



CITY COUNCIL WORKSHOP CITY OF BAY CITY

Tuesday, June 23, 2026 at 4:00 PM
COUNCIL CHAMBERS | 1901 5th Street

COUNCIL MEMBERS

Mayor: Robert K. Nelson

Mayor Pro Tem: Jim Folse

Council Members: Benjamin Flores, Jim Folse, Bradley Westmoreland, Susan Reardon, Blayne Finlay

Vision Statement

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.

AGENDA

THE FOLLOWING ITEM WILL BE ADDRESSED AT THIS OR ANY OTHER MEETING OF THE CITY COUNCIL UPON THE REQUEST OF THE MAYOR, ANY MEMBER(S) OF COUNCIL AND/OR THE CITY ATTORNEY:

ANNOUNCEMENT BY THE MAYOR THAT COUNCIL WILL RETIRE INTO CLOSED SESSION FOR CONSULTATION WITH CITY ATTORNEY ON MATTERS IN WHICH THE DUTY OF THE ATTORNEY TO THE CITY COUNCIL UNDER THE TEXAS DISCIPLINARY RULES OF PROFESSIONAL CONDUCT OF THE STATE BAR OF TEXAS CLEARLY CONFLICTS WITH THE OPEN MEETINGS ACT (TITLE 5, CHAPTER 551, SECTION 551.071(2) OF THE TEXAS GOVERNMENT CODE).

CALL TO ORDER AND CERTIFICATION OF QUORUM

PUBLIC COMMENTS

REGULAR ITEMS FOR DISCUSSION, CONSIDERATION AND/OR APPROVAL

1. **Presentation ~ Public Safety Building.** Christella Rodriguez, Chief of Police
2. **Presentation ~ Strategic Plan Update for FY 2026.**
3. **Discuss Strategic Plan and take any action deemed necessary.**

ITEMS / COMMENTS FROM THE MAYOR, COUNCIL MEMBERS AND CITY MANAGER

ADJOURNMENT

AGENDA NOTICES:

Attendance By Other Elected or Appointed Officials: It is anticipated that members of other city board, commissions and/or committees may attend the meeting in numbers that may constitute a quorum of the other city boards, commissions and/or committees. Notice is hereby given that the meeting, to the extent required by law, is also noticed as a meeting of the other boards, commissions and/or committees of the City, whose members may be in attendance. The members of the boards, commissions and/or committees may participate in discussions on the same items listed on the agenda, which occur at the meeting, but no action will be taken by such in attendance unless such item and action is specifically provided for on an agenda for that board, commission or committee subject to the Texas Open Meetings Act.

CERTIFICATION OF POSTING

This is to certify that the above notice of a Regular Called Council Meeting was posted on the front window of the City Hall of the City of Bay City, Texas on **June 16, 2026 before 4:00 p.m.** Any questions concerning the above items, please contact the Mayor and City Manager's office at (979) 245-2137.



**EXECUTIVE SUMMARY
BUSINESS OF THE CITY COUNCIL
CITY OF BAY CITY, TEXAS**

Meeting Date:	6/18/2026	Date Submitted:	6/12/2026
Prepared By:	Scotty Jones, City Manager	Presented By <i>(if different)</i>	
Department:	Administration	Type of Agenda Item:	Regular

ITEM TITLE: Strategic Plan Update

AGENDA LANGUAGE:







Discuss Strategic Plan and take any action deemed necessary.

EXECUTIVE SUMMARY/BACKGROUND

In March 2024, the City of Bay City embarked on a strategic planning process to develop priorities for FY 2025-2027. Townhall meetings with residents and business owners of Bay City were held on March 16, 2024. The City also held seven Community Focus groups of various stakeholders on March 21, 2024 at the USO. These sessions helped the City Council shape their goals and strategies for the next 3 years. The City is now in year 2 of the strategic plan.

As a continuation of this work, the City of Bay City conducted a Strategic Plan Update Workshop in February 2026 to review progress and ensure continued alignment with current priorities. During this session, City leadership revisited the Mission, Vision, and Core Values, evaluated accomplishments to date, and discussed which goals and strategies should be continued, adjusted, or considered complete. The group also refined strategies and performance metrics and identified any necessary additions to keep the plan relevant and actionable through 2027.

