A vertical strip on the left side of the page features a historical map, a sextant, a pocket watch, and a telescope. The map is the background, showing a coastline with red and blue markings. The sextant is a large wooden instrument with a curved scale. The pocket watch is round with a white face and black hands. The telescope is a long, dark metal instrument.

# TEXAS CITY, TEXAS

## STRATEGIC PLAN 2012-2017

### ALL AMERICAN CITY

Professionally Facilitated By:  
The Management Connection, Inc.

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## Executive Summary

*Introduction:* Communities need strategic planning because of the constant challenges they face throughout time. Strategic planning is the process by which guiding members of the community envision its future and develop the strategic goals and tasks necessary to achieve that future. In other words, strategic planning helps the community to create its own future. To be successful, a strategic plan must be the tool by which all decisions can be evaluated. The City of Texas City has had success in applying strategic planning to maintain its competitiveness and relevance.

*History:* The City of Texas City conducted Vision 2020 in 1996 and recently completed most of its items on the Goals 100 plan, which was adopted in 2005. Having completed its 100<sup>th</sup> year of incorporation, the City chose to undertake the development of a new community-based Strategic Plan in order to guide the City into 2017.

*Present:* On January 12, 2012, a preliminary meeting between the Mayor, City Secretary and The Management Connection was held for the purpose of discussing the scope of work for the strategic planning process. The Mayor laid out the following expectations:

- A. This process would be community-based with no more than seventy (70) participants.
- B. The plan would address six (6) strategic areas:
  - 1) Education
  - 2) Economic Development
  - 3) Public Safety
  - 4) Business Climate
  - 5) Community Involvement
  - 6) Public Image
- C. Students from the ISDs would be involved in the process.
- D. Strategic Goals and Tasks would be established for the 2012-2017 timeframe.



On February 6, 2012, The Management Connection presented a work plan to the Mayor and the City Secretary outlining how the strategic planning process would be conducted. The Mayor approved the work plan (see attached), which would be executed on May 19, 2012.

On Saturday, May 19, 2012, the City of Texas City held the Strategic Planning Conference with approximately 70 participants who represented different segments of the community. The uniqueness of the process was the involvement of approximately 20 students from the ISDs. The event was held at the Charles T. Doyle Convention Center in Texas City. The participants were equally divided into six (6) different teams in order to represent each strategic area. The teams provided feedback as to what they would like to accomplish within each strategic area. The final outcome of the conference was that the teams provided the framework and content to develop the strategic goals for 2012-2017. Many of the team members thought the conference was successful because, a) they were able to exchange ideas and provide input, b) the opportunity to build and strengthen relationships, and c) the involvement of the students.

The Mayor acknowledged that in order for the Strategic Plan to be successful, it must belong to the community and not to just one individual or entity. He thanked the teams for their participation and informed them that they would get the opportunity to review the final Strategic Plan.

On July 16, 2012, The Management Connection presented a draft of the Strategic Plan to the Mayor and City Secretary. The Mayor provided guidance and recommendations for the plan. His input provided a thorough understanding of how the plan would have a stronger connection to the community.

On, September 18, 2012, The Management Connection presented the Strategic Plan with the recommended changes to the Mayor and the Leadership Committee. They offered a few minor changes and affirmed the content of the document. The Mayor approved the final changes and asked the City Secretary to schedule a meeting with the initial participants to present the document within the October/November 2012 timeframe.



On, October 16, 2012, The Management Connection presented the final document to team members. Using the round table format, participants were given an opportunity to discuss the plan. The students gave a presentation to the entire group outlining how they would participate in the implementation of the plan. The Mayor provided feedback regarding progress made on several of the goals and tasks. The group verbally acknowledged their support the 2012-2017 Strategic Plan. The Mayor informed the group that the City Secretary would become the project manager of the Strategic Plan beginning October 16, 2012.

*Future:* The City Secretary will follow the following steps to ensure success in the execution of the Strategic Plan:

1. The City Secretary will schedule a group meeting with all lead persons of each goal to develop an implementation schedule.
2. The City Secretary will coordinate with all entities to ensure the Strategic Plan is adopted, e.g., the School Board, College of the Mainland, Chamber of Commerce, etc.
3. The City Secretary will provide feedback on a quarterly basis to all stakeholders on progress being made.
4. The City Secretary will utilize all available venues to communicate the status of the Strategic Plan to the community as a whole. This initiative should be conducted at least every six months.
5. The quarterly feedback points will serve as an accountability system to ensure the plan is being implemented.
6. The Mayor may want to conduct an annual retreat with the Lead Persons of each strategic goal to validate priorities and progress of the Strategic Plan.



