



# A MESSAGE FROM THE MAYOR

It is with great anticipation that I share our city’s five-year vision and strategic plan with you. Baytown has engaged in this community-driven process for a second time; the first time was in 2016. The goal of this program is to form a unified vision that encompasses our entire community’s aspirations and desires. I applaud the significant amount of time, energy, and commitment of those actively involved in creating this plan. Many of those hours invested were by residents volunteering time out of their busy days to contribute and share their ideas for a better future for our city. Your voice helps the council make decisions.

Baytown’s strategic plan is unique in that it is based principally on your feedback. We had nine volunteers appointed to serve on the Strategic Planning Advisory Committee (SPAC) to lead this undertaking. I would like to recognize and personally thank them for their commitment to the people of Baytown. Together, they reviewed surveys and hosted meetings in each council district where residents could share their ideas about how we need to focus resources as a city.

The SPAC engaged other stakeholders in Baytown, such as our local non-profits, Lee College, Chamber of Commerce, and industry partners. The SPAC also established a unique partnership with Goose Creek Consolidated Independent School District where it sponsored an essay contest for 8th-grade students and an art contest for elementary students depicting “I want to live in a city that” as their prompt. The committee also held meetings with high school students and teachers on what they would like to see and what amenities we don’t have that might keep them in Baytown.

I am thrilled with the numerous responses and participation from our residents. The SPAC reviewed thousands of survey responses and evaluated feedback from hundreds of residents who participated in stakeholder meetings through our community focus groups. This plan will serve as a road map for the council and City staff during the next five years. The strategic plan will guide our decisions to allocate resources and taxpayer dollars entrusted to us by our residents. In addition, this will assist us in determining where to prioritize our efforts as we develop our annual budget. We are committed to using the resources that advance the priorities identified by our residents included in this document.

Imagine the possibilities and the future we can create working together. I am committed to making that future alongside you.



Mayor Brandon Capetillo



BAYTOWN.ORG

@BAYTOWNCITYHALL

@CITYOFBAYTOWNTX

@CITYOFBAYTOWN



# A MESSAGE FROM THE CITY MANAGER

So many things have changed in five short years. Think of it. Think of all the things that impacted our community since the last time we embarked upon a strategic planning exercise. Harvey was just a person's name, Corona was an adult beverage, few ever thought it could get to seventeen degrees in Baytown, "zoom" was the sound that a fast-moving car made, and I'd wager that many could not find Ukraine on a map!

In those turbulent times one thing did not change: our community-based strategic plan. It would have been impossible to move our community forward without that important blueprint. In fact, without the focus that our plan provided, we would have been pulled in a hundred different directions.

In our last plan you told us that "Infrastructure and Mobility" was a key priority. So we invested hundreds of millions in waste water, water, drainage, and roadway projects. "Neighborhood Quality" was another strategic directive called out. We therefore launched a new community engagement initiative, invested in a public arts program, aggressively attacked blight and litter, and constructed miles and miles of sidewalks and trails. You said "Community Amenities" were important. In response, we invested in a new economic development program, successfully recruited new retailers and restaurants, and began construction on the only amenity specifically named in the last plan, a Baytown convention center. Further, "Community Reputation and Image" was a key priority. Not only did we partner with our school district in a multi-year image campaign, but we also executed several other strategies such as "Better Baytown" and "Seize the Bay." And finally, "Operational Excellence" of your municipality is critically important. So we empowered our employees and engaged them in improving our processes. We are internationally recognized, meanwhile, for our approach to performance-based management, one of just a handful of Texas cities earning that distinction. At the same time, nearly every City department is nationally recognized for various model programs and best practices.

You spoke and we listened. You can bet we will do so again. Thank you for the clarity you continue to provide, so that together we are able enrich lives and build community.



Richard L. Davis, ICMA-CM



COUNCIL MEMBER DISTRICT 1  
**Laura Alvarado**  
District1@baytown.org



COUNCIL MEMBER DISTRICT 2  
**Chris Presley**  
District2@baytown.org



COUNCIL MEMBER DISTRICT 3  
**Charles Johnson**  
District3@baytown.org



MAYOR  
**Brandon Capetillo**  
Mayor@baytown.org



COUNCIL MEMBER DISTRICT 4  
**Heather Betancourth**  
District4@baytown.org



COUNCIL MEMBER DISTRICT 5  
**Jacob Powell**  
District5@baytown.org



COUNCIL MEMBER DISTRICT 6  
**Mike Lester**  
District6@baytown.org

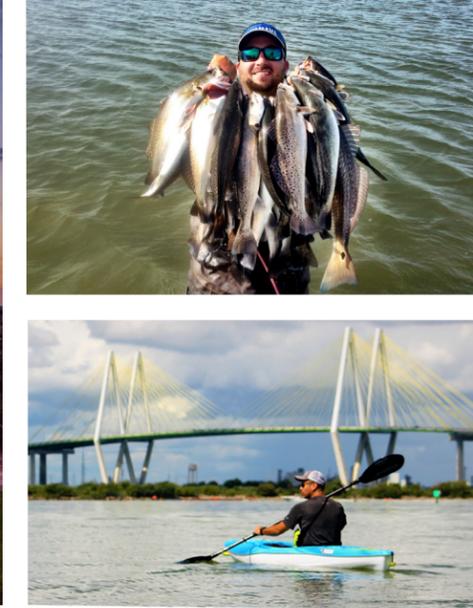
### Where and when does the City Council meet?

