



# 2025-2027 STRATEGIC PLAN

## The Strategic Planning Process

In March 2024, the City of Bay City embarked on a strategic planning process to develop the strategic priorities for Fiscal Year 2025 through 2027. Alysia A. Cook, PCED, IOM with Opportunity Strategies LLC served as their facilitator throughout this process.

The following is the process used to reach the conclusions for the Strategic Plan.

In preparation for the process, Alysia met with the Interim City Manager, Scotty Jones, and Mayor Robert K. Nelson to discuss current projects, challenges, and successes. Together they formulated a plan to go about the strategic planning process.

The consultant facilitated a public Town Hall Meeting with residents and business owners of Bay City on March 16, 2024 at City Hall. She asked the public twelve questions and facilitated their discussions that evening. The questions and respective answers that the participants provided are listed in the corresponding Appendix.

The week following that, the consultant facilitated a series of seven Community Focus Groups of various stakeholders throughout Bay City on March 21, 2024 at the Service Center. She asked each group a different set of questions to help the city council shape their goals and strategies for the next three years.

Each city councilmember was interviewed individually to learn what was important to them and their constituents. The facilitator used this feedback to shape the direction of the planning retreats and the items for agenda discussions.

With the generous assistance from the Library staff, the facilitator conducted a community-wide survey of citizens. There was an online survey advertised throughout the community and the Bay City Sentinel newspaper generously contributed PSA space. Additionally, paper surveys were available to be picked up and dropped off at the Library from late April through mid-May. The community survey asked citizens to contribute feedback on 13 questions, then the staff and city council used the citizens' responses to help craft the 2025-2027 goals.

The first planning session was with the Management Team of the City of Bay City. It was held on May 7, 2024. During the staff session, the facilitator reviewed the results of the Town Hall Meeting, the Community Focus Groups, and the Citizens' Survey. The team crafted new Mission and Vision Statements, as well as a set of Core Values. They then developed recommendations for City Council to consider including in the 2025-2027 Strategic Plan. Following the goal development portion, the team created recommended strategies for implementation, then metrics to consider for tracking progress.

The facilitator reviewed the results of the Town Hall Meeting, the Community Focus Groups, and the Citizens' Survey with the City Council and Interim City Manager. The team reviewed the new recommended Mission and Vision Statements, as well as the Core Values recommended by the Management Team. The City Council reviewed the recommendations from the Management Team and decided which elements to include in the 2025-2027 Strategic Plan. Following this, the City Council made the final decisions on which goals, strategies, and metrics to include in the 2025-2027 Strategic Plan.

The following is the City of Bay City's 2025-2027 Strategic Plan.



# 2025-2027 Strategic Plan

## Mission

The City of Bay City promotes economic growth and invests in quality-of-life initiatives through collaboration. We respond promptly and professionally to residents' concerns, and strive to deliver superior municipal services.

## Vision

We envision Bay City as a thriving, family-centered community where our citizens can live, work, worship, and play, while welcoming visitors to experience our beautiful environment and diverse culture.

## Core Values

- **Integrity:** We are dedicated to delivering results with honesty, integrity, and fairness, putting the community's best interests first.
- **Excellence:** We are committed to excellence in customer service, working to make Bay City an enjoyable place to live with quality infrastructure and superior municipal services.
- **Transparency:** We will keep our community informed by sharing our plans and progress.

