

FINAL REPORT

City Council Strategic Planning Workshop June 20-21, 2009



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EXECUTIVE SUMMARY

Over the course of two days at Southlake Town Square, the Mayor, five members of the City Council, the City Manager, Assistant City Manager, and Executive Assistant, and the City Secretary of the City of Forney, Texas completed the city's annual strategic planning workshop. The planning session, facilitated by a consultant from the Azimuth Group, ("AGI") Inc., resulted in the validation and articulation of several key elements of an updated strategic framework for the management of the city's operations and services, building on the results of the 2008 planning retreat. These included:

- A review of the results and lessons learned from the execution of the 2008 planning process
- Discussion of the results of the city's first-ever community survey
- Consideration of current economic realities and the formulation of high-level contingency plans
- Updating and re-prioritization of operational goals within the city's seven strategic focus areas.

Purpose of the Strategic Planning Workshop

The strategic planning process is focused primarily on *What* the City of Forney needs to accomplish to achieve success, rather than the day-to-day *How*s of municipal operations and service delivery. Good strategic planning addresses the issues that challenge you today and, more importantly, those that will challenge you tomorrow. Accordingly, the strategic planning workshop was 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.

For the 2009 planning workshop, the process also had to account for two significant variables from the prior year's effort: First, a new Mayor is now in place, along with a new member of the City Council. Second, dramatic shifts in national, statewide, and local economic conditions have occurred. Both of these are substantive changes, requiring explicit acknowledgement and consideration.

2008 Results and Lessons Learned

After a discussion of the participants' expectations for the weekend planning session, the Council and staff engaged in a dialog about what they had accomplished and what lessons

had been learned during the first year operating under a strategy-focused management system. Using a “Plus/Delta” methodology – comparing both positive aspects of the prior year’s performance and those aspects that could benefit from change, the Council listed the following:



- Gave measurable objectives; allowed everyone to be on same page
- Let staff know - Road map (Framework for staff to implement Council desires)
- Keep thinking/planning
- Need to THINK BIG while understanding limitations
- Council has become more active; more professional
- Continue to support staff in their development
- Need to continue to engage community (Citizen Survey)
- Fostering relationships (Parks District); FISD
- Discussion Transportation to/from Forney
- Keep pushing actions forward
- Keep reviewing/continuous review of plans to stay on track
- Incentives and recognition (boards, staff)
- Broader Council discussions
- Staff Retreats/Quarterly Meetings
- Community image/perceptions



- Do a better job of engaging the community
- Could we have accomplished more?
- Did not accomplish organizing and holding Town Hall meetings
- Need to be more proactive in educating citizens:
 - fiscal constraints
 - website / facebook / twitter
 - water bills
 - critical project dates
 - project information boards
 - new website marketing
- Need for more City Council development

Citizen Survey Results and Findings

2008 saw the City of Forney successfully develop, administer, and analyze its first-ever citizen survey. At the planning retreat, City Secretary Dorothy Brooks presented a detailed briefing of the results and findings from that survey. Her report has been submitted to the City Council under separate cover. Following the presentation of the survey results, Council members listed the following key lessons learned from the survey:

- The response rate and results show the need for a continuing effort at ongoing communication with the public
- It is imperative that the city continue to perform citizen survey's to provide opportunities for meaningful feedback
- There is a need for more insight into the details of citizen opinions and thus an opportunity to "drill down" in future surveys to secure even more detailed understanding of citizen concerns.
- Recreation services remain a high priority need for the citizens.
- Providing public feedback and a "thank you" for participation in the survey is important.

Operating Priorities

Workshop participants reviewed presentation materials prepared by the City's department heads, outlining operating priorities for the upcoming 2009-2010 fiscal year. That presentation has been provided separately to the City Council by the city staff. The purpose of this portion of the planning session was the elicit feedback from the Council on those priorities, in light of those of the Mayor and Council.

