



**BAYTOWN POLICE
STRATEGIC PLAN
SEPTEMBER 2021**



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Message from the City Manager



It is truly an honor to present our community's first five-year community-based strategic plan for the Baytown Police Department. I applaud the Strategic Planning Advisory Committee's (SPAC) commitment and dedication for devoting numerous hours to spearheading the successful creation of this plan and listening to the concerns across our diverse community for a better future.

This plan was carefully crafted by following a specific transformational process. Community-based strategic planning focuses on inclusivity, the desires and aspirations of the community at large, and two-way communication. The ideas expressed by the individuals that participated in the committee's community engagement activities are portrayed as actionable items throughout the strategic plan. Our SPAC worked diligently to establish as many connections as possible with as many citizens willing to participate in this process. They collected hundreds of surveys and held a copious number of planned meetings, focus groups, and public workshops in a comfortable environment where citizens could freely share their thoughts, ideas, and concerns on how together we can elevate trust between the community and the Baytown Police Department. The committee even worked closely with the youth in our community to derive suggestions and understanding to better the relationship between Baytown police and the community. Citizens from all demographics, socioeconomic statuses, and all city areas jointly participated in the hundreds of hours to create this plan.

The public's response and participation were overwhelming and exceeded anything I imagined. I appreciate the committee taking the time to analyze and examine all the feedback, information, and data collected from our series of community engagement discussions and survey responses. Thank you to all the Baytownians that utilized this unique and extraordinary opportunity to voice their opinions.

This strategic plan will serve as the police department's overarching guide to elevating trust. It will assist the police chief and department leadership in prioritizing resources and budgetary recommendations to meet the community's expectations. Many of the critical components described throughout this document indicate long-term endeavors. They will not be achieved overnight, but illustrate a transformative change in the Baytown Police Department's comprehensive strategy.

I am unwaveringly committed to working jointly with our Chief of Police and City Council to advance the community-driven priorities identified in this plan. I look forward to partnering with you in elevating trust and mutual respect between the Baytown Police Department and the community.

A handwritten signature in black ink that reads "R. Davis". The signature is fluid and cursive.

Richard L. Davis, ICMA-CM
City Manager

The Strategic Planning Process

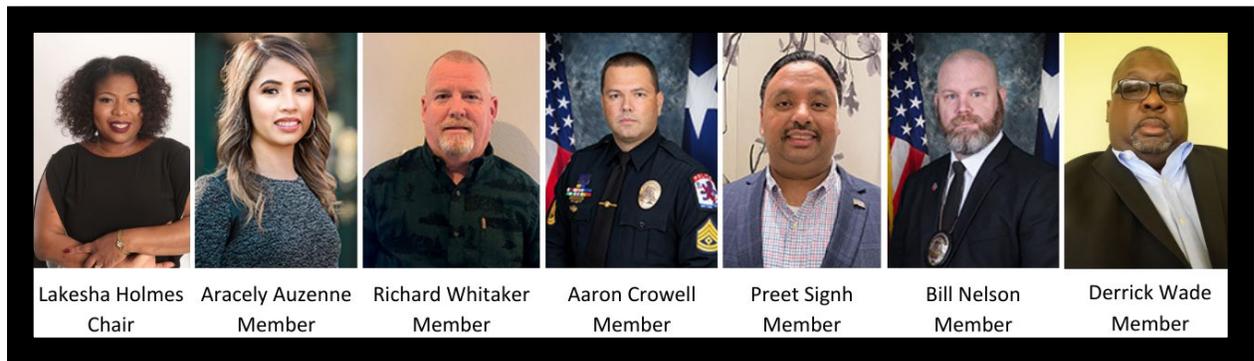
The primary objective for undertaking this endeavor was to provide the Baytown Police Department (BPD) with a method that specifically focuses on what residents in Baytown view as their highest priorities for the department. The Baytown Police Strategic Plan will serve as the department's blueprint for elevating trust and mutual respect between the BPD and Baytownians. For the first time in the department's history, the department has undertaken the necessary steps to complete this comprehensive strategic plan.