## GOALS

1 Safety and Community Appearance

2 Community and Civic Engagement

3 Infrastructure

4 Planning and Development

5 Culture and Recreation



# Goal 1: Safety and Community Appearance

*To enhance safety and community appearance*

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/Metrics
1. Pursue City and County partnerships that mutually benefit our community <ul style="list-style-type: none"> <li>Determine the feasibility of a combined dispatch with County</li> <li>Create a task force between City and County, and other groups such as Texana to support mental health needs in our community</li> <li>Create a task force to between City and County to address animal impound capacity and building needs</li> </ul>	2025-2027  2025 2025  2025	   <input type="checkbox"/> <input type="checkbox"/>  <input type="checkbox"/>
2. Enhance Fire/EMS Services <ul style="list-style-type: none"> <li>Explore countywide Emergency Services District (ESD)</li> <li>Determine if the ESD is the best solution for funding Fire and/or EMS</li> <li>Identify locations of all fire hydrants and create a plan of rehab and routine testing</li> </ul>	2025 2026-2027 2025-2026	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3. Create development agreements or incentives to attract businesses that complement the needs of our community (i.e. Air Ambulance)	2025-2027	<input type="checkbox"/>
4. Improve the curb appeal of the City <ul style="list-style-type: none"> <li>Improve ordinances to address blighted, vacant, or substandard structures; tree trimming; design standards</li> <li>Improve the appearance of vacant buildings downtown (i.e. window vinyls)</li> <li>Reinstate "Keep Bay City Beautiful Program"</li> <li>Create a maintenance plan for weed control to all sidewalks and medians in City limits</li> <li>Create a maintenance plan for landscaping around square</li> <li>Educate public on bulk pick up and enforce contract for service</li> <li>Propose location and style of gateway signage</li> <li>Work with BCCDC to update community development incentives related to the City's main corridor appearance</li> </ul>	2025-2027  2025-2027  2026 2025-2027  2025-2027 2025-2027 2026 2025-2027	# of ordinances revised 2025: ____ # of ordinances revised 2026: ____ # of ordinances revised 2027: ____ Actions taken to improve appearance <input type="checkbox"/> <input type="checkbox"/>  <input type="checkbox"/> Track complaint log on bulk pick up <input type="checkbox"/> <input type="checkbox"/>

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/ Metrics
5. Create coordinated response system including Standard Operating Procedure (SOP) to end homelessness in the City of Bay City.	2025-2027	☐
6. Implement the Crime-Free Multi-Family Housing Program from Waco	2025-2027	☐





## Goal 2: Community and Civic Engagement

*To build and enhance communications and civic engagement*

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/ Metrics
1. Hire a full-time Public Relations Coordinator / Public Information Officer <ul style="list-style-type: none"> <li>• Create a Marketing communication plan</li> <li>• Facilitate the branding of the City</li> <li>• Coordinate various Community meetings to educate the public</li> <li>• Develop and implement community surveys</li> <li>• Answer public inquiries and requests for information (see details on citizen survey)</li> <li>• Ensure customer satisfaction and follow-up</li> <li>• Share with public current and recent projects and status updates</li> </ul>	2025 2025 2026 2026 2025-2027 2025-2027 2025-2027	<ul style="list-style-type: none"> <li><input type="checkbox"/></li> <li><input type="checkbox"/></li> <li><input type="checkbox"/></li> <li><input type="checkbox"/></li> </ul> Survey- how did we do? # of requests vs # of responses Response time <input type="checkbox"/>
2. Establish the Library as the information hub <ul style="list-style-type: none"> <li>• Library services additions                             <ul style="list-style-type: none"> <li>• Combine existing community calendars</li> <li>• Evolve into an information clearinghouse county-wide</li> </ul> </li> </ul>	2025 2025-2027	<input type="checkbox"/> Track information pages added by type
3. Offer various Leadership Academies and collaborate with BCCDC and County <ul style="list-style-type: none"> <li>• Citizen Academy- Bay City 101</li> <li>• Youth Advisory Council</li> </ul>	2026 2026	<input type="checkbox"/> <input type="checkbox"/>

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/ Metrics
<p>4. Provide enhanced information technology services</p> <ul style="list-style-type: none"> <li>• Improve sound in Council Chambers and assess technology used to improve efficiencies</li> <li>• Stream council meetings to include the viewing of presentations</li> <li>• Stream other community meetings</li> <li>• Add educational videos for citizens (permitting, code)</li> </ul>	<p>2025</p> <p>2026</p> <p>2025-2027</p> <p>2026-2027</p>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p># of other meetings streamed</p> <p>Track videos added (Contracted Service)</p>
<p>5. Host at least 2 Community Meetings per year</p> <ul style="list-style-type: none"> <li>• Town Hall</li> <li>• Roundtables</li> <li>• Small businesses</li> <li>• Small business Forum</li> <li>• Nonprofits</li> <li>• Developer roundtables</li> <li>• Other community needs</li> <li>• Coffee with the Mayor, City Manager, &amp; City Councilmembers</li> </ul>	<p>2025-2027</p>	<p># of Community Meetings hosted in 2025: _____</p> <p># of Community Meetings hosted in 2026: _____</p> <p># of Community Meetings hosted in 2027: _____</p> <p># of attendees at each event</p> <p>Track type of event hosted each year</p> <p>Track any improvements or needs that were met by various roundtables</p>





