



CITY OF COLLEGE STATION
Home of Texas A&M University®

City Council Strategic Plan

2020 UPDATE

Good Governance

Financial Sustainability

Core Services & Infrastructure

Neighborhood Integrity

Diverse & Growing Economy

Improving Mobility

Sustainable City

Why have a plan?

To maintain and enhance College Station's high quality of life and unique community character, the College Station City Council works closely with residents and the city's experienced management team to plan for current and future needs. The Strategic Plan identifies shared priorities and goals, and provides a cohesive framework for the annual budget process.

The Strategic Plan's seven initiatives include specific objectives and actions that are designed to meet the initiatives' goals. The plan also outlines performance measures that will mark each initiative's progress and the plan's overall success.

City Council Mission

On behalf of the citizens of College Station, home of Texas A&M University, we will continue to promote and advance the community's quality of life.

Community Vision

College Station will be a vibrant, progressive, knowledge-based community that promotes the highest quality of life by:

- Promoting safe, tranquil, clean and healthy neighborhoods with enduring character.
- Increasing and maintaining citizens' mobility through a well-planned and constructed intermodal transportation system.
- Promoting sensitive development and management of the built and natural environments.
- Supporting high-quality, well-planned and sustainable growth.
- Valuing and protecting our community's cultural and historical resources.
- Developing and maintaining high-quality, cost-effective community facilities, infrastructure and services that ensure a cohesive and connected city.
- Proactively supporting economic and educational opportunities for all citizens.

College Station will remain a friendly and responsive community and be a demonstrated partner in maintaining and enhancing all that is good and celebrated in the Brazos Valley. It will forever be a place where Texas and the world come to learn, live and conduct business.

Core Values

- The health, safety, and general well-being of the community.
- Excellence in customer service.
- Fiscal responsibility.
- Citizen involvement and participation.
- Collaboration and cooperation.
- Regionalism as an active member of the Brazos Valley community and beyond.
- Activities that promote local autonomy.
- Plan and collaborate with Texas A&M University.

Good Governance

Financial Sustainability

Core Services & Infrastructure

Neighborhood Integrity

Diverse & Growing Economy

Improving Mobility

Sustainable City



Organizational Values

- Respect everyone.
- Deliver excellent service.
- Risk, create, innovate.
- Be one city, one team.
- Be personally responsible.
- Do the right thing. Act with integrity and honesty.
- Have fun.

Good Governance

GOAL

The city is governed in a transparent, efficient, accountable and responsive manner on behalf of its citizens that actively promotes citizen involvement.

OBJECTIVES

What does this mean for citizens?

- The city conducts business in an open and inclusive fashion.
- The city delivers services in an efficient, practical manner.
- The city actively pursues the aspirations, goals and expectations of its citizens.
- Citizens are encouraged to serve on city boards, commissions, and in other volunteer capacities.
- Citizens are satisfied with city services and facilities.

ACTIONS

How will we achieve success?

- The council will annually review and implement the Strategic Plan.
- The city will conduct regular citizen surveys about city services and priorities.
- The council will conduct regular internal audits of city services, practices and programs and report the results to the public.
- The city will televise council workshop and regular meetings.
- Critical governance information such as plans, budgets, ordinances, expenditures, etc., will be available on the city's website and in city offices.
- Council will ensure its funding partners remain wise stewards of tax funds.
- Council will adopt and adhere to a series of practices for conducting its meetings.
- The city will ensure that notices are posted and readily available to the public.
- The city will share information and communicate with citizens about city issues through owned, earned and paid media.

Good Governance

Financial Sustainability

Core Services & Infrastructure

Neighborhood Integrity

Diverse & Growing Economy

Improving Mobility

Sustainable City



Residents Approve

A 2019 survey indicated that about 9 of every 10 city residents rate College Station as a good or excellent place to live.

College Station is consistently named as one of the country's top places for families, business, careers, education and retirement.

Financial Sustainability

GOAL

Wise stewardship of financial resources results in the city's ability to meet service demands and obligations without compromising the ability of future generations to do the same.

OBJECTIVES

What does this mean for citizens?

- The city maintains diverse sources of revenue and a comparable property tax rate for growing cities of comparable size.
- The city maintains adequate reserves to ease the impact of economic fluctuations.
- The city maintains economic competitiveness measured by comparable trends.
- Citizens know where city revenue comes from and how it is spent.
- Citizens are satisfied with city services and facilities.

ACTIONS

How will we achieve success?