**Baytown City Hall Council Chamber**  
2401 Market Street  
Baytown, TX 77520

*The Baytown City Council meets every second and fourth Thursday of each month.*

*To get in touch with a council member, send an email or letter to the addresses above. Phone: 281-420-6500. The public is invited and encouraged to attend council meetings. To speak at a council meeting, please fill out the Request to Appear Before the Council form, which can be obtained at the meeting.*

 **PRIMARY DIRECTIVE**



**T**he primary purpose of government is to provide the basis or foundation for civilized living. While this concept may appear elementary and more than intuitive, much debate in recent years has swirled around the role of government. It is therefore critical that, before presenting the community strategic direction, the City define its role in the lives of its residents. We do this by formulating and articulating the Primary Directive of Baytown.

This is the essence and reason sustaining the existence of the City of Baytown. It lies at the intersection of four things:



What City leaders and staff have a deep passion for: Why do we come to work every day? What motivates us? Why do we care about what happens in Baytown?



What we believe the City can do well or even better than any other city: Are we uniquely positioned to do something extraordinary?



What are we equipped to accomplish? This is a question of not only what we can do, but what we can do better than others.



What drives the City's resource engine: What is it that needs to happen in order to empower us to realize this primary directive?

**IN BAYTOWN, OUR PRIMARY DIRECTIVE IS:  
BUILD UPON OUR VIBRANT ECONOMY AND UNIQUE SENSE  
OF COMMUNITY BY STRENGTHENING A MORE CONNECTED  
BAYTOWN THAT FURTHER EMBRACES PEOPLE FROM ALL  
BACKGROUNDS AND INVESTS IN THEIR QUALITY OF LIFE.**

**WHAT CAN WE BE THE BEST IN THE WORLD AT?**

With our coastal location and proximity to the fourth largest city in the country, Baytown is uniquely positioned to build a community with a vibrant economy that enables a truly excellent quality of life for our residents. Industry here is vibrant and growing and offers excellent employment opportunities. The city also boasts an eclectic collection of residents who all bring with them unique perspectives and experiences. This diversity is embraced in Baytown, and results in a community that is thoughtful of one another, service-minded, and civically engaged. Quite simply, there are few places in the world that pair this kind of broad-based economic vitality along with the sense of community.

**WHAT DRIVES OUR RESOURCE ENGINE?**

We believe that as we are able to lift our residents' quality-of-life, we will have demonstrated our competency and trustworthiness. Resident trust, meanwhile, is generated at the intersection of competency and trustworthiness. As our residents' trust increases, they are more likely to continue to invest in the services that we provide. As they do so, we are empowered to continue lifting our level of service, which results in greater trust, and so the process repeats itself. Public trust drives Baytown's resource engine.

All programs, initiatives, and energy must therefore be focused on achieving the Primary Directive. All metrics and outcomes should support this Primary Directive. The strategic plan's role in fulfilling the Primary Directive begins by defining what residents believe is essential to quality of life. As a precursor to developing the strategic plan, the Strategic Planning Advisory Committee was able to identify five directives that residents believe define quality of life in Baytown. These are:

-  **Economic Prosperity**
-  **Critical Infrastructure & Traffic Flow**
-  **Beautification & Environmental Stewardship**
-  **Outdoor Recreation & Amenities**
-  **Building a Connected Baytown**

# KEY STRATEGIC PLAN ELEMENTS

## Explanation and Definition of Key Strategic Plan Elements

In the process of examining this strategic plan, the reader will encounter various terms and phrases associated with key elements of the plan. It is important that we place an understanding of the strategic plan within the context of what these elements are intended to contribute.

### PRIMARY DIRECTIVE

This is a statement that clearly describes the city's rationale for existing. It is the product of what we in Baytown are passionate about, where our competencies lie, and what we believe provides the means to realize our community vision. The Primary Directive represents the highest-level directive, serving as the hub of the plan to which all other strategic directives are attached.

### STRATEGIC DIRECTIVES

This plan contains five (5) strategic directives determined by the SPAC from community feedback. In this context, a strategic directive is a high-level priority that describes a broad topic as a community priority. Directives themselves are not intended to prescribe solutions, specific initiatives, ideas, or programs. Instead, directives are the key themes the residents view as the most critical community objectives.