Council discussion focused in four areas, as summarized below and detailed in the full report:

- Priorities for Capital Purchases
- Priority Personnel Needs
- Maintenance Priorities
- Facility Priorities

Economic Contingencies

To ensure that the City Council and staff were considering current economic realities in their strategic planning process, the workshop facilitator divided the group into three groups to brainstorm alternative short term economic scenarios: a Best Case, a Worst Case, and a Likely Case. For each case, the working groups described the direction and magnitude of expected changes in key economic indicators, described the resulting impacts on the city government in terms of its ability to effectively deliver services, and proposed a set of potential city responses in the event that the specific economic scenario was encountered.

Strategic Objectives

To identify these areas of strategic focus, workshop participants were challenged to mentally go forward in time to imagine great success. They visualized a situation where the city

had achieved its vision through successful accomplishment of its mission while operating within its value framework. Then they were asked, “Looking back on today from a position of great success, what, specifically, did the city do to achieve that success.” Each participating member listed the action steps that, if taken today, would lead the city to that future position. Many individual ideas were generated. Then, working together, these ideas were grouped together according to their common themes. From this exercise, a total of seven strategic objectives emerged as the most important ones for Forney’s future. These strategic focus areas are considered coequal – the city must have all seven to achieve strategic success. These seven strategic objectives are shown below:

FORNEY STRATEGIC OBJECTIVES

- 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

Action Planning

Having previously identified seven key strategic objectives or focus areas, the City Council used the information developed over the course of the workshop to identify specific projects or initiatives for each major strategy. Action items were developed and prioritized. Below are listed the Council’s top priorities for the coming fiscal year in each of the seven strategic focus areas. The full report includes a more detailed list of programs and initiatives for each.

Implement Transportation Improvements

- Repair existing streets and roads (short term)
- Complete Ridgcrest and Monitor Boulevard (short term)
- Improve street signage with larger / easier to read signs (short term)
- Implement draining improvements to address street flooding issues (mid term)
- Develop a plan for Broad Street (mid term)

Become a Regional Center

- Actively engage in the EDGE project design decisions (short term)
- Provide City Council policy guidance and direction to the Forney Economic Development Corporation (short term)
- Conduct a City Council economic development workshop (short term)
- Develop a strategic plan for Irish Ridge (mid term)

Enhance Quality of Life

- Improve code enforcement to beautify the city (short term)
- Upgrade landscape and beautification of public spaces and institute a tree planning program (mid term)
- Start phase II of the community park (mid term)
- Acquire and set aside green areas for future park development (mid term)

Develop the Municipal Organization

- Develop a plan for the replacement of the Animal Control Facility (short term)
- Investigate, plan and train for a disaster or major catastrophe (short term)
- Investigate opportunities for grant funding. (short term)

Engage the Community

- Expand the City's website and use social networking technology (short term)
- Actively market the City website (short term)
- Create a Forney City Newsletter (short term)
- Conduct an annual citizen survey (short term)

Revitalize and Expand Downtown

- Develop a strategy for downtown property acquisition (short term)
- Consider optioning the First Baptist Church property (short term)
- Support preservation of the Presbyterian Church (short term)
- Have the old fire station restored (mid term)
- Create and market a concept plan for downtown Forney (mid term)

Foster Strategic Relationships

- Work to improve relationships with the Forney ISD Superintendent (short term)
- Foster close relationships with Kaufman County and neighboring cities (short term)

- Develop an alliance relationship with the cities of Mesquite, Rockwall and Sunnyvale (short term)
- Engage Council members in the city's legislative program (short term)

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INTRODUCTION

Over the course of two days at Southlake Town Square, the Mayor, five members of the City Council, the City Manager, Assistant City Manager, and Executive Assistant, and the City Secretary of the City of Forney, Texas completed the city's second annual strategic planning workshop. The planning session, facilitated by a consultant from the Azimuth Group, ("AGI") Inc., resulted in the validation and articulation of several key elements of an updated strategic framework for the management of the city's operations and services, building on the results of the 2008 planning retreat. These included:

- A review of the results and lessons learned from the execution of the 2008 planning process
- Discussion of the results of the city's first-ever community survey
- Consideration of current economic realities and the formulation of high-level contingency plans
- Updating and re-prioritization of operational goals within the city's seven strategic focus areas.

