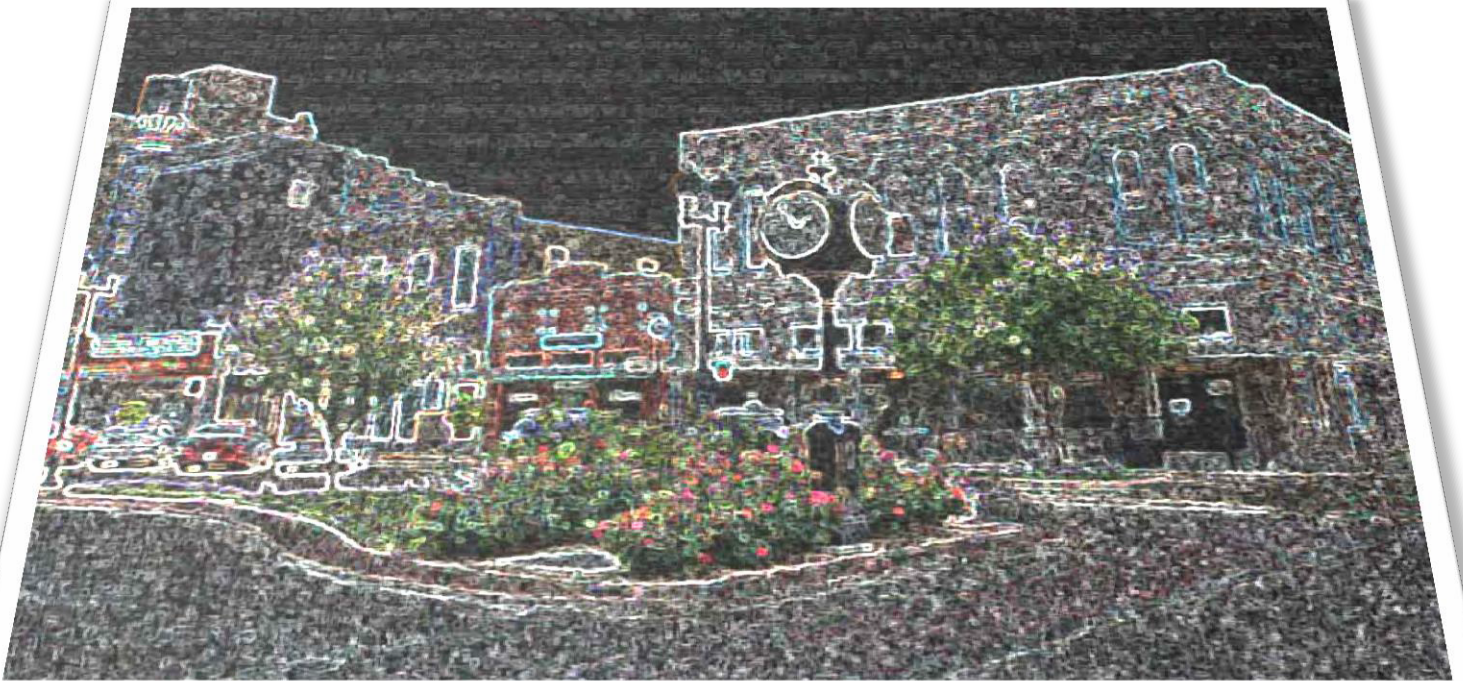




CITY OF BRYAN
The Good Life, Texas Style.™

Strategic Plan 2015

CREATING BRYAN'S FUTURE



BRYAN CITY COUNCIL

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CITY OF BRYAN STRATEGIC PLAN

Strategic planning is the process an organization follows to articulate a vision for the future and establish a direction in making decisions and allocating resources to achieve the desired outcomes. The Bryan City Council created this strategic plan to set the course for the City for the next three to five years.

The City Council adopted vision and mission statements and then identified five broad strategic initiative areas meant to address all aspects of community life in the City of Bryan: public safety, service, infrastructure, economic development and quality of life. After that initial process, the Council then identified key result areas (KRA's) that are essential components of the strategic initiatives' focus. Objectives, which indicate desired end result conditions, were then formulated for each key result area. Criteria that explain the methodologies for successful execution were identified. Lastly, performance measurements were listed. These performance measurements will provide the City Council with mechanisms to gauge performance, provide direction to staff and adopt changes to the strategic plan as success merits and needs dictate.