### INITIATIVES

Each strategic directive captures several strategic initiatives. These initiatives assist in bringing the directive to the level of application. More specifically, they are focused activities, actions, programs, and ideas designed to realize the strategic directives. A directive is a destination, and the initiatives represent the directions that will enable us to arrive at the destination.

### STRATEGIES

Strategies are the detailed activities, processes, programs, or practices the City of Baytown implements as it navigates and determines the best means to carry out the strategic initiatives. Strategies are the actions that the city council and City staff develops, and are points of interest to arrive at the destination. These are in the Annual Implementation Plan and are developed by the city council. These will be tracked through the Community Dashboard.

## THE STRATEGIC PLANNING PROCESS

The Mayor and Council commissioned a committee of resident volunteers, known as the Strategic Planning Advisory Committee (SPAC) to drive the strategic planning process. The strategic planning process began with the SPAC, City staff and city council members defining expectations to help council better understand community priorities. The SPAC identified its timeline and met on a regular basis, usually once per month. These meetings assisted the committee in identifying critical stakeholder groups that would need to be engaged during the strategic planning process.

Stakeholder meetings were then held with business groups, service clubs, civic and charitable organizations, and a host of other community associations. Surveys were administered on Baytown Engage as well as distributed to groups, volunteers, and community event attendees. The process of gathering stakeholder input spanned approximately four months. At the end of this step, the SPAC began to synthesize the thousands of pieces of information gathered from residents into more specific focus areas, more commonly referred to as "strategic directives."

Ultimately, five strategic directives were identified. The committee, utilizing these community priorities, then produced specific strategic initiatives associated with each directive. The final plan was adopted by the city council in April of 2022. It will stand as the planning blueprint for the City until 2027.

The five-year community-based strategic plan is the product of bringing together residents, community leaders, neighborhoods, businesses, elected officials, and other stakeholders who developed a vision and direction for the City of Baytown. These shared values, based on feedback from the community engagement exercises, are compiled into the plan. To maximize the effectiveness and usefulness of the information delivered in this plan, elected officials, City administration, and department leadership will be called upon to integrate plan elements into their operations, policies, and programming.

### SPAC MISSION STATEMENT:

We will listen to the aspirations and concerns of our fellow residents to work collaboratively on a refreshed Imagine Baytown community-based strategic plan that builds on recent progress, considers the needs and opportunities across the entire city, and clearly communicates action priorities for 2023-2027, with an emphasis on measuring success and accountability. We will do so following the principles endorsed by the Baytown City Council:

- Create an inclusive process, reaching out to all areas and groups.
- Boost participation, especially using the newest technology and methods.
- Develop a data-driven plan, using best available information.
- Take a wide-ranging "nothing off the table" approach.



## THE STRATEGIC PLANNING PROCESS



### LAUNCH PHASE: 2 MONTHS

The Launch Phase involves the Strategic Planning Advisory Committee (SPAC) formulating and planning the activities and community-engagement events for the strategic plan. Critical stakeholder groups are identified and the public is informed regarding the start of the strategic planning process.



### DATA GATHERING PHASE: 4-5 MONTHS

The Data Gathering Phase is the longest phase of the strategic planning process. The SPAC engages in community-driven activities and events such as focus groups, surveys, polls and public meetings. During this phase there was a mixture of digital and in-person activities.



### ANALYSIS PHASE: 3 MONTHS

The Analysis Phase represents the time when the SPAC begins to review and interpret the information collected during the Data Gathering Phase of the strategic planning process.



### COMPOSITION PHASE: 2 MONTHS

The Composition Phase is when the strategic directives and initiatives are identified by the SPAC. Major milestones of the strategic plan are created.



### FINAL REPORT: 1 MONTH

Once the final draft of the strategic plan is created it will be presented to the Baytown City Council. Staff will begin implementation of the plan once it is adopted by the city council.

The central purpose in this undertaking was to provide Baytown with a tool that can be used by elected officials and City staff to guide goal setting and focus efforts on those things that residents have identified as their highest priorities. To truly be effective, this plan needs to become part of how elected officials and City staff operate and think about programs, policies, and services. Ultimately, it needs to be incorporated into how we measure success. No matter how comprehensive this plan is, the test of its usefulness will be defined by how effective it is in guiding decisions and creating the future to which residents aspire.

### Methodologies utilized by the SPAC include the following:

- Stakeholder focus group meetings
- Resident surveys
- Business meetings
- Baytown Engage website
- Presentations to the community
- Partnership with GCCISD and Lee College
- Attendance at city events
- Community workshops
- Master planning documents

### Questions asked during focus group meetings:

1. What do you love about Baytown?
2. What improvements have you seen over the last five years?
3. If you were king or queen for a day, what would you change about Baytown?
4. What other recommendations do you have?
5. Where would you like the City to focus future resources to enhance the community?

