CITY COUNCIL GOALS

Vision
Bay City adopted a Comprehensive plan in 2014 consisting of five areas of emphasis as shown in the graph below. This plan reflects the priorities of the City and serves as a guide of city-wide action. The City is committed to fostering future economic growth by building economic partnerships, continually improving our infrastructure, expanding our tax base and creating a culture, which retains as well as attracts new business and investments.

The City will work to deliver quality services in a healthy and safe environment by consolidating our assets and resources and empowering our employees while encouraging volunteer citizen involvement.

We will enhance our tourism opportunities by promoting our or City.

We will commit our resources, talents, and energy to achieve economic well-being and improve the quality of life for our citizens. Below are the Comprehensive Plan Elements.
City Council Area of Emphasis with Associated Goal Statement
Fiscal Year 2024 Strategic Focus

Governance
- Explore all funding sources available to the City
- Improving the Image of Bay City
  - Provide superior municipal services
- Organizational & Operational Effectiveness
  - Re-organization of City to streamline processes
  - Staff Development - Coachhub
- Enhance Communication & Customer Service
  - Promote City’s Efforts – Celebrate Successes
  - Create a Public Information Officer position
  - Implement Citizen Work Order App
  - Community Meetings – Various Locations

Bay City residents are well informed and involved with the affairs of local city government.

Public Safety
- Public Safety Building
  - Approve Location and Preliminary Design
  - Explore Combined Dispatch options with County
- Safe Community
  - Lower Crime Statistics for Bay City
- Code Enforcement - Cleaner Community
- Enhanced Communication & Customer Service
  - Community Meetings - Various Locations

Bay City residents are safe and secure living, working, and raising their families in Bay City.
Livability & Quality of Life

- Parks & Recreation - walking trails, pools, & other amenities
  - Determine Community Aquatic Needs
    - Water Park / Regional Attraction
  - LeTulle Park - improve road surfaces
  - Combined Sports Venue
  - Promote Children’s Programs in the Community
- Theater & Arts
  - Develop a Plan of Action
- City-wide Clean-up Campaign

Bay City residents enjoy a safe and clean community with great amenities and affordable living.

Community & Economic Development

- Commercial and Residential
  - Streamline Department & Permitting Process
  - Create TIRZ 5 to improve blighted areas and encourage redevelopment
- Downtown Revitalization/Historic Preservation
  - Business Recruitment in unoccupied spaces
- Tourism - Becoming a Destination Location
  - Improve Wayfinding Signage
  - Promote Bay City and Surrounding Communities

Bay City is known for encouraging economic development opportunities, creating a business development program that is responsive to existing business needs, and actively promoting tourism.
City Council Area of Emphasis with Associated Goal Statement
Fiscal Year 2024 Strategic Focus (Continued)

Infrastructure

➢ Transportation
  o Nile Valley Bridge Assessment
  o Nile Valley Phase II
     • Explore Funding Options
  o Streets Repair- Improve Surfaces
  o Downtown Parking

➢ Repair Water and Wastewater System
  o Address Arsenic in Ave I Water Well
  o Texas Water Development Board Projects
     • Water Wells
     • Sewer Plant Rehabilitation

➢ Improve Drainage System
  o Strategic Land Acquisition
  o Implement recommendations in Drainage Study
     ▪ Cottonwood Creek Bank Stabilization
     ▪ Utilize 3-million-dollar Mitigation Grant

➢ Airport
  o New Public Water Well
  o Wildlife Mitigation Fence
  o Apron Strengthening
  o New Terminal
  o Engineering for Runway Overlay
  o Upgrade Automated Weather Observing System

Bay City residents enjoy new community infrastructure and enhancements to the transportation network and systems.
Linking Long-Term Goals to Departmental Objectives

For the FY 2024 Budget, each department has outlined a description of services and aligned themselves with the City’s Vision 2040 Plan along with Council’s Goals derived from FY 2023 Council/Staff work sessions. When compared to prior year accomplishments, these objectives help us mark our progress toward the achievement of the City Council’s goals. The section below shows the linkage of our short-term departmental objectives to long-term council goals.

