

# City of Gonzales Strategic Vision and Goals

2016

## Target Areas for New Strategic Vision

In March of 2016 The Strategic Planning Workshop for the City Council of Gonzales focused on identifying the important Target Areas for the New Strategic Vision, including the identification of key milestones that the City should strive for in order to successfully reach each of these target areas.

- Business Development
- Community Involvement
- Investment in Infrastructure
- Professional Excellence in Staff
- Tourism

## Target Areas with Important Milestones

Key Milestones are objectives that cannot be reached immediately, but over a period of 5-7 years. They indicate that the City is moving in the right direction at the right speed in order to fulfill the vision. Annual Goals and Action Plans are to be developed for each of these Milestones by the Staff. These goals and action plans should be communicated to the Council in order to maintain complete organizational alignment.

### **Business Development**

- Victoria College
- Downtown Revitalization
- Improve amenities including Development of the River for Recreation and Entertainment
- Maximize JB Wells Expo
- Focus on Business Development, including possible incentive packages

### **Community Involvement**

- Focus on more Youth Involvement
- Continue to focus on Relationship Building with Citizens
- Improve the use of Boards and Commissions
- Develop a strategy for attracting more volunteers
- More focus on Customer Service

### **Professional Excellence in City Staff**

- Maintain highest possible salary/benefits packages
- Teamwork within and between Departments
- Create emotional buy-in to having Pride in the City
- Focus on Customer Service
- Provide Training
- Culture of valuing employees

### **Invest in Infrastructure**

- Sidewalks
- Continue Street Improvement
- Develop a Plan for City Facilities

### **Tourism**

- River Development
- Develop and Implement a coherent strategy to maximize history in promoting tourism
- Lead the way in developing tourism packages with key stakeholder organizations
- Improved Appearance of Entry-way into the City

### **Goals for Milestones**

The Staff met on April 8, 2016 to select medium term and short term goals for each of the Milestones identified by the Council. Medium-term goals are considered to be goals that can be reached in a 3 to 5 year range. Short term goals are considered to be goals that can be reached in the next 12-18 months.

In some cases, some milestones are combined because the staff felt that they were so closely related that it made more sense to create mutual goals. In some cases the staff felt that it was not helpful to categorize the goals as midterm and short term. In some cases, specific departments may need to analyze the goals to make them more specific. In many cases, the staff will need to develop action plans that give these goals more life.

## Target #1 Business Development

### **Victoria College**

#### **Midterm Goals for Victoria College**

1. Add additional facilities
2. Develop a tuition discount program including a reimbursement plan to make tuition free or almost free for city employees.
3. Deepen, Define, and Promote the partnership between VC and the City through such things as:
  - a. Joint use of space
  - b. City representative on the VC Board
  - c. Shared use of students through an internship program
  - d. Clear way to encourage employees to use VC
4. Expand offerings at VC
  - a. Fire Academy
  - b. Becoming a 4 Year College
  - c. Offer a Texas History Program
  - d. Expand Vocational Classes such as customer service and small business courses

#### **Short Term Goals for Victoria College**

1. Use the current CDL Training for city employees
2. Create a common committee of VC and City employees to enhance communication
3. Develop a pilot intern program with the City and VC Students
4. Get the right people from both entities to the same meetings so that decisions can be made
5. Develop classroom space at the new library

### **Downtown Revitalization**

#### **Midterm Goals for Downtown Revitalization**

1. Hold more special events
2. Improve sidewalks
  - a. Consider selling sidewalk space in downtown to be colorful and to tell the history of Texas, possibly including the role of the building that section of the sidewalk serves.
3. Start the process to move utility poles or bury lines

4. Develop program to encourage maintenance of buildings, including the possibility of incentives to remodel
5. More City Attractions (Such as the Come and Take It Flag)
6. Maximize the Main Street Program to work more efficiently
7. Increase the effectiveness of efforts to retain existing businesses