The five-year community-based strategic plan is a result of bringing together residents, community leaders, neighborhoods, businesses, elected officials, and other stakeholders who developed a vision and direction for the BPD. These shared values, based on the feedback during the community engagement exercises, are compiled into the plan. To maximize the effectiveness and usefulness of the information delivered in this plan, elected officials, city administration, and police department leadership will be called upon to integrate these findings into their operations, policies, and programming.

Strategic Planning Advisory Committee

In 2020, due to the continuously evolving social climate and ongoing wave of civil unrest regarding police department practices in our nation, the Baytown City Manager determined that the community needed to be involved in an open and public participatory process to help shape the future of the BPD. The instrumental tool to accomplish this critical feat is the community-based strategic plan.

The success of the complete citywide strategic plan prompted the idea to conduct a similar process for the police department. As a result, the City Manager appointed a committee comprised of four citizens and three police officers, known as the Strategic Planning Advisory Committee (SPAC). Members of the SPAC were recommended by the Mayor and represented the diverse interests of Baytownians. Ms. Lakesha Holmes was selected as the chair to lead this committee.



The Mission Developed by the Baytown Police SPAC

The mission of the SPAC is to partner and engage with community members and organizations to create a plan to address local challenges in order to build trust and mutual respect between the community and the BPD. We will accomplish this through a series of data-gathering exercises and community involvement.

Public Outreach

The Strategic Planning Advisory Committee launched a robust public outreach campaign to create an inclusive environment for residents in Baytown to participate in this process. The SPAC used several community engagement techniques to interact with the public. The following techniques were used:

- A. Stakeholder focus group discussion:** Twelve focus groups were facilitated to ensure that all those in attendance were given a chance to share their perspective, and were cultivated in a way for the conversation to reach the critical depths that the sensitive subject matter of policing deserves.

West Baytown Civic Association	7 th Graders from Thomas Institute of Excellence Program	Arts Cultural Entertainment (ACE) District Business Owners
Juneteenth Celebration Committee	Top Ladies of Distinction	Glen Meadows HOA
Lynwood Neighborhood Watch	Local pastors & ecclesiastical leaders	Our Lady of Guadalupe
Kiwanis Club	Baytown Police Department	City of Baytown employees

- B. Community Workshops:** Three community workshops were conducted and open to the public. Two were available in-person and one was virtual.
- C. Interviews with community leaders:** Several interviews were conducted with community civic and non-profit leaders to understand their perspectives on the topic.
- D. Statistically-significant comprehensive survey:** The SPAC commissioned a third-party facilitator to conduct a statically-significant Police Satisfaction Survey to gather input and feedback from the community as they worked to establish directives for the strategic plan.
- E. Spanish-speaking dialogue session:** Opportunity for our consultant to interview and speak with Spanish-only speaking residents.
- F. SPAC video:** The video was created to invite citizens to participate in the strategic planning process.
- G. Baytown Engage:** Online and digital platform that allows residents to stay updated on the SPAC's process.

Summary

In total, approximately 600 people participated and provided input for this plan. Stakeholder focus groups served as the primary basis for the SPAC to connect to Baytown's diverse communities. The focus groups consisted of stakeholders the SPAC identified, which included civic associations, non-profits, pastoral leaders, neighborhood associations, Goose Creek Consolidated Independent School District (GCCISD) students, and many others. The focus group meetings consisted of 12-20 people per meeting.

In addition, three facilitated public workshops were available for the public to attend.

Over 400 residents completed a statistically-significant comprehensive Police Satisfaction Survey.

The SPAC utilized the Baytown Engage website to keep current events and notifications about recent progress throughout the strategic planning process.

BAYTOWN POLICE STRATEGIC PLAN

Below are two quotes and a word cloud gathered from comments during the SPAC's public outreach collected at the focus groups and community workshops.

