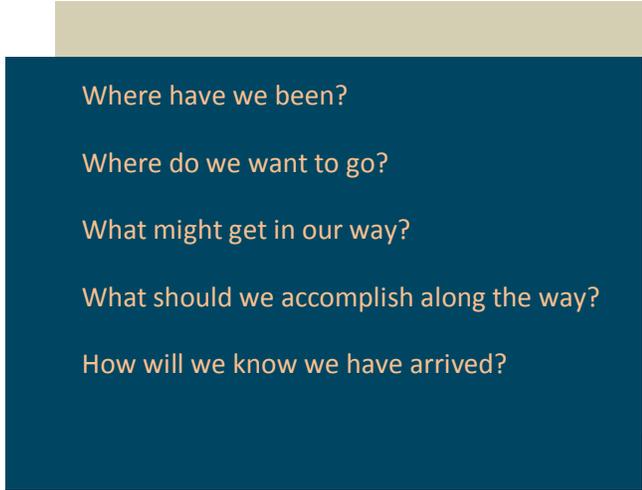


Strategic Plan

The strategic planning workshop is held annually and is attended by the City Council, City Manager, Assistant City Manager, and the City Secretary.

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, issues that will present challenges and opportunities tomorrow. Accordingly, the strategic planning workshop is an exercise in collective foresight, as the participants work together to clarify what success looks like for the City of Forney in light of expected future conditions and where Council wants to take the community and the organization.

Strategic planning is a product of strategic thinking resulting in a defined direction that guides the decisions and resource allocation of an organization. It 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.



In the five years since the City began the annual strategic planning process, significant changes have occurred and leadership once again partnered with David Eisenlohr of the Azimuth Group to facilitate a "re-set" of the City's strategy.

Five questions were used to guide the flow of this year's workshop. The following information addresses those questions and the answers.

Where have we been?

Participants completed a graphical history map to depict progress since the 2008 strategic plan.

- Goals set and accomplished
- Projects completed
- Strategies adopted
- Transformational events and key contributors
- New or improved services
- Important lessons learned

Notable accomplishments from the previous five year period include:

- Assembly of large tracts for future development
- Extensive roadway improvements completed
- Police Station, Community Park and amphitheater openings

- Proactive economic development processes and relationships established
- Downtown progress
- Healthy “rainy day fund”
- Many Others

Where do we want to go?

Council condensed the conversations about where we want to go into a single statement.

Forney is a hometown for a lifetime, open for business, consciously creating our limitless future.

What might get in the way?

Council identified items that would enable success as well as items that would be obstacles.

Enablers of success

- Strategic location
- Strong, resilient community
- Willing / Diverse City Council
- Inter-departmental communication
- Schools
- Boards & Commissions
- Youthful community demographics

- Strong city staff
- Strategic relationships

Obstacles to success

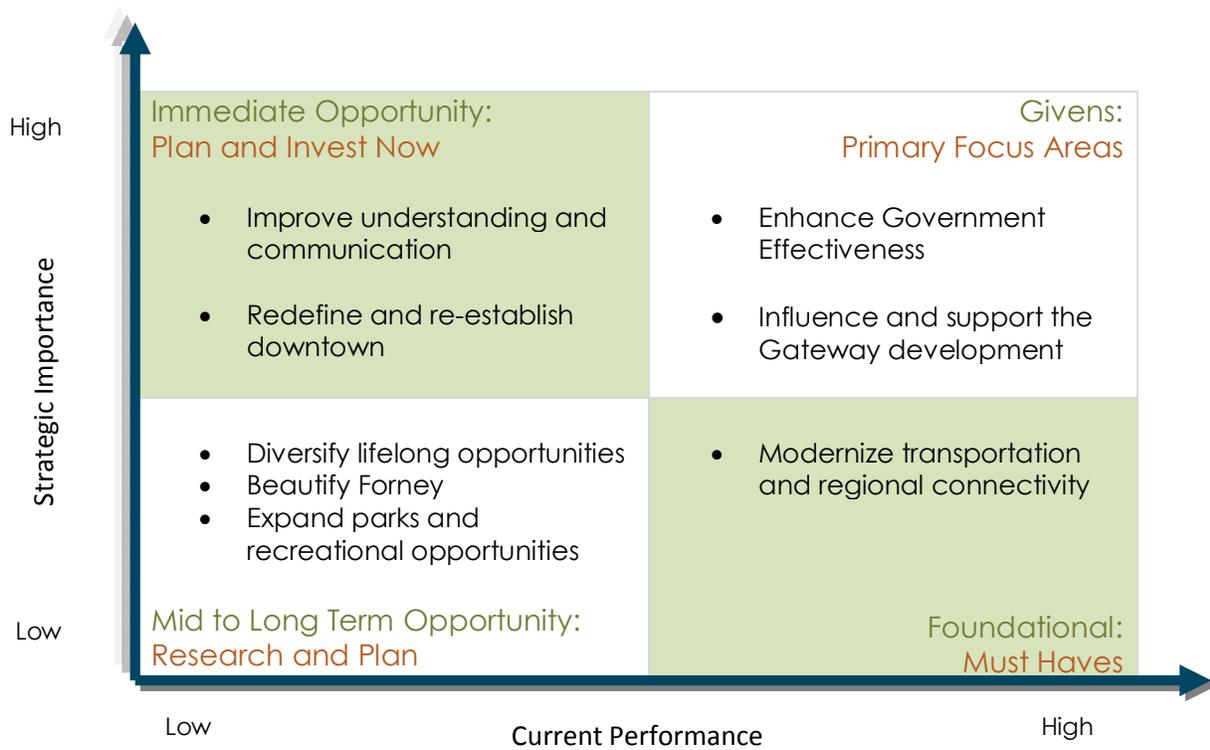
- Limited financial resources
- Municipal staffing vs workload and required skills
- Limited growth potential / landlocked
- Political uncertainties

