

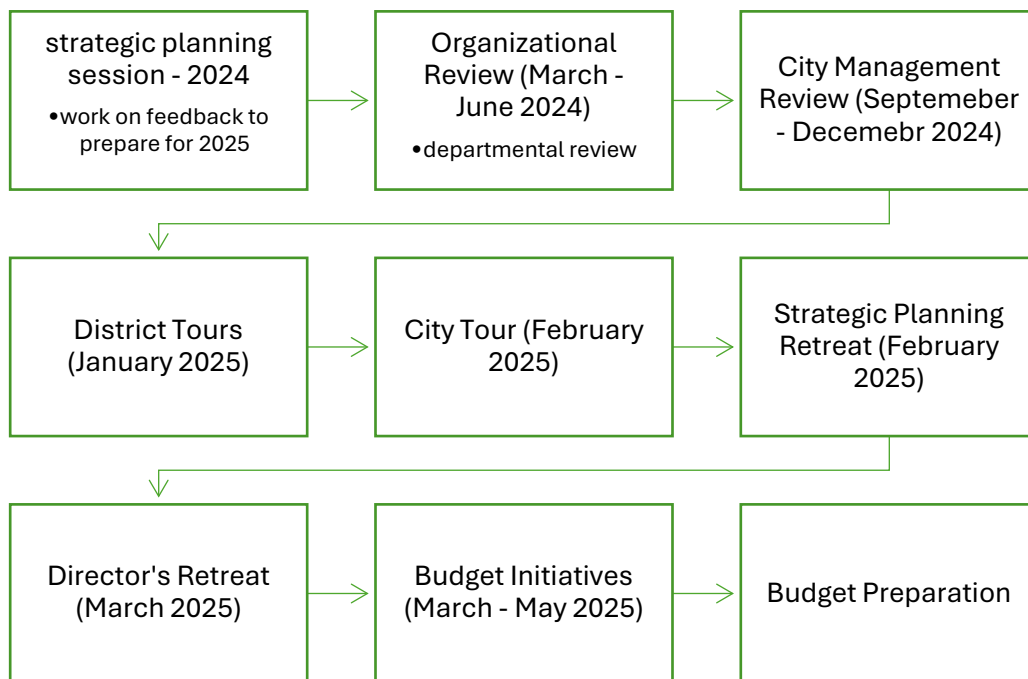


MEMORANDUM

CITY MANAGER'S OFFICE

To: Executive Leadership Team
From: Jawaria Tareen, Deputy City Manager
CC: Ben Williamson, City Manager
Date: February 27, 2025
Subject: Strategic Planning Retreat: After-Action Report

TIMELINE OF EVENTS



EXECUTIVE SUMMARY

The 2025 Strategic Planning Retreat provided the City Council and the executive leadership with a structured forum to assess the city's current status, refine strategic priorities, and develop an actionable roadmap for the future. Discussions centered on economic revitalization, infrastructure improvements, public safety enhancements, and customer service excellence, ensuring alignment with the City's vision and mission.

Based on the retreat outcomes, this after-action report summarizes key discussions, decisions, and next steps.

OBJECTIVES AND OUTCOMES

- Discuss the current state of the City and identify a vision for the future.
- City Council makes adjustments to the City's mission & vision to ensure they align with the community's priorities.
- The strategic directions provided through this session will guide staff in developing specific programs & projects to meet the established priorities.
- City Council reviews strategic focus areas for the coming fiscal year. These focus areas are crucial to progress & success.

KEY OUTCOMES-

A. City Council and City Management Collaboration

- More extensive district tours with individual council members
- District tours will focus on: 1. residential district tour and 2. Commercial district tour
- City tour with the Council members only
- Schedule – to include:
 - Different times of the day and
 - Day of the week – Sundays.

B. Vision and Mission - *to be determined by the Human Resources*

- **Refined Vision Statement –**
 - To be a forward-looking City with a vibrant and diverse economy that supports safe neighborhoods and great amenities.
 - A city that aspires to be the best in any service it provides.
- **Updated Mission Statement –**
 - To build a dynamic community that consistently seeks to improve the quality of life for all who live, work, and visit.
 - Change from “residents” to an all-inclusive word.
- **Core Values Reaffirmed –**
 - Respect
 - Excellence
 - Accountability
 - Leadership
 - Innovation
 - Service (Replacing “Customer Service” to emphasize broader impact)

KEY DISCUSSION AREAS AND ACTION ITEMS

STRONG AND DIVERSE ECONOMY

Key Items Identified –

- Limited retail and dining options cause economic leakage to the neighboring cities.
- Aging infrastructure requiring redevelopment – water mains.
- Lack of land banking strategies.
- Need for increased commercial code enforcement and revitalization efforts.