During the workshop, City Council members and top city staff members were able to openly discuss the performance of the city staff and the City Council over the past year, consider strengths and weaknesses, consider external evidence of their success, discuss the impacts of an uncertain economy and, in the end, forge agreement on the highest order priorities for the city's future. These strategic priorities, in turn, establish the foundation for more specific action steps, resource plans (budgets) and performance measures. The strategic planning workshop, therefore, confirmed and updated a unifying frame of reference to guide daily policy and operating decisions, organizational structures and governance.

This report details the results of the 2009 strategic planning workshop.

PURPOSE OF THE STRATEGIC PLANNING WORKSHOP

The City of Forney's decision to begin a strategic planning effort was prompted by the convergence of a number of interrelated factors. However, most significantly, the appointment of a new City Manager provided the Mayor, City Council and City Manager a "window of opportunity" to establish, together, a clear vision of the city's desired future and to begin a continuous process of planning, leading and executing to create that desired future.

Strategic planning is a product of strategic thinking, which should occur not only at periodic planning sessions such as the one just completed, 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.

The strategic planning workshop focused primarily on **What** the City of Forney needs to focus on to achieve its overall vision for the future rather than the day to day **How**s of municipal operations and service delivery. Good strategic planning addresses the issues that challenge you today and, more importantly, those that will challenge you tomorrow. Accordingly, the strategic planning workshop was 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 SESSION OBJECTIVES

The main focus of the City Council's strategic planning retreat was on the **What** rather than the **How** of municipal operations. Strategic planning is a product of strategic thinking, which should occur not only at periodic planning sessions, but on a continuous basis. It involves the gathering, sorting and prioritizing of the best thinking of Forney's policy leaders and executive managers, concentrated on the core purposes of the organization and the most important attributes of success.

Strategic planning should address the issues that challenge you today and, more importantly, those that will challenge you tomorrow. The strategic planning workshop, therefore, was an exercise in foresight. Its purpose was to clarify what success looks like for the City of Forney in light of past performance, the conditions expected in the future, and where the Council wants to lead the organization and the community.

With this in mind, an important purpose of the planning retreat was to have open dialog about the city's successes and shortcomings, feedback from citizens and operating managers, and consideration of economic uncertainties. From this dialog emerged agreement on the highest order priorities for the near, mid and long term future of the city government. These priorities, in turn, will then be used by the management team to define even more specific task plans, resource plans (budgets), and performance measures going forward. The results of the strategic planning workshop also produced a unifying frame of reference to guide daily policy and operating decisions, organizational structures and governance.

THE PLANNING PROCESS

To complete a thorough review and update of the City of Forney Strategic Plan, the City Council and staff worked through a series of small group exercises, brainstorming sessions and other techniques to:

- Validate the seven current strategic objectives of the City of Forney.
- Review results achieved as a result of the 2008 planning process and to document key lessons learned for application to future management plans.
- Understand the results of the city's first-ever citizen survey and discuss what those results suggest about the performance of the city government and the priorities of the Forney citizenry.
- Consider the immediate operational priorities of the City Manager and the professional staff of the city.
- Think about current economic conditions and describe alternative action scenarios in the event of significant worsening or significant improvement of those conditions.
- Use the results of the brainstorming and dialog to readjust and reprioritize specific operating goals for the next planning and performance cycle.

Key aspects of this process are described in more detail in the following sections of the report.

2008 RESULTS AND LESSONS LEARNED

Workshop participants reviewed the strategic objectives and individual actions plans developed in the 2008 retreat to assess the results achieved during the past year. As shown below, a large number of planned objectives, including both high priority and other specific goals were completed. Then using that information, the Council and staff discussed lessons learned for application to future planning efforts, including the 2009 plan.

