders to take a holistic and regional approach to improving the mobility throughout the city*
  
- **Economic Development**
  - **Guiding Principle:** *The City of Alvin will promote a strong and diverse economy that strengthens the local sales tax and property tax base while also contributing to a high quality of life.*

## Area of Emphasis

### Infrastructure

**Guiding Principle:** *The City of Alvin will provide excellent infrastructure and facilities that meets the needs of the citizens and businesses, and staff.*

#### Initiatives

- **Prepare a Facilities Master Plan.**
  - Identify alternative facility availability including empty buildings.
  - Plan for reinvesting in existing facilities for most efficient use.
  - Plan for maintenance costs of all facilities.
- **Continue implementation of all master plans.**
- **Continue with drainage plan improvements.**
  - Continue cooperative efforts with the drainage district.
  - Expand drainage planning to Mustang Bayou watershed.
  - Establish a plan for ensuring the proper maintenance of privately maintained detention and drainage facilities.
  - Establish a detention plan inspection program.

# Area of Emphasis

## Community Appeal

**Guiding Principle:** *The City of Alvin will improve the City's perception and appeal and tell its story in a positive manner that improves the image of the community.*

### Initiative

- **Establish a comprehensive program to beautify the City**
  - Improve entryway and corridors
    - Establish a standard and theme for entryway signage with approved branding.
    - Establish a highway improvement program with TxDOT to improve the aesthetics of the highways and ROW.
  - Continue to work with Keep Alvin Beautiful on improvements.
- **Undertake a comprehensive review of all codes and ordinances with an eye to beautification.**
  - Determine if zoning is an option.
  - Establish a program and resources for enforcement of updated codes and ordinances.
  - Establish a strong public education program on why to beautify and any new codes and ordinances that will affect the citizens.
- **Establish rental property regulations to ensure code compliance for health and safety of residents.**
- **Improve neighborhood amenities and overall value of new subdivision and new home construction.**
  - Review and revise existing codes accordingly.
  - Provide resources for enforcement.
- **Improve poor perception (stigma) of Alvin.**
  - Establish public information initiative to tell the Alvin story.
  - Communicate that story to commercial property owners (local and remote) the need to improve perception.
  - Provide staffing resources to tell the story.

# Area of Emphasis

## Organizational Excellence

**Guiding Principle:** *The City of Alvin will operate in a transparent, efficient, accountable and responsive manner by preparing the organization and the staff for the future, focusing on core services, attracting and retaining the best employees and wise stewardship of financial resources.*

### Initiatives

- **Prepare and implement a staffing study for all departments**
  - Include critical review of current activities and eliminate as appropriate.
  - Move personnel to fit the redefined jobs.
  - Add personnel where needed.
  
- **Prepare and implement an employee retention and recruitment program for all departments.**
  - Review and plan for multiple management layers to encourage upward mobility.
  - Review and eliminate impediments to the inability to retain employees.
  - Review and eliminate impediments to recruitment of new employees.
  - Establish tuition reimbursement incentives.
  
- **Prepare and implement a comprehensive compensation and benefits plan.**
  - Review and revise compensation and benefits at all levels.
  - Review and revise incentive plans and certificate pay in all departments.
    - Establish tuition reimbursements and fees for higher education and training.
    - Secure agreements to stay for the additional incentives.
  
- **Establish benchmark plans for all departments.**

## Area of Emphasis

### Mobility and Transportation

**Guiding Principle:** *The City of Alvin will support improving traffic and congestion by forming partnerships with state and local agencies and stakeholders to take a holistic and regional approach to improving the mobility throughout the city.*

#### Initiatives

- **Review and establish a public transportation system.**
  - Identify funding sources.
  - Establish interlocal relationships with other entities.
  
