

***STRATEGIC
PLAN
2007-2008***

**CREATING BRYAN'S
FUTURE**

Bryan City Council

D. Mark Conlee, Mayor

Al Saenz, SMD 1

Paul Madison, Sr., SMD 2

Jason Bienski, SMD 3

Ann M. Horton, SMD 4

Ben Hardeman, SMD 5

Mike Southerland, At-Large



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A Message from the City Manager....

Dear Bryan City Council, City of Bryan Residents, Businesses, and Visitors:

Municipal governments throughout Texas and the nation are faced with difficult challenges today and Bryan is no exception. Among other challenges, municipalities must continually be aware of economic trends while generating consistent municipal revenue to address community needs. To prepare for possible economic downturns, the City of Bryan relies upon efficient planning and conservative budgeting to keep pace with increasing demand for services.

Bryan is a rapidly growing community with a population nearing 70,000 residents. Today's challenge for Bryan is to not only meet residents' needs for basic city services, but also to create an environment that will lead to Bryan's recognition as a premier city. We, the City of Bryan employees, stand ready to meet these challenges.

The Bryan City Council has taken a proactive approach to meeting these challenges by setting policy to improve the City's financial structure, develop funding and planning strategies to improve streets, enhance local and regional awareness of Bryan, increase involvement in neighborhoods, boost economic development efforts, and continually examine and improve the quality service Bryan provides residents, businesses, and visitors. Council Policy and direction serves as the foundation for this strategic plan.

Many exciting projects are under way such as a spectacular Phase II renovation of Downtown, the much anticipated Beck Street extension, exciting east side developments that include bringing to Bryan a new Target, and the successful Traditions Golf Course development, in addition to many community partnerships. Examples of these community partnerships have included the creation of a Blinn College Campus in Bryan, which has provided educational access to thousands of students and has contributed to the economic revitalization for Bryan. Most recently, the City can boast its partnership with Texas A&M System to bring the Health Science Center to Bryan.

Bryan is also attracting restaurants, entertainment, businesses, and educational institutions that make its quality of life attractive to new and existing residents.

The following strategic plan defines the high-level strategies the organization is pursuing to enhance the community's existing amenities and to make Bryan "The Good Life, Texas Style." In this plan, we define our strategies, partners, implementation steps, timelines, and costs, if known.

Bryan continues to be a dynamic city that is on the move, not waiting for the future to arrive, but creating its own destiny.

Sincerely,

David F. Watkins, City Manager



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INTRODUCTION

OVERVIEW

The City of Bryan's vision is to be an organization of trained and motivated employees, committed to providing cost effective services to improve the quality of life and develop a community where citizens are proud to live.

But what does the destination of this journey look like, and what is our game plan to get there? The 2007-2008 City of Bryan Strategic Plan describes our ultimate destination, sets the course for City operations, and identifies the high-level strategies that we will employ to reach that destination.

Bryan's Strategic Plan serves as the City's north star to guide our City operations within a five-year horizon. The City's general plan, "2000-2020 Bryan Comprehensive Plan," establishes the City's direction over a much longer 20-year horizon.

PART OF AN INTEGRATED MANAGEMENT SYSTEM

The City of Bryan's approach to organizational management has evolved and developed in recent years. As the population of the city grows at a steady rate, so has the size and complexity of the organization.

Completion of a Strategic Plan is only the first step of a cycle through which the City of Bryan is managed. The Strategic Plan sets the organization's direction over a five-year period, then the operational plan identifies the specific tasks and resources that will be expended each year to carry out strategies stated in the Strategic Plan and reach associated End Statement.

The budgeting process then allocates funds to those activities necessary to support the accomplishment of Strategic Plan. In this manner, the City will ensure alignment of all its work activities.



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INTRODUCTION

OUR STRATEGIC PLANNING PROCESS

This Strategic Plan represents a marked change in approach from previous years. In the past, the City Council has developed broad strategic statements.

This year, we chose to build on this traditional approach by expanding the Strategic Plan's development and implementation phase.

The City Council and entire city management team embarked on a two-day strategic development retreat. The following bullets identify the processes the group went through to develop the formalized Strategic Plan:

- Identification of strengths, weaknesses, opportunities, and threats (SWOT Analysis).
- Development of strategies to overcome the weaknesses and enhance our strengths.
- The identified strengths and weaknesses were categorized into six "Areas of Emphasis".
- Major categories were developed for each defined Area of Emphasis.
- Strategies were developed on how to take advantage of opportunities and create opportunities to overcome the weaknesses in each Area of Emphasis.
- Council identified threats that if not identified could weaken or destroy the strategies that are put forth.
- The management team worked together to develop the roadmap to accomplishing the goals by identifying a team, partners, implementation steps, and timelines and costs if known.

The following pages break down the results from each strategic process identified above.



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INTRODUCTION

HOW TO USE THIS DOCUMENT

The Vision, Mission, and Values section, which begins on page 6, defines the City's desired future state, its purpose, and declares the values that should guide our decision-making.

The City Council has established strategies for their Governance as members of the Bryan City Council. These strategies can be found starting on page 7.

The Organizational Profile section that begins on page 11, builds context for understanding Bryan's strategic direction. There, we describe today's City of Bryan as an organization, so that the reader may get a feel for the size of the organization, its internal makeup, and other factors that influence its operations.

The SWOT Analysis Section begins on page 16 and provides identifiable organizational/community strengths, weaknesses, and the areas of emphasis that emerged from the evaluation of these strengths and weaknesses.

Six sections follow the SWOT Analysis Section, beginning on page 24, focuses on each Area of Emphasis. Each Area of Emphasis will include:

- End Statement that describes what the future would look like if we reach the desired level of performance
- Strategies that will be pursued to reach the end statement
- Team members assigned to each strategy
- Partners (internal and external to the organization) identified that may play a role in accomplishing this strategy
- Implementation steps identified for each strategy
- Timeline identified for accomplishing the strategy (if known)
- Costs associated with accomplishing the strategy (if known)



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VISION

We are an organization of trained and motivated employees, committed to providing cost effective services to improve the quality of life and develop a community where citizens are proud to live

MISSION

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

VALUES

Integrity at all levels

Commitment to quality services

Treating citizens equally

Consistency across the board

Open-minded

Visionary

Innovative



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CITY COUNCIL GOVERNANCE STRATEGIES

The following City Council Governance Strategies identify the City Council's leadership expectations of themselves, their expectations of each other, and finally the expectations they have of the City Manager and staff.

