

# 2024-2028 *Strategic Plan*



**City of  
Bay City**



**Ready to Protect  
Proud to Serve**

## **Mission Statement**

It is the mission of the Bay City Police Department and its employees, in cooperation with the citizens of Bay City, to maintain public order and continually strive to improve the quality of life through fair and impartial public service and law enforcement.

## **Vision**

The vision of the Bay City Police Department will always remain devoted to the safety of our community by providing rapid-response assistance to every call. We are dedicated to equitable service, integrity, and professionalism to improve the quality of life for our citizens. We are committed to excellence by doing the right thing.

## **Values**

### **Integrity**

The Bay City Police Department will maintain the highest standards of honesty and integrity in both our professional and personal lives.

### **Service**

As members of law enforcement we are accountable to a higher authority and the community, which we serve, and we will be always mindful of that. We will be courteous and friendly towards every person we serve.

### **Community**

The Bay City Police Department's fundamental duty is to serve and protect the members of our community to the very best of our abilities. We will treat everyone with respect, dignity, and fairness without prejudice, oppression or intimidation.



## Message From the Chief



The Bay City Police Department (BCPD) is proud to present its 2024-2028 Strategic Plan. This plan builds upon the successes of the City of Bay City Strategic Plan and outlines our commitment to public safety in the coming years.

### Key Focus Areas:

- **Community Engagement:** The BCPD is committed to addressing community concerns through a comprehensive approach that includes ongoing dialogue and collaboration. We will actively identify emerging city issues and implement strategies that foster trust and safety for all residents.
  - **Employee Development:** We are dedicated to fostering a culture of continuous learning and professional development. By investing in our sworn, civilian, and volunteer staff, we ensure the delivery of ethical and progressive policing practices.
  - **Adaptability and Growth:** The BCPD recognizes the dynamic nature of our community and remains adaptable in its approach. We are steadfast in our commitment to providing the highest quality of police services to Bay City's growing population.
- 
- **Foundation for Success:** The leadership and dedication of our entire department, including sworn officers, professional staff, and volunteers, is instrumental to our success. This commitment, combined with strong partnerships within the community, forms the foundation for our mission and core values
  - **Collaboration and Support:** The BCPD is grateful for the unwavering support of our City Council, City Manager, other City Departments, and community groups. This collaboration has been crucial in propelling our initiatives forward and further enhancing our service to the community.
  - **Looking Ahead:** We are confident that this strategic plan demonstrates our commitment to proactive and responsive policing. It outlines a clear path towards enhancing safety and quality of life for all citizens and visitors in Bay City.
  - **Conclusion:** The BCPD staff remains dedicated to providing exceptional public safety services with unwavering vigilance and professionalism.



## About the Department

The Bay City Police Department serves a diverse and growing community of residents. The City of Bay City, county seat of Matagorda County, is located at the junction of State Highways 35 and 60 along the Gulf Coast, 90 miles southwest of Houston, Texas. Incorporated in 1902, the city limits expanded to include more than six square miles.

Today, the Department is led by Chief Christella Rodriguez.

The Department has an authorized staff of 40 commissioned Law Enforcement officials, and 20 professional staff. The department serves an estimated population of 18,000 citizens. The Department responds to over 27,000 calls for service each year and conducts an average of 1,667 security checks each year. The average number of traffic contacts each year is approximately 4,500.



Bay City Police Department is a professional law enforcement agency that strives for excellence. The department is an accredited agency through Best Practices by the Texas Police Chief's Association.

The Department possesses a strong set of values that direct the members of the department and encourages them to conduct all official business in a manner consistent with the department's Core Values.

Our Patrol Division consists of 2 sections: two day shifts and two evening/night shift's and a traffic officer. A patrol commander is designated to oversee the operations of the patrol division.

