



Strategic Plan 2023

**Council/Staff Planning Session
March 23 & 25, 2023**

**Adopted
June 12, 2023**

**Prepared and facilitated
by
Ron Cox Consulting**

Vision Statement

The City of La Porte is rich in history and built on community, delivering a safe and attractive environment for all walks of life.

Vision Elements

The City of La Porte is...

- A safe city.
- An attractive city.
- Strong city services.
- A destination to live or visit.
- Where you don't have to leave town to spend your money.
- A great school district.
- A quality of life for all walks of life.
- Strong economic base.

Mission Statement

The City of La Porte provides superior public services and drives economic development in order to enhance the quality of life of our citizens.

Mission Elements

- Ensure visions alignment between Council and committees.
- Have responsible financial planning.
- Have responsible economic development.
- Work hard to get to “yes”.
- Have a long-term plan for facilities.
- Be and easy place to do business.
- Use the industrial base to our advantage.
- Encourage more retail.
- Be a strong voice among our intergovernmental partners.

Core Values 2023

City of La Porte employees will **RISE** to every occasion as we live out our Core Values:

- **Respect – We value our community.** (We demonstrate that value by extending kindness, compassion, and care to everyone we interact with)
- **Integrity - We work honestly and ethically.** (We tell the truth, follow the rules, and do what’s right even when that is difficult)
- **Service – We put others first.** (Proactive and selfless service provision defines us as public servants)
- **Excellence – We exceed expectations.** (We bring our best every day in every aspect of our job)

City of La Porte
City Council
Leadership Philosophy

The City Council of the City of La Porte will lead ...

- By seeking consensus to the extent possible.
- Inform the constituency of the facts.
- Support the majority decision (regardless of individual vote).
- Communicate your position.
- Be respectful.
- Respect other's opinions.
- With honesty and integrity.
- Do our homework/research.
- Seek understanding.
- Get a broader view from a wider audience.
- Establishing priorities.
- Delegate to and trust staff.
- Work with staff as a team.

City of La Porte
City Council
Communication Philosophy

The City Council of the City of La Porte will communicate...

- With respect for other's opinions and positions.
- By being a good listener.
- Within the requirements of the Open Meetings Act.
- Do what we say we are going to do.
- Be consistent.
- By being flexible and willing to change given new or better information.
- Communicate openly.
- Collaborate on the issues fully.
- Don't be afraid to disagree, but do not be disagreeable.

City of La Porte
City Council and Staff
Expectations

Council expects the following of each other...

- Be collegial with each other.
- Policy decisions are a collaborative decision – not an individual Council member decision.
- Be cordial to each other.
- Be respectful of each other, regardless of opinion or vote.
- Have the ability to move on, when a decision is made.

City of La Porte

City Council and Staff

Expectations

Council expects the following of staff...

- Do not be directed by individual council members.
- Do not circumvent the will of the citizens after policy decisions are made.
- Be accountable for your actions.
- Take corrective actions when mistakes are made.
- Be truthful and kind.
- Don't be afraid to say, "I don't know."
- Be consistent in code enforcement and interpretation.
- Don't be afraid to ask for follow-up.
- Give Council options when making recommendations.

Staff expects Council to (as defined by Council members themselves)

...

- Follow the Chain-of Command – Go through the City Manager.
- Talk to staff before bringing an item to the Council dais.
- Be committed to the City Council position – time, training, and effort.
- Recognize the expertise of staff.
- Provide for staff – compensation, development, appreciation, recognition.
- Read the correspondence -emails, agenda materials, etc. – Be prepared.

City of La Porte

Strategic

Key Focus Areas

- **Governance**

- **Guiding Principle:** *The City of La Porte is governed in a transparent, efficient, accountable, and responsive manner on behalf of its citizens that actively promotes citizen involvement.*

- **Communications**

- **Guiding Principle:** *The City of La Porte will build relationships and showcase our community through communication, technology, training, and branding.*

- **Infrastructure and Facilities**

- **Guiding Principle:** *The City La Porte will have and maintain a strong infrastructure and up to date facilities in order to continue to provide superior services for our citizens.*

- **Economic Development**

- **Guiding Principle:** *The City of La Porte will promote a strong and diverse economy that strengthens the local sales tax and property tax base while also contributing to a high quality of life.*

- **Organizational Excellence**

- **Guiding Principle:** *The City of La Porte will operate in a transparent, efficient, accountable, and responsive manner by preparing the organization and the staff for the future, focusing on core services, attracting, and retaining the best employees and wise stewardship of financial resources.*

Governance

Guiding Principle: *The City of La Porte is governed in a transparent, efficient, accountable, and responsive manner on behalf of its citizens that actively promotes citizen involvement.*

- **1.0 Governance**
 - **1.1 Build better relationships with our partners.**
 - **1.2 Improve voter turnout and transparency.**
 - 1.2.1 Establish a robust voter turnout program.
 - 1.2.2 Enlist leadership to support and promote election literacy.
 - 1.2.3 Tell the City's story.