Governance

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Fiscal Year 2024 Departmental Business Plans (Objectives)

Administration

- Re-organization of City to streamline services
- Add Emergency Management Director duties to Fire Marshal position
- Continue staff development through CoachHub for directors and supervisors
- Designate a new Public Information Officer for the City
- Assess the structural integrity of Nile Valley bridge and address any deficiencies
- Develop 30% drawings necessary for applying for IJA grant funding for the development of Nile Valley- Phase II
- Improve roads throughout the community using chip seal, cold and hot mix, and the use of the City’s new and existing equipment
- Determine location and architectural design of the new Police Department headquarters
- Assist Fire Department to develop a plan to address ISO rating to improve city-wide insurance rates
- Create TIRZ 5 to further economic development and redevelopment on the far west side of Highway 35, east side of Highway 35 and south Highway 60
- Create a partnership with Bay City Community Development Corporation, Lynn Group, Bay City I.S.D and Wharton County Junior College to initiate the development of a trade school in Bay City
- Support drainage applications and housing for commercial developments as they go through Drainage District I approval process
- Recruitment of administration for Public Works and Parks Department
City Secretary Department

- Finalize and print re-codified Code of City Ordinances
- Promote City Council meeting agenda process for Council members and directors placing items on the agenda
- Perform City-wide records audit and update retention schedule
- Re-organize Records Management Policy and Procedures
- Continue organization and update of the City Code of Ordinances both hard copy and online
- Continue to pursue opportunities which will enhance the Department’s ability to provide accurate and timely information to the City Council, Mayor, City Departments and the general public
- Maintain records and appointment processes of Board membership and terms of all City Board participation
- Continue to update and enhance the City Secretary’s website information

Human Resources Department

- Continue with Merit and COLA implementation
- Update salary ranges to coincide with market data
- Implement, at least partially, market findings for salary ranges
- Update and implement certification pay (phase-in)
- Fulfill city-wide longevity pay
- Carry out a city-wide intranet
- Amend personnel policies

Municipal Court Department

- Continue to hold successful Warrant Resolution Campaign
- Optimize records management by constructing an electronic records retention policy
- Optimize records management by scanning files from 2016-2022 into TCM
- Utilize Bay City Municipal Court Facebook page to inform the citizens of upcoming events, important court dates, Municipal Court news, city-wide event information and more
- Educate citizens of the role of Municipal Court, certain laws & ordinances through our “Information Station” highlights on our website and Facebook page
- Continue to increase outreach/public education campaign through outside partnerships with other entities to increase traffic safety education and compliance
- Enhance warrant service and processing through our new Warrant Officer/Bailiff position
- Attend education conferences in order to stay well-informed of latest court trends, regulations and procedures

Finance Department

- Implement changes to internal purchase order requisition process with City staff
- Apply for additional transparency star: Contracts and Procurement
- Explore janitorial vs. employee options
- Implement new timekeeping system, Executime, to improve payroll process
- Explore windstorm insurance options along with creating a risk management policy
- Explore Tyler Content Management scanning capabilities to create a more paperless environment
- Create payroll accrual process for all sick and vacation time
• Transition to State’s credit card vendor contract from current vendor

Public Works Departments (Streets and Utility Departments)

• Continue Public Outreach campaigns to new businesses to set more recycling dumpsters to collect cardboard
• Increase public education efforts on social media about recycling and how it improves the community
• Improve City Planning Division to improve building permitting processes, establish City planning coordination with outside agencies, and revamp the pre-development process for residential, commercial, and industrial developments
• Continue to promote an equal application of division policies, city ordinances and model codes for all developers and citizens
• Continue development and enforcement of the Cross-Connection Control Program
• Update the Operating & Maintenance Manual for the WWTP
• Develop Standard Operating Procedures for Public Works departments
• Increase code compliance efforts and improve effectiveness by partnering with Code Enforcement and the Building Department to revie and revise the grease ordinance and ensure proper enforcement
• Develop and implement a backflow prevention program and utilize Cityworks to track inspections. Review City Ordinance related to backflow prevention, make necessary changes and partner with Code Enforcement to ensure proper enforcement
• Increase efficiency by developing and implementing an inventory control program by using Cityworks