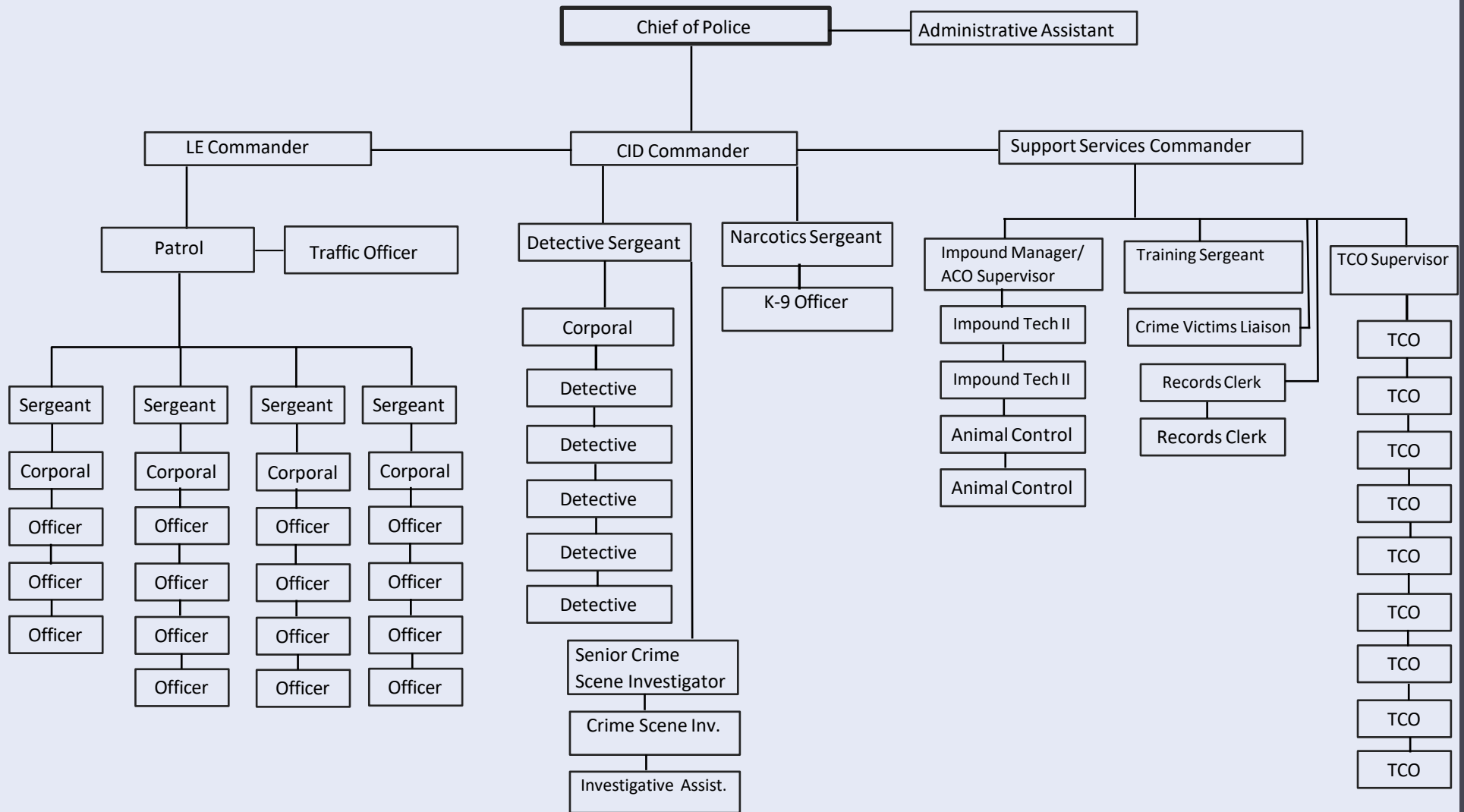
The Criminal Investigations Division has 7 detectives responsible for the investigation of general and specialized crimes. The general investigators are led by a Criminal Investigations Lieutenant.

Additionally the department has a Narcotic Division, Communication's Division, Training Sergeant and an Administrative Division.