Communications

Guiding Principle: *The City of La Porte will build relationships and showcase our community through communication, technology, training, and branding.*

- **2.1 Establish a program to promote the city of La Porte.**
 - 2.1.1 Tell the City's story.
 - 2.1.2 Improve the perception and understanding of the city among the public.
- **2.2 Establish a more robust program to get the facts to the public.**
 - 2.2.1 Enlist City University participants as ambassadors for the City.
 - 2.2.2 Define and promote the city's authorized (not Facebook) sources of information.
 - Establish clear messaging.
 - City's Facebook page.
 - Website.
 - Official City notifications – for you, your spouse, and children.
 - Provide full resource for communications program.
- **2.3 Identify and reach special populations.**
 - 2.3.1 Utilize phone surveys.
 - 2.3.2 Utilize quarterly newsletter,
 - 2.3.3 Reactivate the PEG Channel

Infrastructure and Facilities

Guiding Principle: *The City La Porte will have and maintain a strong infrastructure and up to date facilities to continue to provide superior services for our citizens.*

- **3.1 Improve mobility and traffic in focused areas.**
 - 16th street/SH 146; M, G, H Streets.
 - Spencer
 - Fairmont Parkway.
 - Consider TIRZ funding for some improvements.
 - Improve mobility particularly as it relates to truck traffic.
 - Collaborate with Harris County and TxDOT.
 - Encourage more rail transit.
 - Expedite the SH-146 widening (dots: one yellow = 2 points)
 - Interconnect Fairmont East and Morgan's Landing and golf course with wall and bike paths.
- **3.2 Assess City Facilities' needs.** (city hall, public works, park/rec center, water treatment, wave pool, etc.)
- **3.3 Improve intergovernmental relationships with other agencies for drainage improvements.**
- **3.4 Enhance Lighting (citizens' survey)**
- **3.5 Communicate how La Porte can support buildout, what types of density and entertainment options are needed.**
- **3.6 Develop transportation priority list and encourage leadership to regularly and repeatedly communicate to jurisdictions.**
- **3.7 Consider alternate drainage ways – Moats through HCFC**
- **3.8 Educating and informing the public on infrastructure issues.**
 - What the city is doing, better understanding by PD of citizens concerns with truck traffic.
 - Educating and information the public on drainage issues.
 - Continue working with the agencies on flooding and drainage needs.
- **3.9 Create a list of properties available for partnerships, for sale, etc.**
- **3.10 Determine the community wide state of technology capabilities.**
- **3.11 Consider internal mobility needs (access to Lomax and cut through of Glen Meadows along airport.**
- **3.12 Address long term maintenance needs of city infrastructure.**

Economic Development

Guiding Principle: *The City of La Porte will promote a strong and diverse economy that strengthens the local sales tax and property tax base while also contributing to a high quality of life.*

- **4.0 Economic Development**
 - **4.1 Fill the EDC position.**
 - **4.2 Establish a Main Street Master Plan**
 - Build consensus among Mainstreet owners.
 - Establish/improve signage for Main Street
 - Beautify and provide parking to Main Street
 - **4.3 Develop a strategic plan for economic development/redevelopment.**
 - **4.4 Establish/encourage family entertainment venues.**
 - **4.5 Promote the Bayfront**
 - Work with area communities to create another “golden triangle” or Jewel of the Bay.
 - Determine hotel opportunities.
 - Create financial opportunities by restricting and managing access.
 - Capitalize on history of the area.
 - **4.6 Consider community development as much as economic development.**
 - **4.7 Continue involvement in ICSC venues.**

Organizational Excellence

Guiding Principle: *The City of La Porte will operate in a transparent, efficient, accountable, and responsive manner by preparing the organization and the staff for the future, focusing on core services, attracting, and retaining the best employees and wise stewardship of financial resources.*

- **5.0 Organizational Excellence**
 - **5.1 Establish a long-term employee recruitment plan.**
 - Establish an alternative/non-traditional way of bringing interns to the city for summer jobs.
 - Encourage youth participation and knowledge of public service.
 - Emphasize the community’s financial stability in hard time.
 - **5.2 Establish succession plans anticipating retirements at all levels.**
 - Create culture of leadership for those who desire to advance.
 - Training with an eye toward transference of institutional knowledge and experience.
 - **5.3 Establish communication channels with area local jurisdictions.**
 - Build strong relationships with key staff.
 - Utilize training events to promote the city.
 - Interact with other agencies.
 - **5.4 Establish and communicate emergency preparedness plan to better respond to dangerous events in the community and area.**
 - Develop relationships with industrial partners, other local governmental entities, and regulatory agencies.
 - Communicate all the city does to keep it safe and be prepared.
 - **5.5 Simplify Zoning Ordinance**
 - Flood plain information.
 - Checklists for developers.
 - Promote on-line services.
 - Continue communication efforts.
 - **5.6 Establish a leadership development program.**
 - **5.7 Improve organizational culture.**
 - **5.8 Establish an education packet for new citizens.**
 - Utility hook ups, addresses of city programs, shelter-in-place requirements, etc.
 - **5.9 Include part-time paid employees in compensation program.**



Report

**Adopted
June 12, 2023**

**Prepared and facilitated
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**REPORT AND STRATEGIC PLAN
COUNCIL/STAFF
GOVERNANCE AND PLANNING SESSION**

CITY OF LA PORTE

March 23 & 25, 2023

Introduction

On March 23 and March 25, 2023, the Mayor, City Council, and staff of the City of La Porte met for a governance and planning session. The purpose of this meeting was twofold.

