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STRATEGIC FRAMEWORK

VISION 2029

“Desired Destination for Missouri City”

PLAN 2019

“Map to Missouri City’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Missouri City’s Government”

BELIEFS

“Expectations of Missouri City’s Employees”

Missouri City Vision 2029

**Missouri City 2029
is a Great Place to Live:**

a Premier Community ⁽¹⁾ with

Inclusiveness ⁽²⁾

Beautiful ⁽³⁾

Safe ⁽⁴⁾ and

Active/Enjoyable Living ⁽⁵⁾

Missouri City 2029

has

Successful Village Centers at Texas Parkway and Sienna, ⁽⁶⁾

a Vibrant Town Center ⁽⁷⁾ at Highway 6 and Toll Road and

Thriving Major Corridors ⁽⁸⁾

Vision 2029

Guiding Principles

PRINCIPLE 1

PREMIER COMMUNITY

► Means

1. Balance between residential and business
2. Residents taking pride in and contributing to the Missouri City community
3. Reputation: Great place to raise your family and stay for a lifetime
4. Quality housing choices for all stage of life; from young professionals to families with children to seniors; types and prices
5. Opportunities to live near work
6. Top quality public and private schools in Missouri City
7. Easy public transportation connected to Houston
8. Reputation: “Great place to live, work and enjoy life”
9. Media recognizing “Missouri City” – the community, our successes, events and happenings

PRINCIPLE 2

INCLUSIVENESS

► Means

1. “All” are welcome
2. Celebrating the diverse cultural traditions and festivals
3. Residents informed and engaged in civic and community activities
4. Reputation as an "International City" for trade and business
5. Effective two way communications between city and residents
6. Residents understanding, supporting, respecting community and city standards
7. Community event recognizing and bringing all cultures together

PRINCIPLE 3

BEAUTIFUL

► **Means**

1. Well designed and maintained corridor districts and business buildings
2. Buildings and homes meeting the City's maintenance and life safety codes including strict enforcement
3. Attractive gateway entrance signifying that you are arriving in Missouri City
4. Well maintained City infrastructure: streets, sidewalks, etc.
5. Well designed and maintained neighborhoods and homes
6. Well designed and maintained public buildings and spaces
7. Public art at strategic locations throughout the city
8. Property owners taking pride and responsibility for the appearance of their buildings and landscaping
9. Preservation of Missouri City history and heritage

PRINCIPLE 4

SAFE

► **Means**

1. Reputation as one of the "safest cities" in the nation
2. Timely response to emergency calls for service
3. Low crime rate
4. Community prepared for a major disaster response and recovery
5. City Police and Fire Departments working in partnership with residents and businesses to create a safe community
6. City partnering with Schools for "safe schools"
7. Residents and guests feeling safe-at home, in their neighborhoods and throughout the community
8. Reputation: city tough on crime and criminal activity
9. Safe water supply

PRINCIPLE 5

ACTIVE/ENJOYABLE LIVING

► **Means**

1. Exciting entertainment and programs at an amphitheater/event park
2. Range of top quality parks
3. Variety of recreational programs and activities for all
4. Active senior programs and services
5. Variety of community events and festivals
6. Trails for walking and biking
7. Evening and later night entertainment, restaurants/bars
8. Top quality municipal golf course enjoyed by residents and visitors
9. Facilities and programs for special needs

PRINCIPLE 6

SUCCESSFUL VILLAGE CENTERS AT TEXAS PARKWAY AND SIENNA

► **Means**

1. Pedestrian friendly and walkable area
2. Variety of residential opportunities in mixed use developments
3. A "Destination" for residents and visitors – multiple reasons to go there
4. Streets with attractive streetscapes, public spaces and businesses
5. Active locations during the day and in the evenings
6. Small, locally owned retail businesses carrying unique products
7. Variety of restaurants including opportunities for outdoor dining
8. Supported by surrounding neighborhoods
9. Range of entertainment opportunities