Action Items –

- Conduct a business feasibility study for attracting high-quality grocery stores.
- Develop an incentive program for business attraction and retention.
- Develop map for the entire city to show the water main replacement schedule and a phased project plan.
- Develop and implement commercial code enforcement with updated ordinances.
- Partner with TXDOT to explore I-35 corridor redevelopment opportunities.

Responsible Departments –

- Economic Development
- Community Services (Code Enforcement)

CONNECTED NEIGHBORHOODS

Key Items Identified –

- Insufficient sidewalk connectivity and deteriorating infrastructure, i.e., crosswalks and sidewalks.
- Restriping of the crosswalk and sidewalks.
- Inconsistent lighting in neighborhoods impacting safety.
- Need for enhanced community partnerships and public spaces.

Action Items –

- Conduct a citywide traffic and sidewalk assessment to prioritize repairs, restriping, and installations.
- Improve neighborhood safety through enhanced street and trail lighting (Oncor assessment).
- Strengthen community partnerships, including relocating the community garden to the Rose Garden and collaborating with the CFBISD school district regarding events.

Responsible Departments –

- City Management

- Parks & Recreation
- Public works

PUBLIC SAFETY

Objective – Enhancing safety through proactive enforcement and community-focused strategies.

Key Items Identified –

- Concerns over speeding, traffic safety, and enforcement.
- Increased unhoused population requiring a coordinated response.
- Gaps in community policing and response.

Action Items –

- Implement traffic control and calming measures, including road reconfigurations and speed enforcement strategies.
- Strengthen collaboration with external organizations (DART, Housing Forward, Metrocrest Services) to address the unhoused population.
- Commercial Enforcement Unit by the Police department and implement proactive neighborhood patrols.
- Develop a proposal for over hiring additional police officers.

Responsible Departments –

- City Management
- Police Department

CUSTOMER SERVICE AND RESIDENT ENGAGEMENT

Key Items Identified –

- Need for improved communication and public engagement.
- Way-finding signage throughout the City.
- An update on Minor Home Repair Program.

Action Items –

- Enhanced public communication strategies, including website improvements and engagement.
- A citywide way-finding signage program.

Responsible Departments –

- Communications (Administrative Services)
- Code Enforcement (Community Services)

HIGH PERFORMANCE

Key Issues Identified –

- Need for streamlined decision-making and improved operational efficiency.
- Gaps in employee training and leadership development.
- Better-defined roles and responsibilities are needed to maximize efficiency.

Action Items –

- Conduct an organizational efficiency study to identify areas for improvement.
- Implement leadership training and succession planning to enhance workforce capability.
- Review and adjust departmental structures to improve service delivery.

NEXT STEPS AND IMPLEMENTATION TIMELINE

The execution of these strategic priorities will be phased according to the following timeline:

PHASE	ACTION	TIMELINE	Responsible Department
Strategic Planning Session & Council Retreat	Finalize priorities & direction	February 2025	City Management
Departmental–Level Strategic Initiative Development	Align departmental business goals with the council priorities	March 20, 2025	City Management & Departments
Budget Alignment & Program Funding	Ensure strategic initiatives are incorporated into budget discussions	March – July 2025	City Management & Departments
Community Engagement/Outreach & Budget Townhall	Present initiatives and gather feedback	August 2025	City Management & Finance Department
Budget Approval and Implementation	Budget presentation to the City Council and begin execution	September 2025	City Management & Finance

PERFORMANCE MONITORING AND ACCOUNTABILITY

To ensure the successful implementation of the strategic initiatives outlined in this after-action report, the City will implement a structured performance tracking to measure the progress, effectiveness, and ensure accountability across all key focus areas.

Responsible Department –

- Special Project Manager



CITY OF FARMERS BRANCH CITY COUNCIL STRATEGIC PLANNING RETREAT - 2025

FEBRUARY 25, 2025 | COUNCIL CHAMBER, CITY HALL

CITY COUNCIL MEMBERS

- Terry Lynne – Mayor
- Omar Roman – Mayor Pro Tem – District 1
- Tina Bennett-Burton – District 2
- David Reid – District 3
- Richard Jackson – Deputy Mayor Pro Tem – District 4
- Roger Neal – District 5

CITY MANAGEMENT

- Ben Williamson
- Jawaria Tareen

WHAT HAPPENS AT A STRATEGIC PLANNING SESSION?



City Council discusses the current state of the City and identifies a vision for the future.



City Council makes needed adjustments to the City's mission & vision, to ensure they align with the community's priorities.



