



FARMERS BRANCH:
THE CITY OF THE FUTURE

STRATEGIC PLAN 2024



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972-247-3131



City in a Park

FARMERS BRANCH CITY COUNCIL



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Mayor



Omar Roman
Deputy Mayor Pro Tem
District 1



Martin Baird
Councilman
District 2



Tina Bennett-Burton
Councilwoman
District 3



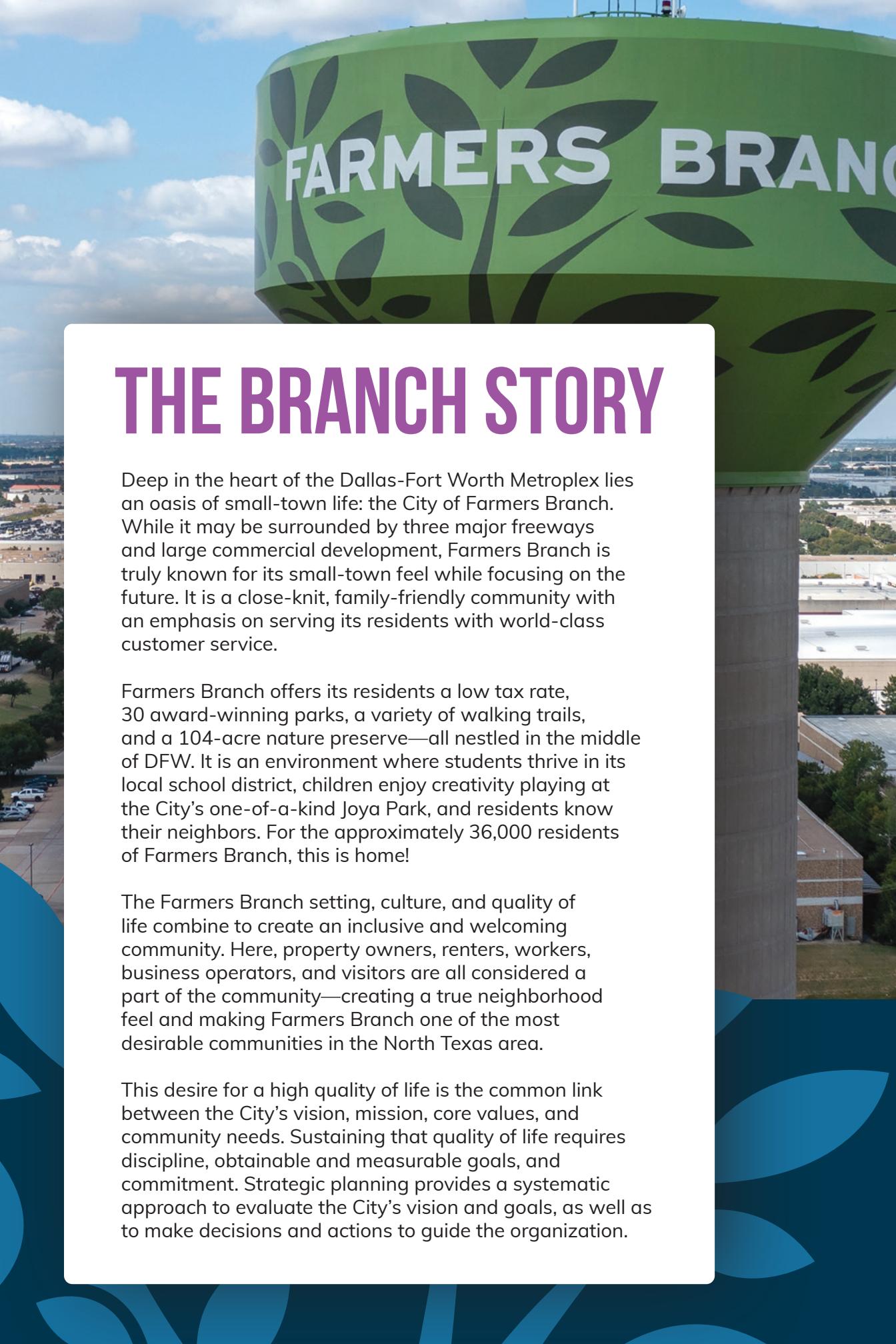
Richard Jackson
Mayor Pro Tem
District 4



David Merritt
Councilman
District 5



**FARMERS
BRANCH**

A large green water tower with a white logo that reads "FARMERS BRANCH". The tower is decorated with stylized leaf patterns. The background shows a clear blue sky with some clouds and a cityscape in the distance.