- March 23, 2023. Prepare a governance philosophy for the City Council and staff. Included in that is identifying key elements of the Council's vision for La Porte.
- March 25, 2023. Utilizing a method called a SWOT Analysis consisting of identifying strengths, weaknesses, identify major issues and challenges facing the city and identifying strategies to address and meet those issues.

The Mayor, Council and staff freely worked together, and their work was exemplary in all respects. Ron Cox facilitated the process.

The executive staff met together later to prepare an implementation plan for the identified strategies.

Governance

The Council established the basics of their governance model. The Council participated in discussions about their role, together and their leadership responsibilities. The elements of a strong governance model are having and following clear vision and mission, establishing leadership and communications philosophies, and identifying the expectations of each other as City Council members, and the City staff and of identifying and recognizing the expectations has staff of the City Council.

The key elements of the Governance Philosophy are leadership, communication, and understanding and defining expectations. These define how the team will function together. Visioning and planning are the key elements that define what the strategies and goals are for the City of La Porte and what they will be to ensure the vision is ultimately attained.

Governance Model

The governance model first begins with leadership. Each member of the Council asked to provide input into how they will lead, communicate and a defining of expectations for themselves and staff.

Why did you run for the position?

- Natural succession from part time to full time employee, to retirement and city council then to Mayor.
- Encouraged by others to run.
- Was approached by others to run.
- Wanted to know how city was run, be a part of the decisions.
- Was "told" to run.
- Always interested in local government and own a small business.
- To help my neighbors.
- To make La Porte a better place.

And the members were asked what individual attributes they bring to the Council.

What individual attributes do you bring to the group?

- Historical experience.
- Ability to separate personal position from position of constituents.
- Care for the community.
- Believe in good collaboration for getting things done.
- Know a large number of people and have your pulse on their needs and opinions.
- Being available and accessible to voters.
- Willingness to listen, learn and adjust based on information received.
- Treat everyone with respect.
- Accessibility to citizens.
- Open-minded.
- Have ability to discern between issues and opinions.

All elected officials run and are elected for their individual reasons. They bring individual attributes to the decision-making process. But in cities, the decision-making process can only be done as a group. Group decision making is generally more difficult and time consuming than making an individual decision. So, the key is to determine how each will work with all. Thus, the need to define the governance model for the group.

The Mayor and Council of the City of La Porte will lead ...

- By seeking consensus to the extent possible.
- Inform the constituency of the facts.
- Support the majority decision (regardless of individual vote).
- Communicate your position.
- Be respectful.
- Respect other's opinions.
- With honesty and integrity.
- Do our homework/research.
- Seek understanding.
- Get a broader view from a wider audience.
- Establishing priorities.
- Delegate to and trust staff.
- Work with staff as a team.

The Mayor and Council of the City of La Porte will communicate ...

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The Mayor and Council of the City of La Porte expect the following of each other ...

- Be collegial with each other.
- Policy decisions are a collaborative decision – not an individual Council member decision.
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- Be respectful of each other, regardless of opinion or vote.
- Have the ability to move on when a decision is made.

The Mayor and Council of the City of La Porte expect the following of the staff ...

- Do not be directed by individual council members.
- Do not circumvent the will of the citizens after policy decisions are made.
- Be accountable for your actions.
- Take corrective actions when mistakes are made.
- Be truthful and kind.
- Don't be afraid to say, "I don't know."
- Be consistent in code enforcement and interpretation.
- Don't be afraid to ask for follow-up.
- Give Council options when making recommendations.

The staff expect the following of the Mayor and Council of the City of La Porte (as defined by the City Council) ...

- Follow the Chain-of-Command – Go through the City Manager.
- Talk to staff before bringing an item to the Council dais.
- Be committed to the City Council position – time, training, and effort.
- Recognize the expertise of staff.
- Provide for staff – compensation, development, appreciation, recognition.
- Read the correspondence - emails, agenda materials, etc. – Be prepared.

Vision and Mission

The Council discussed the elements vision they have for La Porte. The vision has been defined by the community, per the Comprehensive Plan. The Mayor and Council identified the key elements of their vision for the City. This list will be consolidated into a series of key bullet items. From those key items, the Vision Statement will be reviewed.

Vision Elements

These elements are presented in no particular order of priority.

- A safe city.
- An attractive city.
- Strong city services.
- A destination to live or visit.
- Where you don't have to leave town to spend your money.
- A great school district.
- A quality of life for all walks of life.
- Strong economic base.

Vision Statement

The City of La Porte is rich in history and built on community, delivering a safe and attractive environment for all walks of life.

Mission Elements

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- Ensure visions alignment between Council and committees.
- Have responsible financial planning.
- Have responsible economic development.
- Work hard to get to “yes”.
- Have a long-term plan for facilities.
- Be and easy place to do business.
- Use the industrial base to our advantage.
- Encourage more retail.
- Be a strong voice among our intergovernmental partners.

Mission Statement

The City of La Porte provides superior public services and drives economic development in order to enhance the quality of life of our citizens.