"I want the Baytown Police force to be more representative of our diverse city. I'm hoping, moving forward, the police department will recruit more officers who reflect Baytown, and incentivize our police officers to live in Baytown."

"The Baytown Police Department has really increased its community outreach. I'd like to see the department continue being more involved with our community and connecting with our youth."

What would you change about the Baytown Police Department?



After this community outreach process, the SPAC began to analyze and interpret the information received from the focus groups, community workshops, police satisfaction surveys, interviews, and feedback from Baytown citizens. The SPAC synthesized the data into broad categories or "strategic directives."

Four consistent themes were identified from the committee's public outreach. The SPAC collaborated with police department leadership to review their observations and determine the feasibility of their recommendations. The committee noted that it would be the responsibility of the police department and city staff to continue with public awareness about the implementation of the strategic plan.

The committee will meet annually to discuss and review the department's progress in implementing this plan. The final plan was presented to the city manager and approved in September 2021. The Baytown Police Strategic Plan will serve as the department's comprehensive guide until Fiscal Year 2026-2027.

Baytown Police Satisfaction Survey

Executive Summary

Between February and May 2021, the third-party facilitator administered a police satisfaction survey to Baytown residents. The purpose of the survey was to gather input and feedback for the department to help guide them as they establish directives and initiatives for their Community-Based Strategic Plan. This was the first police survey conducted for the City of Baytown.

A five-page survey was mailed to a random sample of households in the City of Baytown. The mailed survey included a postage-paid return envelope and a cover letter. The cover letter explained the purpose of the survey and encouraged residents to return their surveys in the mail. Approximately ten days after the surveys were mailed, residents who received the survey were contacted by email to encourage participation.

The goal was to receive at least 400 completed surveys. This goal was accomplished, with a total of 403 households completing a survey. The random sample of 403 households has a 95% level of confidence with a precision of at least +/-5%.

Major Findings

Satisfaction with Overall Police Services. *The three areas residents believe should receive the most attention over the next two years:*

1. Visibility of police in neighborhoods
2. Efforts to prevent crime
3. How quickly police respond to emergencies

Level of Agreement with Various Statements. *The three issues residents believed should receive the most attention over the next two years:*

1. BPD personnel have appropriate training on how to handle confrontations with civilians
2. BPD personnel treat residents of different races and ethnicities equally
3. BPD is trying hard to maintain good relations with the community

The following information is available on the city's website:

- A summary of the methodology for administering the survey and major findings
- Charts showing the overall results for the survey
- Importance-Satisfaction analysis
- Tabular data showing the overall results for all questions on the survey
- A copy of the letter sent to Baytown residents and the survey instrument



“Meaningful change can take time, and while I know we’ll get there, it may not come as fast as many would like. The community will be able to track the progress the police department is making towards implementing the directives through a community dashboard.”
– Lakesha Holmes

Baytown Police Department Strategic Plan

This strategic plan includes Strategic Directives, Initiatives, and Strategies.

Strategic Directives

This plan contains four (4) strategic directives determined by the SPAC from the feedback received by the community. In this context, a strategic directive is a high-level priority that describes a broad topic as a community priority. Directives themselves are not intended to prescribe solutions, specific initiatives, ideas, or programs. Instead, directives are the key themes the SPAC identified what citizens believe are the most critical objectives for the community.



Community Partnerships



Community-Oriented Police Force



Mental Health



Accountability & Transparency

Initiatives

Each strategic directive encompasses several principal strategic initiatives. These initiatives assist in bringing the directive to the level of application. More specifically, they are more focused activities, actions, programs, and ideas designed to realize the strategic directives. A directive is a destination, and the initiatives represent the directions that will enable us to arrive at the destination.

Strategies

Lastly, strategies are the concrete and detailed activities, processes, programs, or practices the police department implements as they navigate and determine the best means to carry out the strategic initiatives. Strategies are the measurable actions that the police department develops and are points of interest to arrive at the destination. These are not included in the plan and will be determined by the BPD.