- The city will have an annual [balanced budget](#) and a diversity of revenue sources.
- The city will endeavor to maintain or improve its current bond ratings.
- Enterprise operation rates will be set to meet service demands.
- The city will seek grants and other outside funding.
- The city will strive to maintain and rehabilitate equipment, facilities and infrastructure on a strategic schedule and establish reserve funds to enable replacement.
- The city will seek the efficient delivery of services and facilities.
- The city will maximize the transparency of expenditures, policies and procedures.
- The city will conduct routine audits to ensure accountability and maximize efficiency.
- The city will set fees at appropriate levels to recover the costs of service delivery.
- The city will share information and communicate with citizens about the city's fiscal issues through various media outlets.

Good Governance

Financial Sustainability

Core Services & Infrastructure

Neighborhood Integrity

Diverse & Growing Economy

Improving Mobility

Sustainable City



By the Numbers

In 2019, the value of private taxable property in College Station was about \$9.92 billion.

College Station's property tax rate is among the lowest in the state.

Moody's recently upgraded College Station's bond rating to Aa1, which says the city has a strong capacity to meet its financial commitments.

Core Services & Infrastructure

GOAL

The city's core services and infrastructure are efficiently, effectively and strategically delivered to enable economic growth and development, and to maintain citizens' health, safety and general welfare.

OBJECTIVES

What does this mean for citizens?

- The city has few utility failures and outages.
- The city reduces crime and fear of crime, including risk of injury or property damage.
- The city protects life and property in times of emergency.
- City services and facilities are adequate in size, location and timing.
- City services and utilities are safe and efficient.
- The city assists at-risk and low-income residents.
- Citizens are satisfied with city services and facilities.

ACTIONS

How will we achieve success?

- The city will maintain program [accreditations](#) and certifications.
- The city will attract and retain professional staff and be an employer of choice.
- The city will guide private and public land use for business development.
- The city will plan for, maintain and invest in the infrastructure, facilities, services, personnel and equipment needed to meet projected needs and opportunities.
- The city will provide immersive learning experiences for citizens.
- The city will use technology to effectively and efficiently deliver services.
- The city will continue to support community development agencies that demonstrate good stewardship of public funds.
- The city will continue to support fair and affordable housing programs.
- The city will share information and communicate with citizens about core services and infrastructure through owned, earned and paid media.

Good Governance

Financial Sustainability

Core Services & Infrastructure

Neighborhood Integrity

Diverse & Growing Economy

Improving Mobility

Sustainable City

High Quality Service

College Station is the only city in the nation to have national accreditations in police, fire, public safety communications, parks, water and public works.

The city has 386 employees devoted to public safety, including 219 in the Police Department and 166 in the Fire Department.

The 2019 survey indicated that 8 of every 10 residents rate city services as a good or excellent, with about 85 percent rating the city's customer service as good or excellent.

Neighborhood Integrity

GOAL The city's neighborhoods are long-term, viable, safe and appealing.

OBJECTIVES What does this mean for citizens?

- The city has diverse housing choices and property values are stable or increasing.
- Citizens are satisfied with the quality of life in their neighborhoods.
- The city has reduced the negative impacts of neighborhood neglected properties.
- Citizens have numerous opportunities to actively engage in decisions that affect their neighborhoods.

ACTIONS How will we achieve success?

- The city will have proactive code enforcement.
- Federal and state funds will be used to help provide affordable housing and address community development needs and opportunities.
- The city will use a geographic-based approach to deliver police services.
- The Police Department's [Community Enhancement Unit](#) will provide proactive neighborhood support.
- The city will continue to invest in the maintenance and rehabilitation of neighborhood infrastructure and facilities.
- The city will continue its partnerships with Texas A&M University to educate renters.
- The city will expand mobile-ready technologies to inform citizens and engage them on city issues and concerns.
- The city will continue to plan with neighborhood residents to address concerns and capitalize on opportunities.
- The city will continue to support and partner with homeowner and neighborhood associations to address their issues and concerns.

Good Governance

Financial Sustainability

Core Services & Infrastructure

Neighborhood Integrity

Diverse & Growing Economy

Improving Mobility

Sustainable City

Planning for Success

The City of College Station works closely with neighborhoods through the Neighborhood Grant Program, Neighborhood Seminar Suppers and a weekly electronic newsletter distributed to neighborhood and homeowner associations.

In recent years, neighborhood plans have been completed for Central College Station, Eastgate, Southside, Wellborn, South Knoll and the Medical District.