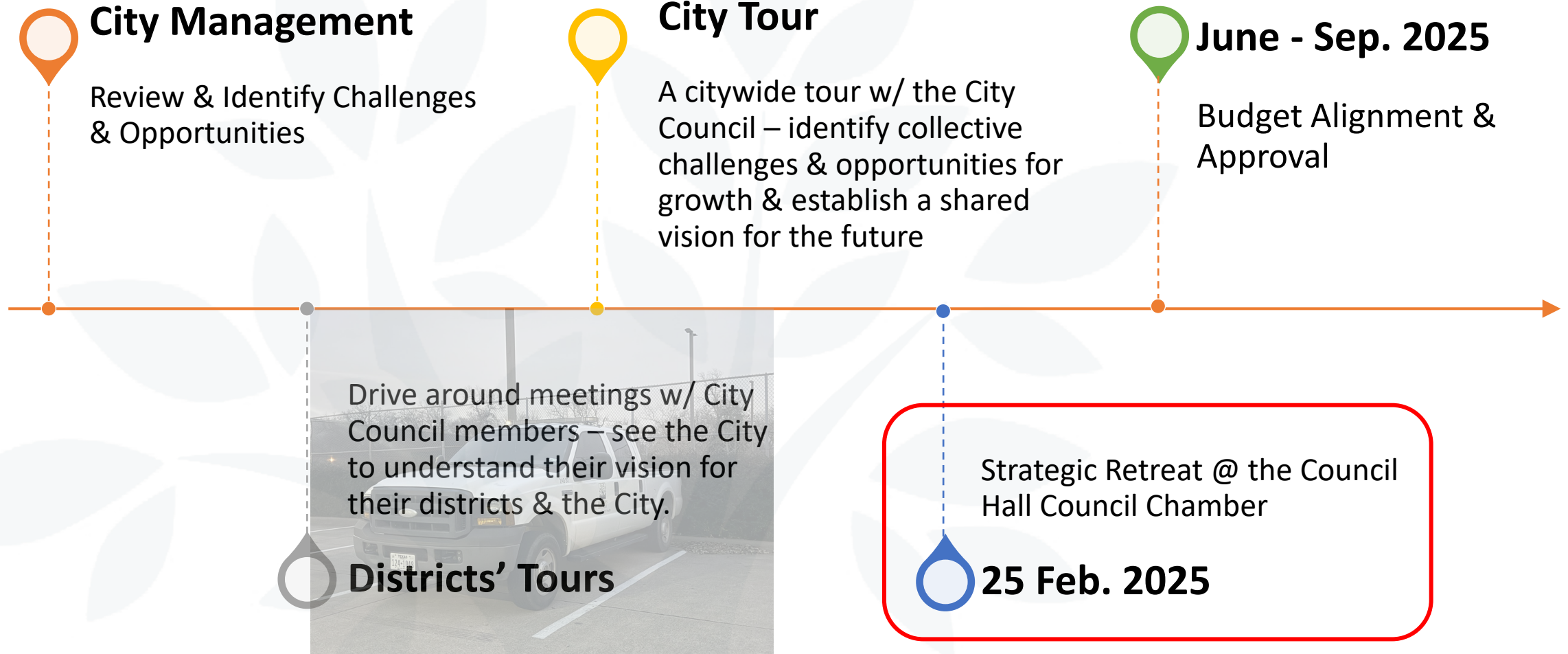
The strategic directions provided through this session will guide staff in developing specific programs & projects to meet the established priorities.



City Council reviews strategic focus areas for the coming fiscal year. These focus areas are crucial to progress & success.



CITY COUNCIL STRATEGIC RETREAT - ACTION PLAN



One City Delivering World-Class Service
Creating World-Class Experience

FARMERS BRANCH STRATEGY MAP

FOCUS AREAS



STRONG &
DIVERSE ECONOMY



CONNECTED
NEIGHBORHOODS



CUSTOMER
SERVICE



HIGH
PERFORMANCE



SUSTAINABILITY



PUBLIC
SAFETY

COUNCIL'S FOCUS AREAS

Strategic Objectives

- Serve Our Customers
- Manage the Business
- Provide Financial Stewardship
- Promote Learning & Growth



- Business Plans build on these focus areas and Strategic Objectives to serve our residents and businesses

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 in Maintaining and Providing 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