- **Improve mobility during evacuation.**
  - Study all evacuation routes and make recommendations for changes.
    - TxDOT and the Grand Parkway.
    - The County mobility plan.
    - Seek funding for improvements such as HGAC federal funds.
  - Commit staff resources as necessary.
  - Communicate all plans to the citizens.



## Area of Emphasis

### Economic Development

**Guiding Principle:** *The City of Alvin will promote a strong and diverse economy that strengthens the local sales tax and property tax base while also contributing to a high quality of life.*

#### Initiatives

- **Continue to enhance redevelopment efforts throughout the entire city while maintaining the city’s sense of history.**
- **Enhance and expand business recruitment and retention programs.**
  - Establish incentive programs for attracting targeted businesses.
- **Establish a “brand” for the city.**
  - Identify what describes Alvin.
  - Include ACC and AISD.
  - Identify and deliver on a promise.
- **Improve the overall economic health and income of the citizens.**
  - Establish ordinances and permitting to encourage economic growth at all socio-economic levels.
  - Establish transportation systems and opportunities for low to moderate income citizens.
    - Trails and sidewalks to strategic areas
    - Public transportation.

## Vision Element #1 Infrastructure

**Guiding Principle:** *The City of Alvin will provide excellent infrastructure and facilities that meets the needs of the citizens and businesses, and staff.*

Strategic Initiatives		Goals	Action Steps	Dept	FY 22	FY 23	FY 24
1.1	Identify alternative facilities availability including empty buildings	Identify alternative facilities availability including empty buildings	Annual review of facility inventory	Parks	X		
			Prepare to purchase/lease commercial real estate	Parks		X	
			Annual departmental needs assessment	Parks	X		
		Plan for reinvesting in existing facilities for most efficient use	Conduct energy consumption assessment per facility	Parks	X		
			Select most energy efficient equipment & fixtures	Parks	X		
			Centralize & standardize facility HVAC controls	Parks	X		
		Plan for maintenance costs of all facilities	Routinely update facility condition assessment to include multi-year forecast of O&M items	Parks			X
			Annually review and prioritize forecasted O&M items	Parks	X		
			Annual budget request submittals for O&M items	Parks	X		
			Create facility maintenance service fund	Parks	X		
		Identify information technology improvements	Assess & standardize current facilities	Parks			X
			Develop multi-year plan with funding sources	Parks		X	
			Implement plan	Parks			X
		1.2	Continue implementation of all master plans.	Comprehensive Plan		CM	
Thoroughfare Plan	Work with TxDOT on the Grand Parkway.			Eng			X
	Participate in the County mobility plan.			Eng		X	
	Seek funding for improvements from entities such as HGAC federal funds.			Eng			X
Utilities Master Plan	Continue implementation			CM	X		
Parks and Recreation Plan	Continue implementation	CM	X				

Strategic Initiatives		Goals	Action Steps	Dept	FY 22	FY 23	FY 24
		Economic Development Plan	Continue implementation	CM	X		
		Hazard Mitigation Action Plan	Continue implementation	CM	X		
1.3	Continue drainage improvements.	Continue cooperative efforts with the drainage district.	Meet with C&R #3 to discuss recent & future improvements to watersheds.	ENG	X		
		Establish a detention plan inspection program.	Establish an inventory of private detention ponds in City	PW ENG	X		
			Create & establish a pond inspection checklist form	PW ENG	X		
		Expand drainage planning to Mustang Bayou watershed.	Plan a study of Mustang Bayou watershed	PW PNG	X		
			Hire a consultant to conduct study	PW ENG		X	

## Vision Element # 2 Community Appeal

**Guiding Principle:** *The City of Alvin will improve the City's perception and appeal and tell its story in a positive manner that improves the image of the community.*