STRATEGIC PLAN GOALS ADDRESSED:

	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Safety & Community Appearance		Community & Civic Engagement		Infrastructure		Planning & Development		Culture & recreation		Operational Excellence	

FINANCIAL NOTES
N/A

RECOMMENDATION: To review and make any recommendations to City Manager to bring back for final approval

ATTACHMENTS: Draft Strategic Plan Update



2025-2027 STRATEGIC PLAN

2026 UPDATE



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

6 Operational Excellence



Goal 1: Safety and Community Appearance

To enhance safety and community appearance

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/Metrics
<p>1.1 Pursue City and County partnerships that mutually benefit our community in regard to safety and/or appearance.</p> <ul style="list-style-type: none"> • Determine the feasibility of a combined dispatch with County • Create a task force between City and County, and other groups such as Texana to support mental health needs in our community. Gather stakeholders and meet as needed. • Create a task force to between City and County to address animal impound capacity and building needs 	<p>2025-2027</p> <p>2025 2025</p> <p>2025</p>	<p><input checked="" type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input checked="" type="checkbox"/> Created Task Force Animal Control Ordinance</p> <p><input checked="" type="checkbox"/> Created Task Force Animal Impound (Need to add Commissioners)</p>
<p>1.2 Enhance Fire/EMS Services</p> <ul style="list-style-type: none"> • Explore countywide Emergency Services District (ESD) • Determine if the ESD is the best solution for funding Fire and/or EMS • Identify locations of all fire hydrants and create a plan of rehab and routine testing 	<p>2025</p> <p>2026-2027</p> <p>2025-2027</p>	<p><input checked="" type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input checked="" type="checkbox"/> Plan created 2025- Completed</p> <p># of fire hydrants tested 2025-2027: ____</p> <p># of fire hydrants repaired 2025-2027: ____</p>
<p>1.3 Create development agreements or incentives to attract businesses that complement the needs of our community (i.e. Air Ambulance)</p>	<p>2025-2027</p>	<p><input type="checkbox"/></p>

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/ Metrics
<p>1.4 Improve the curb appeal of the City</p> <ul style="list-style-type: none"> • Improve ordinances to address blighted, vacant, or substandard structures; tree trimming; design standards • Improve the appearance of vacant buildings downtown (i.e. window vinyls) • Reinstate “Keep Bay City Beautiful Program” • Create a maintenance plan for weed control to all sidewalks and medians in City limits • Create a maintenance plan for landscaping around the square • Educate the public on bulk pick-up and enforce contract for service via Educational Programs implementation with KBCB 	2025-2027	<p># of ordinances revised 2025: 2 Substandard Structures and Vacant Buildings</p> <p># of ordinances revised 2026: _____</p> <p># of ordinances revised 2027: _____</p>
	2025-2027	<p>Actions taken to improve appearance</p>
	2026	<p><input checked="" type="checkbox"/></p>
	2025-2027	<p><input checked="" type="checkbox"/> 2025 Code Enforcement education to residents and enforcement; Determining Department responsibility & frequency</p> <p><input checked="" type="checkbox"/> 2026-Drafted Right-of-Way maintenance policy</p>
	2025-2027	<p><input checked="" type="checkbox"/> 2025 Plan Created</p> <p>Determined Duties by Department</p> <p>53 Street and Bridge work orders completed in Downtown in 2025</p> <p><input type="checkbox"/> Did we create SOP for Downtown?</p> <p><input type="checkbox"/> Track complaint log on bulk pick-up</p> <p><input checked="" type="checkbox"/> 2025 - Website updates</p> <p><input type="checkbox"/> 2026 - Educational video (brush pick-up)</p> <p><input type="checkbox"/> 2027</p>

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/ Metrics
<ul style="list-style-type: none"> • Propose location and style of gateway signage • Work with BCCDC to update community development incentives related to the City's main corridor appearance 	<p>2026 2025-2027</p>	<p><input type="checkbox"/> <input type="checkbox"/></p>
<p>1.5 Implement Crime Prevention Strategies</p> <ul style="list-style-type: none"> • Develop Crime Prevention Unit <ul style="list-style-type: none"> • Waco • Jr. Police Academy • Business & Residential Safety Training 	<p>2025</p>	<p><input checked="" type="checkbox"/></p>
<p>1.6 Ensure crime statistics are maintained or reduced each year</p>	<p>2025-2027</p>	<p><input checked="" type="checkbox"/> Completed 2025 <input type="checkbox"/> 2026 <input type="checkbox"/> 2027</p>



