



CITY OF FARMERS BRANCH  
**STRATEGIC  
PLAN  
2021**

FARMERSBRANCHTX.GOV  
972.247.3131

# 2020-21 FARMERS BRANCH CITY COUNCIL



**Robert C. Dye**  
Mayor



**Cristal Retana**  
Councilmember  
District 1



**Bronson Blackson**  
Councilmember  
District 2



**John Norwood**  
Mayor Pro Tem  
District 3



**Terry Lynne**  
Deputy Mayor Pro Tem  
District 4



**Mike Bomgardner**  
Councilmember  
District 5

## 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**

**CARE**

**TRUST**



**FARMERS  
BRANCH**

# ABOUT THE STRATEGY 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
- Manage the Business
- Provide Financial Stewardship
- Promote Learning & Growth

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

## 2021 CRITICAL BUSINESS OUTCOMES

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

- CB01** Develop the framework for a comprehensive strategic plan
- CB02** Improve options for quality, senior-centric housing.
- CB03** Identify and implement a solution for managing drainage and retention
- CB04** Plan for, build, and maintain high quality public assets
- CB05** Support the evolution of the arts and culture in Farmers Branch
- CB06** Strategically identify and acquire property to further the goals of the City
- CB07** Execute sustainability initiatives

# FARMERS BRANCH STRATEGY MAP

## FOCUS AREAS



**FUTURE-LEANING INITIATIVES**



**CONNECTED NEIGHBORHOODS**



**COMMUNITY ENGAGEMENT**



**HIGH PERFORMANCE**



**SUSTAINABILITY**



**BRANDING & ART**

### 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 & 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 that 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 & Security

- Adopt the 2020 National Electric Code.
- Conduct at least 1,000 park patrols by police between the hours of 7 and 10 pm.
- UCR and NIBRS Crime Levels: after adjusting for population growth, maintain violent crimes (homicide, rape, robbery and aggravated assault and property crimes (vehicle burglary, auto theft, and residential/commercial burglary) below the 5-year average.
- Purchase a Hydraulic Rescue Tool for Quint 133.
- Complete outfitting both reserve Fire apparatus to have them both 100% equipped.
- Complete 1,080 commercial businesses fire prevention inspections.

## C2 Provide Attractive, Unique And Connected Spaces For Community Interaction

- Complete implementation of Entertainment Overlay District.
- Complete Parking Comprehensive Zoning Ordinance amendments.
- Complete Landscape and Tree Preservation Comprehensive Zoning Ordinance amendments.
- Develop a plan for bike stands throughout the City.
- Evaluate effectiveness and quality of current Library programs and events.
- Design a road diet to compliment the Station Area.

## C3 Promote Opportunities For Community Participation In Government

- Promote Boards & Commissions outreach within all City Council Districts.
- Provide orientation training to all newly appointed officials
- Continue to develop the Public Art & Culture Committee.
- Implement a new polling system to replace the "Resident Satisfaction Survey."

## C3 Continued

### Promote opportunities for community participation in government

- Develop a volunteer program and recruitment for the Animal Services Division.
- Conduct two Citizen Police Academies and at least one active shooter training for the public.
- Provide engagement opportunities to enhance and improve police community relations with an emphasis on engaging members of our community that may feel marginalized.
- Conduct Fire Station No. 2 Grand Opening Ceremony.
- Deliver a Citizens Fire Academy class to a minimum of 16 students.
- Improve Library Advisory Board participation.

## C4 Be Open, Accessible And Transparent

- Coordinate with Dallas County for a November Election for Council Districts 2 & Mayor and May Elections for Council Districts 3 & 5.
- Continue to improve and develop the City Manager's Quarterly Report.
- Assess availability and display of materials for circulation and public use.

## C5 Attract And Retain Top-Tier Businesses To Drive A Unique And Sustainable Economic Environment

- Continue to grow the business retention program allows the City to visit with employers and knowing their successes and needs.
- Continue with the Façade Grant Program for commercial buildings.
- Continue to acquire new properties and partner with master developer to create station area destination.
- Collaborate with large full service hotels to maintain strong daily rates.
- Collaborate with businesses inside and outside of the city to use Farmers Branch hotels.
- Market area attractions to visitors and drive hotel room night bookings.
- Continue to work with TXDOT related to IH-35E Betterments including executing Advanced Funding Agreements and Maintenance Agreements, and finalizing intersection design work.
- Amend the PD-86 Station Area code.



# B MANAGE THE BUSINESS

## B1 Achieve Best-In-Class Status In All City Disciplines

- Apply for at least three awards for TAMIO state competition, at least one award from national Telly competition and at least three awards from national 3CMA competition.
- Continue to market and manage the neighborhood partnership program.
- Continue with the two residential revitalization programs for the central area: Demo Rebuild & Neighborhood Renaissance.
- Continue to enhance Performance FBTX.

