



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

**R**ESPECT

**E**XCELLENCE

**A**CCOUNTABILITY

**C**CARE

**T**RUST



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# 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](http://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.



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# 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.



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# 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.



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# 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.



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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.