“The Police Strategic Plan will enhance public safety by creating better relationships between police officers and those we serve. As a member of the police command staff, the strategic plan will serve as a guide to help mold the department into a progressive 21st century police department.” - Richard Whitaker

Strategic Directive: Community Partnerships



“I want a police department that is approachable, familiar with our diverse community, and plays an integral role in fostering positive interactions with our local organizations.”

The residents of Baytown were unanimous in their appreciation of the police department’s efforts in engaging the community and desired even more investment in creating positive interactions. The police department will continue to leverage existing programs such as the Citizen Academy, Dare, and neighborhood watch groups to improve these relationships. In addition, it will evaluate new policies to allow each officer to attend a community event and better get to know those they serve.

The city will also increase the frequency of meetings with local organizations representing the various ethnic backgrounds in Baytown to ensure that all residents may build a relationship with public safety officers.

Key Initiatives

- Continue to utilize the Citizen Academy, DARE, and other programs centered in creating positive experiences among residents;
- Enhance collaboration and communication between GCCISD police and the BPD;
- Explore incentives for officer attendance to community events;
- Review scheduling of on-duty assignments to events to give more officers the opportunity to interact with residents;
- Partner with community organizations to offer citizen safety workshops and other trainings;
- Continue to leverage the SPAC to connect resident sentiments with law enforcements;
- Enlist community influencers to help distill information;
- Conduct regular meetings between police leaderships and community partners and stakeholders;
- Continue to work with social service providers to develop a coordinated intake for unique responses such as domestic violence, homelessness, and other sensitive topics.

What Does Success Look Like?

- An increase in the number of officers who attend at least three events a year in addition those officers involved in crime prevention;
- Increased citizen participation in police events and programs;
- Regular meetings occur between police leadership and community leaders;
- A coordinated intake is adopted and implemented for specialty calls;
- Increased number of requests from the public to attend events;
- Resources available in Baytown for women and victims of domestic violence.

Strategic Directive: Mental Health



Law enforcement is routinely placed with the position of first responders to those experiencing mental health challenges. Residents were vocal in their desire for additional resources to help officers be successful in these interactions and to leverage other experts to alleviate the pressure placed on officers.

BPD will continue to invest in and expand mental health training for its officers. It will also invest in mental health experts to accompany officers on specific calls, and assist in the de-escalation and service to those suffering from mental health episodes. This investment will also include virtual telehealth options so that experts are available on-call to assist officers.

The city will also build out its reporting system, which will result in patrolling officers being more aware of individuals who frequently need assistance to be better prepared during their response.

A healthy police force attributes to a healthy community. The city will pursue additional mental health resources for its officers to have access to proper care. This investment will ensure our force continues to serve the community at a high level.

Key Initiatives

- Explore adjusting BPD health insurance plan to include additional mental health resources;
- Pursue additional resources for the health of officers and first responders;
- Train and enlist mental health experts to be available to assist officers in related calls;
- Launch and implement CORE, a program that uses technology to connect officers with mental health clinicians;
- Continue and expand trainings to patrolling officers on responding to mental health related calls;
- Implement flagging system for officers to be made aware of mental health cases;
- Refine criteria and procedure for identifying residents who deal with mental health challenges;
- Explore coordinated intake options for mental health assessments and possibly designated community partners.

What Does Success Look Like?

- Increased percent of officers trained in specialized mental health responses;
- A program or criteria is in place for reporting residents with mental health challenges;
- Adoption rates by officers of technical tools;
- More citizens involving their family members with the flag system, a widely recognized system that alerts officers to subjects who may suffer from mental health challenges;
- Less persons-in-crisis calls because they have been helped more effectively.

Strategic Directive: Community-Oriented Police Force



“I want a police force that reflects the community it serves, and provides opportunities for officers to be active in the community they serve.”

Research shows that community-policing techniques lead to a safer and more harmonious community. Resident priorities embodied this research and desired that the city pursue these techniques to the unique Baytown community. The police force will continue to pursue recruits that reflect the diverse makeup within the community. It will also explore incentives for officers who live in Baytown.