FARMERS BRANCH

THE BRANCH STORY

Deep in the heart of the Dallas-Fort Worth Metroplex lies an oasis of small-town life: the City of Farmers Branch. While it may be surrounded by three major freeways and large commercial development, Farmers Branch is truly known for its small-town feel while focusing on the future. It is a close-knit, family-friendly community with an emphasis on serving its residents with world-class customer service.

Farmers Branch offers its residents a low tax rate, 30 award-winning parks, a variety of walking trails, and a 104-acre nature preserve—all nestled in the middle of DFW. It is an environment where students thrive in its local school district, children enjoy creativity playing at the City's one-of-a-kind Joya Park, and residents know their neighbors. For the approximately 36,000 residents of Farmers Branch, this is home!

The Farmers Branch setting, culture, and quality of life combine to create an inclusive and welcoming community. Here, property owners, renters, workers, business operators, and visitors are all considered a part of the community—creating a true neighborhood feel and making Farmers Branch one of the most desirable communities in the North Texas area.

This desire for a high quality of life is the common link between the City's vision, mission, core values, and community needs. Sustaining that quality of life requires discipline, obtainable and measurable goals, and commitment. Strategic planning provides a systematic approach to evaluate the City's vision and goals, as well as to make decisions and actions to guide the organization.

MISSION

Our mission at the City of Farmers Branch is to build a vibrant, dynamic community that consistently seeks to improve the quality of life for our residents.

VISION

Our vision is to be a city of the future with a vibrant and diverse economy that supports beautiful parks, great amenities, and friendly neighborhoods.

CORE VALUES

RESPECT
EXCELLENCE
ACCOUNTABILITY
CCARE
TTRUST



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ABOUT THE STRATEGIC PLAN

This document shall not reflect the end of the strategic planning process; rather, it is an indication that the work has just begun. The Strategic Plan is a living document that will be updated regularly to reflect changing conditions and challenges. The success of the planning process lies in the execution and implementation of the strategies moving forward and requires the collaborative efforts of our leaders and the community to achieve the goals set forward.

Developing and prioritizing strategic goals is the first step toward making decisions. The City's Council determines priorities once staff has been able to articulate budget and operational impacts, policy implications, and timing. Measurement of the goals is equally important and provided in the following performance targets. The following section provides a description of the municipal strategic planning process, followed by the strategy map, a list of critical business outcomes as identified by the City Council, and strategic objectives.

THE STRATEGIC PLANNING PROCESS

At its core, the City uses strategic planning as a communication tool to provide a reliable system for feedback and adjustments. Below is a visual representation of the process. The process begins with the City Council thinking about the future and developing a vision to establish the direction for the City moving forward. This part of the process is typically accomplished during City Council Strategic Planning Sessions and departmental discussions.



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THE STRATEGIC PLAN IS A LIVING DOCUMENT

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City staff is responsible for developing and executing a plan to achieve the Council’s vision. The plan is developed in concert with the Council, so there is a clear understanding of the Council’s vision, mutually agreed upon goals, and the plan to accomplish those goals.

The vision must align with the City’s mission, core values, and the real and perceived needs of citizens. In turn, the goals, objectives, and action items must be in alignment with the vision. Creating alignment with the annual budget and the vision is critical to empower the City to accomplish the vision. Once alignment is achieved, leaders must be diligent in maintaining alignment, including continuous adjustment of the vision based on new information, changing situations, and new insights.

