

HASTINGS MAYOR AND CITY COUNCIL RETREAT AGENDA

**Hastings Museum
1330 North Burlington Avenue
May 21, 2023
1:00 PM**

ROLL CALL:

PLEDGE OF ALLEGIANCE:

MOTION TO ADOPT CURRENT AGENDA for May 21, 2023 Mayor and City Council Retreat.

PUBLIC NOTICE - Official Notice of the Mayor and City Council Retreat was published in the Hastings Tribune on Friday, May 19, 2023. Pursuant to Nebraska Revised Statute Section 84-1412, the public is advised that a copy of today's agenda and all reproducible written material which will be discussed at today's meeting is available. Also, a current copy of the Nebraska Open Meetings Act is posted and accessible to members of the public.

DISCUSSION ITEMS

1. Department Head goals/budget priorities, FY 24 General Increase and staffing needs.
2. Comprehensive Plan update.
3. Strategic Plan overview.
4. Delegated Authority recommendation.
5. Ward Town Hall Meeting discussion.
6. LB840 (Local Option Municipal Economic Development Act) economic development tax discussion.
7. "F" Street construction, Franklin Avenue to Baltimore Avenue and "F" Street construction Baltimore Avenue to Marian Road with an optional overpass/underpass at the railroad crossing.

ADJOURN:

The Mayor and City Council reserve the right to enter into an executive session at any time during the meeting, in accordance with the Nebraska Open Meetings Act, even though the closed session may not be indicated on the agenda.

It is the intention of the Mayor and City Council to take up the items on the agenda in sequential order. However, the Mayor and City Council reserve the right to take up matters in a different order to accommodate the schedules of the city council members, person having items on the agenda, and the public.

The retreat is intended to allow for communication and discussion amongst the elected officials. At the prerogative of the presiding officer of the retreat, city staff, consultants or citizens may be requested or allowed to address specific items on the retreat agenda.



**Department Head's
Recent Accomplishments
and FY24 Goals**

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City Administrator

Recent Accomplishments

- Provided City Council with weekly updates on city happenings.
- Hired Public Information Manager and Safety Director.
- Responded to dozens of citizen and Council inquiries until successful completion.
- Met with each department and met with nearly every full-time employee.
- Wrote approximately 100+ work anniversary cards to employees.
- Moving City Hall employees to a safer location.
- Leading the City Hall Committee until successful completion.
- Collaborated (one-on-one mtgs) with Department Heads on their Goals and Objectives for FY24.
- Initiating new public information efforts – i.e. Behind The Scenes.
- Initiated a new ongoing training program for Department Heads.
- Conducted community City Hall survey. Received approximately 600 responses. Presented findings to Council.
- Attended board and commission meetings.
 - Airport Advisory Board
 - Business Improvement District
 - City Planning Commission
 - Community Redevelopment Authority
 - Housing Authority
 - Library Board
 - Museum Board
 - Utility Advisory Board meetings
- Presented at various events.
 - Rotary morning
 - Rotary afternoon
 - Kiwanis Club
 - Meet and Greet with the community.
 - Hastings Young Professionals
 - 2 Town Halls meetings with the community regarding the future of City Hall
 - Multiple FB Live events
 - Chamber Meet and Greet
 - Leadership Hastings
- Collaborated with various entities.
 - HPS
 - HEDC
 - RYDE
 - CRA
 - Allo
 - B.I.D.

- o CCC
- o Community Foundation
- o Good Samaritan
- o County Commission
- o City/County Collaboration meetings
- o Meeting with 15 contractors
- o CCC tour
- o Keno

FY24 Goals

Goal - Build Trust

- **Mayor and City Council**

- o Assist City Council in the development and implementation of their goals and objectives for the city via the City Council Retreat.
- o Facilitate and participate in outreach efforts - the Behind-the-Scenes monthly report, surveys available to public, town hall meetings, interviews with media, various other media outreach efforts, etc.
- o Continue making efforts to attend board meetings, community events, conduct presentations when requested, social gatherings, etc, to represent the city in a positive light.
- o Continue providing “Weekly Updates” to keep the Mayor and City Council abreast of key city happenings and upcoming hot topics.
- o Attend ICMA, Nebraska League of Cities, and other meetings to advocate best practices for the City.
- o Engage in the budgeting process to ensure proper prioritization and recommendation of City needs, including goals, capital projects, requested positions, etc.
- o Continue tracking complaints until successful completion.
- o Continue providing timely responses to City Council questions/needs.
- o Continue leading the City Hall Committee and other committees as may be assigned.
- o Provide a recommendation to Council on facility maintenance, custodial, and fleet personnel needs.

- **Department Heads**

- o One annual performance review per direct report.
- o Minimally, meet quarterly with each direct report to see how their progress is coming on goals. Be available as needs arise.
- o Bi-weekly Department Head collaboration meetings.
- o Conduct one Department Head retreat per year.
- o Facilitate ongoing training program at department head meetings.
- o Hire a Development Services Director whose key goal is to provide a positive experience for developers.

- **Employees**

- “Be present” for employees. Attend meetings with various departments and collaborate with employees.
- Participate monthly in the Employee Committee meetings.
- Write anniversary cards to all full-time employees annually.

City Attorney

Recent Accomplishments

- Established updated process for code enforcement
- Increased enforcement of building and zoning code enforcement
- Completed viaduct trial
- Worked with various departments regarding contracts such as drafting, reviewing and advising
- Implemented new city code regarding unauthorized entry of vehicles
- Aided process for demolishing first houses

FY24 Goals

- Begin recodification of City Code through Municode.
- Develop and implement process for filing litigation and collecting delinquent special assessments.
- Make changes to City Code as needed by staff.
- Enhanced support of staff regarding enforcement and prosecution of City Code violations.
- Resolve City Building (220 N. Hastings Avenue) title issues.
- Per City code, reviewing annexation options with Planning and Zoning Committee

City Clerk

Recent Accomplishments

- Online Payments
 - Customer Convenience / Less foot traffic
 - Software Chosen
 - iWorQ software (Permit software in place-Development Services)
 - Tobacco Licenses
 - Working with Development Services, Fire Department on module(s)
 - NIC Nebraska (State of Nebraska Contract)
 - Special Designated Licenses (SDL-local fees)
 - Alcohol Event Fencing
 - Event Guide Late Fee
 - No cost to city
- Workers Comp (WC)
 - Per State Statutes, employees choose a doctor for treatment for on-the-job injuries. I reached out to several doctors' offices to get acquainted with their needs on WC claims and getting them information for better claim outcomes employees and the City.
- Record Retention, Per State Schedules
 - Worked on retention of documents/boxes in storage.
 - Sent several boxes of documents to Red Cloud to be microfilmed/sent to State.
 - Clerk's Office has increased electronic storage: easier access to documents & fewer file cabinets.
- Working with IT and Envision - Office 365
 - Working on Clerk's electronic folder structure to better match O365 environment

FY24 Goals

- Address safety and building concerns at City Hall
- Work with City Safety Director to revive City Safety Committee
 - Share safety ideas throughout departments.
 - Review Workers Compensation Claims
 - Could the incident have been avoided?
 - Take-aways from the incident.
- TEAMS training for Clerk's office
 - Improve collaboration between clerk's office and other departments.
- CivicClerk Usage on Additional Boards (Repeat Goal)
- Transparency to citizens / Preservation of historical meetings
 - Add boards to CivicClerk by 10/01/2024
 - Library Board
 - Museum Board
 - Airport Advisory Board (Began in 2021-not utilized now)

Development Services

Recent Accomplishments

- Comprehensive Plan & Zoning Code (Chapter 34) updates.
 - Public input period has wrapped up.
 - Working on sections of the plan.
 - End of 2023 approximate completion date.
- Continue to collaborate with developers and builders to facilitate development through timely plan reviews, inspections, and project review group meetings.
- Nuisance abatement program to address unsafe properties. Two properties have been demolished to date with two more ready for demolition.
- Interlocal agreement with Kearney and Grand Island to accept licensed plumbers in reciprocity for all three communities. Code change to allow this.
- Establish a Mechanical and Electrical advisory board to replace the testing boards.
 - Each board to meet twice a year, alternating quarters
 - Opportunity to have an open dialogue with contractors
- Combined mechanical/plumbing inspector duties with the Building Inspector role.

FY24 Goals

- Support revisions to City Code to cleanup conflicting language
- Hire 1 new full-time Building Inspector.
 - With combining of mechanical/plumbing inspection duties, need more manhours to be able to effectively perform inspections and answer contractor questions in a timely manner.
 - Increase the flexibility and coverage for department.
 - Will allow Chief Building Official to have more time to do building plan reviews.
- Create two new job descriptions. (no new head count for this)
 - Building Inspector II – would be required to obtain B2, B3, M2 and P2 (commercial certifications) to be able to advance to this role.
 - Electrical Inspector II – would be required to obtain B1, M1 and P1 (residential certifications) to be able to advance to this role.
 - Provide an opportunity for advancement to help with staff retention.
 - Provide increased flexibility in which staff member can perform an inspection leading to increased customer service.
- In conjunction with the Planning Commission, propose areas for annexation. 2023 is the year per City Code, to review areas for annexation and to present to the City Council no later than February of 2024.
- Regular collaboration meetings with HEDC/Chamber lead role to help spur development and streamline processes

Engineering

Recent Accomplishments

- Support all City departments with development of bidding documents and design plans for capital projects, project management, and technical support. Over 125 projects this year.
Examples of a few of the major projects:
 - Utilities Dept – provide technical operations support, design of all utility extensions and upgrades, bidding and construction management of contractor capital projects, and strategic planning support.
 - New WEC substation and expansion of 7th Street and B Street substations
 - Water main replacement program
 - Coal Transfer Tower electrical upgrades
 - Electrical feeders for Heartwell project
 - WEC1 Bottom Ash Project
 - Solar Phase II
 - PPGA projects – Aux Boiler addition
 - Street Dept – bidding and construction management of capital projects and day to day technical support
 - Fire Dept – Station 2 sprinkler replacement
 - Parks Dept. – Phase 4 hike/bike trail design
 - Cemetery – paving projects
 - Museum – heating boiler replacement, fire alarm system
 - Numerous other smaller projects and technical support for various departments
- Work with developers on paving, utility and flood plain/drainage challenges for their projects.
- Review of flood plain issues for areas of town that receive flooding during heavy rain events. Emphasis on consistent flood plain and drainage requirements for all new developments.
- Continue to work with NDOT on Hastings Southeast project and changes to traffic signals on Burlington Ave.

FY24 Goals

- Have one standard set of front end bidding documents and general specifications for all projects within the City.
- Have all infrastructure in place to support Heartwell Renewables biodiesel plant project
- Finalize utility plans for NDOT Hastings Southeast project
- Finalize plans for BRIC projects – Hastings Lake dam, Pawnee Creek culvert – west 12th Street area, A Street area
- City Hall project

Environmental

Recent Accomplishments

- The Environmental Department has continued to follow the Hydrogen Hub development for the State of Nebraska. This includes communication with applicable NPPD staff. Presentation and discussion have been held with Chamber of Commerce.
- Battery Storage developments are continuing to occur, and information is being passed along to utility personnel.
- Polychlorinated Biphenyl (PCB) training has been moving forward to educate new utility staff related to the warehouse activities and electrical department.
- Educational opportunities for the public on recycling and reuse of waste materials is ongoing. Specifically recycling of glass was addressed and found to have a low benefit and high cost for recycling.
- Worked with several departments to help find recycling or reuse of various materials and items. Developing a working relationship is vital to providing city and utility staff information about what we can do to assist them.
- Wellhead protection is ongoing and is supported by our participation in UNL water resources subcommittees, UNL Water Resources Advisory Panel (WRAP) Program and NRCS Water Quality Subcommittee.
- Wellhead Protection water quality monitoring is essential to the Aquifer Storage and Restoration Project. Joint meetings are held with the LBNRD and UBBNRD to address nitrate legacy. This problem will take a lot of education and time to manage.

FY24 Goals

The goal of the Environmental Staff has and continues to be to assist all departments with environmental compliance, permitting and reporting. The Environmental staff also provides support for other engineering and operational activities and related activities that benefit from staff's experience and training.

The following are goals intended to address specific needs to foster communication with various city departments, address potential opportunities for environmental projects, and to develop opportunities for environmental education for both the public and employees.

- The Nebraska Hydrogen Hub initiative is being developed by the various agencies and private companies. This effort is ongoing to gain federal monies for Hydrogen infrastructure. Hastings has the potential to be a supporting community in this effort. We will continue to follow the development of this project.
- Succession training has been and remains a major effort for all the staff. We have made improvements in our reporting guidelines and instruction. Our goal is to have the process for reporting to NDEE and EPA sufficiently documented to allow for a transition in staff duties.
- We continue to conduct educational training and hold discussion events of interested city / utility / public on recycling, reuse, and reduction opportunities. We continue to be asked to provide presentations on different subjects. We also field questions from the public. Questions

from the public are a good way to provide information. Working with public relations we have a goal to get the word out that we are a public resource.

- The nitrate legacy issue remains as a burden on the water system. With nearly \$1,000,000 per year of operating and maintenance costs and \$1,000,000 per year in future capital costs the Aquifer Storage and Restoration Project (ASR) remains financial burden on the public. Our goal is to continue to work with NDEE, NRDs, NRCS, UNL and other agencies and groups to find ways and develop programs to reduce the nitrate contamination that continues to be allowed to enter the aquifer of the Hastings Well Field. With annual costs of \$2,000,000 per year it is a worthy effort to find nitrate management improvements to reduce future expenditures. The goal is to support NDEE and UNL efforts to bring a focus to the nitrate issues in south central Nebraska. We are encouraged with the interest in our concerns. For example, UNL and University of Nebraska Medical Center (UNMC) continue to address potential health impacts of nitrates and uranium found in the groundwater. This is in part due to the nitrate and uranium investigations completed in Hastings. We also participating in the NRCS plans to use Farm Bill monies to for Wellhead Protection. The Hastings Wellhead Protect Plan and Nitrate Legacy is a model for many of the ideas that we are developing.
- Environmental Staff continues to support the water department in the Aquifer Storage and Restoration Project. Water sampling of irrigation and domestic wells continue to be a high priority. Annually the Little Blue NRD, Upper Big Blue NRD and Hastings Utilities (Environmental Staff) discuss Wellhead Management activities. Last year we held cooperative event with the NRD's to collect additional water samples from regional irrigation and domestic wells. The UBBNRD was able to finance a summer intern to assist with water sampling. This assistance not only benefited the City of Hastings but the NRD's as well. We will be looking into this assistance for future annual sampling efforts.

Solid Waste Facility

Recent Accomplishments

- The Solid Waste Facility NDEE Title 132 Landfill permit and NDEE Title V air operating permit has been renewed for a period of 5 years.
- Planning studies and efforts for future landfill expansion continue to occur. A renewed effort is planned with the new solid waste superintendent.
- A maintenance / equipment shed has been constructed to protect facilities equipment. With the new solid waste foreman hired in February a renewed effort on facility and equipment maintenance is being developed. Significant repairs on the dozer \$50,000 plus have prompted a thorough look at all the equipment. Supply chain issues on equipment replacement is a major concern.
- With the new superintendent and foreman on board a concerted effort to improve safety training has begun. For example, a solid waste classification and inspection course has been set up in Hastings. Operators from other solid waste facilities will be joining the training.

FY24 Goals

The Solid Waste staff has spent the last several months adjusting to two major retirements. The majority of the solid waste staff have less than 9 years of experience. However, the staff is eager and have shown their desire to take ownership of the facilities. A key goal in 2023 and into 2024 will be training, defining succession activities, address methane emissions and remediation plans and the development of a landfill expansion plan.

Goals are developed to maintain compliance of regulatory issues. Provide continued and reliability service. Safe interaction with the public continues to be of the utmost importance to the solid waste operations. The following goals are planned to meet these needs:

- A needed goal is to develop a lead position for the solid waste operators and scale house clerks. A lead position will allow for succession training and identification of responsible persons in the event the Superintendent or Solid Waste foreman is not available. The need for a lead person was made obvious by the current staff recommendations. Chiefly the concern is safety and to allow staff to complete / attend training. An additional full time solid waste operator is being evaluated. The current staff has noted we have times that we have insufficient personnel available to safely receive the public. At times we will be opened and closed the facility with only one person on site. This is a safety concern.
- The lack of training by staff has been in part due to shortage of personnel. This training is needed and requires periodic refreshers.
- The Landfill needs a part-time Litter Control position to help maintain facility and the surrounding areas. This will be a great necessity as the current Landfill is moving up and eventually above ground level.
- A grant application for Electronic Waste Collection Event, Used Tire event or other event will be developed provided sufficient personnel can be available to facilitate the event.

- Planning studies and efforts for future landfill expansion continue to occur. Staff has contacted the adjacent landowner for future landfill expansion. More discussions are expected. Researching “netting” for current landfill for the near future when going “up”.
- Maintenance of the facilities and heavy equipment operations is top priority to maintaining safe and reliable operations of the Solid Waste facilities. The solid waste grinder is not functioning well enough to warrant the expenses for repairs. The grinder is being offered for sale / consignment. To replace the benefit of the grinder a new compactor is being considered. This is in line with the planned replacement of the compactor. The size and function of the new compactor is being investigated currently.
- Continued safety training and awareness of personnel of the solid waste operations. This includes the enforcement of public to comply with safety protocols and city ordinances while accessing the facility’s operations. Several training events as well as individual web-based training will be completed by the staff. The training of the public is necessary to insure the public stays safe. Plans are to develop a message board to help educate the public while they are in line to way.
- A Spanish to English translator system will be purchased this year if budgets allow or be budget in the next budget cycle. Clear and understandable communication is essential to maintain safety. The availability of a translator is dependent upon the ability of access to reliable WiFi.
- Landfills are prone to fires. The number of fires events have been greatly reduced in part by not taking in burnt debris until it is thoroughly extinguished. The current problem is the disposal of lithium cell phone batteries. If lithium batteries that are placed into the solid waste are damage by the compacter the battery it discharges a large blue colored spark and can ignite the solid waste. Public education can only do so much. Proper emergency action plans are needed to address fires. These proceeds have been developed and work well. The plan is to augment the joint staff training with Hastings Fire Department. The issue of concern is the landfill does not have a municipal water line along the landfill property. Water must be trucked into the landfill. This delay is problematic in extinguishing a fire. It should be noted even if a water is located near the entrance of the landfill water would have to be trucked. The issue is the travel time to supply the water. Utility staff has been contacted on the cost of getting a water main installed. Issue of who pays for water main to service to city facilities like the landfill will need to be clarified.
- The Landfill is also looking into, if budget allows, a more updated “water tank hauler” for fire suppression purposes to have on site and to be “readily available” when needed.

EPA Superfund

Recent Accomplishments

- The Environmental Staff with the assistance of UNL Extension Service has completed a vegetation survey for the South Landfill and was accepted by EPA
- The development of a compliance plan (labor and money) for conversion of Area Wide Operating Unit 19 to a final remedy has yet been addressed by EPA. A Remedial Investigation and Feasibility Study (RI/FS) is expected once additional data is collected
- The RY2022 Annual Area Wide Report has been submitted to EPA and NDEE.
- Most if not all historical superfund files have been scanned and archived.

FY24 Goals

The Superfund activities continue to require actions by staff, legal counsel, and consulting engineers to satisfy the requirements of USEPA and Nebraska Department of Environment and Energy.

- The South Landfill continues to discharge volatile organic compounds (VOCs) into the aquifer. A much-needed sampling event of the onsite monitoring wells and down gradient monitoring wells has been planned and waiting for EPA approval on the procedures to be utilized. Sampling should occur this summer and periodically into the future.
- The continued release of VOCs is in part due to insufficient phytocap growth and maintenance of the landfill cap. Historical mowing of the phytocap has hindered the plant growth. This is especially evident when the area was harvested for prairie hay. This removed much needed nutrients for plant growth. A restoration plan will be developed along with parks department assistance.
- EPA supports our efforts to maintain the landfill as a dog park and pollinator habitat area. The main goal of the restoration plan is to improve the plant growth. The existing plant diversity is good. We had completed a plant inventory and found all 10 native grass species plant were present on the site. The survey noted 50 additional native and other indigenous plant species were found. As such in preparation of spring we have completed over seeding of clover in the native grass areas. Clover has been added to the plant diversity as clover is a legume that naturally removes nitrogen from the atmosphere and places it into the soil. The natural fertilization will help improve native plant growth. The goal is to reduce infiltration of water into the landfill through the phytocap. Improve the landscape for the users of the dog park and to facilitate a viable pollinator habitat area. It is expected that trees, grasses and other forbs will be planted.
- A dog watering station is being proposed by staff. The dog water station will not address the VOC contamination but is essential in maintaining this beneficial amenity for the public's use. Public education of the operations and maintenance of the dog park / landfill will be developed. The plan is to have the restoration plan available for public review and comment.
- Environmental Staff continues to support the management of the Superfund activities. The Environmental Staff's goal is to provide as much engineering support as possible to reduce outside consulting fees. For example, the Environmental Staff is intending to conduct future

groundwater monitoring with staff. This will be in conjunction with existing Area Wide monitoring activities.

- Future development of a compliance plan (labor and money) for conversion of Area Wide Operating Unit 19 to a final remedy. This may include a Remedial Investigation and Feasibility Study (RI/FS) to be completed. The schedule for this is based upon EPA.
- Provide Annual Area Wide Reports and monitoring of Institutional Control requirements. This includes well permit approval and monitoring of drilling activities.
- Goal is to have all historical superfund files scanned and archived. Most files have been scanned and archived. If new files are found, they will be scanned and archived.

In Summary:

- a. Propose one additional full time solid waste operator and one part time maintenance worker Litter Control position.
- b. No additional specific capital improvements are required. Normal capital improvements and equipment replacement will be identified in the preparation of the Solid Waste Budget.

Finance Department

Recent Accomplishments

- Address safety concerns at City Hall or consider alternative solutions – Continue to work on this but got the process started with prior administration to develop building security
- Continue to configure and implement the ERP system with a go live date of March 1, 2022 – We went live on this date with the general ledger and accounts/payable, We have had many challenges but continue to get the system running smoothly and implementing new processes
- Prepare for additional modules to be added after March 1 – Configuration of cash management, general billing/accounts receivable, finance part of payroll, and will start on asset management in the fall of 2023
- Cross training of staff will continue to be a point of emphasis – We have started cross training staff as we add new modules to Munis
- Build on recommendations from our financial auditors to improve processes and continue to implement best practices – Addressed the suggestions from FY21 audit to improve capital asset and payroll reporting in the new systems
- FY 22-23 budget will be in Munis. Departments will be involved in this process. – The city departments entered their budgets in the new software system and it was very successful and efficient.

FY24 Goals

- Create a financial policies and procedures manual with cash reserve balance thresholds for major funds
- Continue implementing new modules in the Munis software
 - Cash management, general billing/accounts receivable, capital assets
 - Configure and implement payroll module accounting processes to integrate with the general ledger
- Prepare a monthly or quarterly financial report for the city council
- Add the utilities department to the FY24 budget process in Munis
- Move the city to one EIN by eliminating the utilities and museum federal numbers
- Continue to cross train staff in Munis procedures to help in time of staff absences
- Hire Assistant Finance Director with a focus on utility accounting

Hastings Fire and Rescue

Recent Accomplishments

FY 2021-22 was a surprising year in regards to goals and completion. While we expected to be out of the pandemic, it continued. Departmentally, we were able to gain a foothold and catch up on some prior year goals, as well as identify new ways of doing business. Despite the ongoing pandemic, the following goals and milestones were completed successfully:

- An equipment replacement plan was developed and funding approved by council.
- Stakeholder meetings were held and community surveys completed, working towards the creation of a Standard of Cover document to be approved by council.
- An additional firefighter per shift (3 FTE) was approved for inclusion into the 22-23 budget.
- A “Training Facility Committee” was convened and initiated the planning process for a future training facility.
- HFR held 7 recruiting events, exceeding our goal of 1 per quarter.
- Pre-plan program identified and transition process started.
- All officers were trained to the level of Fire Officer I (certifications pending).
- Delegated Authority was proposed to city council (to be re-considered at a later date).
- All operations were conducted under overall department budget.
- HFR applied for a total of 5 grants and received a total of \$1500 in funding.
- HFR received \$1774 in donations.
- As part of the annual facility maintenance plans, concrete repairs were completed at both Station 1.
- As part of a capital outlay project, the Station 1 upstairs remodel (phase 1) was completed, resulting in individual bunk rooms, an additional bathroom space, and a whole station fire sprinkler system.
- HFR conducted two home fire sprinkler demonstrations.
- Conducted one Captain promotional process, one Fire Apparatus Operator promotional process, and two entry level firefighter processes.
- Two entry-level academies planned and executed with four successful graduates.

FY24 Goals

The FY 2023-24 strategic goals, and associated objectives, are as follows:

- Establish a 5-year strategic plan for Hastings Fire-Rescue.
 - Objectives:
 - Integrate KPI data into a real-time, Geographical Information Systems (GIS) based dashboard.
 - Finalize the 5-year Hastings Fire-Rescue strategic plan and present to council.
- Provide exceptional all-hazards service delivery commensurate with national standards and community expectations.
 - Objectives:
 - Hire for the open full-time Fire Inspector position (already funded in budget).

- Working with community partners, establish funding to support an EMS Coordinator position to coordinate EMS risk reduction activities.
 - Increase the overtime budget to account for raises and use of personnel in non-operational roles (Community Risk Reduction).
 - Replace rope rescue equipment that is damaged and/or no longer meets NFPA standards. *Novak*
 - Increase ice rescue equipment cache to duplicate equipment at both stations. *Novak*
 - Purchase Virtual Reality training equipment for EMS and fire prevention training.
 - Initiate a Community Risk Reduction (CRR) Program and Community Risk Assessment (CRA).
 - Complete internal audit of Insurance Services Organization (ISO) preparedness.
- Maintain a diverse workforce that is highly knowledgeable and skilled in all aspects of emergency services delivery, fire and life safety education, and fire prevention.
 - Objectives
 - Initiate work with a design company for a fire training facility.
 - Present at least one recruiting event per quarter.
 - Participate in or sponsor one mutual aid training event each quarter. *Novak*
 - Send at least two personnel to Fire Department Instructors Conference (FDIC).
 - Schedule local deliveries of at least two nationally recognized fire, EMS, or leadership courses.
 - Establish guidelines for HFR Special Operations. *Novak*
 - Implement a Knox Box maintenance program.
- Effectively and efficiently manage department resources.

Objectives

- Conduct a re-organization of Office of Fire Marshal.
- Purchase vehicles from apparatus sinking fund to include: replacement staff vehicle, a new fire inspector vehicle, a rescue boat.
 - These purchases follow HFRs apparatus replacement plan
- Purchase the following equipment from the equipment replacement fund:
 - AED's
 - 2 stretchers
 - Hose
- Station 1 capital improvements: replace two overhead doors, phase 2 of upstairs remodel (lockers and desks), planning phase of basement/EOC remodel; planning phase of front office security remodel
- Station 2 capital improvements; update training/community room
- Invest in and further leverage technology in the provision of services.
 - Station alerting
- Establish a Peer Support Team.

- o Investigate and implement a process to monitor and track EMS supplies and reduce waste by at least 10%.
 - o Implement a program to reduce false alarms. *Novak*
- Continuously engage the community in fire and life safety initiatives.

Objectives

- o Conduct one home fire sprinkler demonstration each quarter
- o Increase the amount of public education events at least 5% over previous year
- o Utilize social media to engage in at least one safety message per week
- o Increase social media following by 10%

Human Resources

Recent Accomplishments

- Received: 925 applications (excluding seasonals)
- Interviews conducted: 240
- Filled: 46 open full time and part time positions
- Hired approximately 180 seasonal employees
- Facilitated benefits open enrollment for all employees
- Completed Clifton strengths coaching for the entire HR department with Becky Sullivan

FY24 Goals

- ERP Implementation of the Payroll/HR module. This will be a humongous time commitment from all six members of the HR team. Go-live is scheduled for October 1 (Payroll period starting September 24th).
- Comparability study – early 2024
- Process map various HR functions (New hire process, onboarding, offboarding, evaluations, applications, step increases, etc), to ensure steps are included and best practices are identified prior to ERP implementation.
- Update employee handbook, working with the Handbook Committee and City Administrator, with approval by the Council
- Assist departments in proactive succession planning and re-organization needs, according to the needs of the department.
- Ensure that all departments are supplied with current FLSA posters, including updated and upcoming minimum wage information.
- Continue to streamline the hiring process; continue the goal of 42 days to fill on hourly positions and 74 days to fill on salaried positions. Continue to streamline the onboarding process.
- Provide training for HR staff in identified disciplines.

Information Technology

Recent Accomplishments

- Utilities:
 - Customer Service: Northstar major release upgrade, Cognos upgrade, Full server migration (1 server into 6 servers)
 - PCS Server standup
 - Mainsaver server migration and upgrade
 - SCADA Backup and cyber vault deployment
 - SCADA Firewall and security reconfigure
 - energy Supply: Conversion from Tenaska to NextEra
- Police:
 - 911 center three workstations completely remodeled
 - 911 center phone system replaced/upgraded
 - 911 center radio system replaced/upgraded
 - 911 center audio recording system upgraded
 - Assisted with conversion of Digital Ally to Getac camera systems including replacing 22 vehicle data modems
 - Relocated NAWAS circuit from Fire
- Museum:
 - TAM POS server migration and upgrade
 - Past Perfect server migration
- IT:
 - Backup Server upgrades and maintenance
 - Vendor fiber runs to allow for network redesign
 - Conversion from TrendMicro antivirus to Cortex XDR
 - Develop backup solution for Digital Ally camera video - Installation of New Cloud based camera solution with cloud backup solves this issue.
- Library:
 - Envision server migration and upgrade
- Fire:
 - Access control systems installed
- City Hall:
 - Access control and security cameras installed.
- City:
 - Geotab AVL implementation covering Utility and City fleets.

FY24 Goals

- Continue training IT staff
- Finish restructuring network to a centralized city network

- Finish consolidating Access Control Systems
- Finish consolidating Domains and Active Directory across the city to two domains
- Finish consolidating network and phone carriers to a single account and provider
- Consolidate printers
- Finish HR module of ERP and begin next phase (EAM)
- Work with Utilities on the following projects:
 - o Continue supporting AMI smart meter project
 - o Continue Itron Mobile reader implementation
 - o Deploy OMS / IVR solution
 - o Finish SCADA Backup and Directory Integration
 - o Improve monitoring to SCADA network
 - o mCare implementation and training
- Geo-Comm upgrade to cloud services
- Continue transition to laptop work environment

The IT department's major goal is to wrap up the major networking and consolidation projects on the corporate network, which will allow us to focus on security and monitoring on both the corporate and SCADA networks. We will also continue to provide day-to-day end user support with other city departments and other projects as they appear over the year.

Hastings Public Library

Recent Accomplishments

At this time last year, we had four goals:

- Creation of a centralized facilities department – which is currently still in process with other city departments.
- Establish a fundraising plan for a future bookmobile – we raised over \$11,000 on Give Hastings Day 2022.
- Complete the acquisition and transfer of property at 302 N Denver to the City for the future use of the library – property was transferred in September of 2022 and property improvements have begun in April 2023.
- Work with Human Resources department to identify possible new positions within library department – this work is still in progress and will be completed in 2023.

GRANTS

- American Rescue Grant for Libraries awarded for \$10,000 for programming.
- Summer Reading Program sponsorships (outside of Library Foundation) totaling \$1,350.

DEPARTMENT SUCCESSES

- Very low staff turnover.
- Program attendance is rebounding from COVID: 2021-2022 had 9,062 total attendees.
- Increased number of followers on social Facebook and Instagram (eliminated Twitter and Pinterest) coupled with consistent, attractive social media presence.
- Popular program, Tales for Tails resumed, ending 2022 with 3 dogs in regular rotation.
- New in 2022, Spice Club has been extremely popular, with every month's registration filled.
- Virtual author talks began in July 2022; 921 views (so far) for our first 9 authors.
- Nebraska Humanities *Lore of the Land* speaker series had a total of 410 attendees.
- Began hosting virtual Lego Club monthly.
- Fine-free policy officially implemented.
- Summer Reading Program hosted June 1-July 31:
 - 510 books given to readers
 - 266,491 minutes read by the community
 - 650 total participants
 - 868 program attendees
- Pre-K Club: 66 participants in 5 class sessions

PARTNERSHIPS

- Free sack lunch distribution for Catholic Social Services & Open Table – 25 lunches per week, 1,300 per year
- Hastings Public Schools Literacy Nights – all elementary schools and 353 attendees
- South Heartland District Health Department – free COVID test kits and drug disposal kits distributed. Currently working on Mental Health Steering Committee and Diabetes Coalition.
- Attended three events at Prairie Loft, providing Bookmobile visits, storytimes and crafts.
- Assisted with The Zone afterschool program twice in 2023 for the YWCA. Program was so well received that plans are underway to attend monthly in the 2023-2024 school year.

- Revived a book club at Good Samaritan Village. The group had disbanded in 2020 due to COVID, and they really missed book discussions. So far, the group has met twice and the library provides books, audio books and a CD player for those with reading challenges.
- HPL assisted with or attended more than 20 community events 2022-2023.
- Prime Time, a program sponsored by Humanities Nebraska, provided books, meals, and a dedicated storyteller and discussion leader to read humanities themed stories to 11 Spanish-speaking families, with more than 45 attendees each week.

FY24 Goals

CONTINUED WORK

- Continue to support the City's efforts to centralize a facilities/maintenance department.
- Continue to work with Human Resources to evaluate the library job descriptions and organization.
- In July 2024, Hastings Public Library will reapply for accreditation from the Nebraska Library Commission. The library currently has silver status and will apply for gold status. As part of this process, the library must begin work in 2023 on a community needs assessment and develop a five-year strategic plan. The following goals will be guided by that needs assessment and become part of our strategic plan.

INTERNAL IMPROVEMENTS

- Gallup Strengths Coaching for Library Director and one supervisor
- Implement strengths methodologies into all regular coaching sessions and have quarterly scheduled coaching sessions for each staff member.
- Improve and streamline materials ordering and processing.
 - Implement collection software options from Baker & Taylor book supplier to improve ordering, analysis, and management.
 - Sustainable Shelves program identifies books that we choose to remove from collection that Baker & Taylor will buy back or turn into credit towards future purchases.
 - Implement BTCat, Baker & Taylor's cataloging software to reduce dependence on another vendor for cataloging records, thereby reducing costs, redundancy, and staff time.

OUTDOOR SPACE

- Assemble Committee to oversee planning.
- Work with committee for community input, architect selection
- Fundraising, grants ("Brownfield" property and/or EV charging stations)

BOOKMOBILE

- Continue to evaluate the future of Bookmobile and Outreach services. Planning for a large vehicle is now a longer-term, more expensive process, requiring specialty maintenance and storage needs.
- Future partnerships with schools and possible resource sharing of automation systems and library materials could impact future vehicle needs. More conversations with stakeholders are needed to fully develop plan for the future of these services.

PROGRAMMING

- Conduct the 1,000 Books Before for Kindergarten completion ceremony at least twice per year and have it become a recognizable symbol of early literacy within the Hastings and Adams County community.
- Research new software options for library event calendar, registrations, and room management.

PIXLAB MAKERSPACE

- Create new partnerships with IT department and other interested community entities to guide the future of the makerspace.
- Form a guiding committee to assist with planning equipment, ongoing maintenance, program planning and space needs to inform the library's strategic plan.

PARTNERSHIPS

- Continue partnership with area Schools:
- Hastings Public Schools demo same automation system as HPL for possible furthering of partnership after 2024
- Explore demo of automation system for other area schools starting with Silver Lake – goal of assisting with schools with collection development and/or materials management to free up staff time for after-school programming possibilities.
- Continue further development of partnership with South Heartland District Health Department to support their Community Health Improvement Plan in Mental Health and in any other areas that become appropriate during the strategic planning process.
- Develop potential partnerships with Adams County Jail and Adams County Teen Diversion.

Hastings Museum

Recent Accomplishments

Goal 1: Build Efficiency

- Several job descriptions were revised to better utilize down time at the front desk and to ensure the building is cleaned more regularly.
- Designated a visitor services position to oversee the Museum Store more closely. This person is tasked with rotating stock, changing displays, looking for new merchandise, and ordering.
- Maintain the facility, making needed repairs and changes that will keep the building and grounds in good condition.
 - Replace three aged boilers, capital outlay project. Bids have closed on this project with Rutt's being awarded the contract. Work will start at the end of summer.
- We will continue to work on the collection storage project started in 2018. ½ cent sales tax project. The move and rebuild of the Kool-Aid exhibit is necessary to continue this work. Complete detail design of new Kool-Aid Exhibit and bid construction project. RLR made a site visit to confirm measurements, layout the footprint of the exhibit in the space, and to clarify code requirements with our officials. The next step is to confirm structural design and develop text and content details.
- Painted exterior doors and made repairs to kickplates
- Replace doorknobs on three doors to panic bars to bring the doors to code.
- Update and bring to code the fire safety equipment code to include ADA alarms, heat detectors and possibly a new panel. Capital outlay and 1/2cent sales tax project.
 - This project is currently in the works with preparations of a bid package at this moment.

Goal 2: Be Inclusive and Community-Oriented

- We have partnered with Encourage on several projects this year to raise awareness and offer tools to identify and stop abuse and bullying.
- We have booked a large-format film with a Spanish soundtrack for the first time. Dinosaurs of Antarctica will open in June 2023.
- We have advertised several jobs this year requesting bilingual applicants. However, we have not received any but will continue to try.
- We will be hosting community conversations in late summer to listen to what the community needs are that we might be able to help address through exhibits, programs, or theater content.

Goal 3: Increase Return Visits

- We have developed or hosted five temporary exhibits this past year.
- We converted an awkward and unused space on the second floor to a temporary exhibit space using casework we already have.
- We have developed and hosted walking tours, bike tours, and bus tours of the community and surrounding area.
- We held Cocktails with Curators that gives participants a behind the scenes look at what we do in the Museum.

- We held our annual SIP program that introduces people with interesting and unusual jobs or hobbies to others.
- Summer Fun classes and school programs continue to change and adapt to current interests and curriculum.
- We are working to expand the items offered in the Museum Store. We are developing relationships with local crafts people for consignment items, which limits our investment in stock and brings awareness to the vendors' work.

Goal 4: Be Professional and Community-Oriented

- Fund a position with dedicated time to programing in the outdoor classroom. The Museum submitted a grant to the Nebraska Environmental Trust Fund, which was not funded. However, with the departure of one full-time admin assistant, we reallocated that head count to the education department for this purpose as well as expanding our general programing options for the public. We will be interviewing for this position shortly.
- Established a strong professional partnership with the Nebraska Forestry Service. This partnership offers nature training to our staff and provides space for workshops for the Forestry Service.
- Presentation to Hastings College History of the US West class on museums and American Indian relations
- Russanne Hoff Receives State Award in *Leadership in Education*.
- Teresa Kreutzer-Hodson was flown to New York City as an expert on the history of Kool-Aid for the Discover Channel show *Food that Built America*. All expenses were paid by the production company. Episode to air late spring.
- The Museum was included in the AA World in a feature story, "Nebraska Noshes." The article written by Lina Zeldovich highlights signature foods of the state including Kool-Aid. This publication reaches over 2.6 million households across the eastern part of the country.
- Katie Karr was interviewed by Longfellow Elementary students for their school newspaper about our summer programs.

FY24 Goals

Goal 1: Build Efficiency

- Continue work on collections rehousing to better organize and document the holdings to make work centered on the collection more efficient. ½ cent sales tax.
- Begin work to develop a Kool-Aid traveling exhibit for other museums across the country to rent.

Goal 2: Be Inclusive and Community-Oriented

- Continue to encourage bilingual speakers to apply for open positions.
- Fill board vacancies with people who reflect our community's diversity.
- Look for partners in the community to develop programs or tour packages to increase viability, visitation, and awareness.

Goal 3: Increase Return Visits

- Bid and begin construction of the new Kool-Aid exhibit. ½ cent sales tax from FY2022-23

- Look for ways to diversify the use of the theater.
- Promote facility rentals.
- Develop new tour topics covering areas or topics central to our region's history.

Goal 4: Be Professional and Community-Oriented

- Expand fire suppression system to bring building up to code and to increase life safety measures. Capital outlay.

Parks and Recreation

Recent Accomplishments

Recreation

- Plan and host the Nebraska Recreation & Park Association annual conference in
- October. (Completed)
- New Rec Programs Added - Youth Tennis League, E Sports League for youth and adults. (Completed)
- Send out RFP for architect services IF awarded the Civic and Community Center financing fund for the Community Center expansion. (On hold, did not apply for grant)

Aquacourt

- Refinish the large slides. (Completed)
- Paint the main pool floor and re-stripe the lane lines. (Completed)
- Budget for R&M items. (diving board, slide canopy, picnic tables) (Completed)

Auditorium

- Complete dressing room renovation (Completed)

Parks

- Complete Phase 2 of Crosier Park development project which includes installing Pre-Fab restrooms and shelter this Spring/Summer. (Completed)
- Continue Emerald Ash Borer (EAB) education efforts to the community. (Ongoing)
- Complete the ballfield lighting improvements at the Rec Fields. (Completed)
- Install pre-fab restroom at Heartwell Park and demo existing restrooms. (Completed)
- Install new playground at Carter Park (Completed)
- Complete Lake Hastings disc golf renovation (Completed)
- Develop a plan to improve lighting around the Pioneer Spirit trail for trail users. (Focus area - Lake Hastings) (Under Contract)
- Develop a plan to start working on Phase 4 of Pioneer Spirit Trail expansion on the South Side. (In Progress)
- Plant approximately 70 replacement trees in the Parks. (Completed)
- Develop a plan to enhance the island at Heartwell Park. (In Progress)
- Have a staff member get CPSI certification (Complete, 3 FTE's completed the course)

Cemetery

- Complete Phase 2 and 3 road resurfacing (Completed)
- Budget for Phase 4 & Mt. Sinai road resurfacing. (In Progress)
- Finish the landscape around the new columbarium. (Completed)
- Continue with tree replacement plan where trees are being cut down due to the road resurfacing projects. (Completed)

FY24 Goals

Recreation

- Apply for the Civic and Community Center financing fund for the Community Center expansion. (\$750,000 grant, 1:1 match)
- Install new EPDM roof on lower level of Community Center building
- Implement new Recreation programs (Fly in Cinema, Touch a truck, 5K on the runway)
- Install ADA push buttons on doors at the community center. (Under Contract)
- Budget for new A/C rooftop unit on Community Center

Aquacourt

- Budget to repaint Lazy River
- Budget for R&M items. (Chemtrol, Pumps)
- Complete a break even analysis of the pool operations after the 2023 season.

Auditorium

- Budget to refinish stage floor (Under Contract)
- Budget to add projector on stage
- Upgrade sound system & stage lighting

Cemetery

- Complete Phase 4 resurfacing (Under Contract)
- Upgrade Mt. Sinai entrance with new brick columns, decorative fence, and landscape
- Budget for Phase 5 & Mt. Sinai road resurfacing.
- Complete necessary hail storm repairs (On going)
- Continue with tree replacement plan where trees are being cut down due to the road resurfacing projects. Plant approximately 50 trees each year.

Parks

- Make necessary hail storm repairs (\$1 million in repairs) (On going)
- Continue Emerald Ash Borer (EAB) education efforts to the community. (On going)
- Install new playground at Lincoln Park (Under Contract)
- Install pre-fab restroom at Lincoln Park
- Install warm up bull pens at Smith Complex. (Under Contract)
- Install new trail lighting around Lake Hastings (Under Contract)
- Design & bid out Phase 4 of Pioneer Spirit Trail
- Budget for trail that connects to YMCA project
- Apply for Nebraska Game & Parks Trails grant (\$250,000)
- Plant approximately 100 replacement trees in the Parks utilizing IRA funding.
- Install new shelter on the island at Heartwell Park (Under Contract)
- Budget for new trail that connects to the YMCA renovation project.
- Budget for new ballfield lights at Carter Park & Oswego Park using insurance money
- Budget & Implement Community Forestry plan through the IRA funding
- Budget for trail extension that is conjunction with YMCA renovation project.
- Hold public meetings for Lake Hastings watershed project (Done)
- Research adding a Parks storage garage at 310 East D Street
- Research renovating Libs Park splash pad (Done)

Airport

- Assist with terminal building improvements and the move of council meetings. (On going)
- Send out RFQ to prospective airport consultants. Interview and select consultant.
- Complete plans and bid out apron overlay and panel replacement.
- Work with consultant to develop plans for runway lighting project.
- Advertise private hangar opportunity to local pilots. (Done)
- Complete hail storm repairs as needed. (On going)

Staff Development

- Jeff Hassenstab – CPRP (Certified Park & Recreation Professional) renewal

Police Department

Recent Accomplishments

- Emergency Medical Dispatch Training. Identify dispatchers and certify them as instructors to teach all the dispatchers. Research and hire a vendor to teach this to our selected instructors. Complete training, processes, and implement this within our 911 Center. This has been a multi-year goal that was not completed. Within 2022 we purchased the software to be able to accomplish this goal. Seven dispatchers also received CPR and first-aid training as part of preparation for the implementation of this service. This goal will continue in 2023.
- Develop and implement a Basic Dispatcher Certification course within our 911 Center. In 2022, all dispatchers will be required show they have completed an 80 hours course. Many of our dispatchers have completed this 80 hours course but we have a few that still need to complete it. This course is no longer taught at the NLETC so we are required to find a vendor on our own. It was determined after the departure of the 911 Director, that this requirement was inaccurate and is only a 40-hour requirement. We have since had three dispatchers complete this training so all current dispatchers are up to date with this certification.
- To complete a 2022 in-service training plan for the 911 Center and implement it. This was not started by the previous Director and is being worked on currently. With the promotion of Captain Haase, and the future filling of the Director of Communication position, this will be a goal for this division.
- To complete Critical Incident Dispatching training for all dispatchers within the 911 Center. This was not started by the previous Director and is being worked on currently. With the promotion of Captain Haase, and the future filling of the Director of Communication position, this will be a goal for this division.
- To finalize Critical Incident Dispatching with the Adams County Sheriff's Department for law enforcement calls outside of Hastings. Develop this process with the ACSO so Critical Incident Dispatching can be used with our 911 Center to their agency. This was not completed by the previous Administrative Captain and will be a future goal.
- Complete a staffing analysis within the 911 Center. This was completed with data and justifications for the need to add three new dispatch positions. The City Council approved the addition of three full-time dispatchers.
- Crisis Negotiation training for all dispatchers of the 911 Center. This was not completed.
- To work with I.T. , Emergency Management and vendors for a backup 911 Center solution. This was not completed.
- Conduct an external audit of the evidence room completed by an outside agency. This was not completed.
- In 2022 to complete agency accreditation through the Nebraska Crime Commission for the Hastings Police Department. We need to be accredited prior to January 1, 2023. This was completed.
- Complete an Officer Involved Shooting Policy (OIS) for the agency. This was completed in the form of SOP and formal training for all sworn officers.

- Evaluate and implement needed training for all sworn staff. Some of the training is mandated by state law and others necessities for our sworn staff. To complete a comprehensive training plan to ensure we are instructing our officers in best practice and relevant training. A well training staff is very important to serve our community. This training includes instructorships in many topics, leadership, supervision, tactics, firearms, less-lethal, tactical medical, emergency vehicle operations, instructor development, crime scene, death investigation, interview processes, crimes against children, domestic violence, technology, legal, defensive tactics, active killer, and many more. This also includes the processes of making training videos for the department. This was completed.
- Ensure we are getting the correct comparable wireless and wired rates for the 911 Center. This was not completed.
- Continue with building maintenance to address needs. Update classroom kitchen and break area. Update the 911 Center kitchen flooring. Replace stairway treads in the building. Painting of various areas. Focus on the needed window replacements. The window replacements are possibly a capital budget item. The kitchen classroom will be a complete remodel, flooring and painting of various rooms is in progress. There was a necessity to address several building maintenance needs to include the HVAC system and back-up generator. These have been addressed and are in progress. Our building has numerous garage doors that were incorrectly installed in the past. This was addressed and new garage doors were installed. The outdated and unreliable windows in our building have been a concern. There was previous budget funding to replace some segments of the windows but this did not fully address our needs. In the 2022-2023 budget, a Capitol request was approved to replace all our building windows. Prior to this project being done, we received significant hail damage. Due to the hail damage our roof, windows in our tower (which were not part of the building replacement project), and main building windows were all totaled by our insurance company. This is a current project that involves working with engineering to finalize estimates.
- We identified all the agencies that we provide services for with the 911 Center. To continue meetings with these agencies and formalize SOPs or MOUs. This was not completed.
- Expand some positions within the Tactical Response Team. Evaluate and obtain needed equipment. The K9 unit was attached to the team. The need for adding a sniper team attachment to TRT was evaluated and determined to be necessary. Research on equipment was conducted and purchased. There will be future selection and training of two employees to fill this role. A tactical robot that deploys less-lethal munitions was obtained through Homeland Security funding.
- Complete a long-term equipment and program plan for the 911 Center. This has been a goal for many years and has not been completed.
- Evaluate our police vehicle fleet (marked and unmarked) to determine vehicle replacements. Evaluation was completed and it was determined that two marked vehicles were needed for the 2022-2023 budget year and were ordered. There are many struggles with vehicle and equipment availability to be able to fit within the budget and timeline. Two unmarked vehicles that were not mechanically sound were traded in and replaced with two used SUV's.
- Expand on formal and informal recognition within the agency. There was an increase of recognition throughout the year with letters, emails, formal and verbal recognition.

- Complete four policy review committee meetings within 2022 to address and update needed general orders and SOPs. Due to the necessity of accreditation for our agency, we completed more than our original goal.
- Work with I.T. for technology improvements. Implement projects and equipment, which have been previously approved. This goal was very broad and there were some specific joint projects and implementations with I.T. This included scheduled computer rotations and their assistance with the new body worn camera/in-car camera/interview room project.
- Upgrade the Mobile Data Terminals within patrol vehicles, which are outdated. Take opportunities with grants to pay for this expense. Some of our MDT's were replaced through necessity, which a grant partially funded. New MDTs purchased to equip the two marked patrol units from the 2022-2023 budget were partially funded through a grant.
- TacMed implemented for all sworn staff, taught by in-house, certified instructors. This included the purchase of needed equipment to outfit each officer, each patrol unit, and the range house. We successfully completed this goal.
- Continued expansion of the Drone Team through the addition of pilots and equipment. Relocation of all drone equipment into the server room for an established workspace was completed.
- Successful implementation of a lead MRAP driver/maintainer and the formalization of a maintenance plan.
- Captain Van Winkle attended the FBI National Academy starting early January 2022 graduating March 17, 2022. The FBI National Academy is the most prestigious course of management studies for the United States and international law enforcement managers. The course is taught in Quantico, Virginia and the application process are very competitive. They receive hundreds of thousands of applications and less than one percent is accepted. Captain Van Winkle was selected to attend in 2020 and they postponed the course due to COVID. Captain Van Winkle is attended and graduated the 281 Session of the FBI National Academy. The last Hastings Police Department Officer to graduate the FBI National Academy is Chief Story when he was a Captain in 2007 with the 229th Session
- January 3rd, Dispatcher Deborah Molzen retired from the Hastings Police Department, 911 Center. Deborah retired after 20 years of dedicated service to the City of Hastings and Adams County.
- February 11th, HPD had a promotional ceremony celebrating Corporal Spencer Sydow's January 16 promotion to the rank of Corporal.
- March 25th, Dispatcher Nancy Kauk retired from the Hastings Police Department, 911 Center. Nancy was honored during a ceremony in the 911 Center for her 38 years of dedicated service to the City of Hastings.
- April 25th, Captain Raelee Van Winkle was the 2022 Young Professional Award Recipient at the YWCA 34th Annual Tribute to Women. The YWCA Tribute to Women is an annual award presentation recognizing outstanding women in the Adams County Area.
- April 26th, Officer Emily Ostdiek was awarded the Life-Saving Award for her heroic actions in saving a life. On March 14, Officer Ostdiek, working at the Hastings Senior High School responded to an unresponsive student in the lunchroom. Officer Ostdiek was able to quickly assess the situation and apply an AED to the student. Officer Ostdiek delivered a shock to the student before medical assistance arrived. Officer Ostdiek is credited by doctors for saving the

student's life. Officer Ostdiek was honored in front of HPD Staff, HPS Staff, family, and the student she saved. The student's mother thanked Officer Emily Ostdiek and spoke to everyone in attendance.

- May 26th, Officer Matt Monroe celebrated his retirement from HPD. Officer Monroe served HPD and the City of Hastings for 40-years. Officer Monroe had over 44-years in law enforcement. Officer Monroe celebrated with a gathering in the HPD auditorium with family, friends, and co-workers.
- August 12th, Officer Amanda Scott graduated from the Nebraska Law Enforcement Training Center. Immediately following the ceremony, Hastings City Clerk, Kim Jacobitz, swore Officer Scott into office. Officer Scott will complete fourteen weeks of our Field Training Officer program before being assigned to a patrol shift.
- September 7, Officer Borgeling celebrated his retirement with friends, family and Hastings Police Staff. Officer Borgeling planned to work a couple more years but suffered a serious work-related injury after 20 years of service for HPD. Officer Borgeling was very loyal and dedicated to this community and agency, providing excellent services.
- November 15, the Hastings Police Department was accredited through the Nebraska Law Enforcement Agency Accreditation Program overseen by the Nebraska Commission on Law Enforcement and Criminal Justice.
- November 21, the Hastings Police Department welcomed Byron Arroyo as the newest member of our team. Byron will begin his law enforcement certification at the Nebraska Law Enforcement Training Center for 16 weeks on January 2, 2023. Once he graduates from NLETC with his certification, he will be sworn in as a certified officer for the Hastings Police Department.
- January 9, Lisa Dirks started her new position as an Administrative Assistant for the Hastings Police Department.
- February 1, Getac/Sector and Jones Automotive started deployment of our new body worn cameras, in-car cameras, and interview rooms. Sgt. Williamson, Corporal Sydow, Sgt. Fink, Captain Van Winkle and our I.T. Department worked with the vendors for this deployment. Every sworn staff member, Evidence Technician, and Community Service Officer was provided one to four hours training for the new system depending on their roles. In total, 20 police vehicles have the new system, every Patrol Officer a body worn camera, and three interview rooms. On Monday, February 20, our agency made the switch to the new system. This project was a capital expense funded through ARPA Funds in an amount of \$475,000.00
- February 24, was the last day for Opal Johnson as an Administrative Assistant II with the Hastings Police Department. Opal served the department and community for 45 years. Over the past 45 years, Opal has seen many changes in her position with technology and processes. Opal was responsible for all the distribution of police reports, working with the budget to complete all the invoices, records management, and payroll for all employees for HPD and much more.
- Successfully completed the process for filling an additional full-time CSO position. Both part-times positions were eliminated so now there are two full-time positions. Jennica Pohlmeier (current 911 Dispatcher) was selected to fill this position.

FY24 Goals

- To complete an in-service training plan for the 911 Center and implement it.
- Emergency Medical Dispatch Training. Identify dispatchers and certify them as instructors to teach all the dispatchers. Research and hire a vendor to teach this to our selected instructors. Complete training, processes, and implement this within our 911 Center.
- To finalize Critical Incident Dispatching with the Adams County Sheriff's Department for law enforcement calls outside of Hastings. Develop this process with the ACSO so Critical Incident Dispatching can be used with our 911 Center to their agency.
- Crisis Negotiation training for all dispatchers of the 911 Center.
- To work with I.T. , Emergency Management and vendors for a backup 911 Center solution.
- Conduct an external audit of the evidence room completed by an outside agency.
- Ensure we are getting the correct comparable wireless and wired rates for the 911 Center.
- Continue formal meetings with our agency partners and formalize SOPs and MOUs with the agencies we provide 911 services for.
- Complete a long-term equipment and program plan for the 911 Center.
- Two fully equipped marked vehicles will be necessary to complete our fleet management. *Approximate capital budget impact \$160,000.*
- CSO van addition for second full-time position. *Approximate capital budget impact \$50,000.*
- Purchase a variety of ballistic shields, to include both handgun and rifle rated, to be able to equip all police vehicles.
- Implement RapidSOS for 911 and all Patrol Sergeants and Corporals.
- Implement MACH and BOT for 911 Center and patrol vehicles.
- Continue to streamline hiring process and update necessary forms/waivers/info associated with HPD positions.
- Conduct a minimum of four Supervisor meetings.
- Conduct regular 911 meetings after new Director and Captain positions are filled.
- Continue regular policy review to keep policies up-to-date with best practice.
- Regular meetings for the hiring, retention and recruitment committee to identify areas of improvement and new ideas.
- Working with city officials to address and find solutions for adding incentives for current staff and future hires. Our agency must address the hiring shortage of police officers and retention efforts through aggressive approaches to be competitive. This will be a budget impact.
- Implement critical incident and OIS training for 911 staff.
- Reorganization of the server room to create more usable space for drone/robot program.
- Completion of uniformity of equipment/set-up of all patrol vehicles.
- Identify and train new Drone pilots and purchase a second small Avata drone to have two available.
- Identify and train robot operators.
- Successfully fill the open position of 911 Director with a qualified applicant.
- Trade two unmarked sedans for two used SUVs. Budget impact of approximately \$30,000.
- CSO/Paid Intern for summer with code enforcement. This would be a budget impact.

