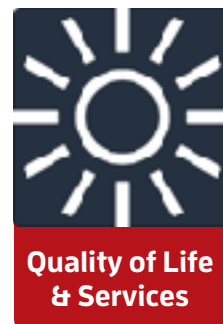
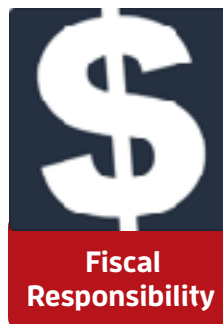
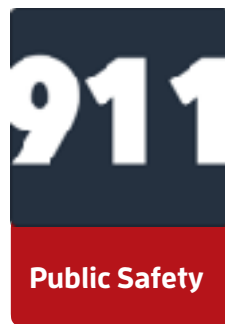




2019 STRATEGIC PLAN & EXECUTION GUIDE



CITY OF HUTTO

Strategic Plan & Execution Guide

The Honorable Doug Gaul
Mayor

Mayor Pro Tem Tom Hines

Council Member Nate Killough

Council Member Scott Rose

Council Member Patti Turner

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Exec. Dir. of Bus. & Dev. Services
Exec. Director of Communications
Exec. Dir. of Public Works and Engineering
Exec. Director of Community Services

October 2018



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INTRODUCTION

The City of Hutto is a full-service, home-rule municipality operating under a Council-Manager form of government in central Texas. While the population at the 2000 census was just 1,250, more than 30,000 people now call the growing community home, making Hutto one of the fastest growing cities in the nation. People choose Hutto for the active neighborhoods, a strong sense of community, for the dedicated teachers and administrators at the high-performing Hutto ISD, and for the ability to have all a small town life has to offer while still being just 25 minutes from the heart of the Texas State Capitol.

Hutto has been recently recognized as the "Top Place in Texas to Raise a Family", the "#1 Local City (in the Austin area) For Young Couples, "One of the Top 100 Places in Major Markets to Locate a Business" and is consistently ranked as one of the fastest growing and safest cities in the country. From its rural, agricultural roots to the growing population and commercial center that is now Hutto, the community has remained centered on its people and the neighborhoods they call home.

Like Hutto, this Strategic Plan & Execution Guide is partly old and partly new. At the direction of the City Council, the 2017 Strategic Plan & Execution Guide started with the documents and work that the community had already done around planning for its future. The 2040 Comprehensive Plan, the 2035 Strategic Guide, and the 2016-17 Annual Budget included 198 different statements, principles, and goals and each has been incorporated here in some form. One of the guiding principles in the development of this Strategic Plan & Execution Guide was to honor and utilize the significant work that has already been done.

At the same time, these three base documents were not integrated or aligned well and generally did not organize or prioritize the 198 statements in a way that helped the City of Hutto staff to execute on the statements. The 2018 and 2019 Strategic Plan & Execution Guides remain true to the original framework and provide a method to engage the City Council, the community, and the staff in identifying and prioritizing specific strategic focus areas, clear organizational objectives, and actionable tactical-level goals that are consistently aligned with the overall vision of the community.

The overall strategic objectives for the City are outlined in the 2019 Strategic Plan & Execution Guide. This plan has also been loaded into a comprehensive tracking and reporting system that will assist the City Council and staff in focusing their collective ongoing efforts to execute on the plan.

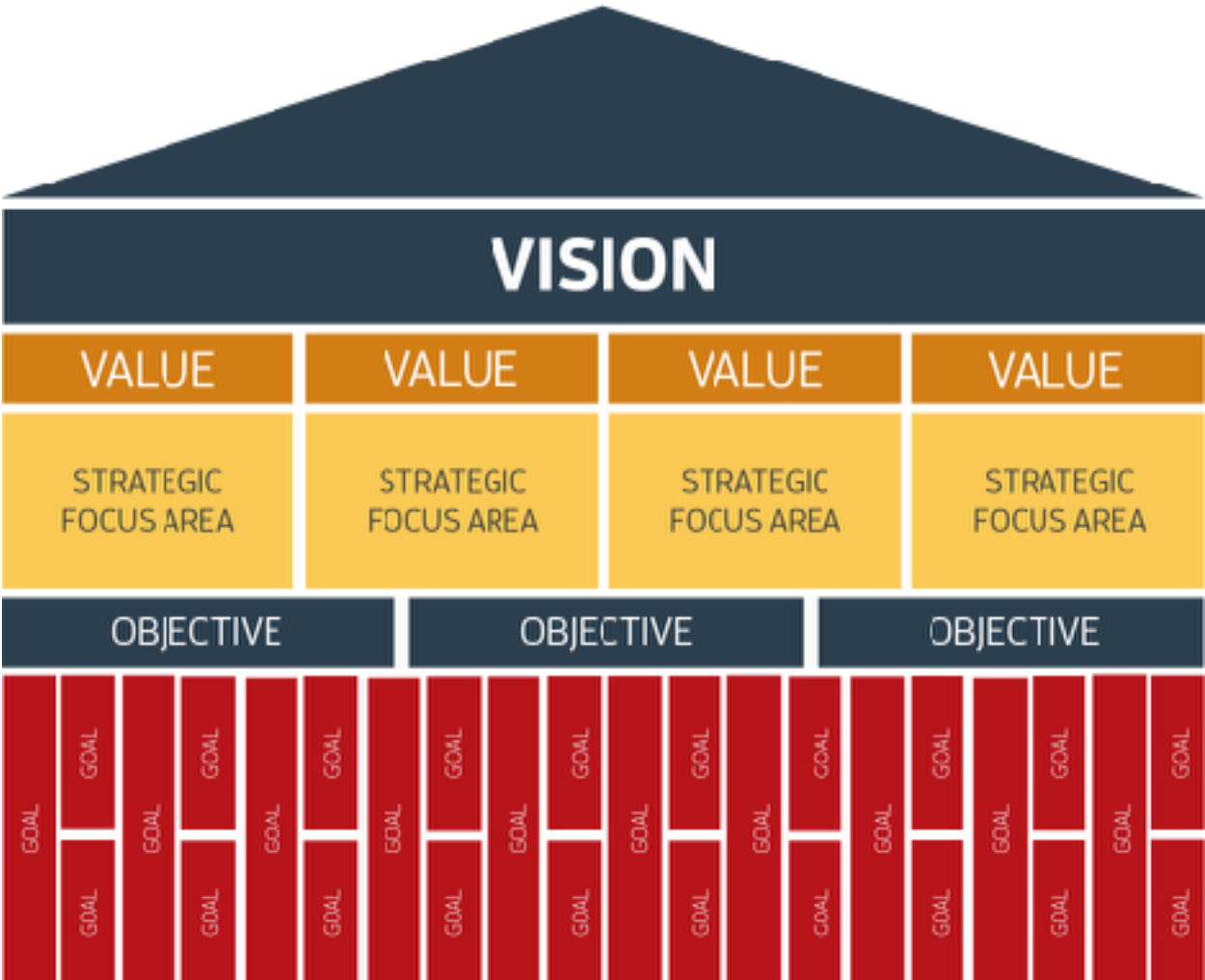
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STRATEGIC FRAMEWORK