## PUBLIC OUTREACH



The City of Baytown went through an extensive campaign soliciting applications from residents interested in serving on the SPAC to help determine Baytown's future and priorities. Over sixty applications were received, and nine candidates were selected and served on the committee.

The Strategic Planning Advisory Committee launched a robust public outreach campaign to create an inclusive environment for residents in Baytown to participate in this process. The SPAC used several community engagement techniques to interact with the public. The following techniques were used:

### Community Workshops

Seven community workshops were conducted and open to the public. The SPAC partnered with the mayor and city council to host a meeting in each council district as a way to conveniently allow public participation. All meetings were scheduled in the evening at various locations throughout the city.

### Your City Your Future Survey

*Imagine what we can accomplish for our community by 2027. We need your input to shape that vision!* The SPAC issued a short multiple choice and open-ended survey which serves as a critical instrument to help understand what key areas the City should prioritize for the next five years. Over 2,500 people completed the survey.

### Annual Resident Survey

ETC Institute administered a second, statistically-focused survey to residents of the City of Baytown during the summer of 2021. The survey is part of the City's ongoing effort to involve residents in long-range planning and improve the quality of City services. The survey and its responses will allow the city council and City staff to identify and address many of the opportunities and challenges facing the community. The six-page survey, cover letter, and postage-paid return envelope were mailed to a random sample of households in the City of Baytown. Those selected were also invited to participate in the online survey. A total of 607 residents completed the statistically significant survey with a precision of at least +/-4.0% at the 95% level of confidence.

### Baytown Engage

The SPAC utilized the City's online platform that allows resident engagement in a new way to provide input to elected officials and City staff quickly and easily. Residents were able to receive current information and status updates on the strategic planning process through Baytown Engage.

### Stakeholder Meetings

Members of the SPAC and City staff reached out to stakeholders in the community and scheduled focus groups with these organizations. In total, an impressive 19 focus groups were conducted with key stakeholders and demographics across the community, including residents of various age groups, ethnic identities, and religious affiliations. Focus group meetings included:

- Goose Creek Independent School District Students
- Goose Creek Independent School District Faculty
- Lee College Students
- Lee College Faculty
- The Baytown Youth Advisory Commission
- The Black Owned Business Alliance
- The Baytown Chamber of Commerce
- Baytown Young Professionals Council
- City of Baytown Employees
- Baytown Ministerial Alliance
- Kiwanis Club of Baytown
- Baytown Non-Profits
- Arts, Culture and Entertainment District
- Senior Citizens Group
- Non-Profits Affiliated with United Way
- Babies in Baytown
- ExxonMobil Employees
- Chevron Phillips Employees
- Covestro Employees
- West Baytown Civic Association

Focus groups were fully facilitated to ensure that all those in attendance were given the chance to share their perspective and community priorities. Based on the answers from participants, the facilitator asked additional questions to provide greater context and obtain specific observations and recommendations.

Below are four quotes and a word cloud gathered from comments during the SPAC's public outreach collected at the focus groups and community workshops.

*"I would like to add more things to improve the quality of life. A running and bike trail along Goose Creek would be nice. I could run from Cedar Bayou Lynchburg to Rollingbrook. A city golf course is needed as well."*

*"We LOVE the big, new sidewalk on San Jacinto, and we would like to see more of those around the main thoroughfares of Baytown so we could get around on bicycle."*

*"Continue to market the community as a recreational and family town with good paying careers. Continue to push the park amenities."*

*"The City of Baytown has a lot of potential to become even greater."*



## SUMMARY OF PUBLIC OUTREACH

In all, the committee was able to gather over 2,500 responses through a resident survey and synthesize them into clear priorities. Over 350 individuals participated in the 26 focus group meetings and community dialogue sessions. The advisory committee conducted one community workshop in each council district along with several other sessions with stakeholder groups in the community. Participants in the process were also able to provide the SPAC with information related to key initiatives and improvements they would like to see implemented. The SPAC also reviewed information from other planning exercises such as the Parks & Recreation Master Plan and Comprehensive Plan. In addition, SPAC members attended marquee festivals and passed out flyers and rack cards describing their mission and how residents could become involved in the strategic planning process.

## OUR STRATEGIC DIRECTIVES





Baytown is already a place of economic opportunity, and even more economic potential. The economic condition of Baytown is one of its top strengths, with a healthy job market spanning over several industries and various income levels. To make continued strides in this area, the City will work to attract the necessary businesses to accompany that job growth and offer residents increased convenience. The City will work to recruit additional dining, entertainment, and shopping options so that Baytown residents can more frequently stay within city limits for their daily needs. It will also work to invest in parts of town where much of this potential remains, namely, downtown and South Baytown. The City will also work on other areas that contribute to maintaining a healthy and growing economy, namely its housing supply. Through these efforts, the city will remain an attractive destination for families and residents of all ages.