- Complete the necessary maintenance and repairs to our building. Two large projects that will require working with engineering are, total window replacement within our building and roof replacement. The windows were a 2022-2023 Capital budgeted item that was postponed due to the 2022 hailstorm.
- Research all licensed PSAPs in Nebraska and how they are funded. County versus City funded. Determine how many are regional and services provided (city/county) with funding (city/county). Determine if there should be county funding for our 911 Center.

Public Information Manager

Recent Accomplishments

- Doubling the number of news releases from March 2022 to March 2023.
- Set up 10 interviews for city staff with media.
- Did four on-camera interviews.
- Scheduled City Council Ward 1 townhall.
- Marketed two townhall meeting/city hall tours.
- Marketed public information meeting about Lake Hastings.

FY24 Goals

- Meet with all local media organizations (only have NTV left).
- Be more intuitive about photo opportunities for newsletters, social media and website.
- Take more video to be available for media and social media.
- Continue strong use of press releases (15 press releases in March 2023 compared to eight in March 2022; eight in 12 weekdays of employment in February 2023 compared to seven in February 2022; six in five days in April 2023 compared to 12 in April 2021 because there was not a public information manager in April 2022).
- Be better about posting news release information on website/social media pages.
- Be better about sending informational emails to city employees.
- Include more posts on Hastings Utilities social media. Research graphics to use in posts.
- Post more on all city department Twitter pages.
- Grow Twitter, Instagram and YouTube followings.
- Become proficient in all applicable aspects of the city website.
- Be more responsive to messages on social media.
- Grow email list for newsletters.
- Increase posts and following on city YouTube page.
- Work with City Administrator and other department heads to help craft city message to the public.
- Use the website, social media and media interviews to educate residents about city government and help gain trust and transparency.
- Conduct a public information survey before the end of the year.
- Set up townhall discussions for the remaining three city council wards.
- Begin scheduling Behind the Scenes Facebook Live interview videos with department heads.
- Figure out delivery method for semiannual City View news letter.
- Continue growing audiences on social media pages.

Social Media Statistics

City Hall Facebook

March 2020: 0

February 2021: 1,401

February 2022: 2,501

April 4 2023: 3,111

Hastings Utilities Facebook

March 2020: 1,877

February 2021: 2,660

February 2022: 2,909

April 4, 2023: 3,338

Hastings Public Library Facebook

March 2020: 3,790

February 2021: 4,130

February 2022: 4,342

April 4, 2023: 4,642 followers

Hastings Fire and Rescue Facebook

March 2020: 3,650: 3,650

February 2021: 4,147

February 2022: 4,665

April 4, 2023: 5,286 followers

Hastings Parks and Recreation Facebook

March 2020: 3,021

February 2021: 3,541

February 2022: 4,164

April 4, 2023: 5.2k followers

City Hall Twitter

March 2020: 0

February 2021: 302

February 2022: 417

April 4, 2023: 468 followers

Hastings Utilities Twitter

April 4, 2023: 320 followers

City Hall Instagram

April 4, 2023: 206 followers

Local media Facebook followers

Local 4: 39,482 followers

NTV News: 303,692 followers

Hastings Tribune: 8.9k followers

News Channel Nebraska: 56k followers

Safety

FY24 Goals

- Facility audits
- Establishing 5s and training on 5s
- Assigning individuals in each department to inspect fire extinguishers.
- Inspection tags on Heavy equipment
- Physical document for training records on equipment (e.g. skid steer, backhoe, etc.)
- Establish a safety committee and hold monthly meetings.
- Updating HSI SDS's to be up to date
- Implementing quarterly ladder inspections and have a master log.
- Implementing annual fall protection inspections and have a master log.
- Review and update Safety policies
- Be involved in accident investigations and have supervisors contact me to aid in the investigation.
- Develop Emergency Evacuation procedures for each facility.
- Develop Severe Weather procedures for each facility.
- Improve New Hire Orientation for safety.

Street Department

Recent Accomplishments

- Continue to upgrade Street Dept fleet – new dump truck and plow, new backhoe with point breaker
- Finishing Community Development Block Grant (CDBG) grant for \$435,000 to repair/install ADA curb ramps and sidewalks in a 4 block radius of the City Parking lot
- Started discussions with Olsson to update the one-way to two-way conversion of downtown streets.
- Started 12th Street Corridor study with JEO – Hastings Ave to west City Limits. Look at options for 3 lane section, turn lanes at major intersections and possible roundabouts at Marion and Adams Central intersections.
- Quiet Crossings under contract – Hastings Ave. and Pine Ave. with Ben Engel Construction. Lincoln, Denver, and California Avenues with Werner Construction. Construction to start early summer.
- Constructed Salt Shed at B Street and Minnesota Ave.

FY24 Goals

Street Fund

- Continue on street maintenance activities
- Storm sewer and drainage maintenance activities
- Purchase new small loader to continue to upgrade fleet.
- Continue to work with NDOT on Hastings Southeast project

Street Sales Tax Fund

- Complete the asphalt portion of resurfacing projects
- Final two Quiet Crossings under contract – Colorado Ave. and Elm Ave.
- Complete construction of Quiet Crossings

BANS Fund

- Finish paving district projects – Lakeview 10th Addition, M Street

Hastings Utilities

Recent Accomplishments

CUSTOMER

- New Cost of Service Studies → Water & Wastewater (Completed)
- AMI Rollout & SMART Metering – Phase I (Initial System Infrastructure) (In-Progress)
- Project FLINT Infrastructure Designs & Installs Initiated (Electric, Water, Sewer)
 - Substation Improvements (WEC, 7th, B St @ ~\$10M) (In-Progress)
- Solar Project Expansion (Impeding Advisory Board & Council approval).

EMPLOYEE

- Organizational Reviews Continue – WEC & Operations (Distribution) Focus (Completed)
- Staff Development & Training Continues (In-Progress)
- Employee & Community Safety & Safe Work Environment Focus Continues (In-Progress)
- Water Infrastructure Replacement – Contractor vs New Crew (2 FTE) Analytics (Completed)
- Electric Dept Staffing Additions (2 Linemen) for Current & Projected Workload (Completed)

STRATEGY

- Integrated Resource Plan (IRP) Studies & Analytics Continues (In-Progress)
 - WEC 1 Fuel, AUX Studies; NDS #4 & #5 Condition Study
 - WEC 1 & 2 Separation Planning Underway (PPGA)
- Infrastructure Replacement Initiated – Water & Sewer Mains (In-Progress)
- Strategic Planning (Critical Initiatives, Dept Goals, Process Reviews) Continues (In-Progress)

OPERATIONS

- Tree Trimming – Contract Continuation Analysis (In-Progress)
- New Garage – Substation & Communications Construction (Completed)
- Electric System Conversion (4160Y to 13800Y) Continues (In-Progress)
- New East Town Border Station & Pipeline Analytics (Deferred)
- Primary Anaerobic Digester Upgrade & Maxon Lagoon Pump Station (In-Progress)

City-Wide SYNERGY

- Organizational Considerations & Planning Continues
 - 3505 Yost Building Purchase – Office Space Availability (City Hall Staff) (Completed)
 - Future Options for Warehousing/Inventory & Equipment/Vehicle Maintenance Mergers (In-Progress)

FY24 Goals

CUSTOMER

- New Cost of Service Studies → Natural Gas '23; Electric '24
- AMI Rollout & SMART Metering → In-Progress
- Solar Project Expansion Phase II (Pending Advisory Board & Council approval).
- New Systems Implementation – Outage Management & mCARE Service Order Processing

EMPLOYEE

- Staff Development & Training Continues (In-Progress)
- Employee & Community Safety & Safe Work Environment Focus Continues (In-Progress)
- Water Infrastructure Replacement w/New Crew (In-Progress)

STRATEGY

- Integrated Resource Plan (IRP) Studies & Analytics Continues (In-Progress)
 - WEC Regulatory Compliance – Bottom Ash Issues (In-Progress)
- Infrastructure Replacement Program – Water, Sewer Mains & Lead Services (In-Progress)
- Renewables, including Electrification Infrastructure Development
- Capacity Market Opportunities Development & Analytics
- Market Participant Transition to NextEra Energy (Completed)

OPERATIONS & Critical CAPITAL

- Tree Trimming – Contract Continuation Analysis (In-Progress)
- Electric System Conversion (4160Y to 13800Y) Continues (In-Progress)
- Primary Anaerobic Digester Upgrade & Maxon Lagoon Pump Station (In-Progress)
- New WEC substation and expansion of 7th Street and B Street substations (In-Progress)
- Coal Transfer Tower electrical upgrades
- Electrical feeders for Heartwell project (In-Progress)
- PPGA projects – Aux Boiler addition
- Vehicles & Equipment Lifecycle Replacements (TBD)

City-Wide SYNERGY

- Organizational Considerations & Planning
 - 3505 Yost Building (Development Services) (In-Progress)
 - Future Options for Warehousing/Inventory & Equipment/Vehicle Maintenance Mergers



FY24 General Increase

Recommended General Increase for FY24 is 4% (Explanation from Lori Hartman below)

- “Public employees in Nebraska are prevented from going on strike, per state law. In order to ensure they are paid fairly, they are entitled to comparability; Nebraska state statute 81-1383 details the specifics.
- Every three years the City of Hastings conducts a comparability study through a third party to ensure that each position is paid fairly. Each position is compared to other positions similar in duties (at least a 70% match), in other cities. The array of cities that was used in the last study (2021) was Columbus, Fremont, Grand Island, Kearney, Norfolk, North Platte, Scottsbluff. If there are not three matches for a position (such as electric and gas), then the array is broadened. Each position must be paid at 98% - 102% of the midpoint of the wages from other cities.
- During the “off years”, when a comparability study is not conducted, we inquire with the other cities what percentage they are anticipating for a general increase to wages. This allows us to remain within a reasonable range in comparison to the others, so we will (hopefully) not have large deficits or overages when we have the next comparability study.
- In anticipation of the 2024 budget, we have inquired with other cities in our array regarding what percent of general increase they plan to implement. Of the cities that we have heard from (Scottsbluff, North Platte, Grand Island, Norfolk), the average is 3.75%. Because Scottsbluff and North Platte are traditionally on the lower end of the increase scale, we believe this is as low as the average will be. We also brought into consideration the consumer price index (CPI) for March and April, and factored that average (4.95%) with a 2/3 ratio for the array, and a 1/3 ratio for the CPI, which comes to 4.15%. Therefore, we recommend a 4 percent increase for all City employees.”



FY24 Personnel Requests

(\$ = Pay & Benefits)

General Fund

- (1 – FT) Assistant City Administrator
 - \$174,222
- (½ – FT) Re-org of Dev Services
 - \$68,190
 - PT Admin to FT Admin, -1 Plumbing, +1 Building Inspector (step 1 &2)

Multiple Funds

- (1 - FT) Building Maintenance/Fleet Manager
 - \$135,000
 - \$60,000 vehicle and outfitting x 1
- (2 – FT) Building Maintenance Technician
 - \$188,518
 - Currently have 3 FT
 - \$60,000 vehicle and outfitting x 5
- (2 – FT) Fleet Mechanic & Fleet Mechanic Technician
 - \$186,582
 - Currently have 2 FT (Hire Fleet Mechanic first and see how it goes).
 - Start-up costs \$27,000 x 2 (no new vehicles needed)
- RFB – Provide more adequate custodial services.
 - \$70,000

Solid Waste Fund

- (1 – FT) Solid Waste Operator
 - \$85,812



To: Mayor and City Council
From: Lee Vrooman, Director of Engineering
Date: May 16, 2023
Subject: Comprehensive Plan Update

I have attached a section of Marvin Planning Consultants proposal that describes the sections that will be in our new comprehensive plan. To date, the following activities have been completed:

- Have completed the public engagement part including town hall meetings, survey, Mind Mixer, crowd source map, meetings with other focus groups, booths at events such as Kool Aid Days, etc.
- Had 573 completed surveys.
- Have started reviewing drafts for sections on Population, City Facilities, Parks and Recreation, Public Safety, and Communications and Utilities.

Upcoming activities include:

- May through August will be review of the following sections of the plan – land use, community engagement process, demographics, annexation, transportation, housing, economic development, public health, livability, natural resources, hazards, and implementation.
- August will also include a review of goals and objectives for the plan.
- Will have a final copy of the plan ready for review in September ready for making edits and adjustments.
- Approval of the comp plan by the Council in December.
- City Code Chapters 34 and 38, zoning and subdivision regulations will be modified to coincide with the new plan to facilitate implementation of the plan.

Project Understanding and Approach

Our team strongly believes extensive community engagement allows the better opportunities for solid community feedback will result in a plan meeting the community needs. Comprehensive Plans guide decision makers and the public regarding solid policy decisions during the planning period.

The Comprehensive Plan is a vision presented in text, graphics and tables representing the desires of the City and its residents for the future.

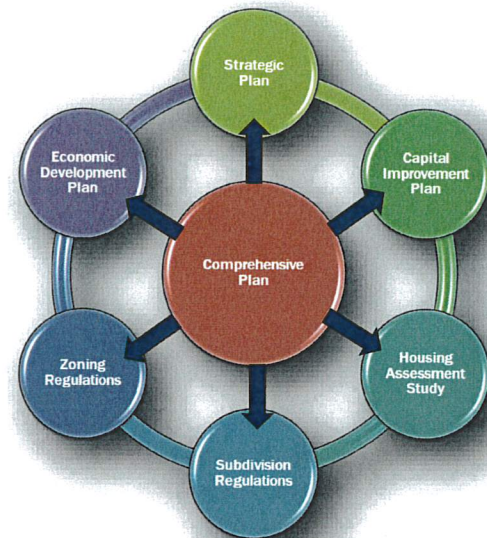
Community engagement, along with an understanding of the dynamics occurring in the Hastings provides a means to develop a plan that fosters growth.

A Comprehensive Plan outline proposed by our team for to Hastings is as follows:

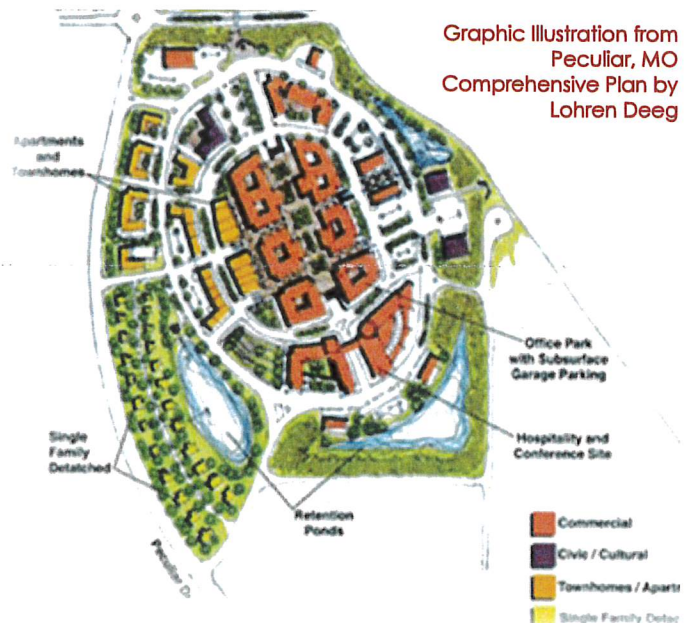
- Introduction
- Community Engagement Process
- Population
- Housing
- Economics and Economic Development
- Parks and Recreation
- Community Facilities
- Public Safety
- Public Health
- Communications, Utilities and Energy
- Livability and Health
- Natural Resources and Environment
- Hazards
- Land Use and Urban Design
- Transportation
- Implementation

Planned growth will make Hastings more effective in serving residents, more efficient in using resources, and able to meet the standard of living and quality of life every individual desires.

The comprehensive plan is the basis for all other planning documents and tools in a community. It is critical to leading and guiding the policies and vision of the future.



Graphic Illustration by Lohren Deeg



Graphic Illustration from Peculiar, MO Comprehensive Plan by Lohren Deeg

Community Assessment/Livability

Community assessment will focus on the perceptions of the community members regarding specific "quality of life" (QOL) issues such as housing, employment, health, public safety, and more.

Our baseline data regarding community assessment will start with different studies already completed such as the AARP Livability Index, and other to determine what other indices have found. These baseline data will be tested against the different opinions of the community. Our team will identify where these indices may have fallen short or what will need to be completed during the planning period to improve on these issues.

Community Engagement

Community engagement is critical to the entire project. The engagement process provides insight to where the community wishes to be in 10 to 20 years. The pages following this section outlines the different engagement techniques used in the process. In addition, it will discuss major highlights resulting from the various techniques. Community engagement will lead to the development of the long range goals, objectives and/or policies for the community.

Demographic/Socioeconomic Analysis

Population

Population examines the community's current conditions from the perspective of population; past populations, population by ethnicity, population change based upon natural and migration patterns, and population projections based upon past trends, migration patterns, and any targeted growth levels.

Housing

Housing is similar to population except it is focused on key housing trends and needs. We will examine future housing needs in a general capacity. The planning team will develop a **Hastings Housing Action Plan (as required by the State of Nebraska)** providing a roadmap for Hastings to address current and future needs.

Economic and Community Development Plan

The planning team will undertake an employment and economic development analysis which examines employment and jobs trends. This study will look at the current share of jobs by sector existing in Hastings, along with the jobs actually held by Hastings residents and their commuting habits. We will also forecast future employment scenarios based on third-party data and focus group interviews.

Our teams analysis will examine the diversified employment base of Hastings and the employment and commuting trends. The graphic to the right

Hastings, NE Sample Demographics

25,160

Population

38.1

Median Age

2.3

Average Household Size

\$52,820

Median Household Income

POPULATION BY GENERATION



5.6%

Greatest Gen:
Born 1945/Earlier



16.6%

Baby Boomer:
Born 1946 to 1964



16.2%

Generation X:
Born 1965 to 1980



23.1%

Millennial:
Born 1981 to 1998



31.3%

Generation Z:
Born 1999 to 2016



7.2%

Alpha: Born
2017 to Present

7,204

Population

2,289

Households

2.84

Avg Size Household

31.4

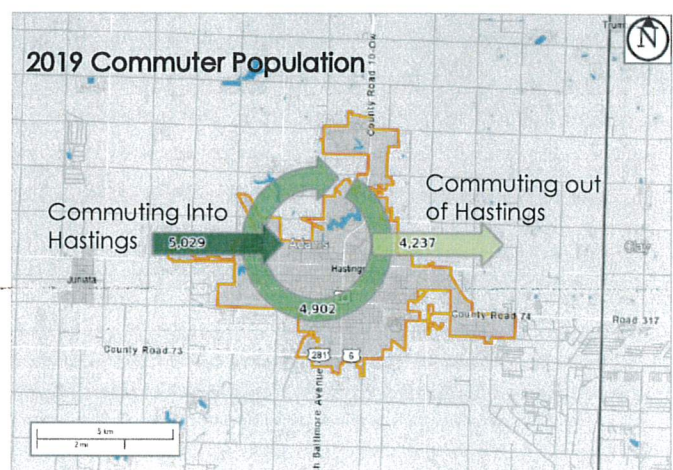
Median Age

\$45,570

Median Household Income

\$102,578

Median Home Value





illustrates the commuter dynamics in Hastings as of 2019. In 2019, there were 5,029 people commuting into Hastings for employment; while, there were 4,237 leaving Hastings for points elsewhere. Finally, there were 4,902 people living in Hastings which stayed in town for their employment.

This data will serve as the background for an actionable economic development strategy including future employment projects, as well as future land use recommendations enabling Hastings to accommodate the anticipated growth in a thoughtful and economically sustainable manner.

In addition, MPC will develop economic development strategies and techniques along with future goals/objectives/policies.

Natural Resources and Environment

Natural resources and environmental issues will focus on the natural amenities of the Hastings area. This includes waterways, wetlands, floodplains, lakes, tree cover, natural drainage areas, slopes, etc.

These elements will be critical when developing the long-range growth management plan for Hastings. Mapping these natural resources will provide the team and the City the ideal areas for future development, while, identifying special criteria needed for a sustainable development pattern.

Community Facilities Chapter

This looks at key facilities such as City Hall and museums, etc. This chapter will also contain any goals/objectives/policies identified for public facilities. This Chapter will have it own set of goals and policies.

Communication/Utilities/Energy

This component examines and documents the different means for communication within Hastings (newspaper, television, etc.). In addition, this chapter is where our team will sit down with the public utilities and City Engineer to discuss existing conditions, planned upgrades, and needed improvements. This will aid significantly in helping to determine future growth areas of the community. Finally, our team will look at the different energy sources and needs in Hastings.

Parks and Recreation

Parks and recreation requires close collaboration with all stakeholders to identify goals and policies for park and recreational planning fulfilling the unique needs of the community. Throughout the analysis of the parks and recreation we will facilitate several meetings with key stakeholders (in association with other meetings), including city staff, board members,

advisory committees and residents. In Hastings, we'll utilize the Comprehensive Plan update's public engagement activities to explore stakeholder thoughts and needs on recreational opportunities. It is important all stakeholders are engaged to reflect a true community-based comprehensive plan.

Public Safety

This chapter looks at law enforcement at the city and county level including facilities and locations; plus it will also examine fire and rescue facilities and station locations within Hastings. It will also include information on Emergency Management and any other similar public safety component.

Livability and Health

This will be a summary of the information determined in the Quality of Life (QOL) review, the Livability Index, Access to Healthy Food, Access to Healthcare, Mobility and Active Transportation, Housing and Homelessness, and other items which may come up during the community engagement portion of the project.

Hazards

Hazards component of the plan will simply be a reiteration of key goals and policies from the most recent Hazard Mitigation Plan (HMP) in which the City was involved. As decision makers look to the comprehensive plan for guidance in the future, they may or may not be aware of or think of the HMP. This allows the key policies and projects from the HMP to become apart of the overall planning process. Note: Since most HMPs are updated every five-years, this material will need to be amended in order to stay current.

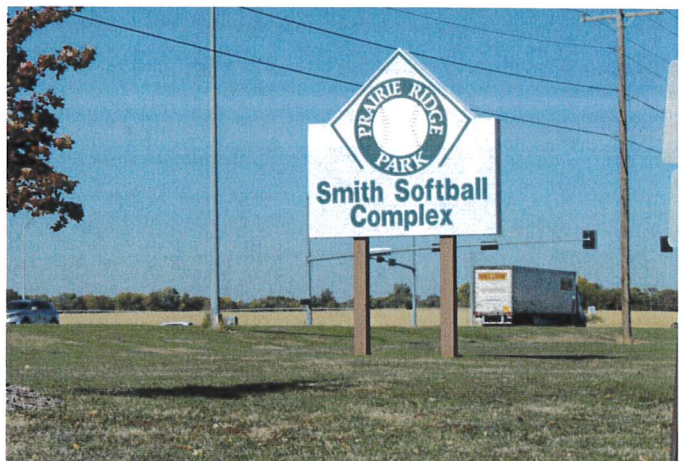
Land Use

Existing Land Use

The first critical step in any long-range land use section is having a solid knowledge of the existing uses throughout the community. Hastings has a vastly diversified land use pattern between Dutton-Lainson, Good Samaritan Village, Hastings College, Hastings Public Schools, the many other commercial and residential structures throughout the community. Understanding past development patterns are critical to understanding the community's history and growth patterns.

Community Character and Urban Design

Land use is more of a long-range development and redevelopment chapter. There are many sub-components involved including community character and urban design. Community character and urban design options are important to making a community interesting and desirable for future populations.



Graphic from Gretna, NE Comprehensive Plan - drawn by Lohren Deeg



Our approach will examine:

- Density
- Design standards and guidelines
- Needed updates to the Zoning Regulations

Housing and Neighborhood Development and Redevelopment

Data collection and execution of the Land Use Plan will involve identifying key areas of the community/neighborhoods and specific characteristics associated within the areas. The steps will include an examination of housing affordability, diversity, density, and need. This includes examining the existing development patterns between the community and the Hastings College environs in order to determine key needs of the community and college. Development of smaller sub-area plans within the larger development strategy will aid in more detailed analysis and vision in parts of Hastings.

Land use plans tend to be very graphic in order to illustrate specific points. The saying goes "a picture paints a 1000 words"; the MPC team feels this is true with any comprehensive plan, especially the Land Use component.

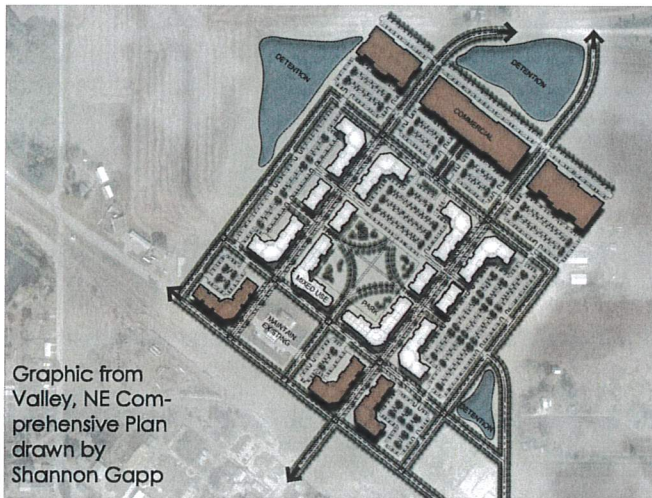
Future Land Use Plan and Strategy/Managed Growth

Future and long-range land uses are what is desired; however, managed growth is based on solid principles and guidelines; the key in the implementation of the strategies.

Hastings has the ability to grow in a structured manner. The community has two primary highways in the community, US Highway 281 and US Highway 6, as well as rail corridors for both major railroads. These transportation routes provide solid options for continued commercial and industrial growth, as well as, the downtown core of Hastings. However, transportation is one key to growth, water and sanitary sewer are also key to the development patterns.

Within the land use portion of the comprehensive plan, the team will examine future redevelopment and infill potential. Again, as much of this component as possible will be graphically shown on maps and/or graphics similar to ones on the right.

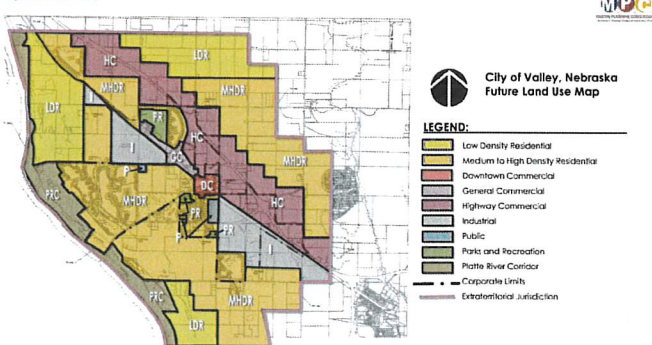
The land use component will provide an evaluation of zoning opportunities to address identified housing needs including, affordable housing options, increases in density, new concepts for smaller homes and building lots, options for "Missing Middle" Housing and any other housing types for developing quality workforce housing.



Graphic from Valley, NE Comprehensive Plan drawn by Shannon Gapp

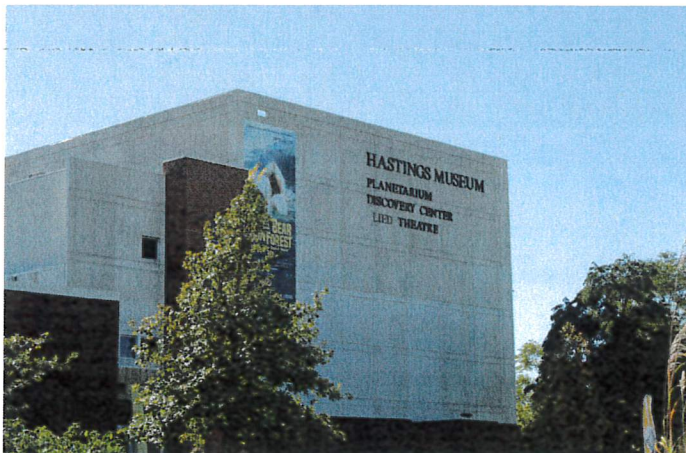
PROPOSED EXPANDED DOWNTOWN
VALLEY, NEBRASKA

Figure 15.7: Future Land Use Map



Valley, Nebraska Comprehensive Plan 2017

77



Annexation

The annexation component is fairly standard. State statutes require the community to identify any Sanitary Improvement Districts within the extraterritorial jurisdiction, as well as any properties subject to annexation at the time of the plan creation.

Transportation

Transportation examines the existing network for cars, pedestrians, transit, and bicycles. In addition, any nearby air and rail services.

During the transportation analysis, our team will also examine the future growth of Hastings. As a result concepts for updating the existing and future network will be examined and discussed.

Through the land use and transportation analysis, the team will also look at future land use policies to ensure newer developments are designed to be:

- Walkable
- Have proper right-of-way in place for future arterial development
- Identify existing street classifications
- Identify future street classifications and extensions
- Create proper alignment policies for future arterials to connect into other systems
- Develop any necessary corridor design standards for signs, structures, etc.

Other issues may emerge during the process. Again, key goals/objectives/policies are a part of this analysis.

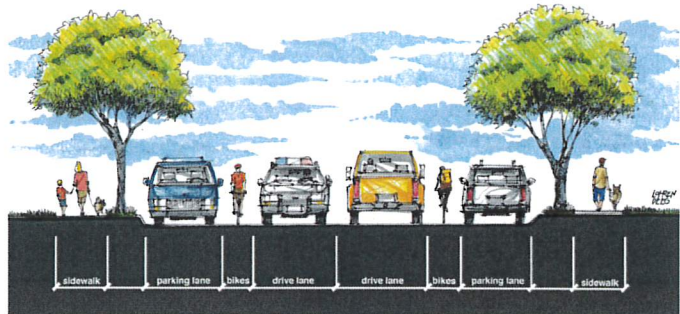
Implementation

Implementation is critical to the eventual enactment of the plan. Implementation includes all of the goals/objectives/policies developed for Hastings; plus, the zoning and subdivision regulations will be updated in order to bring the plan to fruition.

Zoning and Subdivision Regulations

The most important tool to implementing a comprehensive plan is the zoning and subdivision regulations. MPC's team will work very closely with staff to modify those parts of the regulations needing help. Our approach is one that focuses hard on creating a user-friendly document for both staff and the general public.

User-friendly brings key things together including graphics (drawings and photographs) to illustrate specific portions of the regulations including the definitions. Other keys is to minimize, where possible, the wordiness of the regulations without relaxing the desired enforcement needed in the community.





Strategic Plan Timeline

- **Launch Phase** (June 2023 – July 2023)
 - Mayor appoints a Strategic Plan Advisory Committee made up of community members who meet monthly (approximately 6-8 people), facilitated by the City Administrator.
 - SPAC meets to formulate a plan and community engagement activities. Critical stakeholders are identified, and the public is informed of the strategic planning process.
- **Data Gathering Phase** (August 2023 – October 2023)
 - The (annual) Community Survey is administered to residents via a third party.
 - SPAC hosts focus groups with community business groups, wards, service clubs, civic and charitable organizations, and a host of other community associations.
- **Analysis Phase** (November 2023 – December 2023)
 - SPAC reviews and interprets the information collected from the survey, focus groups, and comprehensive plan.
- **Composition Phase** (January 2024 – February 2024)
 - Strategic vision, mission, directives, initiatives, and measurements of success are identified by SPAC. A strategic plan is drawn up.
 - Department heads begin identifying potential projects that would align with the strategic plan.
- **Final Report** (March 2024)
 - SPAC presents the strategic plan via resolution to Hastings City Council for final approval.
- **Implementation Phase** (April 2024 – May 2024)
 - City Administrator builds out the new strategic plan into a new software platform.
 - Department Heads finalize potential projects with rough costs that support the strategic plan.
- **Budgeting Phase** (June 2024 – July 2024)
 - Potential strategic plan projects programmed into FY25 budget for Council consideration.
- **Strategic Plan Operational** (October 2024)
 - The final strategic plan is in place, including funding for FY25.
 - Quarterly updates on strategic plan to City Council. Living, breathing, document.
 - Annual survey conducted to measure progress.



Strategic Goal

Name Strategic Plan Directives, Initiatives and Projects Link

Content

Vision: Rawlins is a unique and vibrant city where genuine, resilient residents enjoy living in an appealing, safe and welcoming community filled with boundless opportunities.

Mission: The City of Rawlins is dedicated to building public trust by providing exceptional services in a professional, safe, transparent and fiscally-responsible manner.

Directives:

- **Beautification**
- **Community Trust & Engagement**
- **Economic Development**
- **Employees**
- **Infrastructure**

Initiatives:

- **Beautification-** Develop programs & projects to support City beautification efforts, improve attractiveness of City entryways and properties, increase our efforts to clean-up dilapidated/dangerous buildings, leverage code enforcement as a beautification tool.
- **Community Trust & Engagement-** Continue gathering resident feedback through surveys, improve the City's efforts to inform the public, increase the City's efforts in training and recognizing volunteers.
- **Economic Development-** Diversify indoor recreation and other activities, expand the City's business recruitment and development program, partner to reduce the number of unused/vacant buildings, prepare properties to be shovel-ready for development, strengthen partnerships with economic development agencies.
- **Employees-** Appreciate and recognize employees, competitive compensation benefits, invest in our employees through training and equipment, revise policies and procedures, strengthen purpose, direction and unity of employees.
- **Infrastructure-** Continue source water protection plan, ensure consistent funding for infrastructure, improve our ability to track and report on infrastructure, improve the City's storm water and floodplain management.

Measurements of Success:

- **Beautification-** Decrease in the number of dilapidated or dangerous buildings, increase in code compliance, improvement reflected in community survey, increase in volunteers for trash cleanup days.
- **Community Trust & Engagement-** Information available for public in a variety of media formats, increase in involvement between the City and the community, increase of press releases, social media posts, website updates & utility bill messages, improvement reflected in community survey.
- **Economic Development-** Increase in shovel ready properties, increase in sales tax revenues, increase in workforce, increase in diversity of goods, services and industry, increase in tourism, decrease in unused/vacant buildings
- **Employees-** Increase in applicants, increase in number of voluntary certifications and trainings, positive feedback in employee check-ins, decrease in turnover, happier employees through trust, decrease in personnel issues.
- **Infrastructure-** Our source water resources are protected, increase in safety for citizens in City parks, improvement reflected in community survey.

Click on the categories to review the strategic directives, initiatives and projects.

[Rawlins Strategic Plan 04.2.2021 - FINAL.pdf \(342 KB\)](#)

[Rawlins Strategic Plan Directives 2021 - Employees 7.21.21.pdf \(165 KB\)](#)

[Rawlins Strategic Plan Directives 2021 - Beautification 7.2.21.pdf \(168 KB\)](#)

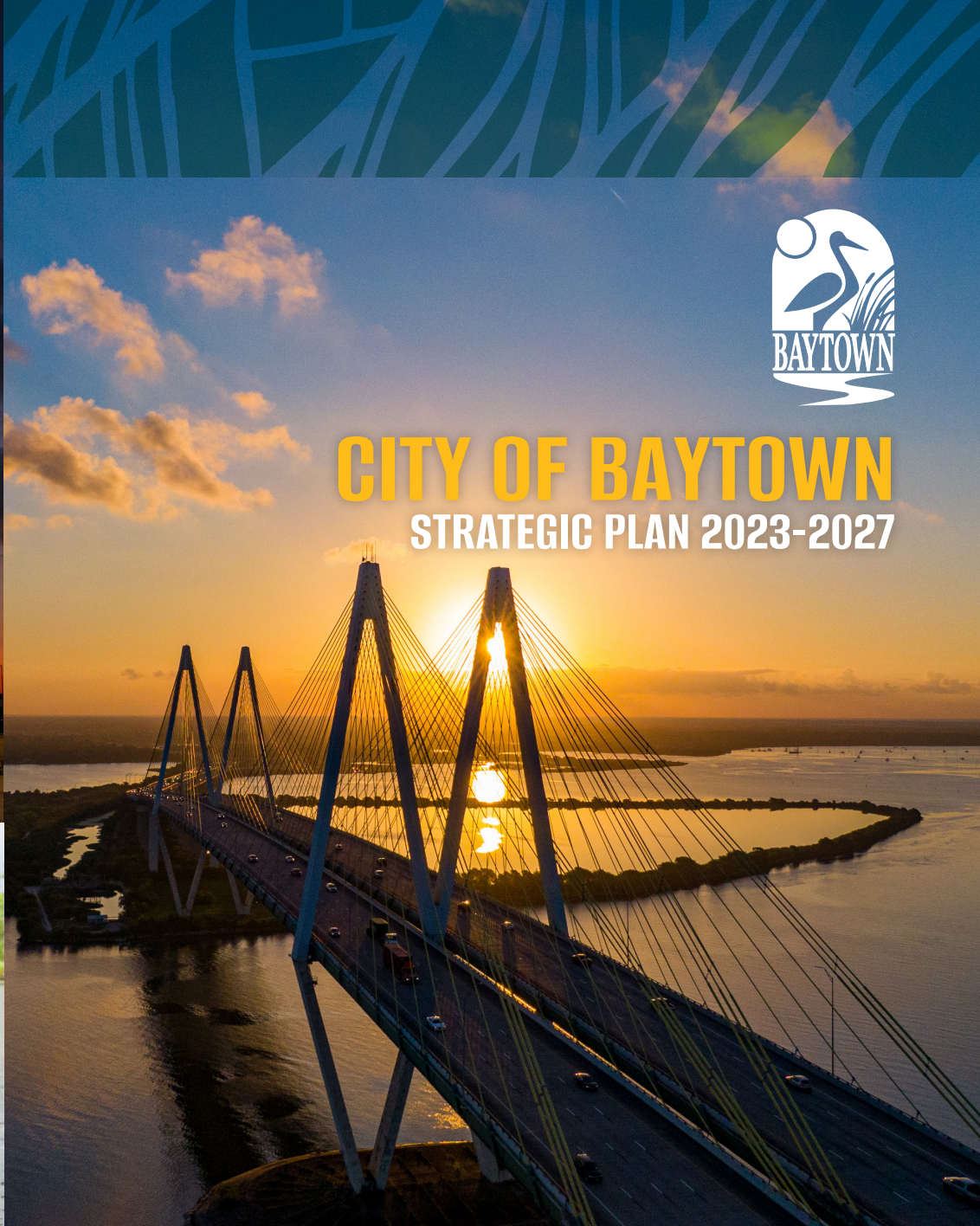
[Rawlins Strategic Plan Directives 2021 - Infrastructure 7.2.21.pdf \(159 KB\)](#)

[Rawlins Strategic Plan Directives 2021 - Community 7.2.21.pdf \(167 KB\)](#)

[Rawlins Strategic Plan Directives 2021 - Economic Development 7.2.21.pdf \(160 KB\)](#)

Goal Progress

Date	Name	Type	Result
March 8, 2022	Resolution - Authorizing Submission for an Emergency Mineral Royalties Grant (MRG) Through the Wyoming State Land Investment Board for the City of Rawlins, Wyoming, Water Service Delivery System. Action: Motion: Move to have the City Council Approve and Authorize the Submission of an Emergency Mineral Royalties Grant (MRG) Through the Wyoming State Land Investment Board for the City of Rawlins, Wyoming, Water Service Delivery System in the amount of Seven Million, Seven Hundred Ninety-Seven Thousand, Seven Hundred and Eight Dollars (\$7,797,708.00).	Action	Motion Carries



CITY OF BAYTOWN

STRATEGIC PLAN 2023-2027





BAYTOWN.ORG



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@CITYOFBAYTOWNTX



@CITYOFBAYTOWN

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



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



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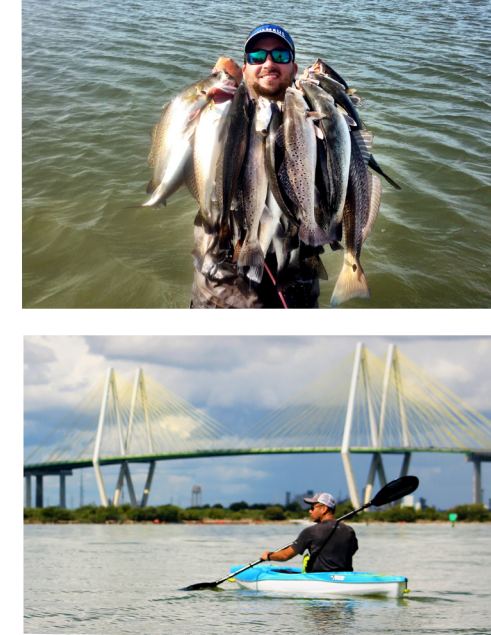
To get in touch with a council member, send an email or letter to the addresses above. Phone: 281-420-6500. The public is invited and encouraged to attend council meetings. To speak at a council meeting, please fill out the Request to Appear Before the Council form, which can be obtained at the meeting.

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.

PRIMARY DIRECTIVE



The 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."



OUR STRATEGIC DIRECTIVES



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.



STRATEGIC DIRECTIVE: ECONOMIC PROSPERITY

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



STRATEGIC DIRECTIVE: CRITICAL INFRASTRUCTURE & MOBILITY



KEY INITIATIVES

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



STRATEGIC DIRECTIVE: BUILDING A CONNECTED BAYTOWN

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.”



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



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 & IMPLEMENTATION OF THE PLAN



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.



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.



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

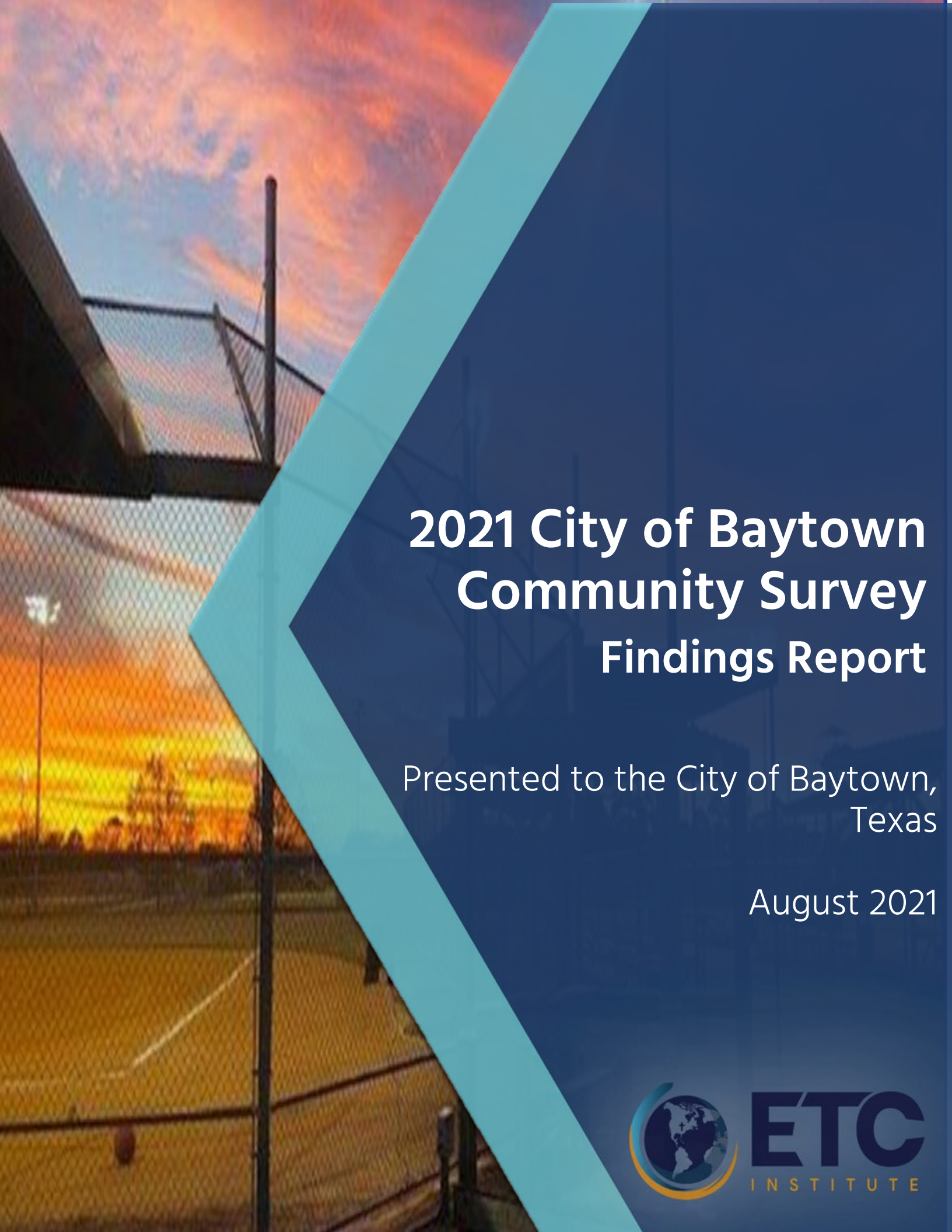
CLOSING STATEMENT

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
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2021 City of Baytown Community Survey Findings Report

Presented to the City of Baytown,
Texas

August 2021



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Executive Summary

2021 City of Baytown Community Survey

Executive Summary

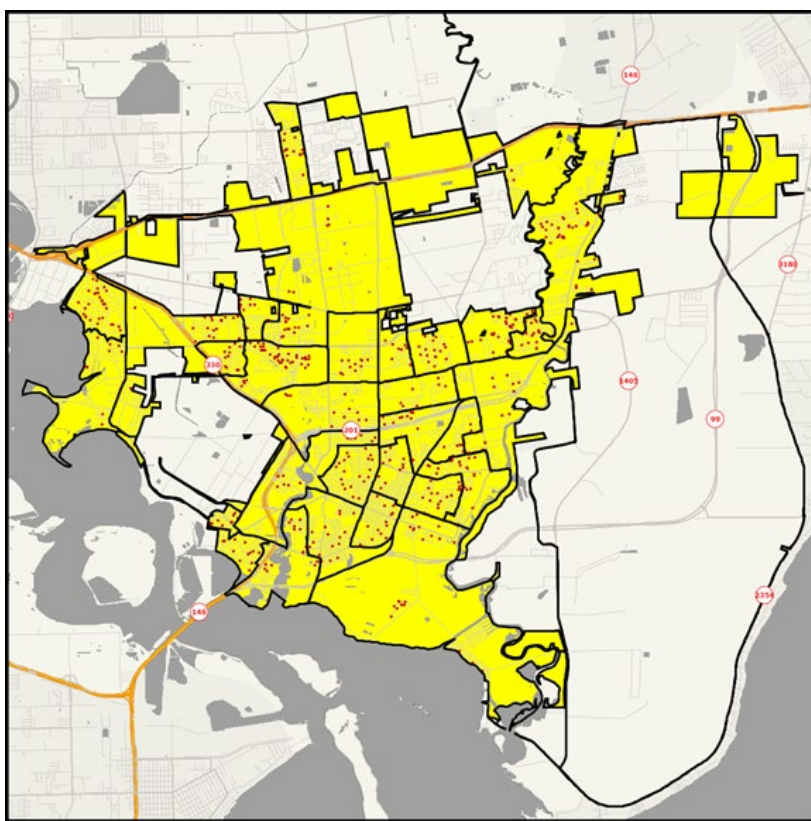


Purpose and Methodology

ETC Institute administered a 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 citizens in long-range planning and improving 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. The cover letter explained the purpose of the survey and encouraged residents to either return their survey by mail or complete the survey online. At the end of the online survey, residents were asked to enter their home address; this was done to ensure that only responses from residents who were part of the random sample were included in the final survey database.

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Baytown from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted. A total of 607 residents completed the survey. The overall results for the sample of 607 households have a precision of at least $\pm 4.0\%$ at the 95% level of confidence. The map to the right shows the physical distribution of respondents to the survey based on the location of their home.



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Executive Summary



The percentage of “don’t know” responses has been excluded from many of the graphs shown in this report to facilitate valid comparisons of the results from Baytown with the results from other communities in ETC Institute’s *DirectionFinder*® database. Since the number of “don’t know” responses often reflects the utilization and awareness of city services, the percentage of “don’t know” responses has been provided in the tabular data section of this report. When the “don’t know” responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase “*who had an opinion.*”

This report contains:

- An executive summary of the methodology for administering the survey and major findings,
- charts showing the overall results for most questions on the survey,
- benchmarking data that show how the results for Baytown compare to other communities,
- Importance-Satisfaction analysis that determines priority actions for the City to address based on the survey results,
- tables that show the results of the random sample for each question on the survey,
- a copy of the survey instrument.

Overall Perceptions of the City

Sixty-six percent (66%) of the residents surveyed, *who had an opinion*, indicated they were “very satisfied” or “satisfied” with the overall quality of services provided by the City. Sixty-four percent (64%) of those surveyed, *who had an opinion*, indicated they were “very satisfied” or “satisfied” with the quality of their neighborhood, and 63% of respondents indicated they were satisfied with Baytown as a place to live.

Overall Satisfaction with City Services

The major categories of City services that had the highest levels of satisfaction, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the overall quality of fire services (87%), overall quality of emergency medical services (85%), overall quality of library services (84%), and the overall quality of parks and recreation programs and facilities (77%).

Perceptions of Safety

Eighty-three percent (83%) of respondents, *who had an opinion*, indicated they feel either “very safe” or “safe” in their neighborhood during the day. Fifty-nine percent (59%) of residents, *who had an opinion*, indicated they feel either “very safe” or “safe” in their neighborhood at night.

2021 City of Baytown Community Survey

Executive Summary



Satisfaction with Specific City Services

- Maintenance Services.** The highest levels of satisfaction with City maintenance services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the quality of landscaping in median on city streets (63%), the maintenance of street signs and traffic signals (61%), and the adequacy of city street lighting (56%). The two items respondents indicated should receive the most emphasis over the next two years are: the overall maintenance of City streets and the maintenance of stormwater ditches.
- Public Services.** The highest levels of satisfaction with public services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: residential trash collection services (83%), curbside recycling services (81%), and yardwaste removal services (71%).
- Drinking Water Services.** The highest levels of satisfaction with drinking water services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: water pressure on a typical day (82%), the clarity of tap water (65%), and the color of tap water (64%).
- Transportation.** The highest levels of satisfaction with the City’s transportation services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: traffic flow in and around neighborhoods (63%), the availability of sidewalks (45%), and the availability of public transportation (43%).
- Code Enforcement.** The highest levels of satisfaction with the City’s code enforcement services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: enforcing sign regulations (44%) and enforcing clean-up of debris on private property (37%).
- Public Safety Services.** The highest levels of satisfaction with public safety services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the overall quality of local fire protection (86%), how quickly fire personnel respond to emergencies (83%), and the overall quality of local ambulance service (80%).
- Parks and Recreation.** The highest levels of satisfaction with parks and recreation services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the appearance and maintenance of City parks (76%), the number of City parks (70%), and special events sponsored by the City (66%).
- Library Services.** The highest levels of satisfaction with library services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the overall helpfulness of library staff (79%), the overall size of the library (76%), the overall quality of available materials (75%).

2021 City of Baytown Community Survey

Executive Summary



- **City Communication.** The highest levels of satisfaction with City Communication, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the City’s efforts to keep you informed on local issues (45%) and the availability of information about City programs and services (44%).
 - The City’s website (41%) and utility bills (40%) are the most used sources of information about City issues, services, and events.

Additional Findings

- Forty-nine percent (49%) of respondents indicated they have interacted with the City during the past year; this is a 6% decrease from 2019. The most contacted department was Public Works. Seventy-five percent (75%) of those who have contacted the City during the past year indicated it was either “very easy” (38%) or “somewhat easy” (37%) to contact the person they needed to reach.
 - According to respondents who have interacted with the City during the past year, most employees were courteous and polite, gave prompt/accurate/complete answers, did what they said they would do in a timely manner, and helped resolve issues to the customer’s satisfaction.
- Thirty percent (30%) of respondents indicated they have experienced a problem or concern with their drinking water during the past year. Taste and smell were among the top concerns.
 - Half (50%) of the respondents who indicated they have experienced a problem are still experiencing issues with their drinking water.
 - Twenty-eight percent (28%) of respondents contacted the City about the problems with their drinking water.
 - Thirty-seven percent (37%) of those who contacted the City about problems with their drinking water indicated the City was able to address their concerns.

2021 City of Baytown Community Survey

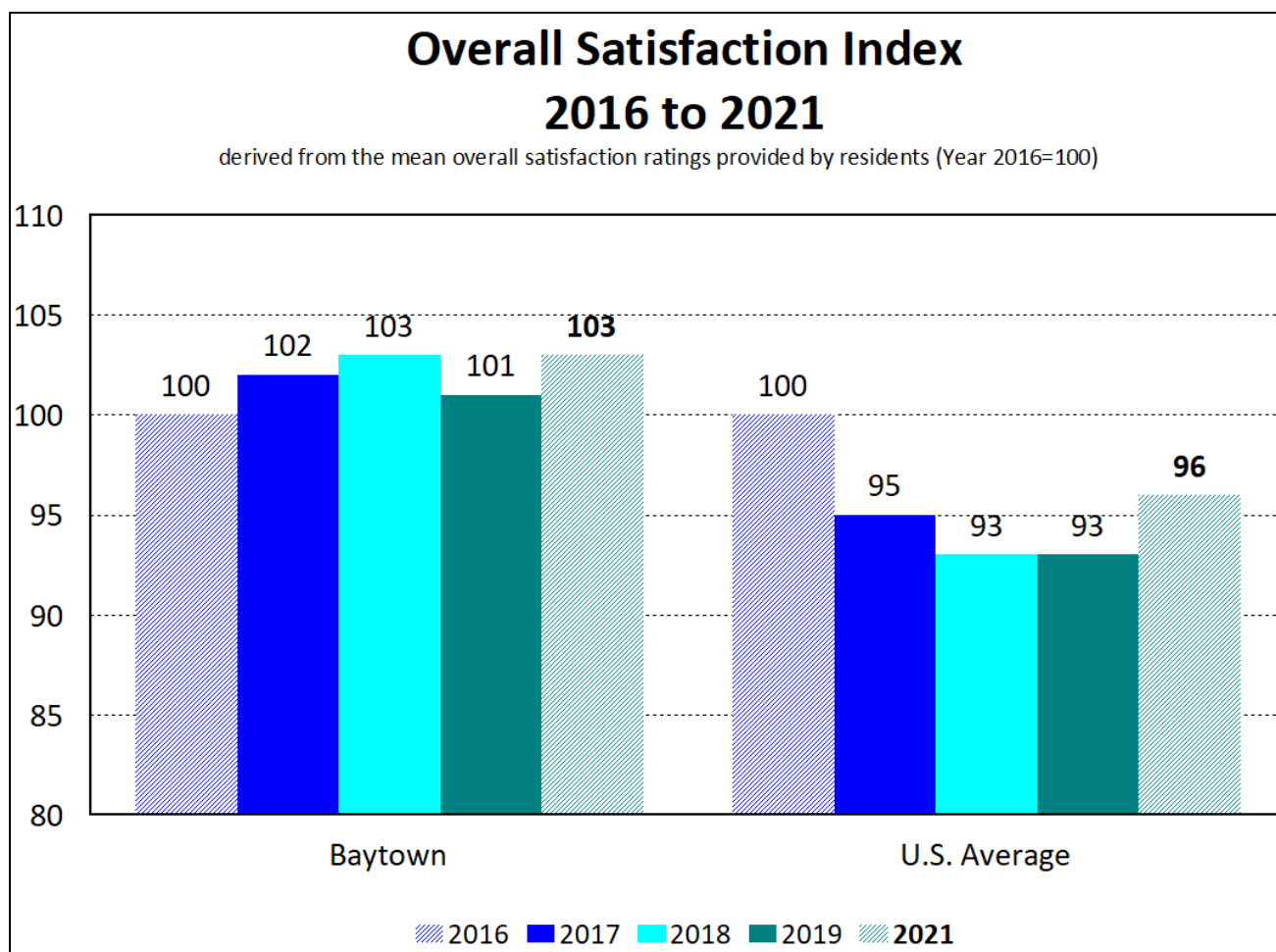
Executive Summary



Trends

To objectively assess the change in satisfaction with City services from 2016 to 2021, ETC Institute developed a Composite Customer Satisfaction Index for the City. The Composite Satisfaction Index is derived from the mean rating given for all major categories of City services that are assessed on the survey. The index is calculated by dividing the mean rating for the current year by the mean rating for the base year (2016) and then multiplying the result by 100.

The chart below shows how the Composite Satisfaction Index for the City of Baytown compares to the U.S. index and how this has changed since 2016. The average for Baytown has increased 2 points since 2019 and is 7 points higher than the U.S. average. Since 2016, Baytown has seen an increase of 3 points, while the U.S. has seen a decrease of 4 points.