These will serve as the basis for any future Vision and Mission Statements for the City of La Porte.

Core Values

At a subsequent staff meeting, the staff discussed and established their Core Values for the organization.

City of La Porte employees will **RISE** to every occasion as we live out our Core Values:

- **Respect – We value our community.** (We demonstrate that value by extending kindness, compassion, and care to everyone we interact with)
- **Integrity - We work honestly and ethically.** (We tell the truth, follow the rules, and do what's right even that is difficult)
- **Service – We put others first.** (Proactive and selfless service provision defines us as public servants)
- **Excellence – We exceed expectations.** (We bring our best every day in every aspect of our job)

Strategic Planning

On March 25, 2023, following the discussion on governance, the Council and department directors participated in the SWOT analysis. The facilitator led the participants in identifications of issues and challenges facing the city. The weaknesses then were divided into common themes – Key Focus Areas. Opportunities – strategies and goals – were identified to overcome the weaknesses. Then Council used colored dots to prioritize the initiatives.

Finally, threats were identified that if not identified and anticipated may get in the way of accomplishing the strategies and goals.

The participants were divided into four groups. Each group focused on strengths and weaknesses as follows. The groups focused on both organizational and community strengths and weaknesses.

SWOT

At the planning session on March 25, 2023, the combined group of Council and staff was divided into four groups. The strengths and weakness are identified are in this first section reported as each of the four groups presented them. These weaknesses were further divided between community (external) and organizational (internal) issues.

Strengths

Group 1 – Strengths

- **Community**
 - Location to Bay Front.
 - Industrial employment base.
 - Quality of amenities.
 - Active citizen involvement.
 - Community supports all walks of life.
 - Strong sense of hometown pride
 - Variety of community events

- **Organizational**
 - Strong financial position
 - Experienced staff
 - Good infrastructure
 - Excellent public safety
 - Supportive leadership
 - Strong partnerships
 - Fantastic teamwork
 - Focus on customer service.
 - Condition of facilities and streets
 - Financially conservative

Group 2- Strengths

- **Community**
 - Participation and involvement of the community.
 - Good economic base (Industrial Development Agreements).
 - Schools.
 - Not dramatic.
 - Supportive of local entities (first responders, schools, etc.)
 - Safe with low crime.
 - Wide range of amenities.
 - Affordable and appropriate cost of living.
 - Central/accessible within the region.
 - City is strong and stable financially.
 - City is a good community pillar.
 - Proximity to MSA/Houston.
 - Diversity of lifestyles (bay, golf course, large lots, Main Street, airport, etc.)
 - Development potential around airport and Main Street.
 - City programming for special populations.

- **Organizational**
 - Not dramatic.
 - Safe.
 - Offers good amenities to the citizens.
 - Great first responders.
 - Great city services.
 - Active and caring municipal court.
 - Good emergency management.
 - Good communication of challenging information.
 - Innovative/supportive City Council.
 - Transparent.
 - Career paths/succession planning.
 - Good hiring decisions and good compensation for retention.
 - Good process of surveying community for feedback.

Group 3 - Strengths

- **Community**
 - Diversity in the community.
 - Economic base – IDAs.
 - Hometown pride.
 - Proximity to Bay and drivetime to beach.
 - Community support
 - Communications.
 - Airport.
 - Golf course.
 - Wave pool.
 - Horse arena.
 - Housing developments.

- Services to the community.
- **Organizational**
 - Programs and services to the citizens.
 - Parks – trails and bike paths.
 - Overall safety.
 - Community events on Mainstreet and at Sylvan Beach.
 - Teamwork among staff and department directors.
 - Communication from the city
 - Support from City Council.
 - City Management recognitions – court, PD, EMS, Finance.
 - Dedicated staff – knowledgeable and supportive.

Group 4 – Strengths

- **Community**
 - Citizens.
 - School district.
 - Industrial base.
 - Location.
 - Mobility overall
 - Size.
 - Parks and trails.
 - Low crime rate.
 - Generous community.
 - Main Street (that other cities do not have).
 - Stable tax rate.
 - Sylvan Beach and bay front.
- **Organizational**
 - The city team.
 - Knowledgeable.
 - City is financially stable.
 - Size.
 - Programming to citizens.
 - Services including public safety.
 - Accessibility of staff.
 - Preparedness of staff.
 - Equipment and fleet is in good shape.
 - Employee compensation package.
 - Longevity of employees.
 - Responsiveness to the public.

Weaknesses

Weaknesses were categorized between community and organizational weaknesses.

Group 1 - Weaknesses

- **Community**
 - Location – hurricane threats.
 - Aging facilities.
 - Heavy truck traffic
 - Condition of non-city thoroughfares.
 - Lack of retail.
 - East side vs. West side.
 - Low voter turnout
 - Land-locked and nearly fully developed.
 - Vacant buildings
 - Need for revitalization of Main Street.
 - Lack of family entertainment venues.
 - Commercial growth.

- **Organizational**
 - Retirements creating loss of knowledge.
 - Public service is not high on job-seekers' list.
 - Aging facilities.
 - Communication gaps.
 - Zoning Ordinance complexities.
 - No Economic Development Coordinator.
 - Lack of utilization of the bay front.