The city actively partners with Federation of Texas A&M Mother's Clubs to help address neighborhood integrity issues. City information is also distributed at major campus events.

Diverse & Growing Economy

GOAL

The city's diverse economy generates high-quality, stable jobs that strengthen the sales and property tax base and contribute to an exceptional quality of life.

OBJECTIVES

What does this mean for citizens?

- The city's annual taxable value increases.
- The city's annual sales tax receipts increase.
- The number of high-paying, full-time private sector jobs increases.
- Adequate, serviceable land is available for economic development opportunities.
- Opportunities are available for starting and operating businesses.

ACTIONS

How will we achieve success?

- The city will support, expand and diversify a consumer-oriented economy.
- The city will protect major economic assets from incompatible encroachments.
- The city will support efforts to expand and enhance broadband services.
- The city will support diverse, business-to-business services.
- The city will expand and diversify efforts that focus on job growth.
- The city will plan and invest in infrastructure, facilities, services, personnel and equipment needed to meet projected needs and opportunities.
- The city will maintain comparable utility rates.
- The city will ensure that business impacts are considered in the development of regulations and standards.
- The city will protect properties from crime and property damage.
- The city will ensure adequate, serviceable land is available for economic needs.
- The city will maintain relationships with local and regional economic partners.

Good Governance

Financial Sustainability

Core Services & Infrastructure

Neighborhood Integrity

Diverse & Growing Economy

Improving Mobility

Sustainable City



Economic Impact

The city has expanded its economic development efforts with a focus on sports tourism, retail development and new industry recruitment.

Visitor-based sports events at city facilities have made a substantial economic impact. SportsEvents magazine ranks Veterans Park & Athletic Complex among the nation's top 10 multi-use facilities.

Improving Mobility

GOAL

The city has a safe, efficient, sustainable and well-connected multimodal and innovative transportation system that contributes to a high quality of life and is sensitive to surrounding uses.

OBJECTIVES

What does this mean for citizens?

- The city increases the number of safe and complete ways to travel in town.
- The city increases the enforcement of traffic offenses in an effort to decrease vehicle accidents.
- City streets are not heavily congested for extended periods of time.
- City streets, sidewalks, bike lanes, and multi-modal paths are well-maintained and free of hazards.

ACTIONS

How will we achieve success?

- The city will provide streets that accommodate vehicles, bicyclists and pedestrians.
- The city will ensure that streets have features that promote pedestrian safety.
- The city will seek transit opportunities through partnerships.
- The city will provide for land uses that support multimodal opportunities.
- The city will plan for infrastructure that meets projected growth and development.
- The city will seek federal and state funds to construct facilities.
- The city will make investments to help avoid long periods of traffic congestion.
- The city will promote a well-connected system of residential streets and collector avenues to ease the strain on expensive arterial boulevards.
- The city will identify and fund a multi-year capital improvements program.
- The city will maintain and rehabilitate the system to avoid costly replacement.
- The city will maximize the system's efficiency, including intersection improvements, traffic signal timing and signage.

Good Governance

Financial Sustainability

Core Services & Infrastructure

Neighborhood Integrity

Diverse & Growing Economy

Improving Mobility

Sustainable City

Project Managers

The City of College Station has become a leader in implementing technology to improve transportation. The city's cutting-edge intelligent transportation system includes a Transportation Control Center that allows engineers to monitor multiple intersections and adjust signals based on real-time data.

College Station was the first city in Texas to implement and use Signal Performance Measures to evaluate and improve traffic signal operations.

The FY20 city budget includes more than \$71 million in infrastructure projects for streets and transportation, water, wastewater, electric, and municipal facilities.

Sustainable City

GOAL

The city's conservation and environmental awareness is fiscally responsible and results in a real and tangible return on investment.

OBJECTIVES

What does this mean for citizens?

- The city purchases power from renewable energy sources.
- The city reduces energy and water consumption.
- The city reduces the volume of waste generated.
- The city uses land efficiently.
- The city protects vulnerable environmental features.
- The city reduces the risk associated with flooding and other natural hazards.

ACTIONS

How will we achieve success?

- The city will enhance its conservation and recycling efforts.
- The city will purchase renewable energy.
- The city will protect its potable water supply and its ability to meet projected demands.
- The city will conduct sound land use planning guided by its Comprehensive Plan.
- The city will increase participation in FEMA's [Community Rating System](#) program.
- The city will acquire flood-prone areas and their associated riparian areas through its [Greenway Acquisition](#) program.
- The city will seek grants and other sources of outside funding to support its sustainability efforts.
- The city will encourage education about city conservation efforts and programs.