### **Short term Goals for Downtown Revitalization**

1. Encourage the development of Business Association
2. Investigate the possibility of grants
3. Research a possible win-win with Verizon related to utilities
4. Develop a plan and budget for sidewalk program
5. Expand the number of events offered in partnership with Downtown Business Association

### **Improve amenities including Development of the River for Recreation and Entertainment**

#### **Midterm Goals for Development of the River**

1. Recruit seasonal water recreation businesses
2. Meet with landowners to achieve buy in and cooperation
3. Set up rental cabins at the RV Park
4. Have concerts and entertainment at the River
5. Improve access to the dam

#### **Short term Goals for Development of the River**

1. Investigate the cost to fill in the duck pond
2. Hold meetings with landowners
3. Contact seasonal recreation businesses
4. Look for grants to improve river access and appearance

### **Maximize JB Wells Expo**

#### **Midterm Goals to Maximize JB Wells Expo**

1. Develop a Savings Plan in order to be able to add more meeting rooms

2. Develop a comprehensive cost package
3. Increase Advertising and Marketing

### **Short term Goals to Maximize JB Wells Expo**

1. Develop a cost package
2. Start saving for future development
3. Develop the plan for a dynamic marketing campaign

### **Focus on Business Development, including possible incentive packages**

### **Midterm Goals for Focusing on Business Development**

1. Develop a Downtown Business Association
2. Develop an Incentives Package Plan
3. Develop a realistic Rent Plan

### **Short term Goals for Focusing on Business Development**

1. Determine the Rental Structure
2. Consolidate all the revitalization plans into one comprehensive plan, pull the trigger, and stay with that plan

### **Target #2- Community Involvement**

### **Focus on more Youth Involvement**

### **Short term and Midterm Goals for Youth Involvement**

1. Include internships for Junior and Senior Students across all city departments in the budget
2. Collaborate with Victoria College to engage youth in city government
3. Expand seasonal jobs to include utility departments
4. Consider a way to include youth on boards and commissions program through an advisory or junior council program

## **Continue to focus on Relationship Building with Citizens**

### **Short term and Midterm Goals for Relationship Building**

1. Create more awareness of existing services
2. Lead by example by volunteering for things in the city that are not city driven
3. Hold more pre-developmental meetings
4. Celebrate Successes

## **Improve the use of Boards and Commissions**

### **Short term and Midterm Goals for Boards and Commissions**

1. Provide appropriate training
2. Have the right number of participants for each board and commission
3. Be accessible and responsive
4. Support their recommendations
5. Include them in planning
6. Proper screening to insure that they are volunteering for the right reason

## **Develop a strategy for attracting more volunteers**

### **Short term and Midterm Goals for Attracting more Volunteers**

1. Keep them busy and involved
2. Have incentives for events such as t-shirts, gift bags, etc.
3. Have a good cause that you are asking people to volunteer for
4. Make it fun
5. Serve them food

## **More focus on Customer Service**

### **Short term and Midterm Goals for Customer Service**

1. Create a better Customer Service Mindset

2. Create an effective feedback loop
3. Recognize that Customer Service starts internally
4. Strive for lower and guaranteed response times within all departments
5. Have a Customer Service Champion in each Department

### Target #3- Professional Excellence in Staff

#### **Maintain highest possible salary/benefits packages**

##### **Midterm Goals for Salary/Benefits Packages**

1. Improve the retirement plan
2. Develop unique and creative new benefits

##### **Short term Goals for Salary/Benefits**

1. Educate policy makers on the consequences of poorly designed compensation packages
2. Develop fair pay scales
3. Educate employees regarding benefits
4. Increase training opportunities for employees
5. Enhance revenue streams

#### **Teamwork within and between Departments**

##### **Midterm Goals for Teamwork**

1. Develop teamwork programs
2. Increased communication across departments
3. Cross-training between departments

##### **Short term Goals for Teamwork**

1. Develop an employee committee to plan events
2. Hold more employee teamwork activities such as employee golf tournament, city day trips, or other things that include the whole family
3. Monthly update to all city employees