Group 2 - Weaknesses

- **Community**
 - Lack of maintenance in some commercial areas.
 - Low voter turnout generally.
 - Lack of retail and entertainment options.
 - Leakage gaps in retail and entertainment.
 - Potential for dangerous high impact events out of city's control (industrial).
 - Misperceptions about our name, composition, job opportunities, odor, safety of the community.
 - Communicating the truth about those who actually do get here to play or shop.
 - Lack of modern affordable community center.

- **Organizational**
 - Status quo reigns.
 - Lack of jurisdiction over some key issues – thoroughfares, mowing of ROW, infrastructure).
 - Communication among city departments and regional partners.
 - Hiring challenges
 - Silver Tsunami. (retirements).

- Age of facilities and capability for advanced technology.
- Need for prefunding for funding future needs.
- Forecasting and surveying the community and using the information.

Group 3

- **Community**

- Mobility – specifically large truck traffic.
- Multi-jurisdictional confusion/understandings – roads, beach front access, drainage.
- Flooding and drainage
- Lack of reason to visit.
- Perception of reactive versus proactive government.
- Lack of vibrance of Main Street.
- Lack of retail and restaurants.

- **Organizational**

- Multi-jurisdictional confusion/understandings – roads, beach front access, drainage.
- Succession planning in smaller departments.
- No economic development coordinator.
- Slow project completion after funding.
- Lack of agility and flexibility to adjust.
- Education/collaboration and enforcement of codes, ordinances.
- Perception it is hard to do business in La Porte.
- Communication – need to be more proactive for projects and other topics.

Group 4

- **Community**

- Traffic
- Perception of being reactive rather than proactive.
- County infrastructure (not city’s responsibility).
- Education of public on traffic, development, retail needs.
- City is almost built out.
- Lack of retail/entertainment.
- Lack of beautification.
- Dangerous buildings.
- Perception of needs for facilities.
- Perception of local environmental issues (perceived to be bad).
- Location of industry nearby.

- **Organizational**

- Drainage and flood control district’s lack of response in the city.
- Recruiting of new employees.
- Part-time/seasonal salaries make recruitment difficult.
- Management of the CIP
- Timelines for completion of CIP.
- Supply-chain issues.

Areas of Emphasis

Reviewing weaknesses resulted in the identification of these areas of emphasis.

- **Governance**
- **Communications**
- **Infrastructure and Facilities**
- **Economic Development**
- **Organizational Excellence**

Weaknesses Rearranged

The issues and challenges identified above, were then rearranged (in a summarized fashion) to be within one of the areas of emphasis.

- **Governance**
 - Lack of voter turnout.
 - Confusion of public about intergovernmental jurisdictions.
 - Perception the city is reactive vs. proactive.
 - Perception of Emergency preparedness.
- **Communication**
 - Lack of ability to get the facts out to the citizens.
 - Internal communication gaps among departments.
 - Misperception of the uniqueness of the La Porte community.
 - Misperception of the responsiveness of city government.
- **Infrastructure and Facilities**
 - Truck traffic and road conditions.
 - Long – term maintenance.
 - Facilities’ needs.
 - Drainage issue.
 - Nearing buildout.
- **Economic Development**
 - No economic development coordinator.
 - Need for Main Street redevelopment and improvements.
 - Lack of retail.
 - Lack of family entertainment.
 - Perception of not being a great place to live, work, and play.
 - Lack of public use of bay front areas.
- **Organizational Excellence**
 - Difficulty in recruiting employees.
 - The Silver Tsunami (retirements)
 - Need for succession planning.

- Potential for dangerous events beyond city’s control.
- Part-time pay scales are low.
- Complicated zoning ordinance.
- Communication with other local jurisdictions.

Strategies and Goals

Council and staff worked together to identify opportunities including broad statements and broad goals to address the weaknesses. These will form the basis for the Strategic Plan. After the opportunities were identified, both Council and staff placed dots on their top three priorities in each Key Focus Area. The total points are identified here as well.

- #1 Priority – Red Dot = 3 points
- #2 Priority – Yellow Dot = 2 points
- #3 Priority – Green Dot = 1 point

• **1.0 Governance**

- Build better relationships with our intergovernmental partners. (dots: 1 red; 6 yellows; 1 green = 16 points)
- Improve voter turnout and transparency. (dots: 2 reds; 1 green = 7 point)
 - Establish a robust voter turnout program.
 - Enlist leadership to support and promote election literacy.
 - Tell the City’s story.