Strategic Initiatives	Goals	Action Steps	Dept	FY 22	FY 23	FY 24	
2.1	Establish a comprehensive program to beautify the City.	Improve entryway and corridors.	Design and approve entryway signage and placement	Parks		X	
			Implement a sustainable corridor beautification plan	Parks			X
			Solicit community support	Parks		X	
			Establish a standard and theme for entryway signage with approved branding.*	Parks		X	
			Establish a highway improvement program with TxDOT to improve the aesthetics of the highways and ROW.*	Parks			X
	Continue to work with Keep Alvin Beautiful on improvements.	Support KAB's pursuit of the Governor's Achievement Award	Parks		X		
		Utilize KAB as a vessel to capture funds for beautification projects	Parks		X		
2.2	Undertake a comprehensive review of all codes and ordinances with an eye to beautification.	Determine if zoning is an option.	Council workshop discussion	PW	X		
			Community buy-in (interest) / Hold a public meeting	PW		X	
		Establish a program and resources for enforcement of updated codes and ordinances.	Review & amend existing codes & ordinances	PW		X	
			Hire an additional Code Officer	PW		X	
		Establish a strong public education program on why to beautify and any new codes and ordinances that will affect the citizens.	Reach community w Social media/waterbills/Rail Publication	PW		X	
			Public Townhall meeting	PW	X		

Strategic Initiatives	Goals	Action Steps	Dept	FY 22	FY 23	FY 24	
2.3	Establish rental property regulations to ensure code compliance for health and safety of residents	Improve the health & safety of renters & improve property values	Research other City's rental inspection programs	PW		X	
		Inventory the number of rental properties	PW	X			
		Budget needs for resources (staffing & equipment)	PW		X		
		Draft an Ordinance for consideration	PW		X		
2.4	Improve neighborhood amenities and overall value of new home construction.	Review and revise existing codes accordingly.	Amend the Subdivision Ordinance to include greenspace and amenities in all new subdivisions not just Planned Unit Developments.	ENG	X		
			Amend the Tree Ordinance to add tree planting requirements for individual lots in new subdivisions.	ENG	X		
		Provide resources for enforcement.	Consider hiring an Urban Forester to enforce the tree ordinance and greenspace/landscaping requirements.	ENG		X	
2.5	Improve poor perception of Alvin.	Establish public information initiative to tell the Alvin story.	Update information - departmental liaisons (DR)	CS	X		
		Establish means to track visits to website (DR)	CS	X			
		Use of current technology and social media platforms (DR)	CS	X			
		Develop story keeping history/planning for future (LB)	Econ		X		
		Establish social media marketing plan to communicate story (LB)	Econ		X		
		Develop story keeping history/planning for future (CVB)	Econ		X		
		Establish social media marketing plan to communicate story (CVB)	Econ		X		
	Communicate that story to commercial property owners (local and remote) the need to improve perception.	Incorporate use of videos. Update pictures for use. (DR)	CS			X	
		Improve visibility and content of City's website (DR)	CS			X	
		Work with Economic Development on establishing a "brand" for the City (to include ACC/AISD) with buy-in from community (DR)	CS	X			
		Use of current technology and social media platforms (LB)	Econ			X	
	Incorporate use of videos. Update pictures for use. (LB)	Econ			X		
	Improve visibility and content of City's website. (LB)	Econ	X				

Strategic Initiatives	Goals	Action Steps	Dept	FY 22	FY 23	FY 24
		Use of current technology and social media platforms (CVB)	Econ			X
		Incorporate use of videos. Update pictures for use. (CVB)	Econ			X
		Improve visibility and content of City's website. (CVB)	Econ			X
	Provide staffing resources to tell the story.	Work with City Secretary to establish a "brand" for the City (to include ACC/AISD) with buy-in from community (LB)	Econ		X	
		Work with City Secretary to establish a "brand" for the City (to include ACC/AISD) with buy-in from community (CVB)	Econ	X		

## Vision Element # 3 Organizational Excellence

**Guiding Principle:** *The City of Alvin will operate in a transparent, efficient, accountable and responsive manner by preparing the organization and the staff for the future, focusing on core services, attracting and retaining the best employees and wise stewardship of financial resources.*