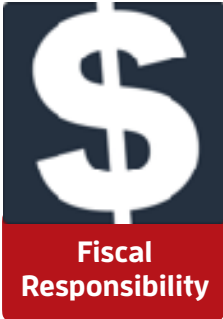
Once again, we've used a modified Balanced Scorecard¹ approach as the fundamental framework for this Strategic Plan & Execution Guide Plan. In a nutshell, the Balanced Scorecard is a framework that encourages the proper alignment of the goals and objectives of the organization to the overall vision to which the organization is aspiring while formally recognizing various financial and non-financial perspectives by which individual and organizational performance may be measured.

First, we stipulate that many people and organizations use similar words to mean very different things. For the sake of clarity, we believe that it is critical to define the labels that we use to describe various elements of the plan. Based on your previous experiences, you may call our "Values" your "Guiding Principles" or our "Objectives" your "Strategies". While it does not really matter what these elements are called, it is critical that within the plan, those definitions are clear and consistent. To that end, let's start with a graphic representation of how the pieces of this plan come together and what we call these various elements.



¹ Robert S. Kaplan and David P. Norton, *The Balanced Scorecard* (Boston: Harvard Business School Press, 1996)

2019 STRATEGIC PLAN & EXECUTION GUIDE



VISION

Tenure: Timeless/Long-term

Responsibility: City Council

The Vision statement in our plan is a simple statement about what the community wants to be. Vision statements are both the starting and ending point of all aligned strategic plans. While Vision statements are intended to be as unique as the organization, there are some elements that we believe great vision statements share. Great vision statements define an output, with a particular twist, that is defined, and where there is a human connection.

The City Council is responsible for condensing the vision of the community into a statement. Once set, we do not expect the Vision Statement to change substantially in the short or intermediate term.

In the original 2017 strategic plan development process, several alternative vision statements were discussed through workshops with the City Council, by the City staff, and by the consultants. The alternative vision statements were then shared with the citizens through a public participation process, and it became clear that the community's vision for itself was "Hutto, Texas is a family-friendly community that provides superior public safety, outstanding fiscal responsibility, diversified economy, and an exceptional quality of life."

The consensus vision statement places clear focus on what the community feels are the core functions of the City organization:

1. Public Safety
2. Fiscal Responsibility
3. Diversifying the Economy
4. Quality of Life

We have used these elements of the Vision Statement to inform the remainder of the plan, as you will see clearly in the Strategic Focus Areas on page 10. The City Council approved the vision statement as part of the approval of this plan on May 4, 2017, and thus it is what is used in the 2018 and 2019 Strategic Plan & Execution Guides.

VISION STATEMENT:

Hutto, Texas is a family-friendly community that provides superior public safety, outstanding fiscal responsibility, diversified economy, and an exceptional quality of life.

VALUES

Responsibility: City Council/City Manager

Tenure: Timeless/Long-term

Values in the plan are used to guide the actions of those that are in the process of executing the plan. The values are not goals to be achieved, but rather how we expect all people to act while carrying out the work of the organization. This includes the City Council, the volunteers on the various boards and commissions, City staff, and anyone else that is acting on behalf of the City of Hutto.

The values of the organization support the vision, and the choices of those acting on behalf of the organization should always be consistent with the values. In so much as the values at times appear to conflict (eg being "Safe" and being "Progressive" may at times present a conflict), this conflict is intentional and should be used as a creative tension to balance the actions in order to be consistent with the values. Based on our work with the City to date, we have identified the following four values:

RESPONSIBLE

We expect those acting on behalf of the organization to consistently show responsibility. Being responsible entails being trustworthy to do what is in the best interest of the community and the City organization and being accountable for our own individual actions.

SAFE

We expect those acting on behalf of the organization to consistently have a high regard for the safety of all involved, including our residents, visitors, volunteers, employees, and their property. The value of safety includes actions taken to promote the safety of the public (ie, police services, fire services, emergency medical services and the like) as well as design of our infrastructure, operational policies, and the working conditions provided to our employees. Recognizing that some elements of the work of the City of Hutto come with a level of inherent danger, our goal is to mitigate that danger to the extent reasonable.

AUTHENTIC

We expect those acting on behalf of the organization to act with authenticity. Hutto is a unique community with a particular history, culture and character, and being authentic entails being genuine in both words and deeds to both the individual character and the character of the community as a whole.

PROGRESSIVE

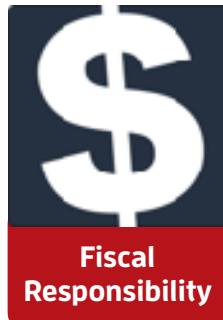
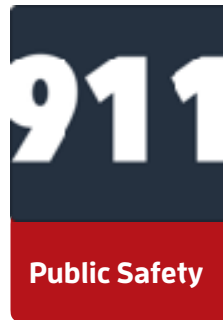
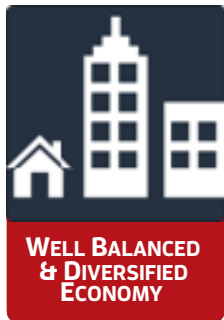
We expect those acting on behalf of the City of Hutto to seek creative solutions to problems. Being progressive entails making use of new or different methods, opportunities, and ideas with the intention of advancing the practice or outcome farther and faster than it would under the status quo.

STRATEGIC FOCUS AREAS

Responsibility: City Manager/City Council

Tenure: Long-term

Strategic Focus Areas directly support the Vision and Values. These are the broad areas that the City is intentionally placing an intense focus upon, and each Objective (see following) must align with at least one of the Strategic Focus Areas. We have identified the following five Strategic Focus Areas for the City of Hutto:



The Strategic Focus Areas (SFAs) are designed to be self-explanatory, and are a key ingredient to aligning the activities of the organization with the Vision. Its important to note that each Objective must align with at least one SFA, but often Objectives will align with several more than one SFA.