Opportunities	Votes
1. Build better relationships with our intergovernmental partners	16
2. Improve voter turnout and transparency	7

• **2.0 Communication**

- Establish a program to promote the city of La Porte. (dots: 7 red; 13 yellow; 9 green = 56 points)
 - Tell the City’s story.
 - Improve the perception and understanding of the city among the public.
- Establish a more robust program to get the facts to the public. (dots: 4 reds; 6 yellow; 6 green = 30 points)
 - Enlist City University participants as ambassadors for the City.
 - Define where the city’s authorized (not Facebook) sources of information reside.
 - Establish clear messaging.
 - City’s Facebook page.
 - Website.
 - Official City notifications – for you, your spouse, and children.
 - Provide full resource for communications program.
- Identify and reach special populations. (dots: 9 red; 1 yellow; 1 green = 30 points)
 - Phone,

- quarterly newsletter,
- reactivate the PEG Channel

Opportunities	Votes
1. Establish a program to promote the city of La Porte.	56
2. Establish a more robust program to get the facts to the public.	30
3. Identify and reach special populations.	30

• **3.0 Infrastructure and Facilities**

- Improve mobility and traffic in focused areas (dots: 14 red, 7 yellow, 3 green = 59 points)
 - 16th street/SH 146; M, G, H Streets.
 - Spencer
 - Fairmont Parkway.
 - Consider TIRZ funding for some improvements.
 - Improve mobility particularly as it relates to truck traffic.
 - Collaborate with Harris County and TxDOT.
 - Encourage more rail transit.
 - Expedite the SH-146 widening (dots: one yellow = 2 points)
 - Interconnect Fairmont East and Morgan’s Landing and golf course with wall and bike paths.
- Assess City Facilities’ needs (city hall, public works, park/rec center, water treatment, wave pool, etc.) (dots: 13 reds, 5 yellows, 6 green = 55 points)
- Improve intergovernmental relationships with other agencies for drainage improvements. (dots: 5 yellow; 2 green = 10 points)
- Enhance Lighting (citizens’ survey) (dots: 2 yellow; 3 green = 7 points)
- Communicate how La Porte can support buildout, what types of density and entertainment options are needed. (dots: two yellow: one green – 5 points)
- Develop transportation priority list and encourage leadership to regularly and repeatedly communicate to jurisdictions. (dots: one red = 3 points.)
- Consider drainage ways – Moats through HCFCFCD (dots: one yellow = 2 points).
- Educating and informing the public on infrastructure issues (dots: one green = 1 point)
 - what the city is doing, better understanding by PD of citizens concerns with truck traffic.
 - Educating and information the public on drainage issues.
 - Continue working with the agencies on flooding and drainage needs.
- Create a list of properties available for partnerships, for sale, etc. (dots: one green =1 point).
- Determine the community wide state of technology capabilities.
- Consider internal mobility needs (access to Lomax and cut through of Glen Meadows along airport.
- Address long term maintenance needs of city infrastructure.

Opportunities

Votes

1. Improve mobility and traffic in focused areas	59
2. Assess City Facilities' needs	55
3. Improve intergovernmental relationships with other agencies for drainage improvements	10
4. Enhance Lighting	7
5. Communicate how La Porte can support buildout, what types of density and entertainment options are needed.	5
6. Develop transportation priority list and encourage leadership to regularly and repeatedly communicate to jurisdictions.	3
7. Develop transportation priority list and encourage leadership to regularly and repeatedly communicate to jurisdictions	3
8. Consider drainage ways – Moats through HCFC	2
9. Educating and informing the public on infrastructure issues	1
10. Create a list of properties available for partnerships, for sale, etc.	1
11. Determine the community wide state of technology capabilities.	
12. Consider internal mobility needs (access to Lomax and cut through of Glen Meadows along airport.	0
13. Address long term maintenance needs of city infrastructure.	0

- **4.0 Economic Development**

- Fill the EDC position (dots: 13 red; 1 yellow; 3 green = 62 points).
- Establish a Main Street Master Plan (dots: 7 red; 15 yellow; 6 green = 60 points)
 - Build consensus among Mainstreet owners (dots: 1 red; two yellow; 1 green = 8 points)
 - Establish/improve signage for Main Street (dots: 2 yellow; 2 green = 6 points).
 - Beautify and provide parking to Main Street (dots: 1 yellow = 2 points.
- Develop a strategic plan for economic development/redevelopment (dots: 3 red; 4 yellow; 12 green = 32 points)
- Establish/encourage family entertainment venues (dots: 5 reds; 2 yellow; 5 green = 24 points)
- Promote the Bayfront (Dots: 2 yellow; 8 green = 12 points)
 - Work with area communities to create another “golden triangle” or Jewel of the Bay.
 - Determine hotel opportunities.

- Create financial opportunities by restricting and managing access.
 - Capitalize on history of the area.
- Consider community development as much as economic development (dots: 1 green = 1 point).
- Be a magnet not a fishing lure.
- Communicate how awesome La Porte is (Don't Forget to be awesome DFTBA)
- Continue involvement in ICSC venues.