PURPOSE FOR SERVING ON THE COUNCIL

- To give back to the community
- To be proactive in dealing with city matters
- To help Bryan make progress and move forward
- To make a difference in the quality of services and the quality of life
- To be a representative voice of the citizens
- To promote inclusiveness in all aspects of the city
- To offer minority representation on the Council
- To offer a broad perspective, representing no special interests

INDIVIDUAL ATTRIBUTES OF COUNCILMEMBERS

- Business background
- Professional economic development expertise
- Experience in large organizations with policy development
- Able to listen, understand and take action
- Ability to look at the broad picture and incorporate that into decisions
- Experience on Council with a long term historical perspective
- Historical perspective as a long term resident of the City of Bryan
- Organizational and transportation experience
- An eye to the future
- Hope and optimism
- Stability and the ability to maintain the course
- Enthusiasm
- Predictability
- Balance
- Inclusiveness
- Responsiveness



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CITY COUNCIL GOVERNANCE STRATEGIES

INDIVIDUAL VALUES OF COUNCILMEMBERS. The following list of core values reflects the values used by Council Members to base his/her decision on when deliberating issues that may come before them:

- Integrity
- Honesty
- Loyalty
- Trustworthiness
- Fair
- Equitable
- Respectful
- Christian values

LEADERSHIP EXPECTATIONS OF THE CITY COUNCIL. The following is a list of expectations identified by the City Council that will allow them to act corporately and how they will lead as a group, not individually:

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



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CITY COUNCIL GOVERNANCE STRATEGIES

COMMUNICATION EXPECTATIONS

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

- We will represent the city's vision, mission and policies.
- We will distinguish between matters of policy acted upon by the entire Council and matters of opinion.
- We will distinguish between city issues and issues that may be of personal opinion or personally political.
- We will advise citizens of the city's policies and procedures and refer matters to staff for resolution.
- We will encourage Council members representing Districts in the city to conduct meetings in his/her respective district utilizing the support of city staff.
- We will address city-wide issues through all Council members and staff and discourage Council members from conducting city-wide town meeting on issues.

Communication with fellow Council Members. The City Council agreed that when communicating with each other they will do so in the following manner:

- We will honor the guidelines established in the Texas Open Meetings Act.
- We will have open and fair deliberation with fellow Council Members.
- We will bring new ideas or issues to the City Manager prior to a City Council meeting in order that he/she may present information to the Council as a whole.
- We will discuss issues in advance with the entire Council in Work Sessions.



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CITY COUNCIL GOVERNANCE STRATEGIES

COMMUNICATION EXPECTATIONS (cont'd)

Communication with fellow Council members. (cont'd)

- We will avoid surprises for other members of Council and city staff.
- We will be willing to slow the decision making and deliberation process down in order that all members are adequately informed before taking action where possible.
- We will ensure everyone is well informed before decisions are made.

Communication with and expectations of staff. The City Council agreed that interactions with staff will be conducted in the following manner.

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



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ORGANIZATIONAL PROFILE

The City of Bryan was founded nearly 140 years ago, and was incorporated in 1872. The City has a council-manager form of government, and operates under a district system of council representation. The mayor and place six are elected at-large, and five Council Members are elected by district.

The city manager, appointed by the City Council, is the chief administrative officer carrying out the policies of the City Council and directing a full-service, customer-oriented, municipal organization with more than 820 full-time and part-time employees. The City's annual operating budget is more than \$265 million.

Bryan is a steady growing city, with a population that is nearing 70,000 and covers over 43 square miles. Bryan is located in Brazos County in east central Texas, just north of Houston, in an area referred to as the Research Valley. It is in the center of what is sometimes referred to as the Texas Triangle, a triangle formed by the metropolitan areas of Dallas-Fort Worth, Austin, Houston and San Antonio.

The City of Bryan offers a full array of municipal services, including Police, Fire, EMS, Traffic and Transportation, Building and Development, Municipal Court, Library Services, and Parks and Recreation. Support services are provided internally to City departments by Fiscal Services, Human Resources, Purchasing, Fleet, Legal, Facilities, and Information Technology. Besides tax supported services, the City also provides utilities (electric, water, wastewater, and solid waste), Risk Management, Community Development and a municipal airport.



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ORGANIZATIONAL PROFILE

Primary Products and services

TRADITIONAL GOVERNMENT SERVICES, including services that are normally expected from a municipal government, such as:

- Fire protection
- Emergency medical services
- Trash pickup and removal
- Maintenance of street and drainage systems
- Libraries
- Parks and recreational venues
- Arts and cultural venues

REGULATORY/ENFORCEMENT, including services to protect the general public interest, such as:

- Police protection
- Building plans examination and inspection
- Remediation of unsafe structures
- Municipal Court
- Code enforcement

UTILITIES, including:

- Electricity
- Water
- Wastewater

MANAGEMENT/ADMINISTRATIVE SERVICES, including a wide range of centralized support services to internal users:

- Maintenance and operation of public buildings
- Engineering and financial support services
- Vehicle fleet support and computer services
- Data, phone, and radio communications
- Procurement and supply
- Human resource management
- Legal support services



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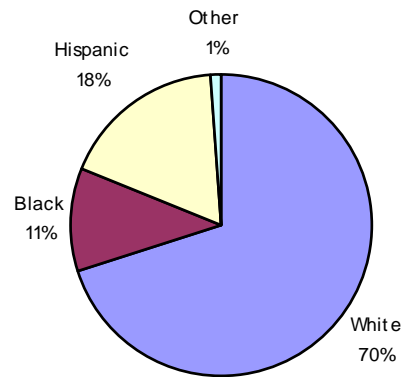
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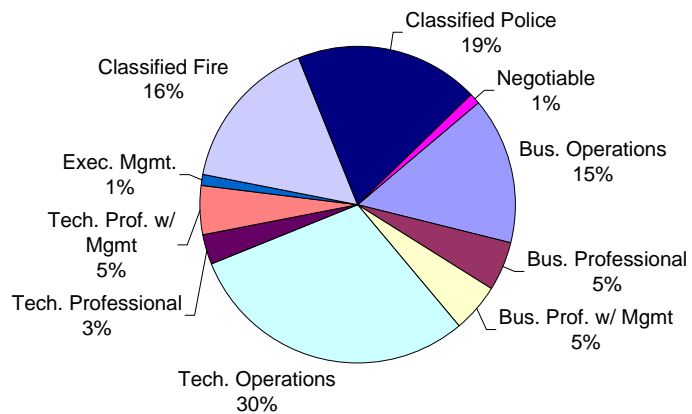
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ORGANIZATIONAL PROFILE