# Bay City Police Department Organizational Chart



# Executive Summary

## Introduction

Members of the Bay City Police Department took the opportunity of compiling a comprehensive strategic plan to ensure ongoing success in efforts of combating crime while maintaining safety throughout the community. We are committed to addressing the current needs of our citizens, while responding confidently to future needs and assessing current crime trends. We will also remain mindful of concerns communicated to us in a recent citywide Strategic Planning Focus Group of community leaders. As we are attempting to predict future demands, we evaluated our current deployment statistics to identify the decline in our proactive activities, which showed the demand for our services remained steady, and even increased in some areas. Tools, such as a staffing study, were utilized to assist us in the conceptualization and planning of future goals for improving the services to our growing community. This four-year strategic plan was created to



serve as a road map to implementation

of improved deployment strategies to effectively impact our goals.



## Our Goals

- ◆ Goal 1: Recruit & Retain a Quality Workforce
- ◆ Goal 2: Protect Bay City
- ◆ Goal 3: Community and Outreach Engagement
- ◆ Goal 4: Foster Leadership Excellence
- ◆ Goal 5: Maintain Updated Equipment & Technology



Through team collaboration, four specific categories were identified that will allow our department to implement overall strategies to ensure an innovative and community-oriented approach to fulfill the needs of our community. The following categories will assist in guiding our organization to reach our overall objective:

- Emergency Preparedness
- Technology
- Training
- Equipment

As we strategically roll out our initiatives, we will evaluate our milestones to confirm positive outcomes that will meet our goals.



## Goal 1—Recruit & Retain a Quality Workforce

GOALS	STRATEGIES
Mental Health & Employee Resilience	<ul style="list-style-type: none"> <li>• Look for Innovative ways to encourage positive employee wellness initiatives such as bi-annually testing to reach personal goals</li> <li>• Implement Physical fitness standards and nutrition for all employees</li> <li>• Reinvigorate training on employee wellness &amp; mental fitness</li> <li>• Build and maintain a Peer Support Program</li> </ul>
Programs	<ul style="list-style-type: none"> <li>• Develop Performance management processes for all employees</li> <li>• Promote Female Executive Leadership Programs</li> <li>• Develop the next generation of department leaders</li> <li>• Superior Training Programs for all employees</li> <li>• Focus on leadership training for all Corporals, Sergeants, Lieutenants, and other executive leaders.</li> </ul>
Recruit	<ul style="list-style-type: none"> <li>• Clear links to the Personal History Statement (PHS) on City Website</li> <li>• Identify and Implement innovative ways to reach all generational platforms</li> <li>• Continue sign on incentive program</li> <li>• Employee Recruitment program</li> <li>• Host a Job Fair</li> <li>• Recruit at surrounding Police Academies</li> </ul>
Develop Our Workforce	<ul style="list-style-type: none"> <li>• Additional officers as outlined in the current staffing study</li> <li>• Addition of a Crime Prevention Officer</li> <li>• Addition of an IT/ Crime Analyst Position</li> <li>• Shift differential pay for officers and dispatchers</li> <li>• Addition of a Records Clerk</li> <li>• Additional Dispatchers</li> </ul>
Develop Advertising Plan For Improving Recruitment	<ul style="list-style-type: none"> <li>• Billboards</li> <li>• Indeed.com</li> <li>• Hiring Websites</li> <li>• Recruiting Video</li> <li>• Fliers</li> </ul>
Implement Pay Scale	<ul style="list-style-type: none"> <li>• Implement salary increases with years of service</li> <li>• Increase Longevity pay to be comparable to other agencies</li> <li>• Conduct yearly salary analysis for all positions</li> </ul>
Enhance Organizational Positions	<ul style="list-style-type: none"> <li>• Ensure proper alignment of people, resources and workload</li> <li>• Evaluate and optimize resource allocation to maximize operational efficiency and effectiveness across all functions</li> <li>• Protect employee well being by actively managing workload</li> <li>• Assess the effectiveness of existing communication practices and identify areas of enhancement</li> </ul>