2021 City of Baytown Community Survey

Executive Summary



How the City of Baytown Compares to Other Communities Nationally

Satisfaction ratings for the City of Baytown **rated the same as or above the U.S. average in 24 of the 56 areas** that were assessed. The City of Baytown rated significantly higher than the U.S. average (difference of 5% or more) in 17 of these areas. Listed below are the areas where the City of Baytown rated the same or above the U.S. average:

Service	Baytown	U.S.	Difference	Category
Special events sponsored by the city	66%	39%	28%	Parks and Recreation
City aquatics facilities	55%	36%	20%	Parks and Recreation
Parks and recreation programs and facilities	77%	59%	18%	Major Categories of City Services
Mowing/trimming along city streets/public areas	81%	63%	17%	Public Services
Senior recreation opportunities	43%	28%	15%	Parks and Recreation
Library services	84%	74%	11%	Major Categories of City Services
Cleanliness of city streets/other public areas	71%	61%	10%	Public Services
Quality of outdoor athletic fields	62%	53%	9%	Parks and Recreation
Overall quality of local police protection	72%	64%	9%	Public Safety
Maintenance of street signs & traffic signals	83%	75%	9%	Public Services
The city's youth athletic programs	48%	39%	8%	Parks and Recreation
Trash/recycling/yard waste services	76%	68%	8%	Major Categories of City Services
The city's adult athletic programs	42%	34%	8%	Parks and Recreation
Quality of services provided by the city	66%	59%	7%	Perceptions of the City
Customer service provided by city employees	58%	51%	7%	Major Categories of City Services
Fees charged for recreation programs	41%	34%	7%	Parks and Recreation
Quality of the City's indoor recreation facilities	44%	38%	6%	Parks and Recreation
Ease of registering for programs	42%	39%	3%	Parks and Recreation
How quickly fire personnel respond to emergencies	83%	81%	3%	Public Safety
Animal control services	57%	55%	2%	Major Categories of City Services
How quickly police respond to emergencies	67%	65%	2%	Public Safety
Overall quality of local fire protection	86%	85%	1%	Public Safety
Effectiveness of city communication w/ the public	49%	48%	1%	Major Categories of City Services
Enforcement of local traffic laws	60%	60%	0%	Public Safety

2021 City of Baytown Community Survey

Executive Summary



How the City of Baytown Compares to Other Communities Regionally

Satisfaction ratings for The City of Baytown **rated the same or above the the Texas average in 39 of the 56 areas** that were assessed. The City of Baytown rated significantly higher than this average (difference of 5% or more) in 25 of these areas. Listed below are the areas where the City of Baytown rated the same or above the Texas average:

Service	Baytown	Texas	Difference	Category
Parks and recreation programs and facilities	77%	40%	37%	Major Categories of City Services
Special events sponsored by the city	66%	33%	33%	Parks and Recreation
Library services	84%	53%	32%	Major Categories of City Services
Overall quality of local police protection	72%	44%	28%	Public Safety
Trash/recycling/yard waste services	76%	52%	24%	Major Categories of City Services
Customer service provided by city employees	58%	34%	24%	Major Categories of City Services
Overall quality of local fire protection	86%	63%	23%	Public Safety
Quality of services provided by the city	66%	43%	23%	Perceptions of the City
Effectiveness of city communication w/ the public	49%	28%	22%	Major Categories of City Services
Cleanliness of city streets/other public areas	71%	50%	21%	Public Services
How quickly ambulance respond to emergencies	79%	61%	18%	Public Safety
Mowing/trimming along city streets/public areas	81%	64%	17%	Public Services
Overall quality of local ambulance service	80%	63%	17%	Public Safety
Maintenance of city streets	38%	23%	15%	Major Categories of City Services
Senior recreation opportunities	43%	29%	14%	Parks and Recreation
Adequacy of city street lighting	63%	50%	13%	Public Services
How quickly police respond to emergencies	67%	56%	12%	Public Safety
How quickly fire personnel respond to emergencies	83%	72%	11%	Public Safety
Maintenance of street signs & traffic signals	83%	73%	10%	Public Services
Value received for city taxes & fees	39%	29%	10%	Perceptions of the City
Wastewater services	60%	50%	10%	Major Categories of City Services
Enforcement of local traffic laws	60%	52%	8%	Public Safety
Enforcement of city codes and ordinances	46%	38%	8%	Major Categories of City Services
As a place to live	63%	56%	7%	Perceptions of the City
Animal control services	57%	51%	5%	Major Categories of City Services
The City's efforts to prevent crime	55%	51%	4%	Public Safety
The city's adult athletic programs	42%	39%	3%	Parks and Recreation
Fees charged for recreation programs	41%	38%	3%	Parks and Recreation
City aquatics facilities	55%	53%	2%	Parks and Recreation
The city's youth athletic programs	48%	45%	2%	Parks and Recreation
Quality of the City's indoor recreation facilities	44%	41%	2%	Parks and Recreation
Maintenance of stormwater ditches	39%	36%	2%	Maintenance Services
Feeling of safety in your neighborhood during the day	83%	81%	2%	Perceptions of Safety
Mgmt of stormwater runoff and flood prevention	38%	36%	2%	Major Categories of City Services
Mowing/trimming along city streets/public areas	60%	58%	1%	Maintenance Services
As a place to raise children	55%	54%	1%	Perceptions of the City
Quality of outdoor athletic fields	62%	61%	1%	Parks and Recreation
Cleanliness of city streets/other public areas	53%	53%	0%	Maintenance Services
Feeling of safety in your neighborhood at night	59%	60%	0%	Perceptions of Safety

2021 City of Baytown Community Survey

Executive Summary



Investment Priorities

Recommended Priorities for the Next Two Years. In order to help the City identify investment priorities for the next two years, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance residents placed on each City service and the level of satisfaction with each service. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with City services over the next two years. If the City wants to improve its overall satisfaction rating, the City should prioritize investments in services with the highest Importance Satisfaction (I-S) ratings. Details regarding the methodology for the analysis are provided in Section 3 of this report.

Overall Priorities for the City by Major Category. This analysis reviewed the importance of and satisfaction with major categories of City services. This analysis was conducted to help set the overall priorities for the City. Based on the results of this analysis, the major services that are recommended as the top priorities for investment over the next two years in order to raise the City's overall satisfaction rating are listed below:

- Overall flow of traffic and congestion management in Baytown (IS Rating=0.3911)
- Overall maintenance of City streets (IS Rating=0.3148)
- Overall management of stormwater runoff and flood prevention (IS Rating=0.2451)
- Overall enforcement of City codes and ordinances (IS Rating=0.1187)

The table on the following page shows the Importance-Satisfaction rating for all 15 major categories of City services that were rated.

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2021 Importance-Satisfaction Rating

City of Baytown

Major Categories of City Services

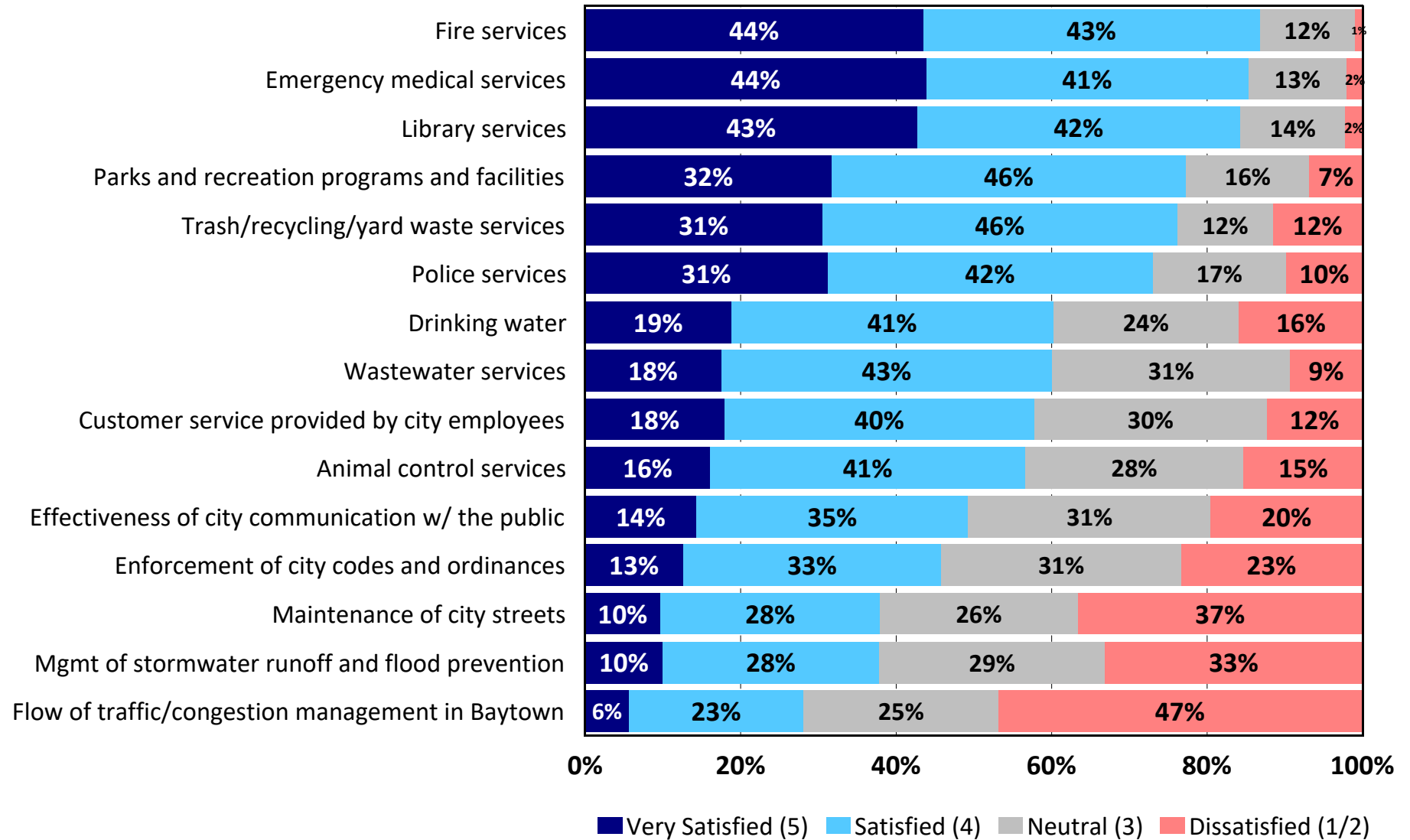
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS >.20)</u>						
Flow of traffic/congestion management in Baytown	54%	1	28%	15	0.3911	1
Maintenance of city streets	51%	2	38%	13	0.3148	2
Mgmt of stormwater runoff and flood prevention	39%	3	38%	14	0.2451	3
<u>High Priority (IS .10-.20)</u>						
Enforcement of city codes and ordinances	22%	5	46%	12	0.1187	4
<u>Medium Priority (IS <.10)</u>						
Police services	36%	4	73%	6	0.0975	5
Effectiveness of city communication w/ the public	16%	7	49%	11	0.0791	6
Drinking water	18%	6	60%	7	0.0716	7
Animal control services	12%	10	57%	10	0.0538	8
Customer service provided by city employees	9%	12	58%	9	0.0397	9
Parks and recreation programs and facilities	15%	8	77%	4	0.0338	10
Wastewater services	7%	14	60%	8	0.0271	11
Trash/recycling/yard waste services	8%	13	76%	5	0.0198	12
Fire services	13%	9	87%	1	0.0165	13
Emergency medical services	11%	11	85%	2	0.0165	14
Library services	4%	15	84%	3	0.0055	15



Charts and Graphs:

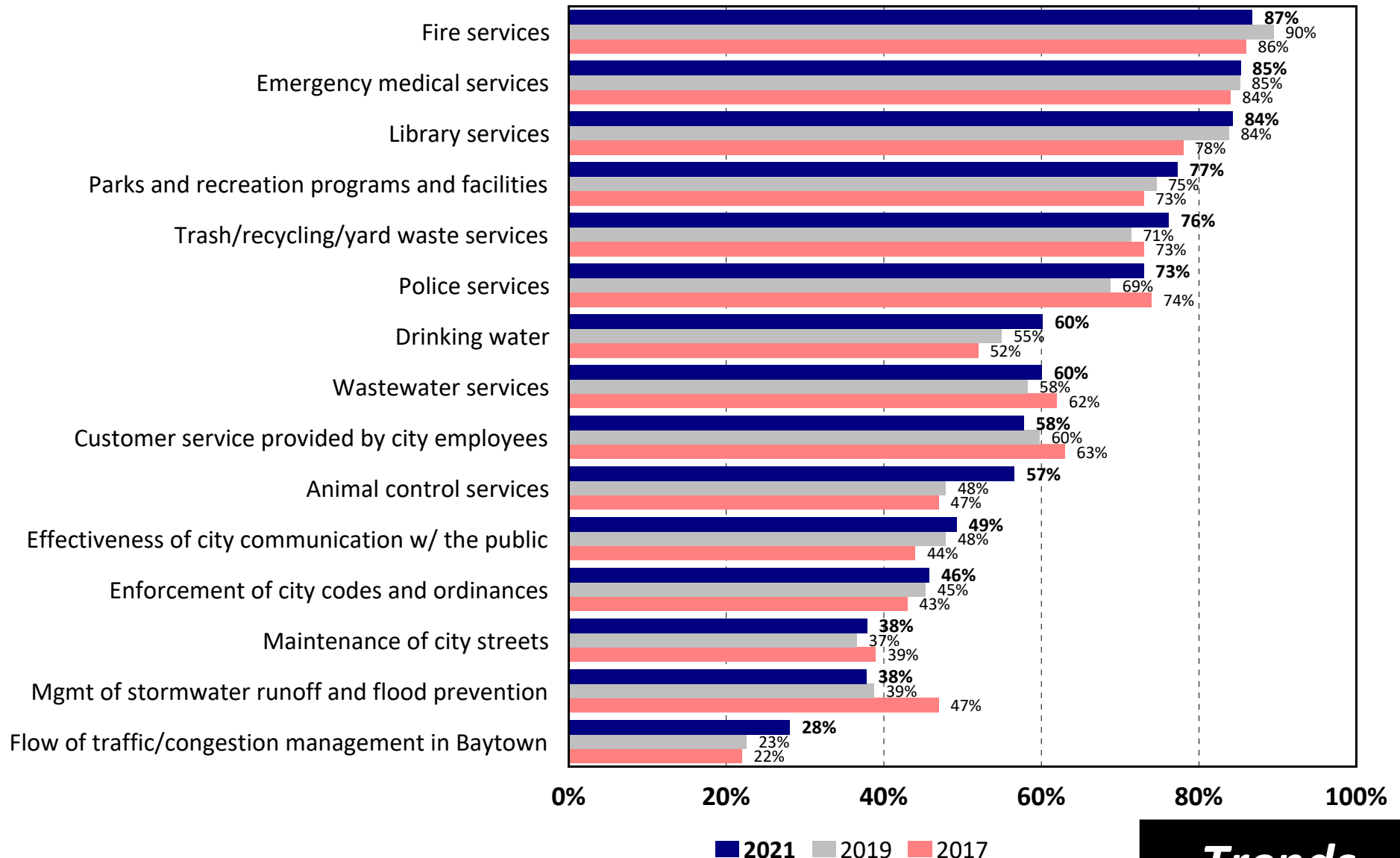
Q1. Satisfaction With Major Categories of City Services

by percentage of respondents (excluding don't knows)



Satisfaction With Major Categories of City Services 2017 to 2021

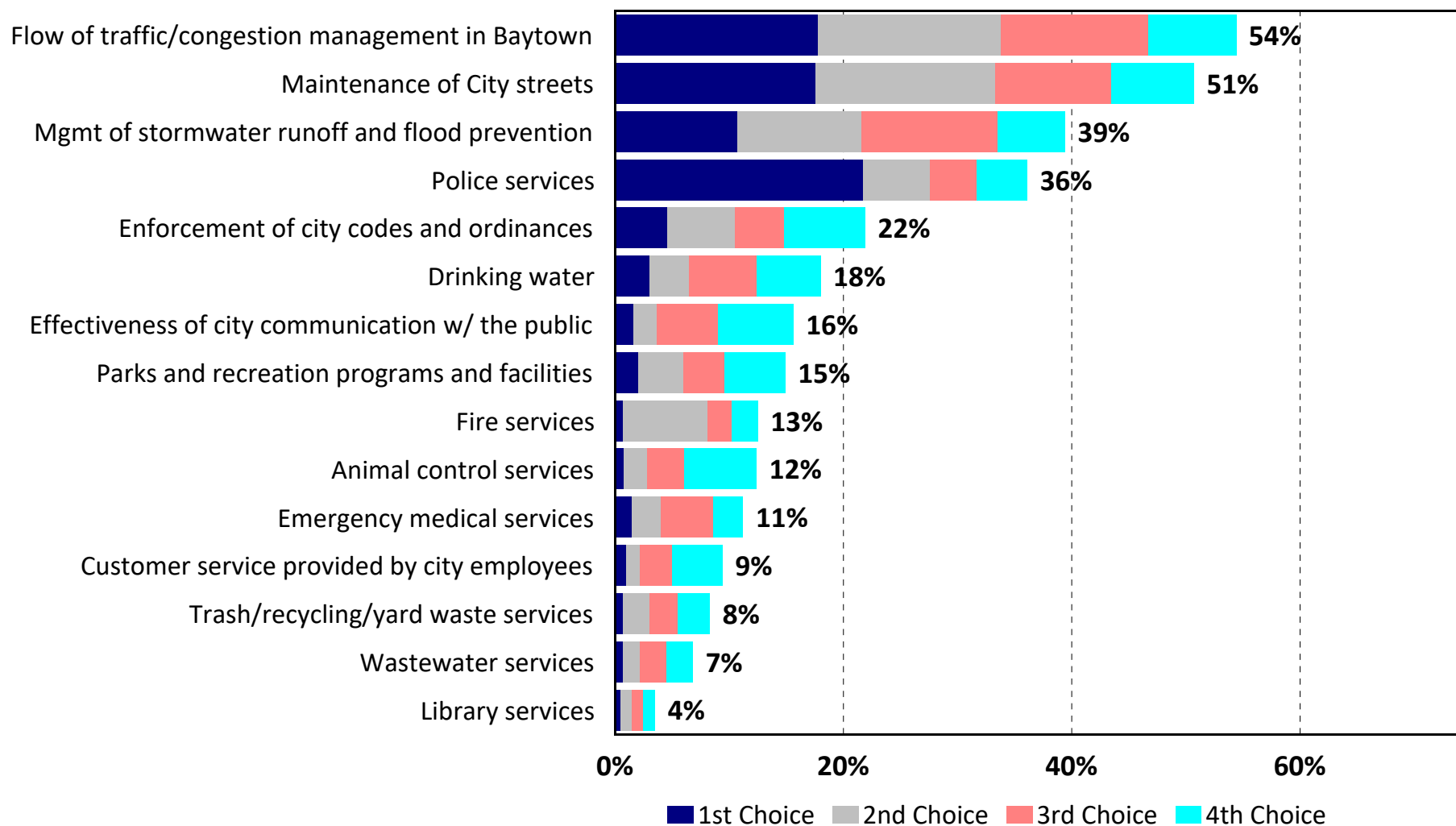
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Trends

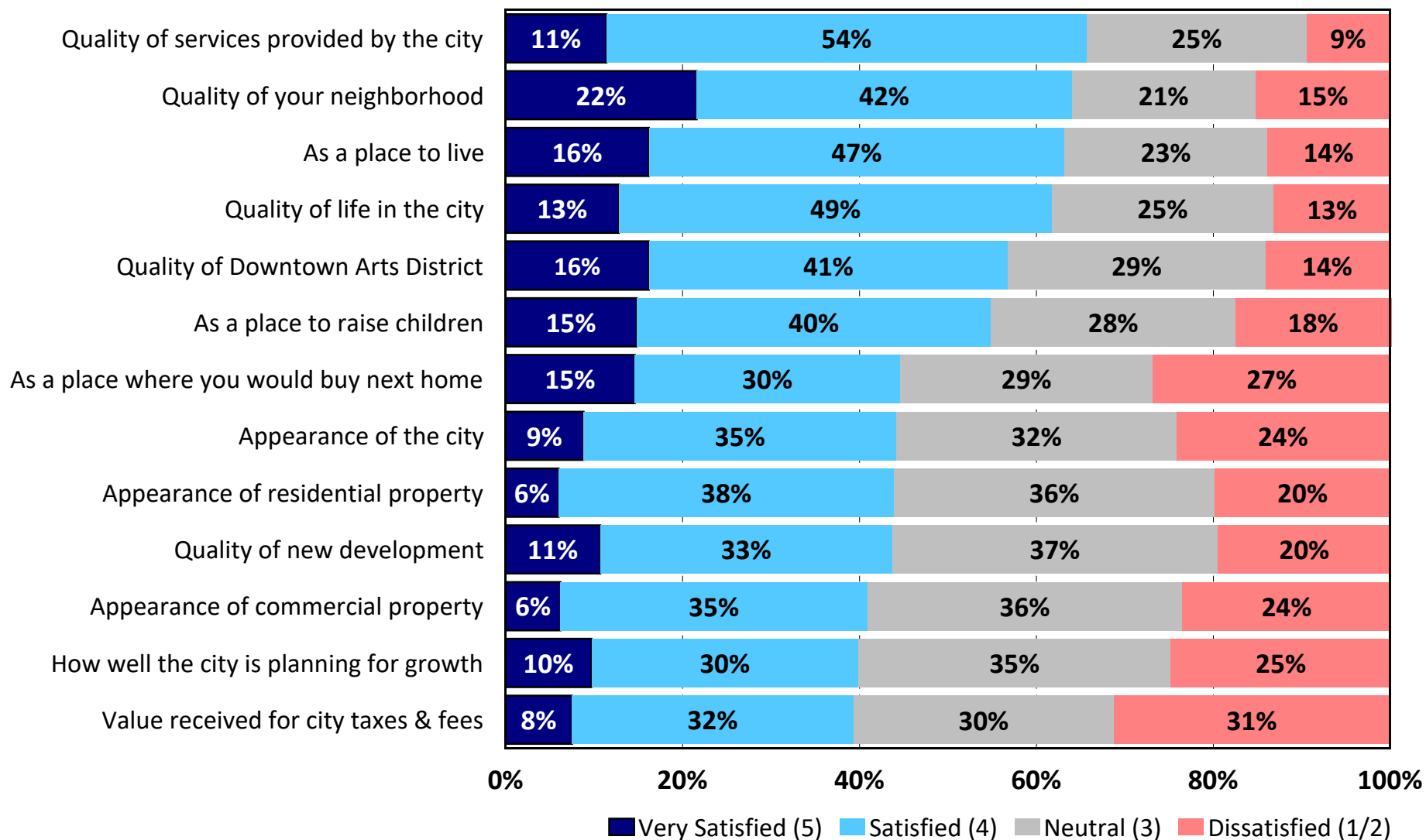
Q2. Major Categories of City Services That Residents Felt Should Receive the Most Emphasis from City Leaders Over the Next Two Years

by percentage of respondents surveyed who selected the item as one of their top four choices



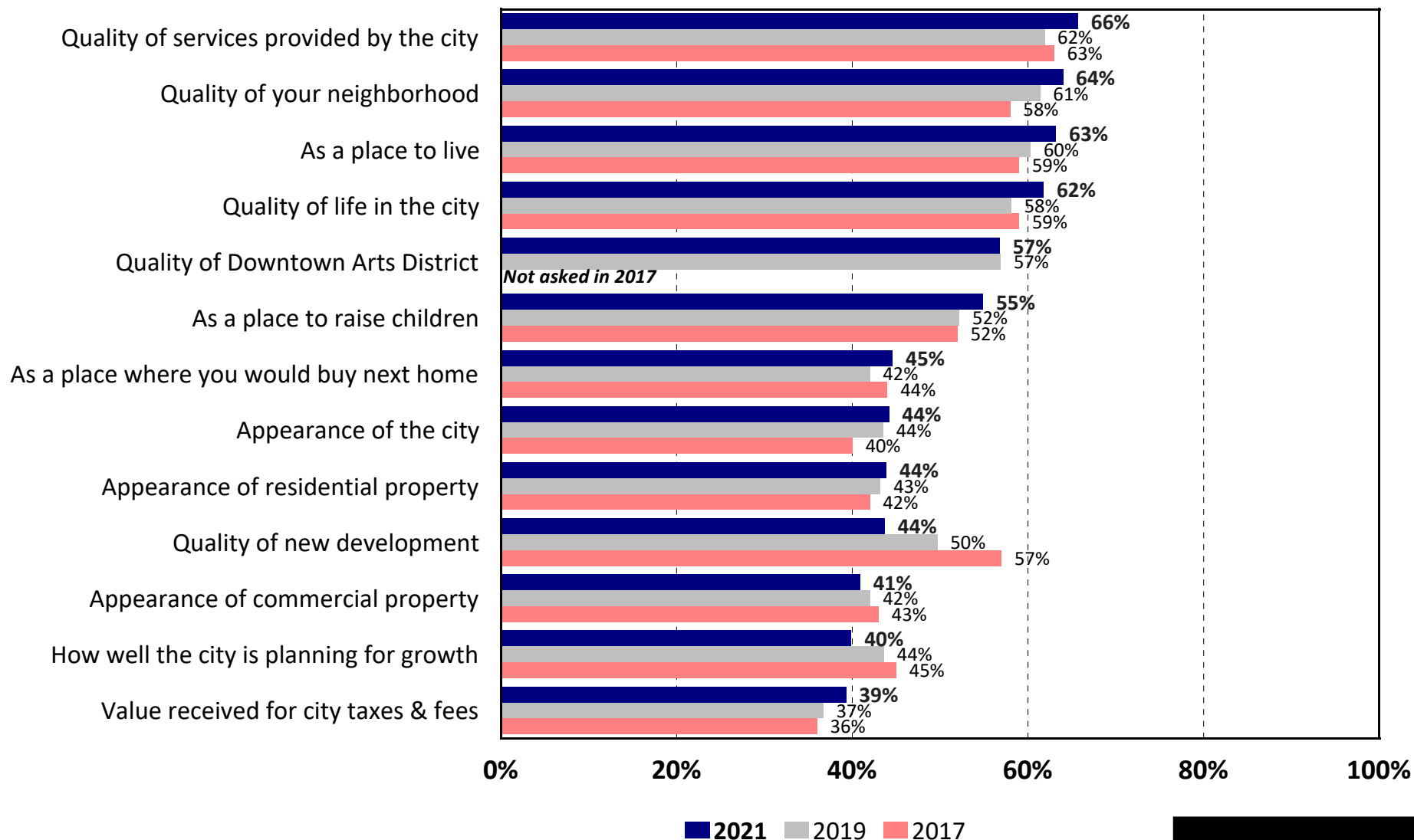
Q3. Satisfaction With Items That Influence Perceptions of the City of Baytown

by percentage of respondents (excluding don't knows)



Satisfaction With Items That Influence Perceptions of the City of Baytown - 2017 to 2021

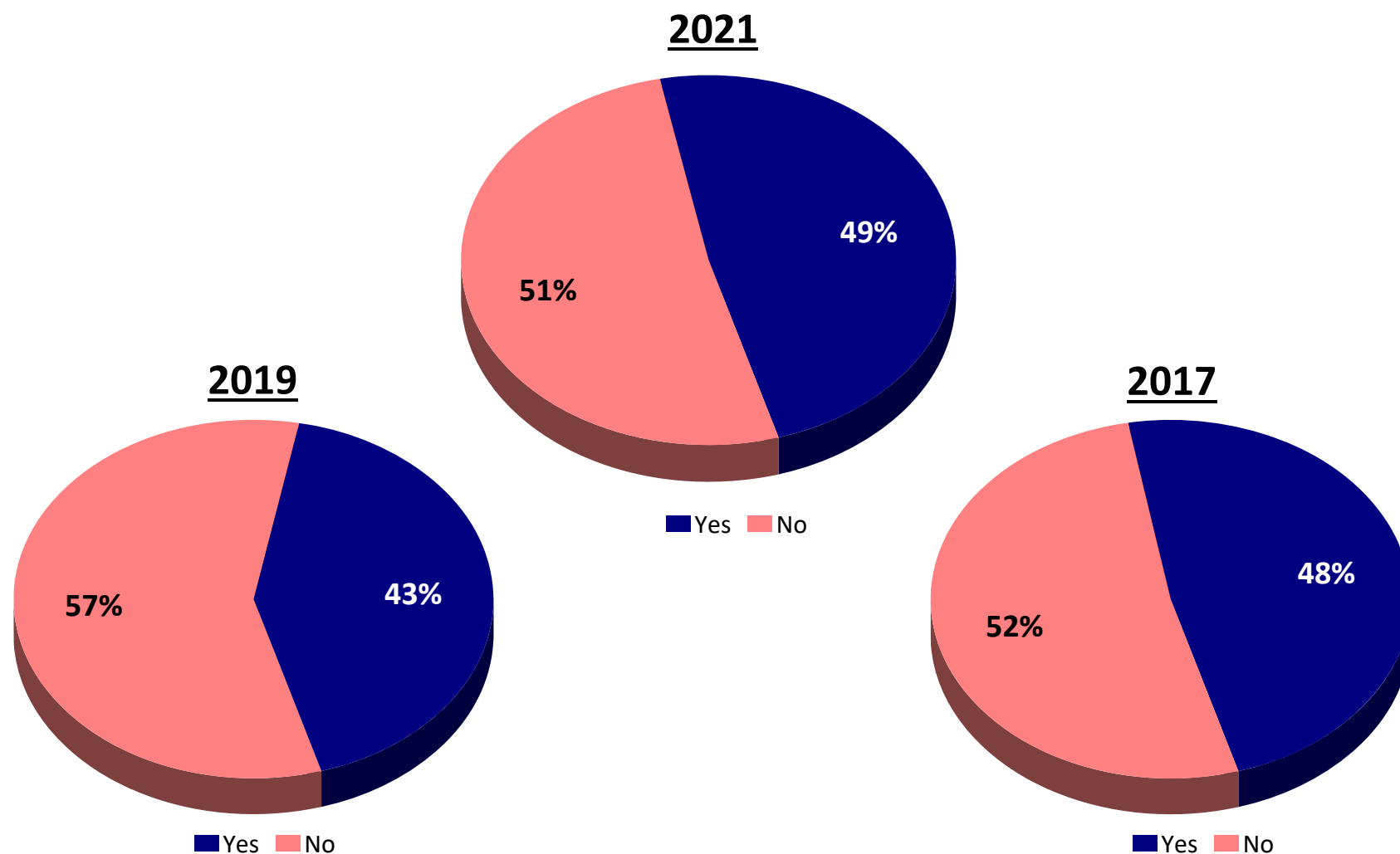
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Trends

Q4. Have you interacted with (call, on-line or visit) the City with a question, problem, or complaint during the past year?

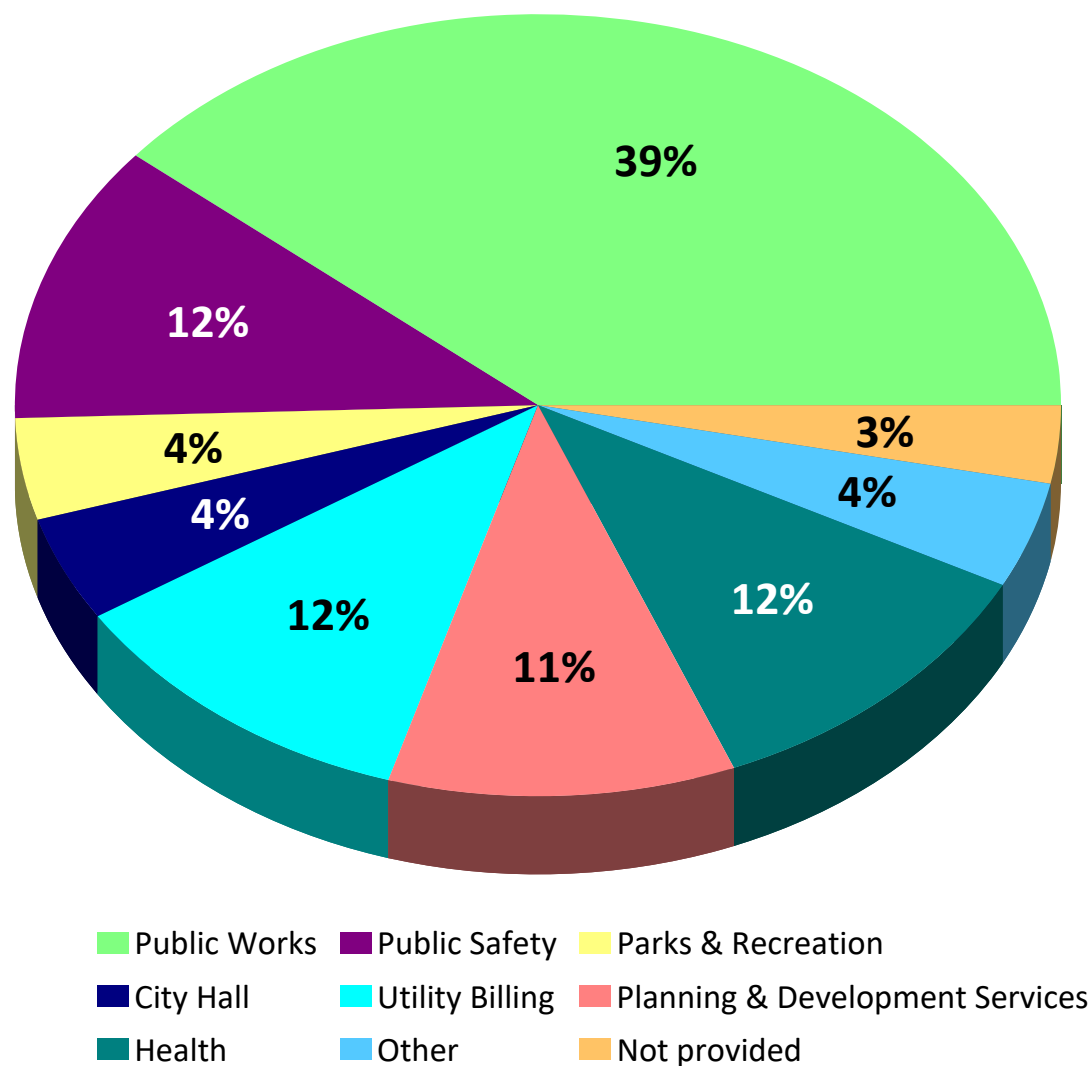
by percentage of respondents



Trends

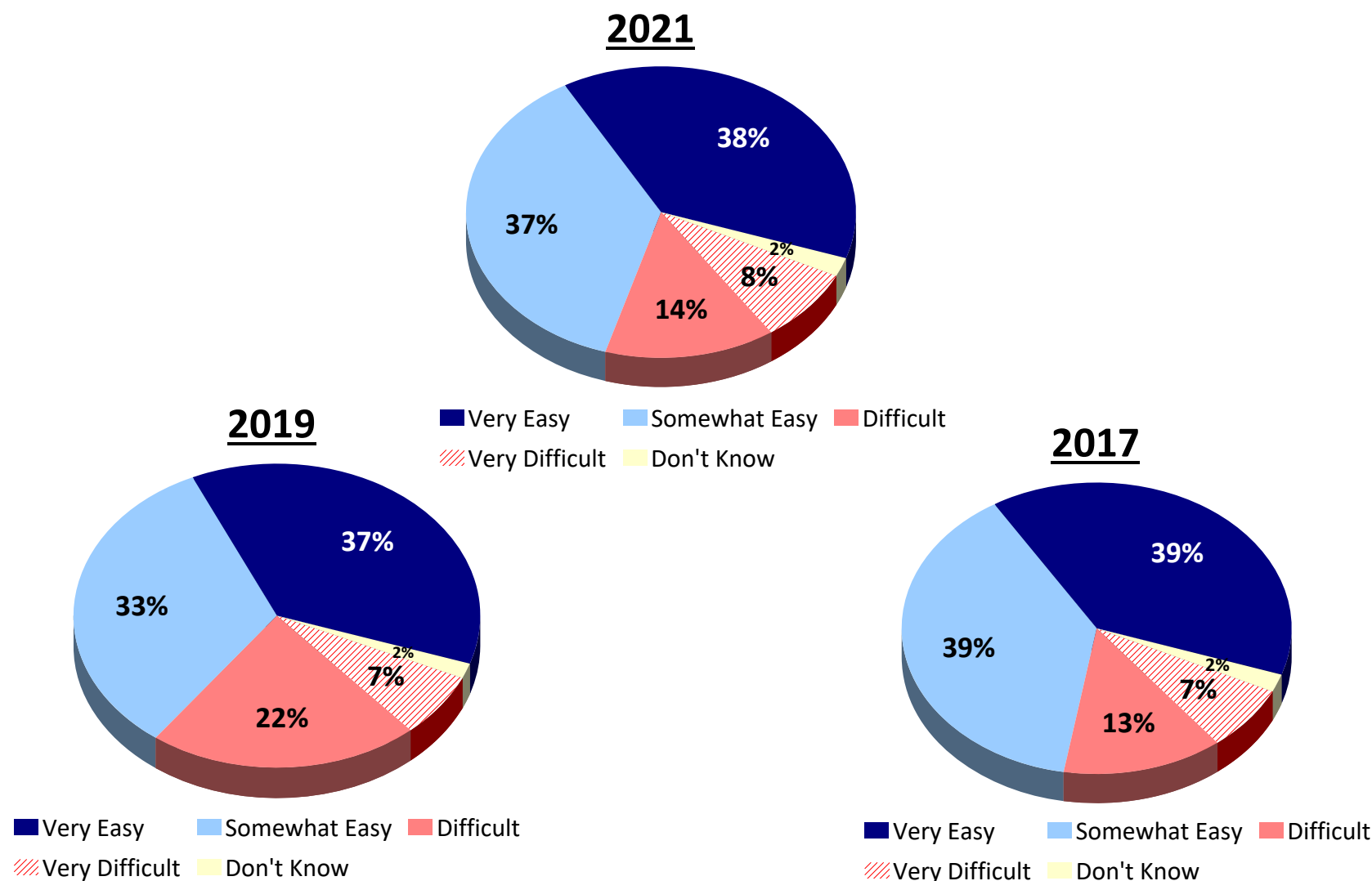
Q4a. Which department did you contact most recently?

by percentage of respondents who indicated they had interacted with the City during the past year



Q4b. How easy was it to contact the person you needed to reach in the Department you listed in Q4a?

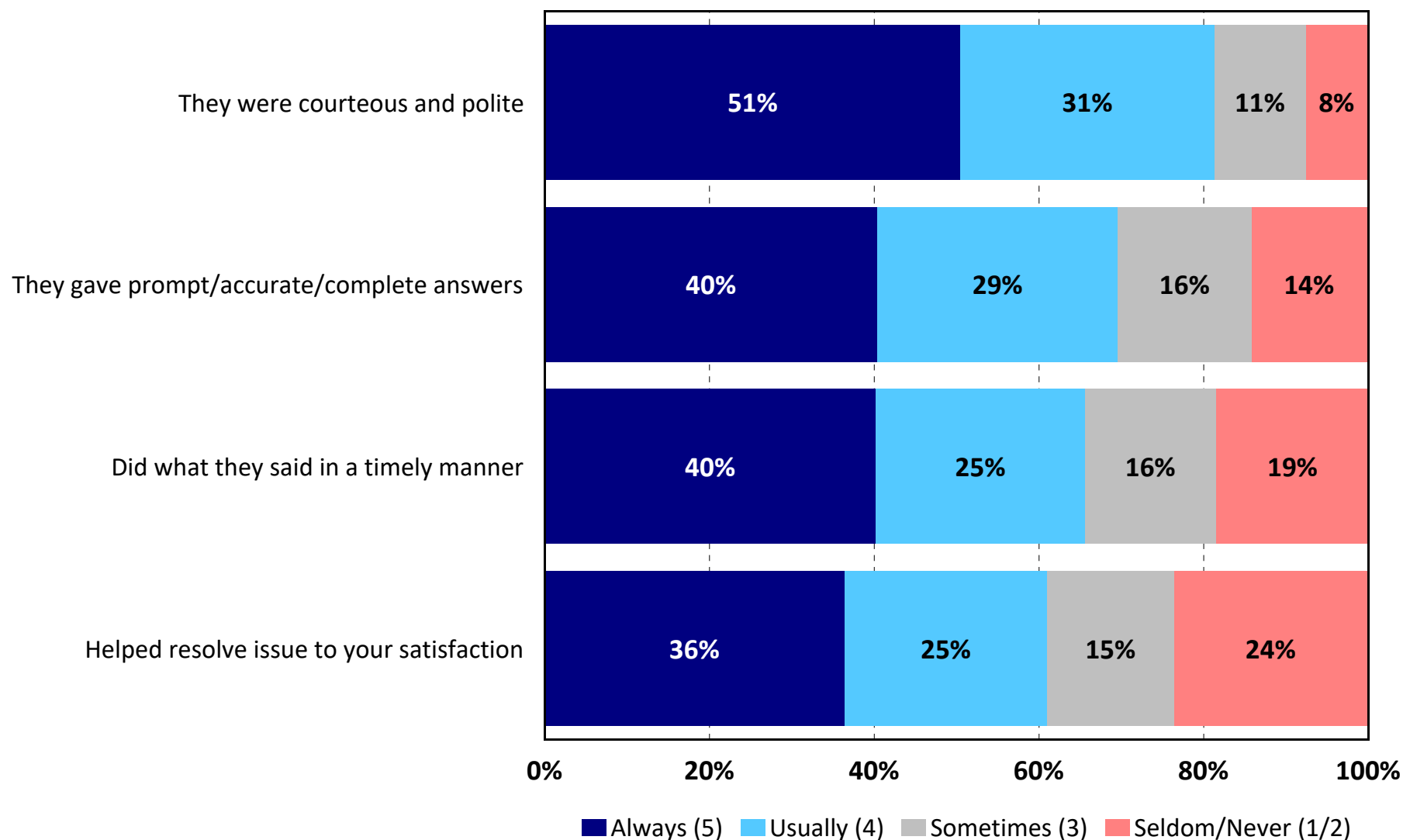
by percentage of respondents who indicated they had interacted with the City during the past year



Trends

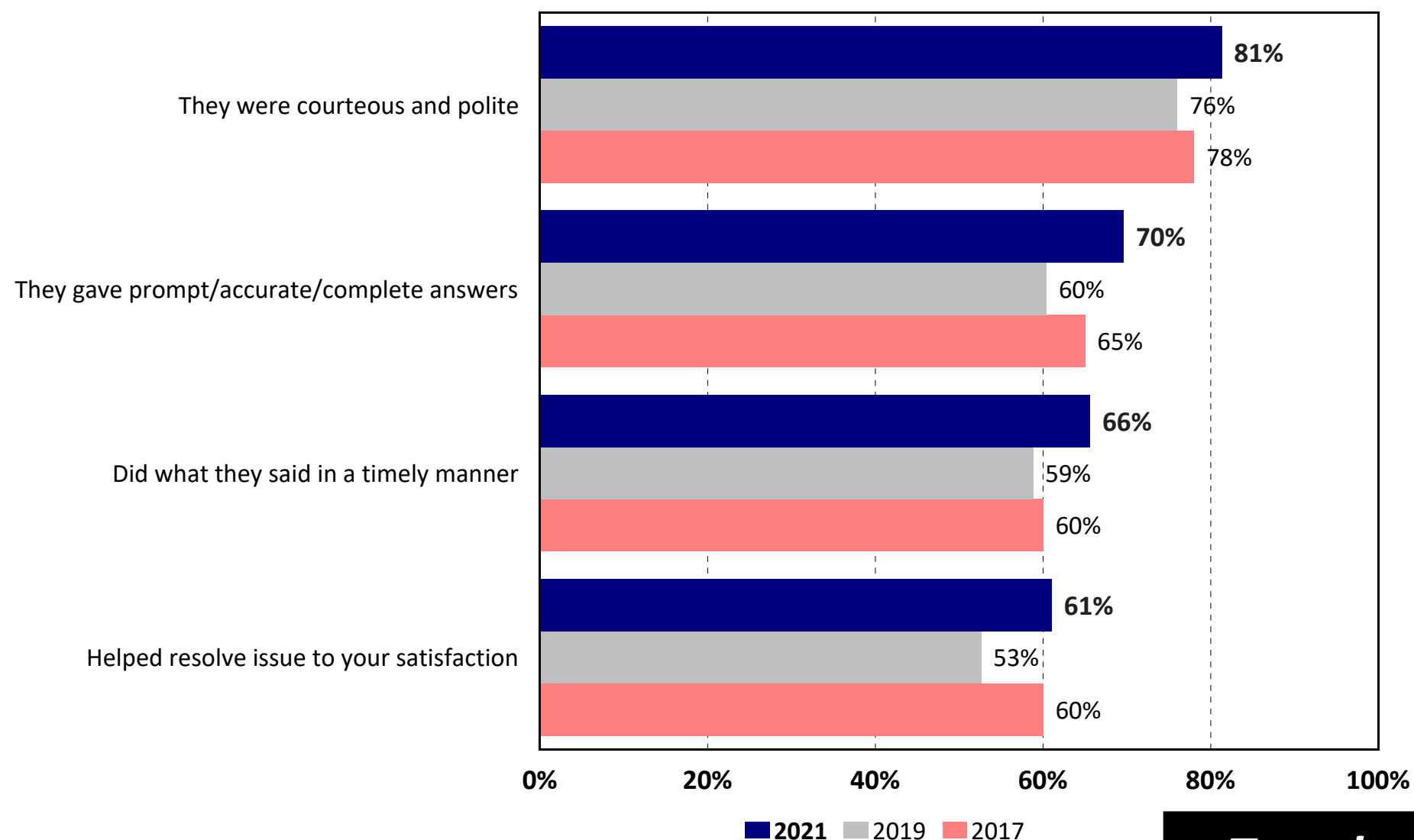
Q4c. How often did the employees display the following behaviors?

by percentage of respondents who had contacted the City during the past year (excluding don't knows)



How often did the employees display the following behaviors? 2017 to 2021

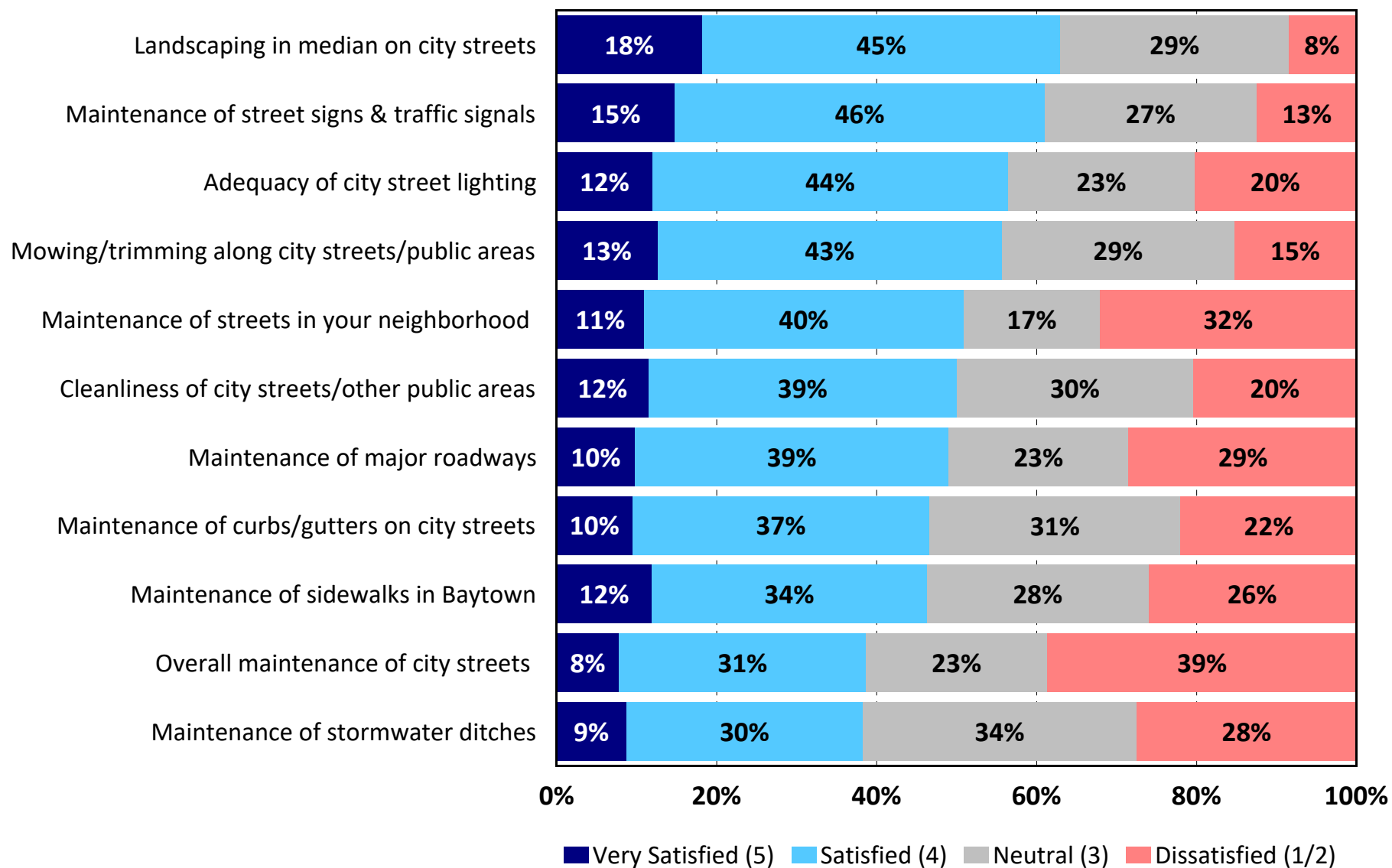
by percentage of respondents who had contacted the City during the past year and rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Trends

Q5. Satisfaction with Maintenance Services

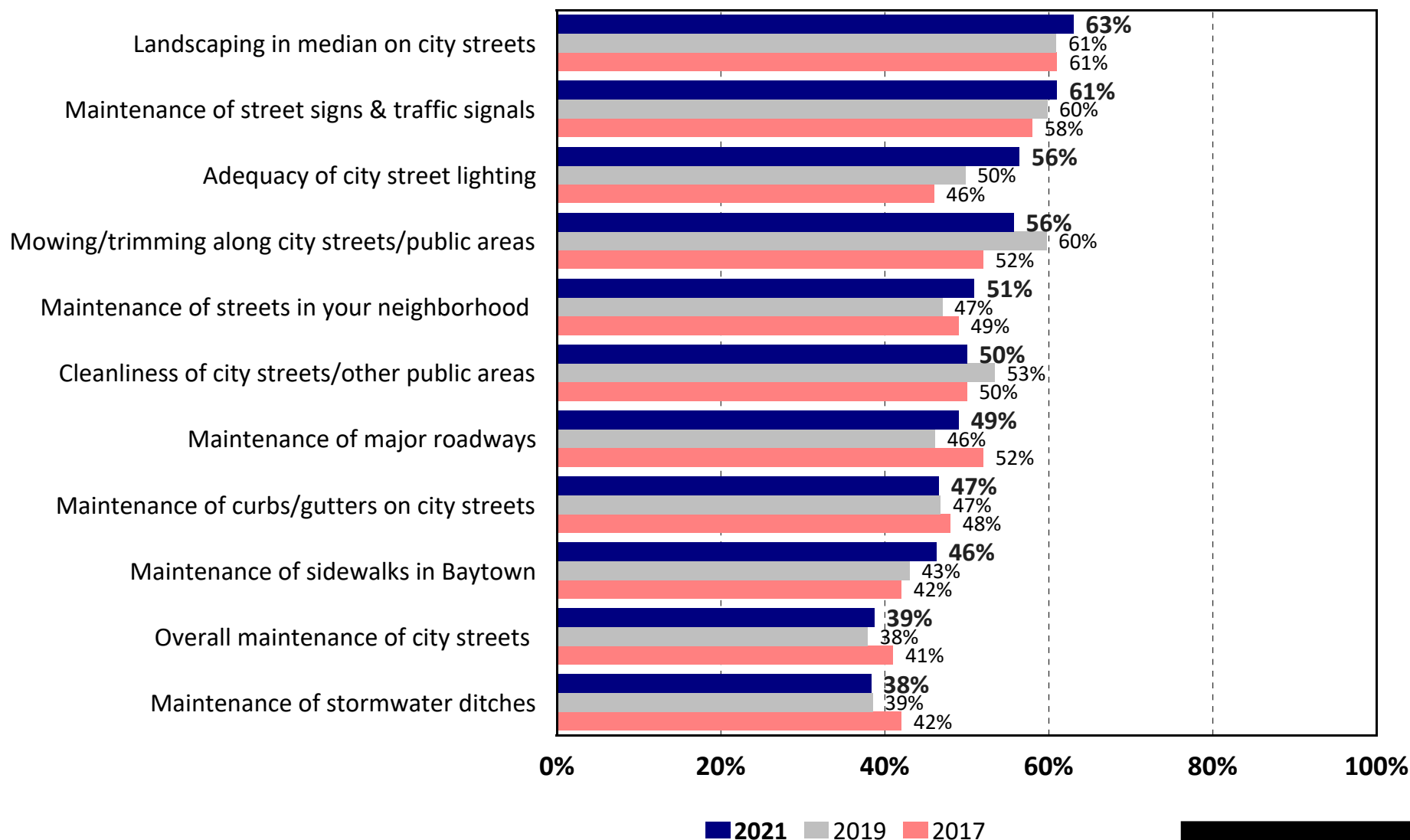
by percentage of respondents (excluding don't knows)



Satisfaction with Maintenance Services

2017 to 2021

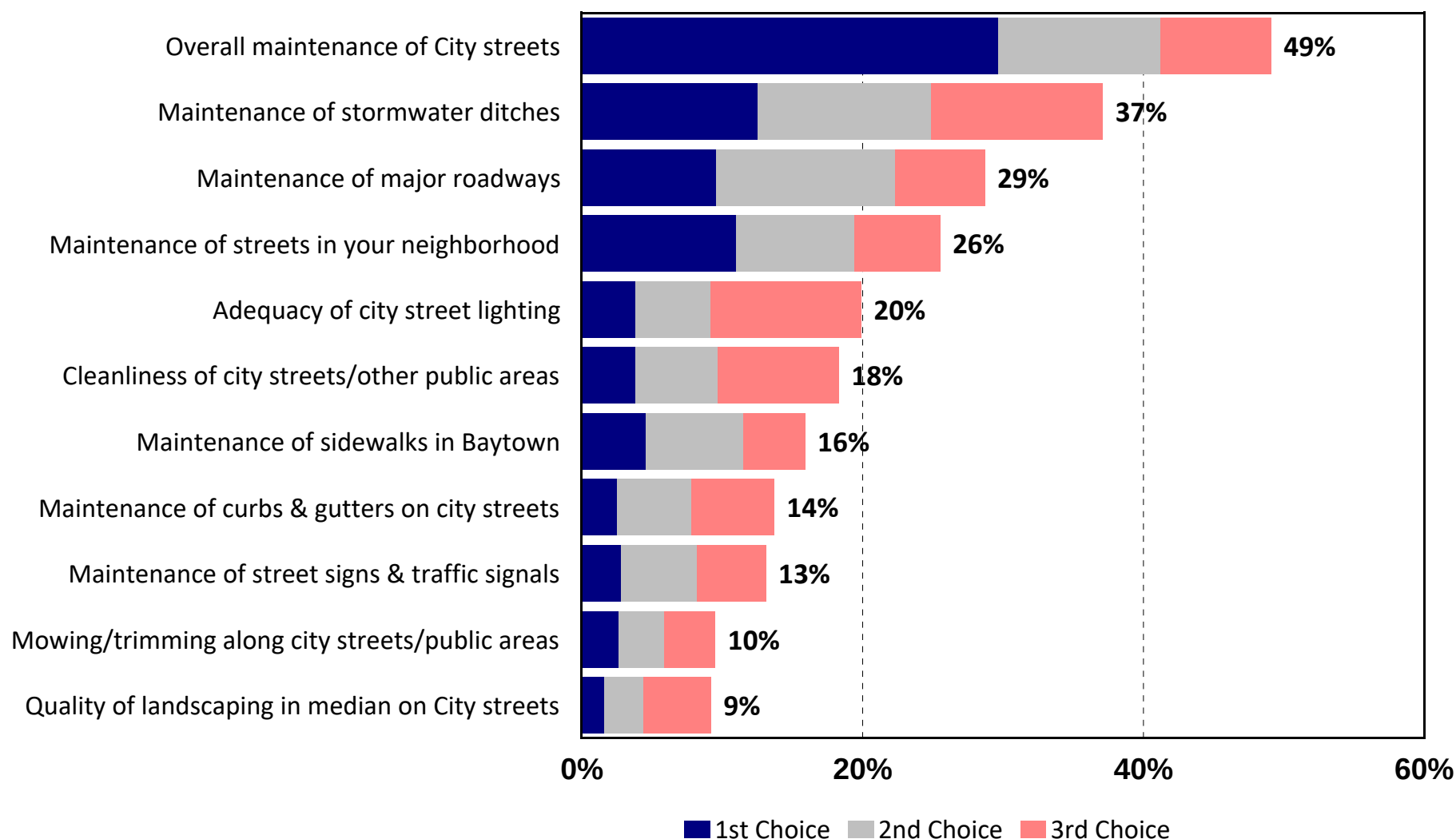
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Trends