Opportunities	Votes
1. Fill the EDC position	62
2. Establish a Main Street Master Plan	60
3. Develop a strategic plan for economic development/redevelopment	32
4. Establish/encourage family entertainment venues	24
5. Promote the Bayfront	12
6. Consider community development as much as economic development	1
7. Be a magnet not a fishing lure.	0
8. Communicate how awesome La Porte is	0
9. Continue involvement in ICSC venues	0

• **5.0 Organizational Excellence**

- Establish a long-term employee recruitment plan. (dots: 13 reds; 8 yellows; 12 greens = 67 points).
 - Establish an alternative/non-traditional way of bringing interns to the city for summer jobs.
 - Encourage youth participation and knowledge of public service.
 - Emphasize the community's financial stability in hard time.
- Establish succession plans anticipating retirements at all levels. (dots: 8 reds; 8 yellows; 3 greens = 43 points)
 - Create culture of leadership for those who desire to advance.
 - Training with an eye toward transference of institutional knowledge and experience.
- Establish communication channels with area local jurisdictions. (dots: 1 red; 5 yellow; 2 green = 15 points.)
 - Build strong relationships with key staff.
 - Utilize training events to promote the city.
 - Interact with other agencies.
- Establish and communicate emergency preparedness plan to better respond to dangerous events in the community and area. (dots: 2 red; 1 yellow; 6 green = 14 points)
 - Develop relationships with industrial partners, other local governmental entities, and regulatory agencies.
 - Communicate all the city does to keep it safe and be prepared.

- Simplify Zoning Ordinance (dots: 3 reds; 2 yellows = 13 points)
 - Flood plain information.
 - Checklists for developers.
 - Promote on-line services.
 - Continue communication efforts.
- Establish a leadership development program (dots: 4 red = 12 points).
- Improve organizational culture (dots: 4 red = 12 points).
- Establish an education packet for new citizens. (dots: 3 yellow; 2 green = 8 points)
 - Utility hook ups, addresses of city programs, shelter-in-place requirements, etc.
- Include part-time pay in compensation program.

Opportunities	Votes
1. Establish a long-term employee recruitment plan.	67
2. Establish succession plans anticipating retirements at all levels	43
3. Establish communication channels with area local jurisdictions	15
4. Establish and communicate emergency preparedness plan to better respond to dangerous events in the community and area	14
5. Simplify Zoning Ordinance	13
6. Establish a leadership development program	12
7. Improve organizational culture	12
8. Establish an education packet for new citizens.	8
9. Include part-time pay in compensation program	0

Top Ten Scores

Focus Area	Opportunities	Rank/Score
Organizational Excellence	1. Establish a long-term employee recruitment plan.	67
Economic Development	2. Fill the EDC position	62
Economic Development	3. Establish a Main Street Master Plan	60
Infrastructure	4. Improve mobility and traffic in focused areas	59
Communication	5. Establish a program to promote the city of La Porte.	56
Infrastructure	6. Assess City Facilities' needs	55
Organizational Excellence	7. Establish succession plans anticipating retirements at all levels	43
Economic Development	8. Develop a strategic plan for economic development/redevelopment	32

Communication	9. Establish a more robust program to get the facts to the public.	30
Communication	10. Identify and reach special populations.	30

Defined Strategies and Goals

- **1.0 Governance**
 - **1.1 Build better relationships with our partners.**
 - **1.2 Improve voter turnout and transparency.**
 - 1.2.1 Establish a robust voter turnout program.
 - 1.2.2 Enlist leadership to support and promote election literacy.
 - 1.2.3 Tell the City’s story.
- **2.0 Communication**
 - **2.1 Establish a program to promote the city of La Porte.**
 - 2.1.1 Tell the City’s story.
 - 2.1.2 Improve the perception and understanding of the city among the public.
 - **2.2 Establish a more robust program to get the facts to the public.**
 - 2.2.1 Enlist City University participants as ambassadors for the City.
 - 2.2.2 Define and promote the city’s authorized (not Facebook) sources of information.
 - Establish clear messaging.
 - City’s Facebook page.
 - Website.
 - Official City notifications – for you, your spouse, and children.
 - Provide full resource for communications program.
 - **2.3 Identify and reach special populations.**
 - 2.3.1 Utilize phone surveys.
 - 2.3.2 Utilize quarterly newsletter,
 - 2.3.3 Reactivate the PEG Channel
- **3.0 Infrastructure and Facilities**
 - **3.1 Improve mobility and traffic in focused areas.**
 - 16th street/SH 146; M, G, H Streets.
 - Spencer
 - Fairmont Parkway.
 - Consider TIRZ funding for some improvements.
 - Improve mobility particularly as it relates to truck traffic.
 - Collaborate with Harris County and TxDOT.
 - Encourage more rail transit.
 - Expedite the SH-146 widening (dots: one yellow = 2 points)
 - Interconnect Fairmont East and Morgan’s Landing and golf course with wall and bike paths.
 - **3.2 Assess City Facilities’ needs.** (city hall, public works, park/rec center, water treatment, wave pool, etc.)

- **3.3 Improve intergovernmental relationships with other agencies for drainage improvements.**
- **3.4 Enhance Lighting (citizens' survey)**
- **3.5 Communicate how La Porte can support buildout, what types of density and entertainment options are needed.**
- **3.6 Develop transportation priority list and encourage leadership to regularly and repeatedly communicate to jurisdictions.**
- **3.7 Consider alternate drainage ways – Moats through HCFC**
- **3.8 Educating and informing the public on infrastructure issues.**
 - What the city is doing, better understanding by PD of citizens concerns with truck traffic.
 - Educating and information the public on drainage issues.
 - Continue working with the agencies on flooding and drainage needs.
- **3.9 Create a list of properties available for partnerships, for sale, etc.**
- **3.10 Determine the community wide state of technology capabilities.**
- **3.11 Consider internal mobility needs (access to Lomax and cut through of Glen Meadows along airport.**
- **3.12 Address long term maintenance needs of city infrastructure.**