What should we accomplish along the way?

Council updated the original eight strategic imperatives to reflect current conditions.

Eight Strategic Imperatives:

- Enhance government effectiveness
- Improve understanding and communication
- Beautify Forney
- Redefine and re-establish downtown
- Influence and support the Gateway development
- Diversify lifelong opportunities
- Modernize transportation and regional connectivity
- Expand parks and recreational opportunities



How will we know we have arrived?

Council identified markers for success in each of the eight strategic imperatives.

Enhance government effectiveness

- Functional City Council
- Safe neighborhoods
- Citizens perceive responsible government
- Adequate city staffing levels, technology enabled

Improve understanding and communication

- Citizens feel connected to their community
- Community engagement improved
- Active outreach to “external communities”

Beautify Forney

- Available shopping and dining opportunities
- Arts, markets, festivals, food trucks
- Beautification and public art

Influence and support the Gateway development

- Retail spaces open for business
- Growing market enthusiasm for Forney development
- Recognized regional destination

Diversify lifelong opportunities

- College campus in Forney (satellite or junior college)
- Full service hospital
- Major employer attracted

Modernize transportation and regional connectivity

- Improved local mobility
- Improved directional signage to local attractions
- Ongoing regional dialog on mass transportation
- Improved maintenance on state roads

Redefine and Re-establish downtown

- Available shopping and dining opportunities
- Arts, markets, festivals, food trucks
- Beautification and public art

Expand parks and recreational opportunities

- More adult athletic leagues
- Community Park complete
- Large park on the north side

Strategic Plan Implementation Teams (SPITS)

To facilitate implementation and coordination of the strategic plan, each year cross-functional teams are formed to research and recommend specific actions. In most cases, elements of each of the eight strategic imperatives fall under the functional responsibility of multiple City departments.

Each Strategic Plan Implementation Team (SPIT) has been assigned a strategic imperative and has established responses to the questions ‘What does success look like?’ and ‘How will we measure progress?’ The SPITs are established after the Council Strategic Planning retreat in February and meet throughout the year to evaluate progress.



Modernize Transportation and Connectivity

What does success look like?

- Improved local Mobility
- Improved signage – Directions to attractions
- State roads are in improved condition
- Dialog on mass transportation
- Service roads at Hwy 80 over the Trinity River
- On/Off ramps improved

How will we measure progress?

- Coalition of area communities to promote Hwy 80 improvement
- TXDOT funding established
- Local directional sign program implemented
- Liberty Hill fixed
- Long Range Transportation Plan developed
- Assumed maintenance for at least one state highway

In the Fiscal Year 2014 Budget, the following program enhancements are recommended:

- Allocation of \$200,000 in the Capital Improvement Fund to continue the design of Liberty Hill, including the design of ramps and service roads
- Allocation of \$50,000 in the Capital Improvement Fund for the Long Range Transportation Plan
- Allocation of \$125,000 in the Capital Improvement Fund for Trinity Street design
- Allocation of an additional \$75,000 in the Street Department operating budget for street repairs
- Allocation of an additional \$3,000 in the Street Department operating budget for directional signage

Beautify Forney

What does success look like?

- Compatible Architectural Interest / Variety
- Attractive Community Entry Ways
- Dressed Up Public Spaces
- Effective Code Enforcement

How will we measure Progress?