EMPLOYEE PROFILE



ETHNICITY

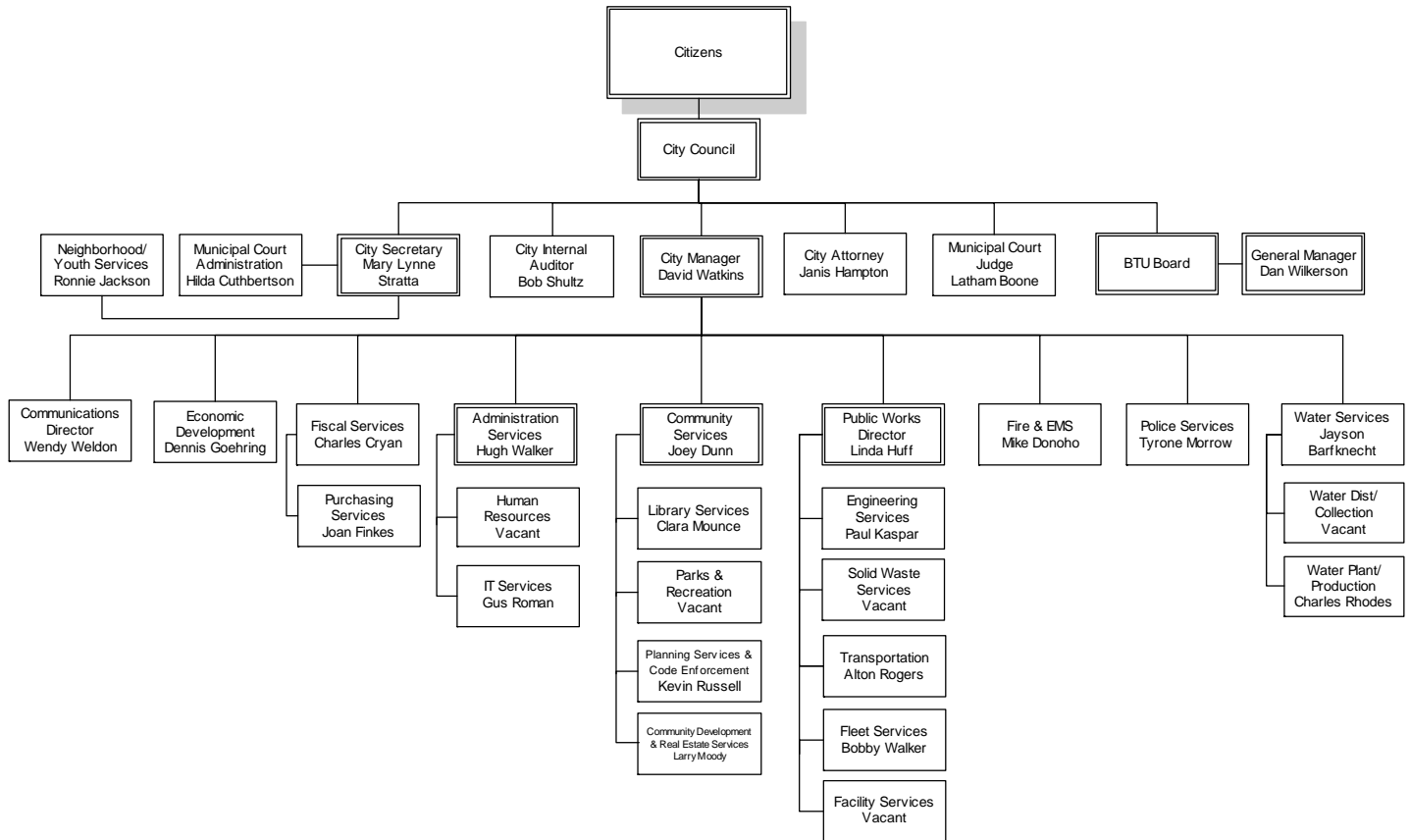




ORGANIZATIONAL PROFILE

Reporting Relationships

City of Bryan
Organizational Chart





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ORGANIZATIONAL PROFILE

KEY CUSTOMERS AND STAKEHOLDERS

KEY CUSTOMERS	KEY STAKEHOLDERS
Bryan residents Bryan visitors Neighborhoods Businesses Community agencies Other Research Valley Brazos Valley Cities Counties Hispanic community Developers Property owners Grant providers Utility customers Educational institutions	City Council County agencies State agencies Federal agencies Citizen boards Employees

**CURRENT AND FUTURE
REQUIREMENTS AND EXPECTATIONS**

Bryan's key customers and stakeholders generally require or expect the following:

- Low cost in terms of taxes, fees for service, and utility rates
- Service quality and quantity sufficient to maintain a high quality of life
- Timely delivery of services
- A stable, financially secure local government able to effectively deal with emerging requirements
- A local government compliant with state and federal mandates, regulations, and rules
- A community that provides good and improving economic opportunity for everyone
- Accessibility; a convenient means of requesting service or filing a complaint



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SWOT ANALYSIS (STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS)

One purpose of strategic planning is to identify factors that may assist or detract from the accomplishment of the stated mission. These factors are divided into four categories: strengths, weaknesses, opportunities, and threats. Strengths are those aspects of the organization and community that can be leveraged to take advantage of opportunities and respond to external threats. Weaknesses are those aspects of the organization and community that may hinder us from accomplishing our Mission or dealing with emerging threats. Following is a listing of the key factors that most influence the City of Bryan's performance at this time:

STRENGTHS

- The growing economic base
- The sound financial structure of the city government
- The unique history
- The diversity
- The commitment of the City Council and staff to the citizenry
- The unique downtown
- The education level of the community
- The partnerships Bryan has with other surrounding entities
- The quality of the local media services
- The community's eagerness/hunger for growth
- The educational institutions of Texas A&M University, Blinn College, and Bryan Independent School District, and the coming Texas A&M Health Science Center
- The Brazos County seat of government
- The regional economic impact and draw
- The strategic location between Dallas/Fort Worth, Houston, and San Antonio
- The quality public safety services
- The parks and Lake Bryan
- The commitment to public service
- The utilities, including BTU and the availability of quality water resources
- The faith-based community



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SWOT ANALYSIS (STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS)

STRENGTHS (Cont'd)

- The hometown atmosphere
- The appeal of being able to live and work in Bryan all one's life
- The positive and friendly attitude
- The quality of health care
- The manageable size (not too big, or too small)
- The road/thoroughfare network
- The large number of neighborhood associations
- The signature event – Texas Reds
- The overall community pride

WEAKNESSES

- The aging infrastructure and the lack of funding to correct it quickly
- Streets, both maintenance and meeting growing traffic needs
- Water and sewer utilities
- Drainage
- The overall appearance
- Extensive use of overhead power poles
- Code violations
- Lack of visible “gateways” to the city
- Inappropriate use of the rights of way
- A slowing emergency response time, due to the growth
- Decline in the older neighborhoods and housing
- Lack of positive perception or image
- No interstate roads nearby
- Insufficient sales tax revenue
- A higher comparative tax rate over other neighboring cities
- Vacant industrial buildings
- Areas in need of redevelopment
- Neighborhoods
- Downtown



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SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

WEAKNESSES (Cont'd)

- Perception of poor image by the real estate community
- Perception of the lack of quality education in BISD
- Low voter turnout
- Lack of involvement among the minority communities
- Perception of "pockets of hopelessness"
- Under employment in the city (as opposed to low employment or high unemployment)
- Lack of retail
- Lack of meeting and convention space
- Lack of cultural diversity in the public safety area

OPPORTUNITIES AND THREATS

The identified strengths and weaknesses were then categorized into six Areas of Emphasis whereby opportunities and threats were identified for each area.