COUNCIL FOCUS AREAS



**STRONG &
DIVERSE ECONOMY**



**CONNECTED
NEIGHBORHOODS**



**PUBLIC
SAFETY**



**HIGH
PERFORMANCE**



**CUSTOMER
SERVICE**



SUSTAINABILITY

CITY COUNCIL PRIORITIES

☐ **Strong & Diverse Economy**

- ☐ Economic Revival

☐ **Connected Neighborhoods**

- ☐ Trails
- ☐ Parks

☐ **Public Safety**

- ☐ Traffic Control & calming measures
- ☐ Traffic signages
- ☐ Speeding
- ☐ Road Reconfiguration
- ☐ Unhoused population

☐ **Customer Service**

- ☐ Communication – signage throughout the City
- ☐ Solid Waste – Bulk & Trash
- ☐ Code Enforcement

☐ **Mission & Vision**

☐ **Strong & Diverse Economy**

- ☐ Economic Revival
- ☐ Businesses – grocery stores

☐ **Connected Neighborhood**

- ☐ Sidewalks
- ☐ Parks

☐ **Public Safety**

- ☐ Traffic Control & calming measures
- ☐ Speeding
- ☐ Road Reconfiguration
- ☐ Crosswalks

☐ **High Performance**

- ☐ Employee Efficiency Study

☐ **Strong & Diverse Economy**

- ☐ Economic Revival
- ☐ Small Businesses

☐ **Connected Neighborhood**

- ☐ Sidewalks - broken
- ☐ Parks

☐ **Public Safety**

- ☐ Traffic Control & calming measures
- ☐ Speeding
- ☐ Street/Trail lights
- ☐ Crosswalks

☐ **Strong & Diverse Economy**

- ☐ Economic Revival

☐ **Connected Neighborhood**

- ☐ Sidewalks
- ☐ Parks
- ☐ Unhoused population

☐ **Public Safety**

- ☐ Traffic Control & calming measures
- ☐ Speeding
- ☐ Road Reconfiguration
- ☐ Unhoused population

☐ **Connected Neighborhood**

- ☐ Sidewalks
- ☐ Parks
- ☐ Community Partnership
- ☐ Unhoused population

☐ **Public Safety**

- ☐ Traffic Control & calming measures
- ☐ Speeding
- ☐ Road Reconfiguration
- ☐ Street /Trail lights
- ☐ Unhoused population

☐ **Strong & Diverse Economy**

- ☐ Economic Revival

☐ **Connected Neighborhood**

- ☐ Sidewalks
- ☐ Parks

☐ **Public Safety**

- ☐ Traffic Control & calming measures
- ☐ Speeding
- ☐ Street/Trail lights

☐ **Customer Service**

- ☐ Communication –
 - ☐ signage throughout the City
- ☐ Solid Waste – Bulk & Trash
- ☐ Code Enforcement

STRATEGIC FOCUS AREAS – POLICY DISCUSSION

☐ **National Community Survey**

- ☐ Receive a presentation from Polco

Other Surveys – Listen 360 + Economic Development

☐ **Mission & Vision** – City Council’s discussion on setting mission & vision for the City

Strong & Diverse Economy

- ☐ Economic Revitalization of Farmers Branch
 - ☐ Aging infrastructure
 - ☐ Proposed Economic Development Opportunities
 - ☐ Way – Finding Signs
- ☐ Future of multi-family development projects
- ☐ Commercial code enforcement program
- ☐ Vision for the future

☐ **Public Safety**

- ☐ Traffic Control & Calming Measures
 - ☐ Speeding Measures
 - ☐ Traffic Assessment
 - ☐ Road Reconfiguration
 - ☐ Traffic Signage
- ☐ Unhoused population
 - ☐ Collaboration w/external organizations (DART, Housing Forward, Metrocrest Services, & others)

☐ **Connected Neighborhood**

- ☐ Community Partnership
- ☐ Parks
- ☐ Sidewalks
- ☐ Crosswalks
- ☐ Lights in neighborhoods
 - ☐ Trails
 - ☐ Streets

☐ **Customer Service**

- ☐ Communication – Improved Public Engagement
- ☐ Way-Finding signs
- ☐ Minor Home Repair Program

☐ **High Performance**

- ☐ Organizational Development & Efficiency
 - ☐ Streamlining processes
 - ☐ Consolidation

☐ **Other topics of interest**

- ☐ Bond Discussion
- ☐ Franchise Utilities

NATIONAL COMMUNITY SURVEY 2025

Receive a Presentation from POLCO

Listen 360 Survey

- Overall Net Promoter Score (NPS) = 94
- Key Findings:
 - The City's NPS score of 94 is exceptional, indicating strong customer service and satisfaction performance. The overwhelmingly positive feedback suggests effective engagement with customers and a well-trained staff. Addressing minor concerns related to the lobby environment and communication logistics could further enhance the customer experience.