- Explore methods to induce quality design
- Developed Vision for Major Corridors
- Monument Signs in Public Areas
- Consider "Keep Forney Beautiful" Program and staff
- Fence Ordinance
- Proactive Code Enforcement

In the Fiscal Year 2014 Budget, the following program enhancements are recommended:

- Allocation of \$150,000 in the Capital Improvement Fund to update the City's Comprehensive Master Plan
- Allocation of an additional \$75,000 in the Street Department for mowing of TXDOT right-of-ways citywide

- Allocation of \$150,000 in the Capital Improvement Fund to complete Phase 1 of the Ridgcrest Road Landscaping project

Expand Parks and Recreation Opportunities

What does success look like?

- More Adult Leagues
- Community Park Finished

How will we measure progress?

- Completed Parks Master Plan
- Large Park on North Side / Heritage Park
- Amphitheater Usage
- Booker T Washington Property Plan / Proposal Developed
- Town Lake Feasibility Study

Progress to Date:

- Funding of \$95,000 was allocated in the Fiscal Year 2013 Budget for the Parks Master Plan. Completion is expected during Fiscal Year 2014
- Booker T Washington Property was purchased in late 2012 and a proposal should be taken to Council in early 2014

In the Fiscal Year 2014 Budget, the following program enhancements are recommended:

- Allocation of \$75,000 in the Special Events Department for a Fall Concert Series at the Spellman Amphitheater

Influence and support Gateway development

What does success look like?

- Gateway Developed
- Retail Open for Business
- Growing Enthusiasm
- Forney is a recognized regional destination

How will we measure progress?

- Major Retailer Announces Intent to Locate
- Gateway Bridge Opens
- Concept Plan Approved
- Additional Business
- South Side Development Begins
- Entertainment Venue Located

In the Fiscal Year 2014 Budget, the following program enhancements are recommended:

- Allocation of \$150,000 in the Capital Improvement Fund to update the City's Comprehensive Master Plan
- Allocation of \$40,000 in the Economic Development Corporation to update the Economic Development Plan

Re-Define and Re-Establish Downtown

What does success look like?

- Shopping
- Dining
- Additional Downtown Property Acquired
- Beautified – Public Art
- “Niche” Retail Center
- Arts, Markets, Festivals, Food Trucks

How will we measure progress?

- Re-locate Utilities
- Presence of Food Trucks
- Increasing Occupancy
- Lighting Installed
- Quiet Zone Implemented
- Downtown Plan Implemented

Progress to Date:

- Funding for the Quiet Zone Implementation was increased from \$45,000 to \$495,000 in the Fiscal Year 2013 Budget.

In the Fiscal Year 2014 Budget, the following program enhancements are recommended:

- The Downtown Business Association has requested a Hotel Occupancy Tax Fund allocation of \$20,000 for downtown banners and signage.
- The Forney Arts Council has requested a Hotel Occupancy Tax Fund allocation of \$5,000 for Second Saturdays
- Allocation of \$10,000 in the Economic Development Corporation for Business Boot Camp Grants

Enhance Government Effectiveness

What does success look like?

- Safe Neighborhoods- Proactive Response to Growth
- Adequate City Staffing Levels – Police, Fire, Public Works, Other
- Citizens Perceive Responsible Government
- Functional Council
- Technologically Enabled

How will we measure progress?

- Maintain A Low Crime Rate
- Reduction in Overtime
- Employee Satisfaction
- Improved Condition of Streets
- Citizens Survey
- Information Technology Strategic Plan

In the Fiscal Year 2014 Budget, the following program enhancements are recommended:

- Addition of three police officers.
- Allocation of \$35,000 for a Information Technology Strategic Plan
- Implementation of Employee Compensation Plan at 97% of market

Diversity for Lifelong Opportunity

What does success look like?

- Full Service Hospital
- College Campus in Forney
- Partnership with FISD
- Major Employer Attracted
- Re-development of Older Residential Neighborhoods
- Annexation Strategy

How will we measure progress?

- City/ ISD Study Group Formed and Operating
- Interested / Targeted Higher Education Institutions Identified
- Annexation Plan Considered

In the Fiscal Year 2014 Budget, the following program enhancements are recommended:

- Allocation of \$5,000 in the General Fund Engineering Department for an Annexation Service Plan
- Allocation of \$7,000 in the Economic Development Corporation for FISD Internship Program
- Allocation of \$40,000 in the Economic Development Corporation to update the Economic Development Plan

Improve Understanding through Communication

What does success look like?

- "Question of the week" to drive web traffic
- Community Engagement Improved
- Citizens Feel Connected to the Community
- External Communities "Active Outreach"

How will we measure progress?

- Citizen Survey Indicates more Understand
- Website Traffic Up
- Social Media Plan Developed
- Public Information Officer On Board
- Festival Attendance Up – Strong City Presence
- Paid Print Coverage – Quarterly Insert

In the Fiscal Year 2014 Budget, the following program enhancements are recommended:

- Allocation of \$30,000 for a re-design of the City website
- Allocation of \$45,000 for a contract Public Information Officer