Communication and feedback must be maintained between the Council and staff in order to preserve alignment, evaluate performance, and make adjustments due to changing factors. This enables leadership to keep the vision relevant, empowering, and achievable. To keep the communication loop open, staff presents updates to the City Council on a regular basis to report status and performance and to discuss necessary adjustments in real time.

During budget preparation, the City Council and City staff use the plan as a guide for budget decisions, specifically to compare the priorities of the plan versus the budget priorities. The plan does not assume budget decisions but rather serves to create discussion for the many action items and the limited amount of funds available to implement them.



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OUR STRATEGIC MAP

The City's Strategy Map communicates the objectives required to accomplish the City's mission. It's a one-page document that provides a diagram of the big-picture objectives that are the basis for all the work the City undertakes in a given year.

The Strategic Map shown on the next page includes the City's key focus areas displayed across the top, followed by the City's four Strategic Objective categories:

Serve Our Customers (C)

Manage the Business (B)

Provide Financial Stewardship (F)

Promote Learning and Growth (L)

Under each category are five strategic objectives that the City Council and City staff use to guide day-to-day work, special projects, development, and ultimately the City's budget.

2024 CRITICAL BUSINESS OUTCOMES

Critical Business Outcomes are specific projects that City Council has identified as being crucial to progress and success.

CB01 Ensure strategic planning alignment to current status of City and mission/vision

CB02 Improve access to responsible and diverse housing

CB03 Plan for, build, and maintain high quality public assets

CB04 Support the evolution of the arts, culture and recreation in Farmers Branch

CB05 Strategically identify and acquire property to further the goals of the City

CB06 Improve overall and targeted community engagement

FARMERS BRANCH STRATEGY MAP

FOCUS AREAS



STRONG &
DIVERSE ECONOMY



CONNECTED
NEIGHBORHOODS



CUSTOMER
SERVICE



HIGH
PERFORMANCE



SUSTAINABILITY



PUBLIC
SAFETY

Serve Our Customers (C)

C1. Achieve the Highest Standards of Safety and Security

C2. Provide Attractive, Unique, and Connected Spaces for Community Interaction

C3. Promote Opportunities for Community Participation in Government

C4. Be Open, Accessible, and Transparent

C5. Attract and Retain Top-Tier Businesses to Drive a Unique and Sustainable Economic Environment

Manage the Business (B)

B1. Achieve Best-in-Class Status in All City Disciplines

B2. Enhance Service Delivery through Continual Process Improvement

B3. Optimize the Use of Technology

B4. Ensure Constant and Effective Communication Both Internally and Externally

B5. Adhere to the Strategic Management System

Provide Financial Stewardship (F)

F1. Invest to Maintain and Provide High-Quality Public Assets

F2. Seek Out and Maintain Alternative Funding Resources

F3. Provide Services in the Most Efficient and Effective Manner Possible

F4. Adhere to Financial Management Principles and Budget

F5. Establish and Maintain Effective Internal Controls

Promote Learning and Growth (L)

L1. Ensure Our Team Understands Our Strategy and How They Contribute to It

L2. Enhance Leadership Capabilities to Deliver Results and Develop Bench Strength