NET PROMOTER SCORE

=

% PROMOTERS

—

% DETRACTORS



Farmers Branch 2025 Economic Development Survey - 1

- **Demographic Insights**
 - 53% of residents have lived in the City for over 15 years.
 - 46% of respondents are between 55-74 years old.
 - 92% reside in single-family homes, reinforcing suburban living preferences.
- **Consumer Behavior & Economic Activity**
 - 75% shop locally at least twice a month, and 94% also shop in neighboring cities
 - 61% dine locally at least twice a month
 - 96% have never stayed in a local hotel
 - 59% attend city events infrequently
- **Business Landscape & Expansion Priorities**
 - 45% rate restaurant quality positively, but only 28% approve of variety
 - 49% rate shopping quality as fair or poor
 - 75% want high-quality grocery stores (Trader Joe's, H-E-B, Central Market)
 - 71% seek more retail stores, including department stores and boutiques
 - 34% want activity-based entertainment, such as pickleball & bowling
- **Community Strengths & Areas for Improvement**
 - **Strengths –**
 - Prime location in the DFW metroplex
 - Strong public safety and city amenities
 - Park and Recreational facilities are highly valued

Farmers Branch 2025 Economic Development Survey - 2

- **Challenges –**
 - Limited retail and dining options
 - Walkability and transportation concerns
- **Strategic Recommendations**
 - Attract high-quality grocery retailers
 - Expand dining and entertainment venues
 - Enhance walkability and transportation infrastructure
 - Support local retail growth
 - Increase event engagement and marketing efforts
- **Conclusion –**
 - The 2025 Economic Development Survey highlights key opportunities for strengthening the Farmers Branch's economy. By addressing business diversity, infrastructure, and community engagement, the city can drive sustainable growth, enhance resident satisfaction, and reduce economic leakage to neighboring areas.

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
TRUST



Feedback from the staff focus groups

What are **Core Values**?

Current

- R** - **Respect**
- E** - **Excellence**
- A** - **Accountability**
- C** - **Care**
- T** - **Trust**

Employee Feedback

- **Respect**
- **Excellence**
- **Accountability**
- **Leadership**
- **Customer Service**
- **Innovation**

What is a **Vision Statement**?

"To be a City of the future with a vibrant and diverse economy that supports beautiful parks, great amenities, and friendly neighborhoods"

"To become the world's most loved, most flown and most profitable airline."

What is a **Mission Statement**?

“To build a vibrant, dynamic community that consistently seeks to improve the quality of life for our residents.”

“Connect people to what’s important in their lives through friendly, reliable and low-cost air travel.”

STRONG AND DIVERSE ECONOMY

- Economic Revitalization and Resilience of Farmers Branch
 - Aging infrastructure
 - Proposed Economic Development Opportunities
 - Wayfinding Signs
- Future of multi-family development projects
- Commercial code enforcement program
- Vision for the future



STRONG AND DIVERSE ECONOMY

COMMERCIAL CODE ENFORCEMENT

- Goals
 - Public Safety
 - to comply with the City adopted Codes and Regulations
 - Infrastructure Preservation
 - Economic Revitalization
 - Property maintenance standards (deteriorating facades, signages, exterior, vacant buildings, etc.)
 - Incentives and support (façade grants, etc.)