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
2.1 Facilitate the branding of the City <ul style="list-style-type: none"> • Create a Communications plan • Hire a full-time Public Relations Coordinator / Public Information Officer • Develop and implement community surveys 	2025 2025 2026 2026	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Complete & Ongoing
2.2 Answer public inquiries and requests for information (see details on citizen survey) <ul style="list-style-type: none"> • Ensure customer satisfaction and follow-up • Share with public current and recent projects and status updates 	2025-2027 2025-2027 2025-2027	<input type="checkbox"/> Survey- how did we do? # of requests vs # of responses <input type="checkbox"/> Track survey rating progress <input checked="" type="checkbox"/> 2025 Complete <input type="checkbox"/> 2026 <input type="checkbox"/> 2027 <input type="checkbox"/> Improve website accessibility
2.3 Establish the City as the information hub for City resources <ul style="list-style-type: none"> • City Tourism Services additions • Combine existing community calendars • Evolve into an information clearinghouse countywide 	2026 2026 2025-2027	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2.4 Offer various Leadership Academies and collaborate with BCCDC and County on Volunteer Coordination <ul style="list-style-type: none"> • Citizen Academy- Bay City 101 • Youth Advisory Council 	2026-2027 2026	<input type="checkbox"/> <input type="checkbox"/>

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/ Metrics
<ul style="list-style-type: none"> • Other community needs • Coffee with the Mayor, City Manager, & City Councilmembers 	2025-2027	# of other needs meetings hosted in 2026: _____ # of other needs meetings hosted in 2027: _____ # of Coffee events hosted in 2026: _____ # of Coffee events hosted in 2027: _____
2.7 Add a tab to the website “What People are Talking About” Fact Page	2026	<input type="checkbox"/> Did we add tab?



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
3.1 Develop and implement a street maintenance plan that prioritizes based on a consistent methodology and communicated to public	2026	<input checked="" type="checkbox"/> 2025 Methodology Communicated to public <i>(Herb to insert new metrics to add here, examples may be miles paved, miles improved, number of potholes repaired, link to #s, dollars saved vs. using contractors, monthly numbers for monthly progress report)</i> <input type="checkbox"/> Track locations for reporting to citizens and management
3.2 Implement Master Drainage Plan improvements as funding permits	2025-2027	<input type="checkbox"/> Track improvements made each year <input type="checkbox"/> Development of Stormwater Management Plan
3.3 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	<input type="checkbox"/> Track capital project improvements for reporting to citizens and management (past projects, present status, and future plans-5-year capital) Completed in 2025: <input checked="" type="checkbox"/> Street and Bridge: <ul style="list-style-type: none"> • LeTulle Park roads • Eagles Road • Old Van Vleck

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/ Metrics
		<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Utility Maintenance <ul style="list-style-type: none"> • 15 hydrants replaced. • Pumps at several key lift stations: Bay Brook, Elliott, Cottonwood, FM 457 replaced. • Sewer line rehab at Rugeley & Ave E <input type="checkbox"/> 2026: Nile Valley Bridge Repair as based on TxDOT Inspection Report
<p>3.4 Identify locations for future sidewalks and hike/bike trails:</p> <ul style="list-style-type: none"> • Within a six (6) block radius from schools • Identify potential funding sources for connectivity to Downtown • Develop proposed map 	<p>2025-2027</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Track sidewalk improvements for reporting to citizens and management (past projects, present status, and future plans-5-year capital)
<p>3.5 Identify Airport improvements to support industrial development</p> <ul style="list-style-type: none"> • Hangars • Runways • Water Well 	<p>2025-2027</p>	<p>Number of completed projects:</p> <p># of repairs in 2025: 25</p> <p># of repairs in 2026: _____</p> <p># of repairs in 2027: _____</p>