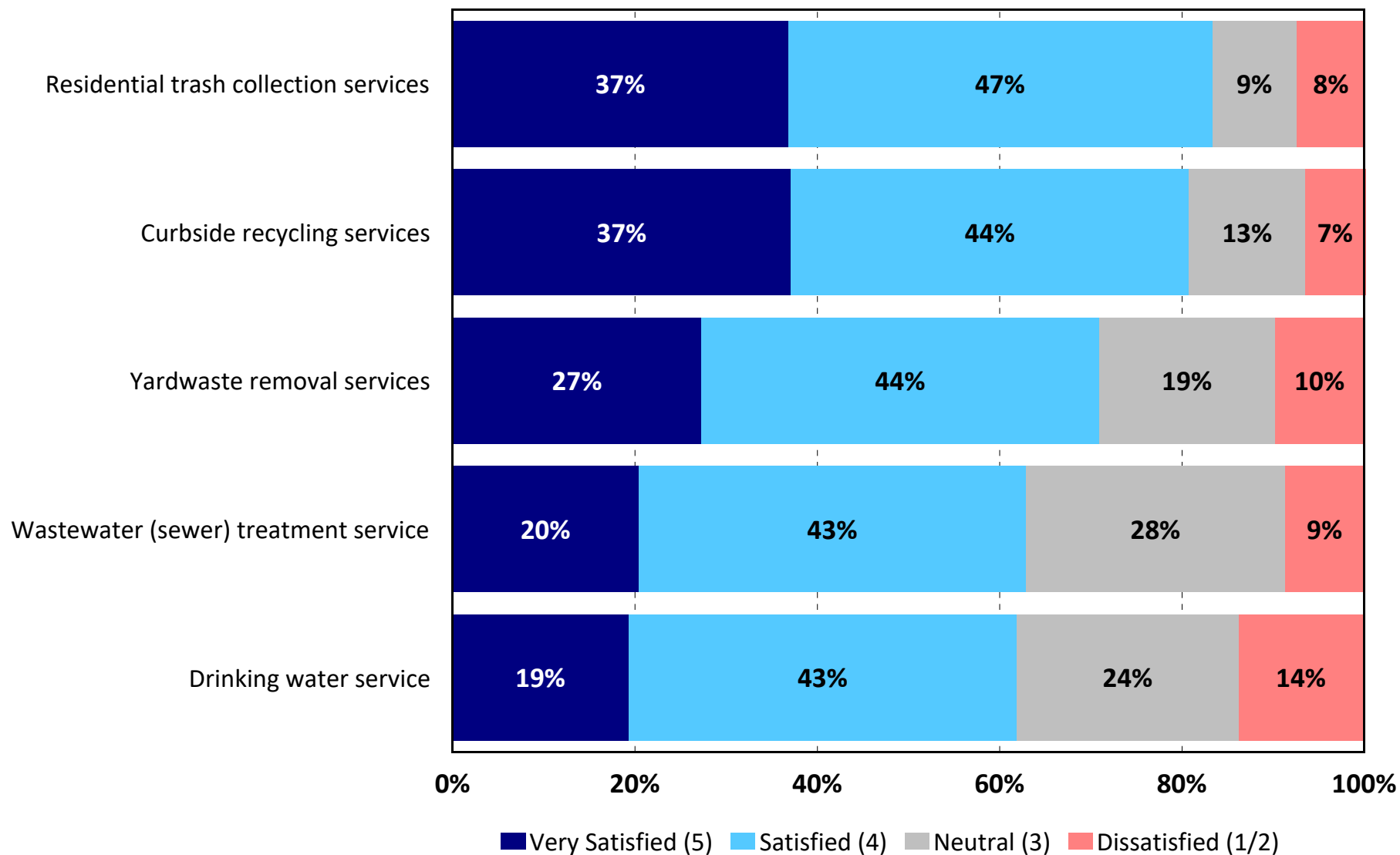
Q6. Maintenance Services That Residents Felt Should Receive the Most Emphasis from City Leaders Over the Next Two Years

by percentage of respondents surveyed who selected the item as one of their top three choices



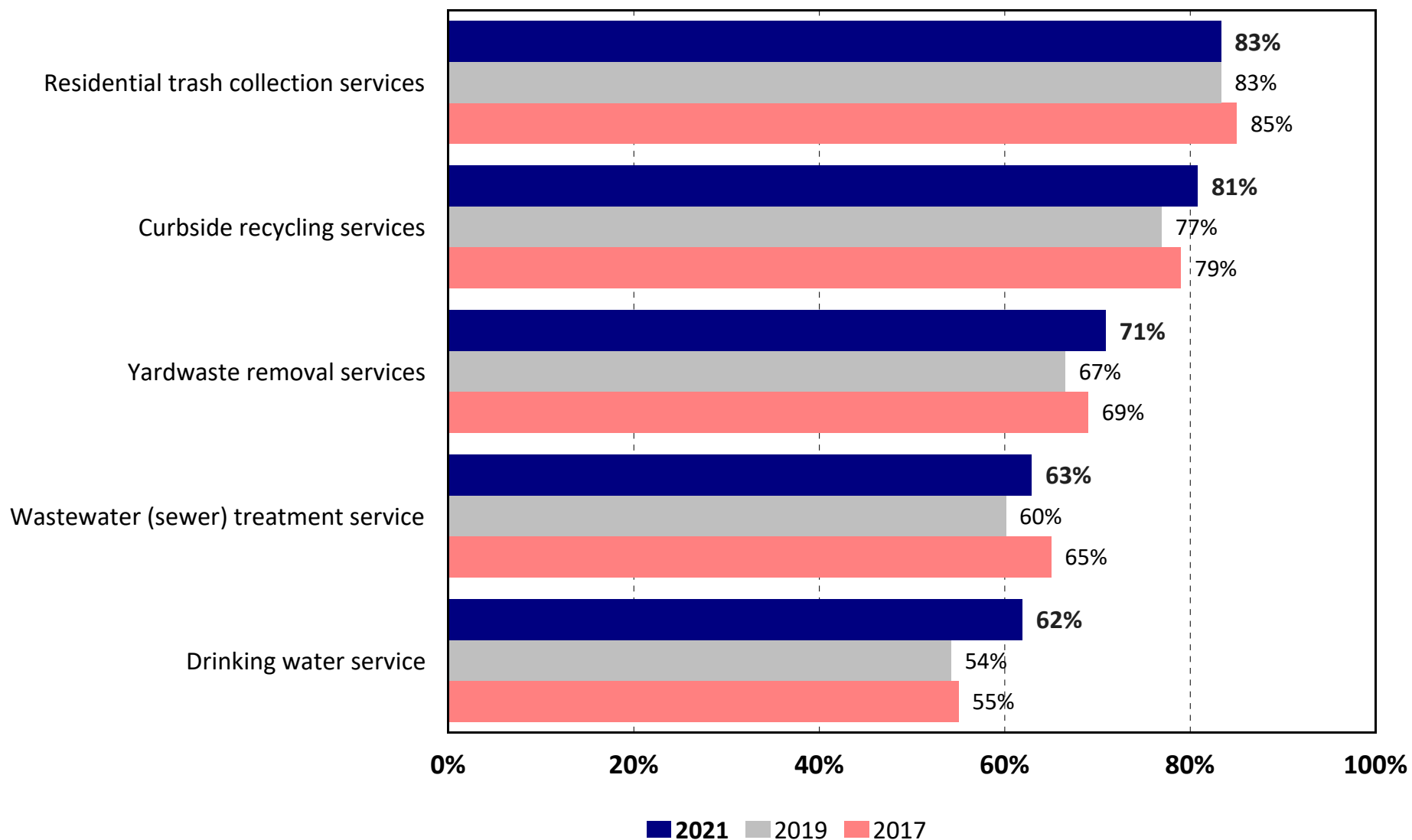
Q7. Satisfaction with Public Services

by percentage of respondents (excluding don't knows)



Satisfaction with Public Services - 2017 to 2021

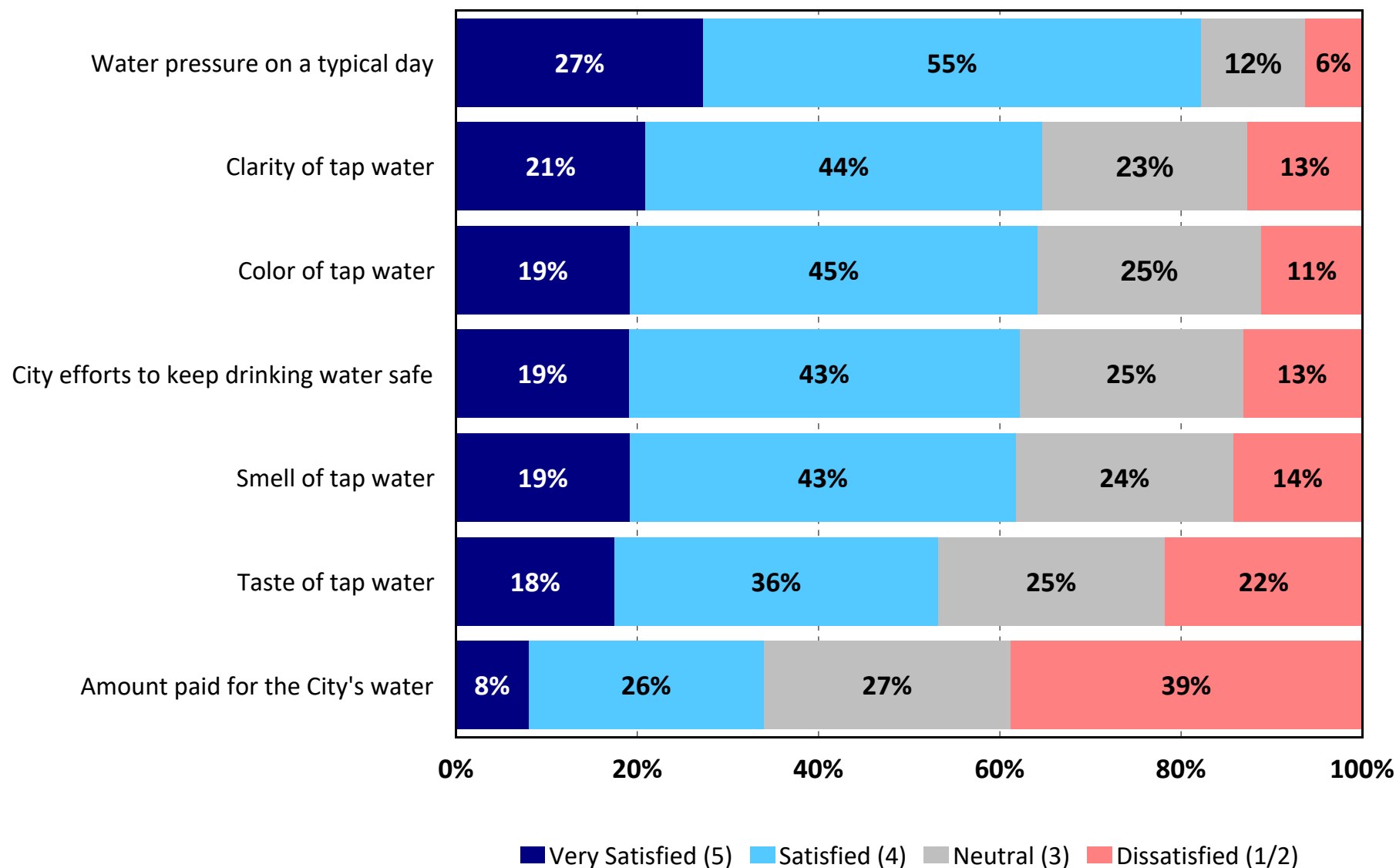
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Trends

Q8. Satisfaction with Drinking Water Service

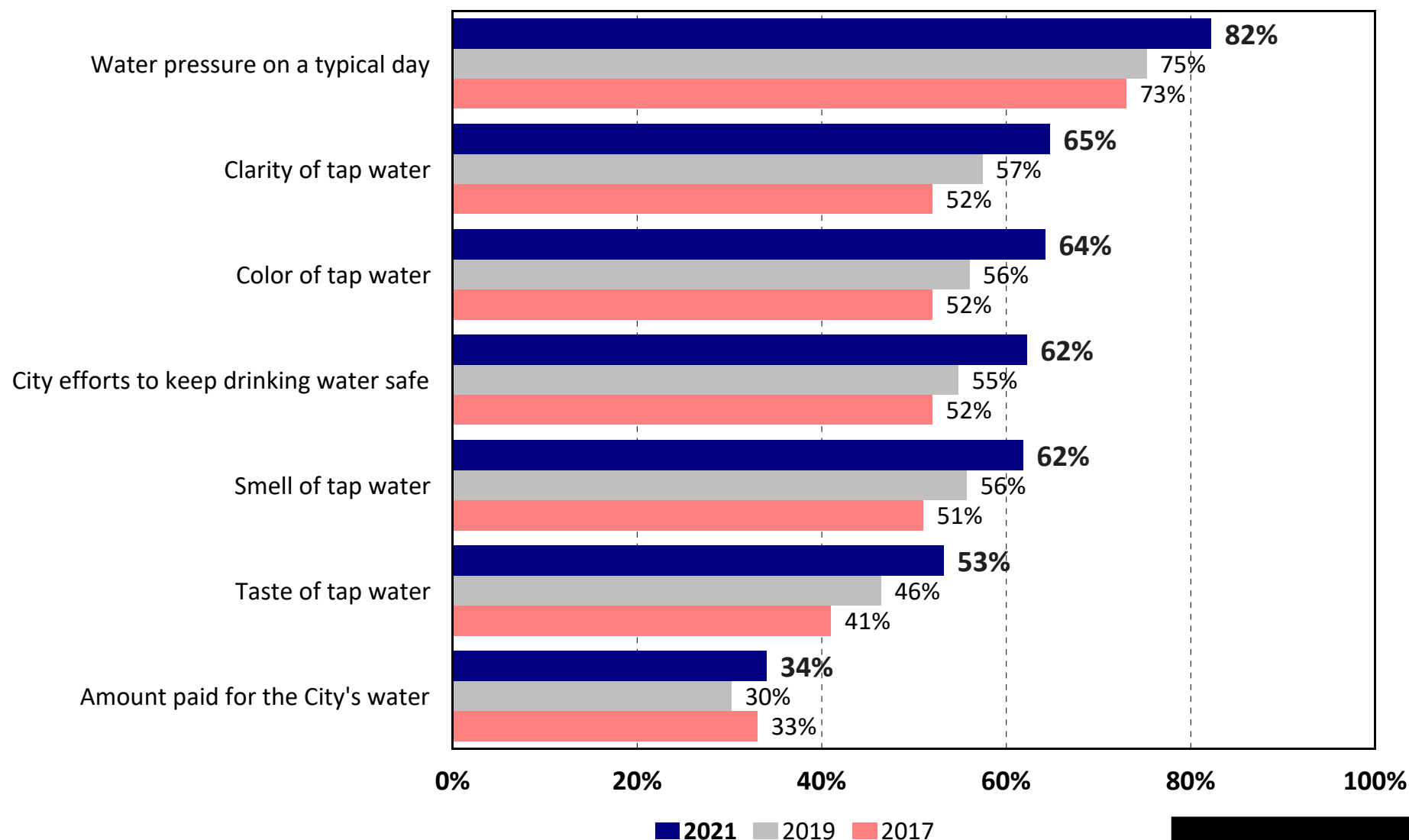
by percentage of respondents (excluding don't knows)



Satisfaction with Drinking Water Service

2017 to 2021

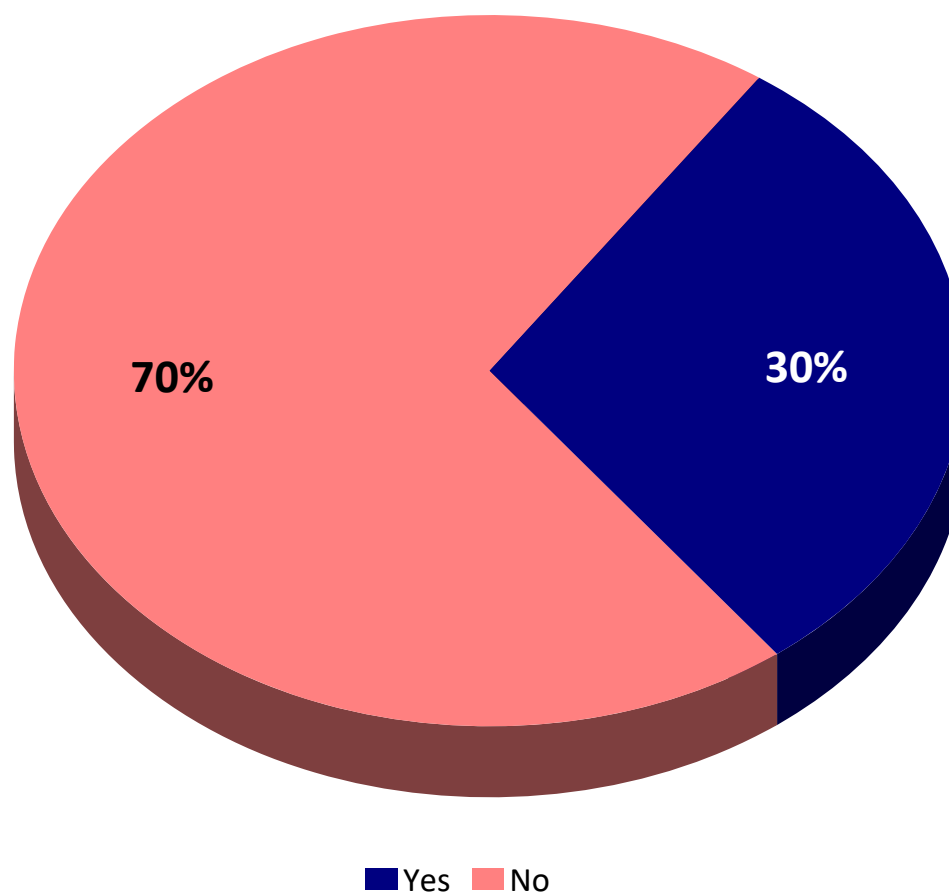
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Trends

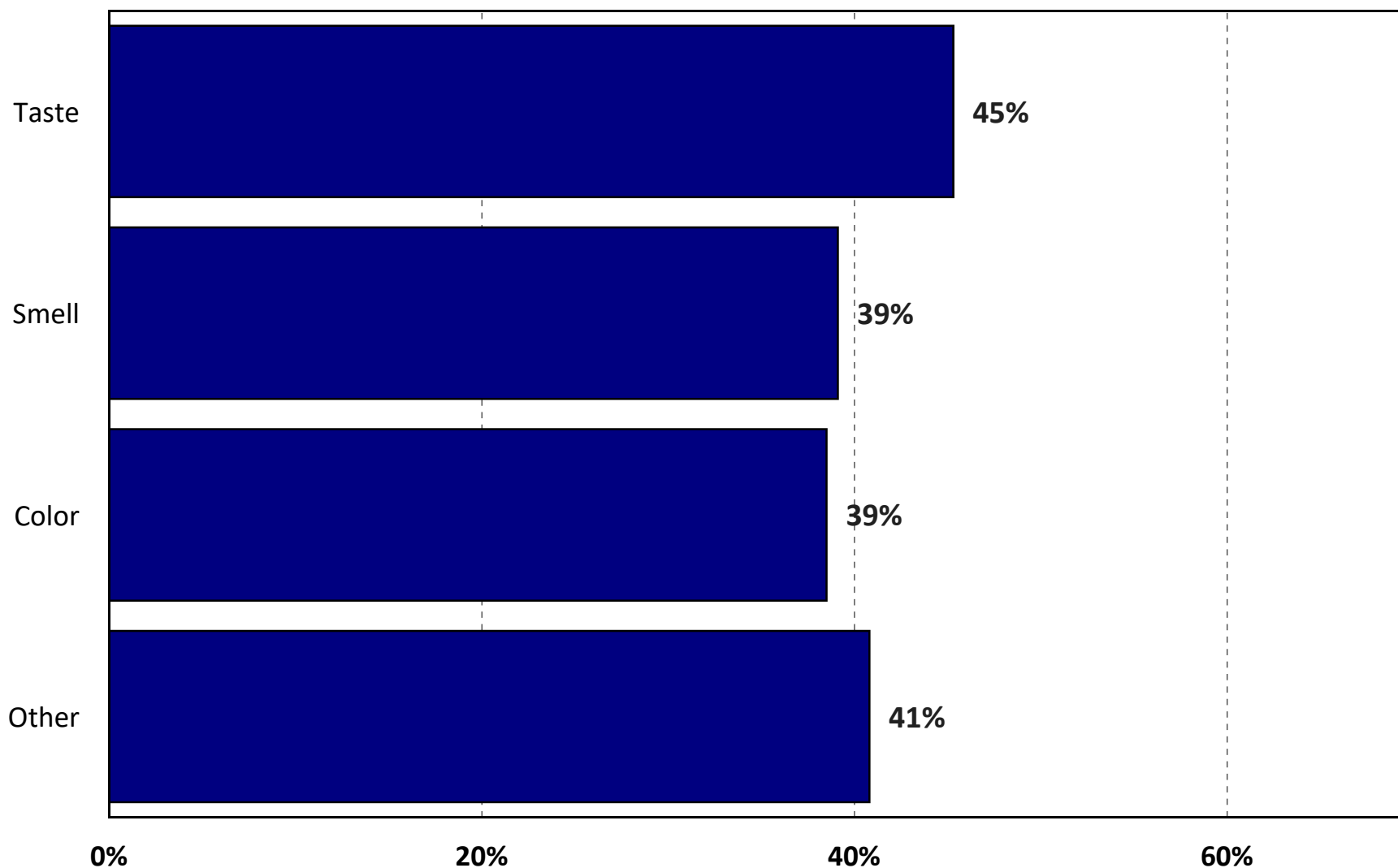
Q9. Have you experienced any problems or concerns with your drinking water during the past year?

by percentage of respondents



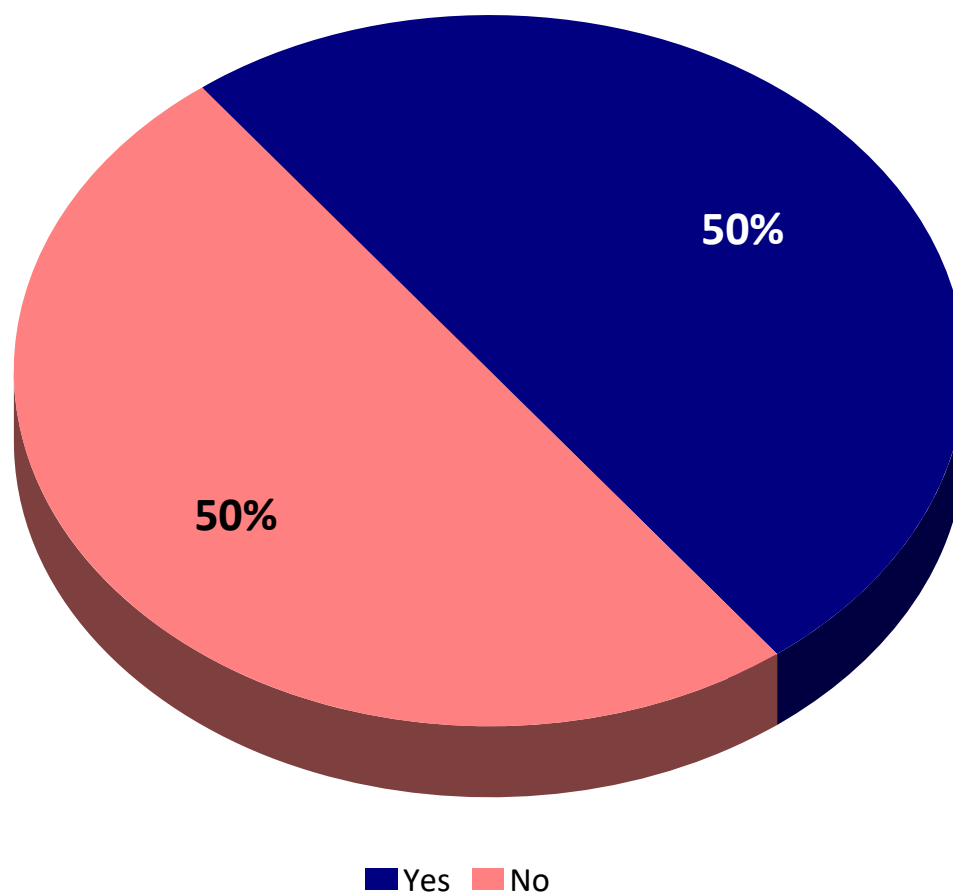
Q9a. Which of the following problems or concerns have you had with your drinking water during the past year?

by percentage of respondents who indicated that they had problems or concerns
(multiple selections could be made)



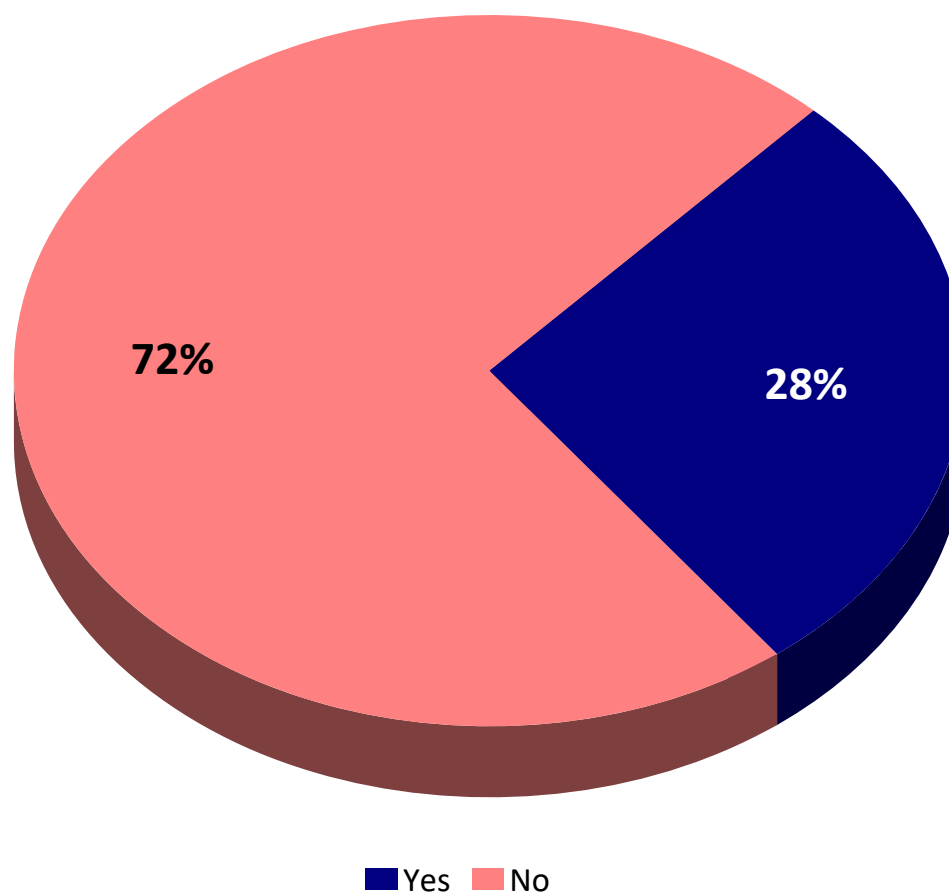
Q9b. Are you still experiencing these issues with your drinking water?

by percentage of respondents who indicated that they had problems or concerns (excluding not provided)



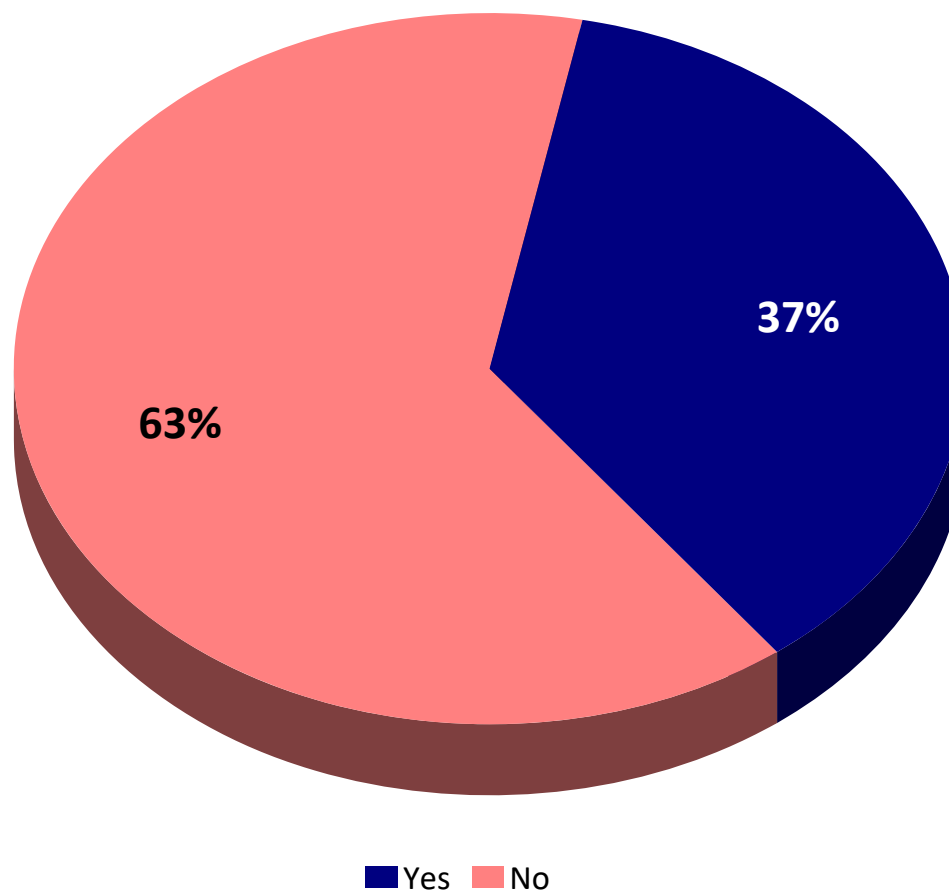
Q9c. Did you contact the City to have these issues addressed?

by percentage of respondents who indicated that they had problems or concerns (excluding not provided)



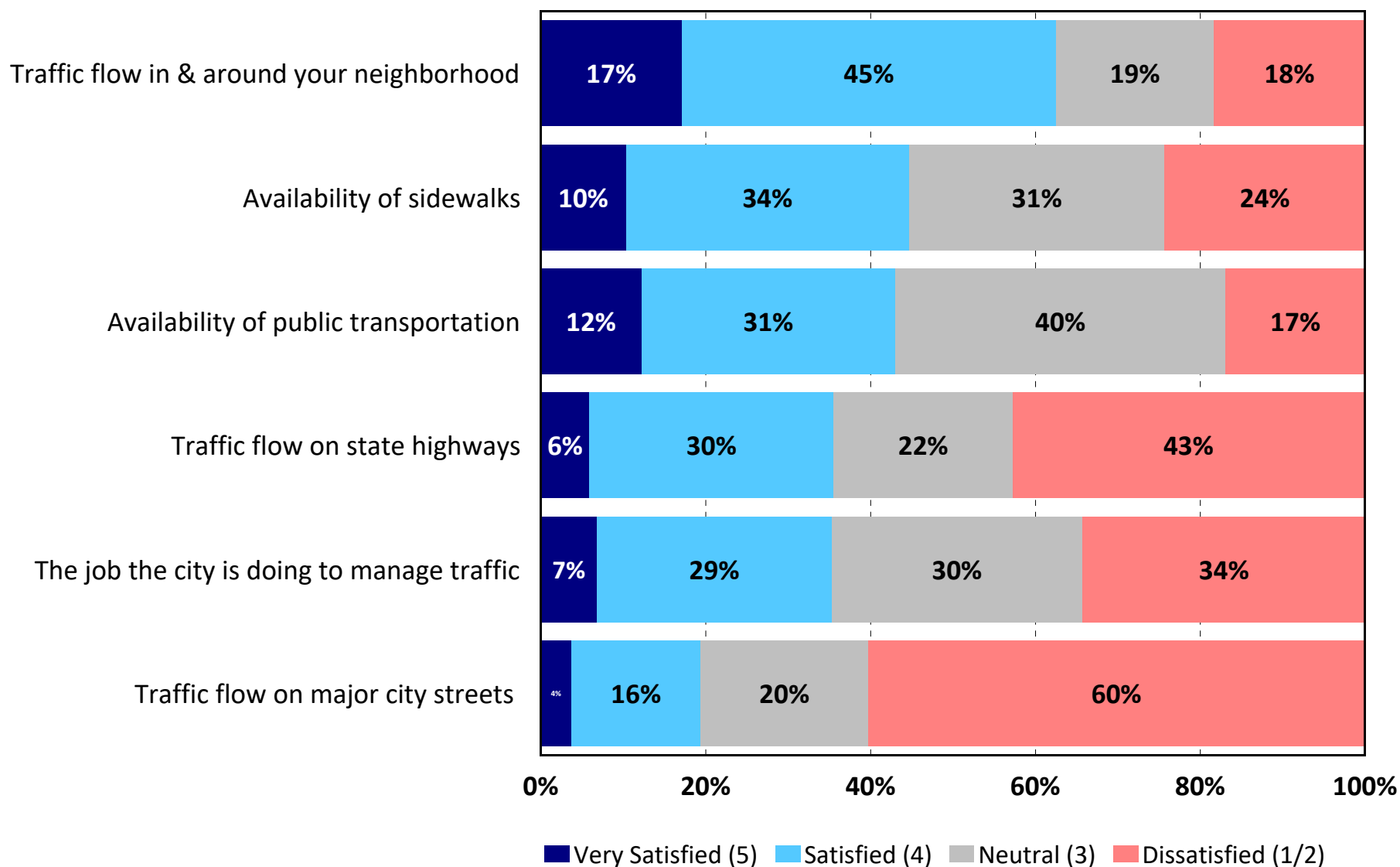
Q9d. Was City able to address your concerns about your drinking water?

by percentage of respondents who indicated that they had problems or concerns (excluding not provided)



Q10. Satisfaction with Transportation

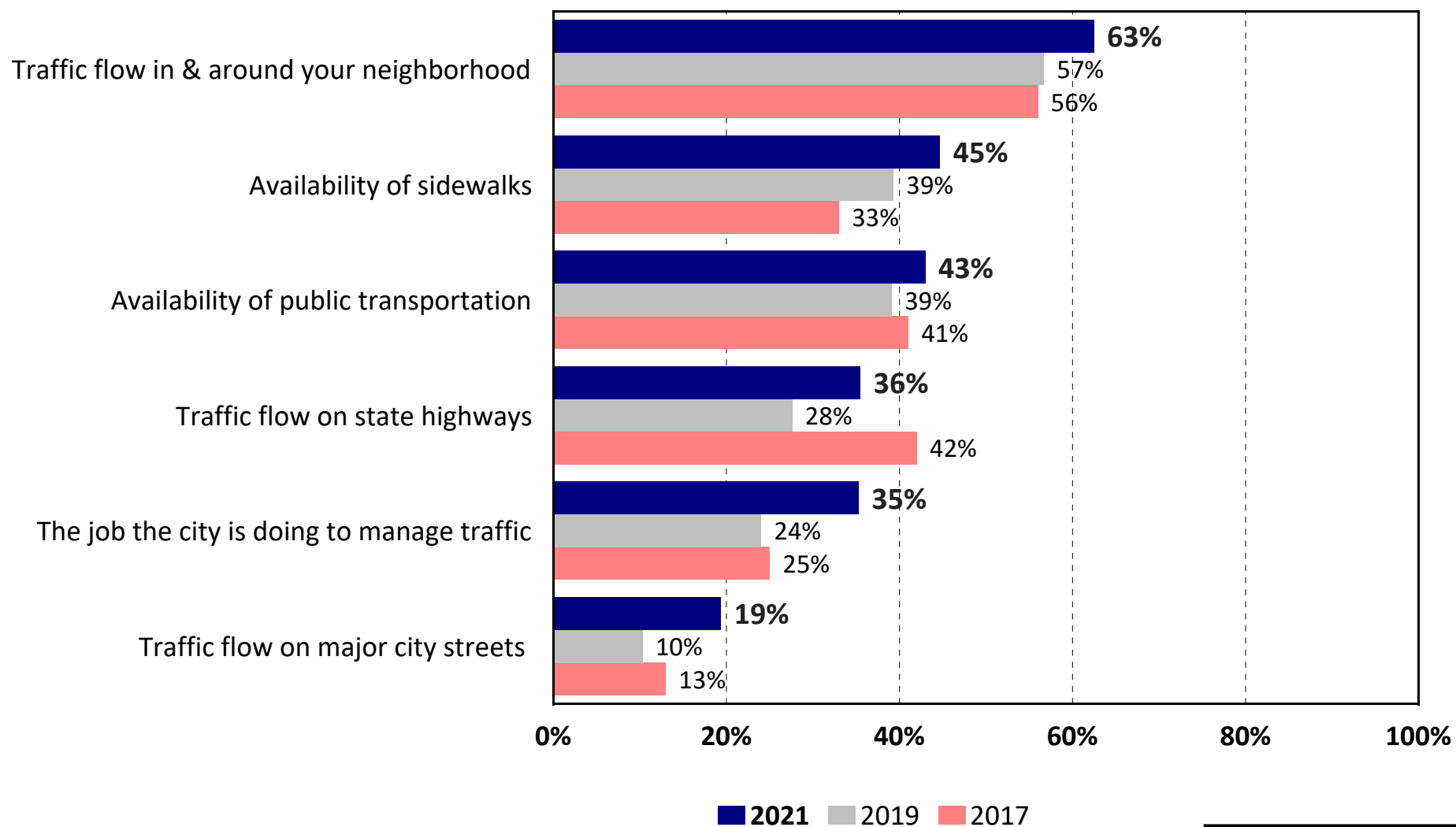
by percentage of respondents (excluding don't knows)



Satisfaction with Transportation

2017 to 2021

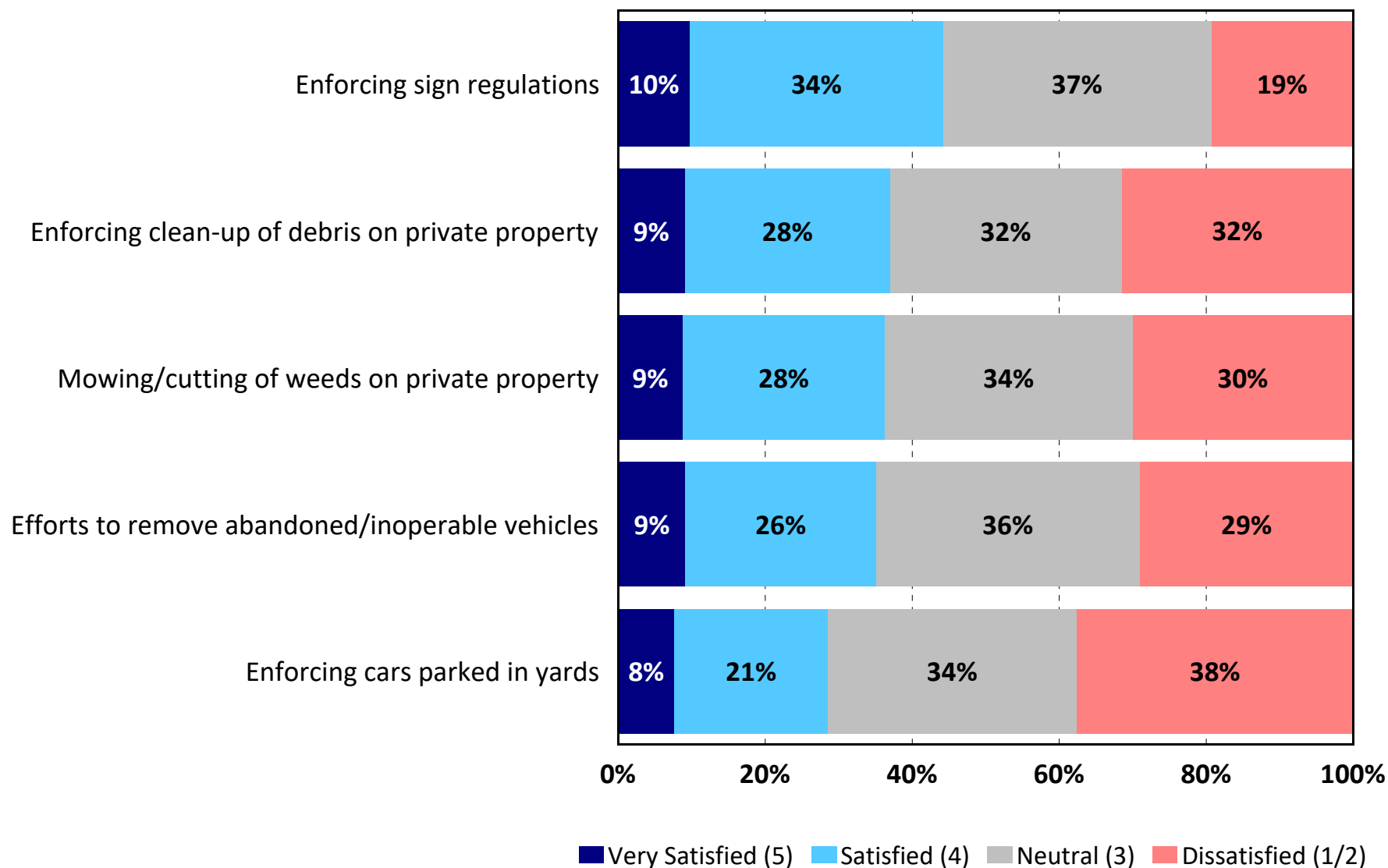
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Trends

Q11. Satisfaction with Code Enforcement

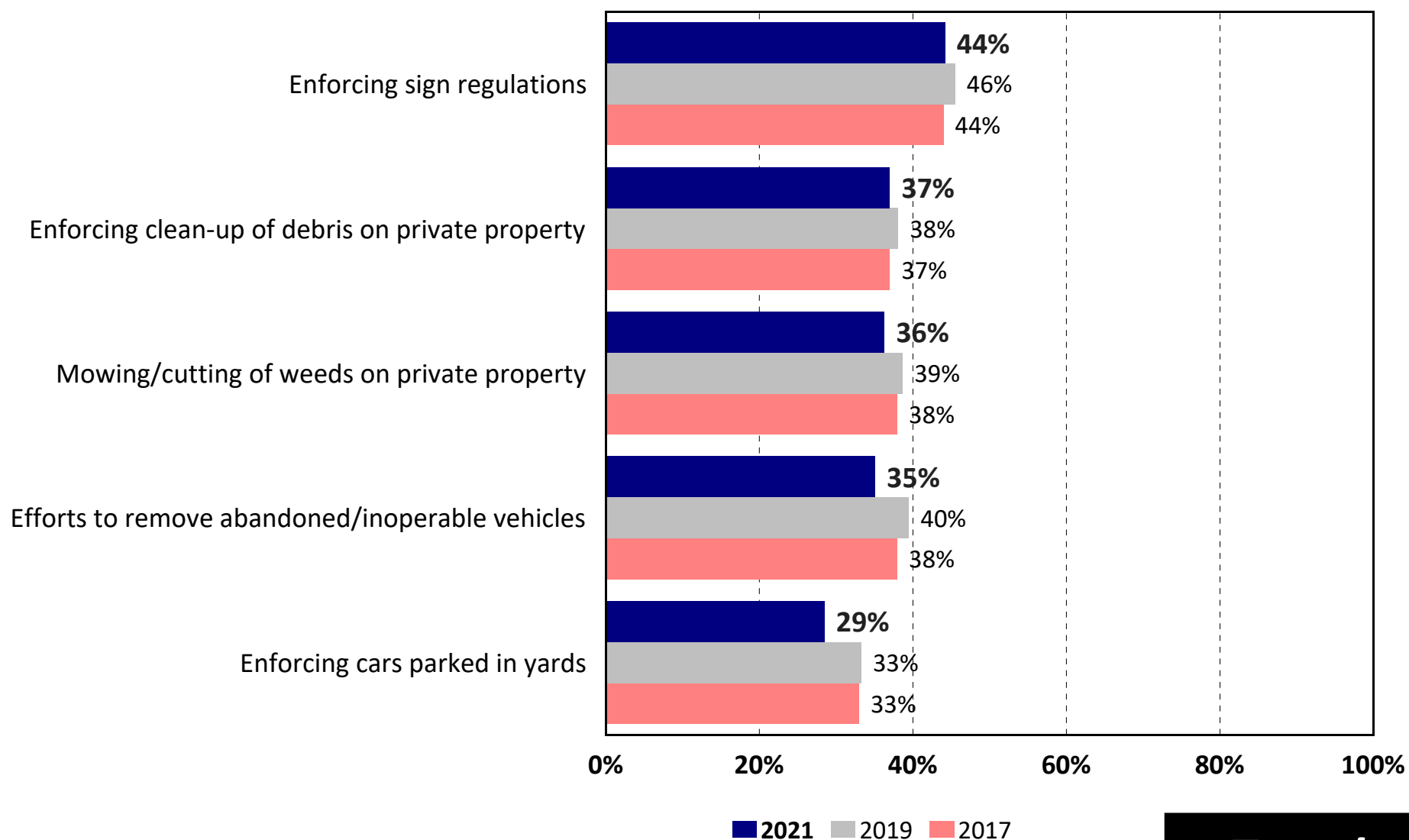
by percentage of respondents (excluding don't knows)



Satisfaction with Code Enforcement

2017 to 2021

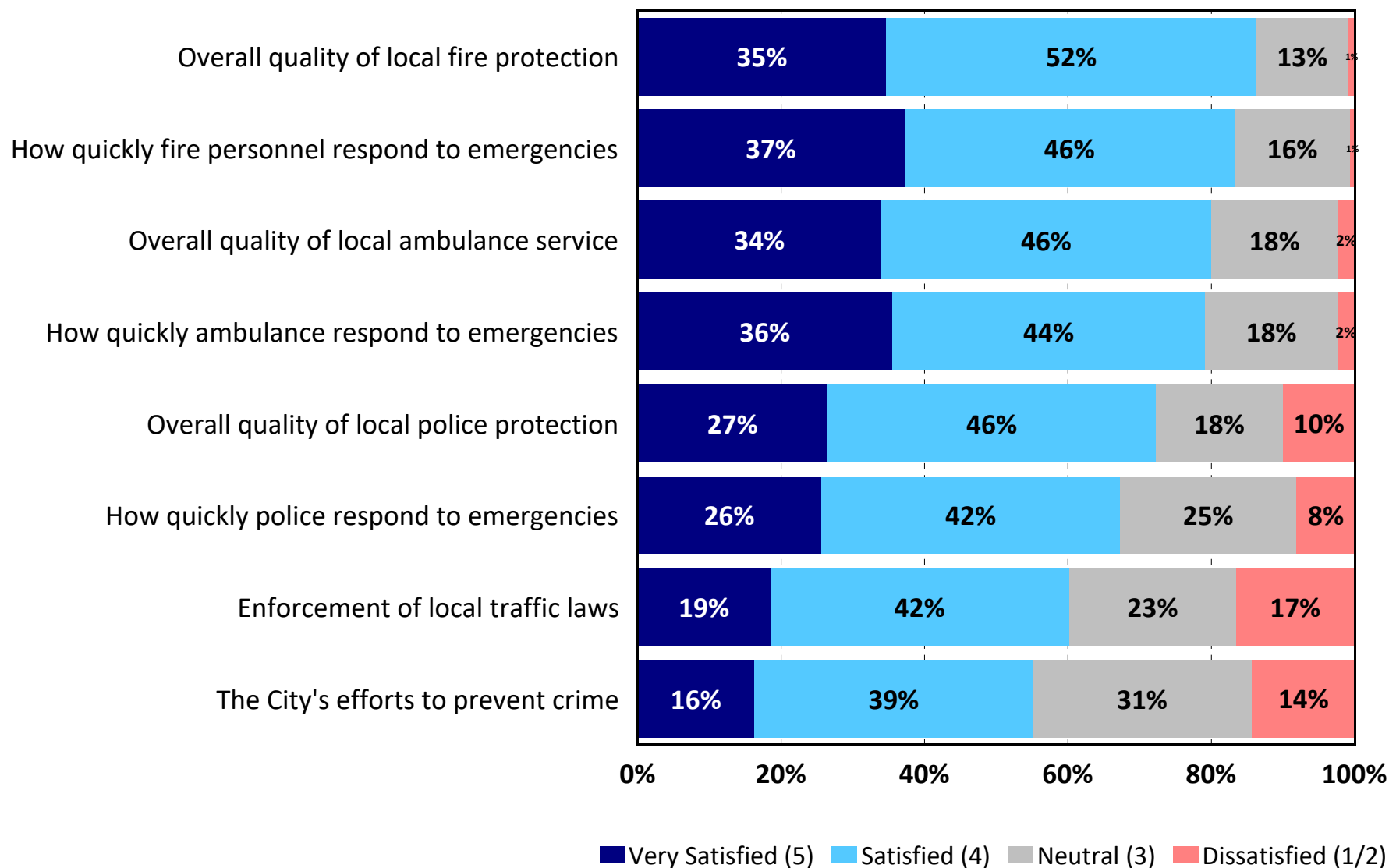
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Trends

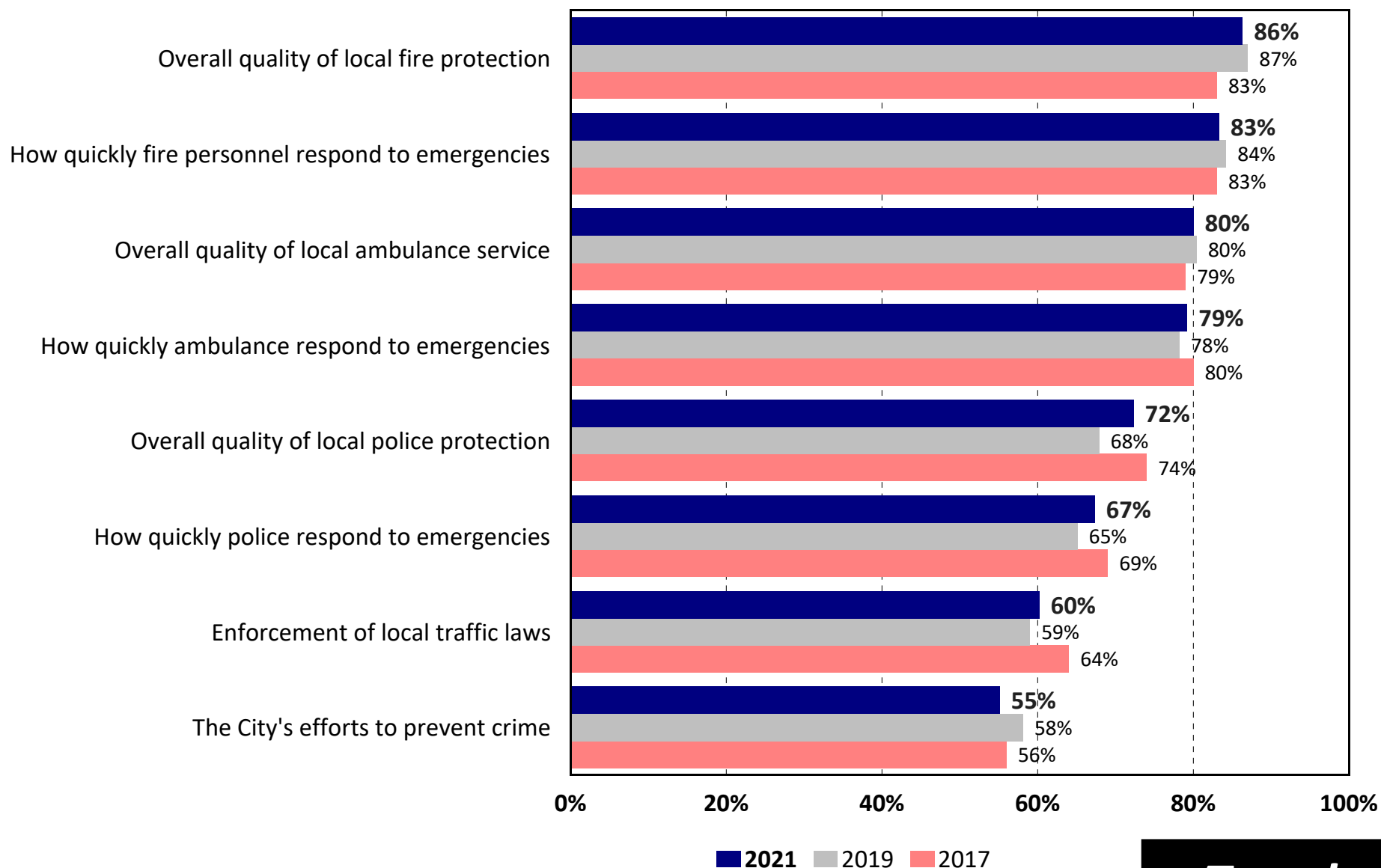
Q12. Satisfaction With Public Safety Services

by percentage of respondents (excluding don't knows)



Satisfaction With Public Safety Services - 2017 to 2021

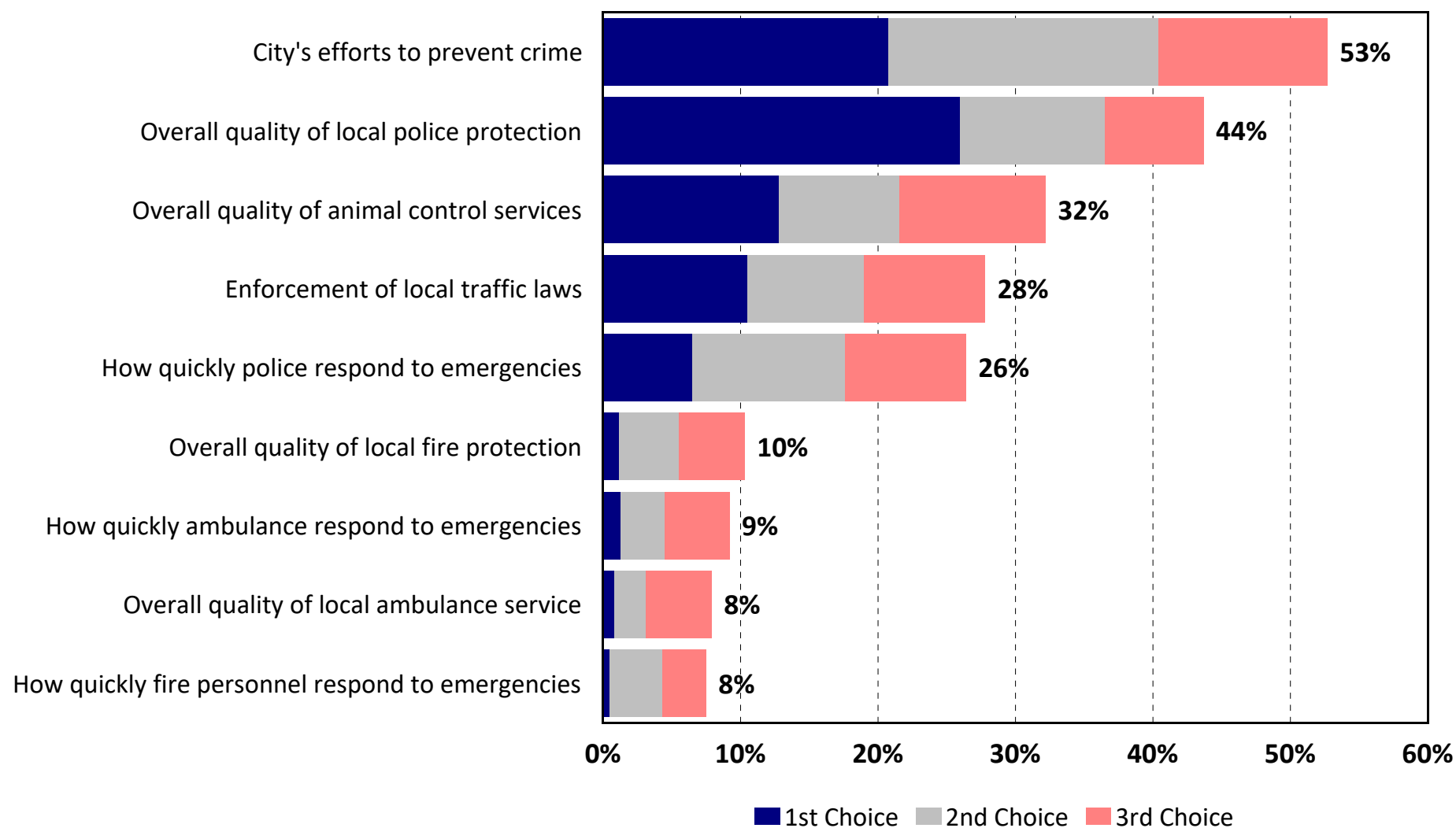
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Trends