GOAL ACHIEVEMENT

The following indicates the level of goal attainment based on the 2008 plan:

Top Priority 2008 Goals Achieved:

- Open Main Street Extension
- Create a public improvement district for Fox Hollow
- Explore community college partnerships
- Look at attracting retirement housing/assisted living
- Establish an IT department and hire an IT person
- Go To the legislature as the city and not as the county
- Determine what can be done to make the fire station look better

Other 2008 Goals Achieved:

- Start a sidewalk program.
- Work on improving relationships with the railroad.
- Continue to implement road and sidewalk plans.
- Define more precisely what we want “regional center” to mean.
- Create a meeting plan.
- Promote sports tournaments for new athletic facilities.
- Create a Forney Park District.
- Work with owners to re-work plats.
- Provide personnel to perform the work required.
- Explore the feasibility of hiring a lobbyist.
- Identify the “top people” in Austin and agencies impacting Forney.
- Continue to develop a relationship with FISSD Superintendent.
- Create a group for the Regional Transportation Commission with Dallas, Mesquite and Sunnyvale.
- Support and strengthen the Forney Chamber of Commerce.

- Increase NCTCOG presence.
- Continue relationships with Kaufman County.
- Develop a functioning Downtown Advisory Board.
- Build stronger relationships with downtown business owners.
- Secure a recommendation on a Main Street Program from the Downtown Advisory Committee.
- Better define downtown area limits.
- Develop and host a Board appreciation dinner.
- Complete an annual citizen's survey.
- Develop a visual depiction of our strategy and progress.
- Create CIP information/status boards.
- Have events on a regular basis to bring people downtown.
- Determine the availability of land for sale and start marketing it.

LESSONS LEARNED

Based on this success, the Council was next tasked to consider the specific lessons learned, from the past year's performance, both in terms of successes and areas for improvement. Using a "Plus / Delta" brainstorming technique, participants listed the "pluses" of the strategic management process as well as the "deltas" (the engineering symbol for change) to describe those aspects of the process that could benefit from improvement.

Plus – Aspects of the Strategic Planning Process to Build Upon

- Gave measurable objectives; allowed everyone to be on same page
- Let staff know - Road map (Framework for staff to implement Council desires)
- Keep thinking/planning
- Need to THINK BIG while understanding limitations
- Council has become more active; more professional
- Continue to support staff in their development
- Need to continue to engage community (Citizen Survey)
- Fostering relationships (Parks District); FISD
- Discussion Transportation to/from Forney
- Keep pushing actions forward
- Keep reviewing/continuous review of plans to stay on track
- Incentives and recognition (boards, staff)
- Broader Council discussions
- Staff Retreats/Quarterly Meetings
- Community image/perceptions

Delta – Aspects of the Strategic Planning Process to Improve

- Do a better job of engaging the community
- Could we have accomplished more?
- Did not accomplish organizing and holding Town Hall meetings
- Need to be more proactive in educating citizens:
 - fiscal constraints
 - website / facebook / twitter
 - water bills
 - critical project dates
 - project information boards
 - new website marketing
- Need for more City Council development

CITIZEN SURVEY RESULTS AND CONCLUSIONS

2008 saw the City of Forney successfully develop, administer, and analyze its first-ever citizen survey. At the planning retreat, City Secretary Dorothy Brooks presented a detailed briefing of the results and findings from that survey. Her report has been submitted to the City Council under separate cover. Following the presentation of the survey results, Council members listed the following key lessons learned from the survey:

- The response rate and results show the need for a continuing effort at ongoing communication with the public.
- It is imperative that the city continue to perform citizen survey's to provide opportunities for meaningful feedback.
- There is a need for more insight into the details of citizen opinions and thus an opportunity to "drill down" in future surveys to secure even more detailed understanding of citizen concerns.
- Recreation services remain a high priority need for the citizens.
- Providing public feedback and a "thank you" for participation in the survey is important.

More specifically, the City Council directed the staff to develop a plan for the communication of survey results to the public, thanking them for their participating and sharing the City's plans for responding to the issues raised. That communication plan should include:

- Publication on the city's website.
- Development of a series of topical articles for the city newsletter.
- Presentation of a summary of the survey results at a future City Council meeting.
- Possible organization of a stand alone Town Hall meeting for the presentation and discussion of the survey results.