**“ I WANT TO LIVE IN A COMMUNITY WHERE I CAN LIVE, WORK, AND PLAY WITHOUT HAVING TO LEAVE BAYTOWN.”**

## WHAT DOES SUCCESS LOOK LIKE?

- Increased quality and diversity of shopping, dining, and entertainment options
- Increase in number of small businesses served and launched
- Increase in commercial property tax revenue from expanded operations
- Growth in average local household income
- Continued low unemployment
- Diversified commercial presence across the city



## KEY INITIATIVES

- Continue to recruit new retail and expand local shopping options for residents
- Continue to support the growth of local dining options
- Adopt action plan for mall renovation and negotiate with local property owners to recruit and attract new retail
- Attract additional entertainment opportunities for residents, namely young families
- Recruit developers to match the forward vision land plan for San Jacinto Blvd
- Pursue private development of Evergreen golf course and additional commercial growth in South Baytown
- Work towards continued job diversification, including recruitment of businesses tech sector, headquarters, light manufacturing, and more
- Continue to invest in the growth of Downtown Baytown and Texas Ave. as an eclectic arts, cultural, and business center
- Evaluate policies to enforce health and safety standards to improve downtown area
- Enhance Baytown's perception as a destination city, complete the convention center construction plan
- Evaluate possibilities of partnerships to land a waterfront commercial development
- Continue to improve the City's permitting and building process to promote growth and development
- Continue to attract residential development, namely a diverse set of housing types to accommodate various income levels
- Invest and expand internal economic development team to keep up with population and commercial growth
- Continue local workforce development efforts in coordination with Lee College and GCCISD



With the growth experienced in our community and expectations for even more growth, we must focus on core infrastructure to support that growth. Because of the large population of commuters to and from Baytown, the City will continue to focus its efforts on alleviating congestion at significant traffic points throughout the city, emphasizing Garth Road. In addition, the City will work to improve pedestrian mobility access by continuing current sidewalk extension projects and coordinating with other stakeholders to ensure safe and efficient travel for children and parents to and from school. Finally, as the city grows, so does the need to maintain its water and storm drainage. This includes projects that will allow continued growth, investment, and flood mitigation.

**“ I WANT TO LIVE IN A COMMUNITY THAT IS MINDFUL OF ITS GROWTH AND WHERE I CAN TRAVEL BY CAR OR ON FOOT IN A SAFE AND TIMELY MANNER.”**

## WHAT DOES SUCCESS LOOK LIKE?

- Reduced traffic congestion along primary arterial streets
- Improved pedestrian access, as measured by number of new sidewalk feet constructed
- Flood mitigation projects are completed or in progress
- Reduced traffic pain points in school zones due to improved traffic flow
- Improved water quality around our bayous for increased recreational usage



## KEY INITIATIVES

- Increase investment levels into road improvements, maintenance, and pavement preservation
- Review traffic light coordination and efficiency along Garth Road and other major traffic points
- Continue improvements and begin reconstruction on funded segments of Garth Road
- Refine communication approaches to better inform residents of major road construction and the development of major traffic-related projects more effectively
- In coordination with Harris County, design and implement the reconstruction and area plan for Market Street
- Execute planned improvements to Ward Road, Market Street, West Cedar Bayou Lynchburg
- Execute planned maintenance and improvements to residential streets throughout Baytown
- Complete expansion of the water production and treatment facility to maintain water quality for growing population
- To reduce the risk of future flooding, continue to invest in and execute flood mitigation projects
- Leverage appropriated federal stimulus funds for designated water infrastructure projects
- Coordinate with Harris and Chambers Counties, GCCISD, Be Well Baytown, MD Anderson, and other stakeholders on the Safe Routes to School initiative to enable more biking and pedestrian access to and from schools, including the construction of additional sidewalks
- Improve connectivity of trails, walkways, and bike lanes, including existing street projects and the extension of Goose Creek Trail
- Continue to implement sidewalk master plan to increase pedestrian access and safety, including accessways and ADA compliance
- Work with local school districts on designating priority routes for biking and pedestrian access



## STRATEGIC DIRECTIVE: BEAUTIFICATION & ENVIRONMENTAL STEWARDSHIP

Baytown offers rich natural beauty that visitors can often overlook due to our robust economic activity. The City will facilitate an anti-littering campaign with local stakeholders to address trash found in the community and leverage Baytown Police to increase enforcement of current littering laws. The City will also coordinate with neighborhoods to better manage homes and businesses violating city codes and assist these locations in beautifying their properties. Not only will the City address areas needing improvement, but it will also continue to expand on our strengths. This will include continued tree planting and other natural beautification efforts. The City will also focus on the local environment, including continued cleanup of the bay and evaluating policies to increase local air and water quality. These initiatives will help maintain pride in our community and enhance our image for those who have not yet discovered the beauty in Baytown.