Following, you will find a two-page summary of each of the Objectives found below. On these summary pages, we highlight the Objective's alignment with one or more of the Strategic Focus Areas.

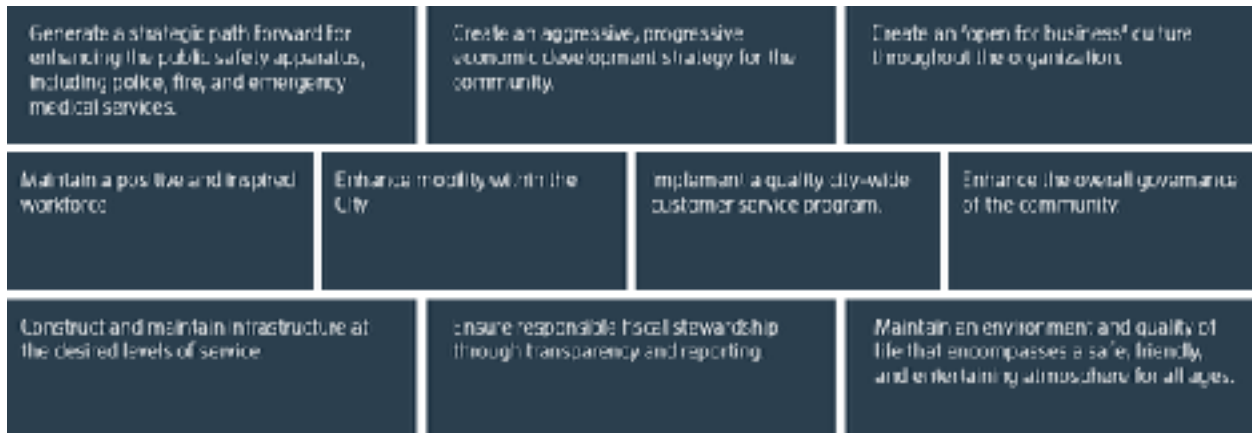
OBJECTIVES

Responsibility: City Manager

Tenure: Emerging/Immediate Term

Objectives within this plan are the primary areas that the City is intending to noticeably make changes to in the relative short term in furtherance of its Vision. Objectives are more specific and direct than Strategic Focus Areas, but in most cases are not discreet, achievable goals in and of themselves. Objectives are designed so that if the organization makes significant progress towards the Objectives, it will have made significant progress towards achieving the Vision.

In 2017, we aligned and distilled the original 198 statements into the following ten Objectives. These same Objectives continued to guide strategic alignment to the 2018 and 2019 Strategic Plans.



Each Objective is designed to address and align with at least one Strategic Focus Area (above) and is supported by several distinct operational goals (below). In addition, we've included a description of each Objective, augmented by the "guiding principles" that we were able to align from the original documents and our interactions with Council and staff.

The system in place for monitoring progress on the execution of the strategic plan calculates the completion rate of the Goals associated with each objective and is able to report on whether the Objectives are ahead of plan, on track, or behind. This is an incredibly useful tool for high-level reporting on the overall strategic plan and should be used at both the City Council and the City Manager level to track progress, critical issues, and where to place additional attention or resources in order to execute the strategy.

GOALS	
TITLE	COMPLETION
Construct and maintain infrastructure to provide desired levels of service by 30th Sep 2017	47%
Create an "open for business" culture throughout the organization by 30th Sep 2017	25%
Create an aggressive, progressive economic development strategy for the community by 30th Sep 2017	18%
Enhance mobility within the City by 31st Jul 2018	7%
Enhance overall governance of the community by 30th Sep 2017	28%
Ensure responsible fiscal stewardship through transparency and reporting by 30th Sep 2017	21%
Generate strategic path forward for enhancing the public safety apparatus, including police, fire, and emergency medical services by 30th Sep 2017	20%
Implement a quality city-wide customer service program by 30th Sep 2017	24%
Maintain a positive and inspired workforce by 30th Sep 2017	50%
Maintain an environment and quality of life that encompasses a safe, friendly and entertaining atmosphere for all ages by 30th Sep 2017	15%

GOALS

Responsibility: City Staff/City Manager

Tenure: Immediate Term

Goals in the plan are the tactical, achievable, and specific actions, programs, documents, or policies the organization is engaged in to strategically advance the Objectives towards completion. To be effective, goals must be focused on the action to be taken, have enough detail to be clear through all levels of the organization, have a specific metric and unit to be achieved and have a specific deadline. Goals are where the strategic plan becomes something that can be executed, and all goals must be monitored and reported on regularly, with any exceptions highlighted.

The Goals detailed in this Strategic Plan & Execution Guide Plan all adhere to the following format:

Action	Detail	Metric	Deadline
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For example:

Hire	Additional Police	(5)	By September 30, 2018
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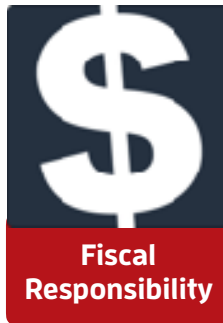
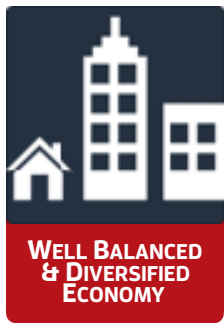
Goals are intended to be fluid and may be completed, altered, added, reprioritized, or dropped altogether over the course of any given planning period. Changes to goals are a part of the regular reporting process, and it is the responsibility of the City Manager and staff to continually keep the City Council up to date on the status of the various goals.

Like the reporting tools for Objectives, our system allows for a wide range of progress reports on Goals at the Organizational level, Departmental level, and individual level.

To the right you see an example report from the system where the box to the left of each goal shows the progress level of that particular goal.