In addition to staffing efforts, the department will expand outreach to communities that may at times be overlooked, namely Baytown’s robust Spanish-speaking population and other communities of color.

BPD will continue to leverage the *Coffee with a Cop* program and evaluate additional programs targeted at youth engagement in coordination with GCCISD. In addition, BPD will implement plans for officers in select neighborhoods to patrol more frequently on bikes and four-wheelers so that residents can more easily engage with officers instead of when they are solely in their vehicles. These community policing efforts will create more significant relationships between the police department and residents and apply sound policy and citizen feedback.

Key Initiatives

- Explore additional policies and incentives for police force that live in Baytown;
- Invest in messaging and recruitment efforts of local citizens to the police force, including the education of job requirements;
- Continue to seek out and recruit applicants that reflect the diverse communities of Baytown;
- Implement policies/plans for officers to be out of patrol cars in appropriate situations, particularly through biking and four-wheelers;
- Coordinate with GCCISD on effective youth engagement tactics, particularly for middle school and high school students;
- Evaluate possible youth engagement programs for Summer months;
- Increase outreach initiatives with communities of all demographic backgrounds;
- Target Spanish-speaking community with bilingual trainings;
- Continue & expand the *Coffee with a Cop* program, into different locations and formats throughout the community;
- Continue to emphasize community policing principles in BPD culture;
- Enhance community policing principles into field training program.

What Does Success Look Like?

- Increased number of applicants coming from Baytown residents;
- Increased percent of officers who live in Baytown;
- More frequent activities with youth;
- Regular outreach and coordination with minority communities take place;
- Increased number of events with GCCISD;
- Increased number of bilingual Spanish-speaking officers.

Strategic Directive: Accountability & Transparency



“My desire is that the police department provides more proactive communication with those who submit complaints or are witness to an incident, and more readily-available information about the department’s policies and procedures.”

The ultimate goal of this strategic plan is to create greater trust between the police department and the community it serves. An essential element to creating that trust lies in improving transparency and accountability. Residents and officers alike desire for continued improvement in this regard, and BPD is prepared to take the necessary next steps. This includes an internal policy review to identify improved transparency, and publishing many existing policies online so that residents may familiarize themselves with best practices.

The city will continue to require specialty trainings for its officers, including cultural sensitivity, implicit bias, and de-escalation trainings. The city will also work to communicate these training requirements to residents.

In preparation for future incidents, BPD will adopt policies to allow proactive communication with the public.

Building on the momentum of this community-base planning process, BPD will also continue to solicit public input on a regular basis so as to continue to identify areas of improvement in building greater transparency and communication. This will include regular reports to the city council on safety updates and the results of public safety efforts.

Key Initiatives

- Conduct internal policy review to identify areas for improved transparency and communication;
- Publish additional department policies online to make them publicly available;
- Continue to provide cultural sensitivity, bias, de-escalation, and other specialty trainings to officers;
- Communicate and inform the public on the specialty trainings officers receive;
- In coordination with the police association and legal best practices, adopt proactive public communication policies for officer-related incidents;
- Conduct periodic check-ins with the community to solicit feedback and additional areas of improvement;
- Provide education tools to officers and residents alike on historical implications of policing, with the intent to better understand each other as members of the community;
- Continue to give regular reports to the city council and community on safety updates in Baytown.

What Does Success Look Like?

- Improved satisfaction from residents as measured by surveys and community discussions;
- Regular opportunities for residents to voice feedback are taking place;
- Policies are accessible to the public and easily attainable;
- BPD continues to hold a positive reputation for its training resources with fellow law enforcement agencies.

Implementation of the Plan

Creating a plan does not ensure the success or its implementation. The city will take specific measures in order to implement this strategic plan and measure progress toward its realization.

Recommendations for the Baytown Police Department:



Annually establish and review outcome measures associated with strategic plan directives. Make necessary adjustments as needed to ensure there's a correlation between outcome measures and plan directives.