## Strategic Planning Process Work Plan

### GOAL STATEMENT:

The Management Connection, Inc. (TMC) will develop a 2017 Strategic Plan for Texas City in 2012.

#### Value of Accomplishing this Goal:

- Help guide the community for the next 5 years.
- Community involvement will increase success ratio in the implementation of the plan.
- Leadership will have a roadmap to make future decisions.
- Document will serve as a communication tool to all stakeholders.

#### Metrics:

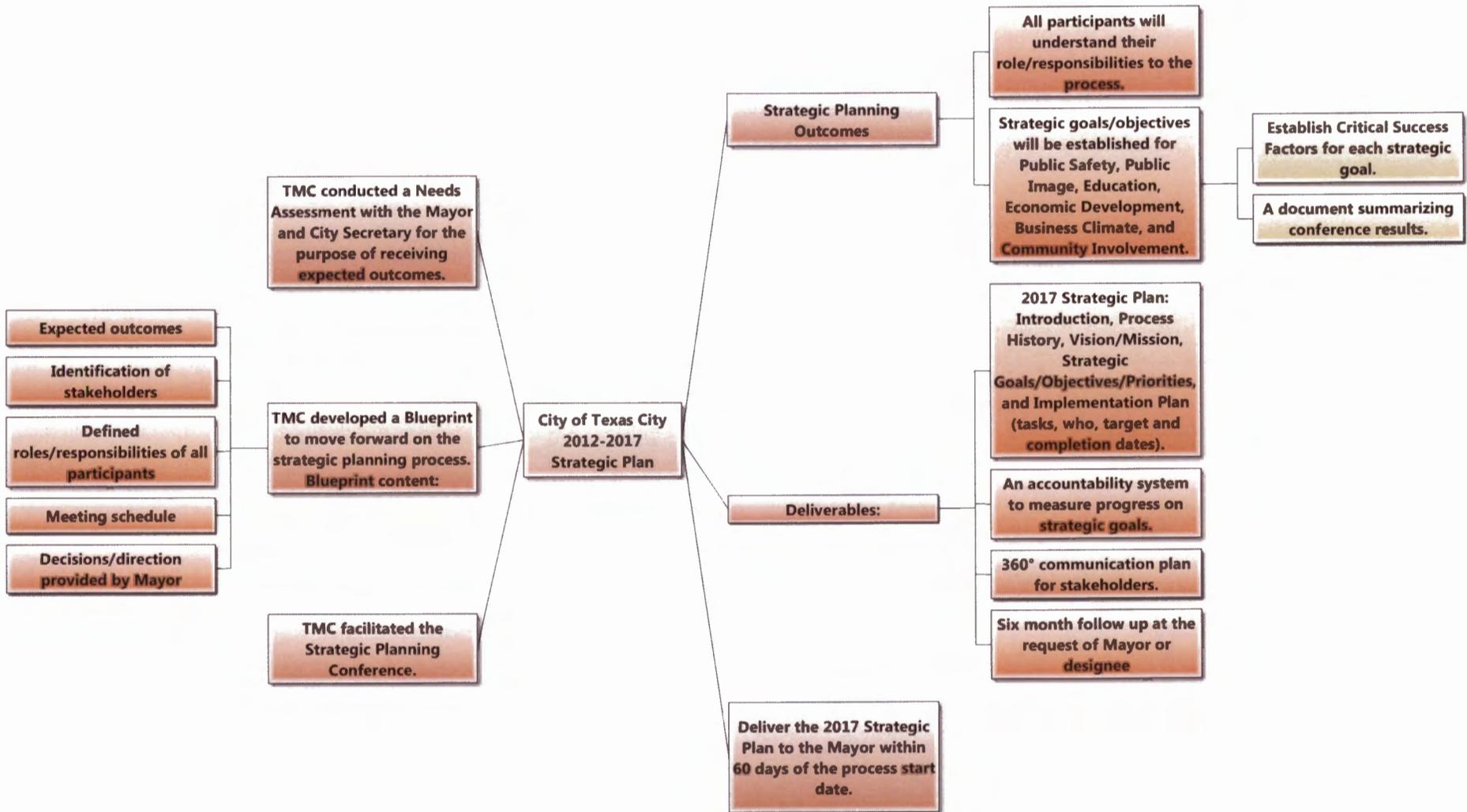
- Participants will provide feedback as to the effectiveness of the progress.
- Increased stakeholder involvement in the process.
- Will receive written and oral feedback from stakeholders to ensure progress is being made.
- Strategic Goals/Objectives will be defined for 2017.