The screenshot shows a list of goals for the City Manager. Each goal is represented by a row with a progress bar on the left and a text description on the right. The progress bars are color-coded: green for complete, orange for in progress, and grey for not started. The goals include tasks like 'Assess critical infrastructure within each department', 'Attract a 100+ units hotel and existing space to accommodate community and tourist needs', 'Attract higher end, snow up housing', 'Attract higher end, higher wage jobs', 'Complete economic development statistics to use for the City of Houston EDC', 'Complete a retail location and recruitment strategy', 'Consider retail economic development', 'Consider creation of a 42 economic development corporation', 'Create pipeline for attraction and retention', 'Decide action(s) to take related to the Five Task Force Report', 'Define a competitive framework for attracting economic development', 'Evaluate transfer policies', 'Define clearly the coordinating roles of the City, EDC, and Chamber of Commerce for economic development', 'Having a business plan that can be provided to secondary loan for projects', 'Develop & deliver economic development, 'auditor' document', 'Increase the proportion of non-residential assessed property value in the City', 'Pursue a bond election', and 'Reduce retail and job leakage'.

2019 STRATEGIC PLAN & EXECUTION GUIDE



USING THE OBJECTIVE PAGES

The 2019 Strategic Plan & Execution Guide Plan includes a summary of each objective. The strategy execution software includes much more information about each Objective and Goal, but these pages provide a high-level snapshot of the alignment, guiding principles, planned goals, target metrics, target deadlines, and departmental responsibility for each Goal.

Strategy Sidebar
(To help remain focused on the bigger picture)

WSPM
Harris County is a Family-Friendly community that provides superior public services through innovative, responsible, diversified economic and operational capabilities.

VALUES

- Responsible
- Efficient
- Safe
- Progressive

STRATEGIC FOCUS AREAS

- Well-Managed & Diversified Economy
- Public Safety
- Fiscal Responsibility
- Quality of Life Services
- Intelligent & Growth

SFA Alignment
(This Objective aligns with the darkened SFAs)

Objective Title
(Each page is dedicated to one Objective)

OBJECTIVE:
Construct and maintain infrastructure to provide identified levels of service.

Additional Details:
One of the most significant challenges for growing communities is how to quickly make room for cars, buses, and bicycles coming off the lot. Being able to build new infrastructure is a critical factor in both the short-term and long-term. It is critical to have the ability to build new infrastructure to meet the needs of the community. This challenge is to build the infrastructure necessary to maintain the infrastructure and meet the needs of the community. This challenge is to build the infrastructure necessary to maintain the infrastructure and meet the needs of the community.

GUIDING PRINCIPLES:

1. Conduct the City's water systems according to the Water Master Plan.
2. Develop high quality standards in conjunction with regional partners.
3. Design and build the infrastructure to meet the needs of the community and ensure long-term sustainability.
4. Develop the City's wastewater system according to the Wastewater Master Plan.
5. Continuously integrate the City of Houston Master Plan so that they are complementary.
6. Invest in the money to avoid and maintain the best condition.
7. Maintain standards, specifications, and design criteria to provide quality services while maintaining costs.
8. Manage the water and wastewater with the Sustainable Master Plan.
9. Develop (update) the system in accordance with the Parks, Trails, and Open Space Master Plan.

Details & Guiding Principles

Tactical Goals
(Aligning with this Objective in the Short-Term & Emerging/Long-Term Horizons - This is a representative, not exhaustive list.)

SHORT-TERM GOALS	TARGET METRIC	TARGET DATE	RESPONSIBILITY
1. Replace aging police vehicles	2 vehicles	7/15/2019	Police Department
2. Complete recommended pavement rehabilitation/overlay projects	Completion	5/31/2018	Engineering Department
3. Remove a dead vehicle	Completion	11/30/2017	City Manager's Office
4. Improve traffic infrastructure within each department	Completion	4/15/2017	All Departments
5. Complete renewal of Entero River Authority wastewater treatment plant's operating equipment	Adoption	8/31/2017	Public Works Department
6. Develop plan and budget for upgrading, stabilizing, or demolishing the Entero Water Tower	Completion	4/15/2017	Public Works Department
7. Complete paving project on Public Works Division streets/Corridor A/MTF	Completion	4/15/2017	Engineering Department
8. Develop playground & park equipment assessment and replacement plan	Completion	4/30/2017	Parks & Recreation Department
9. Develop water tank (elevated and ground storage) maintenance action plan	Completion	4/30/2017	Public Works Department
10. Complete the capital projects included in the FY2017 budget (see City Appendix for more projects)	Completion	4/15/2018	Engineering Department
11. Build infrastructure development to open new growth areas	4,500 acres	4/30/2018	City Manager's Office
12. Facilitate construction of new commercial office space	22,000 square feet	4/30/2018	City Manager's Office

EMERGING & LONG-TERM GOALS	TARGET METRIC	TARGET DATE	RESPONSIBILITY
1. Repair Tarkey Street Intersection	Completion	4/30/2018	Public Works Department
2. Complete the capital projects included in the long-term capital improvement plan (see City Appendix for more projects)	Completion	4/15/2020	Engineering Department

VISION

Hutto, Texas is a Family-friendly community that provides superior public safety, outstanding fiscal responsibility, diversified economy, and an exceptional quality of life.

VALUES

- Responsible
- Authentic
- Safe
- Progressive

STRATEGIC FOCUS AREAS:



Well Balanced & Diversified Economy



Public Safety



Fiscal Responsibility



Quality of Life & Services



Infrastructure & Growth

OBJECTIVE:

Construct and maintain infrastructure to provide identified levels of service.

ADDITIONAL DETAILS:

One of the most significant challenges for growing communities is to adequately maintain aging infrastructure while constantly facing demands to build new infrastructure. In order to help our people thrive in both the short-term and long-term, it is critical that we face this challenge and provide the resources necessary to effectively maintain the community's infrastructure. Properly maintaining infrastructure will maximize the efficiency of infrastructure dollars and our taxpayer's value over the long-term.

GUIDING PRINCIPLES:

1. Construct the City's water system according to the Water Master Plan.
2. Develop high quality standards in conjunction with regional partners.
3. Design and select materials to maximize efficiency and minimize long-term maintenance.
4. Develop the City's wastewater system according to the Wastewater Master Plan.
5. Continually integrate the City of Hutto Master Plans so that they are complimentary.
6. Invest in technology to assess and monitor infrastructure conditions.
7. Maintain standards, specifications, and design criteria to provide quality service while maintaining costs.
8. Manage stormwater in accordance with the Stormwater Master Plan.