PRINCIPLE 7

**VIBRANT TOWN CENTER AT HIGHWAY 6
AND TOLL ROAD**

► **Means**

1. Major office complexes with regional and major businesses
2. Mid-rise mixed use development for work, live and play blending with retail, restaurants/entertainment and residential opportunities
3. New businesses providing employment opportunities for residents and bringing new residents
4. Metro station connection to Houston
5. Major and local retail necessary to support business and residents, and attracting visitors
6. Major economic hub in Fort Bent County
7. Alternative industrials targeting medical related business and research, international office, light manufacturing
8. Range of housing: rental and ownership
9. Attractive landscaping open space and buildings that define the area

PRINCIPLE 8

THRIVING MAJOR CORRIDORS

► **Means**

1. Attractive gateway signs signifying the entrance to Missouri City
2. Variety of successful businesses serving the needs of residents and the region
3. Preserving land uses through protective zoning
4. Hotels and supporting restaurants and retail businesses
5. Well maintained, attractive streets and streetscapes
6. Mixed use development blending retail and residential opportunities at targeted areas
7. Corridors contributing to a grow commercial tax base for the City
8. Major national businesses having a presence along the corridor (e.g. outlet and destination)
9. Metro link public transportation serving the corridors

City of Missouri City Mission

**The MISSION of the City Government of
Missouri City is to provide**

MUNICIPAL SERVICES ^(A)

in a

FINANCIALLY RESPONSIBLE ^(B)

and

CUSTOMER FRIENDLY ^(C) manner,

while

ENGAGING OUR RESIDENTS. ^(D)

PRINCIPLE A

MUNICIPAL SERVICES

► **Means**

1. Defining core municipal services and establishing service priorities
2. Becoming a full service City including utilities
3. Providing municipal services that are responsive to the Missouri City community
4. Providing well designed and well maintained City infrastructure and facilities that result in reliable City services and easy access for City customers
5. Developing and maintaining a top quality City information technology infrastructure
6. Developing and maintaining a high performing City organization team
7. Providing competitive compensation and benefits for City employees
8. Hiring, retaining a top quality City workforce dedicated to serving the Missouri City community
9. Identifying and evaluating "best practices" and applying when appropriate to the City

PRINCIPLE B

FINANCIALLY RESPONSIBLE

► **Means**

1. Delivering City services in the most cost effective, efficient manner
2. Providing adequate resources to support defined services and levels of services
3. Having a responsible tax and fee rates
4. Expand dollar within the budget
5. Leveraging City resources through grants and other outside revenue sources
6. Exploring ways to reduce the cost of service delivery through contracting with other governments or businesses
7. Developing long range financial plan based upon projected revenues and expenditures
8. Maintaining a reserve level consistent with the City's policies and nationally accepted standards
9. Using volunteers to reduce the cost of service delivery

PRINCIPLE C

CUSTOMER FRIENDLY

► **Means**

1. Providing a customer friendly environment
2. Listen to and striving to understand the needs and desires of the customer
3. Evaluating the level of customer satisfaction and learning from their feedback
4. Continually looking for ways to simplify processes and improve customer service
5. Taking time to explain the reason or the City's action and providing helpful alternative when the answer is "No"
6. Solving the customers' problem in a timely manner
7. Changing and updating City ordinances and codes to apply to current trends
8. Acting in a polite and courteous manner
9. Talking to real people – avoiding “voice mail jail”
10. Timely response directly to issues and questions

PRINCIPLE D

ENGAGING OUR RESIDENTS

► **Means**

1. Providing timely information to the community using effective methods of communications
2. Looking for effective methods/ways to involve the residents in planning and policy development
3. Developing and using City boards and commissions, task forces and committees with diverse participation
4. Using neighborhood and "town hall" meetings to share information and to listen to input/feedback
5. Using community surveys and other techniques for feedback on city services, programs and activities
6. Providing state of the art technology links residents to the city (e.g. virtual, e education)
7. Maintaining a City presence in the community including participation and leadership in community organizations
8. Listening to the entire community
9. Seeking and using community volunteers in the City

Missouri City Government Municipal Services

No Choice

Govern the city
Manage public records
Plan, manage storm water system
Plan for, respond to and recover from a emergency