## B2 Enhance Service Delivery Through Continual Process Improvement

- Install a digital information screen at the Community Services front counter.
- Develop an educational opportunity similar to defensive driving. When a person is issued a court citation, as an alternative to paying the sometimes-high fine, a person can take a class on basic Code Enforcement ordinances of the City of Farmers Branch. The curriculum would be developed, and Code Enforcement staff would teach the class. Upon completion of course and a period of no additional violations, the citation would be removed from your record.
- Transition the employee engagement program to Human Resources.
- Engage with other community stakeholders in roundtables and other educational opportunities to learn more about addressing homelessness and mental health issues in our community.
- Award a FEMA compliant debris-hauling contract to complete the City's Debris Management Plan.
- Re-imagine Historical Park operations and develop a plan for sustainable operations.
- Continue evaluating age of print collection and number of items available to the community to align with exemplary Texas State Library standards bringing the collection age to 25% under 5 years old.

## B3 Optimize The Use Of Technology

- Implement a 311 system to appropriately route complaints and concerns to correct departments.
- City Secretary's Office will train Board Liaisons for the Parks & Recreation Board, Historical Preservation & Restoration Board, and Senior Advisory Board to utilize Granicus Agenda Management Software for better efficiency and consistency with agenda packets and allow City Council to access packet information via their iPad through the i-Legislate Software.
- Redesign and launch new main City website at farmersbranchtx.gov
- Implement Tyler ExecuTime and Advanced Scheduling.
- Establish both a GIS user group and a GIS steering committee
- Equip one additional intersection with fixed license plate reader technology.

## B4 Ensure Constant And Effective Communication Both Internally And Externally

- Continue to expand and enhance video offerings on multiple platforms.
- Enhance internal communications efforts.
- Annual Outdoor Warning Siren maintenance and repair of known operational problems.
- Provide more community updates on what is available at the Library in a Park.

## B5 Adhere To The Strategic Management System

- Develop and implement the City's strategic plan.
- Prepare for the development of a citywide Comprehensive Plan.
- Develop a Sustainability Plan.
- Create, adopt, and develop a plan to take action on the recommendations in the Parks Master Plan.



# PROVIDE FINANCIAL STEWARDSHIP

## F1 Invest To Maintain And Provide High Quality Public Assets

- Finance team to begin a 12-month implementation of Utility Billing (Tyler) software in September 2020. Manage this process successfully, ensuring seamless delivery to residents and customers and proper financial transition to the new software.
- Replacement of older data storage hardware at City Hall and Police Department. These are part of our core infrastructure.
- Implementation of phase 4 - Utility Billing Software.
- Street Revitalization - Resurfacing Program: resurfacing of identified streets using both Bond (332) and Non-Bond CIP (301) for Valley View, Oakbrook Pkwy & Morningstar.
- Ongoing implementation of Phase II of the Street Bond Program for Valley View, Oakbrook Pkwy & Morningstar.
- Continue to expand program to replace out-of-date large meters.
- Implement Phase 3 of Rawhide Creek Sewer Rehab project to line sanitary sewer to reduce inflow and infiltration to Marsh Lane.
- Implement the final year of a 3-year program to improve on erosion issues in Farmers Branch Creek for Reach 1, 2, and 3 then complete.
- Rehab program for sanitary sewer to reduce inflow and infiltration.
- Ongoing replacement and rehab of water lines, sewer lines and other utility infrastructure.
- Complete the solar installation project at three City facilities: Library, Recreation Center, and the new Fire Station #2.
- Purchase a Fire Engine to replace a 17-year-old apparatus.
- Year 2 of 8 to strip and paint "Traffic Red" 150 of our 2,200 fire hydrants.
- Complete construction of John F. Burke Nature Preserve enhancements.
- Complete Phase I of the Farmers Branch Community Recreation Center renovation and identify funding sources to complete Phases II & III.
- With Council's direction, complete the design and remodel/renovation of the Manske Library.
- Continue implementation of both short and long-range facilities capital maintenance program projects/replacement to provide sustainability of City facilities and assets. 21 projects have been identified for FY21:

### Fire House Theatre

- (1) Theatre electrical updating
- (2) Replace Sewer lines
- (3) Exterior building lighting

### Justice Center

- (1) Replace Stairs by Courts
- (2) reupholster Court bench seating

### Animal Adoption Center

- Replace HVAC control system

### City Hall

- (1) replace/update fountain pump system
- (2) Replace/update server room fire suppression system
- (3) update sound panels in lobby

### Citywide - All buildings

- (1) building expansion moisture joint sealing

### Parks

- (1) Renovate Farmers Branch Park Restroom

### Branch Connection

- (1) paint/update corridor lighting

### Fire Station 3

- (1) installation of door to separate bedrooms for common area

### Recreation Center

- (1) sun shade for children's outside play area
- (2) Gym floor cover for events

- Continue the annual replacement program of the City's fleet vehicles and equipment based on life-cycle costing: 4 Police patrol vehicles, 1 Fire Truck – Pumper, 1 Grabber Truck, 2 Tandem Dump truck, 1 Medium Duty Truck with sewer jet , 1 zero turn mower, 11 ton utility body truck, 1 Ball Field drag.