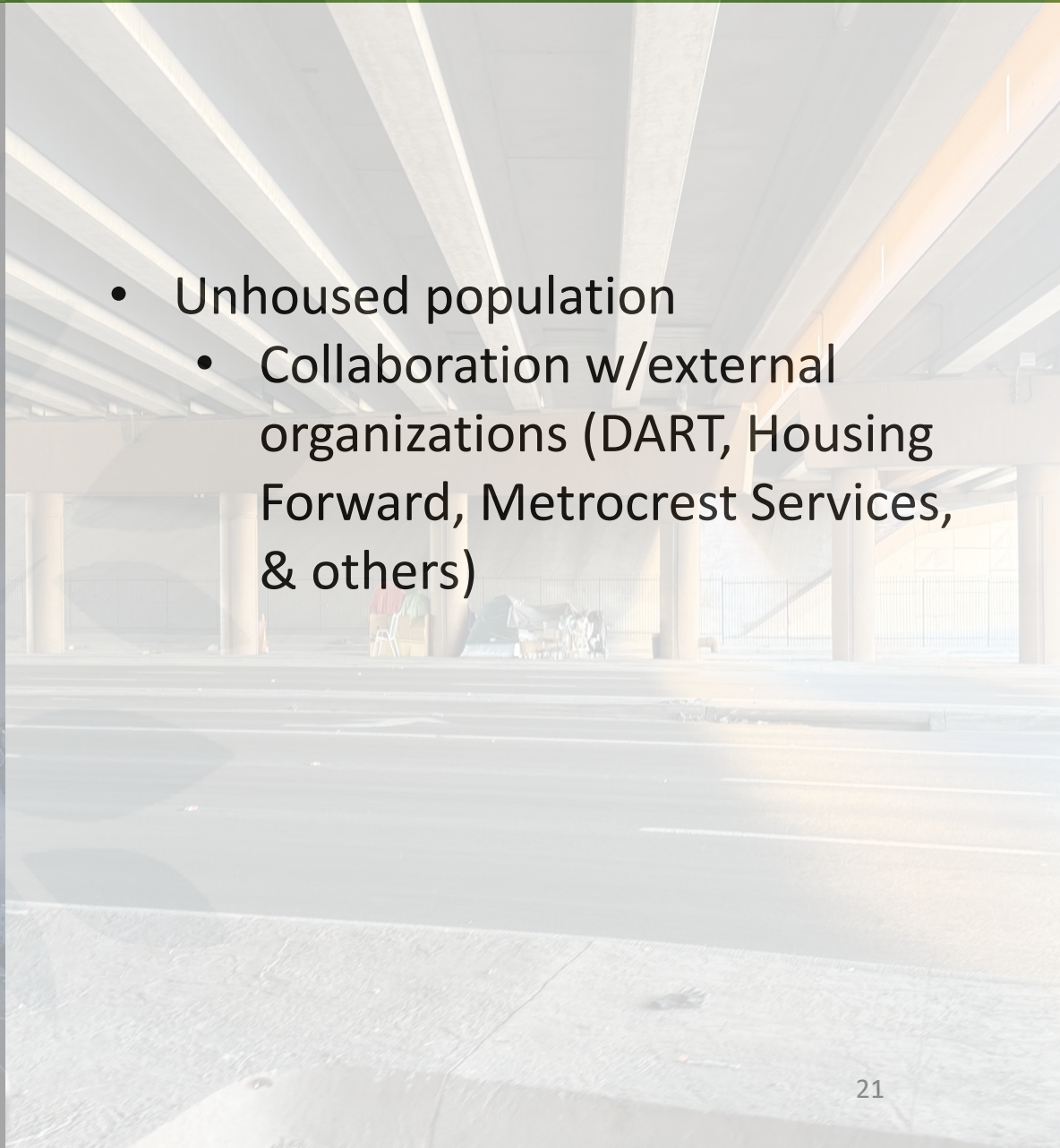
CONNECTED NEIGHBORHOODS

- Community Partnership
- Parks
- Sidewalks & Crosswalks
- Lights in Neighborhoods -
 - Trails
 - Streets



PUBLIC SAFETY

- 
- Traffic Control & Calming Measures
 - Speeding and Red Light Measures
 - Traffic Assessment
 - Road Reconfiguration
 - Traffic Signage
 - Signal Timing

- 
- Unhoused population
 - Collaboration w/external organizations (DART, Housing Forward, Metrocrest Services, & others)

City of Farmers Branch
How can I help you today?

For City Information,
please type your
question.

To report an issue, type
the issue: (eg. Pothole or
Trash Pickup)

If you'd like to leave a
message for City staff or
need additional help, type

Awards & Recognition

Current News

Community Updates

Social Media

Sign Up for News & Alerts

Farmers Branch TV

Home › Departments › Communications › Community Updates

Community Updates

Updated Wednesday, February 19, 8 a.m.

All facilities are open with the exception of the Barney Wood Bark Park. The situation will be evaluated tomorrow to determine if the park will reopen on Thursday. Updates will be posted as soon as they are received.

An Extreme Cold Weather Watch has been issued for the Dallas Fort Worth area for Tuesday, February 18 thru Friday, February 21 with the possibility of light freezing rain. The City will continue to monitor the National Weather Service and conditions within the City of Farmers Branch. **This page will be updated as more information becomes available and service delays or closures are necessary.**