OPERATING PRIORITIES

Workshop participants reviewed presentation materials prepared by the City's department heads, outlining operating priorities for the upcoming 2009-2010 fiscal year. That presentation has been provided separately to the City Council by the city staff. The purpose of this portion of the planning session was the elicit feedback from the Council on those priorities, in light of those of the Mayor and Council.

Council discussion focused in three areas, as summarized below:

Priorities for Capital Purchases

- Explore the option of creating an internal service funding mechanism for the replacement of municipal fleet vehicles and equipment.
- Explore the benefits of using purchasing cooperatives to secure advantageous pricing on expensive capital items.
- Explore the possibility of securing attractive purchase prices for needed vehicles and equipment that may be depressed in the current economy.

Priority Personnel Needs

- Engage the city staff in the reporting of potential code violations as they are out in the community doing their regular duties
- Police, Fire, and Public Works Departments are seen as the highest priority staffing needs.
- Council is concerned that overwork and stress could cause morale issues if not addressed
- Council members see a need for improved documentation of operating policies and procedures, especially related to financial management, human resources management, and open records compliance.

Maintenance Priorities

- The CMOM (Capacity, Management, Operations, and Maintenance) program is a legislative mandate to reduce and eliminate sanitary sewer system overflow discharges. Because it is a mandate, this could rise in priority, although the city appears to be currently on track to compliance.
- The city may soon be in a position to consider the need for a full time purchasing manager, who may also double as a building and facilities manager.

- Explore cooperative purchasing arrangements for maintenance services and explore the possibility of outsourcing janitorial services and/or partnering with the Forney ISD.
- Explore the costs and benefits of bundling mowing services under a single contract including parks, right of way, property maintenance, and code enforcement activities.

Facility Priorities

- Development of Phase II of the Community Park may become the responsibility of the Parks District. If this is not possible, the timing of the development will very likely have to be deferred
- The need to replace the current Animal Control Facility could become a critical need under state regulatory guidelines.
- The city needs a comprehensive municipal facilities plan that includes both capital and operating cost estimates.

ECONOMIC SCENARIO PLANNING

To ensure that the City Council and staff were considering current economic realities in their strategic planning process, the workshop facilitator divided the group into three groups to brainstorm alternative short term economic scenarios: a Best Case, a Worst Case, and a Likely Case. For each case, the working groups described the direction and magnitude of expected changes in key economic indicators, described the resulting impacts on the city government in terms of its ability to effectively deliver services, and proposed a set of potential city responses in the event that the specific economic scenario was encountered. The table below displays the result of this scenario brainstorming and planning.

Best Case	Likely Case	Worst Case (12-18 Mos Duration)
<p>Economic Indicators</p> <ul style="list-style-type: none"> <input type="checkbox"/> Unemployment levels out Wages keep pace with inflation <input type="checkbox"/> Interest rates stay the same <input type="checkbox"/> Gradual rise in energy costs <input type="checkbox"/> Gradual rise in health care costs <input type="checkbox"/> Slight increase in commercial and residential development 	<p>Economic Indicators</p> <ul style="list-style-type: none"> <input type="checkbox"/> Slight increase in unemployment <input type="checkbox"/> Flat wages <input type="checkbox"/> Flat fed funds rate / consumer rates up <input type="checkbox"/> Both energy and health care costs increase 	<p>Economic Indicators</p> <ul style="list-style-type: none"> <input type="checkbox"/> Unemployment flat or higher <input type="checkbox"/> Wages - flat to down <input type="checkbox"/> Interest rates - slightly to moderately higher <input type="checkbox"/> Energy costs higher <input type="checkbox"/> Healthcare costs unknown
<p>Likely Impacts</p> <ul style="list-style-type: none"> <input type="checkbox"/> Increased sales tax <input type="checkbox"/> Increased property tax <input type="checkbox"/> Attraction of retail development <input type="checkbox"/> Turnover of housing inventory / absorption <input type="checkbox"/> "Move Up" housing development <input type="checkbox"/> Municipal debt refinancing <input type="checkbox"/> More disposable income <input type="checkbox"/> CCN release <input type="checkbox"/> Improved employee retention 	<p>Likely Impacts</p> <ul style="list-style-type: none"> <input type="checkbox"/> Sales tax - slow growth <input type="checkbox"/> Property tax delinquencies rise - 95% <input type="checkbox"/> Lower borrowing costs <input type="checkbox"/> Increased operational costs 	<p>Likely Impacts</p> <ul style="list-style-type: none"> <input type="checkbox"/> 5-10% overall revenue decline
<p>Potential City Actions</p> <ul style="list-style-type: none"> <input type="checkbox"/> Establish equipment fund <input type="checkbox"/> Expand services <ul style="list-style-type: none"> --Public Safety --Development related staff <input type="checkbox"/> Expand CIP <input type="checkbox"/> Add other personnel as possible 	<p>Potential City Actions</p> <ul style="list-style-type: none"> <input type="checkbox"/> Eliminate or freeze vacancies <input type="checkbox"/> Postpone capital projects & purchases <input type="checkbox"/> Encourage conservation 	<p>Potential City Actions</p> <ul style="list-style-type: none"> <input type="checkbox"/> Consider converting fleet (non emergency) to natural gas <input type="checkbox"/> Employee furloughs and/or salary reductions <input type="checkbox"/> --Try to avoid layoffs <input type="checkbox"/> Health care cost containment measures <input type="checkbox"/> Defer borrowing <input type="checkbox"/> Expend reserves only over the short term