Utilize this plan as the basis for annual strategic planning and goal setting for the police department. This is when the strategies for each year should be formulated for strategic plan implementation.



The plan should serve as the basis for the police department's recommended programs for funding and as a focus for discussion of priorities from year to year.



The plan should link directives and initiatives to the specific budgeted strategies the police department implements or plans to implement during the annual budget process.



Assign responsibility for implementing the action items and list other entities that should be involved in the process.



Create a police department scorecard for city and citizen use. The scorecard should be in an exceptionally illustrative format and digitally accessible via the city's website.



The information provided should include data associated with identified outcome measures from the SPAC. It is critical that this information is kept current. It is recommended to update the scorecard quarterly.



It is recommended that the SPAC should conduct an annual meeting with city staff, BPAC, and police leadership on strategic plan implementation progress, key updates, and high-level findings.

Partnership with the United States Department of Justice

In October 2020, City Manager Rick Davis reached out to Kim Milstead with the Department of Justice (DOJ) to assist in developing the departments first community-based strategic plan. Kim has over thirty years of experience as a public servant. Her expertise in facilitation, mediation, training, and consultation services improve communities' abilities to problem solve and build capacity to prevent and respond to conflict, tension, and hate crimes based on race, color, national origin, gender, gender identity, sexual orientation, religion, and disability. Kim has served in the following capacities:

- Special Agent: Criminal Investigator with Internal Revenue Service
- Assisting District Attorney: Tarrant County and Dallas District Attorney's Office
- Eastern Regional Attorney: USDA-GIPSA
- Alternative Dispute Resolution: VA-Office of Resolution Management

Kim is a graduate of Atlanta's John Marshall Law School with a master of laws in employment law and holds a doctor of jurisprudence from Thurgood Marshall School. Kim is also licensed to practice law in the State of Texas.

Kim served as the facilitator of the Baytown Police SPAC meetings. Kim informed the committee of several resources available through the DOJ that the BPD would receive funding. Many of these resources are obtained through a competitive process and require city staff to submit compelling applications to receive funding. Below are some of the most valuable resources for the BPD.

Department of Justice Resources

- *Microgrants Programs for youth engagement, officer engagement, community trust & legitimacy;*
- *Crisis Intervention Teams;*
- *De-escalation Training;*
- *Tolerance, Diversity, and Anti-Bias Training;*
- *COPS Hiring Program;*
- *Justice and Mental Health Collaboration Programs;*
- *ICAC Technological Investigative Capacity.*

Special Recognition

The strategic planning process and composition is a broad-based community endeavor. Generally speaking, the broader the base of community participation, the greater the survivability of the plan. In Baytown, this was undoubtedly and fortunately the case. A significant amount of time, energy, and dedication was given by these community members and officers. The committee listened to the perspectives and ideas of Baytownians in order to better understand how the city can elevate trust between citizens and the BPD. The BPD expresses the utmost appreciation to the stakeholders and individuals involved in this critical community endeavor. Without the community working together, this plan would not be feasible.

Special thanks to:

STRATEGIC PLANNING ADVISORY COMMITTEE

GOOSE CREEK CONSOLIDATED INDEPENDENT SCHOOL DISTRICT

WEST BAYTOWN CIVIC ASSOCIATION

THE ACE BUSINESS DISTRICT

TIE PROGRAM

TOP LADIES OF DISTINCTION

LOCAL PASTORS & ECCLESIASTICAL LEADERS

THE KIWANIS CLUB

BAYTOWN POLICE DEPARTMENT

LYNWOOD NEIGHBORHOOD WATCH

JUNETEENTH CELEBRATION COMMITTEE

GLEN MEADOWS HOMEOWNERS ASSOCIATION

OUR LADY OF GUADALUPE

CITIZENS OF BAYTOWN

TANNER LLC

DEPARTMENT OF JUSTICE

BAYTOWN NON-PROFITS

ETC INSTITUTE