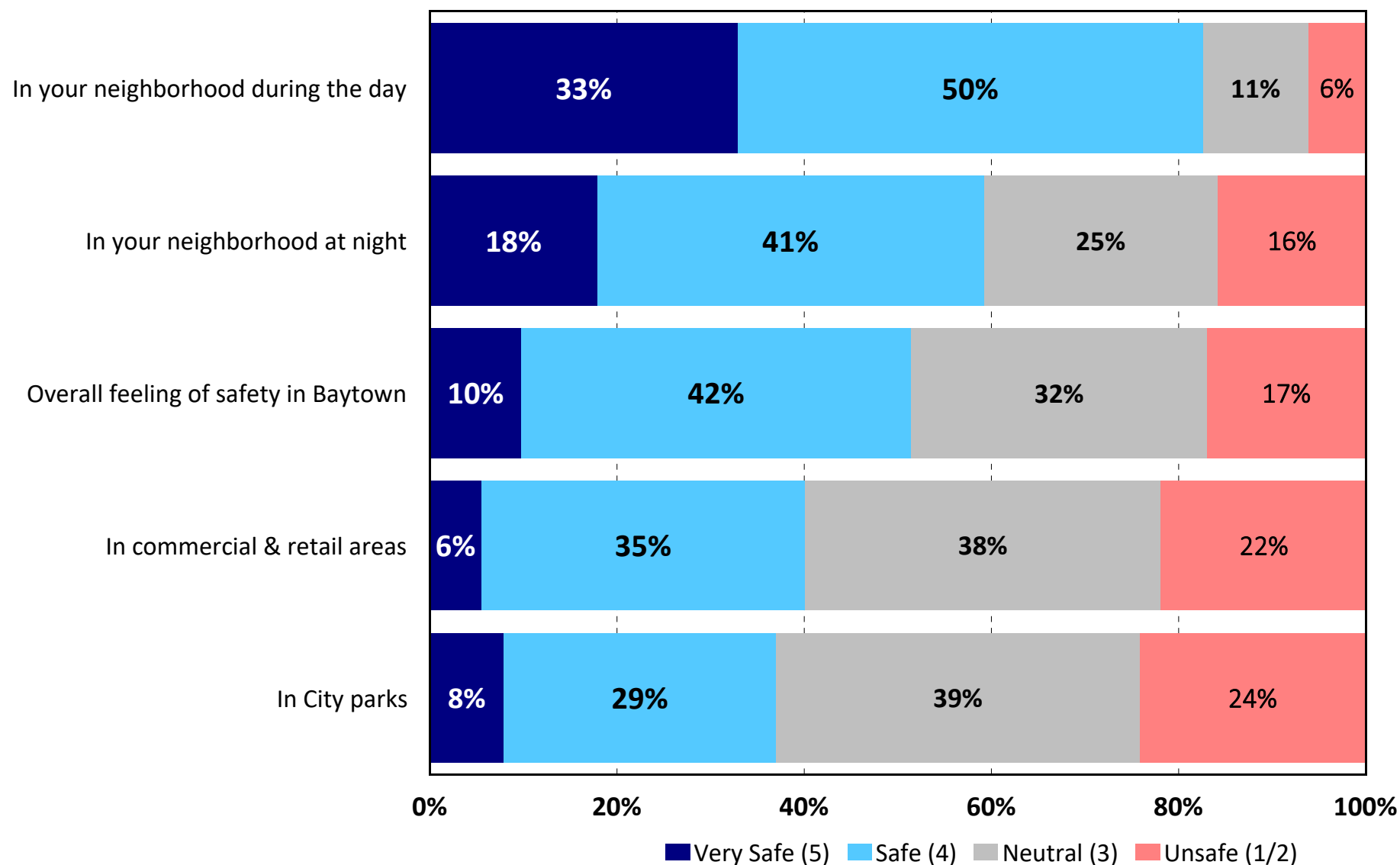
Q13. Public Safety Services That Residents Felt Should Receive the Most Emphasis from City Leaders Over the Next Two Years

by percentage of respondents surveyed who selected the item as one of their top three choices



Q14. Perceptions of Safety in Baytown

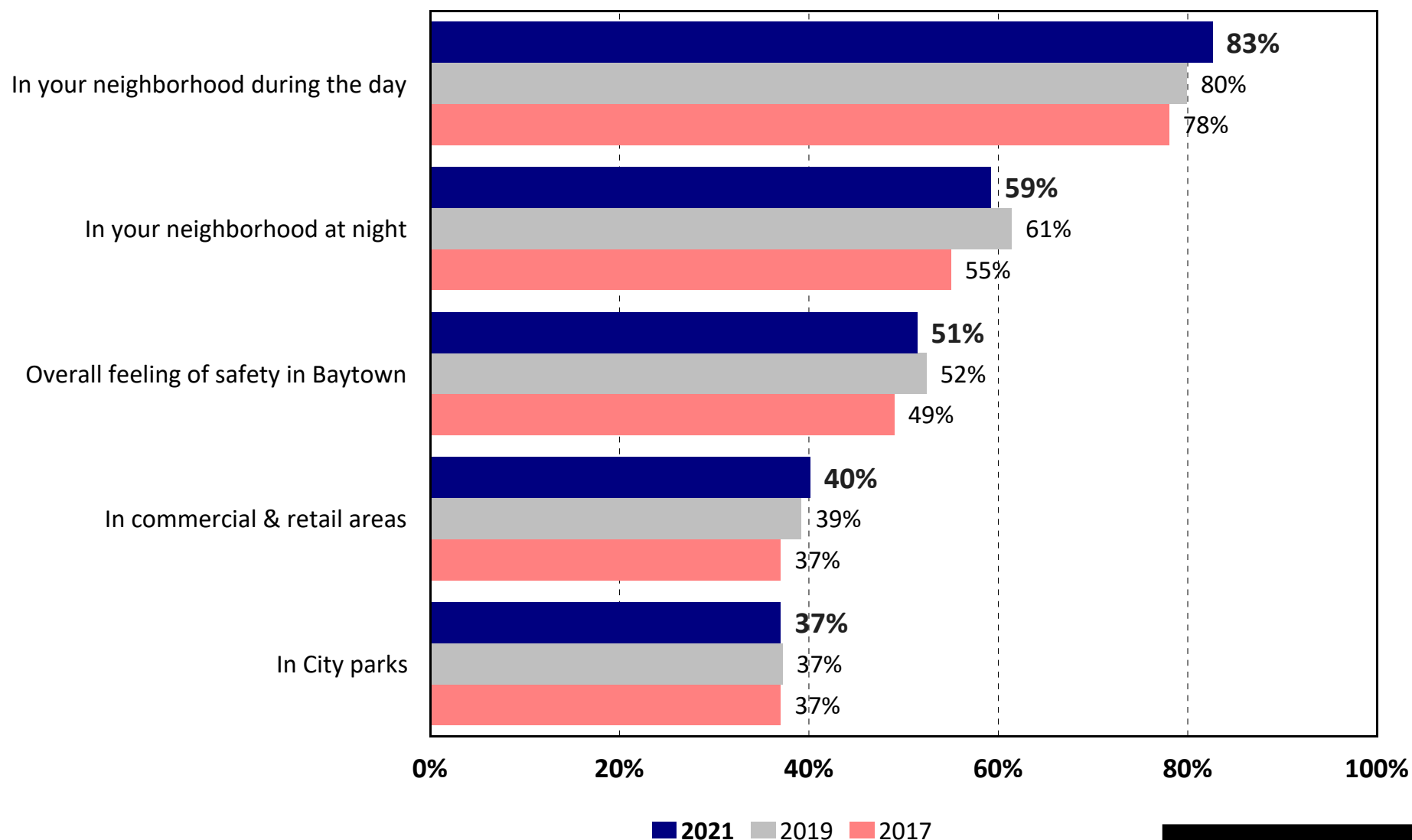
by percentage of respondents (excluding don't knows)



Perceptions of Safety in Baytown

2017 to 2021

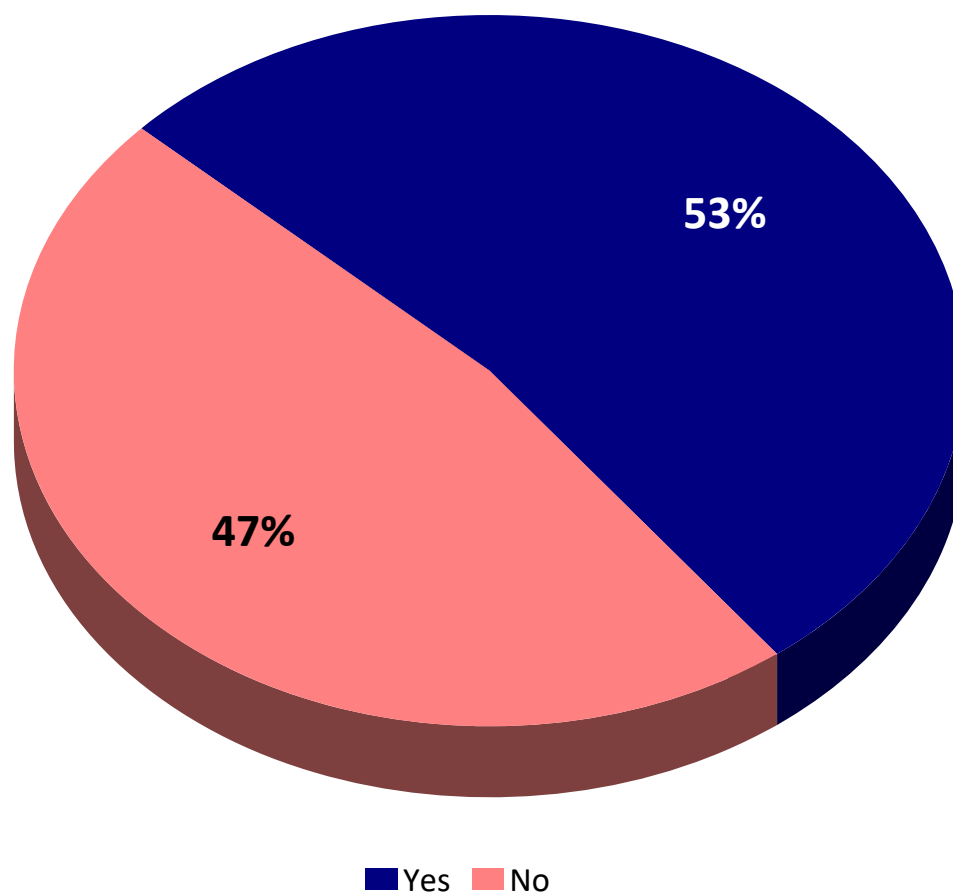
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Trends

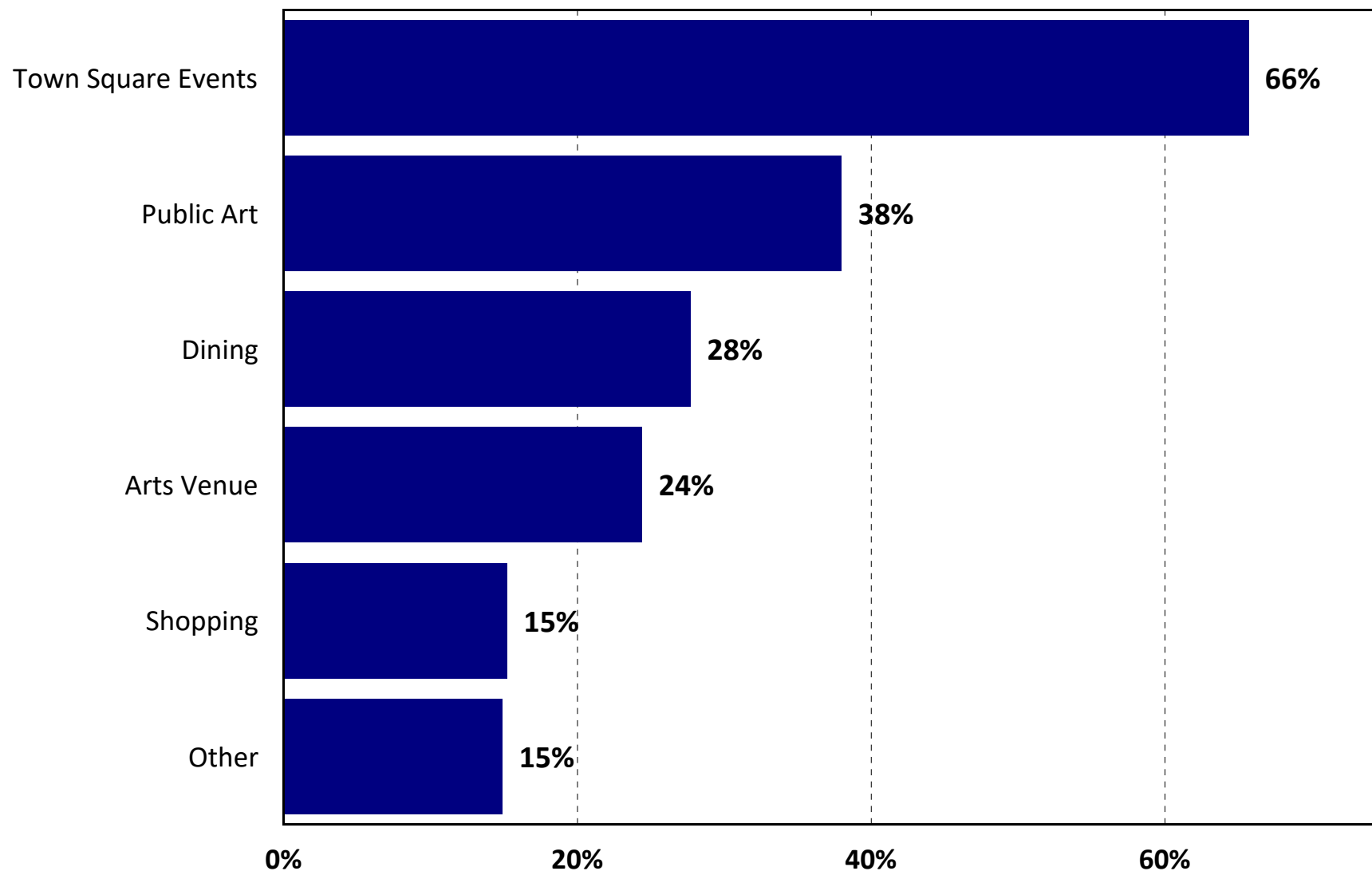
Q15. Have you visited the Downtown Arts District over the past year?

by percentage of respondents



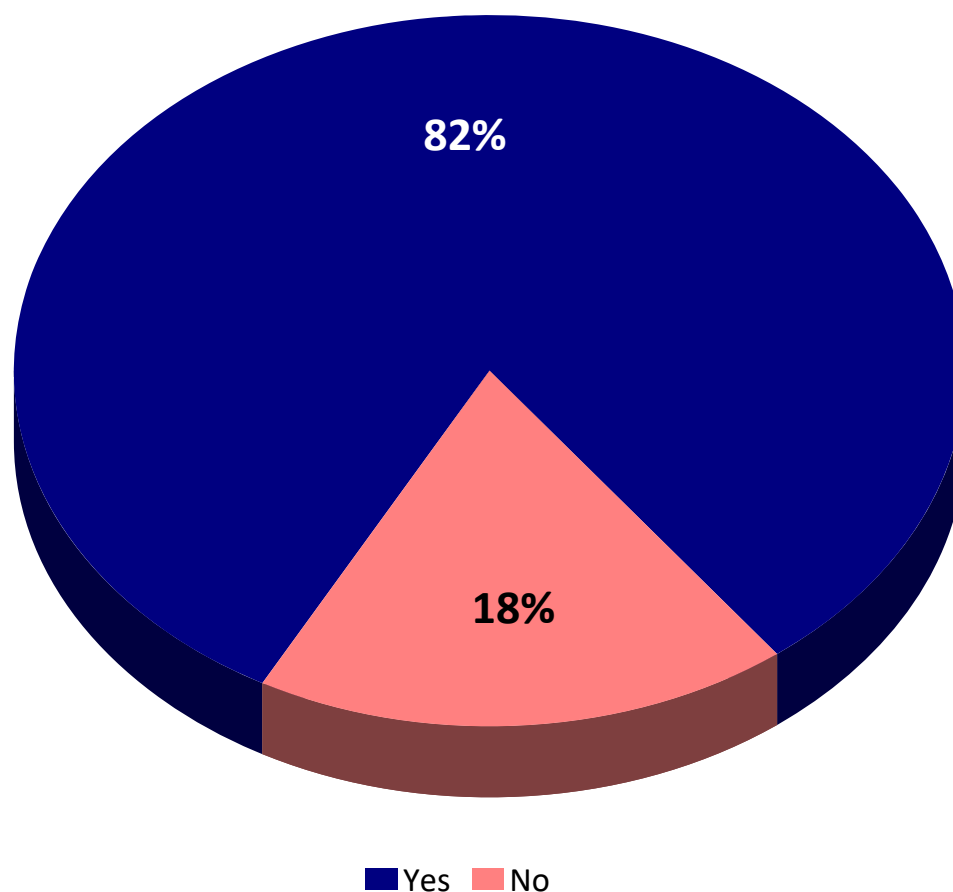
Q15a. Which of the following brought you to the Downtown Arts District?

by percentage of respondents who indicated they had visited the Downtown Arts District over the past year
(multiple selections could be made)



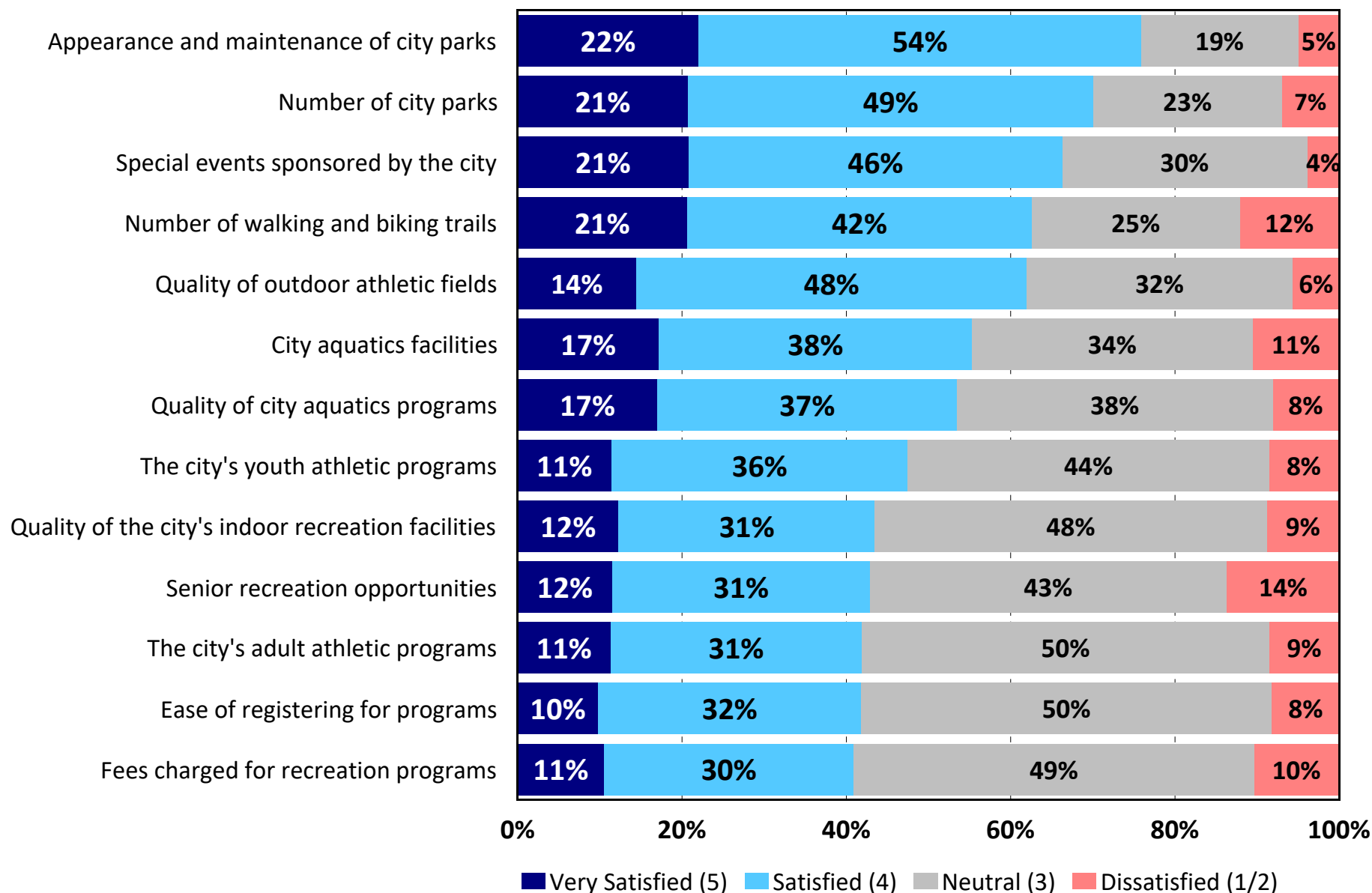
Q15b. Do you know where the Downtown Arts District is located?

by percentage of respondents who answered "no" or "unsure" to Question 15 (excluding not provided)



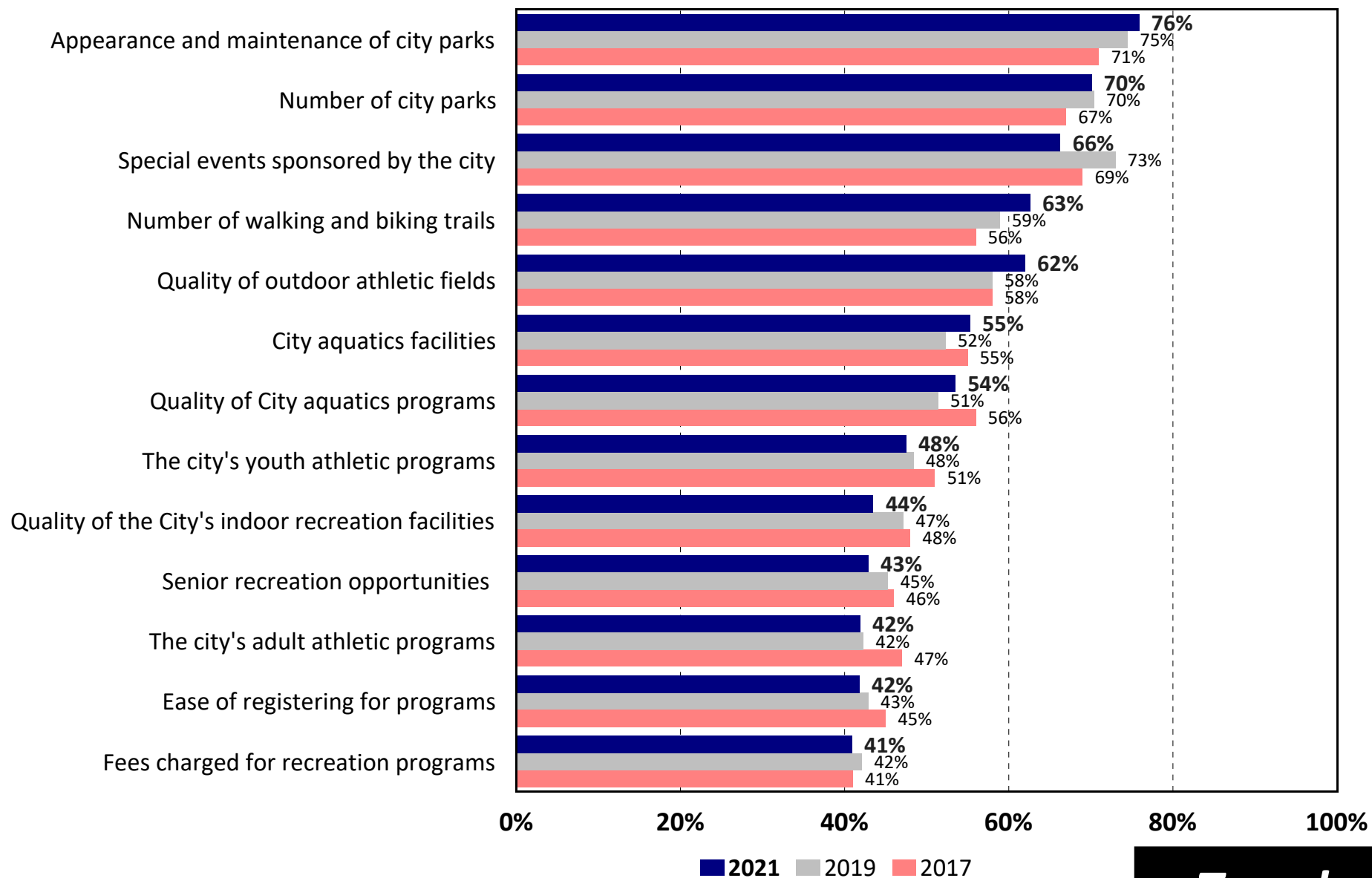
Q16. Satisfaction with Parks and Recreation

by percentage of respondents (excluding don't knows)



Satisfaction with Parks and Recreation - 2017 to 2021

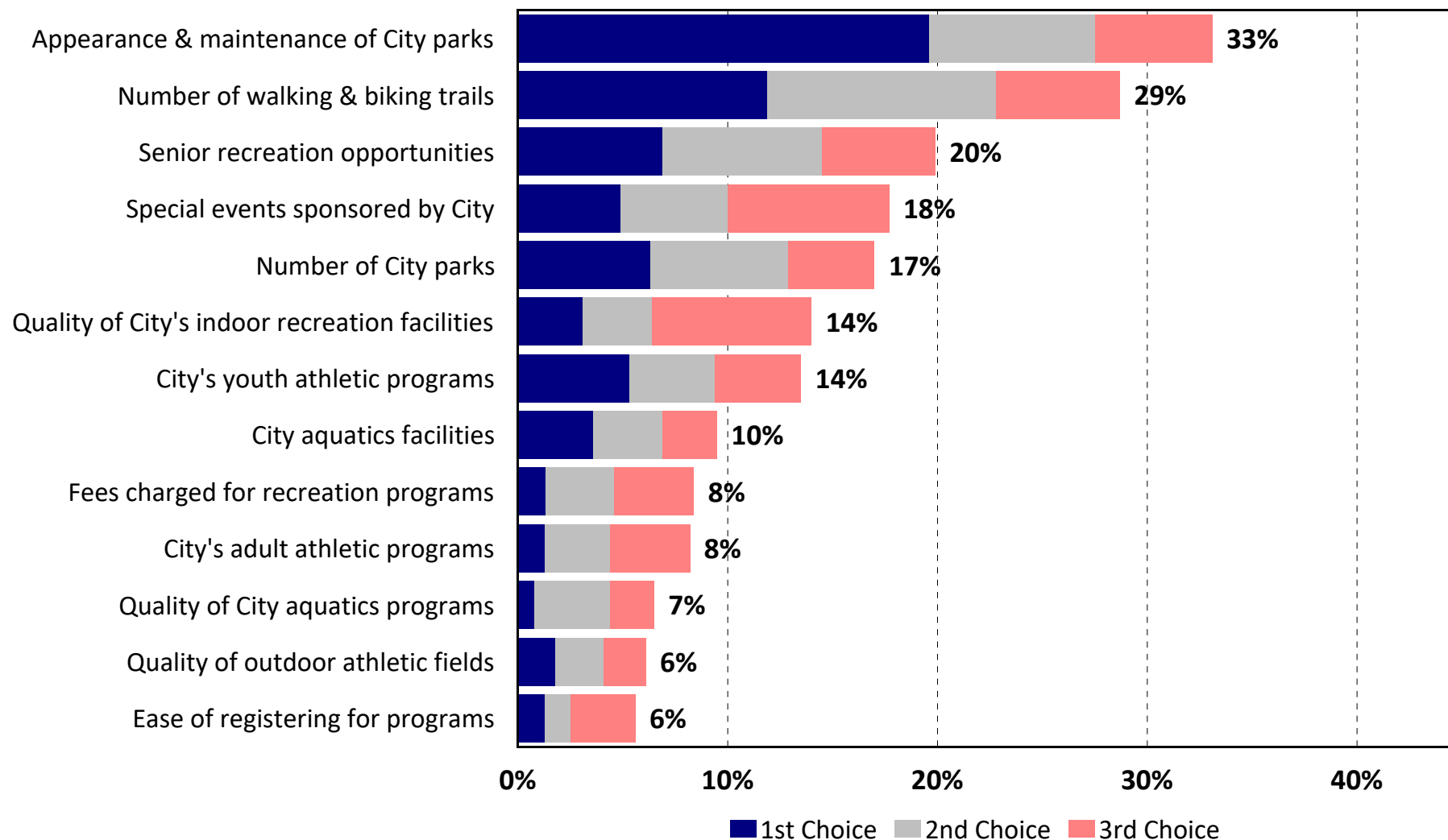
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Trends

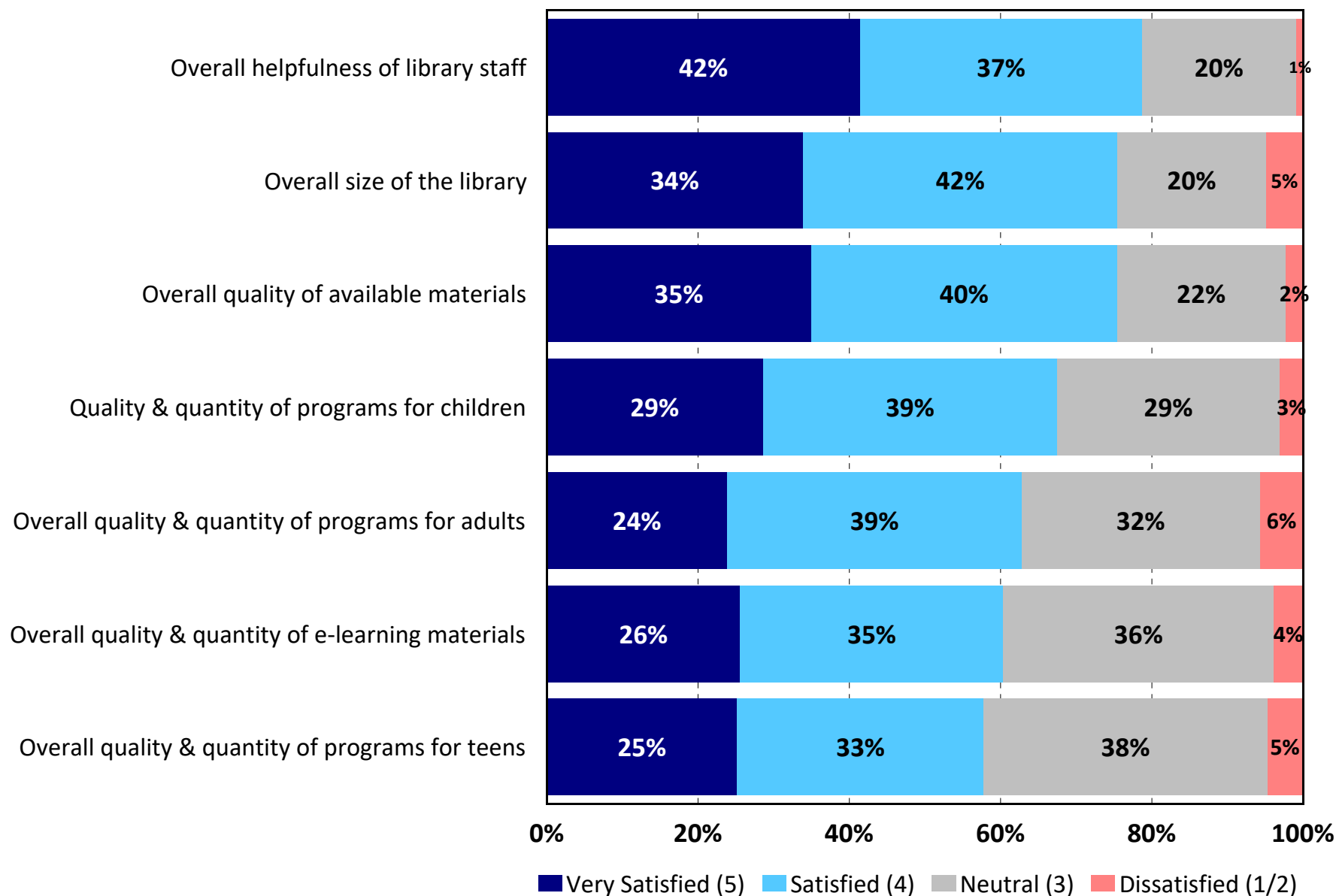
Q17. Parks and Recreation Services That Residents Felt Should Receive the Most Emphasis from City Leaders Over the Next Two Years

by percentage of respondents surveyed who selected the item as one of their top three choices



Q18. Satisfaction with Library Services

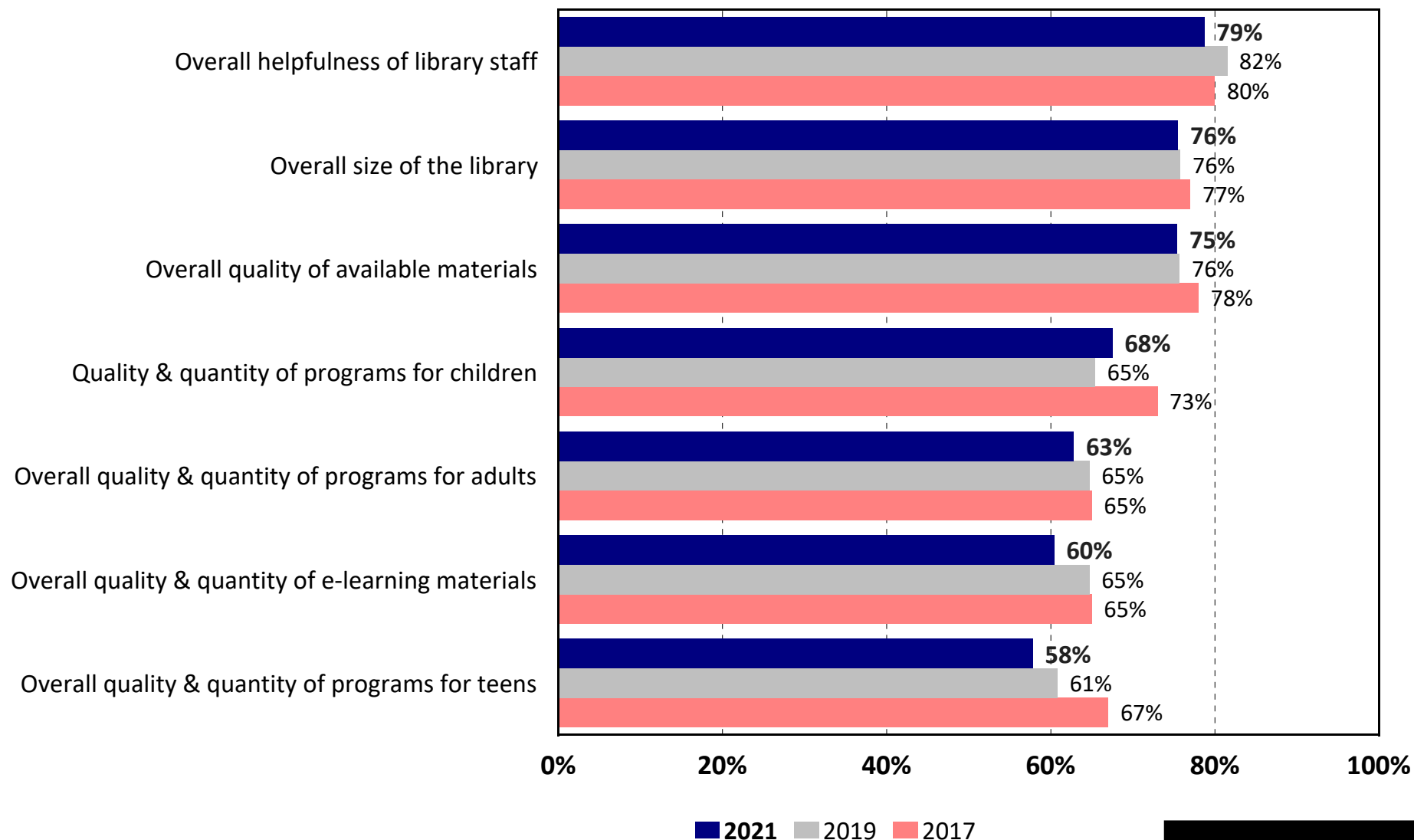
by percentage of respondents (excluding don't knows)



Satisfaction with Library Services

2017 to 2021

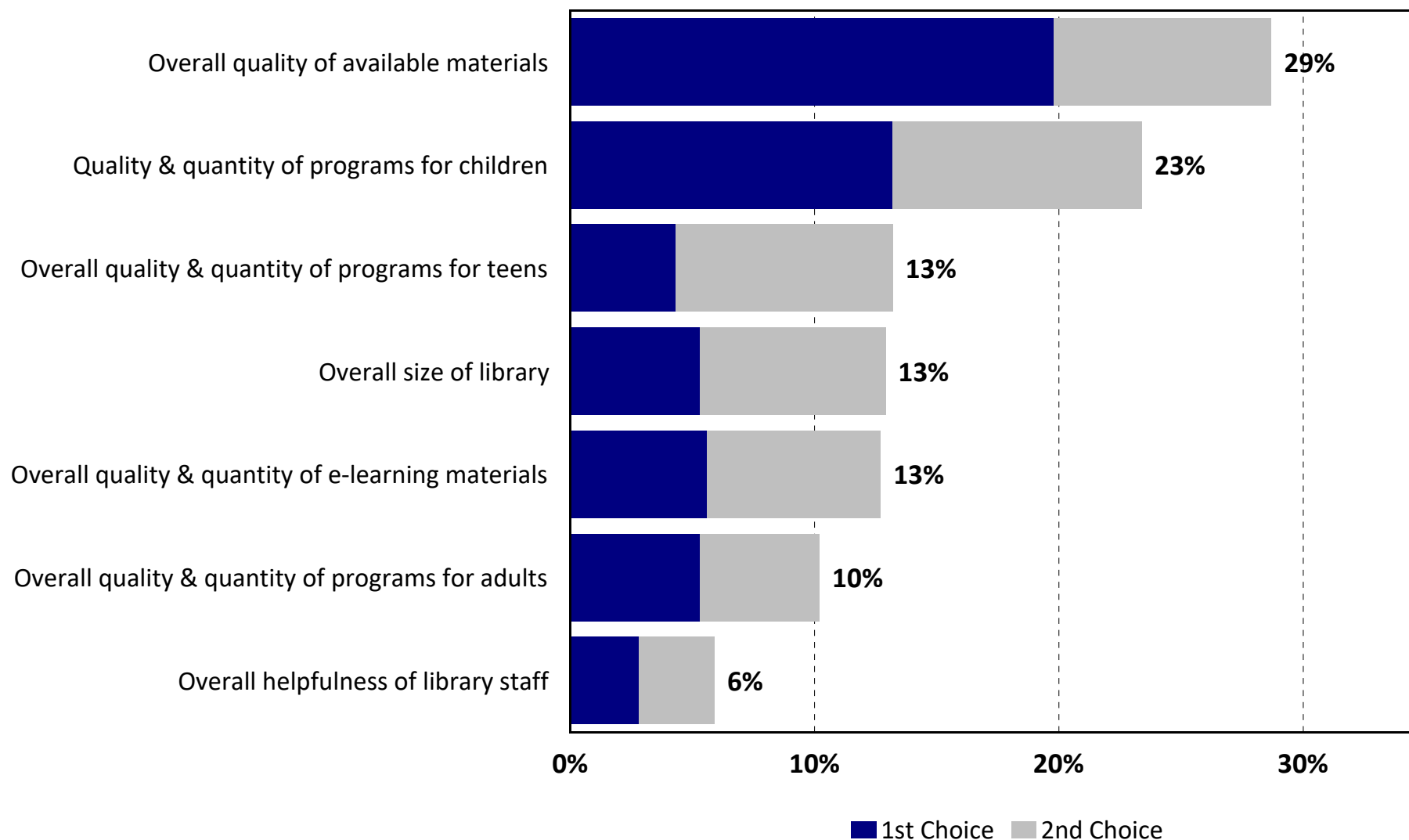
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Trends

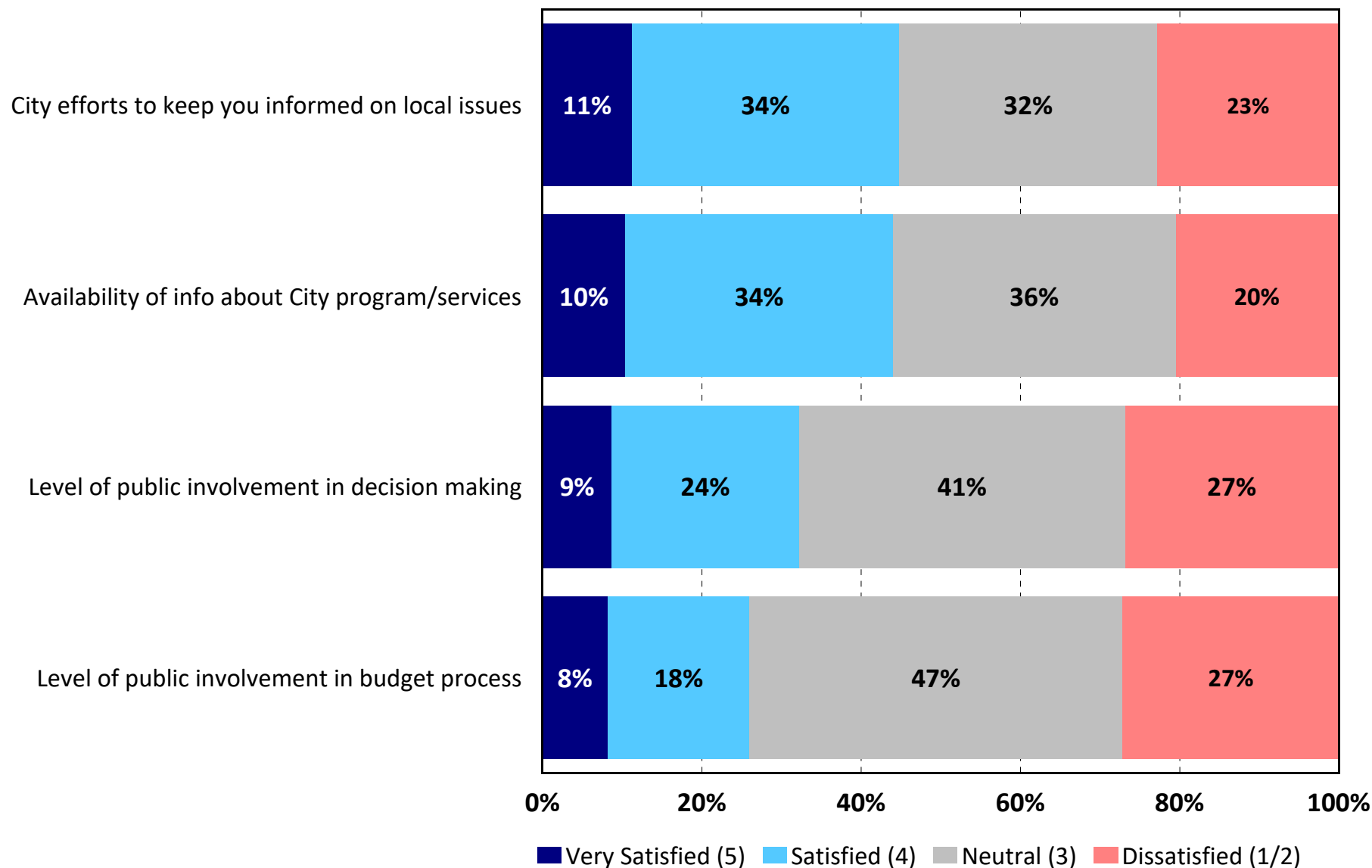
Q19. Library Services That Residents Felt Should Receive the Most Emphasis from City Leaders Over the Next Two Years

by percentage of respondents surveyed who selected the item as one of their top two choices



Q20. Satisfaction with Communication

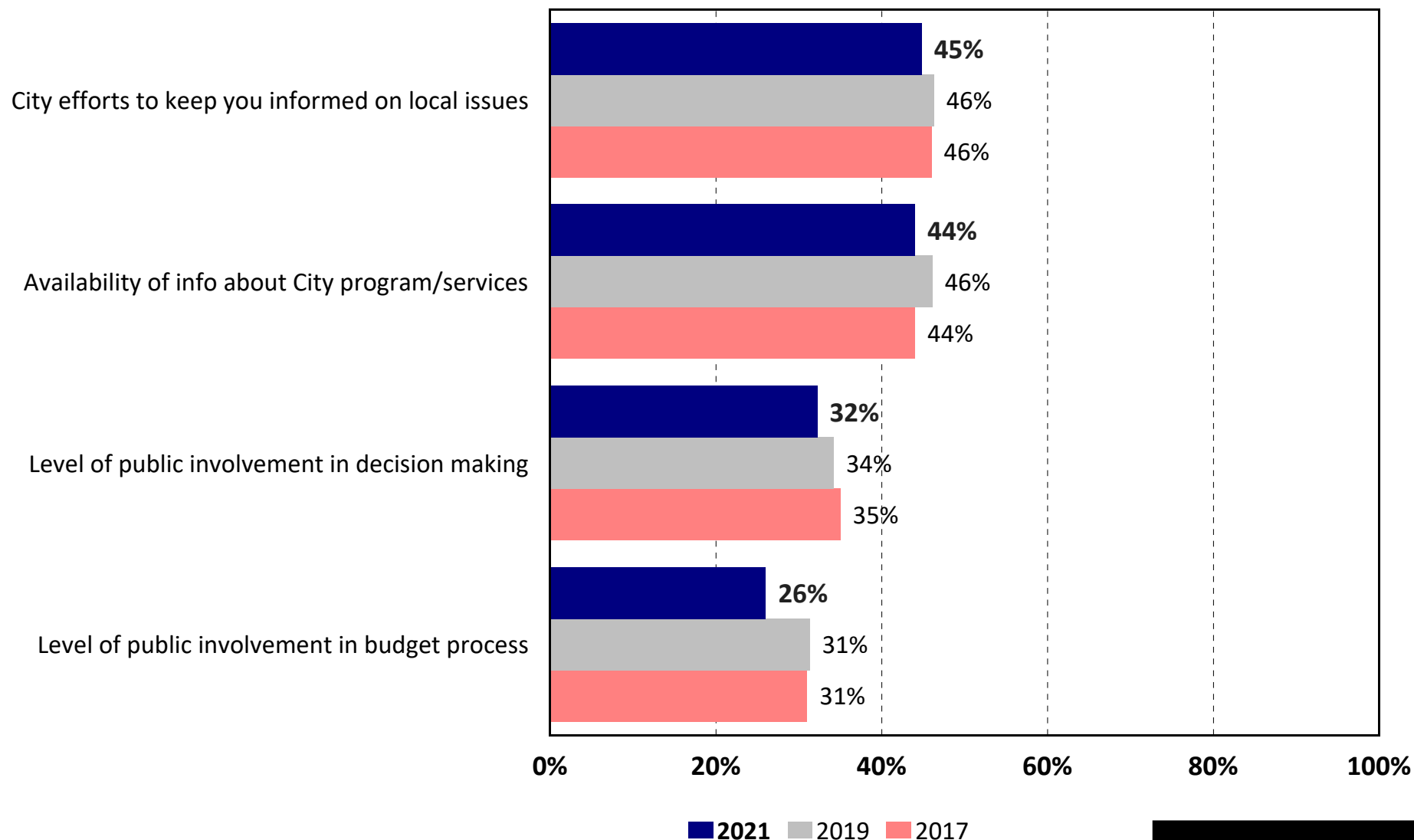
by percentage of respondents (excluding don't knows)



Satisfaction with Communication

2017 to 2021

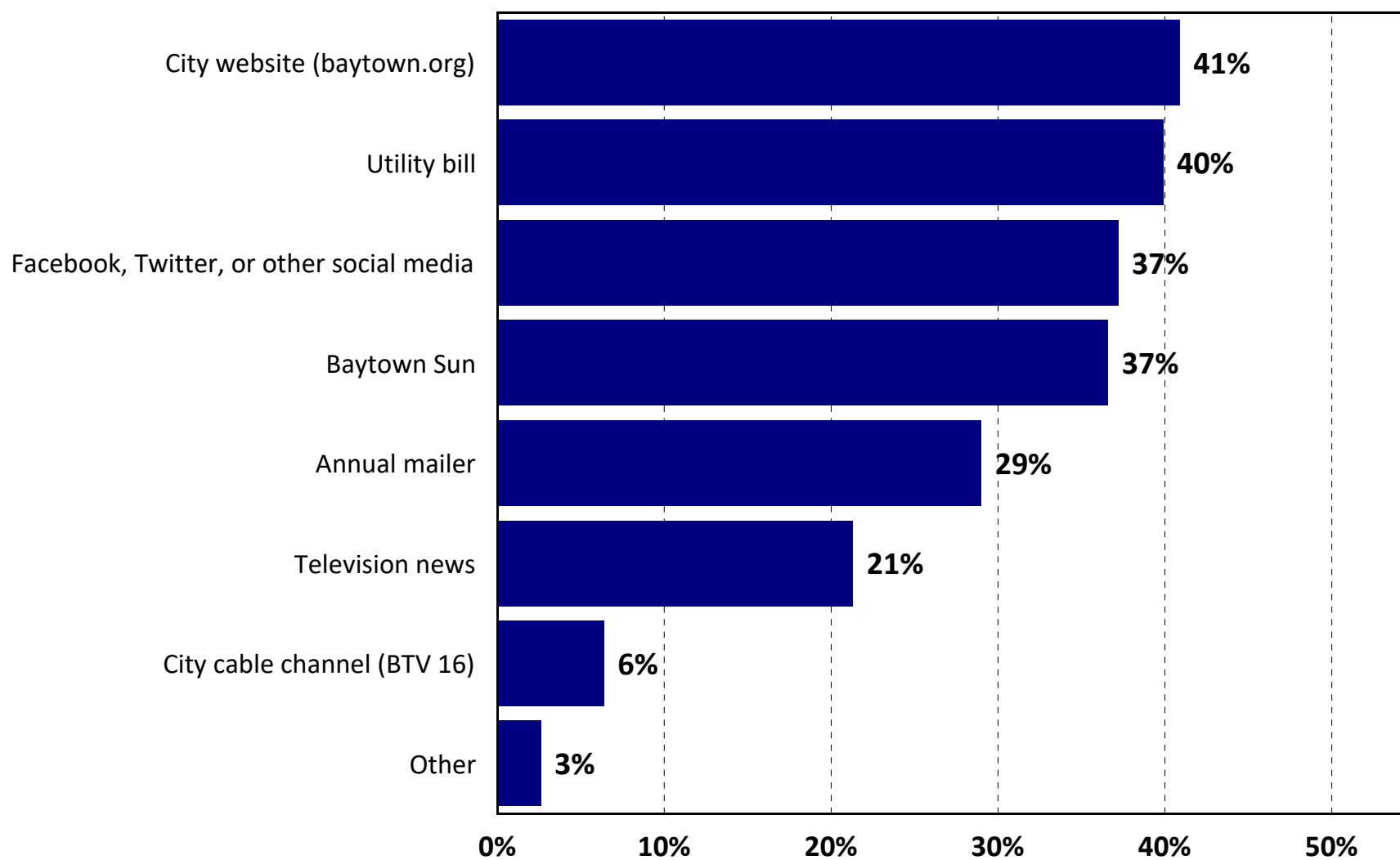
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Trends

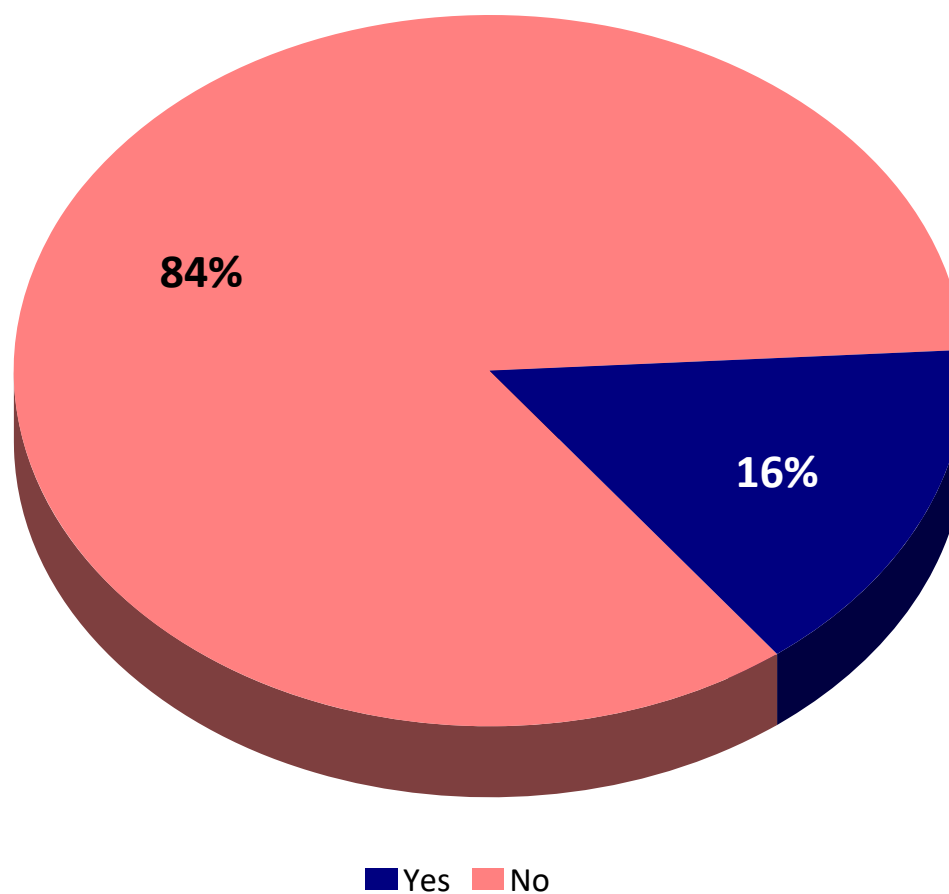
Q21. Which of the following are your primary sources of information about City issues, services, and events?

by percentage of respondents (multiple selections could be made)



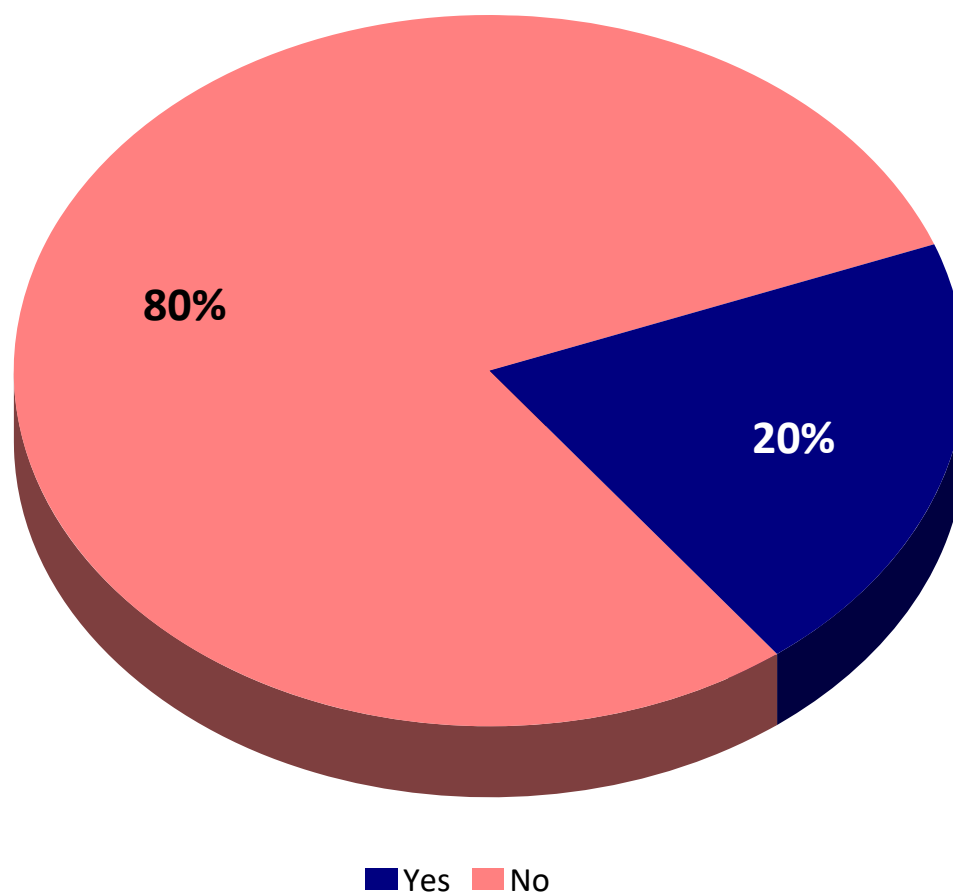
Q22. Have you volunteered in the community over the past 6 months?

by percentage of respondents (excluding not provided)



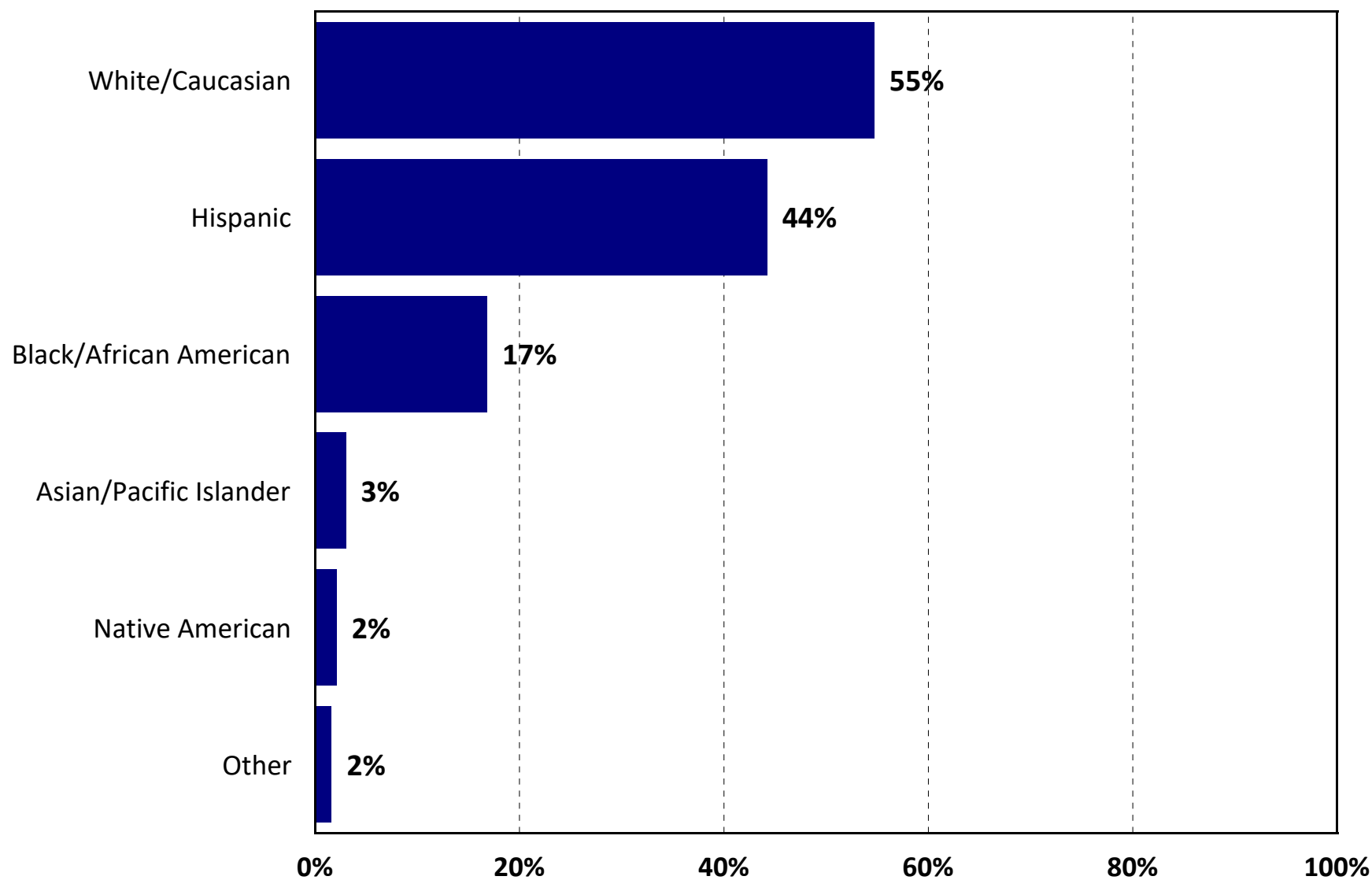
Q23. Are you seeking volunteer opportunities in Baytown?