This strategic planning document is meant to serve as a guide for the City staff to develop the annual budget for Council consideration and to provide Council with a succinct method of articulating to staff the policy direction for the City of Bryan, both as a community and an organization. This strategic plan will also communicate to residents and community partners the City Council's commitment to open government, communication, collaboration and cooperation among all who live, work, recreate, educate, or operate a business in Bryan. Finally, this strategic plan is meant to provide a road map for success that will lead families and new businesses to Bryan to join an outstanding community where good governance and sound management provide the best life has to offer.

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Leadership Expectations

It is important for the Council to be able to make decisions in an open and deliberate manner, and it is important to conduct City business in a manner that meets the needs and objectives of the Council. However, the Council can only act corporately, not individually. The leadership styles of each member of the City Council should be expressed collectively, as a group, while serving on City Council.

The City Council will lead in the following manner:

- We will lead by example using the values of integrity, honesty, loyalty and trustworthiness.
- We will seek what is best for the entire community.
- We will work together as a team.
- We will deliberate openly and rationally, with creativity while striving for consensus.
- We will communicate our vision and our standards with each other respectfully, frankly, openly and honestly.
- We will take responsibility for our actions and share our successes.
- We will be decisive.
- We will make decisions by listening first, gaining the facts and then acting.
- We will set the course, but recognize that periodic adjustments will be required.

Communication Expectations

Communication with Citizens

The City Council will communicate with citizens in the following manner:

- We will represent the City's vision, mission and policies.
- We will distinguish between matters of policy acted upon by the entire Council and matters of personal opinion.
- We will distinguish between City issues and issues that may be of personal opinion or personally political.
- We will advise citizens of the City's policies and procedures and refer matters to staff for resolution.
- We will encourage Councilmembers representing Districts in the City to conduct meetings in his/her respective district utilizing the support of City staff as authorized.

- We will address city-wide issues through all Councilmembers and staff and discourage individual Councilmembers from conducting City-wide town meetings on issues.

Communication with Fellow Councilmembers

The City Council will communicate with each other in the following manner:

- We will honor the guidelines established in the Texas Open Meetings Act.
- We will have open and fair deliberation with fellow Councilmembers.
- We will bring new ideas or issues to the City Manager prior to a City Council meeting so that he/she may present information to the Council as a whole.
- We will discuss issues in advance with the entire Council in workshop session.
- We will avoid surprises for other members of Council and City staff.
- We will be willing to slow down the decision making and deliberation process so that all members are adequately informed before taking action where possible.
- We will ensure everyone is well informed before decisions are made.
- We will do our homework and be well prepared to discuss the issues that may come before us.

Communication with and Expectations of Staff

The City Council will interact with staff in the following manner:

- We will trust and respect the staff.
- We will be encouraging to staff.
- We will provide questions or seek information in advance of a meeting of the City Council in order to allow staff time to prepare for the issue and inform the entire Council.
- We will expect professional, educated answers to issues and questions from staff.
- We will respect staff's time.
- We will not micromanage the staff.
- We will expect the staff to keep Council out of trouble.
- We will trust and respect the decision making processes in place.
- We will expect staff to communicate freely and often.

Vision Statement

Bryan is a thriving, diverse, historic City where people are proud of their heritage, compassionate to one another, and enjoy their family-oriented community to the fullest.

Mission Statement

The City of Bryan is committed to providing financially efficient municipal services to improve the quality of life and develop a community where all citizens are proud to live.

Organizational Values

- ❖ Integrity at all levels
- ❖ Commitment to quality services
- ❖ Treating citizens equally
- ❖ Consistency across the board
- ❖ Open-minded
- ❖ Visionary
- ❖ Innovative

Strategic Initiatives

Public Safety

Bryan residents enjoy a safe and healthy community.

Service

Bryan is a business-friendly City that provides exceptional public and customer services.

Infrastructure

Bryan has adequate and well-maintained infrastructure to support a developing community.

Economic Development

Bryan is an economically diverse and developing community.

Quality of Life

Bryan is an attractive community where residents and visitors enjoy diversity, history, parks, recreation, educational and cultural opportunities.