L3. Attract, Develop, and Retain Employees Who Embrace Our Values

L4. Recognize and Reward Top Performers

L5. Foster Positive Employee Engagement

C

SERVE OUR CUSTOMERS

C1. Achieve the Highest Standards of Safety and Security

- **Thermal Imaging Cameras** – Expand the use of thermal imaging devices to increase safety and unit versatility. Adding to the battalion and medic units.
- **Pulse Point** – Implement Pulse Point program for the city.
- **Part-Time Inspector** – Hire a part-time inspector to perform annual inspections.
- **Fire prevention inspections** – Inspect 2,136 commercial businesses with Code Enforcement (Prevention Staff Inspections-1776).
- **Branch Brigade 24' Discovery Stage Towable Trailer** – Demonstrate community outreach by improving overall and targeted community engagement with Public Safety - Branch Brigade for schools and special events.
- **Fire Staff Safety** – Install LED safety lights on exiting overhead doors.
- **Access Control Upgrade** – Replace all proprietary and dated access control hardware.
- **Wildlife Education Course** – Coordinate and hold at least two Wildlife Education Courses. Assess each course and feedback from participants and make improvements as necessary.
- **Stray Cat Returns** – Microchip at least 100 stray cats in an attempt to improve stray cat returns to their homes. Create an educational campaign with the help of the Communications Department to encourage cat microchipping in the community.
- **Crime Suppression** – Address all crime with a data-driven approach focusing on keeping violent crime and property crime below a five-year average.
- **Traffic Control** – Implement a public service officer program to address parking issues, help with traffic concerns, and enhance response to minor offenses and crashes.

C2. Provide Attractive, Unique, and Connected Spaces for Community Interaction

- **City Hall Lobby & Community Services Remodel** – Create a one-stop “genius bar” type center with enhanced customer service.
- **Station Flooring Preventive Maintenance** – Clean and seal station flooring.
- **Station 3 Bay Doors Replacement** – Replace Station 3 bay doors.
- **Program Joya and JFBNP** – Develop programming and events that coincide with the opening of these two properties. This may lead to continual year-round programming opportunities.
- **Mercer Park** – The City has acquired a parcel of property on the west side to improve as a park. Proposed amenities are a walking trail and pickleball, along with tennis courts, a playground, landscaping, and a halfcourt for basketball. There will be art placed in the park from the Arts & Culture District.
- **Event Center** – The Event Center is an 8,000-plus-square-foot venue that will host weddings, business meetings, and special events.
- **Aquatics Center Frog Pond Program Enhancements** – Revamp special events, programming, and concessions at the Frog Pond.

C3. Promote Opportunities for Community Participation in Government

- **Orientation Training for Appointed Officials** – Provide orientation training to all newly appointed officials.
- **Efficient City Elections** – Manage City elections for Districts 3 and 5, covering early voting and election day voting at City facilities, and updates to citywide communication.
- **Community CPR Program** – Implement Community CPR Program.
- **Community Engagement Programs** – Deliver a Citizens Fire Academy, Teen Fire Academy, Annual Safety Fair/Open House, Sensory-Friendly Safety Fair, workplace programs, senior programs, Branch Brigade.
- **Animal Services Meet & Greets** – Coordinate and host two Animal Services meet-and-greets to increase public engagement.
- **Code Enforcement Meet & Greets** – Coordinate and Hold two Code Enforcement meet-and-greets to increase public engagement.
- **Code Ranger Program** – Implement and Assess the Code Ranger Program with at least two participants, if possible.
- **Community Engagement** – Continue community outreach events, engage in community/problem-oriented policing, and work with community leaders to gain access to their audiences at their facilities. Utilize School Resource Officers to recruit candidates for the Department’s Explorer Program and enhance our UNIDOS community outreach program.



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C4. Be Open, Accessible, and Transparent

- **Non-Profit Contracts** – All contracts expire in September 2023. Work to renew the contracts.
- **City Charter Update** – Complete Charter review, coordinate Committee, and conduct Charter.

C5. Attract and Retain Top-Tier Businesses to Drive a Unique and Sustainable Economic Environment

- **Commercial Façade Grant Program** – Continue Façade Grant Program marketing efforts to property owners and promote mural opportunities.
- **East Side TIF 5 and Branding** – Continue TIF 5 efforts with consultant for base year 2023 per City Council budget retreat direction, July 2023; branding initiative for east side continues to develop along with input from Arts & Culture and area stakeholders.
- **Corporate Appreciation Events** – Continue client events with focused effort on adding quarterly micro events while becoming the best economic development department in the state.
- **Tourism Corporate Loyalty Program** – Grow programs by signing new companies throughout the year and introductions to city hotels.
- **Insurance Services Office (ISO) Class 1 Renewal** – Renew the ISO Class 1 Rating for the City.
- **Rezone Target Area 3 of the IH-35E Corridor Vision Study** – Complete zoning amendments, including small-scale business, reducing off-site impacts, and addressing live-work uses per the IH-35E Corridor Vision Study.
- **Rezone Target Area 4 of the IH-35E Corridor Vision Study** – Complete zoning amendments, including allowing for highway-oriented use per the IH-35E Corridor Vision Study.
- **Restaurant Recognition Program** – Design and implement a restaurant recognition program based on the facility and staff compliance with rules and regulations.