Aligning Goals-Infrastructure

	IMMEDIATE GOALS	TARGET METRIC	TARGET DATE	RESPONSIBILITY
1	Plan move to the new City Hall	Completion	12/31/2018	Engineering, Human Resources, Communications
2	Issue Certificate of occupancy for City Hall and accept infrastructure	Completion	1/31/2019	Business & Dev. Services
3	Partner with ET Members and use Lean Six Sigma principles to identify areas of process improvement and efficiencies within their departments, develop and execute plan to address opportunities	Completion	3/29/2019	Human Resources
4	Create and execute recruiting strategy which will increase applicant flow, shorten time to fill positions and build awareness of City employment and career development opportunities	Completion	3/29/2019	Human Resources
5	Integrate City Hall and Police State Networks	Completion	4/30/2019	Information Technology
6	Complete the capital projects included in the FY2017 CIP budget (<i>Also supports the Mobility and Environment & Quality of Life Objectives</i>)	Completion	5/31/2019	Engineering Department
7	Develop 2019-2020 Compensation and benefits strategy to ensure competitiveness with local municipalities and incorporate innovative and creative offerings which differentiate the City of Hutto as an employer.	Completion	6/28/2019	Human Resources
8	Develop and implement career path/talent development program for City employees	Completion	6/28/2019	Human Resources
9	Configure and Fine Tune new City. Hall network	Completion	7/31/2019	Information Technology
10	Enact Tank Maintenance program with the available FY 2017-2018 Budget	Completion	8/1/2018	Public Works
11	Issue Permits on a minimum of 20,000 SF and new infrastructure on Co-Op	Completion	9/30/2019	Business & Dev. Services
12	Update Comprehensive Plan to reflect Master plans	Completion	9/30/2019	Business & Dev. Services
13	Implement electronic file management system	Completion	9/30/2019	City Secretary
14	Build Pole Barn at Public Work Service Center for the newly purchased equipment	Completion	9/30/2019	Engineering
15	Complete Hutto Park at Brushy Creek Amphitheater Project	Completion	9/30/2019	Engineering
16	Complete Initial Phase of Cottonwood Creek Drainage Study	Completion	9/30/2019	Engineering

Aligning Goals - Infrastructure

	IMMEDIATE GOALS	TARGET METRIC	TARGET DATE	RESPONSIBILITY
17	Construct Megasite wastewater extension	Completion	9/30/2019	Engineering
18	Paint Pecan Water Tower	Completion	9/30/2020	Engineering
19	Construct Megasite wastewater extensions	Completion	9/30/2019	Engineering
20	Complete Permit Capacity Increases at both Waste Water Treatment Plants	Completion	9/30/2019	Engineering
21	Complete Tank and Tower Maintenance Projects	Completion	9/30/2019	Engineering
22	Complete FM 1660 Utility relocation project	Completion	9/30/2019	Engineering
23	Replace Shiloh Ground Storage Water Tank	Completion	9/30/2019	Engineering
24	Continue to improve operational efficiencies of City Staff	Completion	9/30/2019	Information Technology
25	Evaluate options for fiber cabling to Public Works	Completion	9/30/2019	Information Technology
26	Evaluate and recommend backup and recovery for PD Arbitrator Video System	Completion	9/30/2019	Information Technology
27	Implement Software Deployment Tools	Completion	9/30/2019	Information Technology
28	Manage IT infrastructure for the City Hall move	Completion	9/30/2019	Information Technology
29	Rollout Mobile device management to all staff	Completion	9/30/2019	Information Technology
30	Manage space effectively for programming	Completion	9/30/2019	Library
31	Create Streets and Drainage Program to ensure infrastructure growth and support public safety	Completion	9/30/2019	Streets & Drainage
32	Complete 10 streets paving/repair projects	Completion	9/30/2019	Streets & Drainage
33	Complete drainage projects for FY 2018-19	Completion	9/30/2019	Streets & Drainage
34	Repaint Farley Street Intersection	Completion	9/30/2019	Streets & Drainage
35	Start Subdivision Improvements of Master Planned Communities	Completion	12/29/2019	Business & Dev. Services

EMERGING & LONG-TERM GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
1	Design Gap Trail <i>(Also supports the Quality of Life Objective)</i>	Completion	9/30/2020	Parks Department
2	Design of Fritz/Creekside improvements <i>(Also supports the Quality of Life Objective)</i>	Completion	9/30/2020	Parks Department
3	Complete the capital projects included in the long-term capital improvement plan (see CIP Appendix for various projects)	Completion	9/30/2022	Engineering Department

Aligning Goals - Open for Business

VISION

Hutto, Texas is a Family-friendly community that provides superior public safety, outstanding fiscal responsibility, diversified economy, and an exceptional quality of life.

VALUES

- Responsible
- Authentic
- Safe
- Progressive

OBJECTIVE:

Create an "open for business" culture.

ADDITIONAL DETAILS:

Thriving communities are facilitators of local business first and whenever possible and a regulator of business only when necessary. Our objective is to create and maintain an "open for business" culture throughout the city organization.

STRATEGIC FOCUS AREAS:



Well Balanced & Diversified Economy



Public Safety



Fiscal Responsibility



Quality of Life & Services



Infrastructure & Growth

GUIDING PRINCIPLES:

1. Continually make the city economically competitive to attract and retain business through competitive rates, taxes, and user fees.
2. Continually engage the community in developing and maintaining the Comprehensive Plan.
3. Continually assess barriers to growth and identify potential methods to overcome these barriers.
4. Maintain a Comprehensive Plan specifically designed to meet Hutto's current and future needs.
5. Facilitate a diverse mix of uses to serve Hutto residents.
6. Invest to revitalize under-utilized areas for business opportunities.
7. Ensure that the permit process is consistently applied and predictable for the development and business community.
8. Support new and existing local businesses in their operations and growth.