STRATEGIC OBJECTIVES AND ACTION STEPS

After systematically considering multiple facets of the City of Forney's results and performance over the past year, and considering the potential implication of the current unpredictable economy, the workshop participants next turned their attention to the specific areas of policy leadership and management focus that are likely to have the greatest impact on the city's long term success. Based on the strategic and tactical successes of the 2008-2009 year, the city's existing seven strategic objectives were ratified:

FORNEY STRATEGIC OBJECTIVES

- 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

City Council members then worked to identify specific projects or initiatives for each major strategy. Action items were developed through examination of the prior year goals and results, brainstorming new initiatives, and then prioritizing them using a "sticky dot" voting technique.

Listed below, by strategic objective, are the Council's consensus initiatives for the immediate, mid, and long term time periods. Those initiatives or projects shown in bold type represent the highest priority goals within each of the strategic focus areas.

IMPLEMENT TRANSPORTATION IMPROVEMENTS

Immediate (FY 2009-2010)

- **Repair existing city streets and roads.**
- **Complete Ridgecrest and Monitor Boulevard.**
- **Improved street signage (Larger, easier to read).**
- Start Construction on the bridge and north and south spine roads.
- Identify potential signals and approach TxDOT for funding support.

- Better enforcement of traffic laws.
- Include status of road improvements in newsletter and post on our website.
- Traffic flow regulation; red light cameras, traffic lights.

Mid-Term (2-3 Years)

- **Develop a plan for improvement of Broad Street.**
- **Implement drainage improvements to address street flooding issues.**
- Create van pools to a central point in Dallas.
- Start a dialog with TxDOT addressing the of Broad Street / FM 548 and install street lights to light areas.
- Create a ride share website and billboards.

Long-Term (Beyond 3 years)

- Expand FM 548 from 1641 to 741.
- Widen 740 from Pinson to 460.
- Expand FM 1641 to 4 lanes to the city limits.
- Work with DART to secure a commuter rail station.
- Acquire ROW for a future north loop.
- Expand Highway 80 from I-20 to Forney.

BECOME A REGIONAL CENTER

Immediate (FY 2009-2010)

- **Actively engage in EDGE project design decisions.**
- **Conduct a City Council economic development workshop.**
- **Provide Council policy guidance and direction to the Forney Economic Development Corporation.**
- Define what we want Regional Center to mean.
- Sign incentive package with the EDGE development group.
- Start the bridge over the railroad.
- Complete an entertainment / sports feasibility study.
- Develop and grow retail relationships.