**“ I WANT TO LIVE IN A COMMUNITY THAT IS WELL-KEPT AND INVITING, WHERE I AM PROUD TO CALL HOME AND SHOWCASE THE CITY TO FAMILY AND FRIENDS WHEN THEY VISIT.”**

### WHAT DOES SUCCESS LOOK LIKE?

- Reduced number of resident complaints as a result of improved residential code compliance.
- Increased code compliance among businesses and residences
- Decrease in litter found throughout the city
- Consistent city signage is in place
- Additional greenspace and natural amenities
- Improved score from the Scenic City Texas Program
- Improved air quality



### KEY INITIATIVES

- Coordinate with local stakeholders to draft and launch an anti-littering campaign
- Partner with local businesses and volunteers on cleanup initiatives
- Work with Baytown Police Department to identify possible areas for increased enforcement of littering
- Leverage current “Clean Team” efforts in addressing general cleanliness
- Evaluate trash management system and programs to recruit sanitation workers
- Continue to evaluate new, data-driven methods and strategies for enforcing residential codes and addressing repeat offenders and infractions
- Continue consistent, proactive code enforcement with noncompliant residences and businesses
- Coordinate with neighborhood watch groups and civic associations to identify opportunities for improved code enforcement
- Market and leverage anonymous hotline for residents to report code infractions
- Evaluate adjustments to staffing levels to address code infractions and eye sores
- Complete planned Urban Land Development Code review and rewrite
- Improve accountability standards for underdeveloped businesses in the downtown district
- Fund additional tree planting, draft a tree preservation ordinance, and pursue other natural beautification efforts
- Explore grant funding possibilities to build EV charging stations
- Improve the consistency of wayfinding and other signage improvements across the city
- Leverage the new animal shelter and existing animal control efforts to address stray cats and dogs
- Offer educational resources to pet adopters to prevent future strays and rescues

## STRATEGIC DIRECTIVE: OUTDOOR RECREATION & AMENITIES



Baytown is uniquely positioned in the greater Houston area to offer residents and visitors an abundant array of outdoor activities and plans to further build upon this strength. In addition to maintaining the quality of existing parks, the City will expand its trails for improved bike and pedestrian access and expand the accessibility of recreational sports for both youth and adults. Other recreational initiatives will include evaluating partnerships with private sector developers and considering land ordinances that ensure future residents have access to open space like current residents now enjoy. Lastly, the City will work to increase waterfront and aquatic amenities so that residents can more fully appreciate the bay in Baytown.

**“ I WANT TO LIVE IN A COMMUNITY WHERE ALL MEMBERS OF MY FAMILY CAN ENJOY AN ACTIVE LIFESTYLE.”**

### WHAT DOES SUCCESS LOOK LIKE?

- Increased access to outdoor recreation
- Less discrepancy in quality between parks across the city
- Increased number of quality waterfront access points
- Continue improving resident satisfaction in recreational amenities and park facilities, as measured by resident satisfaction surveys
- Increased attendance at public events
- Increased enrollment in public recreation leagues, both youth and adult



### KEY INITIATIVES

- Continue to invest in and maintain the high quality and number of existing parks and recreational amenities throughout the city, while addressing any apparent inequities
- Consider creating a parkland dedication ordinance requirement for new developments to include open space for recreation
- Improve connectivity of outdoor trails and bike lanes
- Expand and connect Goose Creek Trail using bike lines and pedestrian access
- Maintain and expand properties to enable organized sports such as soccer, football, disc golf, pickleball, and more
- Evaluate partnerships with private sector entities on increasing golfing amenities to residents, namely the private development of Evergreen Golf Course
- Continue to partner with the GCCISD in leveraging the Bicentennial Park Amphitheatre for public events and entertainment
- Explore possibilities regarding the future addition of recreational complexes throughout the city
- Complete next phase in development plan of the Nature Center, which includes the merger of the Wetland Center
- Explore additional waterfront recreational opportunities to improve resident access to the bay and bayous for aquatic recreation, kayak, and paddleboard rentals
- Identify waterfront property to develop easier access to recreation, namely kayaking and/or paddle boarding access, and beachfront development

Related to the initiatives listed in this strategic plan is a desire from residents to be better connected to one another and its municipal government. The last few years have highlighted differences in quality of life, and we are committed to addressing these disparities and building a unified community. This includes previously mentioned initiatives such as neighborhood empowerment grants and diversifying the geographic focus of economic development and infrastructure upgrades. To elevate trust and coordination between residents and their local government, the City will offer more opportunities for constituents to meet with their elected council members and work to enlist more volunteers so additional residents may invest in the City's success. The City will also implement its recently adopted Baytown Police Strategic Plan for policing to ensure that trust is elevated between residents and police. The City will also continue to host a wide array of events that embrace the diverse and cultural uniqueness in Baytown, bringing the community closer together. Lastly, the City will invest in specialized content and communication approaches so that residents are better informed and engaged on the happenings of Baytown.