## F2 Seek Out And Maintain Alternative Funding Resources

- Extend and expand TIF #2.
- Continue to monitor the Marshal's Program and other initiatives to ensure revenue and other metrics are met; Consider technology needs within Courts to ensure we are working as efficiently as possible.
- Cooks Creek Channel Improvements to be made over a 3-year period in phases in coordination with a grant from Bee St to Valwood Pkwy.
- Apply for the bulletproof vest reimbursement grant.

## F3 Provide Services In The Most Efficient And Effective Manner Possible

- Implement and refine a Virtual Inspection Process.
- Conduct a focus group of various users of IT services to gauge user satisfaction.
- Reorganize the Public Health function and outsource restaurant inspections.
- Implement the fourth Contract Amendment with Republic Services for operation and maintenance of Camelot Landfill to maximize its lifespan.
- Implement a mulching program at the Camelot Landfill.
- Complete a Brush/Bulk Business Analysis to optimize service delivery.
- Continue Library programming partnerships with city events, schools and area business' to benefit residents of Farmers Branch.
- Continued utilization of Gov QA Technology to process public information requests in a timely manner.

## F4 Adhere To Financial Management Principles And Budget

- Management of the 2020-21 budget includes the development of a sound budget, tracking performance against goals throughout the year, communicating status, and amending the budget during the Year-End Process.
- Establish a technology refresh fund.

## F5 Establish And Maintain Effective Internal Controls

- Continue execution of the City's Records Management Plan ensuring the City abides by the Texas State Library Records Retention Schedules.
- Continue to organize two shredding events per year including paperless records management via Laserfiche Software.
- Conduct the Annual Audit.
- Reduce cyber risk by implementing variety of initiatives that will help the city reduce cyber-security related risks.
- Implement a variety of initiatives that will help the city reduce risk as it relates to critical IT infrastructure and systems.



FARMERS BRANCH

# PROMOTE LEARNING AND GROWTH

## L1 Ensure Our Team Understands Our Strategy And How They Contribute To It

- Conduct annual internal records retention training.
- Host the Annual Boards & Commissions banquet.

## L2 Enhance Leadership Capabilities To Deliver Results And Develop Bench Strength

- Bring a new Communications Director on board and initiate that person into the workflow of the office and of the organization in the first three months of the fiscal year.
- Provide for ongoing staff education on communications matters, from social media management to media relations.
- Prepare succession strategies for critical positions.
- Create a Parks department succession plan and develop formal curriculum to train, develop, and mentor staff.
- Use 2020 Gallup Survey results to improve engagement from an already productive library staff.

## L3 Attract, Develop, And Retain Employees That Embrace Our Values

- Complete a major compensation study for all positions with a full job analysis.
- Complete Environmental Health Manager transitions.
- Complete Sustainability Manager transitions.
- Provide for 3000 hours of TCOLE approved in-service training to officers and non-sworn staff.
- Continue to provide mental health resources to police officers through various training and connections to mental health services.
- Annual Firefighter NFPA 1582 & 1583 medical and fitness screening.
- Year 2 of 3 to secure a 2nd set of firefighter bunker gear (25 sets) for our firefighters.
- Complete the updates to the staff areas and update the offices for the Operations and Circulation functions.

## L4 Recognize And Reward Top Performers

- Improve employee recognition programs.
- Continue to reinforce our employee culture: Respect, Excellence, Accountability, Care Trust.

## L5 Foster Positive Employee Engagement

- Utilize quarterly engagement meetings have been set for the Economic Development & Tourism teams.
- Transition the City's employee engagement program from the City Manager's Office to Human Resources.
- Continue to build engagement across the city through BranchLife.
- Utilize 2020 Gallup employee survey data to increase or improve employee engagement.
- Continue to make Farmers Branch the employer of choice by focusing on employee engagement.



## **FARMERS BRANCH**

City of Farmers Branch  
13000 William Dodson Parkway  
Farmers Branch, Texas 75234  
[farmersbranchtx.gov](http://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.