## Goal 2—Protect Bay City

GOALS	STRATEGIES
Reduce, Address, Prevent Crime	<ul style="list-style-type: none"> <li>• Increase special operations</li> <li>• Drug awareness campaigns</li> <li>• Utilize the Flock Cameras to assist in Crime Prevention and crime solvability</li> <li>• Reduce Property crime by at least 3% City Wide</li> </ul>
Traffic Safety	<ul style="list-style-type: none"> <li>• Expand Crash Team</li> <li>• Re-instate a Traffic Officer</li> <li>• Work Traffic related Special Operations</li> </ul>
Emergency Preparedness	<ul style="list-style-type: none"> <li>• Automated External Defibrillator "AEDs" for patrol cars</li> <li>• Strategic response to major critical events</li> <li>• Emergency Management Training</li> </ul>
Ensure Community Well-Being	<ul style="list-style-type: none"> <li>• Meet the needs of victims and survivors of crime and respond appropriately with services needed</li> <li>• Proactively identify and respond to Community specific needs in crime prevention and reduction strategies</li> <li>• Deploy Chaplain when available</li> </ul>
Reinstate Special Response Team "SRT"	<ul style="list-style-type: none"> <li>• Recruit and train officers to rebuild a team</li> <li>• Budget equipment needed for team members</li> <li>• Training for members</li> </ul>
Special Operations	<ul style="list-style-type: none"> <li>• DWI Enforcement</li> <li>• Hot Spot Enforcement</li> <li>• Holiday Enforcement</li> <li>• Continue Drug Enforcement effort with local agencies</li> </ul>



## Goal 3 - Community Outreach & Engagement



GOALS	STRATEGIES
Community Mental Health	<ul style="list-style-type: none"> <li>Yearly Mental Health Meeting with Community &amp; Law Enforcement Stakeholders</li> </ul>
Community Connection by Employees	<ul style="list-style-type: none"> <li>Shop With A Cop "SWAC"</li> <li>Junior Police Academy</li> <li>Seek for additional Community outreach programs</li> <li>Promote Take Me Home Program</li> <li>Community Autism Awareness Event</li> </ul>
Implement a Crime Prevention Officer	<ul style="list-style-type: none"> <li>Budget for the position</li> <li>Budget Training for position</li> </ul>
Community Connection with Police	<ul style="list-style-type: none"> <li>Neighborhood Watch</li> <li>Meet with Clergy</li> <li>Crime Free Multi-Housing program</li> <li>Reinstate Crime Stoppers</li> <li>Establish neighborhood watch programs</li> <li>Continue dedication of resources for attendance at National Night Out</li> </ul>
Annual Awards Banquet	<ul style="list-style-type: none"> <li>Promote the attendance of community, family, and friends at annual awards banquet</li> </ul>



## Goal 4 - Foster Leadership Excellence



GOALS	STRATEGIES
Training	<ul style="list-style-type: none"> <li>• Increase Training Funds</li> <li>• Leadership Command College (LLC)</li> <li>• Command Staff Leadership (CSLS)</li> <li>• FBI National Academy (FBINA)</li> <li>• Law Enforcement Command Officer Program (LECOP)</li> </ul>
Tactical Training	<ul style="list-style-type: none"> <li>• Hand to hand tactical training</li> <li>• Building search</li> <li>• Increase Firearms Training</li> <li>• Active Shooter Training</li> </ul>
Empower Employees	<ul style="list-style-type: none"> <li>• Celebrate the wins</li> <li>• Continue to promote Team Building</li> <li>• Encourage boots on the ground</li> <li>• Community Relations</li> <li>• Incorporate a mentoring program</li> </ul>
Leadership Accountability	<ul style="list-style-type: none"> <li>• Analyze Texas Commission on Law Enforcement "TCOLE" Certifications</li> <li>• Yearly Policy Reviews</li> <li>• Chain of Command Engagement</li> </ul>
Improve Application Personal History Statement (PHS) Process	<ul style="list-style-type: none"> <li>• Clear links to the Personal History Statement ( PHS) on City Website for applicants</li> </ul>
Succession Planning	<ul style="list-style-type: none"> <li>• Future Departures</li> <li>• Future Leaders / Supervisors</li> <li>• Future Growth</li> <li>• Clearly identify leadership skills, training, and expectations necessary for career advancement</li> <li>• Send Sergeants and above to Leadership Command College</li> </ul>
Departmental Meetings	<ul style="list-style-type: none"> <li>• Continuous Communication of supervision in all divisions</li> <li>• Bi-Annual Department meetings</li> <li>• Addressing the needs of the department and all employees</li> </ul>