Good Governance

Financial Sustainability

Core Services & Infrastructure

Neighborhood Integrity

Diverse & Growing Economy

Improving Mobility

Sustainable City



Single-Stream Recycling

The City of College Station's single-stream recycling program allows residents to place their recyclables in one container. The change has made recycling easier and more convenient, and has resulted in a significant decrease in the amount of garbage taken to the landfill.

Implementation Plan Highlights

FY20 STRATEGIES

Good Governance

- Complete comprehensive review of city’s vision, mission, and core values.
- Prepare for the 2020 U.S. Census.
- Review homestead exemption levels.

Core Services & Infrastructure

- Complete construction of new police facility.
- Begin construction of new city hall.
- Complete update to Capital Improvement Plan.
- Prepare for improved mobility for public transit and high-speed rail.
- Evaluate and begin implementing Fire Department growth, facilities, and staffing plan.

Neighborhood Integrity

- Conduct annual meetings with neighborhood stakeholders such as residents, property owners and property managers that outlines codes and enforcement tools.
- Re-engage and review neighborhood plans established in the earlier Comprehensive Plan process.
- Establish a program for active outreach to non-organized neighborhoods.
- Engage Texas A&M in neighborhood integrity processes for student housing.
- Implement the neighborhood overlay ordinance.

Good Governance

Financial Sustainability

Core Services & Infrastructure

Neighborhood Integrity

Diverse & Growing Economy

Improving Mobility

Sustainable City



Implementation Plan Highlights

Good Governance

Financial Sustainability

Core Services & Infrastructure

Neighborhood Integrity

Diverse & Growing Economy

Improving Mobility

Sustainable City

FY20 STRATEGIES

Diverse & Growing Economy

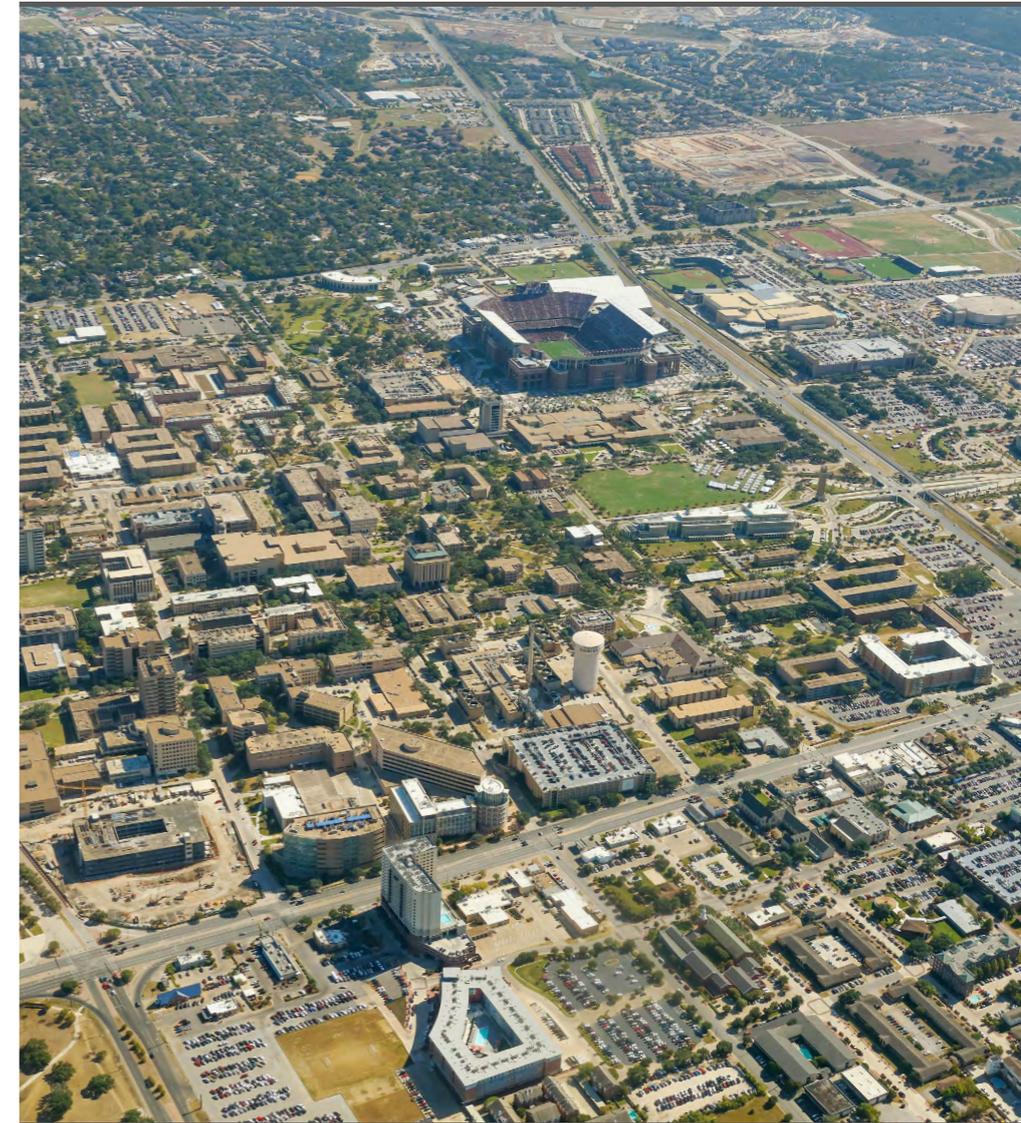
- Establish plan for final phase of Veterans Park improvements.
- Complete construction of first phase of Southeast Park.
- Continue efforts to refine Unified Development Ordinance.
- Review and update Economic Development Master Plan.
- Implement Midtown Business Park Master Plan.
- Explore establishment of Small Business Advisory Board.
- Promote the College Station brand.
- Evaluate the possible expansion of the Spring Creek Development Corporation and the feasibility of a city economic development corporation.
- Review the vision for Wolf Pen Creek Park.
- Explore opportunities for a signature event.