4. Develop a policy allowing employees to schedule time in other departments during downtime

### **Create emotional buy-in to having Pride in the City**

#### **Midterm Goals to Create Emotional buy-in**

1. Lead by example
2. Award when employees action without directive
3. Examine the existing Clean-up Programs

#### **Short term Goals to Create Emotional buy-in**

1. Train employees to know the community and to have an awareness of their surroundings
2. Celebrate Good deeds that are done and reward personal initiative

### **Focus on Customer Service**

#### **Midterm Goals for Customer Service**

1. Measure the level to which a Customer Service Mindset exists
2. Create a positive culture around Customer Service

#### **Short term Goals for Customer Service**

1. Increase Training
2. Have more accountability, including reinforcing the positive
3. Develop an effective rewards system for excellence in customer service
4. Focus on both internal and external customers

### **Provide Training**

#### **Midterm Goals for Training**



1. Every employee knows what training is required
2. Establish appropriate budgets for training staff and volunteers
3. Develop long term partnerships with appropriate resources (GVEC, VC, GVTC, TXDOT)
4. Utilize training within the city

### **Short term Goals for Training**

1. Review and amend goals and budgets in order to implement more training
2. Identify the specific topics that are needed to meet requirements
3. Utilize staff members as in-house trainers

### **Culture of valuing employees**

#### **Midterm Goals for Culture of valuing employees**

1. Encourage certification and education programs
2. Create a program to show appreciation for employees hard work and stay with it
3. Empower employees to recognize the valuable contributions of fellow employees

#### **Short term Goals for Culture of valuing employees**

1. Budget for programs
2. Develop a paid day off award
3. Develop employee to employee recognition awards
4. Establish employee only committee with one person from each department on it

### **Target #4 Invest in Infrastructure**

#### **Sidewalks**

#### **Midterm Goals for Sidewalks**

1. Develop and promote a Historic Walking Tour
2. Identify the right funding mechanisms

3. Begin Implementation of the Plan

### **Short term Goals for Sidewalks**

1. Get a scope of work and cost estimate
2. Develop a plan
3. Get buy in from store owners

### **Continue Street Improvement**

#### **Midterm Goals for Street Improvement**

1. Stay committed to the priority
2. Consider staffing needs
3. Consider equipment needs

#### **Short term Goals for Street Improvement**

1. Continued emphasis on maintenance
2. Review and amend the current plan annually
3. Continuously search for grants and partnerships

### **Develop a Plan for City Facilities**

#### **Midterm Goals for City Facilities**

1. Identify long term future facility needs
2. Develop a strategy to implement and prioritize based on needs assessment

#### **Short term Goals for City Facilities**

1. Get Community input on needed facilities
2. Do a security survey at all city facilities
3. Develop a facilities needs assessment
4. Determine if the value gained in improving an existing facility warrants the cost

### **Target Area #5 Tourism**

## **River Development**

### **Goals for River Development**

1. Improve the appearance of the River Banks
2. Create a safe entry into the River that is attractive
3. Create an event location based along the river
4. Create a river destination
5. Promote marketing and advertising for river activities

### **Develop and Implement a coherent strategy to maximize history in promoting tourism, leading the way to develop tourism packages with key stakeholder organizations**

#### **Goals for history tourism packages**

1. Bring Hotels, Bed & Breakfast, Chamber of Commerce, and Convention and Visitor's Bureau together to create 1 designated point of contact
2. Build stronger partnerships with regional partners
3. Cater meals to tour groups, involving restaurants and giving souvenirs
4. Find funding
5. Do more marketing

### **Improved Appearance of Entry-way into the City**

#### **Midterm Goals for Entry-Way into the City**

1. Clear property along the river so it is visible from the highway
2. Create a plan to purchase and redevelop properties along Water Street
3. Develop a Visitor's Center along Highway 183

#### **Short term Goals for Entry-Way into the City**

1. Build planters with flowers at the entrances of the Highway, landscaped "Welcome to Gonzales"
2. Improved Lighting
3. Way finding signage