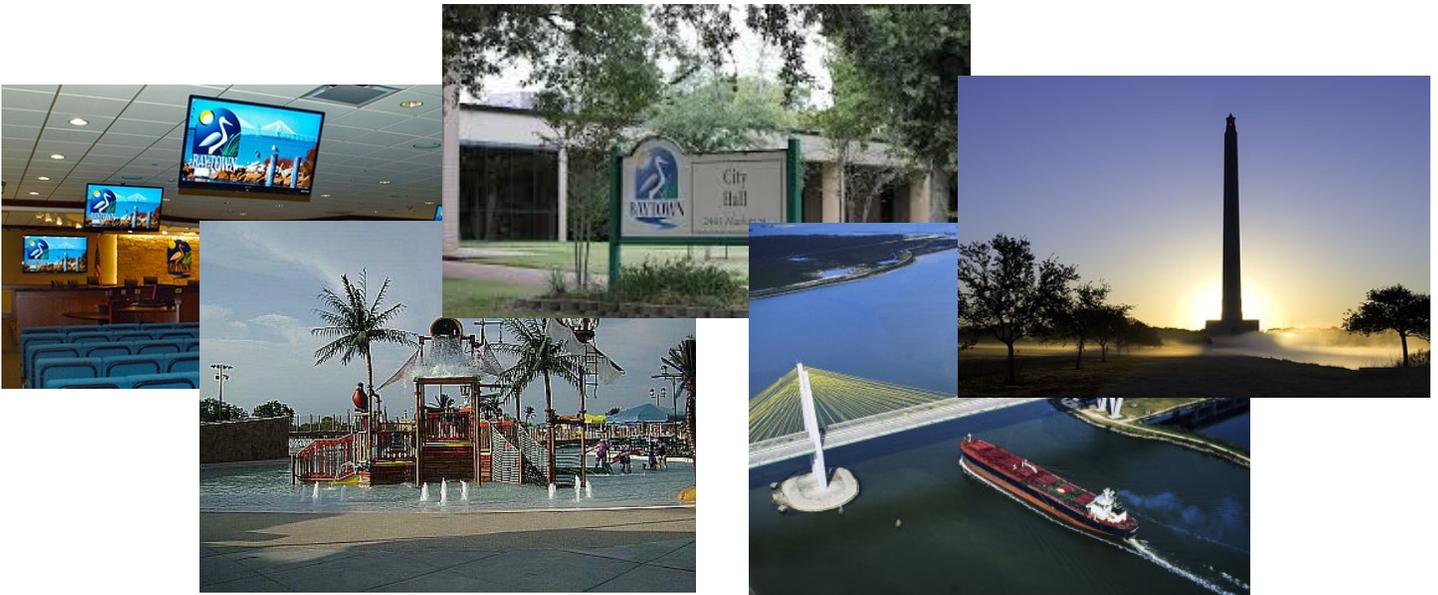


# City of Baytown Council Goals Implementation Plan Fiscal Year 2018/2019



Submitted by  
Richard L. Davis, ICMA-CM  
City Manager

## INTRODUCTION TO THE CITY OF BAYTOWN'S 2018/2019 COUNCIL GOALS & IMPLEMENTATION PLAN

We have the great benefit of having a citizen-based five-year strategic plan that has been ratified by the City Council. This strategic plan, which is the product of over 4,000 citizen conversations, identifies five primary citizen priorities or strategic directives. These are:

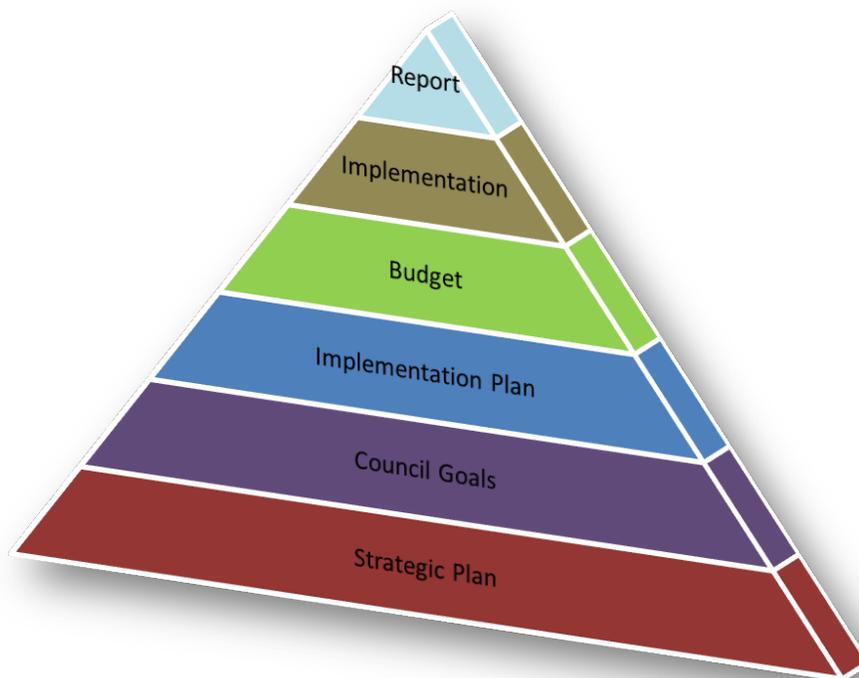
- Community Reputation and Image
- Infrastructure and Mobility
- Community Amenities
- Neighborhood Quality
- Operational Excellence

On February 17, 2018, the City Council, Mayor, and senior staff met for a planning retreat at Baytown City Hall. Elected officials led discussions on each of the five directives. Their task was to begin to identify initiatives that could move each of the five directives forward. These initiatives were presented to the general group for discussion and then the initiatives were prioritized by Council.

A Department Director retreat was held on February 23, 2018, to review the prioritized Council initiatives, identify additional initiatives, and discuss/define strategies essential to the realization of Council goals. This plan not only captures these Council goals, initiatives, and strategies, but it additionally provides an articulated nexus between each goal and the strategic plan directives delineated above.

### HOW THE PLAN WILL BE USED

The following diagram illustrates the evolution of this plan and its use in orienting the budget process and ultimately impacting quality of life.



# Community Reputation & Image



## 1

### Council Goal Statement

Improve our image and reputation by continuing to create a community where people want to live and that they are proud to call home. Specifically, this is accomplished by ensuring a clean and uncluttered environment, providing recreational options that allow residents to stay in Baytown and bring visitors to town, and building our reputation generally as a community that offers a high quality of life.

### Connection to Strategic Plan

Strategic Directive One: “I want to be a part of a community where I’m proud to tell people where I’m from.”

### Value Statement

In Baytown, we work to improve and maintain our reputation and image by ensuring infrastructure and public facilities are maintained in a manner that reflects the pride we feel in our community. Signage, poles, and electrical infrastructure reflect this ambition. Litter abatement is the responsibility of every citizen, and each resident feels ownership for the cleanliness of his/her community. We also channel our energies and resources to effectively market Baytown as a desirable place to live, work, play, and do business.

### Why This Is Important

There are many aspects and elements associated with quality of life that are affected by our community reputation and brand. Private investment decisions associated with business development are highly influenced by perceptions associated with the quality of education, appearance, functionality of local government, and a host of other factors. These perceptions can negatively impact private investment, resident buying decisions, and the general evolution/development of Baytown.

### Critical Outcomes

- Successful recruitment of higher-end residential projects.
- Baytown’s infrastructure projects a positive image of the community.
- Public facilities and properties are well maintained.
- Streets are uncluttered, clean, and orderly.
- Improvements in brand and reputation are generally observed and in the annual citizen survey.
- Continued proactive code compliance.
- Reduced litter.

## **Outcome Measures**

- Percentage of employees both living and working in Baytown.
- Improved perception scores in annual survey.
- Private investment in quality retail and residential projects.
- Increase in property values.
- Number and quality of recreational options in Baytown.

