



CITY OF FARMERS BRANCH
**STRATEGIC
PLAN
2022**



FARMERSBRANCHTX.GOV
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2021-22 FARMERS BRANCH CITY COUNCIL



Robert C. Dye
Mayor



Cristal Retana
Mayor Pro Tem
District 1



Michael Driskill
Deputy Mayor Pro Tem
District 2



Traci Williams
Councilmember
District 3



Terry Lynne
Councilmember
District 4



David Merritt
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.

CITY HALL

City of Farmers Branch



CORE VALUES

RESPECT

EXCELLENCE

ACCOUNTABILITY

CCARE

TTRUST



**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.

2022 CRITICAL BUSINESS OUTCOMES

Critical Business Outcomes are specific projects that City Council has identified as being key 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** 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
- CB08** Implement the recommendations from the IH-35 Corridor Study
- CB09** Improve overall and targeted community engagement

FARMERS BRANCH STRATEGY MAP

FOCUS AREAS



**FUTURE-LEANING
INITIATIVES**



**CONNECTED
NEIGHBORHOODS**



**COMMUNITY
ENGAGEMENT**



**HIGH
PERFORMANCE**



SUSTAINABILITY



BRANDING & ART

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

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

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



PROMOTE LEARNING AND GROWTH

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

- Continue to provide new hire orientation on records management and public information act processes.
- Upgrade and launch improved City employee intranet website at intranet-farmersbranchtx.msapproxy.net
- Hold 4 leadership training sessions in the Fire Department.
- Roll out the new employee performance management system.

L2 Enhance Leadership Capabilities To Deliver Results And Develop Bench Strength

- Train Code Enforcement Officers in the performance of basic building inspections to assist the Building Inspections Division.
- Train Code Enforcement Officers in the performance of basic fire inspections to assist the Fire Department.
- Establish an ATC 45 (Safety Evaluation of Buildings after Windstorm and Flood) program, provide training to field inspectors and preassembled field kits for inspectors' use.
- All field inspectors will be certified in at least three ISO recognized building inspection categories.
- Implement Departmental Leadership Academy in Parks and Recreation.

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

- Partner with Brookhaven Campus of Dallas Community College to establish a broad internship opportunity which will expand the reach and effectiveness of City Communications outbound media.
- Send 12 firefighters for Rope Training I and 6 firefighters to Rope Training II.
- Train 3 police officers in peer-to-peer support and participate in the Law Enforcement Mental Health Alliance of North Texas (LEMHANT).
- Provide relevant in-service training with emphasis on mental health peace officer and reality based simulator training that reinforces de-escalation and officer safety.

L4 Recognize And Reward Top Performers

- Conduct the Fire Department's Awards Ceremony.
- Implement the results of the 21/22 Compensation Study across all positions and reset structures.
- Source and Implement a new performance management system.

L5 Foster Positive Employee Engagement

- Nine firefighters to participate in the Peer Support program: curriculum focuses on active listening, confidentiality, suicide assessment, and crisis intervention.
- Conduct the annual employee survey and improve participation.
- Utilize 2021 Gallup Q12 employee survey data to increase employee engagement in all departments.



B MANAGE THE BUSINESS

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

- Continue to add public-facing dashboards for all internal departments and achieve ICMA excellence in 2022 by working with Innovation & Technology and the Business Intelligence Data Analyst to improve Performance FBTX.
- Apply for at least 3 awards in TAMIO state competition and 3 awards in 3CMA national competition
- Reduce the overall time for commercial and residential permits by 30%.
- Continue to market the neighborhood partnership program, and work with various departments to complete each approved project.
- Continue to market the Demo Rebuild Program; process new applications for Council approval; fulfil existing contractual obligations requesting refunds or grants.
- Animal Services will design operations and services with the intent to maintain or exceed a live release rate of 92% throughout the year.

B2 Enhance Service Delivery Through Continual Process Improvement

- Form and implement a continuous process improvement committee.
- Create standardized SOPs in Community Services and Sustainability & Public Health.
- Streamline permit intake and issuance policy - review additional over-the-counter permit opportunities.
- Assess the current plan review process to provide better timelines and processes to applicants
- Monitor and evaluate print and electronic materials at the Library for relevancy, accuracy, and condition.
- Increase program offerings at The Branch Connection.
- Maintain a Net Promotor Score (NPS) of 80 or greater at all City facilities.
- Research and review legislation and make policy changes in accordance with law changes and Texas Best Practices.
- Begin implementing the updated Green Grabber business model.
- Create a pathway for permeable driveways and walkways.