Utility Billing

• Complete scanning of all utility applications into Incode software
• Implement text to pay option for customers
• Install new payment kiosk
• Create fillable online applications
• Research 2turniton option for out of town customers
• Add hyper reach sign up option to all applications
• Work with building inspector to assist with inspections for occupant change-move in

Airport

• Host a fly-in movie night
• Host 6th Annual fly-in story time

Information Technology

• Revamp Library’s network to improve security and accessibility
• Update radio inventory for asset tracking and proper cost allocation
• Upgrade access control at MSB for improved security for citizens and employees
• Implement a training portal for all staff on various software (i.e. Microsoft products)
• Implement recommended improvements of network deficiencies per cybersecurity GAP analysis
• Continue to provide fast and reliable access to all information systems
• Facilitate the collection, storage, and security of electronic data
• Consolidate Fiber throughout the City for greater performance and lower pricing through AT&T
• Partner with Matagorda County to rehab the City’s tower infrastructure in accordance with our annual tower inspection

Public Safety

➢ Public Safety Building
  o Approve Location and Preliminary Design
  o Explore Combined Dispatch options with County

➢ Safe Community
  o Lower Crime Statistics for Bay City

➢ Code Enforcement- Cleaner Community

➢ Enhanced Communication & Customer Service
  o Community Meetings- Various Locations

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Fiscal Year 2024 Departmental Business Plans (Objectives)

Public Safety Departments (Police, Fire, Animal Control & Code Enforcement)

Police Department

• Move forward with plans for new public safety building
• Lower citizen complaints by enhancing communication and customer service
• Provide officers and detectives with surveillance equipment to increase likelihood of solving crimes
• Continue to provide professional services to citizens through community outreach and educational programs, National Night Out, residential and business security inspections
• Provide citizens with alternative reporting solutions to report low priority or non-emergency related calls for service to create capacity for high priority call for service and proactivity policing (online reporting)
• Increase transparency to the community regarding agency policies, calls for service and critical incidents by improving our social media presence to including refining the department’s website page

Fire Department

• Respond quickly to extinguish fires as to minimize the loss of life, damage to property, and economic impact upon the community

Fire Marshal/Code Enforcement

• Collectively advance the number of annual, preventative, and compliance inspections performed
• Further the remediation and abatement of substandard structures within the City
• Refine abatements of offensive conditions implementing House Bill 2359; Sec. 2, 125.046(a)(b)
• Focalize on the recovery of delinquent liens while moderating recurrent liens filed
• Promote the development and revitalization of our City, including façade along Hwy 35 & 60
• Actualize ordinance specific to AST/UST/LPST reporting permitting, and maintenance
• Striving to become the standard in customer services, support services, and service within the community
• Complete encryption of our police radios to ensure protection of protected health and information as well as ensuring safety of our police officers

Livability & Quality of Life

➢ Parks and Recreation- walking trails, pools, & other amenities
  o Determine Community Aquatic Needs
    • Water Park/Regional Attraction
      o LeTulle Park- improve road surfaces
      o Combined Sports Venue
      o Promote Children’s Programs in the Community
➢ Theater & Arts
  o Develop a Plan of Action
➢ City-wide Clean-up Campaign

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Fiscal Year 2024 Departmental Business Plans (Objectives)