## **Initiatives and Strategies**

### **Initiative 1 – Implement strategies to address illegal/excessive signage.**

- **Augment and continue to actively enforce bandit and other sign related codes.**
- **Revisit and amend current code to address excessive and degraded signage.**

### **Initiative 2 – Build upon current litter abatement efforts.**

- **Work with TxDOT to clean I-10, Spur 330, and SH 146.**
- **Engage service groups to help with more effective/active litter abatement measures.**
- **Engage GCCISD students to develop and deploy anti-litter advocacy efforts.**
- **Augment Clean Team resources to expand litter abatement capabilities.**

### **Initiative 3 – Work toward consolidation and undergrounding of utilities.**

- **Work with CenterPoint to consolidate poles and wires.**
- **Revisit franchise agreements with utilities to enforce low-hanging wires and leaning poles.**
- **Work with utility companies to bury lines, where feasible, in existing and new development.**

### **Initiative 4 – Enhance the marketing of Baytown’s unique qualities.**

- **Create and support an evolved public affairs program to better manage legislative advocacy, external communications, and community marketing.**
- **Develop a campaign to tell the Baytown story to developers, realtors, home builders and potential residents.**
- **Continue partnering with GCCISD on the “Here, We Grow Giants” campaign.**

# Infrastructure & Mobility



## 2

### Council Goal Statement

Continue to build upon current efforts to alleviate traffic congestion along Garth Road and other major corridors, while also maintaining the infrastructure needed to deliver superior water, drainage, and waste water services. Address and improve community mobility by investing in pedestrian and bicycle infrastructure.

### Connection to the Strategic Plan

Strategic Directive Two: “I want to live in a community where I can get where I need to go by car or on foot in a safe, efficient manner.”

### Value Statement

Our public infrastructure in Baytown plays a critical role in not only safeguarding community health and safety, but also in elevating and maintaining economic development and supporting an exceptional quality of life. We, therefore, aggressively plan for, fund, construct, and maintain the highest quality transportation and service delivery infrastructure.

### Why This Is Important

Sound and reliable capital infrastructure supports every function of the City. Without it, public health is compromised, emergency services cannot be delivered, and private investment in our community evaporates. The condition and functionality of our public infrastructure also communicates a great deal about who we are and what degree of pride we feel in our community.

### Critical Outcomes

- Improving vehicular safety and movement along Garth Road and other major corridors.
- Expanding the trail system.
- Increased availability and usage of sidewalks and trails.
- Increased pedestrian options and safety.
- Better and more abundant street lighting and striping.
- Augmented open ditch maintenance and drainage system improvements.
- Improved median appearance.
- Increased, facilitated replacement of deficient residential sewer laterals.
- Continued focus on street reconstruction and maintenance.

### Outcome Measures

- PCI scores.
- Linear feet of reconstructed and new sidewalk.
- Addition of street lighting.
- Transit times along major corridors.
- Linear feet of new trails.

- Linear feet of open ditch maintenance.
- Decreased serious accidents.
- Lane miles re-striped.

## **Initiatives and Strategies**

### **Initiative 1 – Continue to implement strategies to facilitate safe and efficient traffic flow in and around Baytown.**

- Continue to prioritize police visibility in high traffic areas.
- Augment/extend synchronization of signals and implementation of smart intersections.
- Study potential roundabout at Texas Avenue/Market Street/Decker Drive as well as other traffic coordination measures from Sterling Avenue to Lee Drive.
- Implement measures to address impacts of opening San Jacinto Boulevard.
- Test feasibility of a Hutto extension to Spur 330.
- Augment egress safety at Fire Station #1.
- Continue to work with State and regional partners to advocate and implement flow and safety measures on major transportation corridors.

### **Initiative 2 – Implement strategies to expand pedestrian/bicycle options and improve safety.**

- Work with developers to provide trail connectivity to the current system and to accommodate bicycle mobility.
- Continue implementation of the Sidewalk Master Plan.
- Add pedestrian safety measures to Garth Road and Baker Road.
- Continue implementation of the Trails Master Plan.

### **Initiative 3 – Improve lighting and striping on major corridors.**

- Augment lighting along North Alexander and east Cedar Bayou Lynchburg.
- Evaluate lighting on all major corridors of town and add lighting as necessary.
- Augment street striping.

### **Initiative 4 – Improve water, sewer, and drainage system and infrastructure.**

- Identify, develop, and implement a citizen assistance program related to lateral sewer line replacement.
- Address chronic neighborhood flooding issues (example: E. James Street, Allenbrook, etc.).
- Augment ditch maintenance program.