Aligning Goals - Open for Business

IMMEDIATE GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
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1	Perform parking study for Old Town	Completion	1/31/2019	Business & Dev. Services
1	Perform Old Town Hutto District Boundary Review	Completion	1/31/2019	Business & Dev. Services
2	Create internal employee communication to solidify and reinforce City of Hutto's mission, vision, values and our "why"	Completion	3/29/2019	Human Resources
3	Develop Old Town demolition program	Completion	4/30/2019	Business & Dev. Services
4	Establish Influencer Group	Completion	9/30/2019	Communications Department
5	Maintain Current Up-To-Date Website <i>(Also supports the Customer Service Objective)</i>	Completion	9/30/2019	Communications Department
7	Communicate regularly with businesses <i>(Also supports Customer Service Objective)</i>	Completion	9/30/2019	Economic Development
8	Creation of an ED Marketing Plan <i>(Also supports Economic Development Objective)</i>	Completion	12/31/2019	Economic Development
9	Creation of an ED Action Plan <i>(Also supports Economic Development Objective)</i>	Completion	12/31/2019	Economic Development
10	Establish small business loan program accessible to all Hutto businesses. <i>(Also supports Economic Development Objective)</i>	Completion	12/31/2019	Economic Development

EMERGING & LONG-TERM GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
----------------------------	--	---------------	-------------	----------------

1	Attract higher skilled, higher wage jobs	Recruiting Metrics	9/30/2022	City Manager's Office
2	Reduce retail and job leakage	5% reduction	9/30/2022	Economic Development
3	Develop the Co-Op District as a vibrant, mixed-use district <i>(Also supports the Quality of Life Objective)</i>	Completion	9/30/2022	Economic Development

VISION

Hutto, Texas is a Family-friendly community that provides superior public safety, outstanding fiscal responsibility, diversified economy, and an exceptional quality of life.

VALUES

- Responsible
- Authentic
- Safe
- Progressive

OBJECTIVE:

Create an aggressive, progressive economic development strategy for the community.

ADDITIONAL DETAILS:

Economic Development is at the heart of Hutto's growth. To create a thriving community, we will have to be both aggressive and progressive in our economic development efforts.

STRATEGIC FOCUS AREAS:



Well Balanced & Diversified Economy



Public Safety



Fiscal Responsibility



Quality of Life & Services



Infrastructure & Growth

GUIDING PRINCIPLES:

1. Pursue a financially-sustaining development pattern.
2. Encourage infill development to maximize the use of existing infrastructure.
3. Ensure a city-wide jobs-housing balance.
4. Maximize the potential of intellectual capital.
5. Advance Hutto as a place for a qualified, diverse workforce.
6. Advocate Hutto as an economic hub for rail-served industry.
7. Encourage a mix of residential, retail, restaurant, and office use.
8. Encourage business development that promotes quality of place.
9. Invest to revitalize under-utilized areas for business opportunities.
10. Support new and existing local businesses in their operations and growth.

STRATEGIC FOCUS AREA ALIGNMENT:



IMMEDIATE GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
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1	Update Public Access Channel content	Completion	9/30/2019	Communications Department
2	Secure additional 60,000 SF retail space	60,000 SF	9/30/2019	Economic Development
3	Increase awareness of educational programs <i>(Also supports the Quality of Life Objective)</i>	Completion	9/30/2019	Library
4	Create 100 new jobs through the recruitment of new businesses	Completion	9/30/2019	Economic Development
5	Creation of an ED Marketing Plan <i>(Also supports Economic Development Objective)</i>	Completion	12/31/2019	Economic Development
6	Creation of an ED Action Plan <i>(Also supports Economic Development Objective)</i>	Completion	12/31/2019	Economic Development
7	Establish small business loan program accessible to all Hutto businesses. <i>(Also supports Economic Development Objective)</i>	Completion	12/31/2019	Economic Development

EMERGING & LONG-TERM GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
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1	Develop the Co-Op site as a vibrant, mixed use district	Completion	9/30/2022	Economic Development
2	Reduce retail and job leakage	5 percent	9/30/2022	Economic Development

VISION

Hutto, Texas is a Family-friendly community that provides superior public safety, outstanding fiscal responsibility, diversified economy, and an exceptional quality of life.

VALUES

- Responsible
- Authentic
- Safe
- Progressive

OBJECTIVE:

Enhance mobility within the City.

ADDITIONAL DETAILS:

In order to thrive, people must be able to easily move throughout the community. Our objective is to continually improve the level of all forms of mobility, including vehicular, pedestrian, bicycle, and mass transportation . Strategic project selection, design, creative funding, and efficient construction will aide in

GUIDING PRINCIPLES:

1. Maintaining and following all adopted master plans is an important aspect of being able to continually enhance mobility.
2. Where a governing body desires to act conversely to an adopted Master Plan, the fact that the action is converse to the adopted Master Plan will be clearly reported by staff to the governing body and the affected Master Plan will be amended to reflect the change in policy.
3. Where possible, the City should partner with Hutto ISD, private developers, and other agencies to enhance mobility in the most cost-effective manner.
4. Safety, capacity, construction efficiency, ease and cost of maintenance must be considered for every new or rehabilitation project.
5. Transportation projects should respect and preserve the surrounding character to the greatest extent possible.
6. We should collaborate with regional entities to ensure that roadway design balances regional mobility goals with the unique needs and character of Hutto.
7. We should continually support efforts to serve Hutto with regional public transit, such as bus or rail.
8. Maintaining an active and cooperative relationship with entities such as Lone Star Rail, CAMPO, and CapMetro is an important aspect of achieving this objective.
9. We should always look to proactively expand the various infrastructure systems to optimize cost saving opportunities and funding partnerships.
10. Ensure proper multi-modal circulation to and through all new development.

STRATEGIC FOCUS AREAS:

	Well Balanced & Diversified Economy
	Public Safety
	Fiscal Responsibility
	Quality of Life & Services
	Infrastructure & Growth

STRATEGIC FOCUS AREA ALIGNMENT:



Aligning Goals - Economic Development

IMMEDIATE GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
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1	Complete the capital projects included in the FY2017 budget	Completion	5/31/2019	Engineering Department
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EMERGING & LONG-TERM GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
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1	Establish a park and ride location in Hutto	Completion	9/30/2020	City Manager's Office
2	Create pedestrian access crossing and access along Hwy. 79	1 Additional	9/30/2020	Engineering Department
3	Provide a developed trail system to connect neighborhoods, commercial areas, schools, and downtown to one another	Completion	9/30/2022	Parks & Recreation Department
4	Complete the capital projects included in the long-term capital improvement plan (see CIP Appendix for various projects)	Completion	9/30/2022	Engineering Department

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OBJECTIVE:

Generate a strategic path forward for enhancing the public safety apparatus including police, fire, and emergency medical services.

ADDITIONAL DETAILS:

Our objective is to generate a strategic direction to appropriate the resources to adequately staff, equip, train, motivate, and house the public safety functions in the community.

