



STRATEGIC PLAN 2025-2029

**BAY CITY DEPARTMENT OF PUBLIC SAFETY
BAY CITY, MICHIGAN**

TABLE OF CONTENTS

MISSION & VISION STATEMENTS	3
CORE VALUES	4
PROFESSIONALISM	5
TRANSPARENCY	6
CUSTOMER SERVICE	7
COMMUNITY POLICING	8
CRIME SUPPRESSION	9
REGIONALIZATION OF RESOURCES	10
RECRUITMENT AND RETENTION	11
COMMUNITY RISK REDUCTION	12
LEADERSHIP DEVELOPMENT	13
HEALTH AND WELLNESS	14
GRANT OPPORTUNITIES	15
INFRASTRUCTURE	16
ADVANCED LIFE SUPPORT	17

BAY CITY DEPARTMENT OF PUBLIC SAFETY

VISION STATEMENT

Excellence in Public Safety.

MISSION STATEMENT

To provide the highest quality public safety services for the community in a professional and caring manner.

CORE VALUES

INTEGRITY

Integrity is our standard.

We are proud of our profession and will conduct ourselves in a manner that merits the respect of all people. We will demonstrate honest, ethical behavior in all our interactions. Our actions will match our words. The Bay City Department of Public Safety has a proud tradition of integrity in both the law enforcement and fire services. Upholding this tradition is a challenge we must all continue to meet.

SERVICE

Service is our purpose.

We are dedicated to enhancing public safety and meeting the community's needs while working together to build and maintain channels of communication between the community and ourselves. We do this by being personally involved in our community, fostering a team effort among ourselves and those we serve, and working cooperatively together to identify and resolve problems within the community.

COURAGE

Courage is our promise.

We recognize the hazards inherent in public safety and we are willing to place the safety of others above that of ourselves. We shall not hesitate to step forward and protect those who cannot protect themselves. We must have the courage to stand up for our beliefs and do the right thing even when no one is looking. We must also have the courage to admit when we are wrong and the courage to learn and grow.

RESPECT

Respect is our requirement.

We demonstrate respect to each other and the public by treating people fairly and safeguarding their rights; communicating in a dignified manner; showing courtesy and civility; and demonstrating interest, concern, compassion, and consideration for others.

DIVERSITY

Diversity is our strength.

We recognize that diversity, the differences between people, exists as a driving force in our interactions with people in our community. We know that our authority, and ultimately our existence, is predicated upon the people in our community. We are committed to the appreciation and reflection of that diversity and incorporate its realities into our day-to-day operations. We are dedicated to the belief that there is an intrinsic worth in all people, an irreducible quality whose protection and benefit is the basis for public safety services. A promise to honor the rights and provide for the needs of all people equally is our expression of this recognition.

PROFESSIONALISM

Professionalism is our identity.

We understand that law enforcement and the fire service are professions deserving of admiration from those that wear the badge and the community they serve. To preserve this support, we must treat the public and our colleagues with courtesy and respect. We understand that our appearance, words, demeanor, and actions contribute to the public's confidence in us. We will conduct ourselves in a professional manner, be responsive to the community, and deliver services promptly and efficiently.

PROFESSIONALISM

Specific:

Provide all personnel with training regarding de-escalation, mental health, and preserving the dignity of the citizens with whom they interact.

Measurable:

Training of department personnel can be tracked and evaluated by personnel on an ongoing basis.

Achievable:

Selected individuals can attend training and share the information they learn with the remaining department personnel.

Relevant:

Professionalism is one of the department's six core values. Enhancing and ensuring professionalism is an essential ingredient in service to the community.

Time-Bound:

Training on a topic related to professionalism will be attended by all department personnel at least every three years.

TRANSPARENCY

Specific:

The Department of Public Safety will strive to be as transparent as possible to maintain the community's trust.

Measurable:

The Department will continue to release a monthly report on operations and continuously evaluate what information to include in that report. Citizen and media requests for information will be acknowledged within two business days. Any release of information that does not violate the law or hinder an investigation will be completed promptly at a minimal cost or, most often, free of charge.

Achievable:

This can be done with current staffing through existing processes.

Relevant:

This helps to ensure community trust and validates the department's integrity.

Time-bound:

Each year, the department evaluates the process of releasing information and available data to the public, with the goal of providing as much information as possible.