Public Safety – Key Result Areas

- ❖ Police
- ❖ Fire
- ❖ EMS
- ❖ Emergency Management

POLICE

Objectives

- Proactively attack crime and the fear of crime
- Partner with our community to effectively problem solve
- Provide prompt, fair and equal treatment to all
- Ensure we have a professional, well-trained, diverse police department

Criteria

- Reduce crime and the fear of crime throughout the City
- Practice Community Policing
- Ensure we meet high State and National standards
- Continue to be a regional leader in training and professionalism

Performance Measures

- Track and assess UCR crime statistics weekly, monthly, and annually through Compstat
- Track and record our Community Policing projects conducted by NET and all areas of the Department
- Maintain national accreditation through CALEA
- Maintain staff training that meets or exceeds State requirements

FIRE

Objectives

- Plan for future fire station locations and relocations to sustain or improve acceptable response times
- Prevent fires by active code enforcement, public education, and effective fire investigation
- Provide excellent customer service
- Ensure employees are competent and safe
- Reduce average property loss by fire damage

Criteria

- Monitor growth of the city and forecast new fire stations
- Work proactively with business owners to maintain safe structures for the public
- Provide effective tools and processes for delivering quality services
- Provide quality training and promote wellness and fitness initiatives
- Analyze firefighting strategies to implement the most effective methods

Performance Measures

- Analyze response data in order to improve response times
- Annually review frequency of fire inspections, with priorities on high risk commercial buildings
- Review after action reports
- Track and review all physicals and job performance testing to ensure safe and healthy firefighters
- Analyze fire control times and methods

EMERGENCY MEDICAL SERVICES

Objectives

- Ensure our personnel are well-trained and provide the best possible pre-hospital patient care
- Provide excellent customer service
- Ensure rapid transport on all major trauma calls
- Provide effective patient care protocols
- Collaborate with other community medical partners

Criteria

- Improve patient outcomes through updated equipment and protocols.
- Focus on new paramedic field training
- Work with local medical director to review latest advancements in pre-hospital care
- Remain active in Regional Advisory Council (RAC)

Performance Measures

- Track and assess STEMI interpretation monthly
- Monthly review of all transmitted 12 lead ECG
- 100% retrospective review of calls
- Focused review of all CPR, helicopter activation, and >20 min. scene time calls
- Analyze feedback on all operations from receiving physicians

EMERGENCY MANAGEMENT

Objectives

- Protect the community from natural and man-made disasters through progressive leadership
- Provide for public communication during weather concerns and other emergencies
- Work with regional emergency management agencies to improve training and communications
- Maintain the Emergency Operations Center (EOC) in state of readiness

Criteria

- Annual updates on all annexes of the Brazos County Inter-jurisdictional Emergency Management plan
- Develop and maintain current public alerting systems for emergency communications
- Continue to assist and provide training classes across the region
- Work with other Brazos County Emergency Management Coordinators to improve EOC activations

Performance Measures

- Compare mitigation, preparedness, response, and recovery efforts against state and national standards
- Review all emergency communication messages for timeliness and effectiveness
- Review annually number of training hours provided and assess need for different or new training topics
- Conduct in-house exercises to determine effectiveness of EOC staff and protocols

Service – Key Result Areas

❖ Organization-wide

Objectives

- Citizens feel welcomed and invited to communicate and participate with the city
- Feedback from citizens indicate they are well-served
- Complaints regarding city services are handled courteously, promptly, and professionally
- Citizens are treated equally and solutions are provided without being special interest based
- Clear communication exists between the City Council/City Manager/City staff and citizens
- Cooperation and teamwork are key components within the city organization
- A positive environment exists whereby city employees consider customer service paramount to success
- The City of Bryan is perceived to be a proponent to citizen's needs

Criteria

- Expect and require superior customer service from all city staff
- Hold one another accountable throughout the organization
- Use common sense and good judgment (i.e., do unto others...The Golden Rule)
- Provide appropriate training and employ other methods to encourage exceptional customer service
- Empower employees to make decisions that positively affect customer service

Performance Measures

- Feedback, comments, surveys, etc. from citizens and visitors
 - formal and informal
- Citizen comments provided to City Council, boards, committees, commissions, and management
- All employees attend customer service training

Infrastructure – Key Result Areas

- ❖ City-wide
- ❖ Organizational-wide

Objectives

- The City of Bryan has the necessary infrastructure to provide a safe community to promote growth and improve the quality of life for its residents
- The City of Bryan has long range plans for infrastructure: Water, Sewer, Electric, Streets, Traffic Signals, Sidewalks, Drainage Facilities, Information Technology, Coulter Field, City Buildings, and Parks
- The City of Bryan maintains an active Capital Improvement Program (CIP) that is based on community needs
- The City of Bryan coordinates with regional entities involved in infrastructure (MPO, TXDOT, Brazos County, College Station)
- The City of Bryan leverages and maximizes financial resources for all infrastructure
- The City of Bryan ensures and enforces strong standards for new development to maximize infrastructure longevity
- The City of Bryan provides organizational training, development, succession planning and structure to meet the needs of the city
- Citizens feel welcomed and invited to communicate and participate in the Capital Improvement Plan process
- Clear communication exists between the City Council/City Manager/city staff and citizens