Strategic Initiatives		Goals	Action Steps	Dept	FY 22	FY 23	FY 24
3.1	Prepare and implement a staffing study for all departments	Include critical review of current activities and eliminate as appropriate.		Parks		X	
		Move personnel to fit the redefined jobs.		HR		X	
		Add personnel where needed.		HR		X	
3.2	Prepare and implement an employee retention and recruitment program for all departments.	Review and plan for multiple management layers to encourage upward mobility.		HR		X	
		Review and eliminate impediments to the inability to retain employees.		HR		X	
		Review and eliminate impediments to recruitment of new employees.		HR		X	
		Establish tuition reimbursement incentives.		HR		X	
3.3	Prepare and implement a comprehensive compensation and benefits plan.	Review and revise compensation and benefits at all levels.		HR	X		
		Review and revise incentive plans and certificate pay in all departments.	Establish tuition reimbursements and fees for higher education and training.	HR	X		
			Secure agreements with employees to stay for the additional incentives.	HR	X		

Strategic Initiatives	Goals	Action Steps	Dept	FY 22	FY 23	FY 24
3.4 Establish departmental goals and benchmarks	Court Traffic Safety Initiative Entry	Review community outreach completed through the year	Adm		X	
		Create PowerPoint and write four to five page paper	Adm		X	
		Submit to TMCEC for review	Adm		X	
	Court Community Outreach (in-person & virtual)	Meet with Judges and staff for availability	Adm		X	
		Make contact with different organizations	Adm		X	
		Schedule the event	Adm		X	
	Implement new court procedural processes	Complete warrant application with Tyler Technologies	Adm	X		
		Assist with design and implementation of new court docket with Tyler Technologies	Adm		X	
		Contempt Procedures	Adm		X	
		Call notifications	Adm		X	
	Court Active Shooter Procedures	Meet with Police Department and Presiding Judge	Adm	X		
		Create plan of action	Adm	X		
		Implement and train	Adm	X		
	Reconciliation/Posting of daily deposits/transactions	Daily reconciliation of deposits- Verify Wells Fargo bank deposits tie to deposits slips/Tyler Cashiering	Adm	X		
		Coordinate with Departments to make sure reports are being turned in on a daily basis	Adm		X	
		Daily posting of cash reports	Adm	X		
	Issue monthly financial reports within 15 days of end of month	All month end entries posted/reconciled within the first week of the month	Adm	X		
		Complete report/slides by 10th of the month	Adm	X		
		Submit to Director for review	Adm	X		
	Reduce the ratio of checks to ACH payments	Contacting existing vendors each month to notify them of this service	Adm	X		
		Updating vendors records as needed	Adm	X		
Setting up new ACH information in Tyler		Adm	X			
		Research software options	Adm	X		



Strategic Initiatives	Goals	Action Steps	Dept	FY 22	FY 23	FY 24
	Implement a new budget development program	Implement program	Adm	X		
	Put in place redundant Internet services City wide.	Coordinate with potential vendors services & pricing	Adm	X		
		Manage progress of circuit installations	Adm	X		
	Clean up security permissions for Active Directory	Decide on best software to use for analysis	Adm		X	
		Remove unnecessary groups and distribution lists	Adm		X	
		Reassign proper permissions to groups	Adm		X	
	Infrastructure Security	Explore new technology for Best Practices	Adm	X		
		Implement best practice strategies	Adm		X	
		Test and verify	Adm		X	
	Continue training on malware, spyware best protection practices	Install training software	Adm	X		
		Improve training and testing	Adm	X		
	Expand the use of Opendoc software to more city departments	Initial installation and court use expansion	Adm	X		
		Introduce to Parks and Recreation	Adm	X		
		Provide training to Parks and Recreation	Adm	X		
	Implement once month billing Implement once month billing	Review current procedures	Adm	X		
		Establish plan to determine impact on customers	Adm	X		
		Covert to once monthly billing	Adm	X		
	Implement High Consumption Reporting program to enhance customer service experience	Review current procedures	Adm	X		
		Establish plan to determine effective reporting	Adm	X		
		Implement procedure for weekly follow up on high consumption	Adm	X		
	Maintain accurate and timely billing and responsiveness to customers' needs	Continue responding within one business day to requests	Adm	X		
	Operational improvement as Senior Center	Increase participation in existing program offerings (% YOY)	Parks	X		
		Evaluate current and continue offering relevant programs & events (% YOY)	Parks	X		
		Increase online presence (% YOY)	Parks	X		