- **4.0 Economic Development**
 - **4.1 Fill the EDC position.**
 - **4.2 Establish a Main Street Master Plan**
 - Build consensus among Mainstreet owners.
 - Establish/improve signage for Main Street
 - Beautify and provide parking to Main Street
 - **4.3 Develop a strategic plan for economic development/redevelopment.**
 - **4.4 Establish/encourage family entertainment venues.**
 - **4.5 Promote the Bayfront**
 - Work with area communities to create another “golden triangle” or Jewel of the Bay.
 - Determine hotel opportunities.
 - Create financial opportunities by restricting and managing access.
 - Capitalize on history of the area.
 - **4.6 Consider community development as much as economic development.**
 - **4.7 Continue involvement in ICSC venues.**

- **5.0 Organizational Excellence**
 - **5.1 Establish a long-term employee recruitment plan.**
 - Establish an alternative/non-traditional way of bringing interns to the city for summer jobs.
 - Encourage youth participation and knowledge of public service.
 - Emphasize the community's financial stability in hard time.
 - **5.2 Establish succession plans anticipating retirements at all levels.**
 - Create culture of leadership for those who desire to advance.
 - Training with an eye toward transference of institutional knowledge and experience.
 - **5.3 Establish communication channels with area local jurisdictions.**
 - Build strong relationships with key staff.
 - Utilize training events to promote the city.

- Interact with other agencies.
- **5.4 Establish and communicate emergency preparedness plan to better respond to dangerous events in the community and area.**
 - Develop relationships with industrial partners, other local governmental entities, and regulatory agencies.
 - Communicate all the city does to keep it safe and be prepared.
- **5.5 Simplify Zoning Ordinance**
 - Flood plain information.
 - Checklists for developers.
 - Promote on-line services.
 - Continue communication efforts.
- **5.6 Establish a leadership development program.**
- **5.7 Improve organizational culture.**
- **5.8 Establish an education packet for new citizens.**
 - Utility hook ups, addresses of city programs, shelter-in-place requirements, etc.
- **5.9 Include part-time paid employees in compensation program.**

Threats

Finally, the full group identified threats to accomplishing the goals and strategies that have been identified.

- Lack of support from the citizens.
- Weather events/industrial accidents.
- Legislative restrictions.
- Changes in technology.
- Lack of preparedness.
- Misinformation from others.
- Lack of qualified personnel.
- Zoning conflicts.
- Too much reduction in the tax rate.
- No sense of urgency or priority among citizens.
- Apathy
- NIMBY and CAVE people

City Staff Implementation Sessions

April 25, 2023

On April 25, 2023, the facilitator met with the City Manager and Executive Staff to review the outcomes of the planning session and to determine next steps for the development of the implementation plan.

Vision and Mission. Staff reviewed the work of Council and staff in defining the vision and mission. The staff developed a draft vision and mission statements utilizing the key elements prepared in the planning session.

La Porte Vision Statement

The City of La Porte is rich in history and built on community, delivering a safe and attractive environment for all walks of life.

La Porte Mission Statement

The City of La Porte provides superior public services and drives economic development in order to enhance the quality of life of our citizens.

La Porte Core Values

City of La Porte employees will **RISE** to every occasion as we live out our Core Values:

- **Respect – We value our community.** (We demonstrate that value by extending kindness, compassion, and care to everyone we interact with)
- **Integrity - We work honestly and ethically.** (We tell the truth, follow the rules, and do what's right even when that is difficult)
- **Service – We put others first.** (Proactive and selfless service provision defines us as public servants)
- **Excellence – We exceed expectations.** (We bring our best every day in every aspect of our job)

Action Plan Process. The staff reviewed a template to be used to develop the implementation portion of the planning process. Team facilitators will be tasked with overseeing the implementation of the Action Plan, presenting it to the City Manager for review. The implementation plan is included in this document. A presentation to the City Council will be scheduled.

Reporting

Finally, staff established reporting protocols. These protocols serve the purpose of keeping the staff on schedule with the implementation of strategies, keeping the City Manager informed, and providing regular reports to the City Council on the status of the implementation of the adopted strategies. This provides for long term accountability toward the implementation of the Strategic Plan.

Reporting Protocols

- **Council**
 - Receives formal status reports, including a semi-annual report from staff to the City Council.
- **City Manager**
 - City Manager receives quarterly updates from staff at regular staff meetings on progress of assignments.

City Council Approval

May 22, 2023

On May 8 or 15, 2023 the City Council reviewed their work as well as the work of the staff since the planning sessions in February and March. The Governance Model created at the February session was presented. Emphasis was on the Council and staff working together as a team on a continuing basis, and for each member of the team to understand their respective roles, both at the Council and staff levels.

In addition, the Strategic Plan was reviewed and presented for adoption.

Conclusion

The Mayor, Council, and staff of the City of La Porte worked through a governance and planning process that allowed the Council to create a governance model and identify and expand strategies for moving the city forward. The process brought the staff leadership and Council closer together as a team and developed an implementation process to ensure the strategies are addressed and accomplished over time.