# Community Amenities



## 3

### Council Goal Statement

Encourage residents to stay in Baytown and non-residents to visit by improving, re-envisioning, and repositioning existing amenities, continuing the recruitment of businesses that cater to recreational needs of the community, and by sustaining events that provide broad appeal.

### Connection to Strategic Plan

Strategic Directive Three: "I want to live in a place where I can live, work, and play without the need to leave the city limits."

### Value Statement

In Baytown, we believe that quality of life is directly tied to the ability of our citizens to work, play, and recreate right here in our community. Baytown should not only be an employment hub, but also a place that people think of when it comes to dining, shopping, recreating, and enjoying special events.

### Why This Is Important

Economic vibrancy and quality of life are products of much more than employment. While Baytown has emerged in recent years as a major employment hub, we recognize that it remains vitally important to invest in those community qualities that allow residents and visitors the opportunity to enjoy all that Baytown has to offer.

### Critical Outcomes

- Continued redevelopment of the ACE District and downtown business vibrancy.
- Enhanced access and enjoyment of waterfront amenities.
- Expanding dining and entertainment options.
- Development of Bayland Island.
- Increased recreational opportunities.
- Development of a proposal/plan to build a recreation center.

### Outcome Measures

- Hotel occupancy and other visitation statistics.
- Development of entertainment and hospitality businesses.
- Development of businesses that cater to youth.
- Progress associated with Hotel/Conference Center development and Bayland Island.
- Growth of activities and uses for Bicentennial Park and Town Square.

## Initiatives and Strategies

### **Initiative 1 – Create amenities that keep citizens here and draw visitors.**

- **Begin implementing strategies from the Market Street District Plan specific to promoting development on Goose Creek waterfront.**
- **Develop a long range plan to build a community recreation center.**
- **Prioritize recruitment of businesses that cater to youth.**

### **Initiative 2 – Enhance and continue the development of park space and amenities.**

- **Cooperate with Chambers County and TxDOT to begin the development of Victoria Walker Park (SH 146 and Cedar Bayou).**
- **Start the process to rehabilitate the stage and create more healthy outdoor activities at Bicentennial Park.**
- **Implement additional lighting at Hutto Parkway and Jenkins Dog Park.**
- **Begin the implementation of the Russell Park Master Plan.**
- **Enhance park safety.**

# Neighborhood Quality



## 4

### Council Goal Statement

Enhance neighborhood quality through proper planning, continuing of effective initiatives, increasing citizen involvement in crime watch programs and other neighborhood safety programs, implementing measures to enhance neighborhood safety, cleaning and de-cluttering roadways, and vigorously enforcing city codes.

### Connection to Strategic Plan

Strategic Directive Four: “I want to live in a neighborhood that looks and feels like home.”

### Value Statement

In Baytown, the City, residents, and businesses work cooperatively to create an atmosphere of vibrancy and safety by engaging in community dialogue and actions focused on improving the visual aspects of our community and by elevating both property values and quality of life. We achieve this by increasing neighborhood safety and vigorously enforcing codes that protect health and values.

### Why This Is Important

Neighborhoods are where people live. While simplistic and obvious, this underscores the critical nature of investing in neighborhood quality. After all, a community is nothing more or less than the sum quality of its neighborhoods. Further, one of the most effective ways to demonstrate to citizens a return on tax dollars is to invest in neighborhood quality elements such as infrastructure, safety, and aesthetics.

### Critical Outcomes

- Well lit neighborhoods.
- Alignment of the future land use plan with zoning.
- Increased citizen and neighborhood involvement in crime watch program.
- Decrease in loose animals.
- Continued vigorous code enforcement.
- Decrease in roadside signage.
- Improved and uniform city street signage.

### Outcome Measures

- Residential property values.
- Code enforcement cases resolved.
- Citizen participation in crime watch programs.
- Perceptions of safety and neighborhood quality.
- Volunteer hours.