Criteria

- Continue to follow the CIP process and update Council annually
- Coordination between city departments on infrastructure needs and timelines
- Continue coordination efforts with County, TXDOT, College Station and the MPO
- Seek and apply for grant programs that provide significant leverage of limited local dollars
- Improve multi-modal transportation by improving walkability/pedestrian access and bicycle mobility
- Provide necessary training, technology and equipment for staff to execute their job duties efficiently
- Develop and support utility/fee/tax rates to provide funding for strategic objectives
- Utilize local resources when available, qualified, and appropriate

Performance Measures

- Feedback, comments, surveys, etc. from citizens and Council
 - formal and informal
- The CIP process is appropriately reviewed, updated, and followed
- Evaluation of projects for completion time and budget
- Evaluation of a project's effectiveness after implementation
- Evaluation of infrastructure conditions (i.e. grade infrastructure conditions)
- Evaluation of training hours completed by city employees
- Evaluation of competitive pay and retention rate of city employees
- Evaluation of infrastructure grade to determine if sufficient funds are being spent to upgrade the infrastructure

Economic Development – Key Results Areas

- ❖ City-wide
- ❖ Bryan Business Council
- ❖ The Research Valley Partnership

CITY WIDE

Objectives

- Encourage economic development opportunities in partnership with Texas A&M University, Blinn College, Brazos County, Research Valley Partnership, Bryan Business Council, and St. Joseph Regional Health Center
- Continue to promote the development of the Biomedical Corridor
- Continue to promote development in downtown Bryan
- Assist in the creation of new jobs
- Aid in the expansion of current business
- Encourage residential development
- Assist in the improvement of the City's gateways

Criteria

- Maintain membership in the Home Builders Association
- Continued involvement in the Research Valley Partnership and the Bryan Business Council
- Aid in streamlining development process

Performance Measures

- New businesses and industry locating in Bryan/Texas Triangle Park
- Brazos County Appraisal District appraisal values
- Economic indicators – permitting statistics, Hotel/Motel Tax, and sales tax
- Annual review of development process

BRYAN BUSINESS COUNCIL

Objectives

- Encourage economic development opportunities within the Bryan Business Park
- Encourage economic development opportunities at Coulter Airfield
- Assist the Research Valley Partnership in recruitment of new industry
- Aid in the expansion of current business

- Explore opportunities to assist Texas Avenue property owners to market, lease or sell their property

Criteria

- Continued involvement in the Research Valley Partnership
- Market Bryan Business Council assets
- Maintain a Coulter Airfield subcommittee

Performance Measures

- New businesses and industry locating in Bryan and the Bryan Business Park
- Brazos County Appraisal District appraisal values
- Economic indicators -Permitting statistics, inquiries to the Research Valley Partnership, and sales tax

THE RESEARCH VALLEY PARTNERSHIP

Objectives

- Encourage economic development opportunities in partnership with Texas A&M University, Blinn College, Brazos County, Bryan Business Council, St. Joseph Regional Health Center, and the City of Bryan
- Assist in the creation of new jobs
- Assist the city with increasing property values
- Aid in the expansion of current business

Criteria

- Continue to respond to Requests For Proposals for industry looking to move or expand in the State of Texas
- Continue to work with the City of Bryan to be competitive in attracting new industry

Performance Measures

- New businesses and industry locating in Bryan/Texas Triangle Park.
- Report compliance annually to the City Council
- Brazos County Appraisal District appraisal values
- Economic indicators -Permitting statistics, Hotel/Motel Tax, and sales tax

Quality of Life – Key Result Areas

- ❖ Parks & Recreation Programs
- ❖ Downtown Bryan History, Arts, Culture & Commerce
- ❖ Educational Enrichment Programs
- ❖ Access to Health Care & Wellness Programs
- ❖ Housing and Neighborhood Enhancement

PARKS & RECREATION PROGRAMS

Objectives

- Existing parks are safe and well maintained
- Parks and recreation amenities exist for people of all ages
- Programs assist in the enrichment and development of the community's wellness