**“ I WANT ALL MEMBERS OF BAYTOWN TO ENJOY THE SAME CONNECTION AND SENSE OF COMMUNITY THAT I DO.”**

 **KEY INITIATIVES**

- Conduct more regular meetings between elected leaders and their constituents in each of the six council districts
- Implement Baytown Police Strategic Plan to instill greater trust and transparency between residents and local law enforcement
- Enhance current policing efforts to create positive interactions between residents and law enforcement
- Increase community outreach and relationship building between law enforcement and local stakeholders, including ethnic groups, religious organizations, and teenagers
- Leverage the Civic Academy to expand volunteer recruitment efforts to empower more residents to serve on local boards and committees
- Continue to host a diverse set of community events to create greater connections between Baytown residents of all backgrounds
- Market helpful City apps so residents can stay more informed on official updates
- Invest in video content across multiple channels to more effectively communicate City happenings
- Refine communication approaches to better inform residents of major road construction and the development of major traffic-related projects
- Continue to pursue effective communication with residents through social media, the City website, direct emailing, and other channels
- Evaluate and ensure equitable investments in neighborhood amenities such as streets, sidewalks, and other maintenance and services
- Continue to leverage community development programs to revitalize neighborhoods
- Continue to offer Neighborhood Empowerment Grants to revitalize and improve aesthetics and upkeep

The Tool Box is a series of ideas the SPAC collected during the data gathering phase of the strategic planning process. The items included in the Tool Box are usually more prescriptive and specific, but were repeated consistently during this process and are essential to residents. These items allow the City to take a deeper look at understanding the desires of residents and can be potentially used to assist with the implementation of any of the strategic directives.

 **THE FOLLOWING ARE ADDITIONAL RECOMMENDATIONS AND IDEAS SUPPLIED BY RESIDENTS:**

- Coordinate with the Department of Transportation and Harris County on restrictions of 18-wheelers on city roads
- Invest in addressing the high population of mosquitos
- Host an additional annual event that brings all facets of the community together
- Invest in additional trainings for police officers, including diversity trainings
- Address inconsistent street signage across town
- Increase partnership with Chamber of Commerce on assisting businesses to smoothly move through permitting processes
- Facilitate collaborative efforts between nonprofits, preferably in the form of a regular committee or meeting to bring stakeholders together
- Continue to leverage the library as a resource hub for residents
- Build outdoor workout equipment at additional parks

**Creating a plan does not ensure the success or its implementation. The City will take specific measures in order to implement this strategic plan and measure progress toward its realization.**

 **RECOMMENDATIONS FOR THE CITY OF BAYTOWN:**

- Annually establish and review outcome measures associated with strategic plan directives. Make necessary adjustments as needed to ensure there's a correlation between outcome measures and plan directives.
- Utilize this plan as the basis for annual strategic planning and goal setting for the community. This is when the strategies for each year should be formulated for strategic plan implementation.
- The plan should serve as the basis for the City's recommended programs for funding and as a focus for discussion of priorities from year to year.
- The plan should link directives and initiatives to the specific budgeted strategies the City implements or plans to implement during the annual budget process.
- Assign responsibility for implementing the action items and list other entities that should be involved in the process.
- Create an online dashboard for City and resident use. The dashboard should be in an exceptionally illustrative format and digitally accessible via the City's website.
- The information provided should include data associated with identified outcome measures from the SPAC. It is critical that this information is kept current. It is recommended to update the dashboard quarterly.
- It is recommended that the SPAC should conduct an annual meeting with City staff on strategic plan implementation progress, key updates, and high-level findings.
- Report updates to the Baytown City Council on a quarterly basis and provide an annual report.

 **WHAT DOES SUCCESS LOOK LIKE?**

- Reduced discrepancy in quality of neighborhoods
- Increased viewership of City-produced content
- Increased attendance at public events
- Improved reputation as a destination for the rest of the greater Houston Area
- Increased resident interests in volunteering on local boards and committees
- Baytown Police Strategic Plan is implemented
- Improved resident satisfaction scores, as evidenced by bi-annual satisfaction survey, specifically in the gaps between the various neighborhoods in Baytown



## STRATEGIC PLANNING ADVISORY COMMITTEE MEMBERS



**Mark Stafford**

Mark Stafford is a lifelong Baytownian. He has served for the last 22 years as the Associate Pastor of Second Baptist Church in Baytown. Prior to his time in ministry, Mark served in Goose Creek CISD as a teacher, coach, and administrator. He and his wife Laurie have three grown children and three grandchildren. Mark enjoys being helpful and serving the Baytown community.