STRATEGIC FOCUS AREAS:

-  Well Balanced & Diversified Economy
-  Public Safety
-  Fiscal Responsibility
-  Quality of Life & Services
-  Infrastructure & Growth

GUIDING PRINCIPLES:

1. All forms of public safety, including police, fire services, and emergency medical services are a core function of local government and should be adequately staffed and equipped annually.
2. The "apparatus" in this objective means all of these broad systems of support for performing public safety functions, including personnel count, vehicles, buildings, equipment, etc.

STRATEGIC FOCUS AREA ALIGNMENT:



Aligning Goals - Public Safety Apparatus

IMMEDIATE GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
1	Design Criminal Investigation Interview room	Completion	3/31/2019	Police Department
2	Increase average tenure of sworn police officers	Increase by 5 years	9/30/2019	Police Department
3	Reduce Sexual Assaults 10% over Previous year	13 units	9/30/2019	Police Department
4	Complete Renovations of existing City Hall to new Police Station by Dec. 31, 2019 (Matt)	Completion	12/31/2019	Engineering

EMERGING & LONG-TERM GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
1	Decrease visibility objective (Collectors and residential streets) 36 hours to 12 hours by Sept. 30, 2022	36 hours to 12 hours	9/30/2022	Police Department
2	Increase authorized patrol staffing	22 to 31	9/30/2022	Police Department
3	Increase officer self-initiated time	8.9 minutes to 20 minutes/hour	9/30/2022	Police Department
4	Maintain average response time for calls for service	5.35 minutes	9/30/2022	Police Department
5	Maintain officer administrative time	12.5 minutes	9/30/2022	Police Department
6	Maintain percentage of time an officer will be available to immediately respond to an emergency call	95%	9/30/2022	Police Department

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OBJECTIVE:

Enhance the overall governance of the community.

ADDITIONAL DETAILS:

The City Council's job is, on behalf of the community, to see to it that the organization achieves what it should and avoids what is unacceptable. Continually enhancing the overall governance of the community is a primary objective of the City Council and we will annually establish goals to focus efforts in this area.

STRATEGIC FOCUS AREAS:

-  Well Balanced & Diversified Economy
-  Public Safety
-  Fiscal Responsibility
-  Quality of Life & Services
-  Infrastructure & Growth

GUIDING PRINCIPLES:

1. Actively advocating for Hutto's legislative agenda at the county, state and national levels as needed.
2. Elected officials, appointed officials and staff should continually cultivate, maintain, and promote both internal and external relationships which impact the effective governance of the community.
3. All involved should continually seek to identify and maintain a qualified group of community leaders at all levels.
4. Maintain a consistently high level of involvement of the Planning and Zoning Commission.
5. Focus on City Council leadership and development.
6. Nurture & sustain strategic partnerships with county, state and neighboring local government officials/staff to address common issues.
7. Nurture & sustain strategic educational partnerships.
8. Build community cohesion through continuous open communication.
9. Utilize ongoing continuing education opportunities, on an annual basis, to strengthen leadership and governance skills.

STRATEGIC FOCUS AREA ALIGNMENT:



Aligning Goals - Governance

IMMEDIATE GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
1	Review and amend legislative agenda at least annually to decide which issues need to be addressed	Completion	12/31/2018	City Manager's Office
2	Host and Manage Elections (November & May 2018)	Completion	5/31/2019	City Secretary
3	Continue to review policies, procedures and process and make necessary changes/edits/recommendations to ensure efficiency, effectiveness, alignment with core values, strategic plan, and service oriented organization	Completion	9/30/2019	Human Resources Department
4	Educate staff on current library and financial practices	Completion	9/30/2019	Library
5	Review ordinances and resolutions for conflict and applicability	Completion	9/30/2019	City Secretary

EMERGING & LONG-TERM GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
1	Consider a review of the Charter with City Council	Completion	2/28/2021	City Secretary's Office

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OBJECTIVE:

Ensure responsible fiscal stewardship through transparency and reporting.

ADDITIONAL DETAILS:

Stewardship is the responsible care and oversight of the resources made available by the citizens and customers of the City of Hutto to effectively manage the governmental responsibilities of the community. Continued fiscal stewardship is critical to creating an opportunity for people to thrive in the long-term.

GUIDING PRINCIPLES:

1. Provide funding for infrastructure to sustain growth.
2. Embrace the use of technology to enhance or reduce the cost of service delivery.
3. Reduce energy consumption and encourage the use of alternative and renewable energy sources.
4. Continually seek to stabilize and control program costs.

STRATEGIC FOCUS AREAS:

-  Well Balanced & Diversified Economy
-  Public Safety
-  Fiscal Responsibility
-  Quality of Life & Services
-  Infrastructure & Growth

STRATEGIC FOCUS AREA ALIGNMENT:



Aligning Goals - Fiscal Stewardship

IMMEDIATE GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
1	Prepared for the audit for FY18	Completion	11/30/2018	Financial Services
2	Complete all of FY 2018 Audit Workpapers	Completion	1/11/2019	Financial Services
3	Maximize Outside funding for sponsorship opportunities with the Library Parks and Downtown Events	Completion	9/30/2019	Downtown, Parks & Rec, Library
4	Improve collection of bad debt owed to the City	25%	9/30/2019	Financial Services
5	Pay Debt Service Payments on time for FY19	Completion	9/30/2019	Financial Services
6	Ensure Monthly bank reconciliation procedures are completed by the 15th of each month	95%	9/30/2019	Financial Services
7	Complete Budget Process and Present CIP in a timely manner	Completion	9/30/2019	Financial Services
8	Publish monthly organizational/people metrics	Completion	9/30/2019	Human Resources

EMERGING & LONG-TERM GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
1	Improve the City's bond rating by end of FY 2020	AA- to AA	9/30/2020	Financial Services

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OBJECTIVE:

Implement a quality city-wide customer service program.

ADDITIONAL DETAILS:

We believe that all people can thrive when we are serving one another. Our objective is to implement a culture of service across the entire City of Hutto organization, and to provide outstanding customer service in all aspects of what we do.

GUIDING PRINCIPLES:

1. Provide on-going and consistent citizen communications.
2. Maintain strong relationships between the Police Department and the community.
3. Our customers are our citizens, property owners, the City Council, volunteer boards and commissions, institutions, businesses, the development community and anyone that invests their time, energy, effort, or money into the City of Hutto.