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
4.1 Hire a Certified City Planner	2026-2027	<input type="checkbox"/>
4.2 Create a Development Services Department	2025	<input checked="" type="checkbox"/>
4.3 Streamline Development Process <ul style="list-style-type: none"> • Update future land use plan • Create standard operating procedures (SOP's) based on best practices • Apply consistency in application of building and development standards • 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 • Create a developer exit survey <ul style="list-style-type: none"> • Improve customer service satisfaction (developer) 	2026-2027 2025-2027 2025-2027 2026 2025-2027	<input type="checkbox"/> <input checked="" type="checkbox"/> Checklists created & SOP's <input checked="" type="checkbox"/> Complete- new applications/forms used for consistent practice <input type="checkbox"/> <input checked="" type="checkbox"/> Complete (Survey Created) <input type="checkbox"/> Customer Service Rating Improved
4.4 Repair and consider expansion of Nile Valley Rd. and explore funding sources including TxDOT <ul style="list-style-type: none"> • Identify acquisition easements needed for future transportation routes 	2025-2027 2025-2026	<input checked="" type="checkbox"/> 2025- Repairs made Roberts Ave to SH 60 <input checked="" type="checkbox"/> 2026- 30% Design on future Nile Valley; Public Meeting held by TXDOT for feasibility of route
4.5 Develop TIRZ 5 to encourage redevelopment	2025	<input checked="" type="checkbox"/> TIRZ 5 Boundaries Created # of redevelopment projects
4.6 Move unwanted trust properties to tax rolls- focus on infill development	2026-2027	<input type="checkbox"/>

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/ Metrics
4.7 Update all ordinances to match state requirements and building guidelines where applicable	2025-2026	<input checked="" type="checkbox"/> Completed - now maintained with a rotation schedule for review
4.8 Improve Developer process with Drainage District #1 <ul style="list-style-type: none"> • Review and provide input on new drainage rules and regulations in conjunction with ensuring that City ordinances are aligned • Craft an interlocal agreement/MOU with the Drainage District to distinguish roles and responsibilities between City and Drainage District #1 • Implement Railroad Quiet Zone 	2025-2027 2025-2026 2025 2026	<input checked="" type="checkbox"/> Drainage Criteria, Methodology, and Requirements approved (Aligned City Ordinances with Drainage District) <input type="checkbox"/> Front end document for Drainage District Rules and Regulations drafted, reviewed and pending final approval as of 12/21/2025 <input checked="" type="checkbox"/> MOU drafted, reviewed, and approved in concept at Drainage District meeting 7/2025. Waiting on final approval. <input type="checkbox"/>



Goal 5: Culture and Recreation

To develop cultural and recreational opportunities within the city

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/ Metrics
5.1 Provide financial support towards the BCCDC’s Regional Aquatic attraction	2025-2027	<input checked="" type="checkbox"/> 2025 Complete (Interlocal Agreement)
5.2 Increase arts initiatives in the City that focuses on our culture and tourism draws	2025-2027	<input checked="" type="checkbox"/> # of arts events in 2025: 4 (does not include regular library events) # of arts events in 2026: _____ # of arts events in 2027: _____
5.3 Upgrade, consolidate, and maintain existing parks facilities by doing the following: <ul style="list-style-type: none"> • Explore paddling trail on Colorado River • Implement parks improvement plan based on the most recent Master Plan • Explore other management options for Riverside Park • Determine site location and plan for a centralized sports facility • Develop a plan for a community amphitheater • Repair existing concession stand(s) and provide adequate parking at existing utilized fields • Add parks and recreation signage and any damaged existing signs • Promote / market easy ways to secure reservations 	2025-2027 2025 2025-2027 2026 2026 2026 2025-2026 2025-2027 2025	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Ongoing <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> Design complete <input type="checkbox"/> Ongoing <input type="checkbox"/> <input checked="" type="checkbox"/> Complete
5.4 Implement the 2025-2029 Strategic Plan for Library	2025-2027	Track initiatives met each year
5.5 Review and consider implementation of the new Tourism Strategic Plan	2025-2027	Track initiatives met each year



