



2014 Strategic Plan for the City of Farmers Branch

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

Core Values of the City of Farmers Branch:

- Core Value # 1** Provide safety and security for citizens, visitors and businesses through progressive public safety programs
- Core Value # 2** Provide sustainable growth and a strong, diversified economic base by engaging in aggressive economic development activities and programs
- Core Value # 3** Provide strong, thriving commercial and residential neighborhoods through planning, land use, development, code enforcement, revitalization activities and programs
- Core Value # 4** Provide beautifully maintained natural environments, parks, rights-of-way and green spaces and a wide variety of quality recreational and entertainment opportunities for all ages
- Core Value # 5** Provide functional, sustainable, and well-maintained infrastructure, facilities and equipment
- Core Value #6** Provide for the recruitment, retention and continual motivation of educated and experienced employees
- Core Value # 7** Provide efficient and fiscally sound government through conservative budgeting, spending and resource management
- Core Value # 8** Provide extensive communication opportunities for informing citizens and allowing for proper input on city operations, programs and policies
- Core Value #9** Provide responsive and timely service to citizens, visitors and businesses
- Core Value #10** Provide quality government service with ethics and integrity

CORE VALUE # 1

Provide safety and security for citizens, visitors and businesses through progressive public safety programs

Police:

1. Use innovative programs and technology to increase service levels to the citizens
2. Arrive on the scene for emergency police calls in less than 4 minutes
3. Maintain levels of UCR violent crimes (homicide, rape, robbery and aggravated assault) and UCR property crimes (vehicle burglary, auto theft, and residential and commercial burglaries) below the 5-year average (the average of the previous 20 quarters)
4. Maintain a level of proactive patrol hours of at least 40% of total hours available
5. Complete installation of the Harris P-25 Digital Public Safety 800MHz radio system
6. Maintain a fitness/wellness program for sworn officers, with officers maintaining a total of 500 hours of on-duty fitness training per quarter

Fire:

7. Achieve a 90th percentile total response time for fire and rescue calls of less than or equal to 6:20 minutes
8. Achieve a 90th percentile total response time for emergency EMS calls less than or equal to 6:00 minutes
9. Achieve an effective response force (ERF) of 17 firefighters on location at working structure fires that require 1st alarm assignment in under 8:00 minutes of travel time
10. Achieve an average dispatch to on location response time for emergency fire, rescue, and EMS calls less than equal to 5:00 minutes
11. Inspect 65 percent of base commercial buildings on an annual basis
12. Acquire land for Station No. 2
13. Finalize a plan for a joint training facility and make recommendations for implementation phases and funding
14. Support the implementation of the Harris P-25 Digital Public Safety 800MHz radio system

Administration, Police & Fire:

15. Establish Combined Dispatch Local Government Corporation and move project forward

CORE VALUE # 2

Provide sustainable growth and a strong, diversified economic base by engaging in aggressive economic development activities and programs

Economic Development and Tourism:

16. Increase commercial property values from the prior year
17. Maintain an office and warehouse occupancy rate at or above 78% of trade area (5 mile radius around shops at Branch Crossing)
18. Increase the number of room nights generated by the Convention and Visitors Bureau (CVB) staff or CVB programs by 3 percent
19. Secure three major business locations (major revenue generator or 100+ employees) and three business retentions(major revenue generator or 100+ employees)
20. Attract 2 major retailers to the City
21. Present 2 major façade grants to the City Council for approval
22. Enhance and continue retention, expansion and development efforts by completing 50 formal site visits and hosting 4 broker events
23. Continue to develop the Four Corners by locating 3 commercial businesses in the area
24. Seek opportunities and suggest plans to redevelop under producing areas of town

CORE VALUE # 3

Provide strong, thriving commercial and residential neighborhoods through planning, land use, development, code enforcement, and revitalization activities and programs

Community Services:

25. Increase by 5 percent annually, the overall rate of compliance within the initial 7-day, 15-day and 30-day abatement time frames prescribed by code violation correction notices
26. Establish and maintain systems that effectively and efficiently rehabilitate problem properties through code enforcement
27. Evaluate land use policies and make changes as dictated by market conditions
28. Prepare program documents to begin the implementation of the Central Area Neighborhood Revitalization Plan
29. Systematically develop plans to eliminate parking problems in priority neighborhoods
30. Create a visual model to project future development in Mercer Crossing
31. Research and prepare a possible plan for redevelopment of land surrounding the DART line north of Valley View Lane

Finance:

32. Include funding to implement the Central Area Neighborhood revitalization plan in the 2014-15 budget

Economic Development:

33. Aggressively pursue purchasing property for neighborhood revitalization projects with funding available
34. Host Builders Tour of the community
35. Continue to develop the DART station area by locating 3 commercial businesses in the area
36. Develop an entry enhancement program for the city

CORE VALUE # 4

Provide beautifully maintained natural environment, parks, rights of way and green space; and a wide variety of quality recreational and entertainment opportunities for all ages

Parks and Recreation:

- 37. Continue and expand the community rose program
- 38. Continue to develop the John Burke Nature Preserve as funds are available
- 39. Begin construction of a new aquatics facility as directed by the City Council
- 40. Program the Bluegrass Festival as the community's signature event and replace Liberty Fest with a spring event with the Dallas Symphony Orchestra celebrating liberty
- 41. Update and revamp the Trail Master Plan and coordinate with Public Works to phase in trail projects
- 42. Seek and obtain grant funds for trail development

Economic Development:

- 43. Create an Arts Committee and develop a plan of work for an arts program for the Community

Library:

- 44. Continue to exceed contract requirements and citizen expectations for operation and administration of the Manske Library
- 45. Continue making improvements to the Manske Library facility with funds available
- 46. Utilize technology to enhance library services by installing and implementing a Self Check Out Program
- 47. Continue to offer support for the Community Citizenship Program

Public Works:

- 48. Work with Recycling Committee to present a curbside recycling proposal for Council review

CORE VALUE # 5

Provide functional, sustainable, and well maintained infrastructure, facilities and equipment

Public Works:

- 49. Continue process for expansion of the landfill and complete the technical review phase
- 50. Update and implement comprehensive infrastructure improvement plans for streets, sewer and water and develop a long term funding/upgrade program
- 51. Install additional ornamental street signs according to the annual plan
- 52. Construct extension of trail system according to the Trail Master Plan as funds are available
- 53. Work with a consultant to develop and implement a Storm Water Program and fee after City Council approval

Administration & Finance

- 54. Prepare bond proposition for the May 2014 election to fund upgrades to city streets, bridges, sidewalks and trails
- 55. Prepare \$2 million debt issue to fund Combined Dispatch Center operation center

Fleet & Facilities:

- 56. Prepare and implement the Fixed Asset Program and Building Revitalization Program
- 57. Acquire land for the Service Center

CORE VALUE # 6

Provide for the recruitment, retention and continual motivation of educated and experienced employees

Human Resources:

- 58. Work with departments to provide training and continuing education opportunities for all employees
- 59. Refine and implement a new performance review philosophy and a system that recognizes and rewards employee performance
- 60. Develop a new employee orientation program and Personnel Manual in conformance with the City's Core Values
- 61. Continue to expand and enhance citizen service/employee enhancement program
- 62. Engage in supervisory/leadership training for management staff
- 63. Coordinate and finalize the City Employee Clinic and begin implementation

CORE VALUE #7

Provide efficient and fiscally sound government through conservative budgeting, spending and resource management

Finance:

- 64. Continue to adhere to all fiscal policies outlined in the City's Financial Management Policy
- 65. Research and pursue revenue growth options
- 66. Work with Economic Development to develop, present for City Council approval, and implement programs aimed at increasing/maintaining Visitors Tax, Sales Tax, and Property tax

All Departments:

- 67. Apply for and utilize grant funding to enhance citizen services and to further the mission, values and goals of the City
- 68. Introduce/support legislative efforts to maintain municipal authority regarding local government revenue sources and expenditures

CORE VALUE #8

Provide extensive communication opportunities for informing citizens and allowing for proper input on city operations, programs and policies

Administration:

- 69. Continue the marketing program including efforts to attract new residents and builders to the area

Communications:

- 70. Continue to utilize communication strategies that will enhance citizen knowledge and participation in city activities, issues and programs
- 71. Work with Information Services to develop a plan to continually update communications equipment and technology
- 72. Conduct two Town Hall Meetings including at least one that is bilingual
- 73. Develop a new Communications Plan for the City

CORE VALUE #9

Provide responsive and timely service to citizens, visitors and businesses

Finance:

- 74. Conduct an efficiency audit on three departments to seek possible efficiency and effectiveness measures

Administration:

- 75. Develop analytical programs and reports aimed at improving service to citizens

CORE VALUE #10

Provide quality government services with ethics and integrity

Human Resources:

- 76. Ensure that all employees receive training on providing exemplary citizen service and ethics

Administration:

- 77. Engage with community partners to explore and implement shared service delivery
- 78. Pursue opportunities to strengthen relationships with area cities, counties, school districts and chambers of commerce