CUSTOMER SERVICE

Specific:

Prioritize customer service by stressing the need to preserve the dignity of every person with whom personnel interact. Encourage feedback from the community through various means (mobile app, email, phone call, in-person, etc.).

Measurable:

Continue to track both positive and negative feedback from the community. Investigate all incidents in which a community member is not satisfied with the service they received. Ensure that personnel did not violate law and/or policy and/or strip the individual of their dignity.

Achievable:

Professional Standards Lieutenant will track and ensure a meaningful review is conducted regarding all instances where citizens were not satisfied with the interaction they experienced.

Relevant:

Aligns customer service needs with the department's mission to protect lives and property by building trust with the citizens and maintaining everyone's dignity.

Time-Bound:

An annual audit will be conducted regarding all complaints received.

COMMUNITY POLICING

Specific:

The Community Policing Officers (COPS) will perform proactive patrols at various hours as necessary to address community concerns or problem areas as they arise.

Measurable:

COPS officers will research and identify specific problems within an area of the city and focus on solutions when they occur, not necessarily during their normal working hours.

Achievable:

The COPS supervisor will allow broad discretion to the COPS officers to adjust their work hours as needed to address specific issues.

Relevant:

This aligns with the core value of service to the community and taking ownership of problem areas until a resolution is achieved.

Time-bound:

The COPS supervisor will ensure that problems are addressed as needed and within a reasonable timeframe. (maximum of two weeks from when the issue becomes apparent)

CRIME SUPPRESSION

Specific:

The Patrol Operations Division will work to reduce crime by aggressively enforcing disorder offenses with the hopes of preventing crimes of a more serious in nature.

Measurable:

Officers of the Patrol Operations Division will be encouraged to aggressively enforce laws such as traffic, noise, curfew, liquor control commission, and other violations which disturb the neighborhood and downtown areas of this community. This enforcement will be tracked with a goal to continuously improve.

Achievable:

As staffing is on the rise, officers will have more available discretionary time to impact the quality of life for residents in this community.

Relevant:

This aligns with the vision of the department to provide excellence in public safety.

Time-bound:

Enforcement statistics will be tracked each month by patrol command officers and will be tallied on an annual (calendar year) basis in order to compare to previous years.

REGIONALIZATION OF RESOURCES

Specific:

Look for areas to share personnel and resources in mutually beneficial ways with surrounding jurisdictions.

Measurable:

During each year of this strategic plan, work with at least one neighboring jurisdiction to collaborate in a new area.

Achievable:

Coordinate meetings with key stakeholders and agree on mutually beneficial plans to combine efforts where possible.

Relevant:

Improve service to all communities by working together with available resources without increasing expenditures.

Time Bound:

Each year of this objective will result in shared services in a new area, resulting in combined efforts in at least five different areas throughout this plan.

RECRUITMENT AND RETENTION

Specific:

Maintain staffing at the budgeted allocation through forecasting vacancies, effective recruiting, and retaining quality personnel by maintaining a positive work culture and remaining competitive with pay and benefits.

Measurable:

Have candidates ready to start employment when a foreseeable vacancy occurs. Maintain eligibility lists of candidates to choose from when unexpected vacancies arise.

Achievable:

Collaborate with local schools, colleges, and community organizations to promote public safety careers. Use social media to market the department and stress the positives of a public safety career. Ensure pay and benefits are, at a minimum, comparable to surrounding agencies.

Relevant

Maintaining staffing directly affects public service. A fully staffed department not only provides better service to the public but also prevents available personnel from becoming overwhelmed.

Time-Bound:

On an annual basis, remain fully staffed for a minimum of nine months of the year.

COMMUNITY RISK REDUCTION (CRR)

Specific:

Develop and implement a community risk reduction program that focuses on reducing fire-related injuries, fatalities, and property damage in high-risk areas.

Measurable:

Achieve a 10% reduction in fire-related injuries, fatalities, and property damage in the next year within identified high-risk zones. Track the following:

- Number of fire-related injuries and fatalities in the identified zones.
- Number of community education sessions conducted (e.g., fire safety workshops, public outreach events).
- Number of smoke detectors installed and fire extinguishers distributed.
- Number of businesses and residents engaged through fire prevention programs.
- Reduction in the frequency of fire incidents in high-risk areas.