Criteria

- Ensure all park equipment and facilities are safe, properly monitored and well maintained
- Maintain a Parks Master Plan and a Parks Enhancement Plan
- Provide opportunities for adult and youth sports programs year-round
- Utilize and enhance the City of Bryan Parks & Recreation Activity Guide
- The Parks and Recreation Advisory Board has opportunities to provide recommendations

Performance Measures

- Number of accidents and incidents recorded
- City Council has a Parks Master Plan
- Number of sports programs offered annually
- Number of new parks amenities added
- Citizen satisfaction surveys
- Number of monthly Parks and Recreation Advisory Board Meetings
- Number of patrons who utilize parks facilities and programs
- The Parks Activity Guide is produced annually

DOWNTOWN BRYAN HISTORY, ARTS, CULTURE & COMMERCE

Objectives

- Efforts exist to educate and increase awareness of Bryan's rich history
- There is a positive business environment in Downtown Bryan
- High quality events for the community regularly occur
- Tourism and visitor attractions are promoted in Downtown Bryan

Criteria

- Promote public events focused on Downtown Bryan
- Provide support for preservation and rehabilitation of existing historic buildings
- Encourage redevelopment of Downtown North blocks
- Ensure Downtown streets, parks, sidewalks and parking areas are safe, properly monitored and well maintained
- Provide awareness for arts-related activities, events and projects
- Provide support to the Downtown Bryan Association (DBA)

Performance Measures

- Event attendance, participation, & volunteer hours
- New businesses and restaurants
- Sales and property tax growth
- Hotel Occupancy Tax (HOT) growth
- Number of cultural and arts-related events
- Number of reported crimes

EDUCATIONAL ENRICHMENT PROGRAMS

Objectives

- The city participates in educational enrichment opportunities in partnership with BISD, TAMU, Blinn College, and other organizations
- The city is involved in the creation or promotion of educational programs serving community members of all ages

Criteria

- Support BISD in efforts to graduate young adults prepared for higher education or meaningful employment
- Encourage TAMU and Blinn College to promote the potential higher education options awaiting Bryan students
- Utilize city resources to provide educational assistance, guidance, and alternatives for Bryan citizens
- Provide support to senior citizens programs and organizations
- Provide juvenile intervention programs through municipal court
- Support at-risk youth programs

Performance Measures

- Number of grants received and available funding levels for programs
- Number of informational events provided to local students and community members
- Community members access City provided educational resources

- Average household income levels
- Number of monthly joint COB/BISD meetings
- Channel 16 is utilize to share community information
- Number of educational opportunities offered through Parks & Recreation

ACCESS TO HEALTH CARE & WELLNESS PROGRAMS

Objectives

- The city partners with St. Joseph Regional Health System, the Texas A&M Health Science Center, and other area organizations to develop and implement a Health & Wellness Master Plan
- The city supports ongoing efforts of local hospitals, the Brazos County Health Department, and city programs to provide healthcare access for Bryan citizens

Criteria

- Develop handouts/pamphlets explaining available healthcare resources
- Encourage citizen participation in community-wide health events
- Promote hospital and Brazos County Health Department programs and events

Performance Measures

- Citizens have access to hospitals/clinics and a city-funded health clinic (Brazos County Health Department)
- Citizens participate in preventative care programs
- Number of marketing events/programs annually
- The Brazos County Health Department offers health-related services five days per week

HOUSING AND NEIGHBORHOOD ENHANCEMENT

Objectives

- Programs and partnerships exist to reduce substandard housing and create opportunities for quality living conditions
- The city coordinates and communicates with homeowners and neighborhood association representatives to encourage community pride and ownership
- An appropriate inventory of mid-range priced housing exists
- Community Development programs and funding meet national objectives for Fair Housing standards to create affordable, decent and safe housing for all Bryan citizens

Criteria

- Form public/private partnerships with builders and developers to encourage development of new housing and neighborhood improvements
- Reduce barriers and provide incentives for private reinvestment in older neighborhoods
- Utilize and enforce relevant codes and ordinances to maintain aesthetically pleasing neighborhoods
- Neighborhood and homeowner associations partner with the City to share information and provide objective input
- Promote and educate citizens and housing clients through quality events, public outreach, website, and other media

Performance Measures

- Property values & crime statistics by geographic area
- Number of homeowners/neighborhood associations
- Participation in HBA Parade of Homes
- Number and value of residential building permits issued
- Number of public outreach/ be consistent as some areas have space and some do not/neighborhood/community meetings