The next page will identify the six Areas of Emphasis and the following two pages will identify the areas of emphasis and opportunities and threats associated with each.



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SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

AREAS OF EMPHASIS

Below is a list of six Areas of Emphasis that emerged from identifying the strengths and weaknesses of the organization and community.

1. Image

- Perception
- Appearance
- History

2. Infrastructure

- Physical – water, wastewater, drainage, electric utilities
- Organizational

3. Growth

- Economic Development – retail, sales tax revenue
- Redevelopment – neighborhoods, downtown
- Housing – aging and need for new

4. Diversity

- Involving the minority leadership
- Celebrating the diversity

5. Education

- Higher Education – Texas A&M University (TAMU), Blinn
- School District – BISD
- Research – TAMU Health Science Center

6. Public Safety

- Crime rate
- Neighborhoods

The following pages identify opportunities associated with each Area of Emphasis identified above.



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SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

OPPORTUNITIES

Opportunities were identified to take advantage of the strengths of the city and community and to overcome any identified weaknesses. The following is a summary of opportunities identified for each Area of Emphasis.

1. Image

- Increase public relations and education of city services efforts
- Encourage everyone to be “yell leaders”
- Target certain audiences – realtors, TAMU officials, business leaders, developers
- Improve Bryan's first impressions – the “gateways”, entryway corridors, code enforcement
- Communicate the successes of creating plans and executing plans
- Capitalize on our uniqueness – stability, diversity, history, downtown
- Reach out to the city's neighborhoods for better communication
- Improve the code enforcement activities for appearance and image

2. Infrastructure

- Address aging infrastructure issues
- Extend utilities to prepare for new growth
- Utilize grants where possible
- Enhance use and availability of Coulter Airfield
- Redevelop Texas Avenue
- Improve Highway 47 and health science center area
- Encourage the placement of underground electric utilities where possible



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SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

OPPORTUNITIES (cont'd)

3. Growth

- Redevelop South College area
- Continue redevelopment of downtown, particularly the northern area
- Support and enhance the Health Science Center development
- Support and enhance development on the west side of the city
- Promote retail development
- Create public/private partnerships, particularly for youth programs

4. Diversity

- Promote the city's diversity
- Find ways to support and meet the needs of the growing aging/baby boomer population
- Encourage diversity on boards and commissions
- Support and improve the relationships between the city and the minority leadership

5. Education

- Support the Texas A&M Health Science Center
- Support Blinn College
- Support and tell the success of Bryan ISD
- Create a teen court to lower teen crime issues
- Communicate, coordinate, and partner with all the city's educational entities

6. Public Safety

- Promote the good services provided by both police and fire services
- Increase community outreach to increase community involvement and lower crime
- Provide adequate staffing of public safety services
- Work to lower the ISO rating
- Improve code enforcement
- Utilize the talents and opportunities created by the newly appointed Police Chief



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SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

THREATS

After identifying the opportunities associated with each Area of Emphasis, the City Council and Management Team discussed and identified a number of threats, that if not identified, could weaken or destroy any strategies put forth. Below are the potential threats to accomplishing the City's strategies.

1. The economy could become stagnant creating a gradual or sudden decline in revenues
2. The organizational structure could decline or become lacking in both size and expertise
3. Poor attitudes among the citizenry, council and staff
4. Uncontrollable government mandates
5. Lack of patience, staying power and commitment to the strategies and processes
6. A national disaster or emergency
7. Failure to partner with and creating unhealthy rivalries with the city's neighbors

After all strengths, weaknesses, opportunities, and threats were identified, End Statements were created for each Area of Emphasis. These were created in the form of "mini-vision statements" that describe the intended result for each Area of Emphasis.

The following page identifies the End Statements identified for each Area of Emphasis.



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END STATEMENTS FOR AREAS OF EMPHASIS

END STATEMENTS

The following End Statements identify the intended end result for each Area of Emphasis.

Image:

Our citizens are proud of where they live, and Bryan is recognized as a city that offers an outstanding quality of life.

Infrastructure:

Maintain the existing, upgrade the deficient, and plan for future demands.

Growth:

Provide, maintain, and promote a healthy economic environment for quality residential, commercial and retail growth with a focus on community needs.

Diversity:

All citizens are involved to ensure participation in governance and the community.

Public Safety:

Residents of Bryan live in a safe, aesthetically pleasing community where their lives and property are protected through efficient public safety services.

Education:

All citizens are informed and educated about city issues, policies, and initiatives and the education needs of the community are met by educational entities.



STRATEGIC PLAN 2007-2008

CREATING BRYAN'S FUTURE

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IDENTIFICATION OF STRATEGIES

Strategies were developed that considered the End Statements and SWOT Analysis. The following pages will provide you information on the Strategies identified and the roadmap to accomplishing those Strategies.

Image

End Statement

Our citizens are proud of where they live, and Bryan is recognized as a city that offers an outstanding quality of life.

STRATEGY 1: Fill the Public Information Officer position quickly as possible.

TEAM: City Secretary, City Manager, Deputy City Managers, Deputy Police Chief, and Internal Auditor

PARTNERS: None

IMPLEMENTATION STEPS:

- Post position
- Review applications and select final interview candidates
- Schedule and conduct interviews
- Narrow interview to a finalist(s)
- Follow-up interview, if necessary
- Offer and negotiate with candidate selection

TIMELINE:

- New PIO on board by October 1, 2007
- Interviews begin: August 20, 2007
- Status: Complete
- Wendy Weldon began September 24, 2007

COST: Priceless



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IDENTIFICATION OF STRATEGIES

Image (cont'd)

STRATEGY 2: Utilize the media to better inform the public

TEAM: Communications and Marketing staff, City Council, City Manager, Directors, and other employees as needed

PARTNERS: Media (radio, TV, print)
BISD
City of College Station
RVP
Chamber of Commerce
BVCOG

IMPLEMENTATION STEPS:

- Establish best practices for joint communication procedures with media
- Prepare an overarching communication/media plan/protocol for COB, including COB, BISD, PD, and FD, (consider incorporating BTU)
- Proactively prepare and disseminate press releases and relevant stories
- Meet with media representatives regularly
- Provide media and communications training to key staff and Councilmembers
- Facilitate relevant interviews with key staff directors
- Attend media lunches to share information, further relationships, develop trust, encourage proactive communication

TIMELINE: Initialize process October 1, 2007

COST: TBD



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COMPREHENSIVE PLAN, CITY COUNCIL STRATEGIC PRIORITIES AND STRATEGIC DIRECTION