STRATEGIC FOCUS AREAS:

	Well Balanced & Diversified Economy
	Public Safety
	Fiscal Responsibility
	Quality of Life & Services
	Infrastructure & Growth

STRATEGIC FOCUS AREA ALIGNMENT:



Aligning Goals - Customer Service

IMMEDIATE GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
1	Communicate City story to the citizens through a variety of different channels <i>(Also supports the Quality of Life Objective)</i>	Completion	9/30/2019	Communications Department
2	Maintain current up-to-date website <i>(Also supports the Open for Business Objective)</i>	Completion	9/30/2019	Communications Department
3	Utilize media to effectively tell the City of Hutto story	Completion	9/30/2019	Communications Department
4	Communicate regularly with Hutto Businesses <i>(Also supports Open for Business Objective)</i>	40 people	9/30/2019	Economic Development
5	Continue to build a culture of customer service throughout the organization and is top of mind for each department	Completion	9/30/2019	Human Resources
6	Continue to improve operational efficiencies by City Staff	Completion	9/30/2019	Information Technology
7	Evaluate current policies and procedures	5 units	9/30/2019	Financial Services

EMERGING or LONG-TERM GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
None at this time.				

VISION

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OBJECTIVE:

Maintain a positive and inspired workforce.

ADDITIONAL DETAILS:

In order to create a thriving community, City staff members need to be fully engaged in service to the public. In order to be fully engaged, the organization must continually cultivate a positive and inspiring workplace culture.

STRATEGIC FOCUS AREAS:

-  Well Balanced & Diversified Economy
-  Public Safety
-  Fiscal Responsibility
-  Quality of Life & Services
-  Infrastructure & Growth

GUIDING PRINCIPLES:

1. Provide continuing education opportunities for employees.
2. Maintain a highly effective police force.
3. Recruit and retain a highly effective Police force.
4. Departments should use succession planning to train and promote from within where feasible.

STRATEGIC FOCUS AREA ALIGNMENT:




Aligning Goals - Workforce

IMMEDIATE GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
1	Plan move to the new City Hall	Completion	12/31/2018	Engineering, Human Resources, Communications
2	Develop plan to implement a physical fitness program <i>(Also supports the Public Safety Objective)</i>	Completion	12/31/2018	Police Department
3	Build the brand according to the brand guide	Completion	2/28/2019	Communications Department

EMERGING & LONG-TERM GOALS		TARGET METRIC	TARGET DATE	RESPONSIBILITY
	None at this time.			

VISION

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VALUES

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OBJECTIVE:

Maintain an environment and quality of life that encompasses a safe, friendly, and an entertaining atmosphere for all ages.

ADDITIONAL DETAILS:

People thrive when they are able to live in, work in, and visit an environment that is safe, friendly, and entertaining. Our objective is to create and maintain such an environment within the City of Hutto.

STRATEGIC FOCUS AREAS:

-  Well Balanced & Diversified Economy
-  Public Safety
-  Fiscal Responsibility
-  Quality of Life & Services
-  Infrastructure & Growth

GUIDING PRINCIPLES:

1. Support and encourage beautification efforts.
2. Maintain strong relationships between the Police Dept. and the community.
3. Support a city-wide tree planting and care program.
4. Acquire and develop open space of various scales for active, passive and programmed use.
5. Develop Hutto's park system in accordance with the Parks, Trails, and Open Space Master Plan.
6. Continually cultivate an expansive urban tree canopy.
7. Ensure the health of trees through standards and species selection.
8. Expand the city's tree canopy cover through landscaping and targeted tree planting efforts.
9. Support the preservation of green space.
10. Consistently seek productive community partnerships.
11. Promote home and yard maintenance/ code compliance.
12. Build community character and compatibility through architectural design.
13. Ensure proper multi-modal circulation to and through new development.
14. Use zoning to ensure harmony and avoid adverse impacts to surrounding thoroughfares and
15. Allow a variety of housing products to serve the needs of a diverse population through all stages of life.
16. Support various scales of attached and multi-family housing.
17. Require that the form and character of downtown Hutto persist in new construction redevelopments.
18. Preserve designated historic structures.
19. Celebrate Hutto's heritage and preserve our history for future generations.
20. Highlight Hutto's unique identity and heritage through murals and public art.
21. Ensure that neighborhoods will hold value and remain safe.
22. Proactively support educational needs for the community.
23. Nurture & sustain strategic educational partnerships.
24. Maintain active participation in regional trail planning efforts.
25. Provide public gathering opportunities through programming of existing facilities.
26. Seek to provide platforms for display and promotion of local art.
27. Connect residents to the arts, including music and



Aligning Goals - Quality of Life

IMMEDIATE GOALS	TARGET METRIC	TARGET DATE	RESPONSIBILITY
1 Facilitate the move to the new library and City Hall	Completion	12/31/2018	Engineering, Human Resources, Library, Communications
2 Complete the capital projects included in the FY2017 budget	Completion	5/31/2019	Engineering
3 Communicate City story to the citizens through a variety of different channels <i>(Also supports the Customer Service Objective)</i>	Completion	9/30/2019	Communications Department
4 Update Public Access Channel content	Completion	9/30/2019	Communications Department
5 Utilize media to effectively tell the City of Hutto's story	Completion	9/30/2019	Communications Department
6 Expand library collection, improve standards	Completion	9/30/2019	Library
7 Increase awareness of educational programs <i>(Also supports the Economic Development Objective)</i>	Completion	9/30/2019	Library
8 Modify Parks Master Plan in partnership with Community Services	Completion	9/30/2019	Parks Department
9 Develop Pollard park programming	Completion	9/30/2019	Parks Department
10 Promote Hutto as a destination	Completion	9/30/2019	Economic Development
11 Communicate regularly with Hutto businesses	Completion	9/30/2019	Economic Development

Aligning Goals - Quality of Life

EMERGING & LONG-TERM GOALS	TARGET METRIC	TARGET DATE	RESPONSIBILITY
1 Design Gap Trail <i>(Also supports the Infrastructure Objective)</i>	Completion	9/30/2020	Parks Department
2 Design of Fritz/Creekside improvements <i>(Also supports the Infrastructure Objective)</i>	Completion	9/30/2020	Parks Department
3 Develop the Co-Op District as a vibrant, mixed-use district <i>(Also supports the Open For Business Objective)</i>	Completion	9/30/2022	Economic Development
4 Complete the capital projects included in the long-term capital improvement plan (see CIP Appendix for various projects)	Completion	9/30/2022	Engineering Department