## Initiatives and Strategies

**Initiative 1 – Improve and nurture neighborhood quality by ensuring that policies and zoning support neighborhood health and safety.**

- **Align the Future Land Use Plan with the Zoning map.**
- **Examine possible industry/residential interfaces and proactively rezone to lessen the impacts on future/current residential development.**
- **Support an area plan for Bayway (i.e. “Bayside District”).**

**Initiative 2 – Develop and implement code enforcement strategies that support neighborhood quality.**

- **Revisit and research options to strengthen existing code to include elevated standards for shuttered/abandoned buildings.**
- **Provide Neighborhood Protection Officer (NPO) coverage in the evening focused on yard parking, junk cars, and general property issues.**
- **Aggressively address and enforce standards and violations of existing and future multi-family facilities that are near neighborhoods.**

**Initiative 3 – Bolster Animal Control policies and programs that protect people in an effective and humane manner.**

- **Continue organizational realignment of Animal Control to provide a veterinarian/manager.**
- **Begin the first phase of the Animal Control facility upgrade.**
- **Augment Animal Control Officer deployment to potentially include evenings.**
- **Stiffen penalties for loose/stray animals along with an educational component for residents about this change.**

**Initiative 4 – Implement measures to enhance neighborhood beauty and livability.**

- **Provide streetscaping improvements in older areas of town (example: Bayway Drive, Market Street, South Main, Ward Rd., etc.).**
- **Continue neighborhood park and playground upgrades.**
- **Continue to improve neighborhood lighting, specifically with LED lights.**
- **Ensure future development provides enhanced streets, setbacks, and deeper driveways.**
- **Continue the installation of uniform, new street signage.**

**Initiative 5 – Enhance neighborhood and citizen engagement.**

- **Create a Volunteer/Neighborhood Coordinator position and program to facilitate citizen and business engagement in enhancing community safety and quality.**

# Operational Excellence



## 5

### Council Goal Statement

Empower city employees to create and sustain a prepared and forward-oriented culture of high customer service, preparedness, and citizen engagement.

### Connection to Strategic Plan

Strategic Directive Five: “I want to have confidence that city staff and elected officials are good stewards of the resources entrusted to them and that everyone at the City takes pride in the excellent services they provide to the community.”

### Value Statement

Baytown strives to provide a return to citizens on resources entrusted to city government. We demonstrate this commitment and honor this trust by delivering the highest possible customer service, promoting an environment of transparent and accountable government, nurturing a culture of continuous improvement, drawing on the latest technology, and working with our citizens to prepare for future contingencies.

### Why This Is Important

It is critical that the City continue to demonstrate trustworthiness and competence through the effective and efficient use of citizen resources. This ambition requires that we commit ourselves to the highest level of customer service and that we engage citizens in planning the future of our community. Further, it is equally critical that the City itself nurtures an environment of continuous improvement and that planning and technology support the future we desire.

### Critical Outcomes

- A viable plan for a police/fire administration building.
- Citizen participation in emergency preparedness.
- A facility to allow for the storage and maintenance of critical emergency response supplies.
- Employees are engaged in Baytown yoU and other continuous improvement training.
- Baytown recruits and retains the highest quality municipal employees.
- Baytown embraces and employs state of the art systems to facilitate the efficient and effective delivery of services.

### Outcome Measures

- Citizen participation in emergency preparedness.
- Citizen perception of value received.
- Citizen satisfaction metrics.
- Total value of implemented green and black belt projects.
- A plan for moving forward with Police/Fire facility.

## Initiatives and Strategies

### **Initiative 1 – Ensure the City and residents are prepared for the next emergency.**

- Execute a plan for acquisition and storage of emergency supplies.
- Continue to support and bolster emergency preparedness community education programs.
- Fully implement the emergency response improvement plan developed in 2018.

### **Initiative 2 – Continue planning for new Police/Fire headquarters.**

- Develop a fiscal plan and timetable for a new police/fire headquarters.
- Investigate public-private partnership possibilities associated with the construction of a new police/fire headquarters and, as part of this strategy, probe interest in broader development interest in and around the current campus.

### **Initiative 3 – Continue moving organizational culture forward.**

- Prepare the next generation of leaders through a structured curriculum of leadership training through Baytown youth.
- Provide a customer service module as part of Baytown youth.
- Develop a city wide succession plan.

## **Our Purpose**

“Together We Enrich Lives and Build Community”

## **Our Core Values**

Caring  
Innovation  
Collaboration  
Leadership  
Stewardship