Trash & Recycling Delays

City Facility Closures

Road Closures

Weather Alerts

Trash and Recycling Updates

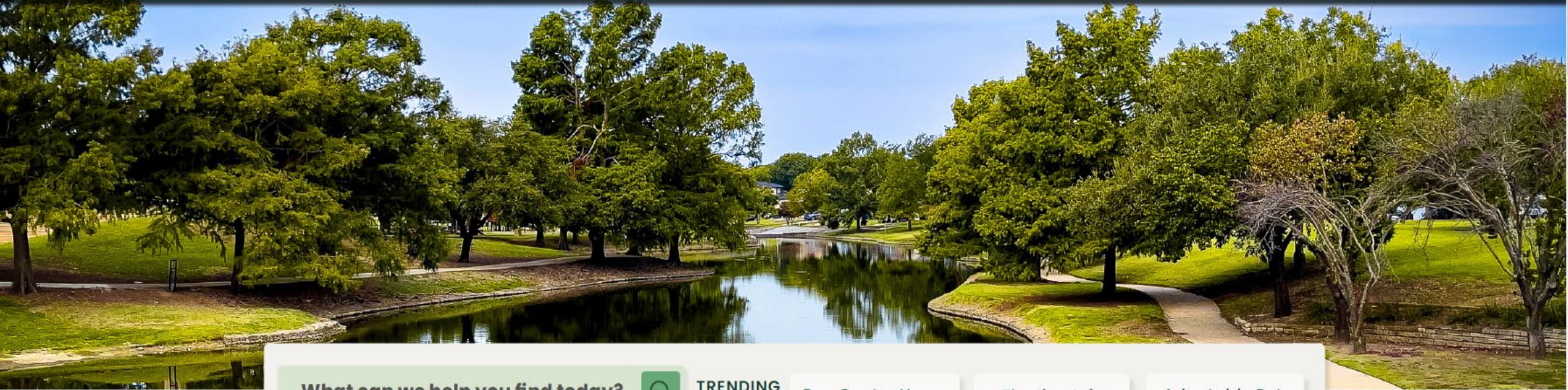
Wednesday, February 19 Update:

- All routes are running as scheduled today
- Pickup times may be delayed due to the impact of the extreme cold on equipment and personnel
- Residents should leave their carts at the curb until serviced
- Should your card be knocked over due to wind, please pick it up so it can be serviced



CUSTOMER SERVICE

- Communication –
 - Improved Public Engagement
 - Communication enhancement – [website](#)
- Way-Finding signs
- Minor Home Repair Program
- Dallas Housing Program



What can we help you find today?



TRENDING
TOPICS

[Rec Center Hours](#)

[Election Info](#)

[Adoptable Pets](#)

[Make a Payment](#) >

[Trash, Recycling & Bulk](#)

[Submit a Concern](#)

[Adoptable Pets](#)

[Community Events](#)

[Permits & Inspections](#)

[Manske Library](#)

[Parks & Recreation](#)

[City Projects Dashboard](#)



Farmers Branch Calendar

MARK YOUR CALENDARS

Meetings

January 2025						
SUN	MON	TUE	WED	THU	FRI	SAT
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1

Events

Hybrid Planning Board Meeting 1-28-2025

Tue, Jan 28, 2025, 4:30 p.m. EST -
Tue, Jan 28, 2025, 4:30 p.m. EST
Access Zoom Link in the
Agenda PDF by using
'Meeting Files' Tab
<https://portlandme.portal.ci>

[See More](#)

Special Portland Development Corporation Meeting

Wed, Jan 29, 2025, 12:00 p.m. EST -
Wed, Jan 29, 2025, 2:00 p.m. EST
View meeting details...

All Listings

CDBG Allocation Committee

Thu, Jan 30, 2025, 8:00 a.m. EST -
Thu, Jan 30, 2025, 9:00 a.m. EST
[View meeting details...](#)

Noise Advisory Committee Meeting

Thu, Jan 30, 2025, 6:00 p.m. EST -
Thu, Jan 30, 2025, 7:00 p.m. EST
Noise Advisory Committee
Meeting-Thursday, January
30, 2024 at 6pm in the Main
Conference Room at PWM

[See More](#)

CITY OF FARMERS BRANCH

FEBRUARY

CITY COUNCIL MEETINGS

TUESDAY, FEBRUARY 4, 2025
6:00 P.M.
CITY COUNCIL CHAMBERS

TUESDAY, FEBRUARY 18, 2025
6:00 P.M.
CITY COUNCIL CHAMBERS

FARMERS BRANCH CITY HALL
1000 W. 10TH STREET
FARMERS BRANCH, TX

FARMERS BRANCH

[VIEW AGENDA >](#)

