



CITY OF FARMERS BRANCH

STRATEGIC PLAN 2026



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FARMERS BRANCH

City Council



Terry Lynne
Mayor



Omar Roman
Councilmember
District 1



Tina Bennett-Burton
Mayor Pro Tem
District 2



David Reid
Councilmember
District 3



Elizabeth Villafranca
Councilmember
District 4



Roger Neal
Deputy Mayor Pro Tem
District 5



An aerial photograph of a park featuring a winding pond with a central fountain, a playground with slides and climbing equipment, and numerous people walking along the paths. The park is surrounded by lush green trees and grass.

THE BRANCH STORY

Located in the heart of the Dallas-Fort Worth metroplex lies an oasis of small-town charm—Farmers Branch. Surrounded by major freeways and vibrant commercial development, Farmers Branch has preserved a close-knit, family-friendly atmosphere while embracing innovation and progress.

With a low tax rate, 30 award-winning parks, miles of scenic trails, and a 104-acre nature preserve, the City offers a unique blend of natural beauty and urban convenience. It's a place where children thrive in top-rated local schools, families gather at the one-of-a-kind Joya Park, and neighbors truly know each other.

For the approximately 36,000 residents who call it home, Farmers Branch is more than just a location—it's a community. The City takes pride in fostering a welcoming and inclusive environment where homeowners, renters, business owners, workers, and visitors all belong.

To maintain and enhance this sense of community, the City continues to invest in public spaces, walkability, and connectivity. These efforts reflect our shared commitment to a high quality of life—one that blends tradition with thoughtful planning for the future.

That vision is guided by the City's Strategic Plan, which sets clear, measurable goals to ensure continued excellence in service and infrastructure. By staying focused on what matters most to our residents, Farmers Branch remains one of the most desirable and dynamic communities in North Texas.

MISSION

Our mission at the City of Farmers Branch is to be a forward-looking City with a vibrant and diverse economy that supports safe neighborhoods and great amenities.

VISION

Our vision is to build a dynamic community that consistently seeks to improve the quality of life for all who live, work, and visit.

CORE VALUES

Accountability

Leadership

Excellence

Respect

Innovation

Service



**FARMERS
BRANCH**

ABOUT THE STRATEGIC PLAN

This document does not mark the end of the strategic planning process; rather, it indicates that the work has just begun. This 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 is provided in the following performance targets. The following section lists the objectives and outcomes, describes the municipal strategic planning process, followed by the strategy map and strategic objectives.

2026 OBJECTIVES & OUTCOMES

Establish a shared understanding of the City's priorities through collaborative council and staff dialogue.

Reaffirm or revise the City's mission, vision, and values to align with the current community's expectations.

Identify actionable strategic priorities that serve as a framework for departmental planning and budgeting.

Develop accountability mechanisms to track progress and ensure transparency.

CITY COUNCIL PRIORITIES

MAYOR

- **Strong & Diverse Economy**
 - Economic Revival
- **Connected Neighborhoods**
 - Trails
 - Parks
- **Public Safety**
 - Traffic Control & Calming Measures
 - Traffic Signage
 - Speeding
 - Road Reconfiguration
 - Unhoused Population
- **Customer Service**
 - Communication Signage throughout the City
 - Solid Waste - Bulk & Trash
 - Code Enforcement

D1

- **Mission & Vision**
- **Strong & Diverse Economy**
 - Economic Revival
 - Businesses - Grocery Stores
- **Connected Neighborhoods**
 - Trails
 - Parks
- **Public Safety**
 - Traffic Control & Calming Measures
 - Speeding
 - Road Reconfiguration
 - Crosswalks
- **High Performance**
 - Comprehensive Organizational Review

D2

- **Strong & Diverse Economy**
 - Economic Revival
 - Small Businesses
- **Connected Neighborhoods**
 - Sidewalks - Broken
 - Parks
- **Public Safety**
 - Traffic Control & Calming Measures
 - Speeding
 - Street & Trail Lights
 - Crosswalks

D3

- **Strong & Diverse Economy**
 - Economic Revival
- **Connected Neighborhoods**
 - Sidewalks
 - Parks
- **Public Safety**
 - Traffic Control & Calming Measures
 - Speeding
 - Road Reconfiguration
 - Unhoused Population