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B

MANAGE THE BUSINESS

B1. Achieve Best-in-Class Status in All City Disciplines

- **Deliver Excellence Service** – Ensure staff understands the City’s service philosophy, values, and expectations, and provide consistent, courteous, knowledgeable, high-quality service to both internal and external customers and our community .
- **Continue to Submit Award Entries** – Continue to develop print and digital products suitable for state and national awards entries.
- **Tourism Hotel Incentive Fund Program** – Continue to support full-service hotels with deal-closing funds for large groups.
- **Tourism Servicing** – Continue to provide servicing efforts to large groups such as DIGC, Bluegrass, NCA Cheer, Hysong, Future Pickleball Nationals.
- **Firefighter Health & Safety** – Provide an Annual Firefighter NFPA1582 & 1583 medical and fitness screening to all Fire Department employees. Continue to collaborate with HR on expanding our mental health program for Public Safety.
- **Organizational Structure Analysis** – Partner with departments on organizational restructures of business units, divisions, or functions to ensure effective, aligned organizational structures that will support the needs of the organization.

B2. Enhance Service Delivery through Continual Process Improvement

- **Process Development and Improvement** – Ensure all departments develop and implement enterprise-wide processes in appropriate areas – processed development & improvement, safety, budgeting, and project management.
- **Branch Bulletin & Branch Life Newsletters** – Convert digital newsletters to an upgraded format with Inbox Army and Mail Chimp. Grow subscriber base and improve the overall product.
- **Social Media** – Continue to work with social media contractors to enhance our footprint. Continue to experiment with a variety of content and format options to grow the reach and effectiveness of our City Hall social media efforts.
- **Inspection Process Improvement** – Revise or create new workflows to mirror new permits.

B2. Enhance Service Delivery through Continual Process Improvement (**continued**)

- **Customer Guidance** – Complete the residential contractor guideline document.
- **Permit Process Improvement** – Revise permits to include PW, Health, and Fire in a simple workflow and create police permit.
- **CSS Permit Application Improvement** – Revise Citizen Self Service (CSS) to mirror new permits that are created.
- **Court Metric Reporting** – Review goals, metrics, and security enhancements with Marshals and Court Staff on a monthly basis for improved reporting and employee engagement.
- **HR Policy and Procedure Review** – Identify HR policies and procedures that need to be updated. Ensure communication and training to support any updates to policies or procedures.
- **LF Forms and Contract Management** – Implement a contract management solution utilizing LF forms. Replace key paper processes with LF Forms.
- **Chapter 26: Business Code** – Update Chapter 26, including regulations governing Multi-Family Permits, Single Family Permits, and STR Permits.
- **Special Events Strategic Plan** – Develop an in-depth and comprehensive special events strategic plan for all the events produced by the Parks and Recreation Department.
- **Historical Park Master Plan** – The Historical Park Master Plan needs to be updated; the last report was done in 2009. Areas of focus are included but are not limited to, the relocation, rebuilding, and possible expansion of the Log Cabin Culture Area, interpretative and wayfinding signage, maintenance area expansion, museum collection storage expansion, and future growth opportunities.
- **Streamline Library Services** – Update PC reservation and print management software. Continue development of the Innovation Zone.
- **Comprehensive Zoning Ordinance Amendment** – Amend language in the CZO for Planned Development (PD) cases related to the adoption of Detailed Site Plans with the zoning request.
- **Subdivision Regulation** – Update the Subdivision Regulations for platting and create an online plat application/submission process.
- **Update Water Conservation Plan**
- **Update the Drought Contingency Plan**
- **Phase G: Landfill Gas Collection System Expansion** – As the landfill increases both horizontally and vertically, additional or replacement landfill gas wells need to be installed to maintain compliance with state and federal regulations as well as to minimize odor production.



