

CITY OF BAYTOWN COUNCIL GOALS IMPLEMENTATION PLAN FISCAL YEAR 2019-20



SUBMITTED BY
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INTRODUCTION TO THE CITY OF BAYTOWN'S 2019-20 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:

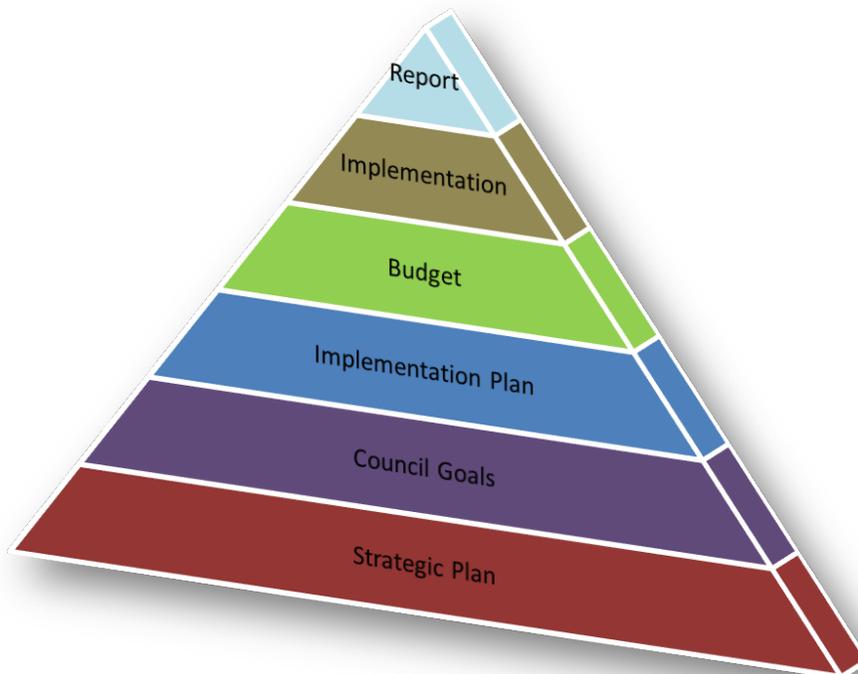
- Community Reputation and Image
- Infrastructure and Mobility
- Community Amenities
- Neighborhood Quality
- Operational Excellence

On November 17, 2018, the City Council, Mayor, and senior staff met for a planning retreat at Sterling Municipal Library in the City's Innovation Room. Council addressed each of the five directives in the Strategic Plan by looking at the vision, progress to-date, obstacles to bridging the gap between the progress to-date and the vision, and specific accomplishments in Year III (October 2019 – September 2020) that would move the City closer to realizing citizens' desires for that directive as expressed during Imagine Baytown.

A follow-up retreat was held on March 22, 2019, with the City Council, Mayor, senior staff and department directors. Council presented additional ideas that were not discussed in November and discussed all proposed Year III initiatives and strategies with the department directors who would be responsible for implementing them. At the conclusion of the retreat, the Year III implementation plan was finalized.

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, 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 – YEAR III

Initiative 1 – Build relationships to attract and market high-quality housing in Baytown.

- Continue to attract and incentivize master planned neighborhoods (\$300K+).
- Partner with major employers in the area to market Baytown’s housing choices and encourage local employees to live in Baytown.
- Establish communication channels with local realtors for a better understanding of how to market Baytown and encourage people to choose to live here.

Initiative 2 – Continue to enrich the marketing of Baytown’s unique qualities.

- Increase strategic communication regarding updates and completion of infrastructure and capital projects.
- Continue promoting the successes of Imagine Baytown.
- Create and implement a Public Affairs intern program.
- Enhance the partnership between the City and the business community to better promote Baytown.

Initiative 3 – Enhance overall City appearance through targeted infrastructure aesthetic projects.

- Begin the implementation of a phased plan for the installation of perimeter hardscape and low-maintenance landscaping in medians on arterial roadways.
- Continue to identify opportunities to improve the appearance and maintenance of bridges.
- Work with TxDOT to improve the appearance and maintenance of highway ramps.

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.

INITIATIVES AND STRATEGIES – YEAR III

Initiative 1 – Continue the expansion and marketing of the trail system in Baytown.

- **Develop and execute creative events to promote the use of Baytown’s trail system.**
- **Increase citizen awareness of trails through a targeted marketing campaign.**
- **Actively pursue the conversion of the abandoned Union Pacific rail line into a hike/bike trail.**
- **Continue the installation of trail heads and trail markers.**
- **Implement strategies from the Safe Routes to Schools & Trails assessment to connect neighborhoods to the existing trail system.**
- **Develop and begin execution of a strategy to connect the Goose Creek Trail from the current northern point at Baker Road to the new trail along San Jacinto Boulevard.**

Initiative 2 – Continue to implement strategies to facilitate safe and efficient traffic flow in and around Baytown (YR 2).

- **Continue pursuit of and application for grant funding associated with major transportation projects (Cedar Bayou crossing, Garth Rd., etc.).**
- **Study and develop recommendations to address traffic flow challenges on Sjolander Road, south of Interstate 10.**

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 – YEAR III

Initiative 1 – Implement strategies that further the revitalization of the Downtown Arts District.

- Conduct roundtable discussions with Downtown Arts District building owners to encourage investment and new business growth.
- Continue the redevelopment of the Downtown Arts District east of Town Square.
- Assess the feasibility of relocating the train to the Downtown Arts District.
- Assess the feasibility of locating the restaurant incubator in the Downtown Arts District.
- Identify potential code amendments that would facilitate redevelopment of buildings in the Downtown Arts District.
- Conduct discussions with the Baytown Historical Museum Board regarding the creation of a Baytown Sports Hall of Fame.

Initiative 2 – Continue to increase the amount and variety of community events in Baytown.

- Provide more movie nights at Town Square.
- Facilitate a change of policies around alcohol sales/consumption to allow for more unique events to come to Baytown.
- Proactively seek out existing events in the area and encourage them to come to Baytown.

Initiative 3 – Continue to pursue redevelopment in targeted areas throughout the community.

- Continue implementing strategies from the Market Street District plan.
- Test the feasibility of dredging Goose Creek and/or Goose Lake.
- Continue to pursue retail and restaurant options for placement on N. Alexander.
- Continue to recruit businesses to fill vacant/abandoned buildings.

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 – YEAR III

Initiative 1 – Implement strategies that continue to enhance community engagement in Baytown.

- Increase Police Department involvement with area Neighborhood Watch groups.
- Identify ways to better engage with existing HOAs.
- Identify ways to engage with neighborhoods that do not have HOAs.

Initiative 2 – Continue efforts to improve compliance with City codes.

- Provide better education to residents about City codes and the importance of compliance.
- Provide support through volunteerism for those who are unable to correct violations on their own.
- Provide more resources for code enforcement.
- Conduct discussions with Harris & Chambers County regarding the development of partnerships to address blighted areas that are just outside City limits.

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 – YEAR III

Initiative 1 – Continue improving the City’s Development and Permitting processes.

- **Make improvements to public notices (letters, website, street signage, etc.) that provide clearer information to residents.**
- **Conduct roundtable discussions with permit stakeholders.**
- **Train employees to provide consistent and timely service to customers.**
- **Continue pursuing and implementing technology improvements.**

OUR PURPOSE

“Together We Enrich Lives and Build Community”

OUR CORE VALUES

Caring
Innovation
Collaboration
Leadership
Stewardship