Action Steps	Target Date	Who	Percentage Completion
1. TMC conducted a Needs Assessment with the Mayor and City Secretary for the purpose of receiving expected outcomes.	Jan 12, 2012	TMC	100%
2. TMC developed a Blueprint to move forward on the strategic planning process. Blueprint content: <ul style="list-style-type: none"> <li>• Expected outcomes</li> <li>• Identification of stakeholders</li> <li>• Defined roles/responsibilities of all participants</li> <li>• Meeting schedule</li> <li>• Decisions/direction provided by Mayor</li> </ul>	Feb 6, 2012	TMC	100%

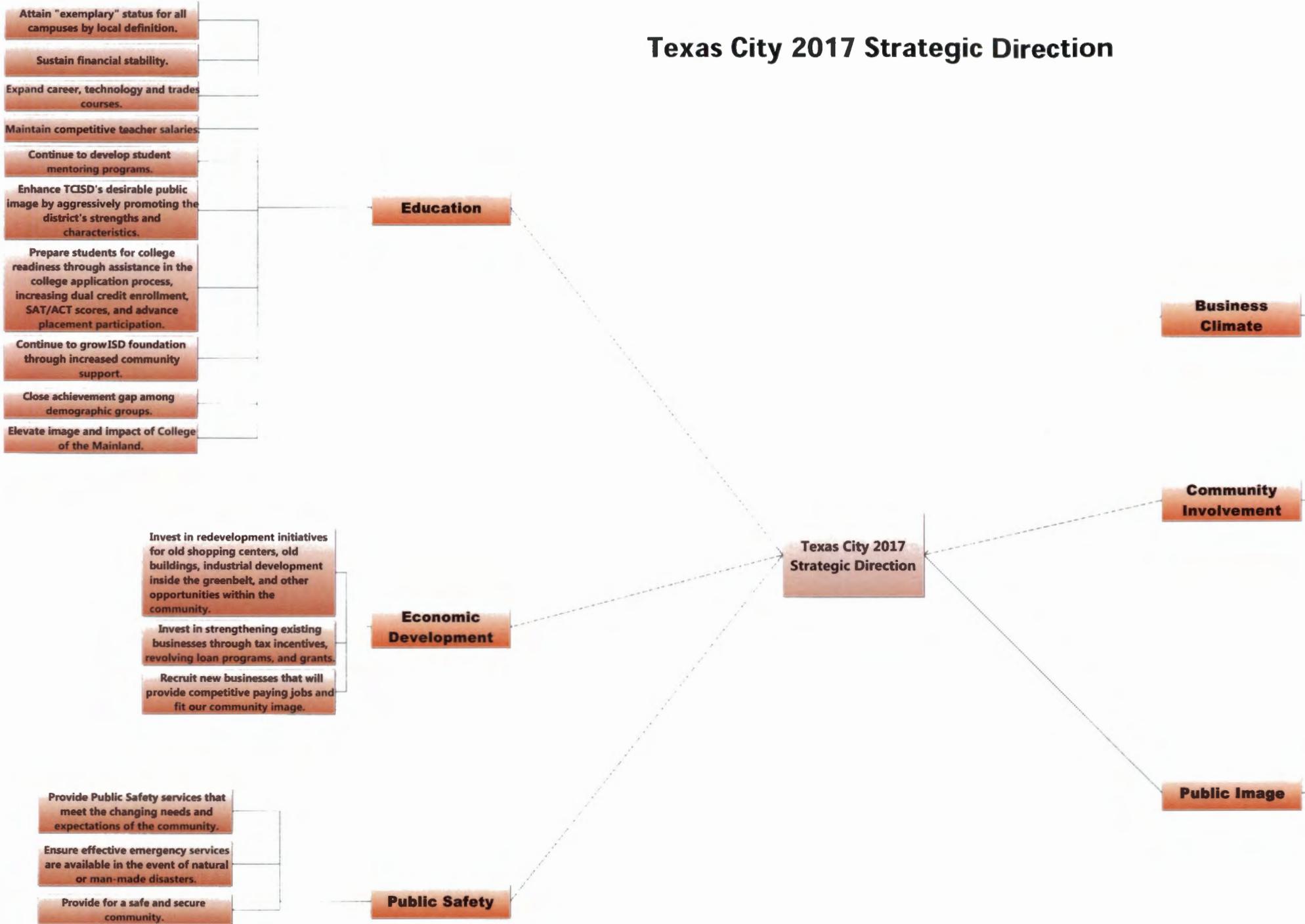
3. TMC facilitated the Strategic Planning Conference.	May 19, 2012	TMC	100%
<p>4. Strategic Planning Outcomes</p> <ul style="list-style-type: none"> <li>• All participants will understand their role/responsibilities to the process.</li> <li>• Strategic goals/objectives will be established for Education, Economic Development, Public Safety, Business Climate, Community Involvement, and Public Image.</li> <li>• Establish Critical Success Factors for each strategic goal.</li> <li>• A document summarizing conference results.</li> </ul>	May 19, 2012	TMC	100%
<p>5. Deliverables:</p> <ul style="list-style-type: none"> <li>• 2017 Strategic Plan: Introduction, Process History, Vision/Mission, Strategic Goals/Objectives/Priorities, and Implementation Plan (tasks, who, target and completion dates).</li> <li>• An accountability system to measure progress on strategic goals.</li> <li>• 360° communication plan for stakeholders.</li> <li>• Six month follow up at the request of Mayor or designee</li> </ul>	July 16, 2012	TMC	Ongoing
6. Deliver the 2017 Strategic Plan to the Mayor within 60 days of the process start date.	Nov 11, 2012	TMC	100%