B3. Optimize the Use of Technology

- **Performance Management** – Implement ClearPoint for performance management.
- **Records Management** – Complete public information requests in accordance with State law, improve systems associated with Fire and EMS, and improve communications on City website.
- **Upgrade of A/V Resources in City Hall** – Work with IT to solicit bids for a major upgrade of the Council Chamber, production control room, and study session, a portion of which is to be paid with PEG funds. This will allow for better Council presentations, to accommodate both in-person and streaming audiences.
- **Energy Conservation** – Install motion sensor switches in offices.
- **Data Warehouse** – Design and begin implementation of a data warehouse for the organization.
- **Chambers and Broadcast** – Upgrade the video projection system and chamber audio. Replace and relocate the video broadcast production system.
- **Enterprise Application Strategy** – Align staffing and leadership needs to ensure we can support the organization now and into the future.
- **Technology Improvements** – Upgrade and/or improve existing technology and implement new technology to improve the efficiency and effectiveness of police services. Upgrade body camera, in-car video, and taser program; implement a policy development/tracking/dissemination software; and implement police training software. Add 20 automatic license plate readers.

B4. Ensure Constant and Effective Communication Both Internally and Externally

- **Spanish Language Translations** – Continue to enhance and upgrade Spanish Language content and translations.
- **Council Meeting Updates** – Develop a new infographic format to share the results of each City Council meeting with the public.
- **Capital Project Updates** – Meet with Parks and Public Works on a quarterly basis to ensure proper Capital Improvement Project (CIP) budgeting and reporting. Reconciliation of project activity for cash flow and communication purposes.
- **Team Building** – Build a strong relationship with our internal and external stakeholders.
- **Employee Engagement / Team Building** – Build a stronger relationship with stakeholders, both internal and external.
- **“City in the Park” Branding** – Develop a strategy, messaging, and creatives to promote our “City in the Park” brand. Actively work to control the narrative around FB parks by using great visuals, an improved web presence where users can easily explore park amenities and rentals, actively use google map locations to promote and provide relevant information and implement strategic paid ad word campaigns throughout the year to direct Google searches towards our parks and improve our search ranking.
- **Mustang Station Arts & Culture** – Create identifying features for the newly formed Mustang Station Arts & Culture. Create wayfinding signage, install street sign toppers in high-visibility locations, and develop a website.
- **Develop and Submit New Stormwater Permit to TCEQ** – Storm water permits have five-year terms. The next permit will be due during the fiscal year.

B5. Adhere to the Strategic Management System

- **Strategic Plan** – Ensure successful implementation of the Strategic Plan



F

PROVIDE FINANCIAL STEWARDSHIP

F1. Invest to Maintain and Provide High-Quality Public Assets

- **City Website** – Continue to work with contractor to enhance the City’s website by screening and updating department content.
- **Demo Rebuild Program** – Continue to process payment requests of previously approved Demo Rebuild Projects. Accept new applications and place them on the city council agenda.
- **Renaissance Program: Single Family** – Continue Builders of Hope land sale of 15 single-family homes. Continue land sale of surplus city-owned single-family lots. Implement new Dallas County Housing Program initiative separate from Builders of Hope.
- **Maintain Strong Investment and Financial Policies** – Maintain the City’s highest bond rating with continued monitoring of investments and capital assets. Uphold strong financial controls for continued sound and stable operational results.
- **Fleet Replacement: Ambulance** – Replacement of an 8-year-old ambulance.
- **Lifepak Monitors** – Replace four lifepak monitors.
- **Outdoor Warning Siren Upgrades** – Move the siren controller from the Police Department to Fire Admin. Implement new Commander One cloud-based siren software.
- **Plan for Supply Chain Disruptions** – Update and forecast Fleet Replacement Schedule.
- **Fleet Total Cost of Ownership Review** – Review optimal replacement versus economic life cycle.
- **Adoption Center Renovations** – Initiate the Animal Adoption Center renovations using the donation from Dorothy Holley. The renovations include the addition of a new cat sunroom, expanding the surgery room, and expanding storage space in the shelter.
- **Recreation Center Rebrand** – Go through the approval process of renaming and rebranding the recreation center. The new brand will modernize the look and name of the facility to match the interior and exterior renovations, as well as give the facility some character with which customers can identify.