Image (cont'd)

STRATEGY 3:

Create a program to “sell” Bryan to the region, local citizens, and city's employees

TEAM:

City Council, City Manager, Directors, Ronnie Jackson, Communications and Marketing staff, Parks & Recreation, Police and Fire Departments, other employees as needed

PARTNERS:

- Media
- BISD
- Chamber of Commerce
- Convention and Visitors Bureau
- RVP
- Realtor, Builder, and Neighborhood Associations
- City of College Station, Police and Fire Departments
- Local businesses

IMPLEMENTATION STEPS:

- Initial meeting to discuss marketing strategy and partners needed - staff team members
- Meet with partners - determine roles
- Recognize marketing is both internal and external for COB
- Develop multi-prong marketing plan
(Example- “Did You Know?” campaign)
- Evaluate viability of Bryan concert series
- Work with retail / economic development partners
(viral / leverage messaging)
- Joint initiatives with FD/PD and B/CS FD's and PD's
- Refine marketing strategy and establish milestones

TIMELINE: Initialize process November 1, 2007

COST: TBD



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COMPREHENSIVE PLAN, CITY COUNCIL STRATEGIC PRIORITIES AND STRATEGIC DIRECTION

Image (cont'd)

STRATEGY 4: Create promotional programs to point out city's assets.

TEAM: City Council, City Manager, Directors, Ronnie Jackson, Communications and Marketing staff, Parks & Recreation, Police and Fire Department, and other employees as needed

PARTNERS: Media
BISD
Chamber of Commerce
Convention and Visitors Bureau
RVP
Realtor, Builder, and Neighborhood Associations
City of College Station, Police and Fire Departments
Local businesses

IMPLEMENTATION STEPS:

- Identify city assets viable for marketing/promotion
- Identify best target markets for message (*citizens, realtors, builders, outer-market, retail/business prospects*)
- Identify best messaging conduits (*direct, viral, testimonial, etc.*)
- Determine budgeting and resources available and acquire more if needed
- Execute

TIMELINE: Ongoing FY 2008

COST: TBD



STRATEGIC PLAN 2007-2008

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COMPREHENSIVE PLAN, CITY COUNCIL STRATEGIC PRIORITIES AND STRATEGIC DIRECTION

Image (cont'd)

STRATEGY 5:

Develop a plan to clean up blighted areas including educating the public on the city's codes, enforcement of codes, involving citizens and providing additional information on the various city regulations

TEAM: Code Enforcement, Public Works, Police and Fire Departments

PARTNERS Media
Neighborhood Associations
Keep Brazos Beautiful
DBEDA

IMPLEMENTATION STEPS:

- Initial team meeting - Identify goals, strategies, and tactics
- Meet with partners - determine roles
- Develop Media Education Plan (MEP) and Customer Education Plan (CEP)
- Kick-off campaign

TIMELINE: Ongoing FY 2008

COST: TBD



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SUMMARY OF STRATEGIC ISSUES

Infrastructure

End Statement

Maintain the existing, upgrade the deficient, and plan for future demands.

STRATEGY 1: Create Five Year Capital Plan for Infrastructure Improvements

TEAM: Direct Reports

PARTNERS: Freese and Nichols
BTU
Council
CPAC Committee

PRIORITIES: Develop a long term CIP plan that coordinates efforts of multiple departments to better improve the community

IMPLEMENTATION STEPS:

- Contract with Freese and Nichols
- Team to prepare list of needs and wants (priorities/costs)
- Freese and Nichols to develop plan and process
- Team to approve plan and process
- Coordinate plans for construction with other entities to maximize construction effort and minimize disruptions to citizens
- Council to adopt FY08
- Team to prepare CIP for future years
- Develop long term funding plan to support long sustaining CIP plan

TIMELINE: Complete by June 2008

COST: Freese and Nichols Contract - \$160,000



STRATEGIC PLAN 2007-2008

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SUMMARY OF STRATEGIC ISSUES

Infrastructure (cont'd)

STRATEGY 2: Develop an annual infrastructure maintenance plan for all forms of infrastructure

PAVEMENT

TEAM: Engineering, Transportation

PARTNERS: Water Services, Development Services, CFO, TxDOT, BISD, MPO, TAMU, TTI, COCS, ATMOS Energy, BTU

IMPLEMENTATION STEPS:

- Implement Paver/GIS - "Paver" - pavement maintenance software
- Define and communicate Transportation Operation procedures
- Ensure employees are trained and understand the need to utilize work order system and evaluate pavement conditions
- Get input from Water Services and other partners
- Perform regular review of operational standards
- Communicate with outside partners
- Utilize GIS to display work order information
- Utilize Looking Glass to push work orders out to Supervisors
- Track performance measures

TIMELINE: Initial development of plan-Sept.2008

COST: TBD



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SUMMARY OF STRATEGIC ISSUES

Infrastructure (cont'd)

STRATEGY 2 (cont'd):

DRAINAGE

TEAM: Engineering, Transportation

PARTNERS: Water Services, Development Services, TxDOT, Brazos County, Bryan ISD, COCS, CFO, TAMU, FEMA

IMPLEMENTATION STEPS:

- Prepare database of existing drainage problems (including secondary), utilizing existing storm sewer drainage Masterplan and information from citizen complaints
- Develop projects for identified drainage problems
- Prioritize, budget, and schedule remediation – utilizing both in-house personnel to construct remediation and adding projects to the CIP list
- Solicit input from partners on future utility plans
- Meet with partners to discuss future drainage issues
- Develop Masterplan to convert open drainage ditches into storm sewer system

TIMELINE: Initial development of plan– Sept. 2008

COST: TBD

ELECTRICAL

TEAM: BTU, BTU Board

PARTNERS: Water Services, Development Services, Public Works, ERCOT, TMPA

IMPLEMENTATION STEPS:

- Develop and share Capital Improvement Plan

TIMELINE: TBD

COST: TBD



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SUMMARY OF STRATEGIC ISSUES

Infrastructure (cont'd)

STRATEGY 2 (cont'd):

WATER SERVICES

TEAM: Water Services, CFO

PARTNERS: Engineering, Fire Department, Transportation, Ground Water District, Brushy/Wickson/OSR, TCEQ, TWDB, BTU, COCS, Freese and Nichols (Rate Study), EPA

IMPLEMENTATION STEPS:

- Develop long range plans for sewer treatment
- Develop long range plans for water supplies
- Develop proactive system for replacement of infrastructure utilizing work order history/system
- Benchmark against performance measures
- Communicate with employees the need to fill out work orders accurately so that information is displayed correctly in GIS during analysis of needs
- Develop proactive cleaning program for sewer system
- Coordinate the replacement of utilities with Transportation
- Perform regular review of operational practices
- Utilize GIS to display work order information
- Utilize Looking Glass to communicate work orders out to Supervisors
- Develop funding mechanism for programs (CIP and O&M)