Choice Services for Daily Living

Enforce laws and ordinances
Regulate land uses and development quality
Operate surface water treatment plant
Plan, build and maintain roads and bridges
Plan for the City's future
Manage traffic flow and control
Develop effective working relationship with other governments:
MUD, schools
Coordinate utility services
Plan, build and maintain sidewalks and bikeways
Review and approve plans, inspects buildings
Patrol the community
Provide emergency medical services (1st responder)
**Stimulate economic growth/create a positive
climate for business investments**

Quality of Life Services

Seek compliance/enforce housing and nuisance codes
Plan, build and maintain parks: active and passive, community
Provide water and sewer services
Inform the community: residents and businesses
Collect, dispose solid waste
Support development of local businesses
Maintain and operate Community Center
Operate Quail Valley Golf Course
Plan, build and maintain trails

Community Add-Ons for Livability

Operate a municipal court
Recycle solid waste: residential and commercial
Plan, build and maintain streetscapes and medians
Provide animal control and services
Prevent and suppress fires
Operate Recreation and Tennis Center
Plan, build and maintain athletic fields/sports complex
Plant, trim trees and landscaping

City Government of Missouri City Core Beliefs

MISSOURI CITY TEAM C.A.R.E.S.

C ompassion

A ction

R espect

E xcellence

S ervice

City Government of Missouri City Core Beliefs

BELIEF 1

TEAM

► **Means**

1. Working with others to achieve common goals
2. Communicating in an open and direct manner
3. Knowing your duties and responsibilities
4. Helping other work units and team members to be successful in achieving their goals
5. Focusing on the City first, then department
6. Working with others to resolve conflicts when they arise
7. Collaborating with others to provide services and complete projects

BELIEF 2

COMPASSION

► **Means**

1. Being respectful of the City, Mayor and City Council and City Manager
2. Listening to others
3. Acting in courteous, polite and apolitical manner
4. Genuinely caring about others: your colleagues and your customers
5. Striving to understand others before making a "judgment"
6. Having a passion for helping and serving others
7. Being dedicated to public services and to serving the community
8. Bringing energy and enthusiasm to the City organization and your job

BELIEF 3	ACTIONS
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<p>► Means</p> <ol style="list-style-type: none">1. Taking responsible for your actions and decisions2. Holding self and others accountable for the results and outcomes3. Providing accurate and thorough information4. Taking actions consistent with the City's vision, mission, goals and work priorities5. Completing assigned tasks and projects on time and within budget6. Personally answering the phone and responding in a timely manner7. Directing the person to the right person who has responsibility for resolving their problem
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BELIEF 4	RESPECT
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<p>► Means</p> <ol style="list-style-type: none">1. Treating all with respect2. Acting with integrity3. Being honest and truthful4. Expressing your opinions in a respectful manner – watching the tone of delivery5. Following through and delivering on your commitments and promises6. Understanding and respecting the different roles and responsibilities on the City Team7. Providing a fair days work for fair days pay8. Acting consistently with personal and professional ethics

BELIEF 5

EXCELLENCE

► Means

1. Looking to the long term and future: opportunities and threats
2. Solving problems and developing potential solutions
3. Taking responsibility for and learning from setbacks
4. Delivering the "best possible" services within the available resources
5. Evaluating the results and process, and looking for ways to improve
6. Creating a work environment that encourages and supports creative thinking
7. Knowing the "Best Practices" and evaluating their application to Missouri City
8. Providing clear options and recommendations to decision makers
9. Promoting excellence as a City organizational norm and performance standard
10. Looking for ways to reduce costs of delivering excellent services
11. Solving problems and developing potential solutions
12. Using your imagination to find solutions

BELIEF 6

SERVICE

► Means

1. Looking to the long term and future: opportunities and threats
2. Solving problems and developing potential solutions
3. Taking responsibility for and learning from setbacks
4. Delivering the "best possible" services within the available resources
5. Evaluating the results and process, and looking for ways to improve
6. Creating a work environment that encourages and supports creative thinking
7. Knowing the "Best Practices" and evaluating their application to Missouri City
8. Providing clear options and recommendations to decision makers