## Goal 5 - Maintain Updated Equipment & Technology

GOALS	STRATEGIES
See, Click, Fix for police	<ul style="list-style-type: none"> <li>Add Police Department to City wide program</li> </ul>
A.I. / Broaden Technology and Artificial Intelligence	<ul style="list-style-type: none"> <li>Launch an aerial drone program to support public safety efforts</li> <li>License Plate Readers (FLOCK)</li> <li>Body worn cameras (AXON)</li> </ul>
Fleet needs Analysis	<ul style="list-style-type: none"> <li>Replace aging fleet vehicles to include administration units</li> <li>Look for ways to leverage technology to modernize fleet operations, fleet procurements , routine maintenance, and deal with mechanical issues</li> </ul>
Cell Phone Extraction	<ul style="list-style-type: none"> <li>Faraday shielding room</li> <li>Cellebrite and Gray Key Software Forensics access tool</li> </ul>
Technology	<ul style="list-style-type: none"> <li>Incorporate an Information Technology (IT) Crime analyst position</li> <li>Develop and implement a real time crime statistic and mapping program</li> </ul>
Social media platform review and expansion	<ul style="list-style-type: none"> <li>Leverage social media platforms &amp; website to broaden community awareness and partnerships</li> <li>Develop master calendar for social media posts &amp; be innovative in content creation</li> </ul>
On Line Reporting	<ul style="list-style-type: none"> <li>Educate the users in the process</li> <li>Present the program to the community</li> <li>Plan a go live date/execute</li> </ul>

flock safety



CITIZEN ONLINE REPORTING TOOL

Save time ...  
Save a trip.

File a police  
report online.