by percentage of respondents (excluding not provided)



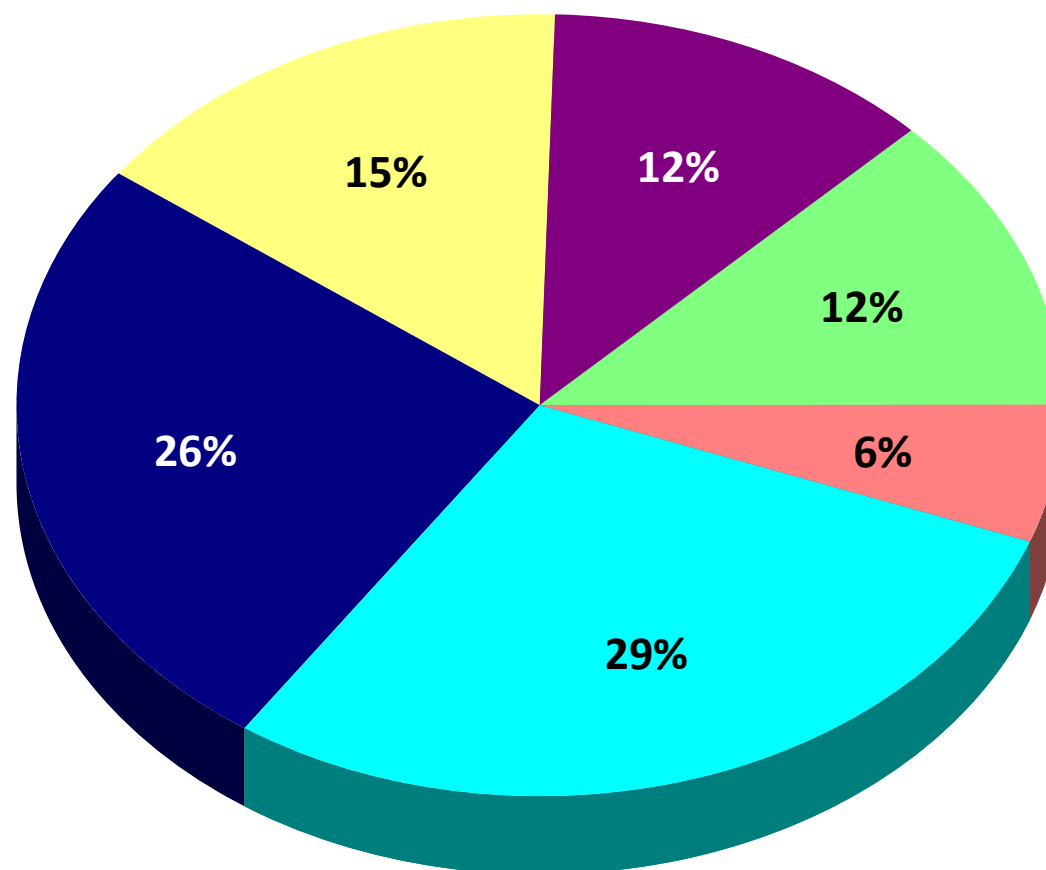
Q24. Race/Ethnicity of Respondents

by percentage of respondents (multiple responses allowed)



Q25. Age of All Residents in Household

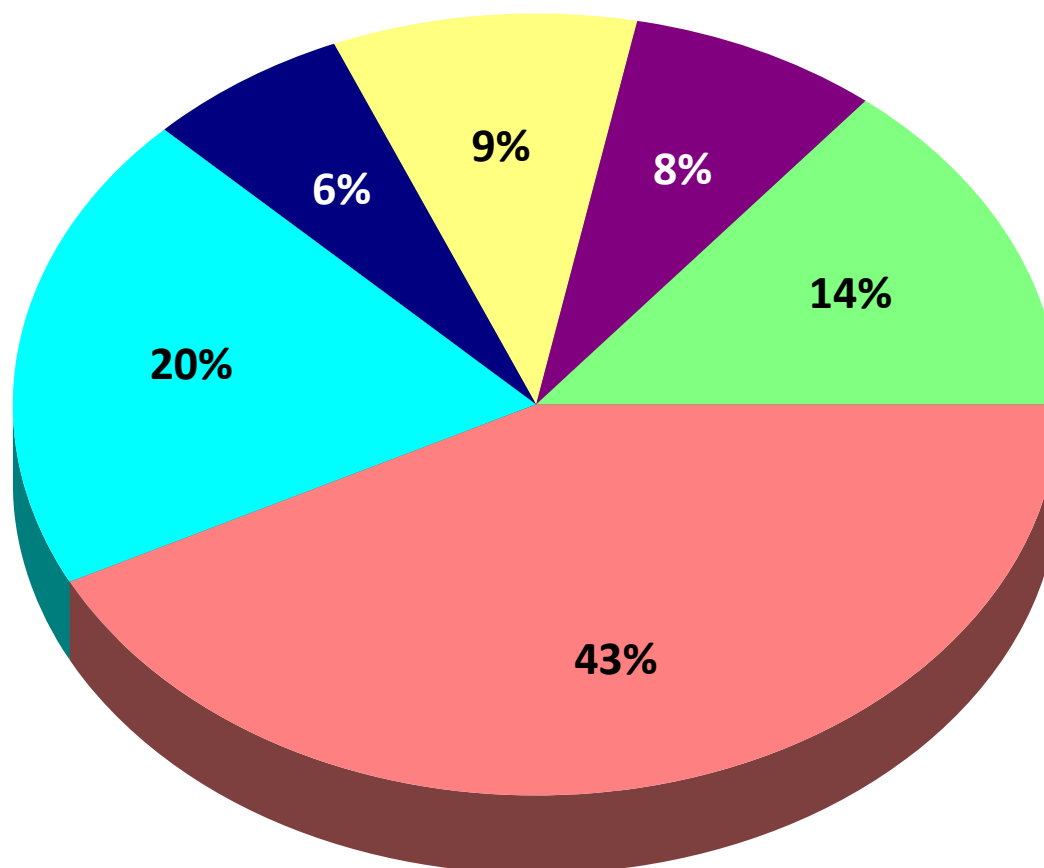
by percentage of persons in household



Under age 10 Ages 10-19 Ages 20-34
Ages 35-54 Ages 55-74 Ages 75+

Q26. Number of Years Residents Have Lived in Baytown

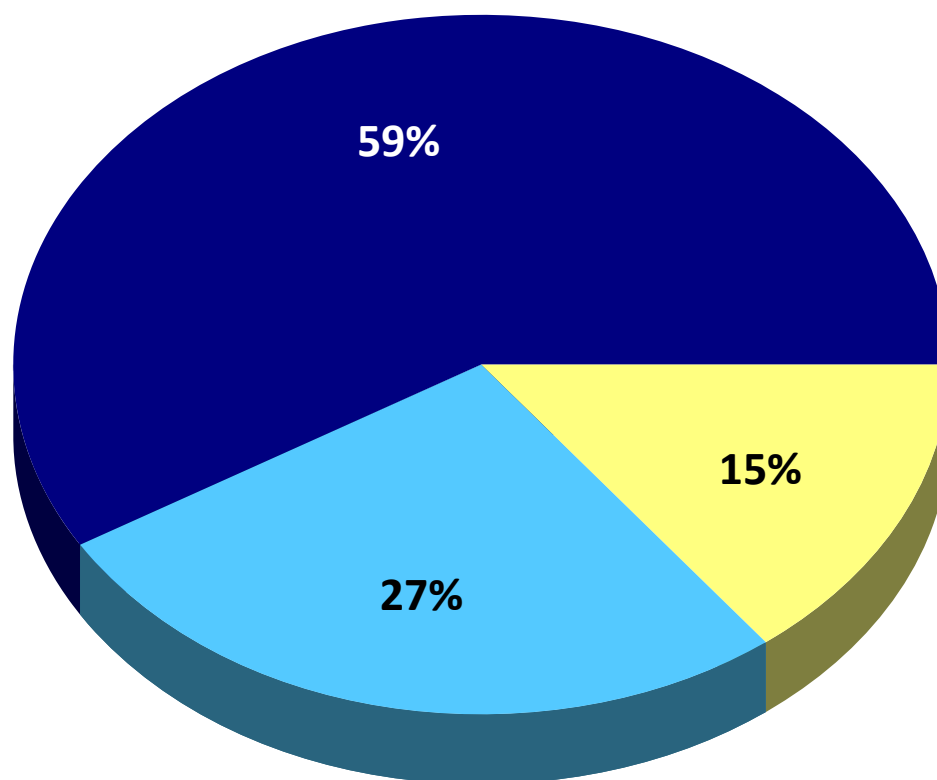
by percentage of respondents (excluding not provided)



Less than 5 years 5-10 years 11-15 years
16-20 years 21-30 years 31+ years

Q26a. If you have lived in Baytown less than 5 years, where did you live prior to moving to Baytown?

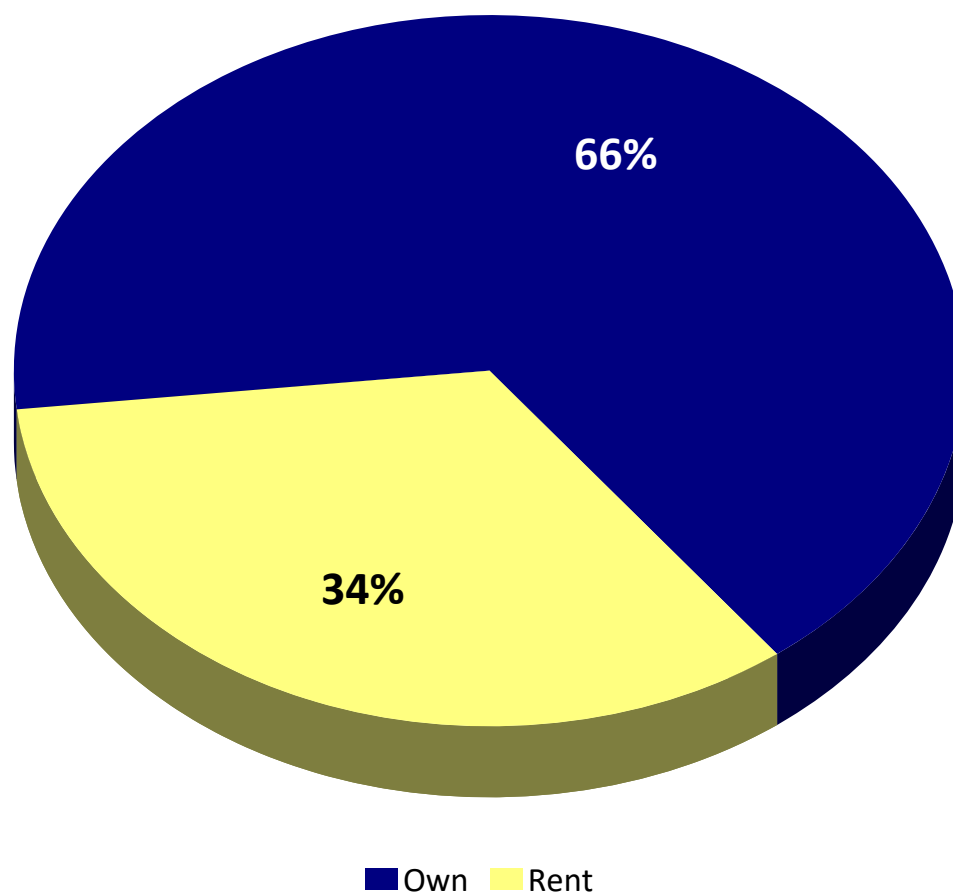
by percentage of respondents



■ Another part of metro Houston area ■ In Texas, but outside of metro Houston area ■ Outside of Texas

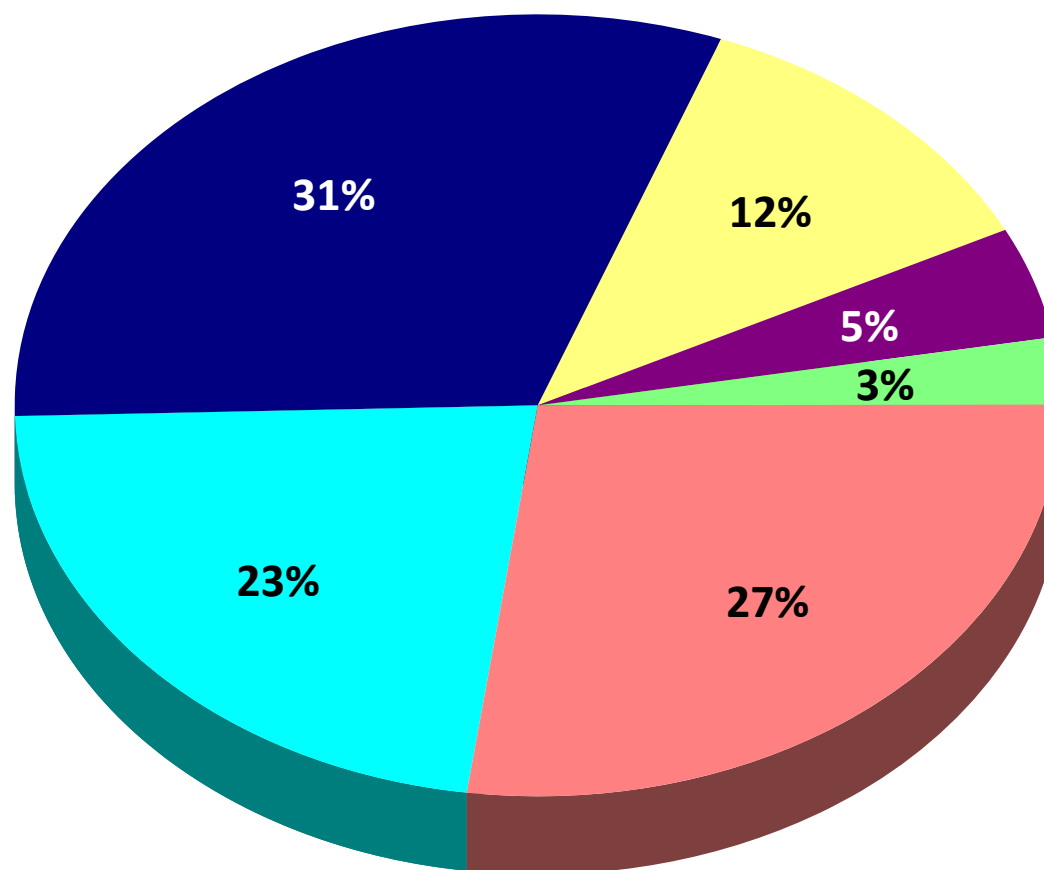
Q27. Do you own or rent your current residence?

by percentage of respondents (excluding not provided)



Q28. In what year was your home built?

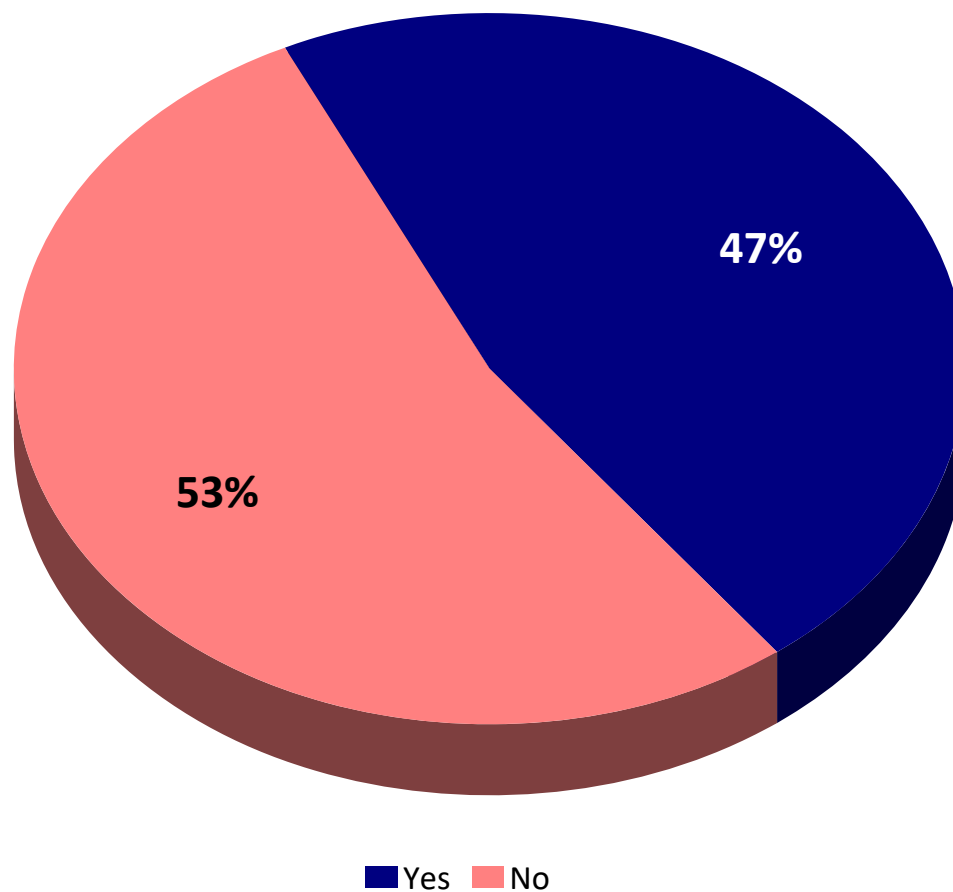
by percentage of respondents (excluding not provided)



■ Before 1940
 ■ 1940 to 1949
 ■ 1950 to 1959
■ 1960 to 1979
 ■ 1980 to 1999
 ■ After 2000

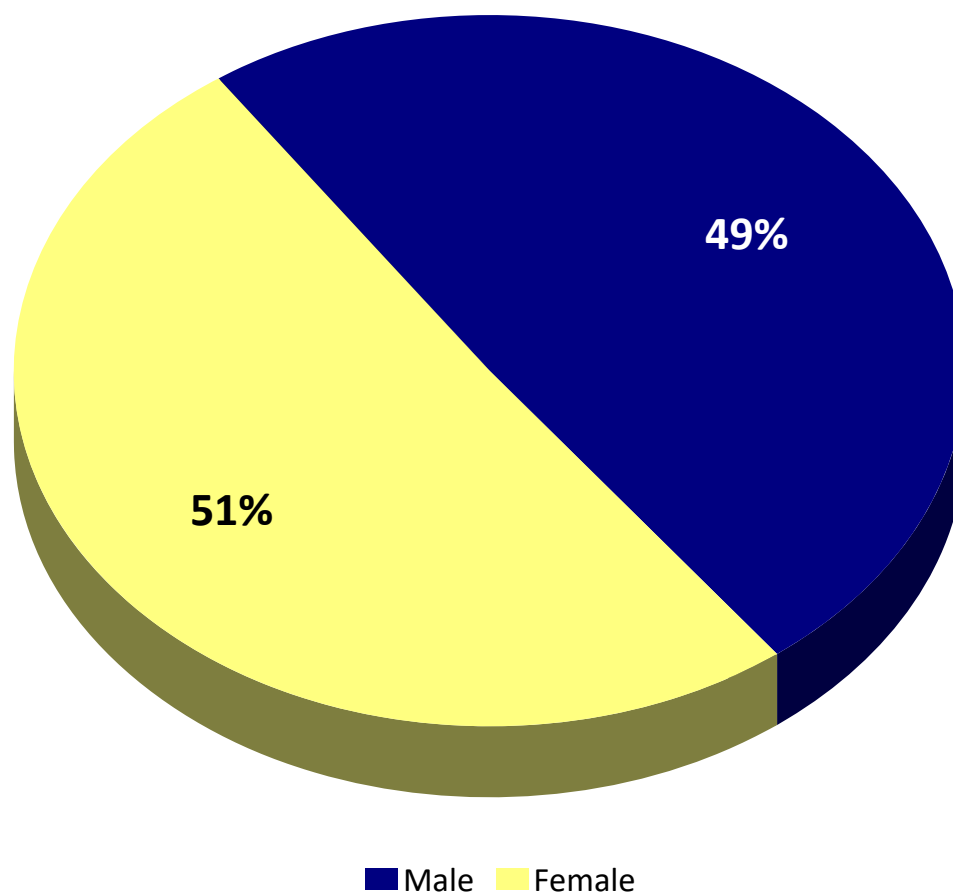
Q29. Do you work in the Baytown area?

by percentage of respondents (excluding not provided)



Q30. Gender of Respondents

by percentage of respondents (excluding not provided)





Benchmarking Analysis

Benchmarking Analysis



Overview

ETC Institute's *DirectionFinder*® program was originally developed in 1999 to help community leaders across the United States use statistically valid community survey data as a tool for making better decisions. Since November of 1999, the survey has been administered in more than 500 communities in 50 states. Most participating communities conduct the survey on an annual or biennial basis.

This report contains benchmarking data from a national survey that was administered by ETC Institute during the summer of 2020 to a random sample of more than 4,000 residents in the continental United States. The set of charts on the following pages show how the overall results for Baytown compare to the national average, as well as how Baytown compares to the Texas average.

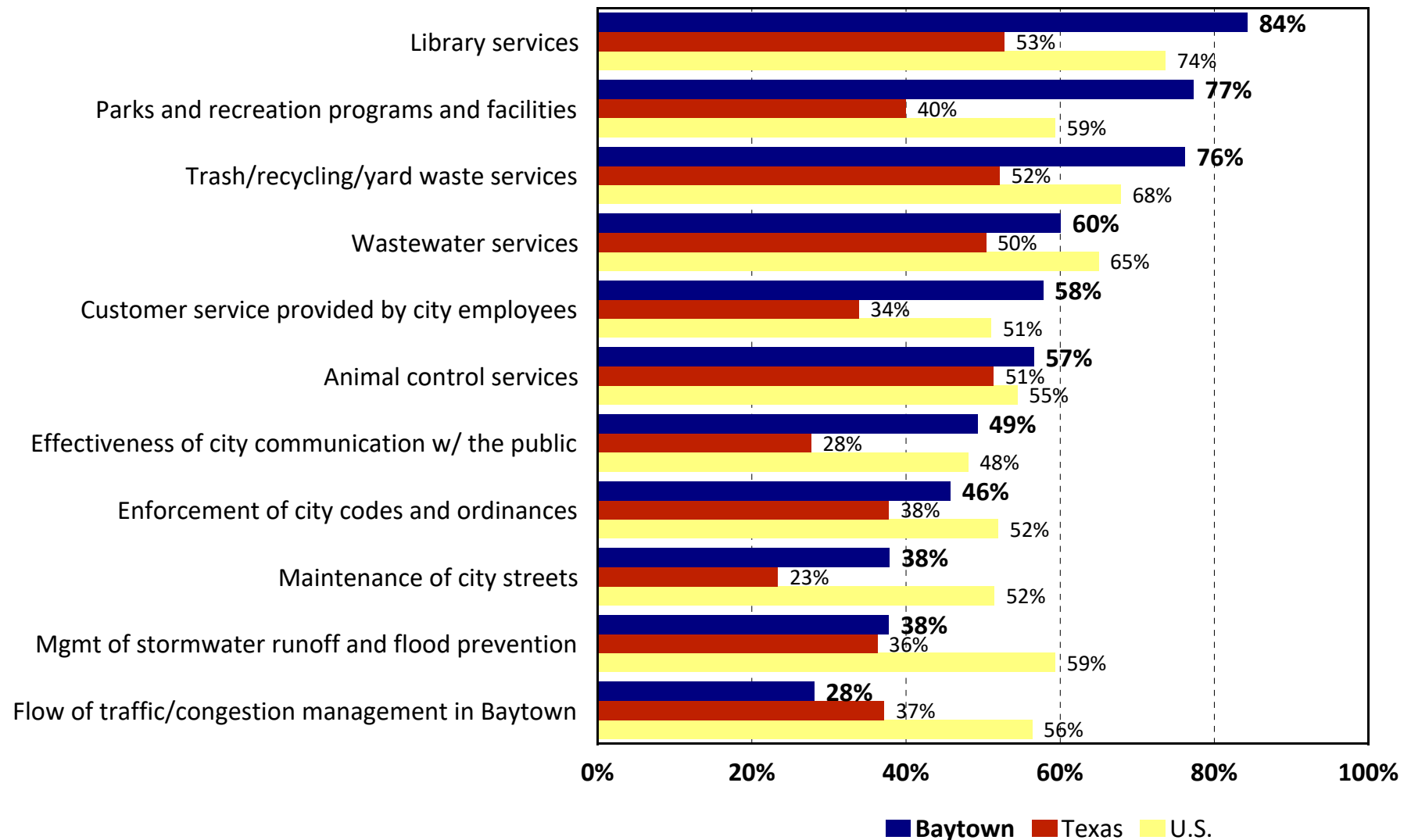
National Benchmarks

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the City of Baytown is not authorized without written consent from ETC Institute.

Overall Satisfaction with Various City Services

Baytown vs. Texas vs. the U.S.

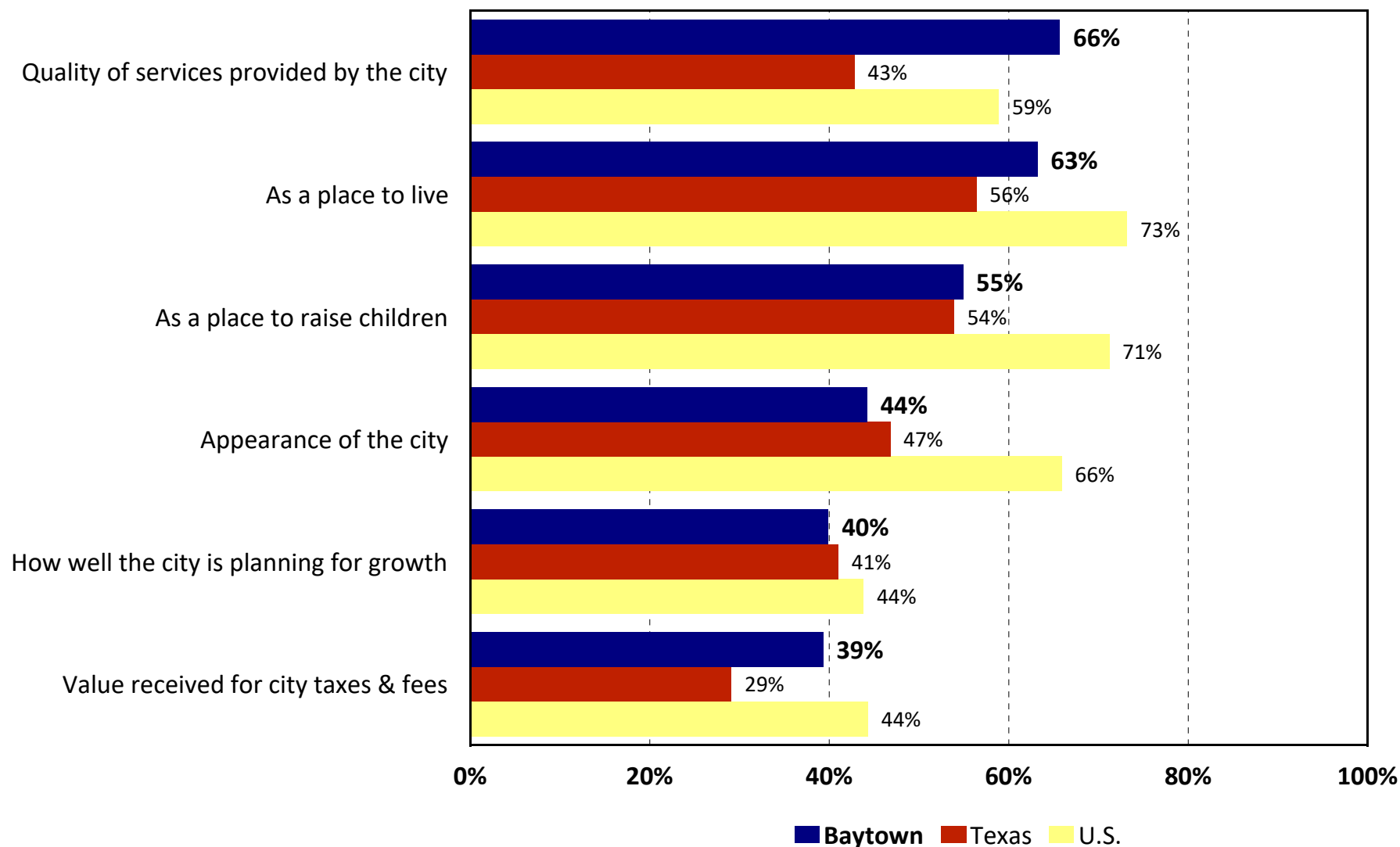
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Satisfaction with Issues that Influence Perceptions of the City

Baytown vs. Texas vs. the U.S.

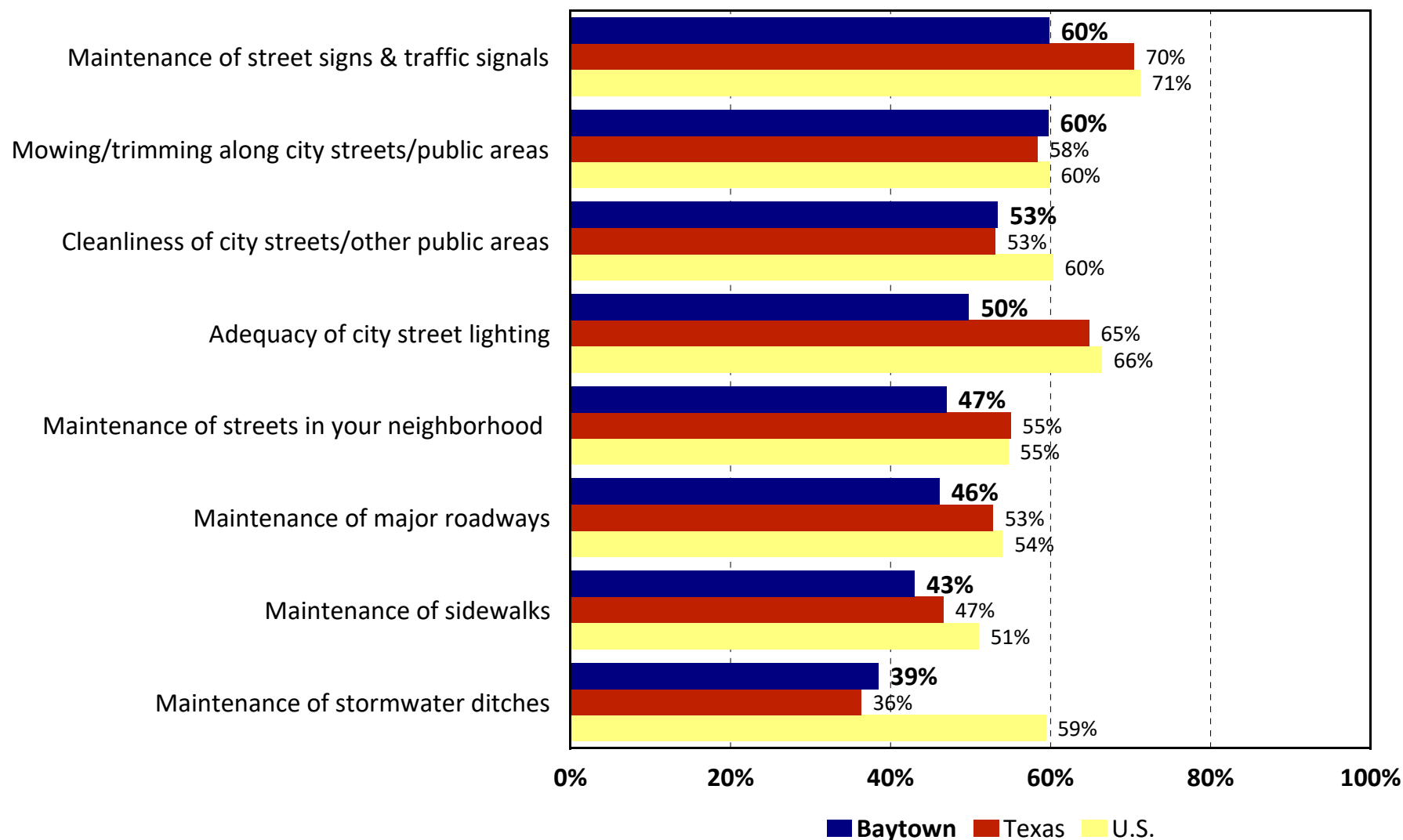
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Satisfaction with Maintenance Services

Baytown vs. Texas vs. the U.S.

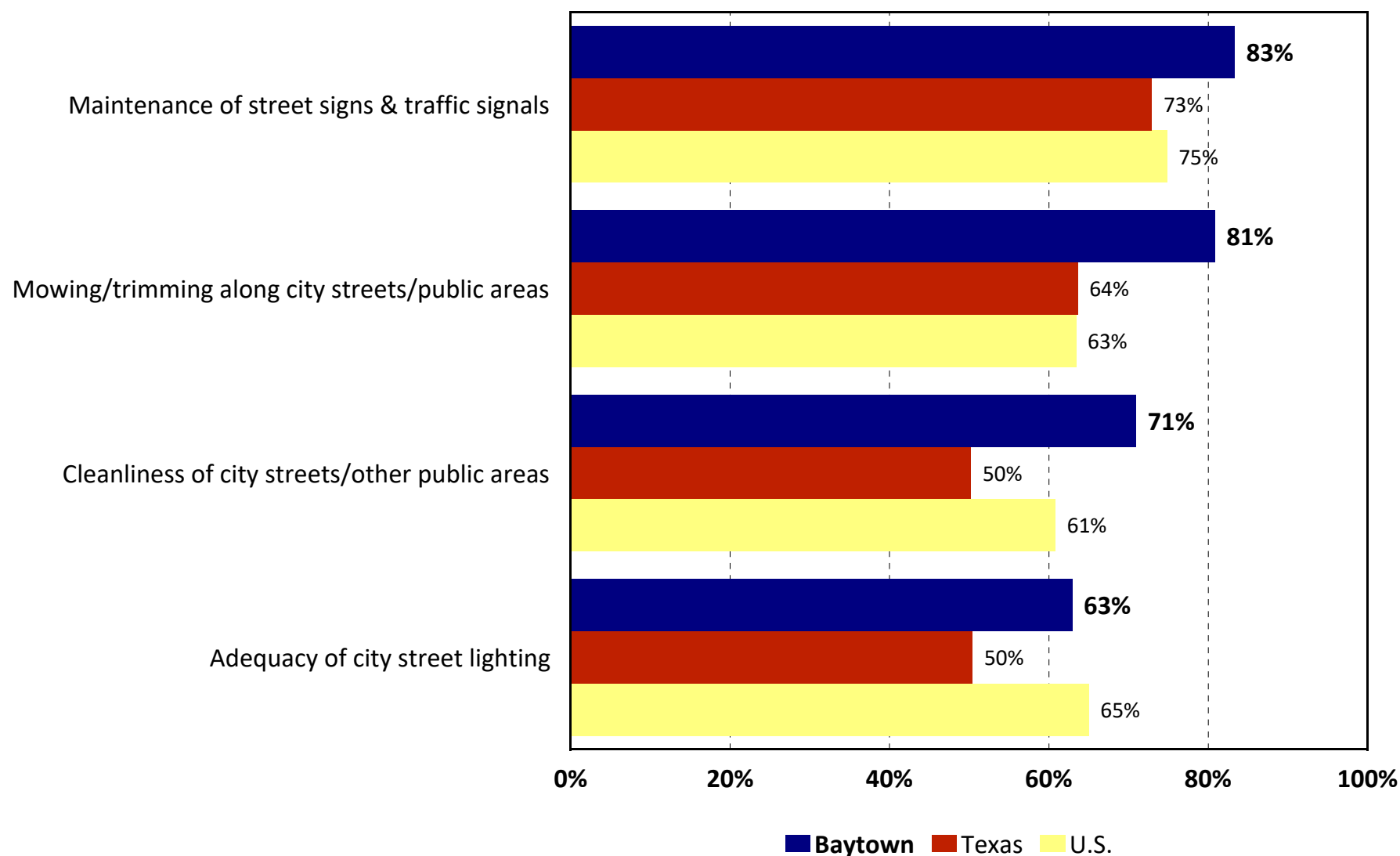
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Satisfaction with Public Services

Baytown vs. Texas vs. the U.S.

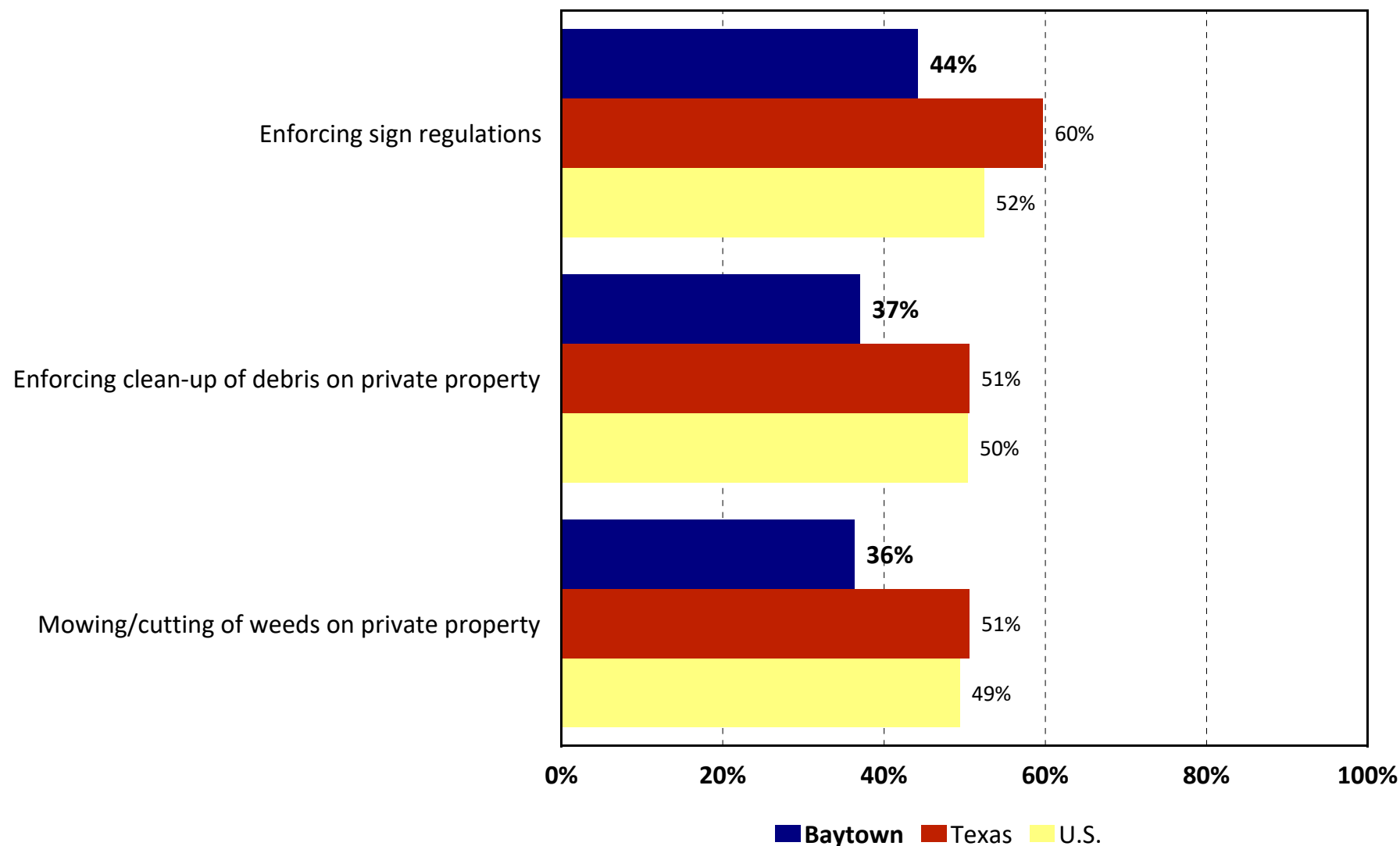
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Satisfaction with Code Enforcement

Baytown vs. Texas vs. the U.S.

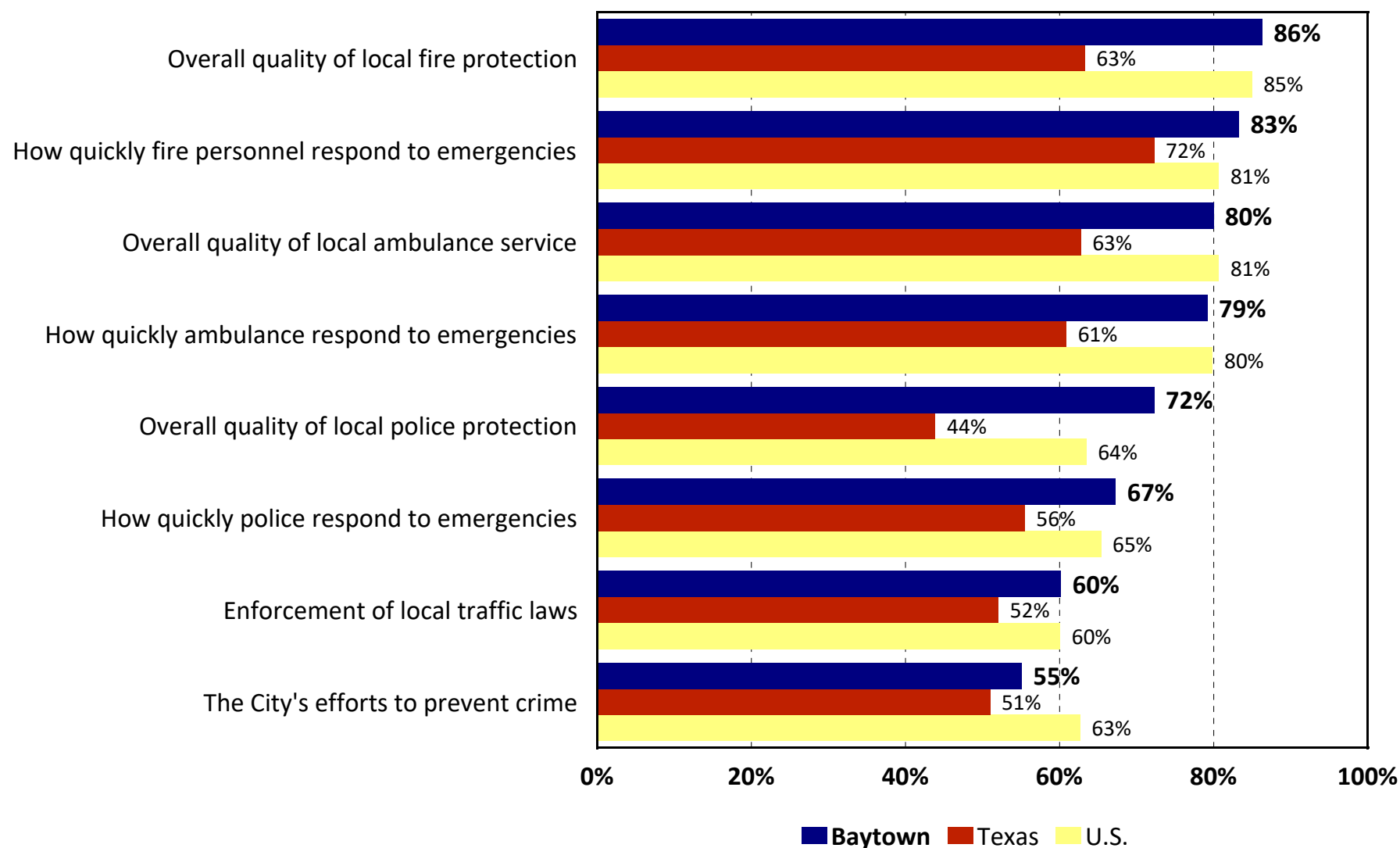
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Satisfaction with Public Safety

Baytown vs. Texas vs. the U.S.

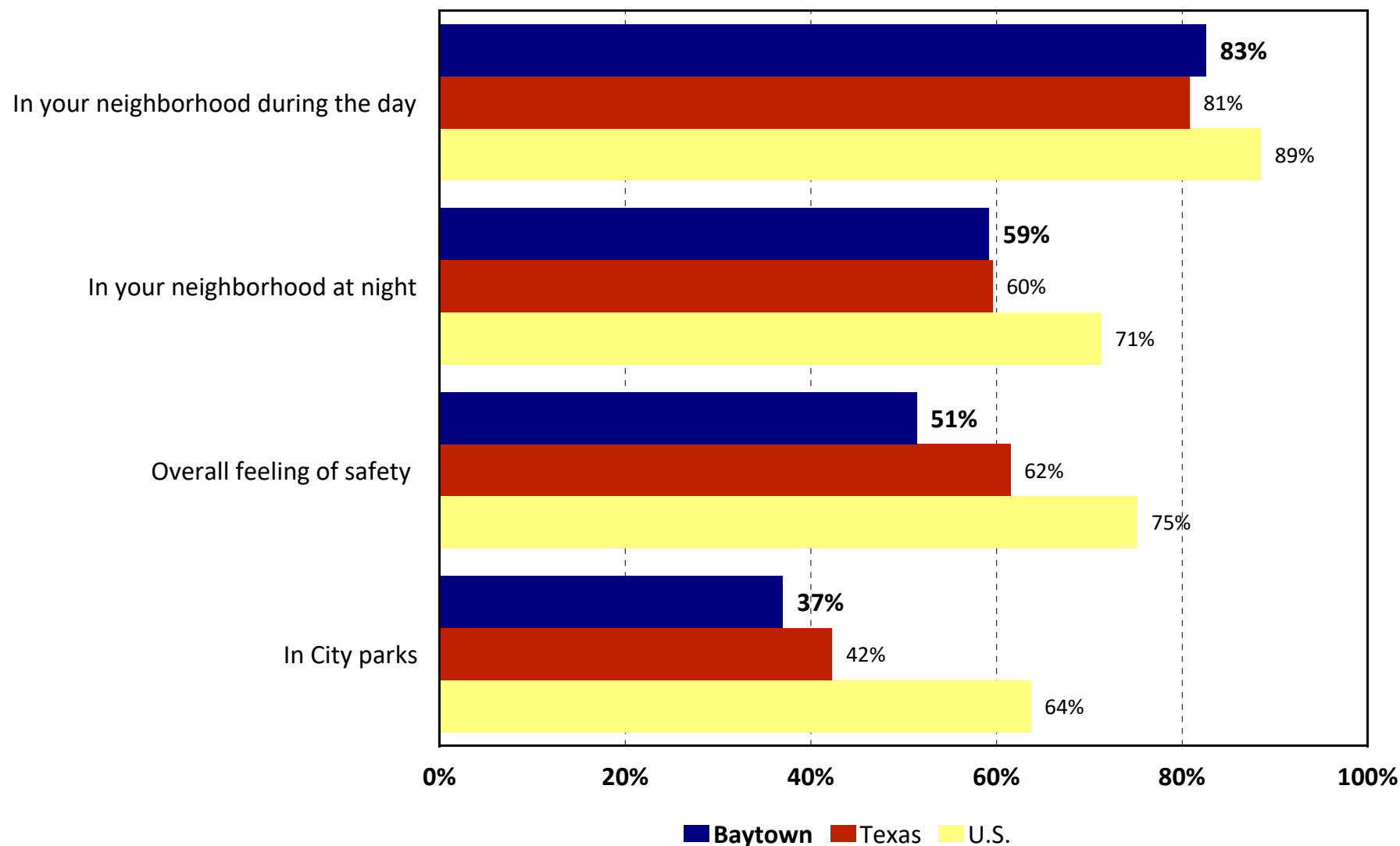
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Perceptions of Safety

Baytown vs. Texas vs. the U.S.

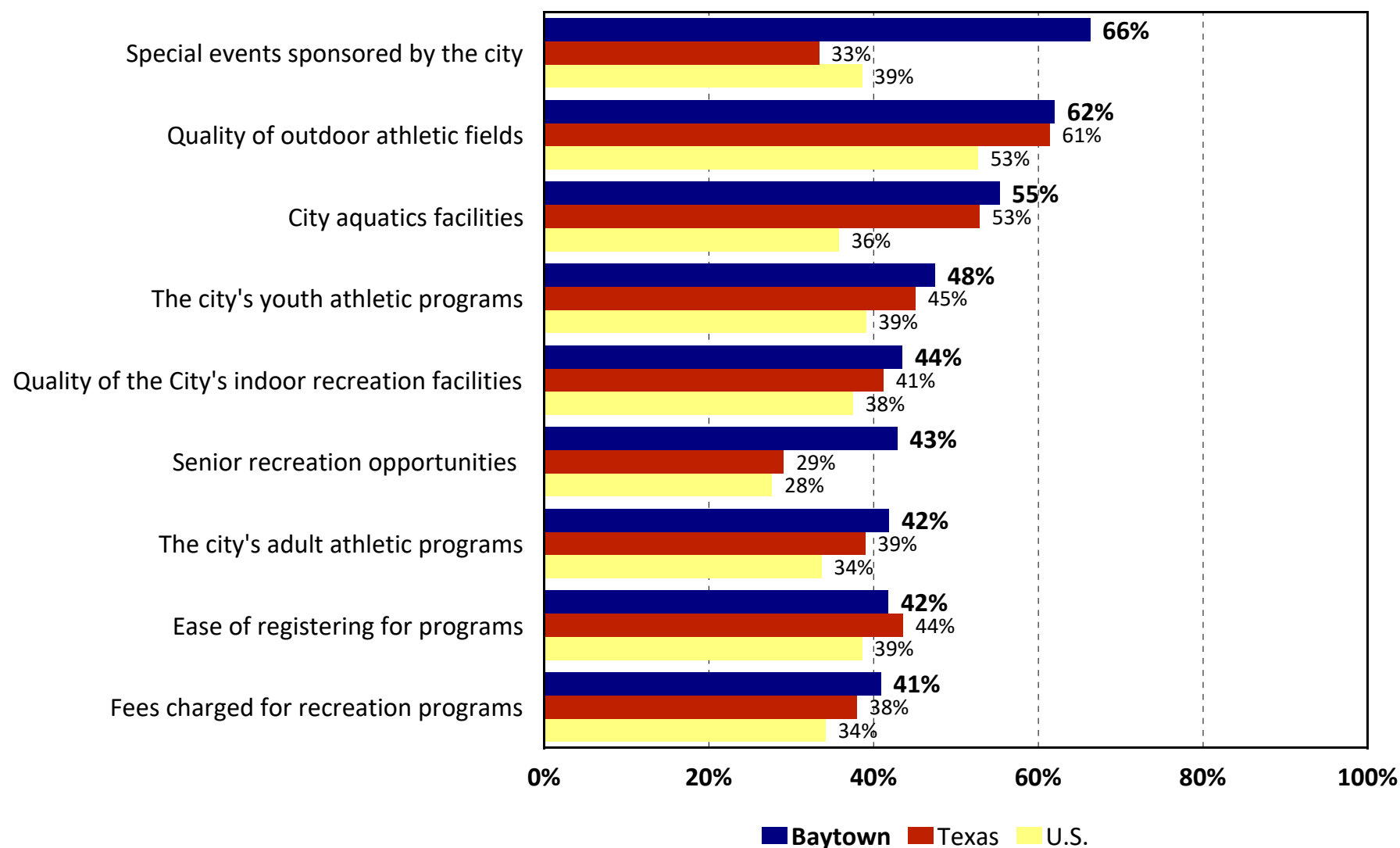
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very safe" and 1 was "very unsafe" (excluding don't knows)



Overall Satisfaction with Parks and Recreation

Baytown vs. Texas vs. the U.S.

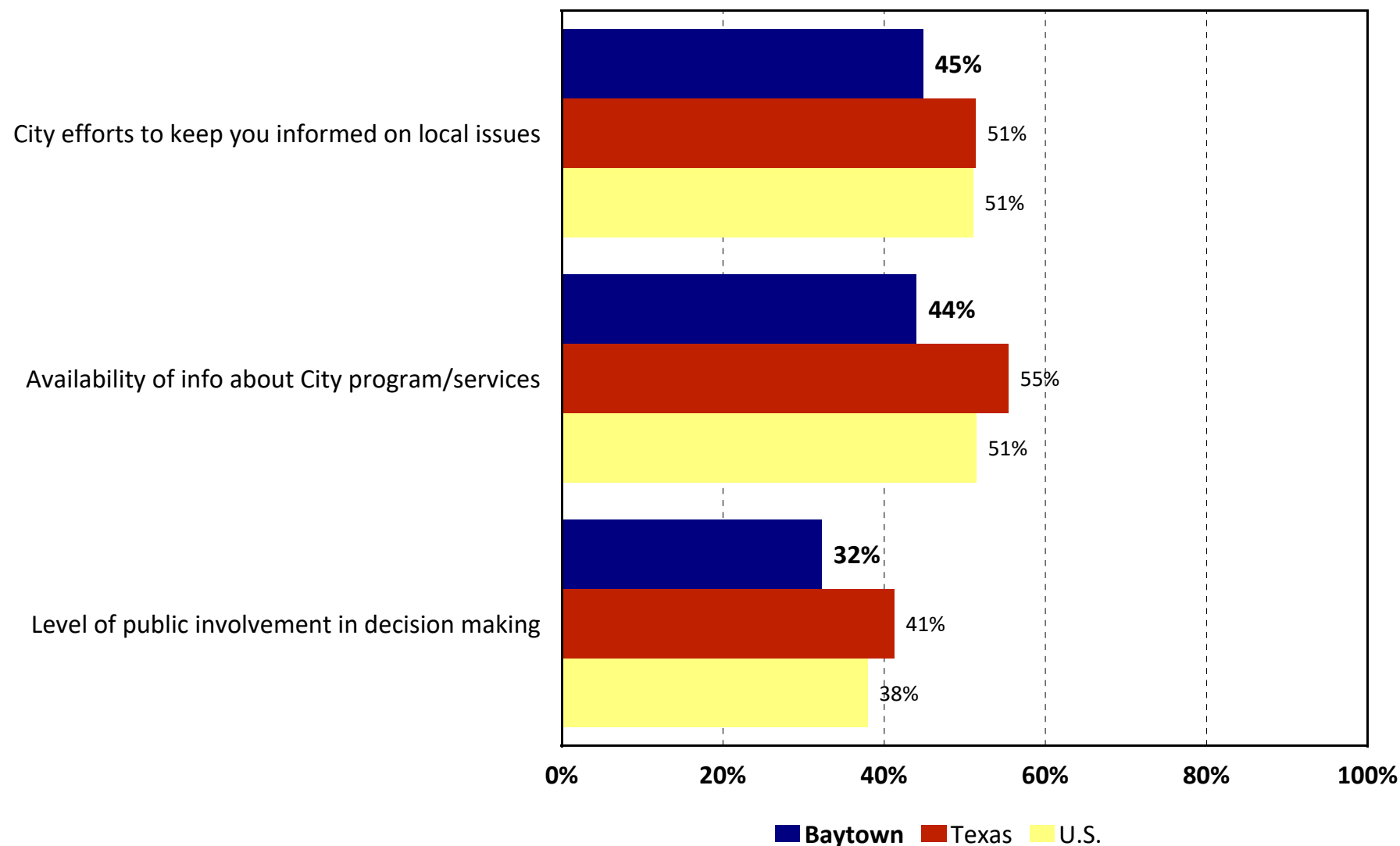
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Satisfaction with Communication

Baytown vs. Texas vs. the U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)





3 Importance-Satisfaction Analysis

Importance-Satisfaction Analysis



Overview

Today, community leaders have limited resources which need to be targeted to activities that are of the most benefit to their citizens. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to citizens; and (2) to target resources toward those services where citizens are the least satisfied.