**Anjali Singh**

Anjali Singh has been a resident of Baytown since 1998. She had the pleasure of being a teacher in GCCISD for the past 17 years. Anjali has two daughters that both graduated from GCCISD. In her free time, she enjoys gardening, traveling, and spending time with family. Anjali is delighted to be a member of the SPAC committee!



**Tommie Smith**

Dr. Tommie Smith is a proud resident of Baytown, TX and veteran educator. These are two words that intertwine to Dr. Smith's goal of inclusion as a SPAC Member. Dr. Smith is appreciative of the current growth that Baytown is experiencing, which motivates her continual involvement!



**Steven Bingham**

Steven Bingham is a native Baytownian. He has lived in Baytown for 35 years. Steven currently serves the community as an educator and coach with GCCISD. In his free time he enjoys remaining physically active by exercising at the gym, running and walking at the local parks, and finding time to read. He is extremely proud to see the growth of this community and is thankful to be serving on the SPAC.



**Taylor Henckel**

Taylor is a resident in Baytown's extraterritorial jurisdiction and a business owner in Baytown. He is an owner/operator of two Chick-Fil-A restaurants in Baytown, and Taylor is an active member of the Baytown community. He has served on the United Way of Greater Baytown's Board of Directors and has membership in the Baytown Chamber of Commerce. He also provides scholarships to GCCISD students.



## STRATEGIC PLANNING ADVISORY COMMITTEE MEMBERS



**Nicholas Rice**

Nicholas Rice has been a Baytown resident since 2000. He attended GCCISD schools and graduated from Lee College. Nicholas enjoys traveling, spending time outdoors, and spending time with friends and family. Nick is thankful for this wonderful opportunity to serve as a member of the SPAC.



**Kelli Williams**

Kelli was raised in Lufkin, TX and first moved to Baytown in 2006 because of the city's appeal as a family-friendly small town, while having direct access to big city opportunities. She earned a Bachelor of Science in Psychology from University of Houston Downtown and has spent more than 20 years working with engineering firms on transportation improvement projects throughout Texas. Kelli has children ranging in age from 7 to 19 at GCCISD. Kelli is dedicated to actively promoting social and economic enhancements for the local community to encourage prosperity and sustainability for future generations. As a proud SPAC volunteer, she encourages others to get engaged and be a voice for change as we work together to build an even better Baytown.



**Rebecca Conejo**

Rebecca Conejo is a Student Resource Coordinator at Lee College. A native Baytown resident, Rebecca graduated from Ross S. Sterling High School, class of 2013, and earned her BA at the University of Texas at San Antonio, class of 2017. When she's not busy, Rebecca enjoys reading, watching movies, and spending time with her family, their dogs and cats, and friends.



**Trevor Smith**

Trevor Smith is a lifelong Baytownian and third generation native. Trevor currently serves as the Athletic Coordinator at Highlands Jr. High School where he's held this position for the past 12 years. He enjoys his role and being a role model for his students.



## SPECIAL RECOGNITION

The strategic planning process and composition is a broad-based community endeavor. Generally speaking, the broader the base of community participation, the greater the survivability of the plan. In Baytown, this was undoubtedly and fortunately the case. A significant amount of time, energy, and dedication was given by these community members and officers. The committee listened to the perspectives and ideas of Baytownians in order to better understand how the City can establish a united vision for Baytown's future. The City of Baytown expresses the utmost appreciation to the stakeholders and individuals involved in this critical community endeavor. Without the community working together, this plan would not be feasible.

### Special thanks to:

- Residents of Baytown
- Strategic Planning Advisory Committee
- Baytown City Council
- Baytown Young Professionals Council
- The Kiwanis Club
- ExxonMobil
- Chevron Phillips Chemical
- Covestro
- Baytown Chamber of Commerce
- The Black Owned Business Alliance
- Lee College (students and faculty)
- Goose Creek Consolidated Independent School District
- City of Baytown Employees
- Kiwanis Club
- Baytown Ministerial Alliance
- United Way of Greater Baytown
- Mackey Smith with Tanner LLC
- ETC Institute
- Baytown Parks & Recreation
- Baytown Public Affairs
- Slate Communications

## CLOSING STATEMENT

**The Mayor, City Council, and City Manager's Office provide tremendous support for strategic planning and performance management efforts. Each of the initiatives identified by the SPAC through resident feedback in this strategic plan is led by a cross-departmental team of employees who work with community partners and stakeholders to move the initiatives forward. The key performance indicators and outcomes measures are monitored and reported by employees from various departments and included in our online dashboard. The City of Baytown's Community-based Strategic Plan represents collaborative efforts of our residency, volunteers, community leaders, and dedicated public servants committed to fostering a unified vision for our community.**





CITY OF BAYTOWN  
BAYTOWN.ORG  
281.422.8281