Strategic Initiatives	Goals	Action Steps	Dept	FY 22	FY 23	FY 24
		Meet/exceed forecasted rental revenue (% YOY)	Parks	X		
	Operational improvement Recreation	Engage/foster community partnerships that serve Alvin residents (# entities)	Parks	X		
		Evaluate program relevance and/or enhancement through participant feedback (% YOY)	Parks	X		
		Introduce new programs by recognizing local and national trends (% increase YOY)	Parks	X		
		Engage in community outreach as a tool for marketing and partnership development (% increase YOY)	Parks	X		
	Operational improvement Administrative Services	Act as central point of contact for all Departmental services (# requests)	Parks	X		
		Administer the community service worker program	Parks	X		
		Automate the Community Wide Event Application process	Parks	X		
		Identify and assign job training for departmental staff (% staff)	Parks	X		
	Operational improvement Park & Facility Maintenance	Establish predictable and routine response time for maintenance requests (completion %)	Parks	X		
		Co-share resources with other entities including City departments as an O&M cost saving measure (% savings)	Parks	X		
		Maintain a "safety first" culture by utilizing training and implementing industry recognized best practices (OTJ reported injuries)	Parks	X		
		Maintain all athletic fields using a routine turf management process (quarterly, 4X per year)	Parks	X		
	Achieve a high level of Customer Service & Satisfaction	Provide Customer Service related training to employees	Parks		X	
		Increase citizen understanding of the functions/responsibilities of the Public Services Dept.	Parks		X	
		Recognize employees who demonstrate excellent customer service	Parks	X		
		Invest in quality equipment to minimize long term repair cost	Parks		X	
		Budget adequate funds to provide superior service	Parks	X		

Strategic Initiatives	Goals	Action Steps	Dept	FY 22	FY 23	FY 24
	Ensure the best result & benefits for the customers through strict budgeting processed & fiscal responsibility	Look for innovative ways to save money, increase production, & improve quality	Parks		X	
	Establish incentive programs for attracting targeted businesses.	Conduct 6 business expansion and retention visits	Econ			X
		Market Chapter 380 incentives to targeted industries	Econ			X
	Establish ordinances and permitting to encourage economic growth at all socio-economic levels.	Utilize Development Proposal Guidelines to allow for mixed use developments	Econ			X
		Revise ordinances to allow for development in blighted areas that would not be permitted for an undeveloped property	Econ	X		
	Improve Performance Indicator Validity	Select new CAD/Reporting system with Consortium	Pol	X		
		Complete implementation of new system	Pol			X
		Ensure performance data is agency-specific	Pol		X	
	Improve Operational Effectiveness	Priority calls dispatched under 1 minute	Pol	X		
		Priority call patrol response under 3minutes	Pol	X		
		Response under 15 minutes for all non-priority calls	Pol	X		
	Improve Operational Effectiveness	Maintain no euthanasia for time/space	Pol	X		
		Intakes vs. Placements	Pol	X		
		Average days from intake to placement	Pol	X		
	Increase Shelter Benefit to Community	Host 3 on-site adoption/fund=raising events	Pol	X		
		Cooperate with local businesses to promote adoptions	Pol	X		
		Apply for a grant to assist in comm. animal sterilizations	Pol	X		
	Coordinate with businesses and organizations to help plan events that generate hotel night stays	Meet with businesses and organizations to discuss events	Pol	X		
		Coordinate with hoteliers to track hotel nights	Pol	X		
	Enhance communication between CVB and local businesses	Create a social media workshop for businesses to attend	Econ	X		
		Email local businesses with CVB updates to encourage communication	Econ		X	
		Conduct 6 business expansion and retention visits	Econ	X		