D4

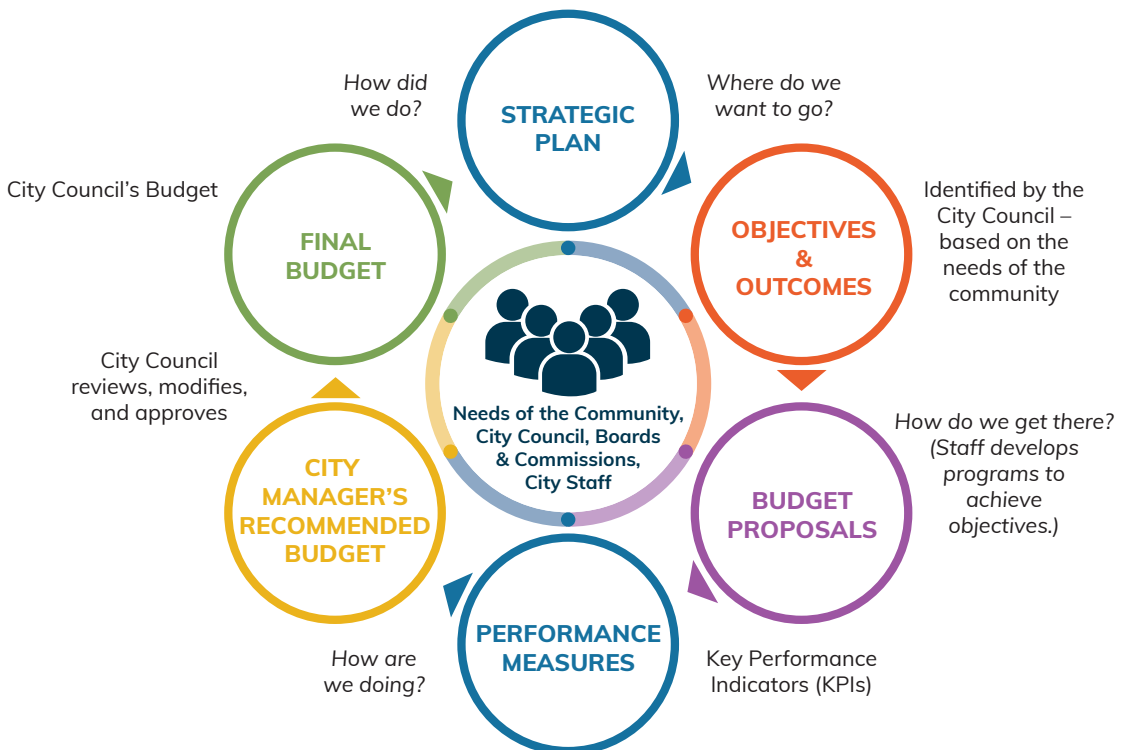
- **Connected Neighborhoods**
 - Sidewalks
 - Parks
 - Community Partnership
- **Public Safety**
 - Traffic Control & Calming Measures
 - Speeding
 - Road Reconfiguration
 - Street/Trail Lights
 - Unhoused Population

D5

- **Strong & Diverse Economy**
 - Economic Revival
- **Connected Neighborhoods**
 - 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

THE STRATEGIC PLANNING PROCESS

The City uses strategic planning as a structured framework to communicate priorities, guide decision-making, and facilitate ongoing feedback and adjustment. This process begins with the City Council articulating a long-term vision that sets the direction for the organization. This vision is typically developed during Council Strategic Planning Sessions and through dialogue with departments.



City staff are responsible for translating the Council's vision into a strategic plan. This plan is created collaboratively with the Council to ensure a shared understanding of the desired outcomes, defined goals, and actionable strategies. The strategic plan serves as the foundation for operational alignment and performance measurement.

To be effective, the Council's vision must align with the City's mission, core values, and the demonstrated needs of the community. In turn, departmental goals, objectives, and initiatives must align with the adopted vision. Integrating the strategic plan with the City's annual budget is essential to ensure resources are allocated in a manner that supports the achievement of strategic priorities.

Sustaining alignment requires active management. Leadership must continuously assess internal and external factors, adapt the vision as necessary, and recalibrate the plan accordingly. Regular communication between the Council and staff is essential for evaluating progress, addressing emerging challenges, and maintaining strategic focus.