# City of Texas City 2012-2017 Strategic Plan



# Texas City 2017 Strategic Direction



# Texas City 2017 Strategic Direction

Assigned To	Lead Person	Cost	Start	End	% Complete	2012	2013	2014	2015	2016	2017
					1						
ISD	TCISD Superintendent C. Lusignolo										
ISD/City/ Chamber of Commerce	TCISD Superintendent C. Lusignolo										
ISD/COM	Dr. Amy Locklear (COM)										
ISD	TCISD Superintendent C. Lusignolo										
ISD/City	TCISD Asst. Superintendents of C & I S. Myers and D. Martin										
ISD/City	TCISD Public Relations Director M. Tortorici										
ISD/Kris Kimbark (COM)	TCISD Asst. Superintendent of Secondary C & I D. Martin										
ISD/Foundation	TCISD Foundation for the Future Executive Director D. Laine										
Dr. Amy Locklear (COM)/ISD	TCISD Asst. Superintendents of C & I S. Myers and D. Martin										
President Lewis (COM)/Community	President Lewis (COM)										
Assigned to	Lead Person	Cost			% Complete						
Nick Finan (Dir. Management Services)/ EDC	Nick Finan (Dir. Management Services)										
Doug Kneupper (City Engineer)	Doug Kneupper (City Engineer)										

2.1.3	Create a redevelopment plan for Mall of the Mainland.	Nick Finan (Dir. Management Services)	Nick Finan (Dir. Management Services)					
2.1.4	Promote Commuter Rail and the evolutionary approach, including highway improvements and rubber wheel phases, to provide connectivity from the Medical Center to Texas City and to Galveston.	Nick Finan (Dir. Management Services)	Nick Finan (Dir. Management Services)					
2.2	<b>Invest in strengthening existing businesses through tax incentives, revolving loan programs, and grants.</b>							
2.2.1	Promote shop Texas City first.	Nick Finan (Dir. Management Services)/Chamber of Commerce	Nick Finan (Dir. Management Services)					
2.2.2	Market all available residential, commercial and industrial lands particularly Shoal Point, Grand Cay Harbour subdivision, and land adjacent to Tanger Outlets.	Nick Finan (Dir. Management Services)						
2.3	<b>Recruit new businesses that will provide competitive paying jobs and fit our community image.</b>							
2.3.1	Explore and attract health and medical research.	Nick Finan (Dir. Management Services)	Nick Finan (Dir. Management Services)					
2.3.2	Attract a new hotel in town that enhances the activity of the convention center.	Nick Finan (Dir. Management Services)	Nick Finan (Dir. Management Services)					
<b>3</b>	<b>PUBLIC SAFETY</b>	<b>Assigned to</b>	<b>Lead Person</b>	<b>Cost</b>			<b>% Complete</b>	
3.1	<b>Provide Public Safety services that meet the changing needs and expectations of the community.</b>						25	
3.1.1	Address Public Safety needs for the development and expansion of the West end.	Chief Robert Burby (Police Chief)	Chief Robert Burby (Police Chief)					
3.1.2	Demolish old and abandoned buildings.	George Fuller (Community Development)	George Fuller (Community Development)					
3.1.3	Implement new ordinances that enhance a safe and clean community.	Randall Johnston (Code Enforcement)	Randall Johnston (Code Enforcement)					
3.1.4	Implement new public safety communications systems.	Done					100	
3.2	<b>Ensure effective emergency services are available in the event of natural or man-made disasters.</b>							
3.2.1	Study for elevation of levee to Category 5 storm surge.	Doug Kneupper (City Engineer)/Bruce Clawson (Emergency Management)	Bruce Clawson (Emergency Management)					
3.3	<b>Provide for a safe and secure community.</b>							
3.3.1	Improve neighborhood watch programs.	Chief Robert Burby (Police Chief)/Crimestoppers	Chief Robert Burby (Police Chief)					