TIMELINE: September 2008, Ongoing

COST: TBD



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SUMMARY OF STRATEGIC ISSUES

Infrastructure (cont'd)

STRATEGY 2 (cont'd):

BUILDINGS

TEAM: Facilities

PARTNERS: Engineering, Fire Department, Water Services

IMPLEMENTATION STEPS:

- Review building condition and assessment
- Perform space study
- Develop building plan to support future needs of departments

TIMELINE: TBD

COST: TBD

PARKS

TEAM: Parks and Recreation

PARTNERS: Planning, Engineering, P&Z, Parks Board

IMPLEMENTATION STEPS:

- Review and revise Park Masterplan
- Communicate with community on needs for their area (use HOA's and Neighborhood Associations)
- Develop long term park needs



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SUMMARY OF STRATEGIC ISSUES

Infrastructure (cont'd)

STRATEGY 3: Leverage and maximize dollars available for all infrastructure sources

TEAM: CFO

PARTNERS: Public Works
Water Services
Facilities
BTU
Parks and Recreation

IMPLEMENTATION STEPS:

- Analyze I and S Rate
- Analyze increasing Tax Rate
- Analyze Water and Sewer Rates
- Investigate possible Grants and Federal Funding
- Investigate possible toll road funding options

TIMELINE: September 2008 for initial analysis, Ongoing afterwards

COST: TBD



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SUMMARY OF STRATEGIC ISSUES

Infrastructure (cont'd)

STRATEGY 4: Ensure and enforce strong standards for new development that will maximize infrastructure longevity

TEAM: Engineering & Planning

PARTNERS: Fire Department
Transportation
COCS
TxDOT
Water Services
Developers

IMPLEMENTATION STEPS:

- Continue to review standard details, design guidelines, and technical specifications annually
- Include developers and other partners in the discussion to receive feedback on changes
- Make changes to design standards as needed
- Incorporate operational changes and standards from Transportation and Water Services
- Implement changes through the review of Site Plans, Construction Drawings, and Construction Inspection

TIMELINE: Annually, Ongoing

COST: TBD



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SUMMARY OF STRATEGIC ISSUES

Infrastructure (cont'd)

STRATEGY 5: Create Plans for effective use of rights of way and other public facilities to anticipate growth

TEAM: Engineering & Planning

PARTNERS: Water Services
Transportation
Verizon
BTU
Cox Cable
Atmos Energy

IMPLEMENTATION STEPS:

- Communicate with partners the anticipated growth
- Receive comments back from Partners on their needs
- Prepare for future expansion along the right-of-way by acquiring real estate for future expansion

TIMELINE: TBD

COST: TBD



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SUMMARY OF STRATEGIC ISSUES

Infrastructure (cont'd)

STRATEGY 6: Provide organizational training, development, succession planning and structure to meet the needs of the City

TEAM: Direct Reports

PARTNERS: H.R.
Outside Training Opportunities

IMPLEMENTATION STEPS:

- Department Directors should look at their area(s) and build a structure that allows for succession planning
- Department Directors should provide training and encourage employees to participate in training that promotes the development of employees who will be successful moving up within the organization

TIMELINE: Immediate, Ongoing

COST: TBD



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SUMMARY OF STRATEGIC ISSUES

Growth

End Statement

- Provide, maintain, and promote a healthy economic environment for quality residential, commercial and retail growth with a focus on community needs and promote planned, thoughtful growth tied to the 2007 Comprehensive Plan

STRATEGY 1:

Redevelopment

- Diversify businesses
- Develop a marketing plan
- Enhance opportunities at Coulter Field
- Continue the redevelopment of the downtown area
- Redevelop the major corridors of the city, particularly Texas Avenue and South College
- Support and enhance the redevelopment of older neighborhoods

Historic Downtown Bryan Revitalization : Continue to support redevelopment and revitalization of Downtown Bryan in accordance with the Downtown Bryan Master Plan, and the newly adopted 2007 Comprehensive Plan.

TEAM:

PARTNERS: Astin Partners, Lynntech, The Lawrence Group, Twin City Mission, multiple/ various land owners, DBEDA, TIRZ 21 Board of Directors, Downtown merchants/ owners, RVP



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SUMMARY OF STRATEGIC ISSUES

Growth (cont'd)

STRATEGY 1: Redevelopment (cont'd)

Priority: Historic Downtown Bryan Revitalization: (cont'd)

IMPLEMENTATION STEPS:

- Proceed with design and construction of Phase III of Downtown Infrastructure in North area of Downtown (Main St. & Bryan Ave. from 24th St. to MLK), as incentive for new high-density, mixed-use, urban development/redevelopment
- Complete implementation and organization of TIRZ 21, tax increment financing district for Downtown, as incentive for private reinvestment
- Continue to provide annual funding for the Downtown Improvement Program (a.k.a. "downtown façade program") as incentive for continued façade enhancement, streetscape and other aesthetic improvement, and business retention/ recruitment
- Coordinate with the Research Valley Partnership to market Downtown Bryan to technology companies for high-quality urban redevelopment

TIMELINE: TBD

COST: TBD



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SUMMARY OF STRATEGIC ISSUES

Growth (cont'd)

STRATEGY 2:

New Development

- Expand retail sales and sales tax
- Promote new rooftops
- Develop and provide economic development incentives
- Create annexation plan
- Look for interstate highway designation opportunities
- Develop a new business park
- Review and implement reports for key growth areas

New Commercial Development along East Bypass: Utilize Buxton CommunityID Report and various economic development incentives to create a new 'hub' of regional retail shopping along the East Bypass.

TEAM: TBD

PARTNERS: Lauth Development, Lester, TIRZ 22 Board, Buxton, TxDOT, various retailers, Lester family/ agents, Sam Harrison & agents, BTU/ Entergy, Hunter Goodwin, BBC, BISD, Carrabba Interests, other landowners

IMPLEMENTATION STEPS:

- Oversee full build-out of Lauth's Target power center (a.k.a. "Bryan Towne Centre") at SE corner of SH6 and Briarcrest Drive
- Utilize TIRZ 22 funding for infrastructure as incentive for Phase II of the Lester Tract - approximately 200 acres of mixed-use development from Briarcrest Drive Bryan, to University Drive in College Station



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SUMMARY OF STRATEGIC ISSUES

Growth (cont'd)

STRATEGY 2: New Development (cont'd)

Priority 1: New Commercial Development along East Bypass: (cont'd)

IMPLEMENTATION STEPS (Cont'd):

- Extend TIRZ 22 northward to include Harrison tract, relocate power lines, redevelop/remove old multifamily structures, and assemble land as incentive for a new major retail anchor and adjoining lifestyle center
- Participate in wastewater lift station and extension of Austin's Colony Blvd from FM158 to the northbound frontage road of SH6, as incentive for additional retail, restaurant and hotel use
- Continue existing partnerships with BISD, Carrabba, and other major landowners in the continued build-out of retail, entertainment, hotel, and restaurant development along East Bypass from FM158 northward to Old Reliance Road. Continue due diligence in obtaining property for Sam Rayburn Drive, & funding for Old Reliance Road Interchange via pass-through tolling with TxDOT, or other financing methods

TIMELINE: TBD

COST: TBD



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SUMMARY OF STRATEGIC ISSUES

Growth (cont'd)

STRATEGY 2: New Development (cont'd)

Priority 2: Texas A&M Health Science Center (HSC) & West Bryan Development: Strengthen partnerships with HSC & Traditions representatives in fostering development of world-class high-quality mixed-use development along Hwy 47 and West Villa Maria Road.