**City Population**

**17,519**

**Daytime Population**

**48,817**

**Bay City Snap Shot**

**Population Under 18**

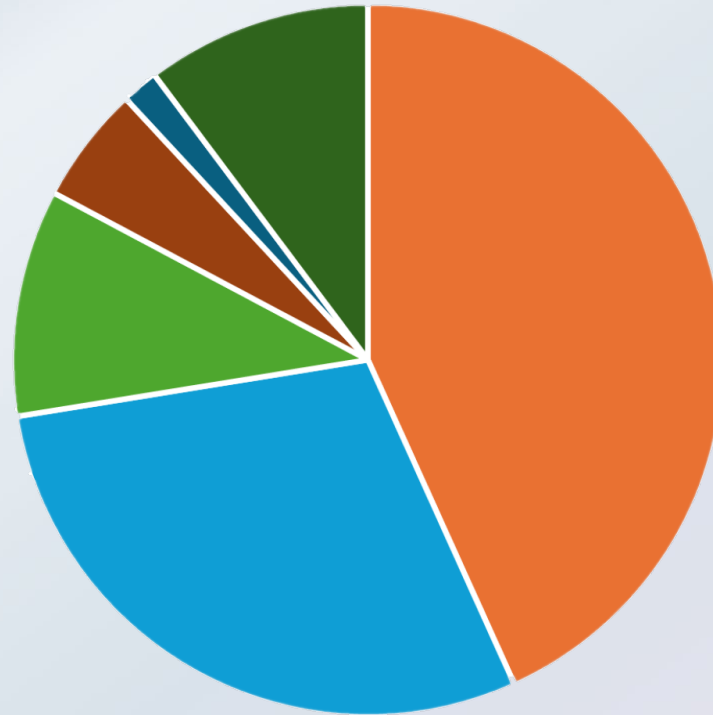
**29.7**

**Population 65 & Over**

**13.3**

**Median Age**

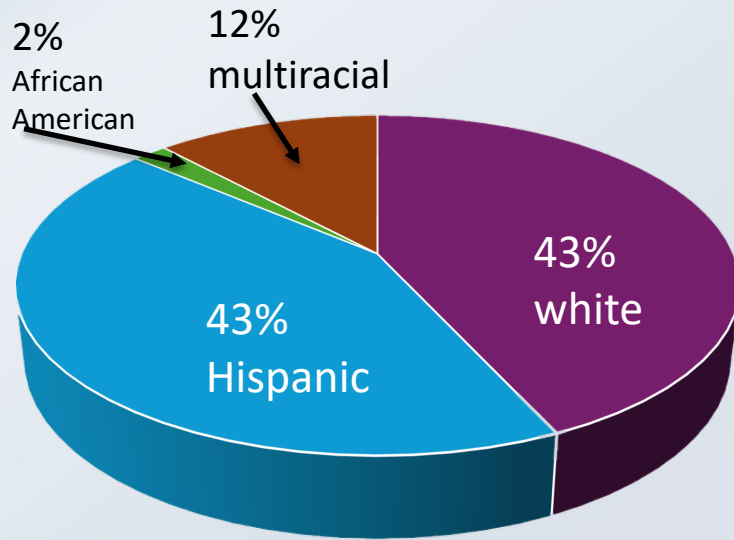
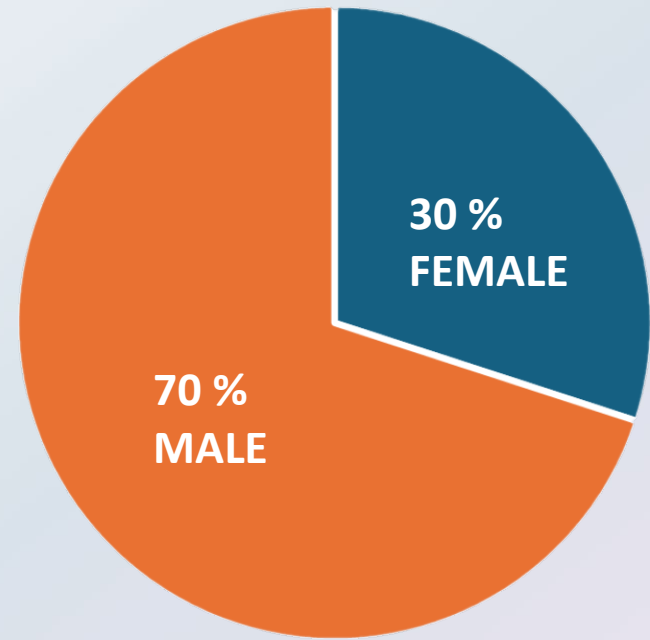
**35.2**



- White (non -hispanic)
- Hispanic
- African American (non -hispanic)
- Asian
- Multiracial
- Other



# Department Demographics



# Conclusion

The Strategic Plan outlines the Department's service efforts, accomplishments, and future challenges. The Strategic goals, associated objectives and action items are intended to serve as a guide as we focus on the long-term and short-term needs of both the Department and the community. The Strategic Plan is not only a plan, but a process that will evolve each year through an annual review, thus allowing us to modify the plan as future challenges arise.

As the Department begins to move forward the next several years, we will face several major challenges. Some of the future challenges we face as an agency are as follows:

- ◆ Gain a competitive edge regarding employee compensation
- ◆ Maintaining adequate staffing levels to meet increased demands for service
- ◆ Continued competition with surrounding larger agencies for qualified applicants
- ◆ Increase in business growth
- ◆ Rising rates of crime



Moving forward we are looking into updating our current staffing model, remaining on the cutting edge of emerging technologies, and building upon innovative strategies such as intelligence-led policing. Providing excellence in service remains a top priority as we move forward.



*Integrity*

*Service*



*Community*

*Bay City*

*Ready To Protect, Proud To Serve*

