

Strategic Plan

The strategic planning workshop is held annually and is attended by the City Council, City Manager, Assistant City Manager, and the City Secretary. For the first two years, this process was facilitated by a consultant, but for the Fiscal Year 2010 it was facilitated City Manager's office staff.

The strategic planning process is focused primarily on what the City needs to accomplish to achieve success, rather than the day-to-day how of municipal operations and service delivery. Good strategic planning addresses the issues that challenge the community today and, more importantly, those that will present challenges tomorrow. Accordingly, the strategic planning workshop is an exercise in collective foresight, as the participants worked together to clarify what success looks like for the City of Forney in light of expected future conditions and where the leadership wants to take the community and the organization.

Strategic planning is a product of strategic thinking, which should occur not only at periodic planning sessions, but on a continuous basis. Strategic thinking and planning should occur at the highest levels of the organization, but should not stop there. It must cascade to lower levels of the organization and should directly drive decision making. Strategic planning involves the gathering, sorting and prioritizing of the best thinking of Forney's policy leaders and executive managers, focused on the core purposes of the organization and the most important attributes of success.

Several components are considered as part of this process:

- ★ Citizens Survey – Each year the City Secretary oversees the citizen's survey process and the end results are reviewed with the City Council as part of the strategic plan. This allows direct communication of the community's priorities.
- ★ Operating Priorities – Prior to the strategic planning workshop the City Council reviews presentation materials prepared by the City's division directors that outline operating priorities for the upcoming fiscal year.



- ★ Economic Contingencies – As part of the process the City Council discusses the direction and magnitude of expected changes in key economic indicators, and the resulting impacts on the city government in terms of its ability to effectively deliver services.

During the first strategic planning workshop, the City Council established the seven key strategic objectives, or focus areas, that are used to identify specific projects or initiatives for each major strategy. Action items are then developed and prioritized. Forney's Strategic Objectives are as follows:

- ★ **Implement transportation improvements**
- ★ **Develop the municipal organization**
- ★ **Foster strategic relationships**
- ★ **Revitalize and expand downtown**
- ★ **Become a regional center**
- ★ **Enhance the quality of life**
- ★ **Actively engage the community**

For Fiscal Year 2011 the Council also developed a listing of highest priority items or “front burner issues”.

Front Burner Issues

- ★ Storm water improvements
 - ❖ Present a possible storm water utility program for City Council consideration.
- ★ Parks District
 - ❖ Continue to research possibilities to create a parks district.
 - ❖ Explore implementation of user fees in the spring sports season.
- ★ Beer/Wine election
 - ❖ Prepare necessary ordinances to prepare for a possible beer and wine election.
- ★ Annexation
 - ❖ Begin preparation of an annexation plan.
- ★ Street repair program
 - ❖ Prepare a plan for the next budget to continue this important program.
- ★ Economic Development Corporation
 - ❖ Begin discussions with the EDC Board and staff regarding coordinating and consolidating efforts.
- ★ Public Safety
 - ❖ Explore grants for Public Safety

Action Items

Implement Transportation Improvements

- ★ Repair existing city streets and roads
- ★ Develop a plan for Broad Street

Develop the Municipal Organization

- ★ Investigate, plan, and train for a disaster of major catastrophe
- ★ Continue to look at grant opportunities in house and explore contract with grant writing firm
- ★ Establish fees for park use by non-residents
- ★ Explore the use of “floater” employees

Foster Strategic Relationships

- ★ Work to improve relationships with Forney ISD Superintendent
- ★ Foster close relationships with Kaufman County and neighboring cities
- ★ Develop an alliance relationship with the cities of Mesquite, Rockwall, and Sunnyvale
- ★ Engage Council members in the city’s legislative program

Revitalize and Expand Downtown

- ★ Develop a strategy for downtown property acquisition
- ★ Have the old fire station restored
- ★ Create and market a concept plan for downtown Forney
- ★ Create incentives or financing options to attract downtown business

Become a Regional Center

- ★ Actively engage in the EDGE project design
- ★ Provide City Council policy guidance and direction to the Forney Economic Development Corporation
- ★ Conduct a City Council economic development workshop
- ★ Develop a strategic plan for Irish Ridge
- ★ Adopt ordinances that preserve the City’s interests if a beer/wine election occurs

Enhance the Quality of Life

- ★ Improve code enforcement to beautify the City
- ★ Upgrade landscape and beautification of public spaces and institute a tree planning program
- ★ Start Phase II of Forney Community Park (mid-term)
- ★ Acquire and set aside green areas for future park development (mid-term)
- ★ Add more public safety employees
- ★ Complete study and plan for new animal shelter
- ★ Build a second pavilion or an amphitheater at Forney Community Park
- ★ Hold larger City park events
- ★ Landscape FM 548 / US 80 with the Green Ribbon Program
- ★ Construct a new animal shelter (mid-term)

- ★ Begin storm water master plan to address flooding issues (mid-term)
- ★ Parks mini-events

Actively Engage the Community

- ★ Expand the City's website and use social networking technology
- ★ Create a Forney City Newsletter
- ★ Conduct an annual citizen survey
- ★ Promote City information to educate citizens

Implementation

After the strategic plan is updated, the City Manager's Office assigns each of the action items to the appropriate department. Quarterly meetings are held with the City Manager's staff and division directors to create an update to be presented to the City Council.

The results of the strategic plan are used in budget development and each department uses the seven strategic objects to guide their plans for the upcoming year. Further details can be found in the individual department overviews in the budget document.