TEAM: TBD

PARTNERS: TAMUS HSC, Melrose, Bryan Traditions L.P., Traditions Club, BCD, Buxton, HSC, various landowners & retailers, TAMU, COCS

IMPLEMENTATION STEPS:

- Coordinate closely with HSC for completion of the new Phase I HSC campus.
- Improve partnership with Melrose in the continued build-out of single family residential, casitas/villas, golf clubhouse, and commercial developments that complement the new HSC campus, as well as provide increased ad valorem value to the Traditions TIRZ 10.
- Utilize Buxton CommunityID Report information to promote complimentary retail development along Hwy 47 near the HSC campus and West Villa Maria Road.
- Place remaining BCD-owned property into hands of developers willing to make a significant, timely investment in development complementary to HSC and Traditions.

TIMELINE: TBD

COST: TBD



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SUMMARY OF STRATEGIC ISSUES

Growth (cont'd)

STRATEGY 2: New Development (cont'd)

Priority 3: Residential Development: Encourage development of mid-range & moderately priced housing in Bryan.

TEAM: TBD

PARTNERS: Steve Arden, Wickson SUD, TxDOT, BISD, BTU, Harrison, French, other landowners, Brazos County, BUILD Committee, builders, CDAC, Habitat, Building Standards Commission, HUD, Carter, Carrabba, Schroeder, Seaback, and other property owners

IMPLEMENTATION STEPS:

- FM1179/ Steep Hollow Road – initiate annexation of critical residential tracts, participate in extension of appropriate infrastructure improvements (sewer lines and streets) to encourage mid-range housing
- Initiate annexation of area north of West Villa Maria Road, encourage single residential development that complementary to HSC/ Traditions developments
- Old Reliance Road & Austin's Colony – continue to encourage development of new mid-range single family development complementary to the new Rudder High School and other development
- Provide continued support to the BUILD Initiative to recycle existing properties into tax generating, moderate housing
- Provide continued support for Community Development housing programs, Habitat for Humanity, and demolition funding to remove/reconstruct substandard housing

TIMELINE: TBD

COST: TBD



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SUMMARY OF STRATEGIC ISSUES

Growth (cont'd)

STRATEGY 2: New Development (cont'd)

Priority 4: Encourage redevelopment of highly-visible gateways and major corridors: Support continued roadway improvements, increase development standards for private development, and properly maintain right-of-ways to encourage redevelopment (*linkage to Image emphasis area*).

TEAM: TBD

PARTNERS: Business & property owners, TxDOT, P&Z, Brazos Transit District, COCS, MPO, BBC, developers, golfers, Elf Atochem/ Atofina, merchants/ tenants, property owners, homeowners

IMPLEMENTATION STEPS:

- Texas Avenue Redevelopment – explore redevelopment of large vacant buildings, encourage infill development of multifamily and retail use on south end of Texas Avenue corridor.
- South College Avenue – reestablish historic link and vital gateway from main TAMU Campus to Downtown Bryan. Coordinate with Brazos Transit to implement major transit corridor improvements.
- Municipal Golf Course – continue to explore redevelopment or enhancement possibilities for this centrally located 100-acre property, within a short distance of the TAMU main Campus.
- Central Business Corridor (a.k.a. Villa Maria/ Briarcrest or FM 1179) – continue coordination with TxDOT on major safety, capacity, access management, and aesthetic improvements to this vital east-west connection. Also work closely with major landowners for appropriate infill and redevelopment.



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SUMMARY OF STRATEGIC ISSUES

Growth (cont'd)

STRATEGY 2: New Development (cont'd)

PRIORITY 4: Encourage redevelopment of highly-visible gateways and major corridors (cont'd)

IMPLEMENTATION STEPS (cont'd):

- 29th Street – continue CIP funding for safety and capacity improvements, including sidewalks at critical locations.
- FM 158 – improve ROW maintenance and beautification
- Hwy 21 – develop corridor overlay zoning standards, increase emphasis in code enforcement, improve ROW maintenance and beautification.

TIMELINE: TBD

COST: TBD



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SUMMARY OF STRATEGIC ISSUES

Diversity

End Statement

All citizens are involved to ensure participation in governance and community.

TEAM: Police Chief, Deputy Police Chief, City Secretary, Community Librarian, Neighborhood/Youth Services Director, Information Technology Director

PARTNERS: Neighborhood Associations, Council Boards and Committees, School District, Blinn, TAMU, Local Churches/Religious groups, Women's Club, International Student Association, Senior Citizens (RSVP) groups, Veterans groups, Scouts, Home School, NAACP, Lulac, Hispanic Forum, Czech, Italian, German, Brazos Heritage, Lions Club, Rotary, Kiwanis, Friends of Library, Mayors Committee on Disability, Junction 5-0-5, Concerned Black Men Organization

PRIORITIES:

- Involve minority leadership
- Celebrate diversity
- Promotes City's diversity
- Find ways to support & meet needs of growing community
- Encourage diversity on Boards and Commissions
- Support & Improve relationships between the City and Minorities



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SUMMARY OF STRATEGIC ISSUES

Diversity (cont'd)

End Statement

All citizens are involved to ensure participation in governance and community. (cont'd)

IMPLEMENTATION STEPS:

- Enhance Outreach to Spanish language Community
- Police Department Community Meetings in Spanish Language Neighborhoods
- Expand Spanish Language Citizens Police Academy
- Bilingual City Website
- Broaden Spanish Language Media Outreach
- Police Department Community Advisory Committee
- Spanish Internet Safety Class
- Spanish Gang Awareness training
- Increase Spanish Language Library Collection
- Increase Minority representation on Council appointed Boards and Committees
- Implement Minority Citizen participation on Police Applicants hiring Board
- Increase Minority Citizen participation on Police on Community Advisory
- Increase Minority Citizen participation on Bryan Leadership Academy and Leadership Brazos
- Establish Minority Standing Committees of Chamber of Commerce
- Establish Women's Issues Committee
- Support and Improve Relationship between City and Minority Community Leadership
- Participate in Intergovernmental Efforts Toward Low Income Families
- Needs Participate in Intergovernmental Planning Committee Towards Family Support



STRATEGIC PLAN 2007-2008

CREATING BRYAN'S FUTURE

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SUMMARY OF STRATEGIC ISSUES

Diversity (cont'd)

End Statement

All citizens are involved to ensure participation in governance and community. (cont'd)

IMPLEMENTATION STEPS (Cont'd):

- Conduct Retreat to Establish Goals
- Enhance Quality of Life
- Involve Minority Community in Accurate 2010 Census Count
- Enhance Senior Recreation Programs
- Enhance At-risk Youth Programs
- Conduct ADA Community Survey
- Celebrate Diversity
- Spotlight celebrations of ethnic diversity
- Celebrate 150th Bryan birthday with year long celebration of diversity
- Publish special history book with emphasis on community diversity

TIMELINE: Ongoing to culminate with 150th birthday year-long diversity celebration.