During the budget development process, the Strategic Plan serves as a reference point for resource allocation. While the plan does not predetermine budget outcomes, it informs prioritization by framing the discussion around available resources and competing needs. This structured approach enhances transparency, strengthens accountability, and reinforces the City's commitment to long-term goals.

FARMERS BRANCH STRATEGY MAP

The City's Strategy Map serves as a high-level framework that connects long-term vision to day-to-day action.

FOCUS AREAS These reflect the City Council's broader priorities and policy direction.



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

- Implement road safety and speed mitigation measures.
- Complete a sidewalk and traffic condition audit to prioritize improvements.
- Expand neighborhood and trail lighting in collaboration with Oncor.
- Partner with Housing Forward, Metrocrest Services, and DART to coordinate support for the unhoused.
- Implement data-driven policing techniques to target high-crime areas and suppress violent and property crime by establishing a Criminal Intelligence unit.
- Continue utilizing the traffic unit to focus on enforcement of speeding, red light, and stop sign violations on City streets.
- Expand traffic unit functions to include commercial vehicle enforcement to reduce crashes and increase public safety.
- Installation of telematic devices in city vehicles to monitor driver behavior, provide feedback, and improve safety monitoring.
- Continued compliance with security and data compliance standards, such as, CJIS (Criminal Justice Information Services), HIPAA (Health Insurance Portability and Accountability Act), and PCI DSS (Payment Card Industry Data Security Standard).
- Achieve Lead and Copper Rule Revision (LCRR) Phase 4-5 compliance .
- Complete annual fire prevention inspections.
- Initiate programming for electric vehicle fire response.
- Enhance the safety and security of all City buildings through camera upgrades and eliminating blind spots with improved coverage.
- Continue to Build Emergency Planning, Training, and Exercise programs, and Special Event Planning.
- Ensure the City has effective sheltering and reunification capability.

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

- Relocate and expand the community garden at the Rose Garden.
- Install identity signage and activate public spaces through community initiatives.
- Participate in community events, perform community outreach through targeted events such as Coffee with a Cop, and provide community education through the Crime Prevention Officer and departmental programs.
- Support City departments by providing and maintaining City vehicles.
- Enhance game fields at Farmers Branch Park to support residential & tournament needs as the City becomes an economic development sports hub.
- Update and enhance all major thoroughfares, medians, and City entrances.
- Update and enhance all City facilities exteriors, including landscape.
- Continue expansion of “Whole Community” approach to Emergency Management.

C3. Promote Opportunities for Community Participation in Government

- Partner with CFBISD and local groups to enhance shared programming.
- Partner with departments to make services more easily available.
- Deliver positive community engagement programming.
- Use an events advisory committee that includes community members, allowing direct influence on community events.

C4. Be Open, Accessible, and Transparent

- Increase Police Department efforts to be open, accessible, and transparent by assigning staff to manage open records requests and digital evidence retention.
- Provide accurate data on fleet performance, costs, and environmental impact to inform city-wide strategic decisions and meet demands for transparency. Utilize the Fleetio management system to track and report on vehicle data, maintenance, and other key metrics.
- Replace the City's aging AV broadcast system.
- Educate and Inform on CWD Route Revisions.

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

- Develop and implement a business retention and expansion program.
- Conduct a citywide market and feasibility study targeting anchor tenants (e.g., Trader Joe's, H-E-B).
- Launch incentive programs for business attraction, retention, and façade improvements.
- Develop a city-wide tourism brand by building a compelling tourism identity.
- Partner with TXDOT to reimagine the I-35 corridor for economic redevelopment.

B

MANAGE THE BUSINESS

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

- Conduct a citywide organizational review for efficiency and alignment.
- Realign departments for cross-functional collaboration and service integration.
- Modernize the City's fleet by replacing aging vehicles with more fuel-efficient and technologically advanced models.
- Implement and improve modern technology systems.
- Provide ongoing training and certification opportunities to ensure mechanics are skilled in new technologies and best practices.
- Continue implementation of a data governance strategy.
- Invest in firefighter health and safety.
- Begin the process of aligning Parks Department processes to achieve National Parks and Recreation Association Accreditation Agency status. Goal to achieve agency accreditation by FY28.