City of Missouri City Goals 2014 – 2019

**CREATE A GREAT PLACE TO LIVE:
*SAFE, BEAUTIFUL AND ACTIVE***

**MAINTAIN A FINANCIALLY SOUND CITY GOVERNMENT:
*EFFECTIVE/QUALITY SERVICES AND INFRASTRUCTURE***

**GROW BUSINESS INVESTMENTS IN MISSOURI CITY:
*MORE BUSINESSES, MORE JOBS***

**DEVELOP A HIGH PERFORMANCE CITY TEAM:
*WORKING TOGETHER, PRODUCING RESULTS***

**HAVE QUALITY DEVELOPMENT THROUGH BUILDOUT:
*ACTIVE CENTERS, NEIGHBORHOODS,
HOUSING AND MOBILITY***

GOAL 1	CREATE A GREAT PLACE TO LIVE: <i>SAFE, BEAUTIFUL AND ACTIVE</i>
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- Objectives**
1. Expand the leisure opportunities (programs, activities and venues) within Missouri City
 2. Be recognized as the "Safest City in the Nation"
 3. Increase the number of job opportunities for Missouri City residents
 4. Expand the Metro link to Houston and Medical Center
 5. Have a reputation as a community for all cultures
 6. Develop a strong sense of community identity and pride
 7. Expand opportunities to live a healthy and active life style

- Short-Term Challenges and Opportunities**
1. Understanding and addressing the needs of older residential neighborhoods
 2. Defining the role of City government: safe, beautiful and active
 3. Maintaining a safe community
 4. Tapping the potential strength of cultural diversity
 5. Working with neighborhood associations and providing a consistent message from the City
 6. Potential community split: north versus south
 7. Funding for City programs, staffing and infrastructure
 8. Developing partners who are bringing resources

► Actions 2014 – 2015	PRIORITY
<i>Policy Agenda</i>	
1.1 Mobility Strategy	Top Priority
1.2 Veterans Memorial	High Priority
1.3 Beautification Plan for Texas Parkway/Cartwright Road	Mod Priority
1.4 Community Celebrations/Events Calendar	Mod Priority

► **Actions 2014 – 2015** (*Continued*)

PRIORITY

Management Agenda

- 1.5 Code Enforcement Enhancements
- 1.6 HOA Outreach Strategy
- 1.7 Brazos River Park Plan

Top Priority

High Priority

High Priority

Management in Progress

- 1. CDBG Program: Staffing Decision, Hiring
- 2. Bike/Jogging Trail Interlocal Agreement for Kitty Hollow Park/Vicksburg Regional Trail
- 3. Fair Housing Ordinance (Mandatory)
- 4. 1st Tee Program Preliminary Design Facility Development and Fund Raising: Initial Report
- 5. Congregate Living Ordinance

Major Projects

- 1. Texas Parkway Signal Mast Arms and Improvements (City)
- 2. Kitty Hollow Park/Vicksburg Regional Trail: Construction
- 3. Bike Lane Program: Phase 1
- 4. ITS: Upgrades

GOAL 2	MAINTAIN A FINANCIALLY SOUND CITY GOVERNMENT: <i>EFFECTIVE/QUALITY SERVICES AND INFRASTRUCTURE</i>
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- Objectives**
1. Maintain and upgrade City infrastructure: streets, sidewalks, parks
 2. Provide adequate resources to support defined City services and levels of service
 3. Maintain and upgrade the City's bond rating
 4. Deliver City services in the most cost effective manner
 5. Maintain reserves consistent with City policies and nationally recognized standards
 6. Maintain and upgrade City Hall, Police Facility(ies) and other City buildings

- Short-Term Challenges and Opportunities**
1. Aging City infrastructure and buildings needing major repairs or replacement
 2. Funding for major infrastructure projects
 3. Slow growth in City revenues as the slow economic recovery continues
 4. Anti-tax attitudes among some residents
 5. Addressing delinquent tax collection
 6. Limited outside funding for City infrastructure projects and services
 7. Funding for the maintenance and operations of new or upgrade infrastructure or facilities

► Actions 2014 – 2015	PRIORITY
<i>Policy Agenda</i>	
2.1 City Centre/Quail Valley Golf Course	High Priority
2.2 City Hall Campus/Police Master Plan	High Priority
2.3 Street Maintenance Program	Mod Priority