4.3.3	Conduct an assets and opportunities inventory.	Nick Finan (Dir. Management Services)/Chamber	Nick Finan (Dir. Management Services)				
4.3.4	Conduct a semiannual or annual Business Climate Survey as a partnership between the City, ISD/COM, and the Chamber to assess current business conditions and expectations.	Chamber of Commerce /City/ ISD/COM	Jenny Senter (Chamber of Commerce)				
4.3.5	Promote and support small businesses within the City.	Chamber of Commerce /City/ ISD/COM	Jenny Senter (Chamber of Commerce)				
4.4	<b>Ensure that Texas City remains community and business friendly.</b>						
4.4.1	Create a Task Force to identify outside influences which harm the reputation and business environment of our community.	Mayor Matthew T. Doyle (Mayor)	Mayor Matthew T. Doyle (Mayor)				

<b>5</b>	<b>COMMUNITY INVOLVEMENT</b>	<b>Assigned to</b>	<b>Lead Person</b>	<b>Cost</b>			<b>% Complete</b>
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5.1	<b>Create opportunities for all ages to be involved in the community initiatives.</b>						
5.1.1	Increase voting participation.	Nick Finan (Dir. Management Services)	Nick Finan (Dir. Management Services)				
5.1.2	Develop a Youth Leadership Academy.	Jay Williams (Rec. & Tour. Director)/ Dennis J. Harris (Rec. & Tour. Director)/ Carla Boone & CE (COM)	Dennis J. Harris (Rec. & Tour. Director)				
5.1.3	Establish a Youth Government involvement Program in partnership with ISD.	ISD/Mayor Matthew T. Doyle (Mayor)	TCISD Superintendent C. Lusignolo				
5.1.4	Conduct a community needs assessment to find out what the public desires.	Nick Finan (Dir. Management Services)					
5.1.5	Develop a skate park for the youth.	Jay Williams (Rec. & Tour. Director)/ Dennis J. Harris (Rec. & Tour. Director)	Dennis J. Harris (Rec. & Tour. Director)				
5.2	<b>Create the "Welcome Wagon" program for greeting new residents.</b>	Chamber of Commerce	Jay Campbell (Chamber of Commerce)				
5.3	<b>Develop Community Mentors to train volunteers to be involved in community opportunities.</b>	Sean Doyle (Jaycees)	Sean Doyle (Jaycees)				
5.4	<b>Conduct an annual "Volunteer Conference" showcasing all entities that offer volunteer opportunities in the community.</b>	George Fuller (Community Development)/Interfaith/Sean Doyle (Jaycees)	George Fuller (Community Development)				

<b>6</b>	<b>PUBLIC IMAGE</b>	<b>Assigned to</b>	<b>Lead Person</b>	<b>Cost</b>			<b>% Complete</b>
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6.1	<b>Create Texas City's desirable public image by aggressively promoting the community's strengths and characteristics.</b>						
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## Appendix





# Texas City 2012-2017

## STRENGTHS

- Age inclusive
- Boating
- Business leaders grounded in the community
- Chamber of Commerce
- Church involvement
- Climate/terrain
- Community events- parades, Funfest
- Convention center
- Cooperation with County, Chamber & Industry
- Deep water port
- Dike
- Diverse community
- Dynamic/"can-do" attitude
- EDC
- Education facilities
- Efficient government that encourages development
- Emergency management
- Family owned and small businesses
- Fiscal responsibility
- Fishing
- Great leadership (schools and city)
- High tax base/low tax rate
- Hurricane protection system
- Industrial tax base
- Large land mass
- Local banks
- Location (Proximity to Houston/Galveston/hospitals/fine arts/airports)
- New infrastructure
- Open government- access channel
- Parks & Recreation
- Port
- Public input/involvement
- Public transportation
- Rapid call-down system (police/fire/EMS)
- Recycling center
- Retained identity
- Roads/facilities
- Safety/security
- Small town atmosphere
- Spirit of giving
- Tanger mall
- Wellness/recreation (Lowry fitness center, bike trails, natatorium, Dike)
- Westward expansion and development