B2. Enhance Service Delivery through Continual Process Improvement

- Review and modernize internal policies and standard operating procedures.
- Streamline the work order process within Fleetio to reduce paperwork and improve efficiency.
- Develop standardized procedures for vehicle inspections and preventative maintenance.
- Refine vehicle replacement protocols to account for current industry standards. Transition to an in-house parts program to reduce downtime caused by parts shortages.
- Expand Utilization of Smart Meters.
- Track the progress of stormwater permitting.
- Complete Stormwater rate study.
- Complete water and sanitary sewer improvements.
- Collect feedback from park visitors and program participants using online survey tools and other digital platforms.
- Utilize data analytics to track usage patterns, program effectiveness, and facility conditions, allowing for informed decisions that improve service quality and resource allocation.

B3. Optimize the Use of Technology

- Modernize and improve website functionality and content delivery
- Develop virtual town halls and/or optimize virtual attendance, performance dashboards, and public feedback systems
- Upgrade IT infrastructure and data systems for performance management
- Launch new agenda, voting, and video software to enhance Council meeting viewing and technology experience.
- Use software to track fleet maintenance schedules, repairs, vehicle performance, work orders, driver behavior, and fuel consumption.
- Update phone system to better facilitate a modern workforce.
- Update server architecture to stay current and improve disaster preparedness.
- Innovative technology needs at library include installing a new self-checkout station on the lower level and replacing the patron commercial printer.
- Offer secure, online payment options for memberships, classes, facility reservations and events, making it easier for users to complete transactions efficiently and at their convenience.
- Develop GIS, Teams, SharePoint, and other computer-based tools to assist with preparedness, response, and recovery operations

B4. Ensure Constant and Effective Communication Both Internally and Externally

- Introduce welcome initiatives for new residents and businesses.
- Expand communication tools to reach all Farmers Branch community members, including multi-family and business members, through geotargeting efforts and newsletter enhancements.
- Continue public engagement and outreach efforts through HOAs, apartment communities, and neighborhood groups.
- Continue to expand social media presence to increase engagement and recruiting efforts.
- Conduct regular meetings with key internal stakeholders to discuss fleet-related items.
- Continue to improve on-boarding and off-boarding processes.
- Build and develop team relationships.
- Ensure court processes support the municipal court judge and prosecutors, limit case backlogs, and facilitate adjudication of citations issued.
- Update and reconcile capital projects quarterly.

B5. Adhere to the Strategic Management System

- Build Upon Citywide Succession Planning for Business Continuity – Establish succession planning alignments across all City functional areas to maintain operational continuity and enhance efficiency. Build and establish succession plans for key positions in each department, establish organizational charts, provide leadership development/training sessions, and integrate Monday.com for streamlined task management.
- Invest in Our Employees – Support the City's mission by investing in the professional development and training of our workforce via classification and compensation, professional development and employee training, and performance management.



F

PROVIDE FINANCIAL STEWARDSHIP

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

- Fulfill the core responsibility of maintaining a significant portion of the City's assets, specifically its vehicles and heavy equipment. Enhance preventative maintenance programs to reduce vehicle downtime and extend the lifespan and quality of these assets. Implement a comprehensive vehicle replacement plan to modernize the fleet.
- Replace aging Fire fleet.
- Continue to follow and assess the asset replacement schedule.
- Rehabilitate and revitalize streets via streets improvements.
- Farmers Branch Creek: Ford Road Repairs
- Farmers Branch Creek: Reach 4 Repairs
- Farmers Branch Creek: Reach 2 Repairs
- In District 1, complete design for Cox and Oran Good Parks in conjunction with redevelopment of Farmers Branch Elementary. Identify funding needed for the park improvements.
- Revitalize Squire Park to create a safe, welcoming space.
- Complete Mercer Park.
- Invest in long-term planning to gradually replace or renovate aging infrastructure. Set aside a portion of funds annually for large-scale capital improvement projects to avoid sudden, large financial burdens on general fund.
- Begin process of researching how library services can be made available to more parts of the City. I.e. bookmobiles.
- Continue support of the Community Garden for an additional year as they move to a non-profit organizational status.
- Conduct comprehensive facility condition assessments for all city-owned buildings.