► **Actions 2014 – 2015** (*Continued*)

PRIORITY

Management Agenda

- 2.4 Delinquent Tax Collection
- 2.5 Solid Waste Management and Contract
- 2.6 TMRS Retirement Programs
- 2.7 Bond Issue for Infrastructure: Implementation

Top Priority

Top Priority

High Priority

High Priority

Management in Progress

- 1. Preventive Maintenance Report
- 2. Trade Mark Renewal
- 3. Fire Station 5: Operations Contract
- 4. Center Point Utility Franchise
- 5. ISO Rating Evaluation Report

Major Projects

- 1. Old Community Center: Accessibility Improvements
- 2. Police Memorial Maintenance
- 3. Public Safety Signage Improvement
- 4. IT Area Improvements

GOAL 3	GROW BUSINESS INVESTMENTS IN MISSOURI CITY: <i>MORE BUSINESSES, MORE JOBS</i>
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- Objectives**
1. Create a positive environment for business investment
 2. Have a reputation as a "business friendly" City: services and processes
 3. Revitalize/upgrade/remove/replace older commercial centers
 4. Develop an environment that supports start up businesses and their growth
 5. Increase the number of headquarters/regional offices
 6. Develop effective public – private partnerships that provide a return on investment

- Short-Term Challenges and Opportunities**
1. Competition with other cities in the Houston regional area
 2. Growing small businesses
 3. Addressing older commercial centers and attracting desirable businesses
 4. Changing the perception gap of not a "business friendly" City
 5. Defining City incentives and public – private partnerships
 6. Closing the deal in a competitive marketplace
 7. Appearance of entrances to Missouri City

► Actions 2014 – 2015	PRIORITY
<i>Policy Agenda</i>	
3.1 Economic Development Goals and Action	Top Priority
3.2 Aging Strip Centers Strategy	Top Priority
3.3 Small Business Loan Program	High Priority
<i>Management Agenda</i>	
3.4 Economic Development Marketing Program	Top Priority
3.5 "Standard of Care" City Government	Top Priority
<i>Management in Progress</i>	
1. Small Business Purchase Policy and Initiative	
2. Small Business Education Program/Workshops	
3. Economic Development Website: Development	

GOAL 4

**DEVELOP A HIGH PERFORMANCE CITY TEAM:
*WORKING TOGETHER, PRODUCING RESULTS***

► Objectives

1. Have the whole City working as a Team: Mayor/City Council, City Management, City Employees
2. Increase the trust level within City government and with the community
3. Strengthen the partnerships between the City and the community – residents, community organizations, businesses and institutions
4. Hire and retain a "top quality" workforce dedicated to serving the Missouri City community
5. Have the City government and the community united on a common vision and goals for the future
6. Increase the residents and businesses understanding of City finances, services and programs

► Short-Term Challenges and Opportunities

1. Retaining a top quality City workforce
2. Changing the organizational culture
3. Determining "how to" engage and involve a community with a diverse population
4. Splits in the community; old versus new; north versus south
5. Working as a Team
6. Developing the skillsets of City employees through training and development
7. Respect among City team members
8. Developing and institutionalizing an effective, ongoing strategic planning process for City government with common vision, common goals, and producing results

► **Actions 2014 – 2015**

PRIORITY

Policy Agenda

4.1 Communications with Residents

Mod Priority

Management Agenda

4.2 Incentives for City Employees

High Priority

4.3 Employee Survey Methodology

High Priority

4.4 Workforce Development: Planning and Process

High Priority

4.5 Community Survey

High Priority

4.6 Employee compensation Policy

High Priority

Management In Progress

1. Strategic Plan: Adoption and Implementation
2. Training Program: Expansion
3. ERP: Implementation
4. Municipal Code
5. Personnel Policies/Manual

GOAL 5	HAVE QUALITY DEVELOPMENT THROUGH BUILDOUT: ACTIVE CENTERS, NEIGHBORHOODS, HOUSING AND MOBILITY
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- Objectives**
1. Revitalize the Texas Parkway area with a Village Center
 2. Provide utility services to eligible in Missouri City
 3. Have adequate water supply: short term and long term
 4. Enhance mobility within Missouri City
 5. Develop plans for annexation of the ETJ in a financially responsible manner