COSTS: TBD



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SUMMARY OF STRATEGIC ISSUES

Education

End Statement #1: All citizens are informed and educated about city issues, policies, and initiatives.

STRATEGY 1: Continue to develop the City of Bryan Citizen's Academy

TEAM: Key Staff: Communications Director, CMO, Community Partners, BISD

IMPLEMENTATION STEPS:

- Review the annual Bryan Leadership Academy to ensure quality presentations and maximum impact.
- Add a web/videography component to the Academy to market/recruit/educate citizens.

TIMELINE: 2008

COST: Staff time

STRATEGY 2: Create and provide a speakers bureau to provide programs to various groups on various subjects.

TEAM: Key Staff: Communications Director, CMO

IMPLEMENTATION STEPS:

- Collect a list of staff with expertise and willingness to speak to other organizations and advertise availability to the community via the city's website and channel 16, and other venues.

TIMELINE: 2008

COST: Staff time



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SUMMARY OF STRATEGIC ISSUES

Education (cont'd)

End Statement #1: All citizens are informed and educated about city issues, policies, and initiatives. (cont'd)

STRATEGY 3: Utilize neighborhood associations and civic organizations

TEAM: Communications Director, CMO, Neighborhood & Youth Services Coordinator, and all community interacting departments

IMPLEMENTATION STEPS:

- Have key staff members attend neighborhood association meetings to share information on respective areas of responsibility such as code enforcement, parks and recreation, police, etc.

TIMELINE: 2008

COST: Staff time

STRATEGY 4: Utilize educational partnerships

TEAM: City Council Members and CMO

PARTNERS: BISD, Blinn, TAMU

IMPLEMENTATION STEPS:

- Attend scheduled BISD/Blinn/TAMU/ HSC/Texas A&M System meetings and functions in order to form partnerships and collaborations.
- Make presentations about the City of Bryan at the Texas A&M University Fish Camps.
- Collaborate with BISD on the co-location of new BISD facilities and campuses.
- Have City Council and staff (as appropriate) representation at joint meetings.
- Hold regular staff-to-staff meetings with partnering entities to foster communication and collaboration.
- Hold Town and Gown meetings with TAMU



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SUMMARY OF STRATEGIC ISSUES

Education (cont'd)

End Statement#2:

Education needs of the community are met by educational entities.

STRATEGY 1: Conduct a business survey to identify the educational needs of the businesses in the city.

TEAM: IT Department, Communications Director, City Manager's Office (CMO)

IMPLEMENTATION STEPS:

- Utilize the existing Workforce Solutions Brazos Valley Labor Market Information to identify business educational needs.

TIMELINE: 2008

COST: TBD

STRATEGY 2: Support vocational programs through Blinn College

TEAM: Human Resources, Communications Director, CMO, Community Development

PARTNERS: Blinn College and Texas A&M

IMPLEMENTATION STEPS:

- Explore programs that would be beneficial to City staff and partner with Blinn College and Texas A&M on other programs of benefit to citizens of the community.

TIMELINE: 2008/2009

COST: TBD



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SUMMARY OF STRATEGIC ISSUES

Education (cont'd)

End Statement#2:

Education needs of the community are met by educational entities. (cont'd)

STRATEGY 3: Support adequate funding for higher education from the State Legislature

TEAM: City Secretary, CMO, Communications Director

PARTNERS: BISD, Texas A&M University, Blinn College, Chamber of Commerce

IMPLEMENTATION STEPS:

- Work with the Chamber of Commerce on their annual legislative recommendations in support of higher education funding.

TIMELINE: Annual

STRATEGY 4: Develop community education programs through the City's Parks and Recreation programming.

TEAM: CMO, City Council, Neighborhood & Youth Services, Communications Director, Parks & Recreation

PARTNERS: Texas A&M University, Blinn College, BISD

IMPLEMENTATIONS STEPS:

- Develop a community education program through Parks & Recreation.

TIMELINE: 2009



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SUMMARY OF STRATEGIC ISSUES

Education (cont'd)

End Statement#2:

Education needs of the community are met by educational entities. (cont'd)

STRATEGY 5: Foster and support youth and senior citizen programs

TEAM: CMO, Neighborhood & Youth Services, Communications Director, Community Development, Parks and Recreation

PARTNERS: BISD, Agency for the Aging, United Way, City of College Station

TIMELINE: 2008/2009

COST: TBD



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SUMMARY OF STRATEGIC ISSUES

Public Safety

End Statement

Residents of Bryan live in a safe, aesthetically pleasing community where their lives and property are protected through efficient public safety services.

STRATEGIES:

- Provide adequate resources (human, capital and equipment) to assure a safe environment
- Develop a staff succession plan
- Develop a staff expansion plan
- Foster community-wide support/partnerships among the city's leadership
- Enforce all varieties of code enforcement
- Form and foster partnerships with other law enforcement agencies
- Form and foster partnerships with other fire and EMS agencies
- Enhance the sharing of information with other agencies



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SUMMARY OF STRATEGIC ISSUES

Public Safety (cont'd)

End Statement

Residents of Bryan live in a safe, aesthetically pleasing community where their lives and property are protected through efficient public safety services. (cont'd)

ACTION PLAN:

- Bryan Fire and Police Departments will work with other public safety agencies to insure a safe environment for our citizens. We will continue to participate in emergency management and emergency response planning to insure that adequate personnel and resources are in place and ready to respond
- Both Departments will work with the City of Bryan management team on a capital improvement plan that will keep pace with the continued growth of our city
- The fire department will continue with the "Fire Station / ISO Plan" that was developed in 2005
- Fire Station 5 will be constructed in 2008-2009
- The fire department will consider requesting an evaluation from the Insurance Services Organization (ISO) when station 5 is opened
- Future fire station additions, relocations or remodels will be considered starting in 2010. All future fire station site plans should consider including a "Police Satellite / Substation Office"