B3 Optimize The Use Of Technology

- Provide a City Council video orientation which includes updated harassment training.
- Provide ongoing staff education in communications and media topics, to include social media, photography and news coverage
- Implement video conference solutions in City Hall department conference rooms.
- Kick off implementation of Project Promise Phase 5: EAM.
- Successful implementation of the Project Promise Phase 4: UB software.
- Begin the implementation of Laserfiche Forms workflow for contracts, with a digital signature component.

B4 Ensure Constant And Effective Communication Both Internally And Externally

- Continue to enhance and expand City Communications video messaging platforms to reach wider audience
- Continue to evaluate and upgrade internal City Communications
- Expand volume and frequency of Spanish translation for City Communications outbound media to reach wider Hispanic / Latino audience.

B5 Adhere To The Strategic Management System

- Develop a citywide comprehensive plan.
- Complete a Station Area Code expansion/update.
- Adopt revised standards within the Comprehensive Zoning Ordinance pertaining to accessory dwelling units.
- Move the Farmers Branch Power Switch program to Sustainability & Public Health.
- Review and implement the Sustainability Plan including approval, electrical vehicle infrastructure philosophy, and a purchasing policy.



F PROVIDE FINANCIAL STEWARDSHIP

F1 Invest To Maintain And Provide High Quality Public Assets

- Finance team to conclude a 12-month implementation of Utility Billing (Tyler) software in January 2022. Manage this process successfully, ensuring seamless delivery to residents and customers and proper financial transition to the new software.
- The annual Facilities Long Range Plan and identified capital repair/compliance projects budget are \$680,300. In the FY2021-22 budget the following budget items have been identified:
 - **Annual HVAC Replacement** fund of \$159,800
 - **Fire Stations:** 1. Overhead door alert system 2. Door, cabinet, and electrical modifications 3. Door access control for SCUBA rooms
 - **Fire House Theatre:** 1. Replace sewer lines 2. Plug and seal off monitoring wells
 - **City Hall:** 1. Building moisture sealing 2. Update sound panels in lobby
 - **Justice Center:** 1. Replace concrete stairs 2. Reupholster court seating
 - **Animal Adoption Center:** 1. HVAC control unit replacement 2. New building exterior sign
 - **Branch Connection:** 1. Paint lighting housing in hallways 2. Replace restroom floors and sinks
 - **Recreation Center:** 1. Change Gymnastics room to LED lights
 - **Library:** 1. Staff area remodel 2. Removal of the stage in meeting room 3. Outside amphitheater shade cover and lighting
- The annual Fleet Replacement Plan funding is \$1,361,000 in the general fund and \$30,000 in the Utilities Fund. The FY2021-22 replacement of vehicles-equipment is based on life cycle costing. It includes: 1 each Grabber Truck - 1 each truck with aerial lift - 1 each two-yard wheel loader - 1 each flatbed trailer - 1 each tilt bed trailer - 1 each police admin electric vehicle - 4 each patrol SUV - 1 each zero turn mower - 1 each one-ton utility body truck - 1 each 1/2 ton crew cab pickup - \$400,000 towards 2024 fire truck replacement.
- Complete proposed construction improvements at the John F. Burke Nature Preserve.
- Complete upstairs renovation at the Farmers Branch Community Recreation Center.
- Complete design plans and begin construction on the City's first signature park.
- Continue the final phase of the street bond program.
- Work towards upgrading sanitary sewer lines and rehabbing manholes for the purpose to reduce inflow & infiltration in the system.
- Work of the rehabilitation of the existing Cooks Creek concrete channel which will result in removal of homes from the flood plain.
- Work on Phase 1 of the proposed improvements to the infrastructure along Rawhide Creek from Webb Chapel to Valley View.
- Continue efforts to replace old and deteriorating pipe system within the City.
- Implement identified electric vehicle infrastructure components.

F2 Seek Out And Maintain Alternative Funding Resources

- Develop a policy/pathway for a residential repair program.
- Seek out and apply for a minimum of two Library grants per fiscal year with a primary focus on promoting the Innovation Zone.
- Participate in Bullet proof best reimbursement grant.