- Short-Term Challenges and Opportunities**
1. Addressing issues with the MUD's
 2. Funding for roads and highways
 3. Drought and future water supply
 4. Lack of control over utility services
 5. Federal and State of Texas unfunded mandates, regulations and requirements
 6. Timing of annexations
 7. Having a common vision and goals for the City and community

► Actions 2014 – 2015	PRIORITY
<i>Policy Agenda</i>	
5.1 Highway 90A Plan	Top Priority
5.2 MUD Strategy and Action Plan	Top Priority
5.3 Texas Parkway Village Center Development/Redevelopment Plan	Top Priority
5.4 Surface Water Strategy	High Priority
5.5 Comprehensive Plan	Mod Priority

► **Actions 2014 – 2015** (*Continued*)

PRIORITY

Management In Progress

1. Fort Bend Toll Road Extension: Phase I
2. Gulf Coast Water Authority Contract Revision
3. Stormwater Management Ordinance and Contract
4. Annexation: Annual Report
5. International Building Code: Adoption

Major Projects

1. Lexington Improvement Project: Direction
2. Vicksburg Parkway Extension: Direction, Funding
3. Hurricane Lane Extension: Direction, Funding

Missouri City Policy Agenda 2014 – 2015

TOP PRIORITY

Economic Development Goals and Action Plan

Mobility Strategy

Aging Strip Centers Strategy

MUD Strategy and Action Plan

Highway 90A Plan

Texas Parkway Village Development/Redevelopment Plan

HIGH PRIORITY

City Centre/Quail Valley Golf Course

City Hall Campus/Police Master Plan

Veterans Memorial

Surface Water Strategy

Small Business Loan Program

MODERATE PRIORITY

Street Maintenance Program

Beautification Plan for Texas Parkway/Cartwright Road

Community Celebrations/Events Calendar

Communications with Residents

Comprehensive Plan

Missouri City Management Agenda 2014 – 2015

TOP PRIORITY

Economic Development Marketing Program

"Standards of Care" City Government

Code Enforcement Enhancements

Delinquent Tax Collection

Solid Waste Management and Contract

HIGH PRIORITY

Incentives for City Employees

HOA Outreach Strategy

Employee Survey Methodology

Brazos River Park Plan

Workforce Development: Planning and Process

TMRS Retirement Programs

Bond Issue for Infrastructure: Implementation

Community Survey

Employee Compensation Policy

City of Missouri City

Management in Progress 2014 – 2015

1. CDBG Program: Staffing Decision, Hiring
2. Bike/Jogging Trail Interlocal Agreement for Kitty Hollow Park/Vicksburg Regional Trail)
3. Fair Housing Ordinance (Mandatory)
4. 1st Tee Program Preliminary Design Facility Development and Fund Raising: Initial Report
5. Congregate Living Ordinance
6. Preventive Maintenance Report
7. Trade Mark Renewal
8. Fire Station 5: Operations Contract
9. Center Point Utility Franchise
10. ISO Rating Evaluation Report
11. Small Business Purchase Policy and Initiative
12. Small Business Education Program/Workshops
13. Economic Development Website: Development
14. Strategic Plan: Adoption and Implementation
15. Training Program: Expansion
16. ERP: Implementation
17. Municipal Code
18. Personnel Policies/Manual
19. Fort Bend Toll Road Extension: Phase I
20. Gulf Coast Water Authority Contract Revision
21. Stormwater Management Ordinance and Contract
22. Annexation: Annual Report
23. International Building Code: Adoption

City of Missouri City Major Projects 2014 – 2015

1. Texas Parkway Signal Mast Arms and Improvements (City)
2. Kitty Hollow Park/Vicksburg Regional Trail: Construction
3. Bike Lane Program: Phase 1
4. ITS: Upgrades
5. Old Community Center: Accessibility Improvements
6. Police Memorial Maintenance
7. Public Safety Signage Improvement
8. IT Area Improvements
9. Lexington Improvement Project: Direction
10. Vicksburg Parkway Extension: Direction, Funding
11. Hurricane Lane Extension: Direction, Funding