F1. Invest to Maintain and Provide High-Quality Public Assets (continued)

- **Median Enhancement Phase 1** – The landscape in our medians is in need of enhancement because of the life expectancy of the plant material, severe drought, and freeze damage. Valwood Parkway from Interstate 35 to Josey Lane is the priority area designated for Phase I.
- **Senlac** – Senlac Service is the hub for all field employees. The facility is approximately 60 years old and in need of a major renovation. The project will include a new workshop and a renovation of the existing hub.
- **The Branch Connection Renovation** – The facility is in need of a major Renovation. This project will allow the building to improve designated areas for programming, with an improvement in aesthetics for members.
- **Rehabilitation and Renovation** – Identify and analyze potential future capital facility projects. Review a list of projects within the Justice Center and return with a conceptual project design, and more detailed cost estimates of the detention center, workout area, and relocation of the patrol lieutenants' office.
- **Comprehensive Plan Implementation** – Pending adoption and delivery of the final comprehensive plan in June 2023, implement top priorities of the plan and City Council.
- **Continue Implementation of TIF 4 Projects** – TIF 4 was adopted in November of 2021 with base year calendar 2022. The TIF 4 board meeting for the calendar year 2022 will commence in FY 23-24 with potential projects for consideration. Staff can prioritize and recommend projects once the fund has increment to support the projects.
- **IH-35E Corridor Vision Study Recommendations: Rezone Target Area 2** – In 2021 the Farmers Branch City Council adopted the IH-35E Corridor Vision Study to guide development in the IH-35 corridor over the next 20 years. The vision study recommends rezoning target area one (of the four identified target areas) to encourage consistent redevelopment of properties across the station area. The preferred uses of Target Area 2 include warehousing, entertainment, indoor recreation, and creative industries on the east side of IH-35E. The goal is to update the existing zoning to support the preferred land uses and public realm improvements.
- **DART \$3M Spending Project with Other Departments** – Collaborate with Public Works and Sustainability.
- **Solid Waste and Recycling Collection Contract** – Upon the expiration of the CWD contract, a decision will need to be made to renew the contract or obtain a new service provider using City procurement methods.



F2. Seek Out and Maintain Alternative Funding Resources

- **Coordination of Grant Funding** – Manage the financial and administrative operations of the City-wide grants programs. Submit grant applications to receive Federal, State and Local awards and offset costs to the City. Monitor the reporting requirements and coordination with the annual audit.
- **Apply for Grants** – Apply for at least two grants. Use the new Grant Coordinator for assistance.
- **Bullet Proof Vest Reimbursement Grant** – The Bureau of Justice Assistance makes grants available to law enforcement reimbursing 50 percent of the cost for BJA-approved ballistic vests.

F3. Provide Services in the Most Efficient and Effective Manner Possible

- **Reduce Waste Reduction** – Standardize to coreless toilet tissue in facility restrooms. Each case of compact coreless bath tissue can eliminate as much as 7.8 pounds of waste when compared to using a case of a standard roll bath tissue.
- **Recreation Center 90% Cost Recovery** – The Recreation Center has undergone complete renovations, with a potential fee increase, and enhanced programming will allow the opportunity for the facility to recover 90 percent of costs.
- **CCS: Infrastructure Improvements** – If approved in the budget, develop the specification and obtain bids to install a metal building to store used electronics and other recyclable items on-site and out of the elements.