The Importance-Satisfaction (I-S) rating is a unique tool that allows public officials to better understand both of these highly important decision-making criteria for each of the services they are providing. The Importance-Satisfaction (I-S) rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high.

The rating is calculated by summing the percentage of responses for items selected as the first, second, third, and fourth most important services for the City to provide. The sum is then multiplied by 1 minus the percentage of respondents who indicated they were positively satisfied with the City's performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale excluding "don't know" responses). "Don't know" responses are excluded from the calculation to ensure the satisfaction ratings among service categories are comparable.

$$\text{I-S Rating} = \text{Importance} \times (1 - \text{Satisfaction})$$

Example of the Calculation

Respondents were asked to identify the major categories of City services that should receive the most emphasis over the next two years. More than half (54.4%) of the respondent households selected "*flow of traffic/congestion management*" as one of the most important services to emphasize over the next two years.

With regard to satisfaction, 28.1% of respondents surveyed rated "*flow of traffic/congestion management*" as a "4" or "5" on a 5-point scale (where "5" means "Very Satisfied") excluding "don't know" responses. The I-S rating was calculated by multiplying the sum of the most important percentages by one minus the sum of the satisfaction percentages. In this example, 54.4% was multiplied by 71.9% (1-0.281). This calculation yielded an I-S rating of 0.3911, which ranked first out of fifteen categories of City services analyzed.

Importance-Satisfaction Analysis



The maximum rating is 1.00 and would be achieved when 100% of the respondents select an item as one of their top three choices of importance and 0% indicate they are positively satisfied with the delivery of the service.

The lowest rating is 0.00 and could be achieved under either of the following two situations:

- If 100% of the respondents were positively satisfied with the delivery of the service
- If none (0%) of the respondents selected the service as one of the three most important areas.

Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next two years. Ratings from 0.10 to 0.20 identify service areas that should receive increased emphasis. Ratings less than 0.10 should continue to receive the current level of emphasis.

- Definitely Increase Emphasis (I-S > 0.20)
- Increase Current Emphasis (I-S = 0.10 - 0.20)
- Maintain Current Emphasis (I-S < 0.10)

The results for the City of Baytown are provided on the following pages.

2021 Importance-Satisfaction Rating

City of Baytown

Major Categories of City Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS >.20)</u>						
Flow of traffic/congestion management in Baytown	54%	1	28%	15	0.3911	1
Maintenance of city streets	51%	2	38%	13	0.3148	2
Mgmt of stormwater runoff and flood prevention	39%	3	38%	14	0.2451	3
<u>High Priority (IS .10-.20)</u>						
Enforcement of city codes and ordinances	22%	5	46%	12	0.1187	4
<u>Medium Priority (IS <.10)</u>						
Police services	36%	4	73%	6	0.0975	5
Effectiveness of city communication w/ the public	16%	7	49%	11	0.0791	6
Drinking water	18%	6	60%	7	0.0716	7
Animal control services	12%	10	57%	10	0.0538	8
Customer service provided by city employees	9%	12	58%	9	0.0397	9
Parks and recreation programs and facilities	15%	8	77%	4	0.0338	10
Wastewater services	7%	14	60%	8	0.0271	11
Trash/recycling/yard waste services	8%	13	76%	5	0.0198	12
Fire services	13%	9	87%	1	0.0165	13
Emergency medical services	11%	11	85%	2	0.0165	14
Library services	4%	15	84%	3	0.0055	15

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, third, and fourth most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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2021 Importance-Satisfaction Rating

City of Baytown

Maintenance Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS >.20)</u>						
Overall maintenance of city streets	49%	1	39%	10	0.3010	1
Maintenance of stormwater ditches	37%	2	38%	11	0.2289	2
<u>High Priority (IS .10-.20)</u>						
Maintenance of major roadways	29%	3	49%	7	0.1464	3
Maintenance of streets in your neighborhood	26%	4	51%	5	0.1252	4
<u>Medium Priority (IS <.10)</u>						
Cleanliness of city streets/other public areas	18%	6	50%	6	0.0915	5
Adequacy of city street lighting	20%	5	56%	3	0.0868	6
Maintenance of sidewalks in Baytown	16%	7	46%	9	0.0854	7
Maintenance of curbs/gutters on city streets	14%	8	47%	8	0.0732	8
Maintenance of street signs & traffic signals	13%	9	61%	2	0.0511	9
Mowing/trimming along city streets/public areas	10%	10	56%	4	0.0421	10
Landscaping in median on city streets	9%	11	63%	1	0.0340	11

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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2021 Importance-Satisfaction Rating

City of Baytown

Public Safety Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS >.20)</u>						
The City's efforts to prevent crime	53%	1	55%	8	0.2366	1
<u>High Priority (IS .10-.20)</u>						
Overall quality of local police protection	44%	2	72%	5	0.1210	2
Enforcement of local traffic laws	28%	3	60%	7	0.1106	3
<u>Medium Priority (IS <.10)</u>						
How quickly police respond to emergencies	26%	4	67%	6	0.0863	4
How quickly ambulance respond to emergencies	9%	6	79%	4	0.0191	5
Overall quality of local ambulance service	8%	7	80%	3	0.0158	6
Overall quality of local fire protection	10%	5	86%	1	0.0141	7
How quickly fire personnel respond to emergencies	8%	8	83%	2	0.0125	8

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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2021 Importance-Satisfaction Rating

City of Baytown

Parks and Recreation

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Senior recreation opportunities	20%	3	43%	10	0.1136	1
Number of walking and biking trails	29%	2	63%	4	0.1073	2
Medium Priority (IS <.10)						
Appearance and maintenance of city parks	33%	1	76%	1	0.0798	3
Quality of the city's indoor recreation facilities	14%	6	44%	9	0.0791	4
The city's youth athletic programs	14%	7	48%	8	0.0709	5
Special events sponsored by the city	18%	4	66%	3	0.0596	6
Number of city parks	17%	5	70%	2	0.0508	7
Fees charged for recreation programs	8%	9	41%	13	0.0496	8
The city's adult athletic programs	8%	10	42%	11	0.0476	9
City aquatics facilities	10%	8	55%	6	0.0425	10
Ease of registering for programs	6%	13	42%	12	0.0326	11
Quality of city aquatics programs	7%	11	54%	7	0.0302	12
Quality of outdoor athletic fields	6%	12	62%	5	0.0232	13

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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2021 Importance-Satisfaction Rating

City of Baytown

Library Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Medium Priority (IS <.10)						
Quality & quantity of programs for children	23%	2	68%	4	0.0761	1
Quality of available materials	29%	1	75%	3	0.0706	2
Quality & quantity of programs for teens	13%	3	58%	7	0.0557	3
Quality & quantity of e-learning materials	13%	5	60%	6	0.0503	4
Quality & quantity of programs for adults	10%	6	63%	5	0.0379	5
Overall size of the library	13%	4	76%	2	0.0316	6
Helpfulness of library staff	6%	7	79%	1	0.0126	7

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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Importance-Satisfaction Analysis



Importance-Satisfaction Matrix Analysis

The Importance-Satisfaction rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high. ETC Institute developed an Importance-Satisfaction Matrix to display the perceived importance of major services that were assessed on the survey against the perceived quality of service delivery. The two axes on the matrix represent Satisfaction (vertical) and relative Importance (horizontal).

The I-S (Importance-Satisfaction) matrix should be interpreted as follows.

- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the City is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The City should maintain (or slightly increase) emphasis on items in this area.
- **Exceeding Expectations (below average importance and above average satisfaction).** This area shows where the City is performing significantly better than customers expect the City to perform. Items in this area do not significantly affect the overall level of satisfaction that residents have with City services. The City should maintain (or slightly decrease) emphasis on items in this area.
- **Opportunities for Improvement (above average importance and below average satisfaction).** This area shows where the City is not performing as well as residents expect the City to perform. This area has a significant impact on customer satisfaction, and the City should DEFINITELY increase emphasis on items in this area.
- **Less Important (below average importance and below average satisfaction).** This area shows where the City is not performing well relative to its performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly affect overall satisfaction with City services because the items are less important to residents. The agency should maintain current levels of emphasis on items in this area.

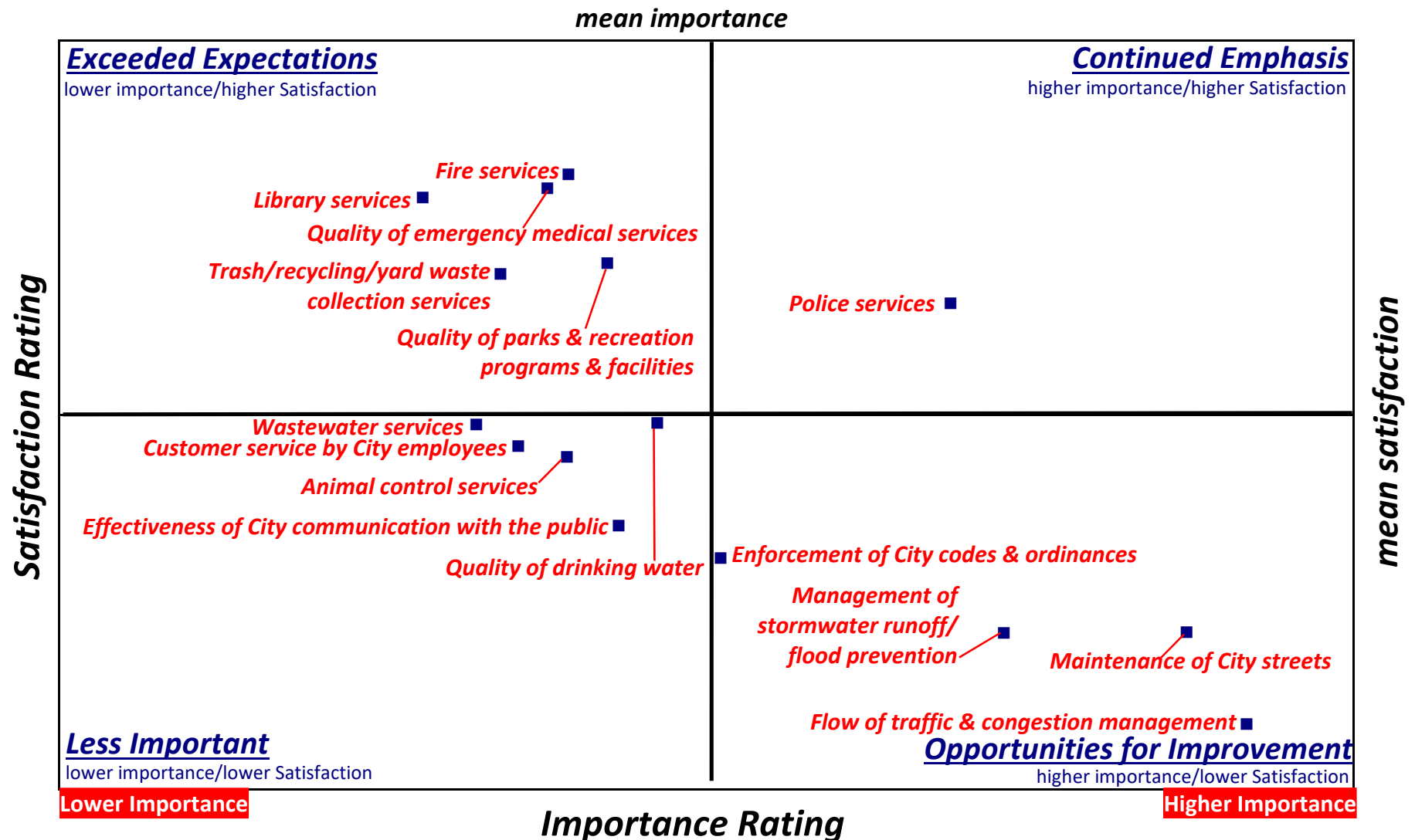
Matrices showing the results for the City of Baytown are provided on the following pages.

City of Baytown Community Survey

Importance-Satisfaction Assessment Matrix

-Major Categories of City Services-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)

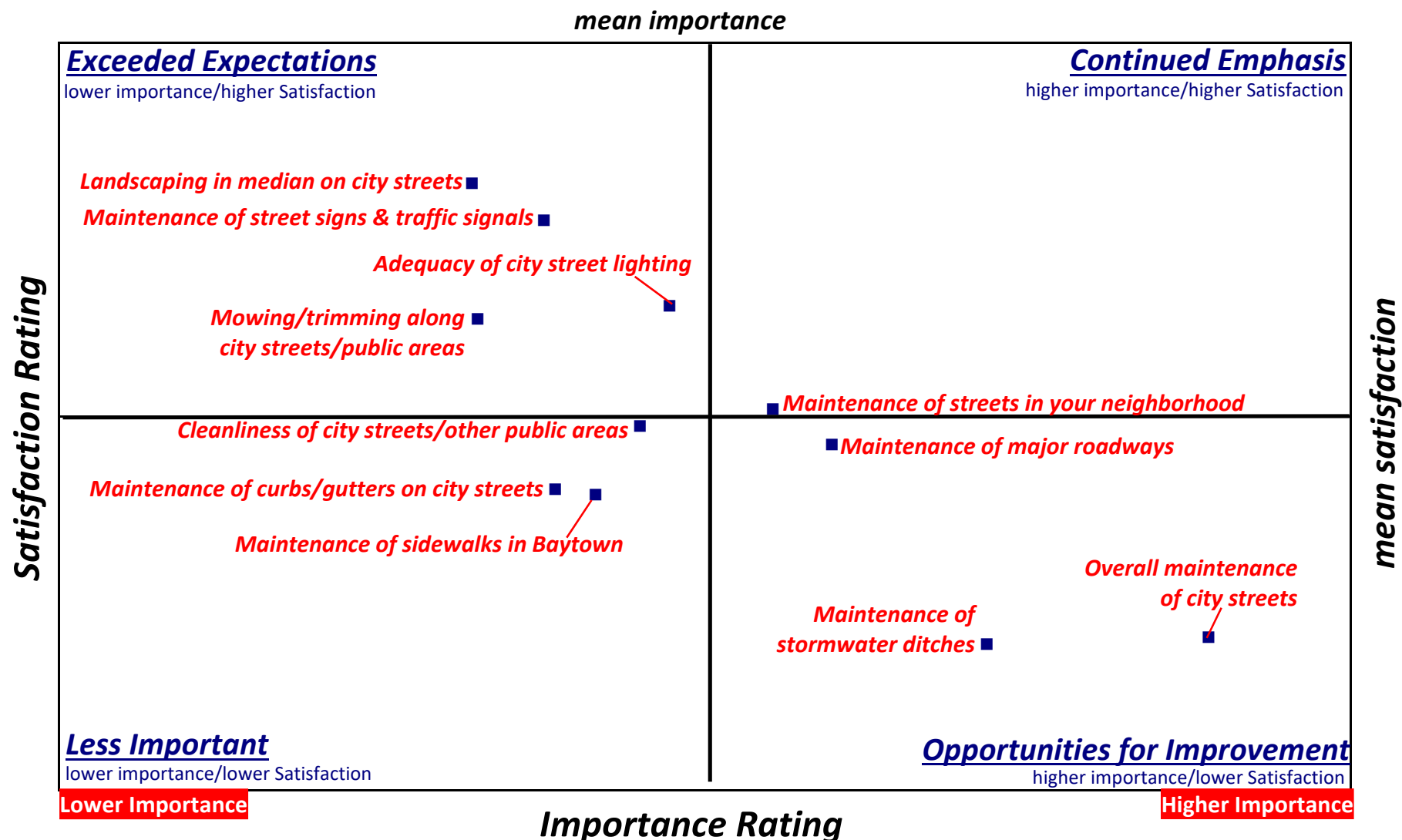


City of Baytown Community Survey

Importance-Satisfaction Assessment Matrix

-Maintenance Services-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)

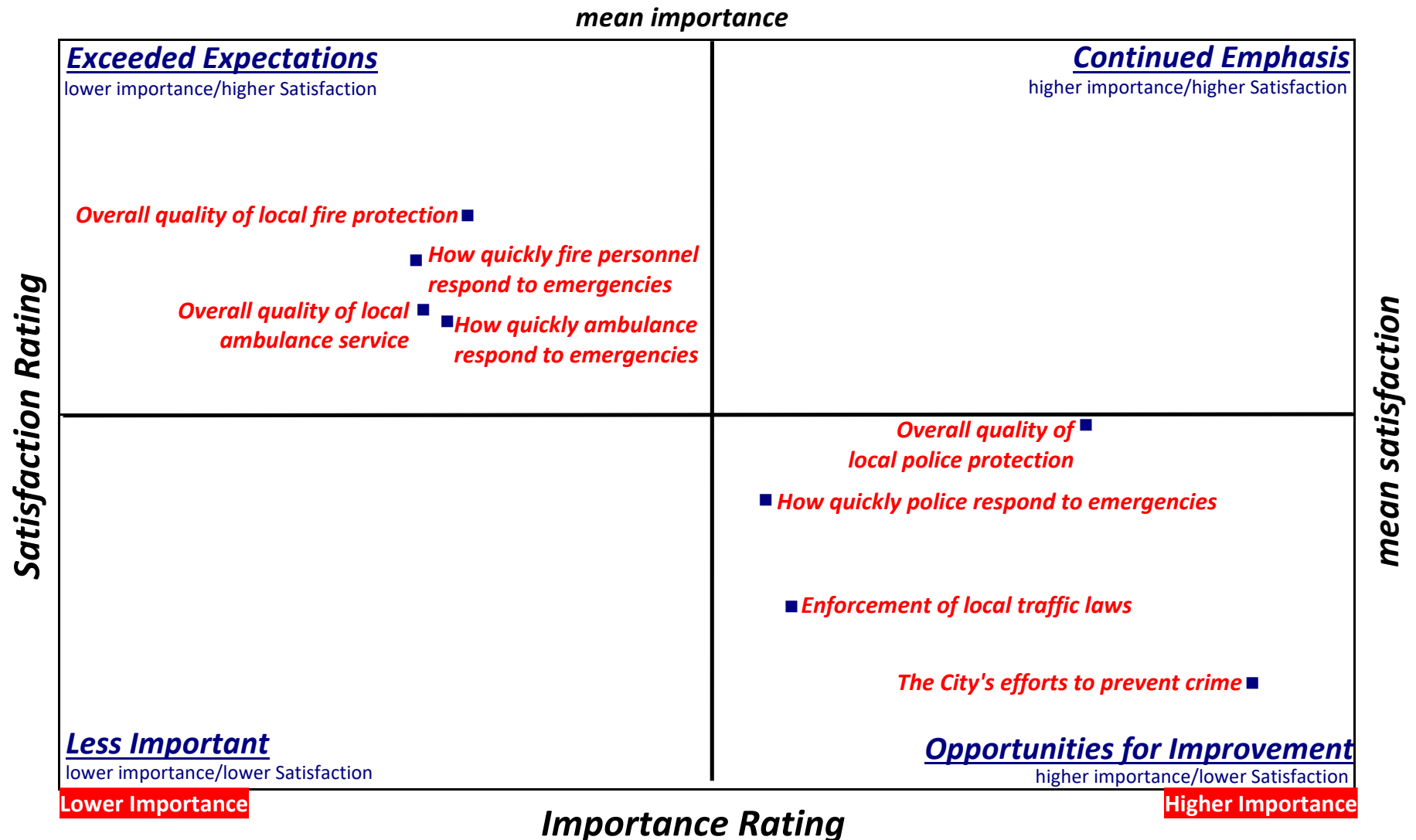


City of Baytown Community Survey

Importance-Satisfaction Assessment Matrix

-Public Safety Services-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)

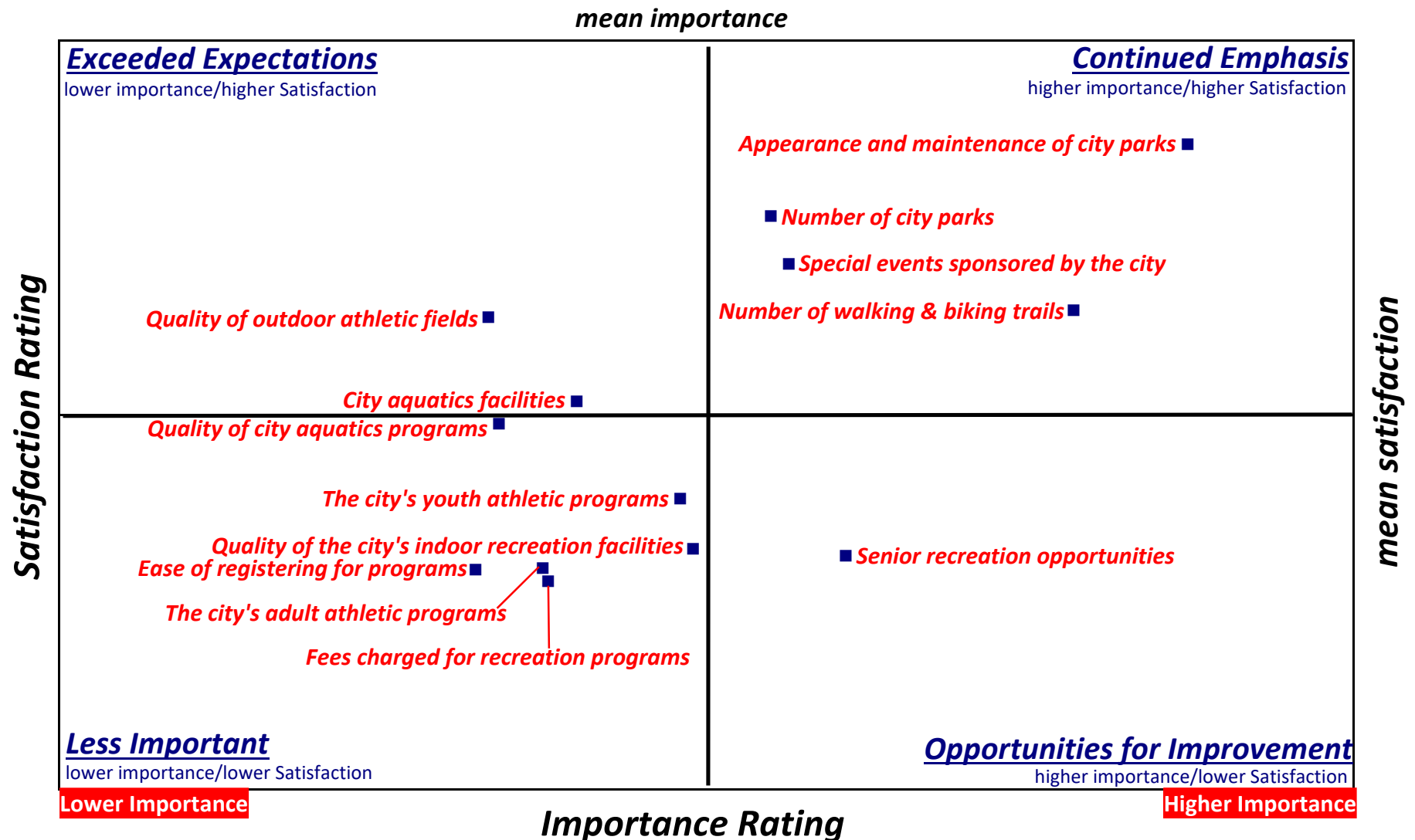


City of Baytown Community Survey

Importance-Satisfaction Assessment Matrix

-Parks and Recreation-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)

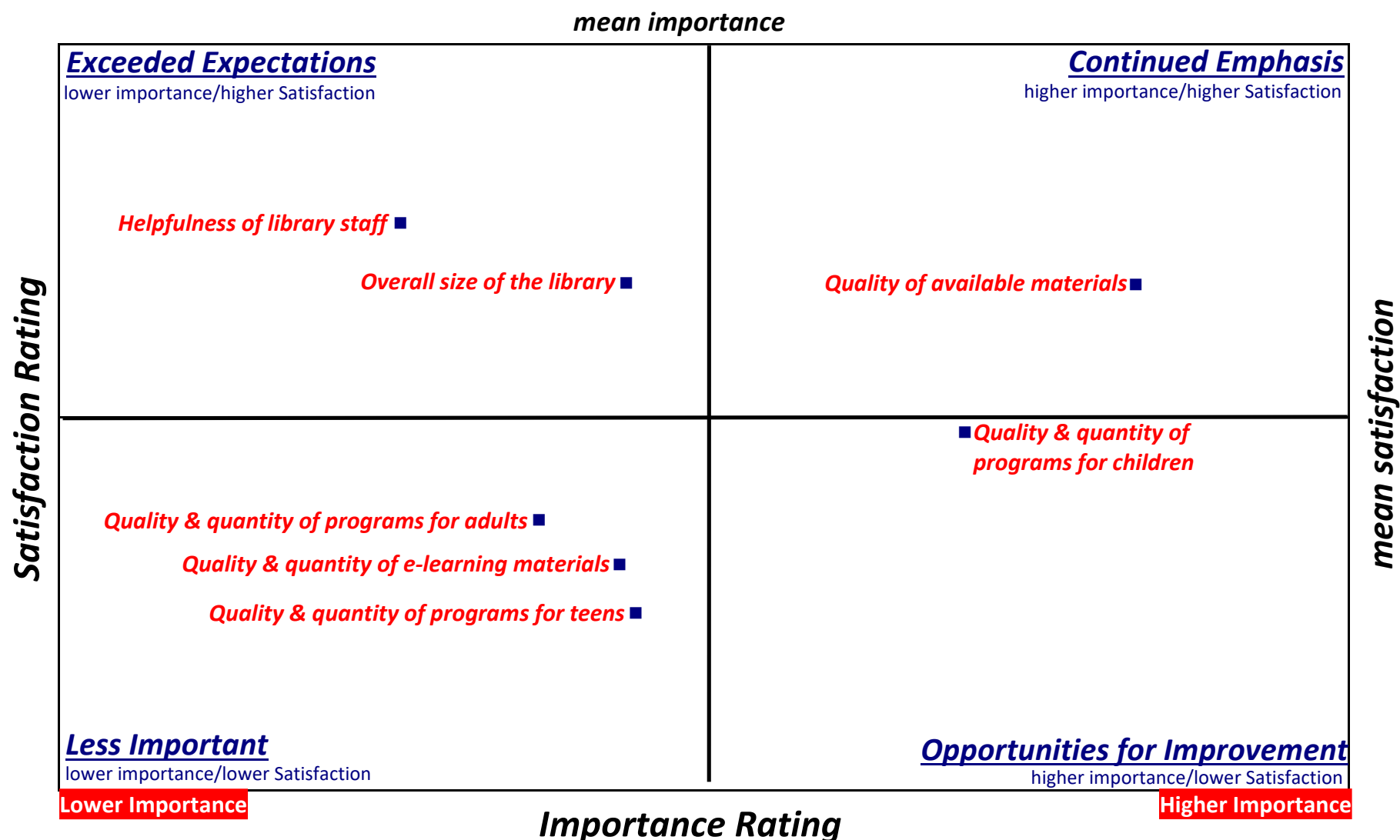


City of Baytown Community Survey

Importance-Satisfaction Assessment Matrix

-Library Services-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)





Tabular Data

Q1. Major Categories of City Services. Please rate your overall satisfaction with each of the following major categories of services provided by the City of Baytown using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisf- ied	Very dissatisfi- ed	Don't know
Q1-1. Overall quality of police services	29.0%	38.9%	16.0%	7.4%	1.6%	7.1%
Q1-2. Overall quality of fire services	38.9%	38.7%	10.9%	0.8%	0.2%	10.5%
Q1-3. Overall quality of emergency medical services	38.2%	36.1%	11.0%	1.6%	0.2%	12.9%
Q1-4. Overall enforcement of City codes & ordinances	11.0%	29.0%	27.0%	13.8%	6.4%	12.7%
Q1-5. Overall quality of library services	33.9%	33.1%	10.7%	1.5%	0.3%	20.4%
Q1-6. Overall quality of parks & recreation programs & facilities	29.3%	42.2%	14.7%	4.4%	1.8%	7.6%
Q1-7. Overall quality of animal control services	14.3%	36.1%	25.0%	9.2%	4.4%	10.9%
Q1-8. Overall maintenance of City streets	9.4%	27.3%	24.7%	21.6%	14.0%	3.0%
Q1-9. Overall management of stormwater runoff & flood prevention	9.6%	26.5%	27.8%	22.6%	9.1%	4.4%
Q1-10. Overall quality of trash, recycling & yard waste collection services	29.8%	44.6%	12.0%	8.1%	3.1%	2.3%
Q1-11. Overall quality of drinking water	17.6%	38.9%	22.4%	10.4%	4.6%	6.1%
Q1-12. Overall quality of wastewater services	15.7%	38.1%	27.3%	5.6%	2.6%	10.7%
Q1-13. Overall flow of traffic & congestion management in Baytown	5.4%	21.7%	24.2%	29.7%	15.5%	3.5%
Q1-14. Overall effectiveness of City communication with the public	13.3%	32.8%	29.2%	12.2%	6.1%	6.4%
Q1-15. Overall quality of customer service provided by City employees	16.1%	35.9%	26.9%	7.2%	3.8%	10.0%

WITHOUT DON'T KNOW

Q1. Major Categories of City Services. Please rate your overall satisfaction with each of the following major categories of services provided by the City of Baytown using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q1-1. Overall quality of police services	31.2%	41.8%	17.2%	8.0%	1.8%
Q1-2. Overall quality of fire services	43.5%	43.3%	12.2%	0.9%	0.2%
Q1-3. Overall quality of emergency medical services	43.9%	41.4%	12.7%	1.9%	0.2%
Q1-4. Overall enforcement of City codes & ordinances	12.6%	33.2%	30.9%	15.8%	7.4%
Q1-5. Overall quality of library services	42.7%	41.6%	13.5%	1.9%	0.4%
Q1-6. Overall quality of parks & recreation programs & facilities	31.7%	45.6%	15.9%	4.8%	2.0%
Q1-7. Overall quality of animal control services	16.1%	40.5%	28.1%	10.4%	5.0%
Q1-8. Overall maintenance of City streets	9.7%	28.2%	25.5%	22.2%	14.4%
Q1-9. Overall management of stormwater runoff & flood prevention	10.0%	27.8%	29.1%	23.6%	9.5%
Q1-10. Overall quality of trash, recycling & yard waste collection services	30.5%	45.7%	12.3%	8.3%	3.2%
Q1-11. Overall quality of drinking water	18.8%	41.4%	23.9%	11.1%	4.9%
Q1-12. Overall quality of wastewater services	17.5%	42.6%	30.6%	6.3%	3.0%
Q1-13. Overall flow of traffic & congestion management in Baytown	5.6%	22.5%	25.1%	30.7%	16.0%
Q1-14. Overall effectiveness of City communication with the public	14.3%	35.0%	31.2%	13.0%	6.5%
Q1-15. Overall quality of customer service provided by City employees	17.9%	39.9%	29.9%	8.1%	4.2%

Q2. Which FOUR of the major categories of City services listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q2. Top choice	Number	Percent
Overall quality of police services	132	21.7 %
Overall quality of fire services	4	0.7 %
Overall quality of emergency medical services	9	1.5 %
Overall enforcement of City codes & ordinances	28	4.6 %
Overall quality of library services	3	0.5 %
Overall quality of parks & recreation programs & facilities	12	2.0 %
Overall quality of animal control services	5	0.8 %
Overall maintenance of City streets	107	17.6 %
Overall management of stormwater runoff & flood prevention	65	10.7 %
Overall quality of trash, recycling & yard waste collection services	4	0.7 %
Overall quality of drinking water	18	3.0 %
Overall quality of wastewater services	4	0.7 %
Overall flow of traffic & congestion management in Baytown	108	17.8 %
Overall effectiveness of City communication with the public	10	1.6 %
Overall quality of customer service provided by City employees	6	1.0 %
None chosen	92	15.2 %
Total	607	100.0 %

Q2. Which FOUR of the major categories of City services listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

<u>Q2. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
Overall quality of police services	36	5.9 %
Overall quality of fire services	45	7.4 %
Overall quality of emergency medical services	15	2.5 %
Overall enforcement of City codes & ordinances	36	5.9 %
Overall quality of library services	6	1.0 %
Overall quality of parks & recreation programs & facilities	24	4.0 %
Overall quality of animal control services	12	2.0 %
Overall maintenance of City streets	95	15.7 %
Overall management of stormwater runoff & flood prevention	66	10.9 %
Overall quality of trash, recycling & yard waste collection services	14	2.3 %
Overall quality of drinking water	21	3.5 %
Overall quality of wastewater services	9	1.5 %
Overall flow of traffic & congestion management in Baytown	97	16.0 %
Overall effectiveness of City communication with the public	13	2.1 %
Overall quality of customer service provided by City employees	7	1.2 %
None chosen	111	18.3 %
Total	607	100.0 %

Q2. Which FOUR of the major categories of City services listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q2. 3rd choice	Number	Percent
Overall quality of police services	25	4.1 %
Overall quality of fire services	13	2.1 %
Overall quality of emergency medical services	28	4.6 %
Overall enforcement of City codes & ordinances	26	4.3 %
Overall quality of library services	6	1.0 %
Overall quality of parks & recreation programs & facilities	22	3.6 %
Overall quality of animal control services	20	3.3 %
Overall maintenance of City streets	62	10.2 %
Overall management of stormwater runoff & flood prevention	72	11.9 %
Overall quality of trash, recycling & yard waste collection services	15	2.5 %
Overall quality of drinking water	36	5.9 %
Overall quality of wastewater services	14	2.3 %
Overall flow of traffic & congestion management in Baytown	78	12.9 %
Overall effectiveness of City communication with the public	32	5.3 %
Overall quality of customer service provided by City employees	17	2.8 %
None chosen	141	23.2 %
Total	607	100.0 %

Q2. Which FOUR of the major categories of City services listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q2. 4th choice	Number	Percent
Overall quality of police services	27	4.4 %
Overall quality of fire services	14	2.3 %
Overall quality of emergency medical services	16	2.6 %
Overall enforcement of City codes & ordinances	43	7.1 %
Overall quality of library services	6	1.0 %
Overall quality of parks & recreation programs & facilities	32	5.3 %
Overall quality of animal control services	38	6.3 %
Overall maintenance of City streets	44	7.2 %
Overall management of stormwater runoff & flood prevention	36	5.9 %
Overall quality of trash, recycling & yard waste collection services	17	2.8 %
Overall quality of drinking water	34	5.6 %
Overall quality of wastewater services	14	2.3 %
Overall flow of traffic & congestion management in Baytown	47	7.7 %
Overall effectiveness of City communication with the public	40	6.6 %
Overall quality of customer service provided by City employees	27	4.4 %
None chosen	172	28.3 %
Total	607	100.0 %

SUM OF TOP 4 CHOICES

Q2. Which FOUR of the major categories of City services listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 4)

Q2. Sum of Top 4 Choices	Number	Percent
Overall quality of police services	220	36.2 %
Overall quality of fire services	76	12.5 %
Overall quality of emergency medical services	68	11.2 %
Overall enforcement of City codes & ordinances	133	21.9 %
Overall quality of library services	21	3.5 %
Overall quality of parks & recreation programs & facilities	90	14.8 %
Overall quality of animal control services	75	12.4 %
Overall maintenance of City streets	308	50.7 %
Overall management of stormwater runoff & flood prevention	239	39.4 %
Overall quality of trash, recycling & yard waste collection services	50	8.2 %
Overall quality of drinking water	109	18.0 %
Overall quality of wastewater services	41	6.8 %
Overall flow of traffic & congestion management in Baytown	330	54.4 %
Overall effectiveness of City communication with the public	95	15.7 %
Overall quality of customer service provided by City employees	57	9.4 %
None chosen	92	15.2 %
Total	2004	

Q3. Perceptions of The City. Please rate your level of satisfaction with each of the following items that may influence your perception of the City of Baytown.

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisf- ied	Very dissatisfi- ed	Don't know
Q3-1. Overall quality of services provided by City	10.9%	51.7%	23.7%	6.4%	2.5%	4.8%
Q3-2. Overall quality of life in City	12.4%	47.4%	24.2%	10.4%	2.5%	3.1%
Q3-3. Overall quality of your neighborhood	21.1%	41.4%	20.3%	9.9%	4.9%	2.5%
Q3-4. Overall value you receive for City taxes & fees	7.2%	30.6%	28.3%	21.6%	8.4%	3.8%
Q3-5. How well City is planning for growth	8.7%	27.2%	31.8%	14.5%	7.9%	9.9%
Q3-6. Overall quality of new development	9.9%	30.6%	34.1%	12.9%	5.3%	7.2%
Q3-7. Overall appearance of City	8.6%	34.4%	30.8%	17.1%	6.3%	2.8%
Q3-8. Overall appearance of residential property	5.8%	36.2%	34.8%	16.0%	3.0%	4.3%
Q3-9. Overall appearance of commercial property	5.9%	33.3%	34.1%	17.8%	4.8%	4.1%
Q3-10. Overall quality of Downtown Arts District	15.0%	37.6%	26.9%	8.7%	4.3%	7.6%
Q3-11. Baytown as a place to live	15.8%	46.0%	22.4%	9.2%	4.4%	2.1%
Q3-12. Baytown as a place to raise children	13.8%	37.6%	25.9%	10.9%	5.6%	6.3%
Q3-13. Baytown as a place where you would buy your next home	13.5%	27.7%	26.4%	14.7%	10.0%	7.7%

WITHOUT DON'T KNOW**Q3. Perceptions of The City. Please rate your level of satisfaction with each of the following items that may influence your perception of the City of Baytown. (without "don't know")**

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q3-1. Overall quality of services provided by City	11.4%	54.3%	24.9%	6.7%	2.6%
Q3-2. Overall quality of life in City	12.8%	49.0%	25.0%	10.7%	2.6%
Q3-3. Overall quality of your neighborhood	21.6%	42.4%	20.8%	10.1%	5.1%
Q3-4. Overall value you receive for City taxes & fees	7.5%	31.8%	29.5%	22.4%	8.7%
Q3-5. How well City is planning for growth	9.7%	30.2%	35.3%	16.1%	8.8%
Q3-6. Overall quality of new development	10.7%	33.0%	36.8%	13.9%	5.7%
Q3-7. Overall appearance of City	8.8%	35.4%	31.7%	17.6%	6.4%
Q3-8. Overall appearance of residential property	6.0%	37.9%	36.3%	16.7%	3.1%
Q3-9. Overall appearance of commercial property	6.2%	34.7%	35.6%	18.6%	5.0%
Q3-10. Overall quality of Downtown Arts District	16.2%	40.6%	29.1%	9.4%	4.6%
Q3-11. Baytown as a place to live	16.2%	47.0%	22.9%	9.4%	4.5%
Q3-12. Baytown as a place to raise children	14.8%	40.1%	27.6%	11.6%	6.0%
Q3-13. Baytown as a place where you would buy your next home	14.6%	30.0%	28.6%	15.9%	10.9%

Q4. Customer Service. Have you interacted with (called, gone online, or visited) the City with a question, problem, or complaint during the past year?

Q4. Have you contacted City with a question, problem, or complaint during past year	Number	Percent
Yes	295	48.6 %
No	312	51.4 %
Total	607	100.0 %

Q4a. Which Department did you contact MOST RECENTLY?

Q4a. Which Department did you contact most recently	Number	Percent
Public Works (Street Maintenance, Trash, Recycling, Yard Waste, Water, Wastewater)	115	39.0 %
Public Safety (Police, Fire, EMS)	34	11.5 %
Parks & Recreation	12	4.1 %
City Hall (Mayor, City Council, City Manager, City Clerk)	13	4.4 %
Utility Billing	34	11.5 %
Planning & Development Services (Permits, Inspections, Community Development Programs)	31	10.5 %
Health (Code Enforcement, Animal Control, or Stormwater)	34	11.5 %
Other	13	4.4 %
Not provided	9	3.1 %
Total	295	100.0 %

Q4a-8. Other

Q4a-8. Other	Number	Percent
Animal Control/Baytown Shelter	1	7.7 %
Bee infestation in electric box	1	7.7 %
City app	1	7.7 %
Complain about abandoned building	1	7.7 %
Late hour noisy parties	1	7.7 %
Library	1	7.7 %
Permits	1	7.7 %
Police operations	1	7.7 %
Railroad crossing blockages at E. Cedar Bayou		
Lynchburg at Railroad Dr	1	7.7 %
Sewer	1	7.7 %
Sign permitting	1	7.7 %
Talked to workers about park in Gingercreek	1	7.7 %
Trying to get a job online	1	7.7 %
Total	13	100.0 %

Q4b. How easy was it to contact the person you needed to reach in the department you selected in Question 4a?

Q4b. How easy was it to contact the person you needed to reach	Number	Percent
Very easy	109	38.1 %
Somewhat easy	107	37.4 %
Difficult	40	14.0 %
Very difficult	24	8.4 %
Don't know	6	2.1 %
Total	286	100.0 %

WITHOUT DON'T KNOW

Q4b. How easy was it to contact the person you needed to reach in the department you selected in Question 4a? (without "don't know")

Q4b. How easy was it to contact the person you needed to reach	Number	Percent
Very easy	109	38.9 %
Somewhat easy	107	38.2 %
Difficult	40	14.3 %
Very difficult	24	8.6 %
Total	280	100.0 %

Q4c. Several factors that may influence your perception of the quality of customer service you receive from City employees are listed below. For each item, please rate how often the employees you have contacted during the past year have displayed the behavior described using a scale of 1 to 5, where 5 means "Always" and 1 means "Never."

(N=286)

	Always	Usually	Someti- mes	Seldom	Never	Don't know
Q4c-1. They were courteous & polite	49.3%	30.1%	10.8%	4.2%	3.1%	2.4%
Q4c-2. They gave prompt, accurate, & complete answers to questions	39.2%	28.3%	15.7%	7.7%	5.9%	3.1%
Q4c-3. They did what they said they would do in a timely manner	37.1%	23.4%	14.7%	8.7%	8.4%	7.7%
Q4c-4. They helped you resolve your issue to your satisfaction	34.6%	23.4%	14.7%	8.7%	13.6%	4.9%

WITHOUT DON'T KNOW

Q4c. Several factors that may influence your perception of the quality of customer service you receive from City employees are listed below. For each item, please rate how often the employees you have contacted during the past year have displayed the behavior described using a scale of 1 to 5, where 5 means "Always" and 1 means "Never." (without "don't know")

(N=286)

	Always	Usually	Sometimes	Seldom	Never
Q4c-1. They were courteous & polite	50.5%	30.8%	11.1%	4.3%	3.2%
Q4c-2. They gave prompt, accurate, & complete answers to questions	40.4%	29.2%	16.2%	7.9%	6.1%
Q4c-3. They did what they said they would do in a timely manner	40.2%	25.4%	15.9%	9.5%	9.1%
Q4c-4. They helped you resolve your issue to your satisfaction	36.4%	24.6%	15.4%	9.2%	14.3%

Q5. Maintenance Services. For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisf- ied	Very dissatisfi- ed	Don't know
Q5-1. Overall maintenance of City streets	7.6%	30.1%	22.1%	28.3%	9.6%	2.3%
Q5-2. Maintenance of major roadways	9.6%	38.2%	21.9%	19.8%	8.1%	2.5%
Q5-3. Maintenance of streets in your neighborhood	10.5%	38.7%	16.5%	20.1%	11.0%	3.1%
Q5-4. Maintenance of sidewalks in Baytown	11.2%	32.3%	26.0%	16.0%	8.4%	6.1%
Q5-5. Maintenance of street signs & traffic signals	14.3%	44.8%	25.7%	7.7%	4.4%	3.0%
Q5-6. Maintenance of curbs & gutters on City streets	9.1%	35.4%	30.0%	16.6%	4.4%	4.4%
Q5-7. Maintenance of stormwater ditches	8.1%	27.5%	31.8%	18.3%	7.2%	7.1%
Q5-8. Mowing & trimming along City streets & other public areas	12.2%	41.7%	28.0%	11.5%	3.3%	3.3%
Q5-9. Overall cleanliness of City streets & other public areas	11.2%	37.6%	28.8%	15.8%	4.1%	2.5%
Q5-10. Adequacy of City street lighting	11.7%	43.2%	22.7%	15.0%	4.6%	2.8%
Q5-11. Quality of landscaping in median on City streets	17.8%	43.7%	27.8%	5.8%	2.5%	2.5%

WITHOUT DON'T KNOW

Q5. Maintenance Services. For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q5-1. Overall maintenance of City streets	7.8%	30.9%	22.6%	29.0%	9.8%
Q5-2. Maintenance of major roadways	9.8%	39.2%	22.5%	20.3%	8.3%
Q5-3. Maintenance of streets in your neighborhood	10.9%	40.0%	17.0%	20.7%	11.4%
Q5-4. Maintenance of sidewalks in Baytown	11.9%	34.4%	27.7%	17.0%	8.9%
Q5-5. Maintenance of street signs & traffic signals	14.8%	46.2%	26.5%	8.0%	4.6%
Q5-6. Maintenance of curbs & gutters on City streets	9.5%	37.1%	31.4%	17.4%	4.7%
Q5-7. Maintenance of stormwater ditches	8.7%	29.6%	34.2%	19.7%	7.8%
Q5-8. Mowing & trimming along City streets & other public areas	12.6%	43.1%	29.0%	11.9%	3.4%
Q5-9. Overall cleanliness of City streets & other public areas	11.5%	38.5%	29.6%	16.2%	4.2%
Q5-10. Adequacy of City street lighting	12.0%	44.4%	23.4%	15.4%	4.7%
Q5-11. Quality of landscaping in median on City streets	18.2%	44.8%	28.5%	5.9%	2.5%

Q6. Which THREE of the City maintenance services listed in Question 5 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q6. Top choice	Number	Percent
Overall maintenance of City streets	180	29.7 %
Maintenance of major roadways	58	9.6 %
Maintenance of streets in your neighborhood	67	11.0 %
Maintenance of sidewalks in Baytown	28	4.6 %
Maintenance of street signs & traffic signals	17	2.8 %
Maintenance of curbs & gutters on City streets	15	2.5 %
Maintenance of stormwater ditches	76	12.5 %
Mowing & trimming along City streets & other public areas	16	2.6 %
Overall cleanliness of City streets & other public areas	23	3.8 %
Adequacy of City street lighting	23	3.8 %
Quality of landscaping in median on City streets	10	1.6 %
None chosen	94	15.5 %
Total	607	100.0 %

Q6. Which THREE of the City maintenance services listed in Question 5 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q6. 2nd choice	Number	Percent
Overall maintenance of City streets	70	11.5 %
Maintenance of major roadways	77	12.7 %
Maintenance of streets in your neighborhood	51	8.4 %
Maintenance of sidewalks in Baytown	42	6.9 %
Maintenance of street signs & traffic signals	33	5.4 %
Maintenance of curbs & gutters on City streets	32	5.3 %
Maintenance of stormwater ditches	75	12.4 %
Mowing & trimming along City streets & other public areas	20	3.3 %
Overall cleanliness of City streets & other public areas	36	5.9 %
Adequacy of City street lighting	33	5.4 %
Quality of landscaping in median on City streets	17	2.8 %
None chosen	121	19.9 %
Total	607	100.0 %

Q6. Which THREE of the City maintenance services listed in Question 5 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q6. 3rd choice	Number	Percent
Overall maintenance of City streets	48	7.9 %
Maintenance of major roadways	39	6.4 %
Maintenance of streets in your neighborhood	37	6.1 %
Maintenance of sidewalks in Baytown	27	4.4 %
Maintenance of street signs & traffic signals	30	4.9 %
Maintenance of curbs & gutters on City streets	36	5.9 %
Maintenance of stormwater ditches	74	12.2 %
Mowing & trimming along City streets & other public areas	22	3.6 %
Overall cleanliness of City streets & other public areas	52	8.6 %
Adequacy of City street lighting	65	10.7 %
Quality of landscaping in median on City streets	29	4.8 %
None chosen	148	24.4 %
Total	607	100.0 %

SUM OF TOP 3 CHOICES

Q6. Which THREE of the City maintenance services listed in Question 5 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 3)

Q6. Sum of Top 3 Choices	Number	Percent
Overall maintenance of City streets	298	49.1 %
Maintenance of major roadways	174	28.7 %
Maintenance of streets in your neighborhood	155	25.5 %
Maintenance of sidewalks in Baytown	97	16.0 %
Maintenance of street signs & traffic signals	80	13.2 %
Maintenance of curbs & gutters on City streets	83	13.7 %
Maintenance of stormwater ditches	225	37.1 %
Mowing & trimming along City streets & other public areas	58	9.6 %
Overall cleanliness of City streets & other public areas	111	18.3 %
Adequacy of City street lighting	121	19.9 %
Quality of landscaping in median on City streets	56	9.2 %
None chosen	94	15.5 %
Total	1552	

Q7. Public Services. For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisf- ied	Very dissatisfi- ed	Don't know
Q7-1. Residential trash collection services	35.9%	45.5%	9.1%	5.4%	1.8%	2.3%
Q7-2. Curbside recycling services	35.3%	41.5%	12.0%	4.1%	2.1%	4.9%
Q7-3. Yard waste removal services	25.7%	41.0%	18.1%	7.4%	1.8%	5.9%
Q7-4. Wastewater (sewer) treatment service	18.6%	38.7%	25.9%	6.1%	1.8%	8.9%
Q7-5. Drinking water service	18.3%	40.4%	23.1%	9.4%	3.6%	5.3%

WITHOUT DON'T KNOW

Q7. Public Services. For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q7-1. Residential trash collection services	36.8%	46.5%	9.3%	5.6%	1.9%
Q7-2. Curbside recycling services	37.1%	43.7%	12.7%	4.3%	2.3%
Q7-3. Yard waste removal services	27.3%	43.6%	19.3%	7.9%	1.9%
Q7-4. Wastewater (sewer) treatment service	20.4%	42.5%	28.4%	6.7%	2.0%
Q7-5. Drinking water service	19.3%	42.6%	24.3%	9.9%	3.8%

Q8. Drinking Water Service. Please rate your satisfaction with the following aspects of drinking water service provided by the City of Baytown using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisf- ied	Very dissatisfi- ed	Don't know
Q8-1. Water pressure on a typical day	26.5%	53.4%	11.2%	5.1%	1.0%	2.8%
Q8-2. Taste of your tap water	15.8%	32.3%	22.6%	13.0%	6.8%	9.6%
Q8-3. Color of your tap water	18.3%	42.8%	23.4%	7.4%	3.3%	4.8%
Q8-4. Smell of your tap water	18.3%	40.5%	22.9%	9.7%	3.8%	4.8%
Q8-5. Clarity of your tap water (free of particles, not cloudy)	19.9%	41.8%	21.6%	9.7%	2.5%	4.4%
Q8-6. Amount you pay for City's water	7.7%	25.0%	26.2%	22.2%	15.2%	3.6%
Q8-7. City efforts to keep your drinking water safe	17.0%	38.2%	21.9%	8.4%	3.1%	11.4%

WITHOUT DON'T KNOW

Q8. Drinking Water Service. Please rate your satisfaction with the following aspects of drinking water service provided by the City of Baytown using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q8-1. Water pressure on a typical day	27.3%	54.9%	11.5%	5.3%	1.0%
Q8-2. Taste of your tap water	17.5%	35.7%	25.0%	14.4%	7.5%
Q8-3. Color of your tap water	19.2%	45.0%	24.6%	7.8%	3.5%
Q8-4. Smell of your tap water	19.2%	42.6%	24.0%	10.2%	4.0%
Q8-5. Clarity of your tap water (free of particles, not cloudy)	20.9%	43.8%	22.6%	10.2%	2.6%
Q8-6. Amount you pay for City's water	8.0%	26.0%	27.2%	23.1%	15.7%
Q8-7. City efforts to keep your drinking water safe	19.1%	43.1%	24.7%	9.5%	3.5%

Q9. Have you experienced any problems or concerns with your drinking water during the past year?

Q9. Have you experienced any problems or concerns with your drinking water during past year	Number	Percent
Yes	179	29.5 %
No	414	68.2 %
Not provided	14	2.3 %
Total	607	100.0 %

WITHOUT NOT PROVIDED**Q9. Have you experienced any problems or concerns with your drinking water during the past year? (without "not provided")**

Q9. Have you experienced any problems or concerns with your drinking water during past year	Number	Percent
Yes	179	30.2 %
No	414	69.8 %
Total	593	100.0 %

Q9a. Which of the following problems or concerns have you had with your drinking water during the past year?

Q9a. What problems or concerns have you had with your drinking water during past year	Number	Percent
Taste	81	45.3 %
Color	69	38.5 %
Smell	70	39.1 %
Other	73	40.8 %
Total	293	

Q9b. Are you still experiencing these issues with your drinking water?

Q9b. Are you still experiencing these issues with your drinking water	Number	Percent
Yes	83	46.4 %
No	83	46.4 %
Not provided	13	7.3 %
Total	179	100.0 %

WITHOUT NOT PROVIDED**Q9b. Are you still experiencing these issues with your drinking water? (without "not provided")**

Q9b. Are you still experiencing these issues with your drinking water	Number	Percent
Yes	83	50.0 %
No	83	50.0 %
Total	166	100.0 %

Q9c. Did you contact the City to have these issues addressed?

Q9c. Did you contact City to have these issues addressed	Number	Percent
Yes	49	27.4 %
No	127	70.9 %
Not provided	3	1.7 %
Total	179	100.0 %

WITHOUT NOT PROVIDED**Q9c. Did you contact the City to have these issues addressed? (without "not provided")**

Q9c. Did you contact City to have these issues addressed	Number	Percent
Yes	49	27.8 %
No	127	72.2 %
Total	176	100.0 %

Q9d. Was the City able to address your concerns about your drinking water?

Q9d. Was City able to address your concerns about your drinking water	Number	Percent
Yes	18	36.7 %
No	31	63.3 %
Total	49	100.0 %

Q10. Transportation. For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisf- ied	Very dissatisfi- ed	Don't know
Q10-1. Traffic flow on state highways (I-10, SH 146, etc.)	5.8%	28.8%	21.3%	27.7%	13.8%	2.6%
Q10-2. Traffic flow on major City streets (Garth, N. Main, Rollingbrook, Baker, John Martin, etc.)	3.6%	15.5%	19.9%	39.2%	20.1%	1.6%
Q10-3. Traffic flow in & around your neighborhood	16.8%	44.5%	18.8%	11.4%	6.6%	2.0%
Q10-4. The job City is doing to manage traffic	6.4%	27.0%	28.8%	21.4%	11.2%	5.1%
Q10-5. Availability of public transportation	8.4%	21.3%	27.7%	7.4%	4.3%	31.0%
Q10-6. Availability of sidewalks	9.6%	32.0%	28.8%	16.3%	6.3%	7.1%

WITHOUT DON'T KNOW

Q10. Transportation. For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q10-1. Traffic flow on state highways (I-10, SH 146, etc.)	5.9%	29.6%	21.8%	28.4%	14.2%
Q10-2. Traffic flow on major City streets (Garth, N. Main, Rollingbrook, Baker, John Martin, etc.)	3.7%	15.7%	20.3%	39.9%	20.4%
Q10-3. Traffic flow in & around your neighborhood	17.1%	45.4%	19.2%	11.6%	6.7%
Q10-4. The job City is doing to manage traffic	6.8%	28.5%	30.4%	22.6%	11.8%
Q10-5. Availability of public transportation	12.2%	30.8%	40.1%	10.7%	6.2%
Q10-6. Availability of sidewalks	10.3%	34.4%	31.0%	17.6%	6.7%

Q11. Code Enforcement. For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisf- ied	Very dissatisfi- ed	Don't know
Q11-1. Enforcing clean-up of debris on private property	8.1%	24.7%	27.8%	20.4%	7.4%	11.5%
Q11-2. Enforcing mowing & cutting of weeds on private property	7.7%	24.2%	29.7%	19.8%	6.6%	12.0%
Q11-3. Enforcing sign regulations	8.4%	29.7%	31.5%	11.7%	4.9%	13.8%
Q11-4. Enforcing cars parked in yards	6.8%	18.3%	29.8%	21.7%	11.4%	12.0%
Q11-5. City efforts to remove abandoned or inoperable vehicles	7.6%	21.4%	29.7%	15.3%	8.6%	17.5%

WITHOUT DON'T KNOW

Q11. Code Enforcement. For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q11-1. Enforcing clean-up of debris on private property	9.1%	27.9%	31.5%	23.1%	8.4%
Q11-2. Enforcing mowing & cutting of weeds on private property	8.8%	27.5%	33.7%	22.5%	7.5%
Q11-3. Enforcing sign regulations	9.8%	34.4%	36.5%	13.6%	5.7%
Q11-4. Enforcing cars parked in yards	7.7%	20.8%	33.9%	24.7%	12.9%
Q11-5. City efforts to remove abandoned or inoperable vehicles	9.2%	25.9%	35.9%	18.6%	10.4%

Q12. Public Safety Services. For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisf- ied	Very dissatisfi- ed	Don't know
Q12-1. Overall quality of local police protection	24.7%	42.7%	16.5%	6.9%	2.5%	6.8%
Q12-2. How quickly police respond to emergencies	21.3%	34.6%	20.4%	5.1%	1.6%	17.0%
Q12-3. Enforcement of local traffic laws	16.6%	37.4%	20.9%	9.2%	5.6%	10.2%
Q12-4. City's efforts to prevent crime	14.0%	33.4%	26.4%	7.7%	4.6%	13.8%
Q12-5. Overall quality of local fire protection	30.8%	45.8%	11.4%	0.5%	0.3%	11.2%
Q12-6. How quickly fire personnel respond to emergencies	29.0%	35.9%	12.5%	0.3%	0.2%	22.1%
Q12-7. Overall quality of local ambulance service	26.9%	36.4%	14.0%	1.3%	0.5%	20.9%
Q12-8. How quickly ambulance personnel respond to emergencies	27.0%	33.3%	14.0%	1.0%	0.8%	23.9%

WITHOUT DON'T KNOW

Q12. Public Safety Services. For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q12-1. Overall quality of local police protection	26.5%	45.8%	17.7%	7.4%	2.7%
Q12-2. How quickly police respond to emergencies	25.6%	41.7%	24.6%	6.2%	2.0%
Q12-3. Enforcement of local traffic laws	18.5%	41.7%	23.3%	10.3%	6.2%
Q12-4. City's efforts to prevent crime	16.3%	38.8%	30.6%	9.0%	5.4%
Q12-5. Overall quality of local fire protection	34.7%	51.6%	12.8%	0.6%	0.4%
Q12-6. How quickly fire personnel respond to emergencies	37.2%	46.1%	16.1%	0.4%	0.2%
Q12-7. Overall quality of local ambulance service	34.0%	46.0%	17.7%	1.7%	0.6%
Q12-8. How quickly ambulance personnel respond to emergencies	35.5%	43.7%	18.4%	1.3%	1.1%

Q13. Which THREE of the public safety items listed in Question 12 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q13. Top choice	Number	Percent
Overall quality of local police protection	155	25.5 %
How quickly police respond to emergencies	47	7.7 %
Enforcement of local traffic laws	80	13.2 %
City's efforts to prevent crime	139	22.9 %
Overall quality of local fire protection	6	1.0 %
How quickly fire personnel respond to emergencies	3	0.5 %
Overall quality of local ambulance service	7	1.2 %
How quickly ambulance personnel respond to emergencies	18	3.0 %
None chosen	152	25.0 %
Total	607	100.0 %

Q13. Which THREE of the public safety items listed in Question 12 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q13. 2nd choice	Number	Percent
Overall quality of local police protection	62	10.2 %
How quickly police respond to emergencies	91	15.0 %
Enforcement of local traffic laws	53	8.7 %
City's efforts to prevent crime	118	19.4 %
Overall quality of local fire protection	24	4.0 %
How quickly fire personnel respond to emergencies	20	3.3 %
Overall quality of local ambulance service	24	4.0 %
How quickly ambulance personnel respond to emergencies	17	2.8 %
None chosen	198	32.6 %
Total	607	100.0 %

Q13. Which THREE of the public safety items listed in Question 12 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q13. 3rd choice	Number	Percent
Overall quality of local police protection	56	9.2 %
How quickly police respond to emergencies	74	12.2 %
Enforcement of local traffic laws	50	8.2 %
City's efforts to prevent crime	63	10.4 %
Overall quality of local fire protection	40	6.6 %
How quickly fire personnel respond to emergencies	24	4.0 %
Overall quality of local ambulance service	27	4.4 %
How quickly ambulance personnel respond to emergencies	48	7.9 %
None chosen	225	37.1 %
Total	607	100.0 %

SUM OF TOP 3 CHOICES

Q13. Which THREE of the public safety items listed in Question 12 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 3)

Q13. Sum of Top 3 Choices	Number	Percent
Overall quality of local police protection	273	45.0 %
How quickly police respond to emergencies	212	34.9 %
Enforcement of local traffic laws	183	30.1 %
City's efforts to prevent crime	320	52.7 %
Overall quality of local fire protection	70	11.5 %
How quickly fire personnel respond to emergencies	47	7.7 %
Overall quality of local ambulance service	58	9.6 %
How quickly ambulance personnel respond to emergencies	83	13.7 %
None chosen	152	25.0 %
Total	1398	

Q14. Perception of Safety. For each of the items listed below, please rate your feeling of safety using a scale of 1 to 5, where 5 means "Very Safe" and 1 means "Very Unsafe."