## Goal 3: Infrastructure

*To develop community infrastructure and enhancements to the transportation network and system*

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/Metrics
1. Develop and implement a street maintenance plan that prioritizes based on a consistent methodology and communicated to public	2026	# repairs in 2025: _____ # repairs in 2026: _____ # repairs in 2027: _____  Track locations for reporting to citizens and management
2. Implement Master Drainage Plan improvements as funding permits	2025-2027	Track improvements made each year
3. Identify, prioritize, maintain, and repair/replace aging city facilities and equipment and continue exploring water system improvements and manholes as funding is available	2025-2027	Track capital project improvements for reporting to citizens and management (past projects, present status, and future plans-5-year capital)
4. Identify locations for future sidewalks and hike/bike trails within a six (6) block radius from schools, as well as identify potential funding sources for connectivity <ul style="list-style-type: none"> <li>• Update and publish sidewalk connectivity plan on website</li> </ul>	2025-2027	Track sidewalk improvements for reporting to citizens and management (past projects, present status, and future plans-5-year capital)
5. Identify Airport improvements to support industrial development <ul style="list-style-type: none"> <li>• Hangars</li> <li>• Runways</li> <li>• Water Well</li> </ul>	2025-2027	□



## Goal 4: Planning and Development

*To establish a smooth and transparent planning and development process*

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/Metrics
1. Hire a Certified City Planner	2025	<input type="checkbox"/>
2. Create a Development Services Department	2025	<input type="checkbox"/>
3. Streamline Development Process <ul style="list-style-type: none"> <li>• Update future land use plan</li> <li>• Create standard operating procedures (SOP's) based on best practices</li> <li>• Apply consistency in application of building and development standards</li> <li>• Review permitting requirements and processes when using state licensed professionals and update SOP if no liability to City and is in line with best practices in other communities for home remodel projects</li> <li>• Create a developer exit survey               <ul style="list-style-type: none"> <li>• Improve customer service satisfaction (developer)</li> </ul> </li> </ul>	2025-2027 2026-2027 2025-2027 2025-2027 2025  2025-2027	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>  <input type="checkbox"/> Customer Service Rating
4. Repair and consider expansion of Nile Valley Rd. and explore funding sources including TxDOT <ul style="list-style-type: none"> <li>• Identify acquisition easements needed for future transportation routes</li> </ul>	2025-2027 2025-2026	<input type="checkbox"/> <input type="checkbox"/>
5. Develop TIRZ 5 to encourage redevelopment	2025	# of redevelopment projects
6. Move unwanted trust properties to tax rolls- focus on infill development	2026-2027	<input type="checkbox"/>
7. Update all ordinances to match state requirements and building guidelines where applicable	2025-2026	<input type="checkbox"/>
8. Improve Developer process with Drainage District #1 <ul style="list-style-type: none"> <li>• Review and provide input on new drainage rules and regulations in conjunction with ensuring that City ordinances are aligned</li> <li>• Craft an interlocal agreement/MOU with the Drainage District to distinguish roles and responsibilities between City and Drainage District #1</li> </ul>	2025-2027 2025-2026  2025	<input type="checkbox"/> <input type="checkbox"/>



## Goal 5: Culture and Recreation

*To develop culture and recreational opportunities within the city*

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/Metrics
1. Provide financial support towards the BCCDC’s Regional Aquatic attraction	2025-2027	<input type="checkbox"/>
2. Increase arts initiatives in the City that focuses on our culture and tourism draws	2025-2027	# of arts events in 2025: _____ # of arts events in 2026: _____ # of arts events in 2027: _____
3. Upgrade, consolidate, and maintain existing parks facilities by doing the following: <ul style="list-style-type: none"> <li>• Explore paddling trail on Colorado River</li> <li>• Implement parks improvement plan based on the most recent Master Plan</li> <li>• Explore other management options for Riverside Park</li> <li>• Determine site location and plan for a centralized sports facility</li> <li>• Develop a plan for a community amphitheater</li> <li>• Repair existing concession stand(s) and provide adequate parking at existing utilized fields</li> <li>• Add parks and recreation signage and any damaged existing signs</li> <li>• Promote / market easy ways to secure reservations</li> </ul>	2025-2027  2025 2025-2027 2025 2026 2026 2025-2026  2025-2027 2025	<input type="checkbox"/>   <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4. Implement the 2025-2029 Strategic Plan for Library	2025-2027	Track initiatives met each year
5. Review and consider implementation of the new Tourism Strategic Plan	2025-2027	Track initiatives met each year