Improving Mobility

- Determine new transportation requirements due to growth.
- Monitor high-speed rail development.
- Monitor development and progress of Interstate 14.

Sustainable City

- Continue Comprehensive Plan update.
- Evaluate Smart City initiatives such as smarter technologies, renewable resources, Bike City designation, recycling, and LEED designation.



Implementation Plan Highlights

FY21 STRATEGIES

Good Governance

- Develop and implement a legislative policy agenda.
- Assess opportunities to review local options for property tax levy.
- Initiate a comprehensive approach to effectively communicate the city's accomplishments, activities, and events.

Core Services & Infrastructure

- Plan for a future bond election.
- Evaluate the city's capital needs and encourage citizen engagement.
- Analyze the potential for additional beautification efforts during construction projects.

Neighborhood Integrity

- In concert with Comprehensive Plan update, analyze the impact of redevelopment in single-family neighborhoods.
- Examine ways to enhance neighborhood parks for residents and visitors.

Diverse & Growing Economy

- Enhance the city's marketing and branding strategy.
- Develop a campaign to promote the investments and opportunities at Veterans Park and Athletic Complex.
- Implement strategies to support Northgate operations.

Improving Mobility

- Update the Capital Improvements Program.

Sustainable City

- Pursue city initiatives and designations related to smarter technologies, sustainability, and collaborative solutions.
- Review opportunities to create further environmental sustainability.

Good Governance

Financial Sustainability

Core Services & Infrastructure

Neighborhood Integrity

Diverse & Growing Economy

Improving Mobility

Sustainable City



Implementation Plan Highlights

Good Governance

Financial Sustainability

Core Services & Infrastructure

Neighborhood Integrity

Diverse & Growing Economy

Improving Mobility

Sustainable City

REQUESTED ITEMS FROM 2020 COUNCIL RETREAT

- Veterans Park enhancements. *(Crompton)*
- Discussion on acquisition of landfill property from BVSWMA. *(Brick)*
- Maximize potential of Northgate assets such as the parking garage. *(Crompton)*
- Pursue a mitigation strategy through Electric Fund for tree plantings. *(Crompton)*
- Expand park space adjacent to existing Raintree Park. *(Crompton)*
- Examine a wetlands project to encourage native species. *(Brick)*
- Demonstrate the possible economic benefits of single-family housing redevelopment. *(Nichols)*
- Review option to increase the existing local homestead exemption by 5%. *(Nichols)*
- Beautification efforts for medians such as tree plantings. *(Crompton)*
- Examine ways to better inform the public about city accomplishments, activities, and events. *(Crompton)*
- Consideration of a utility advisory board. *(Crompton)*
- Consideration of a small business advisory board. *(Crompton)*
- Conduct joint council-CSISD School Board meeting.