Goal 6: Operational Excellence

To ensure operational excellence

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/ Metrics
<p>6.1 Develop employee recruitment and retention plan</p> <ul style="list-style-type: none"> • Explore employment incentives & provide management options to consider • Develop marketing brochure for job opportunities that shows full benefit package and City highlights <ul style="list-style-type: none"> • Provide professional development • Consider hosting Leadercast during Customer Service Week <ul style="list-style-type: none"> • Implement teambuilding opportunities 	<p>2025-2027 2025</p> <p>2025-2027 2026</p> <p>2025-2027</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> Complete Marketing brochure <input type="checkbox"/> 2026 Marketing brochure update? <input type="checkbox"/> 2027 Marketing brochure update? <p># of hires in high turnover area/turnover rate: _____</p> <p># each year: _____</p> <p>Training dollars allocated in budget and % utilization</p> <ul style="list-style-type: none"> <input type="checkbox"/> Did we implement teambuilding opportunities?
<p>6.2 Deliver excellence in customer service</p> <ul style="list-style-type: none"> • Provide Customer Service Training in various forms • Add core values to performance evaluations • Annual customer survey 	<p>2025-2027</p> <p>2026</p> <p>2025-2027</p>	<p># of customer service trainings each year; Types of trainings</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Complete - core values added to evaluations and posted in all departments <p>Track # of average & above average</p> <p>Improvement in scores % over prior year</p> <p>Track Positive and Negative Comments - Have we improved?</p>

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/ Metrics
<ul style="list-style-type: none"> • Recognition during Customer Service Week - 5-Day Event - Week of Learning & Awards • Solicit Chick-fil-A owner as speaker • Create a process to recognize city employees for Customer Service Excellence • Create a QR code and market it to give city feedback on customer service experiences 	2025-2027	Recognize employee and department that receives internally and/or externally (October event each year) <ul style="list-style-type: none"> <input type="checkbox"/> Did we secure speaker? <input type="checkbox"/> Did we create process to recognize/reward city employees? <input type="checkbox"/> Did we utilize a QR code to solicit feedback?
6.3 Become an Award-winning City by maintaining fiscal budget excellence, cost-saving solutions, time efficiencies, and process improvements 6.3.1 Fiscal 6.3.2 Gather & compile all grants earned, awards earned, cost savings 6.3.3 Craft AI guidelines for City - policy & process improvements 6.3.4 Establish a policy for digitization processes	2025-2027 2026-2027 2026-2027 2026-2027 2026-2027	# of years - GFOA Budget Award - 9 # of years - GFOA Annual Financial Comprehensive Report Award- 13 State Transparency Award levels- increase stars each year - 3 stars & 3 to go # of ways the City has increased transparency to citizens: _____ <input type="checkbox"/> <input type="checkbox"/> Track process or cost saving improvements reported by Department <input type="checkbox"/> Guidelines where applicable <input type="checkbox"/>

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/ Metrics
6.3.5 Review MOU/Interlocal Agreements and update outdated contracts <ul style="list-style-type: none"> • County • Agencies • Drainage District • Ordinances • Animal Impound • Historical Preservation • Vacant Buildings 	2026-2027	# of agreements reviewed and track action taken in 2026: _____ # of agreements reviewed and track action taken in 2027: _____
6.4 Explore software solutions to improve contract administration & digitize public records	2026-2027	<input checked="" type="checkbox"/> Automation - Tickler system
6.5 Explore the feasibility of hiring a grant writer for various departments	2026	<input type="checkbox"/> Determine the return on investment in contracting or hiring

Short Term Goals/Strategies	Action Year(s)	Key Performance Indicators/ Metrics
<p>6.6 Create general and consistent guidelines for all boards whether advisory or legislative</p> <ul style="list-style-type: none"> • Organization • Board Onboarding tools • Name Change • Board Training • Board Notebooks • Commitment/Expectation Form 	<p>2025-2027</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Organization complete <input checked="" type="checkbox"/> Ordinance re-creating Boards w/ name change <input checked="" type="checkbox"/> Guidelines created and adopted <input type="checkbox"/> Onboarding & Training <input checked="" type="checkbox"/> Advisory Board Training 2025 <input checked="" type="checkbox"/> 2026 - All Advisory Boards (Parks, Tourism, Main Street) have clear expectations / roles & responsibilities <input type="checkbox"/> 2026 - Planning Commission Board Training w/ new land use plan in place <input type="checkbox"/> 2026 - TIRZ Board Training
<p>6.7 Staff to design and deliver onboarding in-house training for councilmembers:</p> <ul style="list-style-type: none"> • Talking points • Message alignment • FAQ 	<p>2026</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Did we create it?

Facilitated by

