

## CITYWIDE STRATEGIC OBJECTIVES

The five priorities of the City of Houston are Jobs & Sustainable Development, Public Safety, Infrastructure, Fiscal Responsibility and Quality of Life.

The Mayor, Department Directors and City Leadership developed the Citywide Strategic Objectives, based on the priorities, in order to align department initiatives and employee performance to the City's broad strategic goals. The City is currently using the Strategic Objectives to define City and Department Initiatives, along with short and long term SMART Goals, to track progress toward meeting the Strategic Objectives.

Fiscal Responsibility serves as a foundational priority that ensures the provision of City services and the ability to implement the other four priorities.

### Jobs & Sustainable Development

#### Support Economic Growth and Jobs

- Maintain and bolster Houston's position as a national leader in job creation and economic growth.
- Promote Houston as a center for global and national corporate relocations.
- Incentivize formation of new businesses and attract existing businesses to relocate to Houston.
- Further develop our business-friendly climate leading to a strong private sector and job creation.

#### Maintain Business Friendly Practices and Policies

- Ensure a comprehensive and customer-centric approach to working with the public.
- Provide a single point of contact and standard processes for businesses operating in Houston.
- Continue to streamline the permitting services to better assist the public, and to provide a more integrated approach to all types of permitting.

#### Conserve Resources & Reduce Energy Consumption

- Increase energy efficiency of our buildings and bring them to LEED-certification and Energy Star standards.
- Implement electronic systems to reduce paper, water and energy use.
- Proactively reduce energy consumption, procure renewable energy, expand our hybrid and electric fleet vehicles and develop vehicle and bicycle sharing programs to reduce the number of vehicles on the road.
- Maintain building codes that continue to advance energy and resource efficiency.
- Provide incentives to business and residents for conservation and resource management.

### Public Safety

#### Prepare for All Hazards through Planning, Prevention, Protection Mitigation, & Recovery.

- Identify threats & hazards to public safety, assess the risks, and develop appropriate plans and capabilities that align with the National Preparedness Goal.
- Engage in national and regional networks and lead interagency cooperative efforts.

#### Engage the Whole Community in Preparedness Activities

- Utilize a "whole community" approach to preparedness by engaging all segments of the community, including residents, schools, businesses, faith-based and non-profit groups, government, and non-government organizations.
- Innovate, lead, and set standards for best practices in crime prevention, fire safety, and public health programs.

Respond Quickly and Effectively

- Provide Best in Class police, fire, EMS, and public health services by leveraging technology and the most effective models for emergency and non-emergency response.
- Benchmark ourselves internally and against similar cities to demonstrate our Best in Class service and cost management.
- Provide sound risk management and safety practices for City personnel in emergency situations.

Maintain Order, Enforce the Law, and Protect the Public

- Enforce federal, state and local laws while respecting the rights of all citizens.
- Maintain order and protect life, health and property in a manner that promotes confidence, respect and pride in our service.
- Fairly and effectively administer justice for those found in violation of the law through the courts.

**Infrastructure**

Rebuild Houston

- Develop and redevelop quality street and drainage infrastructure to meet current requirements and growing demand through a pay-as-you-go financing structure.
- Improve our roads and reduce the effects of flooding.
- Continue to develop and communicate the roadmap and timeline necessary to plan for and deliver needed improvements.

Improve Transportation Alternatives

- Implement a long term coordinated mobility plan that includes all forms and needs of transportation through interagency cooperation led by the City.
- Prioritize City infrastructure projects and support collaborative projects, to create needed mobility capacity with multiple transportation modes.

Modernize and Improve Service Delivery Infrastructure

- Build a strong foundation of City service delivery infrastructure to ensure we provide the best services at the most effective costs.
- Implement a 3-5 year roadmap for improving and rightsizing our inventory of facilities, fleet, and equipment with an A+ repair and preventive maintenance program that enables City employees to safely and effectively deliver services.
- Improve and expand water/sewer utility system and airport infrastructure to increase capacity, serve as a regional partner, and extend efficiencies in delivering key products and services.
- Develop and redevelop Best in Class airport infrastructure.

**Fiscal Responsibility**

Effectively Manage the Public's Money

- Continue moving towards a balanced five year financial plan.
- Integrate financial and operational performance goals, making such goals visible to the public.
- Provide a consistent and comprehensive method for financial control and reporting.
- Implement the processes and systems to optimize revenue collection and eliminate revenue leakage.
- Develop a fair fee structure for the provision of affordable programs and services.
- Create comprehensive risk management plans and practices.
- Strategically leverage available grant and other funding opportunities to support city priorities.
- Implement capital projects that have the greatest impact.

Improve Cost Effectiveness and Leverage Partnerships

- Fully leverage process improvement techniques and technology to reduce waste and improve efficiency.
- Right-source services using the best combination of internal and external resources, to gain equal or better services at the same or lower price.
- Leverage funds by building partnerships with the private sector and other public agencies to enhance services and reduce costs.
- Develop cost effective procurements and vendor partnerships that provide opportunities to all.

Leverage Human Capital

- Align employee goals and performance to City strategies and objectives and deliver results.
- Create a culture where employees feel empowered to make changes to improve City services.
- Ensure City employees have the skills and tools needed to do their jobs.

Implement Innovative Technologies

- Provide high quality, cost effective, and common citywide IT with a high level of customer satisfaction.
- Develop 3 to 5 year roadmap for improving and innovating through technology.
- Enable development and implementation of advanced technologies to support departmental delivery of improved services to customers.

**Quality Of Life**

Strengthen Neighborhoods

- Maintain quality level of services across all neighborhoods and be one of the best places to live.
- Partner with the communities we serve to ensure the maintenance of safe and affordable neighborhoods with access to adequate and convenient services.

Improve our Environment, Parks and Green Space

- Advocate for and protect our natural environment by expanding, enhancing and maintaining green space, City parks and urban gardens.
- Lower pollution levels and enforce pollution regulations to improve air and surface water quality.
- Minimize waste, encouraging recycling through business and community partnerships, and increase endeavors to beautify Houston.

Provide Recreational, Wellness, and Educational Opportunities

- Deliver and improve the quantity and quality of diverse recreational, wellness and educational opportunities offered by the City.
- Support healthy living and promote prevention and self-management of chronic diseases and reduce obesity among Houstonians.
- Provide opportunities to improve literacy, increase job readiness, and advance access to technology and the internet.

Cultivate Civic Celebrations and Cultural Activities

- Encourage and promote museums, theaters, libraries, parks, sports teams, music and other varieties of cultural activities and civic celebrations throughout the city to both highlight and celebrate the diversity of Houston's population and;
- Continue to promote Houston as a food lover's destination.