F3 Provide Services In The Most Efficient And Effective Manner Possible

- The Code Enforcement Manager will partner with the manager of a nearby City to assess the overall conditions of properties within the City.
- Senior living project at the Branch Connection.
- Final year of Farmers Branch Creek Erosion program to provide improvements to eroded areas of the creek as identified by the FNI study.
- Ensure completion of the Brookhaven detention pond.
- Provide updated stormwater IDDE ordinance for Council consideration that provide regulations to enforce stormwater discharges above and beyond sediment and erosion.
- Conduct a Bulk and Brush study on service level, and recommendation to Council for improvement.

F4 Adhere To Financial Management Principles And Budget

- Management of the 2021-22 budget to include the development of a sound budget, tracking performance against goals throughout the year, communicating status, and amending the budget during the Year-End Process.
- Evaluate the existing fines and fees associated with the Library.
- Achieve 60% cost- recovery percentage at the Margaret Young Natatorium.
- Achieve 70% cost-recovery percentage at the Farmers Branch Community Recreation Center.

F5 Establish And Maintain Effective Internal Controls

- Preserve and maintain the City's official records for efficient access and retrieval by providing two shredding events for citywide record destruction.
- Conduct the Annual Audit.
- Upgrade the Fire Department's records management system
- Clean up and upgrade the network rooms/closets at Recreation Center, Branch Connection, Water Towers, and Animal Adoption Center.
- Perform a cyber-security risk assessment.





SERVE OUR CUSTOMERS

C1 Achieve The Highest Standards Of Safety & Security

- Implement a program and update to the Code of Ordinances to improve security at apartments.
- Inspect 2,119 commercial businesses (*Fire inspector position added).
- Adopt the 2021 International Fire Code: fire codes are updated on 3-year cycles and the Fire Department strives to stay as current as possible with local amendments.
- Replace gas-operated ventilation fans with 5 electric ventilation fans. The fans are designed to use positive airflow to remove heat and smoke from buildings.
- Identify, purchase and install fixed LPR systems at two (2) additional intersections. Purchase and deploy 2 additional Flock Cameras and purchase and distribute 5 ring doorbell cameras to foster crime prevention.
- Engage partner cities for possible mental health partnerships.
- Monitor and proactively address crime trends through our monthly TAC meetings utilizing crime data.

C2 Provide Attractive, Unique And Connected Spaces For Community Interaction

- Evaluate effectiveness and quality of current programs/events to target a more diverse audience; focus on the Library's vision and mission.
- Establish IH-35E Tax Increment Financing District (TIF4).
- Provide updates to the pool and food codes for Council consideration that align with changes at the state level.
- Identify electric vehicle charging locations and create a use report.

C3 Promote Opportunities For Community Participation In Government

- Implement a solution for live polling during town halls.
- Complete the final year of the Youth Advisory Council.

C3 Continued

Promote opportunities for community participation in government

- Update the process for City Council appointments to Boards and Commissions.
- Update the Boards and Commissions recognition policy to remove 5-year pin recognition to align with terms and 6-year term limit.
- Manage City Election for District 1 and District 4 to include public notices, calling the election, covering early voting and election day voting at City facilities, and updates to the City website.
- Actively advocate for the library and its resources to the community.
- Schedule specific dates in the spring and fall for Citizen Police Academies, Teen Police Academy, Police Department Open House and outreach to the Latino community through the UNIDOS program.

C4 Be Open, Accessible And Transparent

- Implement the results from the 2021 Resident Satisfaction Survey.
- Deliver a Citizens Fire Academy and Teen Fire Academy.
- Seek creative ways to advertise and promote the newly renovated Library and its resources.
- Increase and improve cultural and accessible diversity through outreach and program accessibility.

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

- Continue to purchase residential real estate; Demolish homes and sell key lots on MLS; Create the target area redevelopment plan with builder selection and disposition process for workforce housing demand.
- Complete the redevelopment plan for the Station Area.
- Continue to follow the Business Engagement Program which allows for the city to meet needs of our business community and continue the relationships.
- Partner with hotels to maintain occupancy and strong daily rates.
- Partner with the business community and hotels to strengthen the hotel occupancy tax fund.
- Market city hotels and regional attractions.
- Rezone Target Area 2, 3 and 4 of the IH-35E Corridor Vision Study.
- Create a multi-family development policy.





FARMERS BRANCH

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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.