Strategic Initiatives	Goals	Action Steps	Dept	FY 22	FY 23	FY 24
	Establish incentive programs for attracting targeted businesses.	Market Chapter 380 incentives to targeted industries	Econ	X		
	Establish ordinances and permitting to encourage economic growth at all socio-economic levels.	Utilize Development Proposal Guidelines to allow for mixed use developments	Econ	X		
		Revise ordinances to allow for development in blighted areas that would not be permitted for an undeveloped property	Econ	X		
	Enhance social media marketing for events and tourism	Create videos highlighting attractions in Alvin	Econ	X		
		Expand exposure through social media influencers	Econ	X		
		Create social media takeovers to highlight area venues	Econ	X		

## Vision Element # 4 Mobility and Transportation

**Guiding Principle:** *The City of Alvin will support improving traffic and congestion by forming partnerships with state and local agencies and stakeholders to take a holistic and regional approach to improving the mobility throughout the city.*

Strategic Initiatives		Goals	Action Steps	Dept	FY 22	FY 23	FY 24
4.1	Review and establish a public transportation system.	Identify funding sources.	Annually monitor grantors (HGAC, TPWD, FTA) and other agencies "call for projects"	Parks	X		
		Establish interlocal relationships with other entities.	ActionS, Connect Transit, Gulf Coast Center	Parks		X	
		Establish transportation systems and opportunities for low to moderate income citizens.	Trails and sidewalks to strategic areas	Parks			X
			Public transportation	Parks			X
4.2	Improve evacuation mobility.	Study all evacuation routes and make recommendations for changes.	Review the evacuation plan for city and counties	EMS	X		
			Develop a plan to notify residents of routes before hurricane season.	EMS	X		
			Improve notification and alert process.	EMS		X	
			Establish and notify the public of re-entry process.	EMS		X	

## Vision Element # 5

### Economic Development

**Guiding Principle:** *The City of Alvin will promote a strong and diverse economy that strengthens the local sales tax and property tax base while also contributing to a high quality of life.*

Strategic Initiatives		Goals	Action Steps	Dept	FY 22	FY 23	FY 24
5.1	Continue to enhance redevelopment efforts throughout the entire city while maintaining the city's sense of history.	Commercial and retail.	Continue Business Improvement Grant program	Econ			X
		Residential	Utilize code enforcement for dilapidated properties in historic neighborhoods to encourage redevelopment.	Econ			X
5.2	Enhance and expand business recruitment and retention programs.	Establish incentive programs for attracting targeted businesses.	Conduct 6 business expansion and retention visits.	Econ			X
			Market Chapter 380 incentives to targeted industries.	Econ			X
			Collaborate with AISD and ACC to develop workforce training programs.	Econ			X
5.3	Establish a "brand" for the city.	Identify what describes Alvin.	Work with City Secretary to establish a "brand" for the City.	Econ	X		
			Collaborate with stakeholders to include ACC and AISD.	Econ	X		
		Identify and deliver on a promise.	Develop story keeping history/planning for future	Econ		X	
			Establish social media marketing plan to communicate story.	Econ		X	
5.4	Improve the overall economic health and income of the citizens.	Establish ordinances and permitting to encourage economic growth at all socio-economic levels.	Utilize Development Proposal Guidelines to allow for mixed use developments.	Econ			X
			Revise ordinances to allow for development in blighted areas that would not be permitted for an undeveloped property.	Econ	X		