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/ Metrics
<p>6. Improve community events</p> <ul style="list-style-type: none"> <li>• Marketing</li> <li>• Increase attendance (5% annually)</li> </ul>	<p>2025-2027</p>	<p>2025 Website traffic                  2026 Website traffic                  2027 Website traffic</p> <p>2025 Social Media engagement rates                  2026 Social Media engagement rates                  2027 Social Media engagement rates</p> <p># of Attendees at each park, Main Street, and tourism event in 2025: _____</p> <p># of Attendees at each park, Main Street, and tourism event in 2026: _____</p> <p># of Attendees at each park, Main Street, and tourism event in 2027: _____</p> <p>Increased % attendance 2024 to 2025: _____</p> <p>Increased % attendance 2025 to 2026: _____</p> <p>Increased % attendance 2026 to 2027: _____</p>



# Goal 6: Operational Excellence

To establish and ensure operational excellence

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/Metrics
<p>1. Develop employee recruitment and retention plan</p> <ul style="list-style-type: none"> <li>• Explore employment incentives &amp; provide management options to consider</li> <li>• Implement teambuilding opportunities</li> <li>• Provide professional development</li> <li>• Develop marketing brochure for job opportunities that shows full benefit package and City highlights</li> </ul>	<p>2025-2027 2025-2027</p> <p>2025-2027</p> <p>2025</p>	<p>☐</p> <p># of teambuilding and employee appreciation events</p> <p>Training dollars allocated in budget and % utilization</p> <p># of hires in high turnover area/turnover rate</p>
<p>2. Deliver excellence in customer service</p> <ul style="list-style-type: none"> <li>• Provide Customer Service Training in various forms</li> <li>• Add core values to performance evaluations</li> <li>• Annual customer survey</li> <li>• Recognition during Customer Service Week</li> </ul>	<p>2025-2027 2026</p> <p>2025-2027 2025-2027</p>	<p># of arts events in 2025: _____</p> <p># of arts events in 2026: _____</p> <p># of arts events in 2027: _____</p> <p># of customer service trainings each year; Types of trainings</p> <p>Track # of average &amp; above average</p> <p>Improvement in scores % over prior year</p> <p>Track Positive and Negative Comments- Have we improved?</p> <p>Recognize employee and department that receives internally and/or externally (October event)</p>

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/ Metrics
3. Maintain fiscal budget excellence, cost-saving solutions, time efficiencies, and process improvements	2025-2027	# of years- GFOA Budget Award # of years- GFOA Annual Financial Comprehensive Report Award State Transparency Award levels- increase stars each year # of ways the City has increased transparency to citizens Track process or cost saving improvements reported by Department
4. Review MOU/Interlocal Agreements and update outdated contracts <ul style="list-style-type: none"> <li>• County</li> <li>• Agencies</li> <li>• Drainage District</li> <li>• Other Interlocals/Contracts</li> </ul>	2025-2027	# of agreements reviewed each year and track action taken
5. Explore software solutions to improve contract administration	2026	<input type="checkbox"/>
6. Explore the feasibility of hiring a grant writer for various departments	2026	Determine the return on investment in contracting or hiring.
7. Create general and consistent guidelines for all boards whether advisory or legislative <ul style="list-style-type: none"> <li>• Organization</li> <li>• Board Onboarding</li> <li>• Name Change</li> <li>• Board Training</li> <li>• Board Notebooks</li> <li>• Commitment/Expectation From                             <ul style="list-style-type: none"> <li>• General Guidelines adopted by Council</li> <li>• All advisory Boards (Parks, Tourism, Main Street) have clear expectations / roles &amp; responsibilities</li> <li>• Planning Board Training w/ new land use plan in place</li> <li>• IRZ Board Training</li> </ul> </li> </ul>	2025-2027       2025 2025  2026 2026	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Facilitated by