Mid-Term (2-3 Years)

- **Develop a strategic plan for Irish Ridge**
- Attract professional jobs and a major employer.
- Attract bio-medical industries to development around a future medical center.
- Implement the T.I.P. strategies report and the city's comprehensive plan.
- Work with EDC to Identify and target prime companies we want to locate in Forney.
- Assess transportation location / linkage / synergy for regional development.

Long-Term (Beyond 3 years)

- Create multiple destinations / attractions within City of Forney.

ENHANCE QUALITY OF LIFE

Immediate (FY 2009-2010)

- **Improve code enforcement to beautify the city.**
- Expand the point system and design regulations to residential development.
- Promote patriotic themes for community events.

Mid-Term (2-3 Years)

- **Upgrade landscape / beautification of public spaces and implement a tree planting program.**
- **Start Phase II of Community Park.**
- **Acquire and set aside green areas for future park development.**
- Create a formal recreation program.
- Continue to raise minimum housing standards.
- Promote community festivals.

Long-Term (Beyond 3 years)

- Acquire land and build the next sports park (through the Parks District).
- Secure Tree City USA designation.
- Secure All American City designation.

DEVELOP THE MUNICIPAL ORGANIZATION

Immediate (FY 2009-2010)

- **Develop and plan for replacement of the city's Animal Control Facility.**
- **Investigate, plan and train for a disaster or major catastrophe.**
- **Investigate opportunities grant funding.**
- Create a Forney Sports Authority.
- Systematically implement documented policies and procedures.
- Conduct a training and development needs assessment.
- Develop a municipal facilities and City Hall space plan.
- Increase City Council training (TML, ICSC, etc.).
- Explore compensation incentive program.
- Develop online bill presentment/payment.

Mid-Term (2-3 Years)

- Expand City Hall / administrative space.
- Find new home for the Public Works Operations Facility.

- Begin Implementation of the Municipal Facilities Plan.

Long-Term (Beyond 3 years)

- Continue implementation of the municipal facilities plan.
- Hire a City Engineer.

ENGAGE THE COMMUNITY

Immediate (FY 2009-2010)

- **Expanded City's website and adopt social networking technology.**
- **Create a Forney City Newsletter.**
- **Conduct an annual citizens survey.**
- Actively market and promote the City of Forney website.
- Conduct quarterly Town Hall meetings.
- Develop a volunteer program.
- Conduct a City Council meeting at the high school.

Mid-Term (2-3 Years)

- Secure a venue for the annual State of the City address.

Long-Term (Beyond 3 years)

- Establish a cable television presence for the city.

REVITALIZE AND EXPAND DOWNTOWN

Immediate (FY 2009-2010)

- **Consider optioning the First Baptist Church property.**
- **Develop a strategy for downtown property acquisition.**
- Assign the Heritage Town Center Committee to investigate and make recommendations on a Main Street program.
- Refurbish downtown historical signage.
- Support the preservation of the Presbyterian Church.
- Light downtown buildings.

Mid-Term (2-3 Years)

- **Create and market a downtown Forney concept plan.**
- **Have the old fire station restored.**
- Buy the First Baptist Church property for a future City Hall.
- Become a Main Street City if affordable.
- Explore / encourage mixed use development in the downtown area.
- Create a downtown theme / signage.

Long-Term (Beyond 3 years)

- Implement the Downtown Concept Plan.
- Improve and expand downtown parking areas.

FOSTER STRATEGIC RELATIONSHIPS

Immediate (FY 2009-2010)

- **Work to improve relationship with the Forney ISD Superintendent.**
- **Form a strategic alliance with the cities of Rockwall, Heath, Sunnyvale and Mesquite.**
- **Foster close relationships with Kaufman County and our neighboring cities.**
- **Engage Council Members in legislative program development and execution.**
- Join the Chamber of Commerce as a city.
- Maintain our current political relationships.
- Develop an interim legislative strategy.
- Continue existing dialog / relationship with the City of Mesquite.
- Continue the DART relationship.

Mid-Term (2-3 Years)

- Create a legislative positions report in advance of the next legislative session.

Long-Term (Beyond 3 years)

- None identified.