F2. Seek Out and Maintain Alternative Funding Resources

- Explore funding opportunities for proposed changes through grants and partnerships. Leverage cooperative bidding to ensure we are obtaining the best value for the city when making purchases.
- Assist with departmental grants from both a financial and managerial perspective.

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

- Enhance fuel efficiency and lower operational costs by upgrading vehicles, introducing a new fuel management system, and promoting fuel-efficient driving habits. Optimize fleet utilization by conducting studies to identify and eliminate under utilized or oversized vehicles. Negotiate favorable contracts with vendors for parts and services to generate cost savings.
- Continually review and renegotiate contracts to provide the best value to the city.
- Continue to move all facility reservations online.

F4. Adhere to Financial Management Principles and Budget

- Manage and control costs through fleet data analysis, contract management, and efficient budgeting.
- Assist departments with budgets, cash receipting, procurement, p-cards, and long-term planning.
- Manage cash and investments by maintaining appropriate cash flow and maximizing investment income.
- Manage depository, external auditor, financial advisor, investment advisor, and merchant services contract relationships.
- Comply with Federal statutes and regulations, Texas statutes and regulations.
- Develop clear, itemized preventative maintenance budget.
- Develop clear, itemized Recreation Center equipment, and Aquatic infrastructure replacement budget.

F5. Establish and Maintain Effective Internal Controls

- Utilize the software systems to track assets, monitor maintenance schedules, control parts inventory, and oversee fuel consumption.



L PROMOTE LEARNING AND GROWTH

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

- Redefine and reaffirm organizational values, mission, and vision in collaboration with employees, stakeholders, and the City Council. Implement and integrate mission, vision, and values in all facets of City operations and procedures.
- Implement cross-training to ensure staff understand various essential functions and how they support the department's continuity of operations.
- Evolve staff training to be learning path centric.

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

- Launch a tiered leadership academy, executive tracks, and succession plans.
- Leverage behavioral analysis profiles to understand core communication and behavioral strengths, gaps, and opportunities, creating more self-aware and emotionally intelligent leaders.
- Provide clear, concise, and resource-rich guides, SOPs, training, and best practices to supervisors for all technical, legal, and policy-related topics.
- Actively cross-train staff to create leadership succession.
- Continue exploration of product features and training resources available.
- Develop skills via specialized rescue training.
- Offer continuous leadership training in decision-making, conflict resolution, team building, and communication to equip current and future leaders to manage challenges and inspire their teams effectively.
- Encourage regular collaboration between facility maintenance, parks and recreation teams to share insights, align goals, and tackle community challenges together, improving service delivery.

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

- Encourage all parks and recreation management staff to achieve status of a Certified Parks and Recreation Professional or Executive, to maintain a high level of industry professional standards.

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

- Plan and execute an organizational stay survey, utilizing qualitative and quantitative survey methodologies to gather empirical and actionable data about what matters most to employees.
- Organizational Training & 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.
- Promote physical wellness and provide ongoing mental wellness support for public safety staff.
- Provide ongoing training and professional development opportunities to keep staff skills current and enhance job satisfaction.
- Ensure salaries are comparable to other municipalities and the private sector when an equivalent position exists.
- Build upon leadership retention and succession planning and develop team relationships.

L4. Recognize and Reward Top Performers

- Provide opportunities for advancement and promotion from within the department.
- Seek and apply for prevention excellence awards.
- Acknowledge team achievements in meetings, digital newsletters, or on social media.
- Sponsor attendance at conferences, workshops, or classes to help employees grow in their careers and bring back new ideas to the city.

L5. Foster Positive Employee Engagement

- Create and structure a cross-departmental C-Suite shadowing program with front-line workers/public safety.
- Consider hosting bi-monthly anniversary breakfasts hosted by the City Manager with an open Q/A session.
- Create, promote, and provide resources to non-HR engagement programs hosted by City employees.
- Celebrate employee achievement and excellence via annual public safety awards banquets.
- Invest in staff through ongoing training and professional development. Provide employees with modern, well-equipped facilities and advanced technology tools.
- Streamline and optimize the IT support process.
- Create monthly department engagements to enable employees to cross-promote work areas and enhance team collaboration.
- Encourage leadership roles to promote diversity and inclusion by creating a supportive and respectful environment where everyone feels valued and heard.



FARMERS BRANCH

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