F4. Adhere to Financial Management Principles and Budget

- **Management of the 2023-24 Budget** – Develop a sound budget, track performance against goals throughout the year, communicate status, and amend the budget as needed and during the year-end process. Submit through Government Finance Officer Association (GFOA) to qualify for the Distinguished Budget Presentation Award.
- **Annual Audit** – Prepare the Annual Comprehensive Financial Report and submit through GFOA to qualify for the Certificate of Achievement for Excellence in Financial Reporting.

F5. Establish and Maintain Effective Internal Controls

- **Records Destruction** – Maintain officials records for access and retrieval by providing two document shredding events annually for City-wide records destruction.





PROMOTE LEARNING AND GROWTH

L1. Ensure Our Team Understands Our Strategy and How They Contribute to It

- **Medical Simulation Training Program** – Continue to sustain the medical simulation training program.

L2. Enhance Leadership Capabilities to Deliver Results and Develop Bench Strength

- **Staff Continuing Education** – Develop staff continuing education calendar for overall presentations & media training.
- **Specialized Rescue Training** – Continue to send Personnel to specialized rope rescue and vehicle rescue training classes.
- **Leadership Training** – Hold a leadership training session (operations).
- **Leadership Training** – Send one inspector to fire executive management training at SHSU.
- **Leadership Training and Development** – Develop strong leaders for the present and future.
- **Leadership Training** – Hold a quarterly leadership team training.
- **Develop Parks Maintenance Training Curriculum** – The Parks Maintenance Division has a large number of potential retirees in the next few years. This training program will allow for a succession plan as well as enhanced education and skillset.

L3. Attract, Develop, and Retain Employees Who Embrace Our Values

- **City-Wide Succession Planning** – Ensure all departments have an effective succession plan in place.
- **Employee Training** – Train two new inspectors to pass testing.
- **Hire and Retain Excellent Employees** – Hire/transfer and cross-train four to five Customer Success Representatives to do permitting, PIR, and utility billing functions.
- **Employee Engagement** – Ensure employees and contractors in the Economic Development and Tourism suites stay engaged with city culture. Encourage staff development through certifications, training, etc.
- **Leadership Retention** – Hire and retain strong leaders for the present and future (succession planning).
- **Organizational Training and Development Needs Analysis** – Identify the training and development needs of the organization. Develop and implement learning sessions that meet the needs identified in the analysis.
- **Police Training** – Provide at least 3,000 hours of TCOLE-approved in-service training for sworn and non-sworn employees. Develop and implement a quarterly in-service training model and utilize appropriate software to enhance our ability to track training compliance.
- **Police Recruitment and Position Additions** – Aggressively and innovatively recruit the right people to be police officers and PD employees. Add a school resource officer; add a public services officer dedicated to parking/ traffic complaint issues; add a public safety media manager for PD & FD .
- **Police Officer Mental Health** – Continue development of the Peer Support Team, provide regular mental wellness training for officers, and keep mental wellness resources up to date.

L4. Recognize and Reward Top Performers

- **Prevention Excellence Award** – Submit an application for the 2024 Texas Fire Marshal's Association Excellence in Fire Prevention Award.



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L5. Foster Positive Employee Engagement

- **Pipes and Drums Program** – Implement a pipes and drums community outreach program. Purchase instruments, uniforms, and equipment.
- **Emergency Operation Center Training** – Complete Fall 2023 and Spring 2024 disaster exercise and training.
- **Employee Experience Strategy** – Employee experience is the accumulation of every stage of an employee’s journey with the City of Farmers Branch. It begins when an employee applies for job and continues until the exit interview.
- **Department Engagement** – Promote positive team engagement by conducting a department Team Engagement Session (Animal Services Manager).
- **Employee Engagement** – Regularly celebrate employee achievement, plan for biannual engagement activities, annual award banquet and develop an internal method for employee feedback.
- **Employee Engagement** – Organize quarterly team building activities.



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FARMERS BRANCH

City of Farmers Branch
13000 William Dodson Parkway
Farmers Branch, Texas 75234
farmersbranchtx.gov

This Strategic Plan was developed by the dedicated efforts of the Mayor, City Council and City staff. For more information about the Farmers Branch Strategic Plan, please call 972-919-2515.