 GATEWAY TO THE
GLOBE
A MULTICULTURAL CELEBRATION

MARCH 29
3 - 10 PM
FARMERS BRANCH
HISTORICAL PARK
Free Entry & Parking



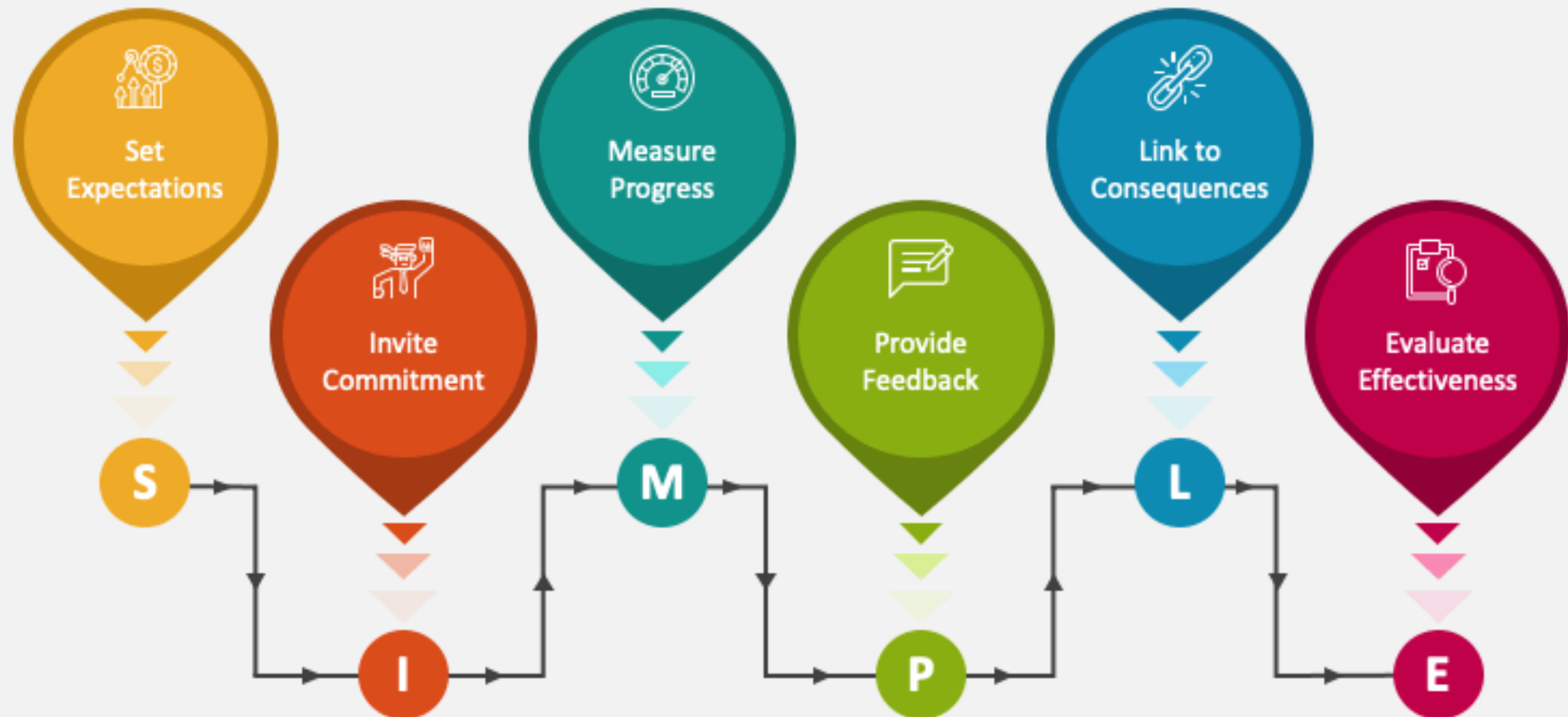
Music · Food · Marketplace · Kids Zone
FarmersBranchEvents.com

[LEARN MORE >](#)

HIGH PERFORMANCE

HIGH PERFORMANCE ORGANIZATION

Simple Approach to HPO



HIGH PERFORMANCE

- Organizational Development & Efficiency
 - Streamlining Processes
 - Business Plans
 - City Council Agenda Timeline
 - Policies and Procedures
 - Effective and Efficient Organizational Structure
 - Consolidation of Functions – where possible
 - 12/2022 – 14 Department Heads
 - 02/2025 – 10 Department Heads
 - Organizational Efficiency Study – part of the budget process



WHAT IF DISCUSSION

- Potential Projects
 - City's infrastructure
 - Service Center
- Capital Improvement Priorities
 - Sidewalks/crosswalks
 - Traffic signals
 - Road reconfigurations
- Park Potential
 - Squire Park
 - Mercer Park
- District-Specific Projects

CONCLUSION AND CALL TO ACTION



Commitment to a thriving Farmers Branch



Collaboration and Community Partnership



Effective Budgetary Decision for the Future of
Farmers Branch



NEXT STEPS ...





THANK YOU

A great City isn't built by focusing on today alone, but by recognizing the dreams and potential of its people and creating a clear path for those aspirations to become reality.