Parks Department

• Extend Southern Pacific Trailway
• Replace and create additional shade structures at Community Park
• Install high efficiency LED lighting at existing parks
• Shore up sagging floor at USO, replace carpet and paint interior
• Add marquee sign at USO
• Continue to improve amenities such as shade canopies and play features
• Add 5 camping cabins to expand amenities and level of service
• Develop paddling trail at Riverside with Texas Parks and Wildlife
• Develop hiking trail to LeTulle Park with LCRA
• Create partnership programs for volleyball and boxing
• Research new methods to market programs, events, and facilities
• Create more partnership opportunities with other agencies and individuals to host leisure classes and events
• Increase attendance at swim programs at Hilliard Pool
• Recruit more lifeguards
• Initiate closure of Valiant Pool
• Plan for replastering, decking and upgrade of Hilliard Pool in off-season
• Plan for possible new splashpad within the 5-year capital plan

Library

• Create outdoor library space
• Develop services and programs for preserving local history
• Implement sensory inclusive initiative
• Complete strategic planning process for Fiscal Year 2025 through Fiscal Year 2029
• Earn Texas Municipal Library Directors Association award
Community & Economic Development

- **Commercial and Residential**
  - Streamline Department & Permitting Process
  - Create TIRZ 5 to improve blighted areas and encourage redevelopment

- **Downtown Revitalization/Historic Preservation**
  - Business Recruitment in unoccupied spaces

- **Tourism - Becoming a Destination Location**
  - Improve Wayfinding Signage
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Fiscal Year 2024 Departmental Business Plans (Objectives)

**Main Street**
- Continue relocation and replacement of trees around the square
- Begin rebranding Main Street Program logo and design
- Continue beautification efforts by updating downtown seating and wayfinding
- Continue partnership with City of Bay City Public Works department on downtown beautification efforts
- Work on new tourism pamphlets after rebranding program
- Continue working to grow CamoFest and increasing revenue for larger projects
- Work on downtown street banners for light poles
- Continue to push for downtown events and work with merchants on social media outlet presence

**Tourism**
- Develop new brand by updating logo and campaign
- Implement social media plan to increase social media presence and involvement
- Develop partner packages program by updating destination materials, establishing partner relationships, creating, and publicizing packages
- Develop a City app for mobile devices
- Expand Day of the Dead festival to a 2-day event to encourage hotel stays
- Plan the commission of art attractions (statues, murals, exhibits)

**Bay City Community Development Corporation**
- Increase façade grants for non-main street businesses
- Assist Code Enforcement with expanding existing ordinances for structures
- Work with schools to develop an entrepreneur pipeline
- Further investigate BNSF/UP corrective actions within Bay City
- Continue to focus on housing development(s) within the city until fruition
- Partner with Wharton County Junior College campus to expand educational opportunities
Infrastructure

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Fiscal Year 2024 Departmental Business Plans (Objectives)

Public Works Departments (Streets and Utility Departments)

• Explore an in-house seal coat program
• Continue street reconstruction and concrete paver projects
• Continue water and sewer line improvement projects
• Continue curb and gutter repair and replacement program
• Establish striping program for parking spaces in the downtown area and City owned buildings
• Continue to address various drainage issues throughout the City
• Continue to improve infrastructure by implementing Capital Improvement Projects identified in the Water System Analysis and Master Plan as well as the WWTP Evaluation
• Maintain facilities by continuing the consistent Preventative Maintenance plan on water well equipment, lift station equipment and Wastewater Treatment Plant equipment; continue documenting the activities using Cityworks.

• Continue to maintain infrastructure by continuing line replacement/extension program of aging water and sewer lines and associated components
• Continue to develop streamline maintenance plan with water meter supplier for the life of the Advanced Meter Infrastructure (AMI) system to address failing Metering Interface Units (MIU's)
• Continue to improve efficiency and demand at the WWTP by reducing inflow and infiltration of storm water into collection system by: continuing sewer line rehab program, identifying manholes in need of rehab and use of inflow protectors in manholes
• Develop an in-house sign shop in efforts to continue with aggressive sign installation and maintenance program to improve safety and appearance city-wide

**Airport**

• Complete runway 13/31 engineering and design
• Complete design and construction of main hangar concrete
• Submit FAA grant for new terminal building
• Bring new hydrogen fuel aircraft manufacturing (Zeroavia) to airport
• Complete public parking lot crack seal, seal coat, and paint re-striping