(N=607)

	Very safe	Safe	Neutral	Unsafe	Very unsafe	Don't know
Q14-1. In your neighborhood during the day	32.3%	48.8%	11.0%	5.1%	0.8%	2.0%
Q14-2. In your neighborhood at night	17.5%	40.2%	24.4%	11.9%	3.5%	2.6%
Q14-3. In commercial & retail areas	5.1%	32.3%	35.4%	18.0%	2.5%	6.8%
Q14-4. In City parks	6.9%	25.5%	34.1%	17.5%	3.6%	12.4%
Q14-5. Overall feeling of safety in Baytown	9.6%	40.4%	30.8%	14.0%	2.3%	3.0%

WITHOUT DON'T KNOW

Q14. Perception of Safety. For each of the items listed below, please rate your feeling of safety using a scale of 1 to 5, where 5 means "Very Safe" and 1 means "Very Unsafe." (without "don't know")

(N=607)

	Very safe	Safe	Neutral	Unsafe	Very unsafe
Q14-1. In your neighborhood during the day	32.9%	49.7%	11.3%	5.2%	0.8%
Q14-2. In your neighborhood at night	17.9%	41.3%	25.0%	12.2%	3.6%
Q14-3. In commercial & retail areas	5.5%	34.6%	38.0%	19.3%	2.7%
Q14-4. In City parks	7.9%	29.1%	38.9%	19.9%	4.1%
Q14-5. Overall feeling of safety in Baytown	9.8%	41.6%	31.7%	14.4%	2.4%

Q15. Downtown Arts District. Have you visited the Downtown Arts District over the past year?

Q15. Have you visited Downtown Arts District over past year	Number	Percent
Yes	303	49.9 %
No	271	44.6 %
Not provided	33	5.4 %
Total	607	100.0 %

WITHOUT NOT PROVIDED**Q15. Downtown Arts District. Have you visited the Downtown Arts District over the past year? (without "not provided")**

Q15. Have you visited Downtown Arts District over past year	Number	Percent
Yes	303	52.8 %
No	271	47.2 %
Total	574	100.0 %

Q15a. Which of the following brought you to the Downtown Arts District?

Q15a. Which following brought you to Downtown Arts District	Number	Percent
Town Square Events (Farmers Market, Arts & Eats Fest, Snow Day, Brown Bag Concert, Easter Egg Hunt, Free Workout Class, etc.)	199	65.7 %
Arts Venue (Lee College Performing Arts Center, Baytown Little Theater, Art League of Baytown, etc.)	74	24.4 %
Dining	84	27.7 %
Shopping	46	15.2 %
Public Art (Murals, Umbrella Alley, Statues, etc.)	115	38.0 %
Other	45	14.9 %
Total	563	

Q15b. Do you know where the Downtown Arts District is located?

Q15b. Do you know where Downtown Arts District is located	Number	Percent
Yes	221	81.5 %
No	49	18.1 %
Not provided	1	0.4 %
Total	271	100.0 %

WITHOUT NOT PROVIDED**Q15b. Do you know where the Downtown Arts District is located? (without "not provided")**

Q15b. Do you know where Downtown Arts District is located	Number	Percent
Yes	221	81.9 %
No	49	18.1 %
Total	270	100.0 %

Q16. Parks and Recreation. For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisf- ied	Very dissatisfi- ed	Don't know
Q16-1. Appearance & maintenance of City parks	20.3%	49.8%	17.6%	3.6%	1.0%	7.7%
Q16-2. Number of City parks	18.5%	44.2%	20.4%	5.4%	0.8%	10.7%
Q16-3. Number of walking & biking trails	18.5%	37.7%	22.7%	9.1%	1.8%	10.2%
Q16-4. City aquatics facilities	13.0%	28.8%	25.9%	6.1%	1.8%	24.4%
Q16-5. Quality of City aquatics programs	11.5%	24.7%	26.0%	3.6%	1.8%	32.3%
Q16-6. Quality of outdoor athletic fields	10.7%	35.4%	24.1%	3.6%	0.7%	25.5%
Q16-7. Senior recreation opportunities	7.4%	20.3%	28.0%	6.8%	2.1%	35.4%
Q16-8. City's youth athletic programs	6.9%	21.9%	26.7%	4.4%	0.7%	39.4%
Q16-9. City's adult athletic programs	6.6%	17.8%	28.8%	4.0%	1.0%	41.8%
Q16-10. Ease of registering for programs	5.4%	17.8%	27.8%	3.1%	1.5%	44.3%
Q16-11. Fees charged for recreation programs	5.9%	17.1%	27.5%	3.6%	2.1%	43.7%
Q16-12. Special events sponsored by City (4th of July, Grito Fest, Farmers Market, Daddy & Me, Town Square Events)	17.3%	37.9%	24.9%	1.8%	1.5%	16.6%
Q16-13. Quality of City's indoor recreation facilities	7.4%	18.8%	28.7%	3.8%	1.5%	39.9%

WITHOUT DON'T KNOW

Q16. Parks and Recreation. For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q16-1. Appearance & maintenance of City parks	22.0%	53.9%	19.1%	3.9%	1.1%
Q16-2. Number of City parks	20.7%	49.4%	22.9%	6.1%	0.9%
Q16-3. Number of walking & biking trails	20.6%	42.0%	25.3%	10.1%	2.0%
Q16-4. City aquatics facilities	17.2%	38.1%	34.2%	8.1%	2.4%
Q16-5. Quality of City aquatics programs	17.0%	36.5%	38.4%	5.4%	2.7%
Q16-6. Quality of outdoor athletic fields	14.4%	47.6%	32.3%	4.9%	0.9%
Q16-7. Senior recreation opportunities	11.5%	31.4%	43.4%	10.5%	3.3%
Q16-8. City's youth athletic programs	11.4%	36.1%	44.0%	7.3%	1.1%
Q16-9. City's adult athletic programs	11.3%	30.6%	49.6%	6.8%	1.7%
Q16-10. Ease of registering for programs	9.8%	32.0%	50.0%	5.6%	2.7%
Q16-11. Fees charged for recreation programs	10.5%	30.4%	48.8%	6.4%	3.8%
Q16-12. Special events sponsored by City (4th of July, Grito Fest, Farmers Market, Daddy & Me, Town Square Events)	20.8%	45.5%	29.8%	2.2%	1.8%
Q16-13. Quality of City's indoor recreation facilities	12.3%	31.2%	47.7%	6.3%	2.5%

Q17. Which THREE of the Parks and Recreation services listed in Question 16 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q17. Top choice	Number	Percent
Appearance & maintenance of City parks	119	19.6 %
Number of City parks	38	6.3 %
Number of walking & biking trails	72	11.9 %
City aquatics facilities	22	3.6 %
Quality of City aquatics programs	5	0.8 %
Quality of outdoor athletic fields	11	1.8 %
Senior recreation opportunities	42	6.9 %
City's youth athletic programs	32	5.3 %
City's adult athletic programs	8	1.3 %
Ease of registering for programs	8	1.3 %
Fees charged for recreation programs	8	1.3 %
Special events sponsored by City (4th of July, Grito Fest, Farmers Market, Daddy & Me, Town Square Events)	30	4.9 %
Quality of City's indoor recreation facilities	19	3.1 %
None chosen	193	31.8 %
Total	607	100.0 %

Q17. Which THREE of the Parks and Recreation services listed in Question 16 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q17. 2nd choice	Number	Percent
Appearance & maintenance of City parks	48	7.9 %
Number of City parks	40	6.6 %
Number of walking & biking trails	66	10.9 %
City aquatics facilities	20	3.3 %
Quality of City aquatics programs	22	3.6 %
Quality of outdoor athletic fields	14	2.3 %
Senior recreation opportunities	46	7.6 %
City's youth athletic programs	25	4.1 %
City's adult athletic programs	19	3.1 %
Ease of registering for programs	7	1.2 %
Fees charged for recreation programs	20	3.3 %
Special events sponsored by City (4th of July, Grito Fest, Farmers Market, Daddy & Me, Town Square Events)	31	5.1 %
Quality of City's indoor recreation facilities	20	3.3 %
None chosen	229	37.7 %
Total	607	100.0 %

Q17. Which THREE of the Parks and Recreation services listed in Question 16 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q17. 3rd choice	Number	Percent
Appearance & maintenance of City parks	34	5.6 %
Number of City parks	25	4.1 %
Number of walking & biking trails	36	5.9 %
City aquatics facilities	16	2.6 %
Quality of City aquatics programs	13	2.1 %
Quality of outdoor athletic fields	12	2.0 %
Senior recreation opportunities	33	5.4 %
City's youth athletic programs	25	4.1 %
City's adult athletic programs	23	3.8 %
Ease of registering for programs	19	3.1 %
Fees charged for recreation programs	23	3.8 %
Special events sponsored by City (4th of July, Grito Fest, Farmers Market, Daddy & Me, Town Square Events)	47	7.7 %
Quality of City's indoor recreation facilities	46	7.6 %
None chosen	255	42.0 %
Total	607	100.0 %

SUM OF TOP 3 CHOICES

Q17. Which THREE of the Parks and Recreation services listed in Question 16 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 3)

Q17. Sum of Top 3 Choices	Number	Percent
Appearance & maintenance of City parks	201	33.1 %
Number of City parks	103	17.0 %
Number of walking & biking trails	174	28.7 %
City aquatics facilities	58	9.6 %
Quality of City aquatics programs	40	6.6 %
Quality of outdoor athletic fields	37	6.1 %
Senior recreation opportunities	121	19.9 %
City's youth athletic programs	82	13.5 %
City's adult athletic programs	50	8.2 %
Ease of registering for programs	34	5.6 %
Fees charged for recreation programs	51	8.4 %
Special events sponsored by City (4th of July, Grito Fest, Farmers Market, Daddy & Me, Town Square Events)	108	17.8 %
Quality of City's indoor recreation facilities	85	14.0 %
None chosen	193	31.8 %
Total	1337	

Q18. Library Services. For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisf- ied	Very dissatisfi- ed	Don't know
Q18-1. Overall quality of available materials	24.5%	28.3%	15.7%	1.2%	0.5%	29.8%
Q18-2. Overall quality & quantity of programs for children	16.8%	22.9%	17.3%	1.2%	0.7%	41.2%
Q18-3. Overall quality & quantity of programs for teens	13.5%	17.5%	20.1%	1.8%	0.7%	46.5%
Q18-4. Overall quality & quantity of programs for adults	13.8%	22.6%	18.3%	1.8%	1.5%	42.0%
Q18-5. Overall quality & quantity of e-learning materials	13.8%	18.8%	19.3%	1.5%	0.7%	46.0%
Q18-6. Overall helpfulness of library staff	28.5%	25.5%	14.0%	0.7%	0.0%	31.3%
Q18-7. Overall size of library	23.9%	29.3%	13.8%	3.1%	0.3%	29.5%

WITHOUT DON'T KNOW

Q18. Library Services. For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q18-1. Overall quality of available materials	35.0%	40.4%	22.3%	1.6%	0.7%
Q18-2. Overall quality & quantity of programs for children	28.6%	38.9%	29.4%	2.0%	1.1%
Q18-3. Overall quality & quantity of programs for teens	25.2%	32.6%	37.5%	3.4%	1.2%
Q18-4. Overall quality & quantity of programs for adults	23.9%	38.9%	31.5%	3.1%	2.6%
Q18-5. Overall quality & quantity of e-learning materials	25.6%	34.8%	35.7%	2.7%	1.2%
Q18-6. Overall helpfulness of library staff	41.5%	37.2%	20.4%	1.0%	0.0%
Q18-7. Overall size of library	33.9%	41.6%	19.6%	4.4%	0.5%

Q19. Which TWO of the library services listed in Question 18 do you think should receive the most emphasis from City leaders over the next TWO years?

Q19. Top choice	Number	Percent
Overall quality of available materials	120	19.8 %
Overall quality & quantity of programs for children	80	13.2 %
Overall quality & quantity of programs for teens	26	4.3 %
Overall quality & quantity of programs for adults	32	5.3 %
Overall quality & quantity of e-learning materials	34	5.6 %
Overall helpfulness of library staff	17	2.8 %
Overall size of library	32	5.3 %
None chosen	266	43.8 %
Total	607	100.0 %

Q19. Which TWO of the library services listed in Question 18 do you think should receive the most emphasis from City leaders over the next TWO years?

Q19. 2nd choice	Number	Percent
Overall quality of available materials	54	8.9 %
Overall quality & quantity of programs for children	62	10.2 %
Overall quality & quantity of programs for teens	54	8.9 %
Overall quality & quantity of programs for adults	30	4.9 %
Overall quality & quantity of e-learning materials	43	7.1 %
Overall helpfulness of library staff	19	3.1 %
Overall size of library	46	7.6 %
None chosen	299	49.3 %
Total	607	100.0 %

SUM OF TOP 2 CHOICES

Q19. Which TWO of the library services listed in Question 18 do you think should receive the most emphasis from City leaders over the next TWO years? (top 2)

Q19. Sum of Top 2 Choices	Number	Percent
Overall quality of available materials	174	28.7 %
Overall quality & quantity of programs for children	142	23.4 %
Overall quality & quantity of programs for teens	80	13.2 %
Overall quality & quantity of programs for adults	62	10.2 %
Overall quality & quantity of e-learning materials	77	12.7 %
Overall helpfulness of library staff	36	5.9 %
Overall size of library	78	12.9 %
None chosen	266	43.8 %
Total	915	

Q20. Communications. Please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," with the following aspects of communication with regard to the City of Baytown.

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisf- ied	Very dissatisfi- ed	Don't know
Q20-1. Availability of information about City programs & services	9.1%	29.3%	31.0%	13.0%	4.8%	12.9%
Q20-2. City efforts to keep you informed about local issues	10.0%	30.1%	29.0%	15.3%	5.1%	10.4%
Q20-3. Level of public involvement in City decision making	7.1%	19.3%	33.6%	15.2%	6.8%	18.1%
Q20-4. Level of public involvement in City's budget process	6.3%	13.7%	35.9%	13.5%	7.4%	23.2%

WITHOUT DON'T KNOW

Q20. Communications. Please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," with the following aspects of communication with regard to the City of Baytown. (without "don't know")

(N=607)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q20-1. Availability of information about City programs & services	10.4%	33.6%	35.5%	14.9%	5.5%
Q20-2. City efforts to keep you informed about local issues	11.2%	33.6%	32.4%	17.1%	5.7%
Q20-3. Level of public involvement in City decision making	8.7%	23.5%	41.0%	18.5%	8.2%
Q20-4. Level of public involvement in City's budget process	8.2%	17.8%	46.8%	17.6%	9.7%

Q21. Which of the following are your PRIMARY SOURCES of information about City issues, services, and events?

Q21. Which following are your primary sources of information about City issues, services, & events

	Number	Percent
Annual mailer	176	29.0 %
City cable channel (BTV 16)	39	6.4 %
City website (baytown.org)	248	40.9 %
Facebook, Twitter, or other social media	226	37.2 %
Baytown Sun	222	36.6 %
Television news	129	21.3 %
Utility bill	242	39.9 %
Other	16	2.6 %
Total	1298	

Q21-8. Other

Q21-8. Other	Number	Percent
City Admin sources	1	6.3 %
City council actually does a post on their private social media	1	6.3 %
Community conversations	1	6.3 %
Council	1	6.3 %
Living here	1	6.3 %
My job	1	6.3 %
Search internet to get information, city's website isn't very helpful	1	6.3 %
Word of mouth	9	56.3 %
Total	16	100.0 %

Q22. Have you volunteered in the community over the past 6 months?

Q22. Have you volunteered in the community over past 6 months	Number	Percent
Yes	94	15.5 %
No	507	83.5 %
Not provided	6	1.0 %
Total	607	100.0 %

WITHOUT NOT PROVIDED**Q22. Have you volunteered in the community over the past 6 months? (without "not provided")**

Q22. Have you volunteered in the community over past 6 months	Number	Percent
Yes	94	15.6 %
No	507	84.4 %
Total	601	100.0 %

Q23. Are you seeking volunteer opportunities in Baytown?

Q23. Are you seeking volunteer opportunities in Baytown	Number	Percent
Yes	121	19.9 %
No	473	77.9 %
Not provided	13	2.1 %
Total	607	100.0 %

WITHOUT NOT PROVIDED**Q23. Are you seeking volunteer opportunities in Baytown? (without "not provided")**

Q23. Are you seeking volunteer opportunities in Baytown	Number	Percent
Yes	121	20.4 %
No	473	79.6 %
Total	594	100.0 %

Q24. Which of the following best describes your race/ethnicity?Q24. Which following best describes your race/
ethnicity

	Number	Percent
Asian/Pacific Islander	18	3.0 %
Black/African American	102	16.8 %
Native American	13	2.1 %
White/Caucasian	332	54.7 %
Hispanic	268	44.2 %
Other	10	1.6 %
Total	743	

Q24-6. Self-describe your race/ethnicity:

Q24-6. Self-describe your race/ethnicity

	Number	Percent
Carrib Indian	1	10.0 %
Italian	1	10.0 %
Mexican	4	40.0 %
Mixed	1	10.0 %
More than one	1	10.0 %
Multiple	2	20.0 %
Total	10	100.0 %

Q25. Including yourself, how many people in your household are...

	Mean	Sum
number	2.44	1435
Under age 10	0.30	178
Ages 10-19	0.30	174
Ages 20-34	0.38	221
Ages 35-54	0.63	367
Ages 55-74	0.71	415
Ages 75+	0.14	80

Q26. Approximately how many years have you lived in the City of Baytown?

Q26. How many years have you lived in City of

Baytown	Number	Percent
0-4	82	13.5 %
5-10	45	7.4 %
11-15	53	8.7 %
16-20	37	6.1 %
21-30	114	18.8 %
31+	246	40.5 %
Not provided	30	4.9 %
Total	607	100.0 %

WITHOUT NOT PROVIDED**Q26. Approximately how many years have you lived in the City of Baytown? (without "not provided")**

Q26. How many years have you lived in City of

Baytown	Number	Percent
0-4	82	14.2 %
5-10	45	7.8 %
11-15	53	9.2 %
16-20	37	6.4 %
21-30	114	19.8 %
31+	246	42.6 %
Total	577	100.0 %

Q26a. If you have lived in Baytown less than 5 years, where did you live prior to moving to Baytown?

Q26a. Where did you live prior to moving to

Baytown	Number	Percent
Another part of metro Houston area	48	58.5 %
In Texas, but outside of metro Houston area	22	26.8 %
Outside of Texas	12	14.6 %
Total	82	100.0 %

Q27. Do you own or rent your current residence?

Q27. Do you own or rent your current residence	Number	Percent
Own	397	65.4 %
Rent	201	33.1 %
Not provided	9	1.5 %
Total	607	100.0 %

WITHOUT NOT PROVIDED**Q27. Do you own or rent your current residence? (without "not provided")**

Q27. Do you own or rent your current residence	Number	Percent
Own	397	66.4 %
Rent	201	33.6 %
Total	598	100.0 %

Q28. In what year was your home built?

Q28. In what year was your home built	Number	Percent
Before 1940	14	2.3 %
1940-1949	24	4.0 %
1950-1959	63	10.4 %
1960-1979	161	26.5 %
1980-1999	117	19.3 %
After 2000	141	23.2 %
Not provided	87	14.3 %
Total	607	100.0 %

WITHOUT NOT PROVIDED**Q28. In what year was your home built? (without "not provided")**

Q28. In what year was your home built	Number	Percent
Before 1940	14	2.7 %
1940-1949	24	4.6 %
1950-1959	63	12.1 %
1960-1979	161	31.0 %
1980-1999	117	22.5 %
After 2000	141	27.1 %
Total	520	100.0 %

Q29. Do you work in the Baytown area?

Q29. Do you work in Baytown area	Number	Percent
Yes	274	45.1 %
No	313	51.6 %
Not provided	20	3.3 %
Total	607	100.0 %

WITHOUT NOT PROVIDED**Q29. Do you work in the Baytown area? (without "not provided")**

Q29. Do you work in Baytown area	Number	Percent
Yes	274	46.7 %
No	313	53.3 %
Total	587	100.0 %

Q30. Your gender:

Q30. Your gender	Number	Percent
Male	297	48.9 %
Female	306	50.4 %
Not provided	4	0.7 %
Total	607	100.0 %

WITHOUT NOT PROVIDED**Q30. Your gender: (without "not provided")**

Q30. Your gender	Number	Percent
Male	297	49.3 %
Female	306	50.7 %
Total	603	100.0 %



Survey Instrument



CITY OF BAYTOWN

BRANDON CAPETILLO, MAYOR

2401 Market Street • P.O. Box 424
Baytown, Texas 77522-0424
(281) 420-6550 • (281) 420-7176 Fax

RE: 2021 DIRECTION FINDER CITIZEN SURVEY

Dear Baytown Resident,

As your Mayor, I'd like to commend your resilience over the last year. It has been a challenging time for many of us, and we wouldn't have been able to get through it without the community's support. We felt it was important to hear from you as we begin planning for our community's future. The City strives for continuous improvement to be better and enhance the services provided to our residents. What can we do better? What is going well? Let your voice be heard by completing and returning the enclosed survey. Your responses will allow the City Council and City staff to identify and address many of our community's opportunities and challenges.

Enclosed is a survey that should only take about 10 to 15 minutes to complete. Your responses will remain confidential, and the results will be analyzed by ETC Institute, an independent firm specializing in market research for governmental organizations. The final results of the survey will be recorded and presented to City Council.

Please return the completed survey in the enclosed postage-paid envelope within the next week. If you prefer, you can complete the survey online at baytownsurvey.org.

If you have questions about the survey, please contact Brian Moran, Assistant to the City Manager, at 281-420-6690 or e-mail survey@baytown.org. Thank you for helping to make Baytown a better place to live, work and play!

My best,

Brandon Capetillo
Mayor

Si no habla inglés y desea participar en esta encuesta, llame al 1-844-811-0411.



2021 City of Baytown Community Survey

Please take a few minutes to complete this survey. Your input is an important part of the City's on-going effort to involve citizens in long-range planning and improving the quality of city services. If you have questions, please call Brian Moran at 281-420-6690. If you would like to complete this survey online, you can fill it out at BaytownSurvey.org. Thank you!

1. **Major Categories of City Services.** Please rate your overall satisfaction with each of the following major categories of services provided by the City of Baytown using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Overall quality of police services	5	4	3	2	1	9
02. Overall quality of fire services	5	4	3	2	1	9
03. Overall quality of emergency medical services	5	4	3	2	1	9
04. Overall enforcement of city codes and ordinances	5	4	3	2	1	9
05. Overall quality of library services	5	4	3	2	1	9
06. Overall quality of parks and recreation programs and facilities	5	4	3	2	1	9
07. Overall quality of animal control services	5	4	3	2	1	9
08. Overall maintenance of city streets	5	4	3	2	1	9
09. Overall management of stormwater runoff and flood prevention	5	4	3	2	1	9
10. Overall quality of trash, recycling and yard waste collection services	5	4	3	2	1	9
11. Overall quality of drinking water	5	4	3	2	1	9
12. Overall quality of wastewater services	5	4	3	2	1	9
13. Overall flow of traffic and congestion management in Baytown	5	4	3	2	1	9
14. Overall effectiveness of city communication with the public	5	4	3	2	1	9
15. Overall quality of customer service provided by City employees	5	4	3	2	1	9

2. **Which FOUR of the major categories of city services do you think should receive the MOST EMPHASIS from city leaders over the next TWO years?** *[Write-in your answers below using the numbers from the list in Question 1.]*

1st: ____ 2nd: ____ 3rd: ____ 4th: ____

3. **Perceptions of The City.** Please rate your level of satisfaction with each of the following items that may influence your perception of the City of Baytown.

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Overall quality of services provided by the city	5	4	3	2	1	9
02. Overall quality of life in the city	5	4	3	2	1	9
03. Overall quality of your neighborhood	5	4	3	2	1	9
04. Overall value you receive for city taxes and fees	5	4	3	2	1	9
05. How well the city is planning for growth	5	4	3	2	1	9
06. Overall quality of new development	5	4	3	2	1	9
07. Overall appearance of the city	5	4	3	2	1	9
08. Overall appearance of residential property	5	4	3	2	1	9
09. Overall appearance of commercial property	5	4	3	2	1	9
10. Overall quality of the Downtown Arts District	5	4	3	2	1	9
11. Baytown as a place to live	5	4	3	2	1	9
12. Baytown as a place to raise children	5	4	3	2	1	9
13. Baytown as a place where you would buy your next home	5	4	3	2	1	9

4. Customer Service. Have you interacted with (called, gone online, or visited) the city with a question, problem, or complaint during the past year?

____(1) Yes [Answer Q4a-c.] ____ (2) No [Skip to Q5.]

4a. Which Department did you contact MOST RECENTLY? [Choose only one.]

- ____(1) Public Works (Street Maintenance, Trash, Recycling, Yard Waste, Water, Wastewater)
 ____ (2) Public Safety (Police, Fire, EMS)
 ____ (3) Parks and Recreation
 ____ (4) City Hall (Mayor, City Council, City Manager, City Clerk)
 ____ (5) Utility Billing
 ____ (6) Planning and Development Services (Permits, Inspections, Community Development Programs)
 ____ (7) Health (Code Enforcement, Animal Control, or Stormwater)
 ____ (8) Other: _____

4b. How easy was it to contact the person you needed to reach in the department you selected in Question 4a?

- ____(1) Very easy ____ (3) Difficult ____ (9) Don't know
 ____ (2) Somewhat easy ____ (4) Very difficult

4c. Several factors that may influence your perception of the quality of customer service you receive from City employees are listed below. For each item, please rate how often the employees you have contacted during the past year have displayed the behavior described using a scale of 1 to 5, where 5 means "Always" and 1 means "Never."

		Always	Usually	Sometimes	Seldom	Never	Don't Know
1.	They were courteous and polite	5	4	3	2	1	9
2.	They gave prompt, accurate, and complete answers to questions	5	4	3	2	1	9
3.	They did what they said they would do in a timely manner	5	4	3	2	1	9
4.	They helped you resolve your issue to your satisfaction	5	4	3	2	1	9

5. Maintenance Services. For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Overall maintenance of city streets	5	4	3	2	1	9
02. Maintenance of major roadways	5	4	3	2	1	9
03. Maintenance of streets in your neighborhood	5	4	3	2	1	9
04. Maintenance of sidewalks in Baytown	5	4	3	2	1	9
05. Maintenance of street signs and traffic signals	5	4	3	2	1	9
06. Maintenance of curbs and gutters on city streets	5	4	3	2	1	9
07. Maintenance of stormwater ditches	5	4	3	2	1	9
08. Mowing and trimming along city streets and other public areas	5	4	3	2	1	9
09. Overall cleanliness of city streets and other public areas	5	4	3	2	1	9
10. Adequacy of city street lighting	5	4	3	2	1	9
11. Quality of landscaping in median on city streets	5	4	3	2	1	9

6. Which THREE of the city maintenance services listed in Question 5 do you think should receive the MOST EMPHASIS from city leaders over the next TWO years? [Write-in your answers below using the numbers from the list in Question 5.]

1st: ____ 2nd: ____ 3rd: ____

7. **Public Services.** For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Residential trash collection services	5	4	3	2	1	9
2. Curbside recycling services	5	4	3	2	1	9
3. Yard waste removal services	5	4	3	2	1	9
4. Wastewater (sewer) treatment service	5	4	3	2	1	9
5. Drinking water service	5	4	3	2	1	9

8. **Drinking Water Service.** Please rate your satisfaction with the following aspects of drinking water service provided by the City of Baytown using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Water pressure on a typical day	5	4	3	2	1	9
2. Taste of your tap water	5	4	3	2	1	9
3. Color of your tap water	5	4	3	2	1	9
4. Smell of your tap water	5	4	3	2	1	9
5. Clarity of your tap water (free of particles, not cloudy)	5	4	3	2	1	9
6. The amount you pay for the City's water	5	4	3	2	1	9
7. City efforts to keep your drinking water safe	5	4	3	2	1	9

9. **Have you experienced any problems or concerns with your drinking water during the past year?**

____(1) Yes [Answer Q9a-c.] ____ (2) No [Skip to Q10.]

- 9a. **Which of the following problems or concerns have you had with your drinking water during the past year? [Check all that apply.]**

____(1) Taste (Please explain: _____)

____(2) Color (Please explain: _____)

____(3) Smell (Please explain: _____)

____(4) Other (Please explain: _____)

- 9b. **Are you still experiencing these issues with your drinking water?** ____ (1) Yes ____ (2) No

- 9c. **Did you contact the city to have these issues addressed?**

____(1) Yes [Answer Q9d.] ____ (2) No [Skip to Q10.]

- 9d. **Was the city able to address your concerns about your drinking water?**

____(1) Yes ____ (2) No

10. **Transportation.** For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Traffic flow on state highways (I-10, SH 146, etc.)	5	4	3	2	1	9
2. Traffic flow on major city streets (Garth, N. Main, Rollingbrook, Baker, John Martin, etc.)	5	4	3	2	1	9
3. Traffic flow in and around your neighborhood	5	4	3	2	1	9
4. The job the City is doing to manage traffic	5	4	3	2	1	9
5. Availability of public transportation	5	4	3	2	1	9
6. Availability of sidewalks	5	4	3	2	1	9

11. **Code Enforcement.** For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Enforcing the clean-up of debris on private property	5	4	3	2	1	9
2. Enforcing the mowing and cutting of weeds on private property	5	4	3	2	1	9
3. Enforcing sign regulations	5	4	3	2	1	9
4. Enforcing cars parked in yards	5	4	3	2	1	9
5. City efforts to remove abandoned or inoperable vehicles	5	4	3	2	1	9

12. **Public Safety Services.** For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Overall quality of local police protection	5	4	3	2	1	9
2. How quickly police respond to emergencies	5	4	3	2	1	9
3. Enforcement of local traffic laws	5	4	3	2	1	9
4. The City's efforts to prevent crime	5	4	3	2	1	9
5. Overall quality of local fire protection	5	4	3	2	1	9
6. How quickly fire personnel respond to emergencies	5	4	3	2	1	9
7. Overall quality of local ambulance service	5	4	3	2	1	9
8. How quickly ambulance personnel respond to emergencies	5	4	3	2	1	9

13. Which THREE of the public safety services listed in Question 12 do you think should receive the MOST EMPHASIS from city leaders over the next TWO years? [Write-in your answers below using the numbers from the list in Question 12.]

1st: ____ 2nd: ____ 3rd: ____

14. **Perception of Safety.** For each of the items listed below, please rate your feeling of safety using a scale of 1 to 5, where 5 means "Very Safe" and 1 means "Very Unsafe."

How safe do you feel...	Very Safe	Safe	Neutral	Unsafe	Very Unsafe	Don't Know
1. In your neighborhood during the day	5	4	3	2	1	9
2. In your neighborhood at night	5	4	3	2	1	9
3. In commercial and retail areas	5	4	3	2	1	9
4. In City parks	5	4	3	2	1	9
5. Overall feeling of safety in Baytown	5	4	3	2	1	9

15. **Downtown Arts District.** Have you visited the Downtown Arts District over the past year?

____(1) Yes [Answer Q15a.] ____ (2) No [Skip to Q15b.] ____ (3) Unsure [Skip to Q15b.]

- 15a. Which of the following brought you to the Downtown Arts District? [Check all that apply.]

- ____ (1) Town Square Events (Farmers Market, Arts & Eats Fest, Snow Day, Brown Bag Concert, Easter Egg Hunt, Free Workout Class, etc.) ____ (3) Dining
 ____ (2) Arts Venue (Lee College Performing Arts Center, Baytown Little Theater, Art League of Baytown, etc.) ____ (4) Shopping
 ____ (5) Public Art (Murals, Umbrella Alley, Statues, etc.)
 ____ (6) Other: _____

- 15b. Do you know where the Downtown Arts District is located? ____ (1) Yes ____ (2) No

16. **Parks and Recreation.** For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Appearance and maintenance of city parks	5	4	3	2	1	9
02. Number of city parks	5	4	3	2	1	9
03. Number of walking and biking trails	5	4	3	2	1	9
04. City aquatics facilities	5	4	3	2	1	9
05. Quality of city aquatics programs	5	4	3	2	1	9
06. Quality of outdoor athletic fields	5	4	3	2	1	9
07. Senior recreation opportunities	5	4	3	2	1	9
08. The city's youth athletic programs	5	4	3	2	1	9
09. The city's adult athletic programs	5	4	3	2	1	9
10. Ease of registering for programs	5	4	3	2	1	9
11. Fees charged for recreation programs	5	4	3	2	1	9
12. Special events sponsored by the city (4th of July, Grito Fest, Farmers Market, Daddy and Me, Town Square Events)	5	4	3	2	1	9
13. Quality of the city's indoor recreation facilities	5	4	3	2	1	9

17. Which THREE of the Parks and Recreation items listed in Question 16 do you think should receive the MOST EMPHASIS from city leaders over the next TWO years? *[Write-in your answers below using the numbers from the list in Question 16.]*

1st: _____ 2nd: _____ 3rd: _____

18. **Library Services.** For each of the items listed below, please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Overall quality of available materials	5	4	3	2	1	9
2. Overall quality and quantity of programs for children	5	4	3	2	1	9
3. Overall quality and quantity of programs for teens	5	4	3	2	1	9
4. Overall quality and quantity of programs for adults	5	4	3	2	1	9
5. Overall quality and quantity of e-learning materials	5	4	3	2	1	9
6. Overall helpfulness of library staff	5	4	3	2	1	9
7. Overall size of the library	5	4	3	2	1	9

19. Which TWO of the library services listed in Question 18 do you think should receive the most emphasis from city leaders over the next TWO years? *[Write-in your answers below using the numbers from the list in Question 18.]*

1st: _____ 2nd: _____

20. **Communications.** Please rate your satisfaction using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," with the following aspects of communication with regard to the City of Baytown.

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. The availability of information about City programs and services	5	4	3	2	1	9
2. City efforts to keep you informed about local issues	5	4	3	2	1	9
3. The level of public involvement in city decision making	5	4	3	2	1	9
4. The level of public involvement in the City's budget process	5	4	3	2	1	9

21. Which of the following are your **PRIMARY SOURCES** of information about city issues, services, and events? *[Check all that apply.]*

- | | |
|--|--|
| ☐ (1) Annual mailer | ☐ (5) Baytown Sun |
| ☐ (2) City cable channel (BTV 16) | ☐ (6) Television news |
| ☐ (3) City website (baytown.org) | ☐ (7) Utility bill |
| ☐ (4) Facebook, Twitter, or other social media | ☐ (8) Other: _____ |

22. Have you volunteered in the community over the past 6 months? ☐ (1) Yes ☐ (2) No

23. Are you seeking volunteer opportunities in Baytown? ☐ (1) Yes ☐ (2) No

Demographics

24. Which of the following best describes your race/ethnicity? *[Check all that apply.]*

- | | | |
|--|---|--|
| ☐ (01) Asian/Pacific Islander | ☐ (03) Native American | ☐ (05) Hispanic |
| ☐ (02) Black/African American | ☐ (04) White/Caucasian | ☐ (99) Other: _____ |

25. Including yourself, how many people in your household are...

Under age 10:	Ages 20-34:	Ages 55-74:
Ages 10-19:	Ages 35-54:	Ages 75+:

26. Approximately how many years have you lived in the City of Baytown? years

26a. *If you have lived in Baytown less than 5 years, where did you live prior to moving to Baytown?*

- | | |
|--|---|
| ☐ (1) Another part of the metro Houston area | ☐ (3) Outside of Texas |
| ☐ (2) In Texas, but outside of the metro Houston area | |

27. Do you own or rent your current residence? ☐ (1) Own ☐ (2) Rent

28. In what year was your home built?

29. Do you work in the Baytown area? ☐ (1) Yes ☐ (2) No

30. Your gender: ☐ (1) Male ☐ (2) Female

31. **OPTIONAL:** If you would like to participate in future on-line surveys, or would be willing to attend focus groups that are sponsored by the City of Baytown, please provide your contact information below.

Name: Phone:

Email:

This concludes the survey. Thank you for your time!

Please return your completed survey in the enclosed postage-paid envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain completely confidential. The information printed to the right will ONLY be used to help identify which areas of the City are having problems with city services. If your address is not correct, please provide the correct information. Thank you.

LB840- Local Option Municipal Economic Development Act

Purpose of Program

The act authorizes cities in Nebraska to appropriate and spend local sources of revenue – if approved by its voters – as part of an economic or industrial development program for certain economic development purposes as set forth in the act.

It is common for this program to focus on quality job creation. Other examples may include:

- Promoting local infrastructure development necessary to facilitate private businesses,
- Increase and improve the availability of low income or affordable housing, and/or
- Stay competitive with other cities offering similar incentives

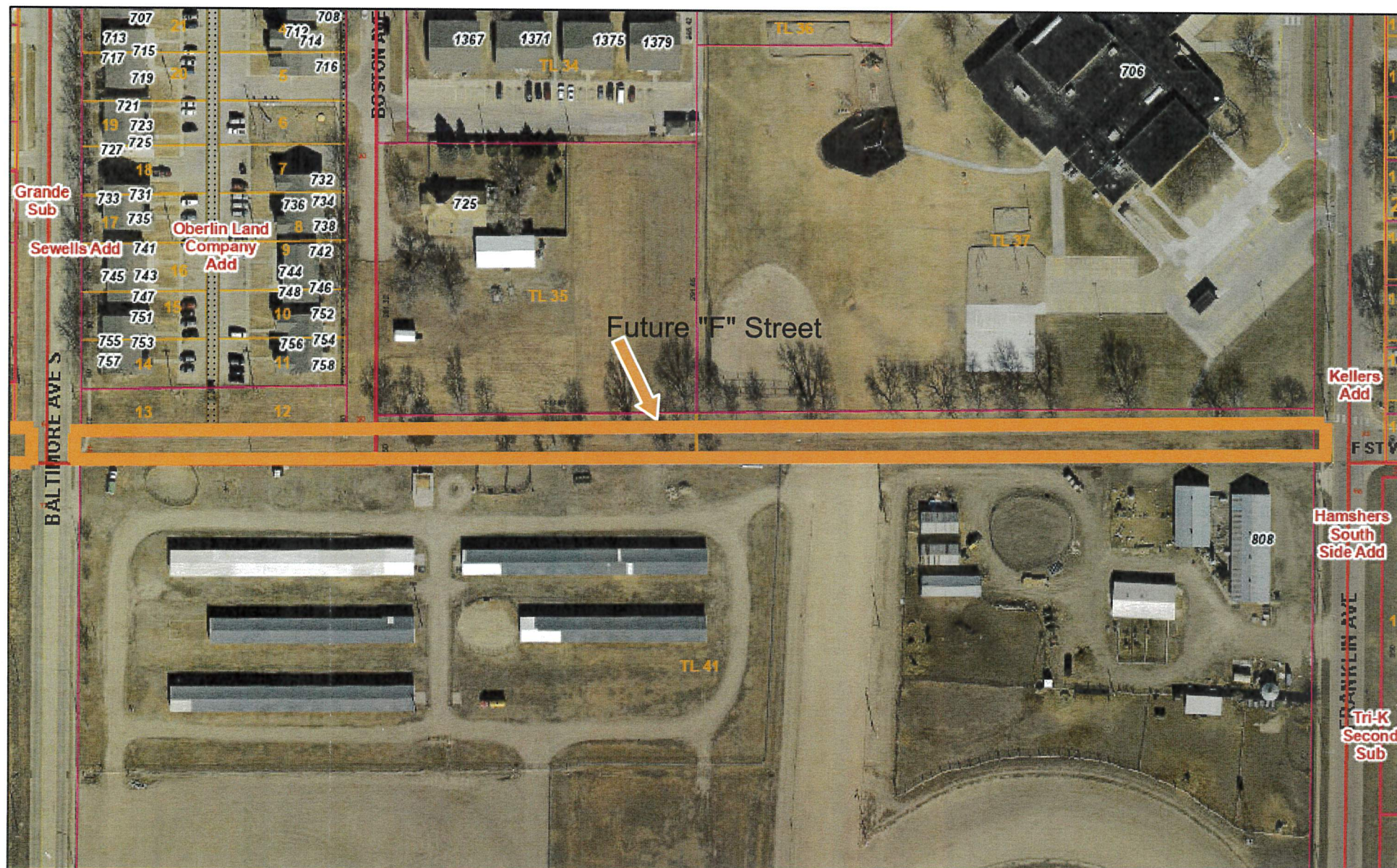
Steps for Creating a Program

- 1) Prepare a general community and economic development strategy,
 - a. Community-wide assessment and planning process
 - b. Involving community leaders and citizens
 - c. Examination of city's economic strengths and weaknesses
- 2) Prepare a draft plan for the governing body's review,
 - a. Description of Strategy
 - b. Statement of purpose
 - c. Description of types of business that can apply
 - d. Statement of revenue proposed
 - e. Application process for qualifying business
 - f. Description of administrative system to administer program
- 3) Public hearing for comment and discussion on adopting the plan,
- 4) Resolution adopting plan and presenting program ballot question, and
 - a. Officially adopts the plan as outlined
 - b. Presents the program to voters for approval
- 5) Adopt program following election

Revenue and Budgeting

- 1) The plan must include the total amount of money that is proposed to be collected
 - a. City's property tax, sales tax or any general tax of the City
 - b. Municipal utilities, grants, donations, state and federal funds (with restrictions)
 - c. Limits on the amount a city can appropriate in any one year
- 2) A separate economic development fund must be established
 - a. Funds from local sources of revenue used for the program
 - b. Earnings from investments of the separate fund
 - c. Loan payments from outstanding projects
 - d. Proceeds from the issuance of revenue bonds
- 3) Preliminary budget to estimate cost of administering the program
 - a. Salaries and benefits
 - b. General operating expenses – printing, advertising, postage, copies, etc.
 - c. Actual budget to be included in the annual city budget

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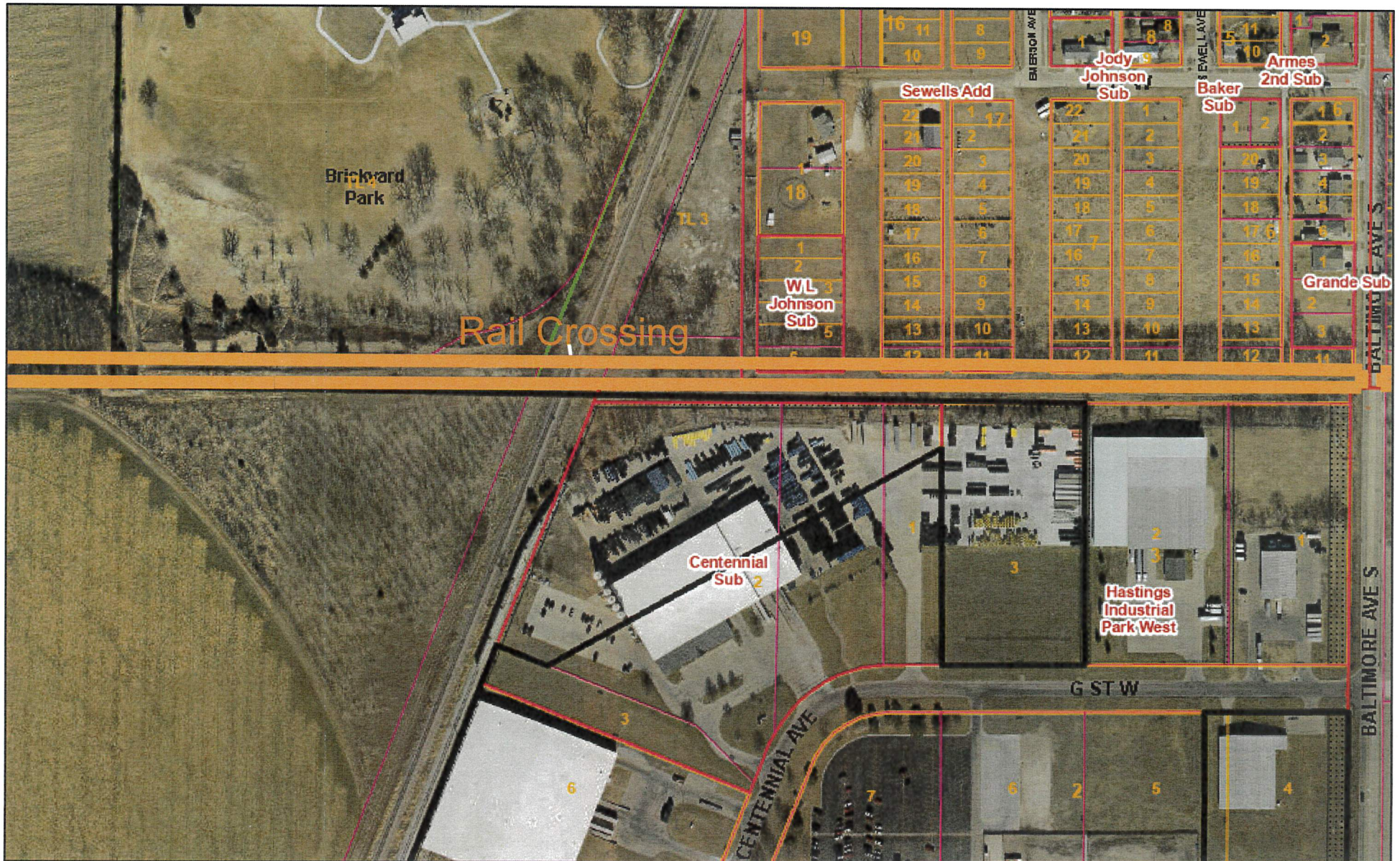
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 Addresses
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  Subdivisions
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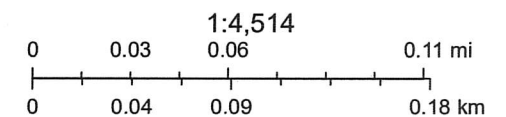
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ArcGIS Web AppBuilder



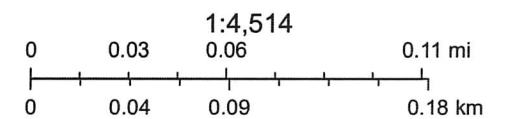
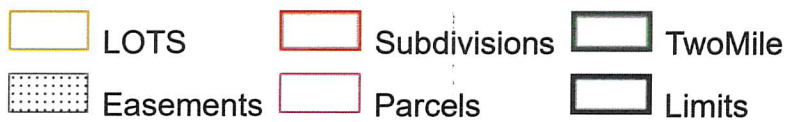
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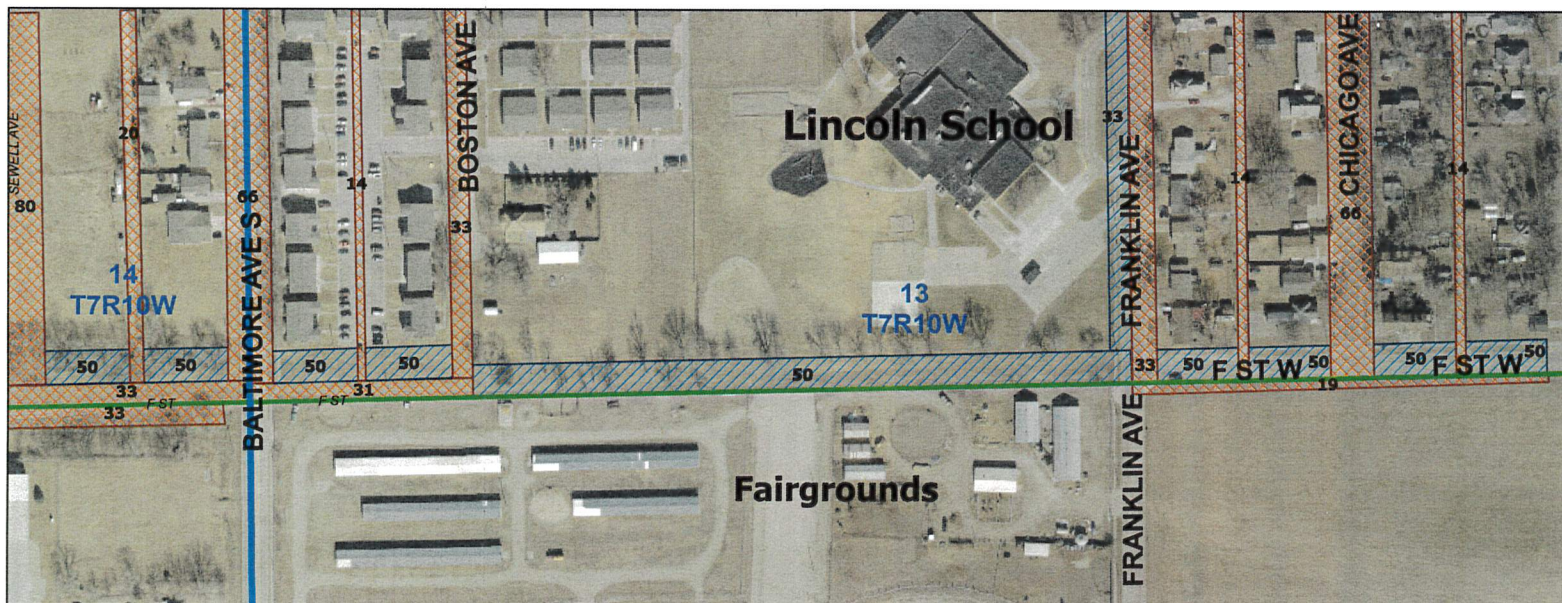


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City Ownership
F Street -
Franklin to Southwest corner
of Brickyard Park
(no ownership
west of Brickyard)

Legend

-  Section Line
-  Qtr Section Line
-  Owned by City
-  Deeded Land
-  Platted ROW



City Engineering One- and Six-Year Plan FY 2023 - 2028		FY2023	FY2024	FY2025-2028
Project No.	Street Improvements Project Description	2022/2023	2023/2024	
	Street Sales Tax Fund			
	Arterial Street Improvements			
R-2023-A1	7th Street - Chestnut to Oswego Avenue	\$390,000		
	14th Street - Saunders Avenue to Burlington Avenue		\$225,000	
	Laird Avenue - 9th Street to 11th Street			\$97,000
	2nd Street - Marian Road to Maple Avenue			\$378,000
	Marian Road - 7th Street to 12th Street			\$374,000
	18th Street - Saunders Avenue to Burlington			\$800,000
	Baltimore - E Street to A Street			\$236,000
	7th Street - 6th Avenue to Showboat, Showboat & 7th Intersection			\$500,000
	2nd Street - Eastside Blvd to Elm Avenue			\$375,000
	Marian Road - 2nd Street to 7th Street			\$615,000
	Elm Avenue - 2nd Street to 6th Street			\$500,000
	12th Street - Marian Road to Highland Ave.			\$600,000
	Residential Street Improvements			
	Hastings Avenue - BNSF to South Street (Combined with Quiet Crossing Work)			
R-2023-R1	3rd & 4th Street - Eastside Blvd to California Avenue	\$335,000		
R-2023-R2	Turner Avenue - 12th Street to 14th Street	\$190,000		
R-2023-R3	Lexington Avenue - 7th Street to 9th Street	\$225,000		
R-2023-R4	Crane Avenue - 5th Street to 7th Street	\$150,000		
R-2023-R5	West 5th Street - Kerr Ave to Saunders Ave	\$138,000		
	Woodland Avenue - B Street to D Street			\$150,000
	Crane Avenue 9th Street to Watson School			\$550,000
	East 5th Street - California Avenue to Elm Avenue			\$189,000
	3rd Street - Marian Rd. to Laird Ave.			\$230,000
	6th Street - Baltimore Ave to Saunders Ave			\$192,000
	Westbrook Dr to Hillcrest and 16th St			\$420,000
	Quiet Zones (See attached sheet)	\$1,890,000	\$1,180,000	
	Total Street Sales Tax Fund Spent	\$3,318,000	\$1,405,000	\$6,206,000
	Street Fund			
	Construction Improvements			
	Downtown CDBG Sidewalk Improvements (Carry Over, Grant Received)	\$30,000		
	Construction Improvements - Streets (Annual budget item)	\$200,000	\$200,000	\$200,000
	Construction Improvements - Drainage (Annual Budget Item)	\$100,000	\$100,000	\$100,000
	Downtown Streets One-Way to Two-Way Conversion	\$750,000		
	13th St & Eastside Blvd Street/Drainage Improvements	\$150,000		
	7th and Oswego Intersection including curb ramps		\$50,000	
	6th Street - Kerr Avenue Intersection		\$50,000	
	14th - Hewett Intersection			\$49,000
	CDBG Sidewalk Improvements Phase II			\$400,000
	NDOT projects (cost sharing)			
ELEC-34-4(1031)	Traffic Signal Improvements North Shore Drive to 2nd Street		\$0	
S-6-4 (1022)	US Hwy 6 Project 6-4(1022), C.N. 41086, Hastings SE			\$8,000,000
	Total Street Sales Tax Fund Street Improvements Spent	\$1,230,000	\$400,000	\$8,749,000
	BANS Fund			
	M St Paving Baltimore 800-feet East	\$275,000		
	Laird Avenue - 14th St to Apache Avenue	\$270,000		
	Lakeview Ave - Martin Dr to 33rd St	\$375,000		
	33rd St - East Laux Dr to Utecht Ave	\$175,000		
	12th and Marian Roundabout		\$1,000,000	
	Marian Road - 12th Street to 14th Street		\$650,000	
	12th Street Widening - Baltimore Avenue to Marian Road			\$2,700,000
	A or B Street Extension from Woodland Avenue to Marian Road			\$1,500,000
	Lochland Road - Hwy 281 to Baltimore Ave			\$1,750,000
	Elm Avenue Bridge Repair/Preservation			\$1,500,000
	Marian Road Viaduct			\$12,500,000
	Total BANS Spent	\$1,095,000	\$1,650,000	\$19,950,000
	Total Street Improvements	\$5,643,000	\$3,455,000	\$34,905,000