Achievable:

Ensure that all community risk reduction activities are achievable within existing resources and capabilities. Allocate personnel and equipment effectively by training fire service staff to deliver community outreach programs. Partner with local organizations and government agencies to share resources and funding. Identify and apply for relevant grants to support CRR programs. Build relationships with local media outlets to increase visibility and community engagement.

Relevant:

Align CRR efforts with the department's overall mission and the community's needs.

Time-Bound:

Complete the community risk reduction initiative within one year, with ongoing monitoring and adjustments based on effectiveness.

- First Year: Complete community risk assessment, identify high-risk zones, and design community education programs.
- First Year: Launch fire prevention programs, distribute materials, and start fire safety education events.
- Second Year: Monitor progress and evaluate effectiveness using key performance indicators.
- Fourth Year: Conduct follow-up assessments, adjust strategies, and prepare for next year's CRR activities.

LEADERSHIP DEVELOPMENT

Specific:

The Bay City Department of Public Safety will focus on leadership training and succession planning for all personnel.

Measurable:

Make training and mentorship available to those in the department seeking career advancement.

Achievable:

Utilize experienced leaders and available training to educate and develop personnel.

Relevant:

The development of leadership and succession planning is directly relevant to the future of the Department of Public Safety's operation.

Time-bound:

Each individual in a formal leadership role will identify someone one rank below them to mentor. At least three police officers and three fire engineers will be provided leadership training during each calendar year.

HEALTH AND WELLNESS

Specific:

Implement initiatives to address the physical and mental health of department personnel. These initiatives will include developing and utilizing a critical incident stress management team and providing incentives for physical well-being.

Measurable:

Continue training additional people for the departmental Critical Incident Stress Management Team and track the number of times the team or its members are utilized. Track the number of people who participate in physical fitness incentives.

Achievable:

Offer Critical Incident Stress Debriefing (CISD) after critical incidents to all employees involved. Promote an open-door policy for employees to talk about mental health-related issues. Work with all employees to encourage them to be proactive about their physical and mental well-being.

Relevant:

Public safety personnel face issues such as burnout, stress, and emotional trauma, impacts on personal relationships, suicide, and the stigma surrounding seeking help. In addition, heart disease continues to be a significant factor in the untimely death of first responders.

Time-Bound:

Each calendar year, the personnel trained in critical incident stress management will have made contact with other department members or personnel from other surrounding departments who may have experienced a traumatic incident at least 10 times. By 2029, physical health incentives for the entire department should be provided, with a minimum participation of 50%.

GRANT OPPORTUNITIES

Specific:

The Bay City Department of Public Safety will utilize grant opportunities as they become available to offset and help mitigate the department's costs of gear, equipment, and funding. The department will then utilize this gear, equipment, or funding to help serve the citizens of Bay City.

Measurable:

The Bay City Department of Public Safety will apply for at least five grants each fiscal year.

Achievable:

Grants become available regularly; a minimum of five applications is a reasonable baseline.

Relevant:

Funding departmental operations is always a concern, and anything available to help alleviate the strain on the City's general fund benefits the entire community.

Time-Bound:

Implemented at the start of each fiscal year throughout this objective.

INFRASTRUCTURE

Specific:

The current state of the public safety facilities needs to be improved. The appropriate number of facilities the city can reasonably afford to staff and maintain while still providing quality service to the community must be determined.

Measurable:

The Department will research various possibilities with the goal of having well-maintained, appropriately staffed facilities from which to operate.

Achievable:

Once a direction is determined, plans can be developed moving forward. This could include a new police and fire facility or rehabilitating existing facilities to an acceptable level.

Relevant:

This directly correlates with many other objectives, including recruiting and retaining personnel.

Time-bound:

By the end of 2026, have a plan to move forward with seeking funding for a new facility and/or repairing the current infrastructure.

ADVANCED LIFE SUPPORT

Specific:

Train enough personnel to the paramedic level to provide ALS transport with at least one ambulance for the Bay City Department of Public Safety if a private ambulance service is no longer providing service to an acceptable level.

Measurable:

80% of existing fire personnel should be trained to the paramedic level.

Achievable:

Train employees to the paramedic level using in-house instructors.

Relevant:

Transporting ALS is a necessary service that this community expects and deserves. The Department should prepare for a void in this area should this service no longer be feasible for a private ambulance service.

Time-Bound:

Have 80% of full-time fire personnel trained as paramedics by 2029.