



Strategic Plan 2009-2014



City of Glenn Heights
"Community of Neighbors"



INTRODUCTION



CITY OF GLENN HEIGHTS

Strategic Plan

2009-2014

“A COMMUNITY OF NEIGHBORS”

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I. Introduction

A research of City of Glenn Heights Records reflects that City Council and City Staff have conducted strategic planning discussions regarding identity and where the city is headed for the past ten years. There were workshops held in 1999 (Vision 2009), 2003, 2005, and 2007. What the records do not indicate that there was finality in the adoption of a formal plan and process to continuously review and update the strategies. Therefore, this plan builds on those earlier and current discussions.

In January 2009, the City Council directed the City Manager to focus on the future of the City by developing a Five-Year Strategic Plan for 2009-2014. This year Glenn Heights will celebrate its 40th anniversary and creates an opportune time to develop a plan and answer the key questions:

1. Where are we now?
2. Where do we want to go?
3. What do we want to be?
4. How are we going to get there?
5. What resources are we going to need to get there?
6. How do we know when we have arrived?

Answering each of these questions involves a number of steps that takes us through the strategic planning process. The purpose of the Strategic Plan is to formally assess needs and resources, look forward to five years, and create a formal plan for the future growth and sustainability of the City. The Strategic Plan establishes broad goals, identifies strategic issues, and states general priorities as defined by the governing body, staff, and citizens. What makes this plan different is that it is endorsed and adopted by City Council, will be reviewed and modified on an annual basis, has strategies for implementation, key indicators of success and incorporated into the staff work plans and the City's annual budgets. Also, know the plan will only be effective if it reflects the concerns, values, and priorities of our citizens therefore, our plan review process and future modifications will include citizen involvement and staff at all levels of the organization.

The City's Five Year Strategic Plan evolved from Council and staff workshops, several department head meetings focusing on future development, and reviews of plan development and goals with Council. This collaborative and collective effort takes a broad view of our direction for the organization and was guided by the mission

statements developed by Council and staff during teambuilding and planning workshops during the summer of 2007.

On February 21 and 28, 2009 City Council and City Staff Department Heads held joint workshops to focus on the Strategic priorities for the city, its strengths, weaknesses, challenges and opportunities. Assisting in this endeavor was our workshop facilitator, Mike Conduff, The Elim Group. A report of these workshop sessions is included in the Exhibits section of this plan. The discussions had four primary themes which reflect our vision and mission statements: 1) Great Neighborhoods, 2) A Safe City, 3) A Healthy and Sound Economy, and 4) An Effective Government. The key results of the workshops, and subsequent discussions were the development of the eleven (11) strategic goals to be addressed in the City of Glenn Height's Strategic Plan. The strategic issues are:

1. Neighborhood Vitality
2. Public Safety and Emergency Preparedness
3. Economic Development
4. Infrastructure Sustainability
5. City Council and Staff Accountability
6. Customer Service, Communication and Involvement
7. Fiscal Accountability
8. Education Advocacy
9. Technology
10. Recreation, Arts and Culture
11. Environmental Health and Human Services

The Glenn Heights Strategic Plan is a roadmap and provides a framework for the City's services, programs and activities for the future. This framework is expressed through a vision and mission statement, values, goals, objectives, implementation strategies, and measures of success.

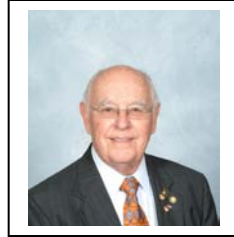
- Vision Statement reflects the collective understanding of the ideal view of the City in the future.
- Mission Statement reflects the organization's purpose and core reason for existence.
- Core Values reflect the ideals and guides how the city pursues every objective.
- Goals reflect long term issues and priorities of where the City wants to be at some point in the future
- Objectives specify changes needed to achieve our mission and goals.
- Implementation Strategies are action steps which directs staff in implementing our programs and services in a manner that will result in goal and mission achievement,

- Success Measures/Indicators of Success enables us to assess the effectiveness of the plan and outcomes.

In the following pages, the eleven strategic goals reflecting leadership priorities and vital City issues are defined. There is not an implied hierarchy to the plan in the listing of the core values or in the sequence of goals, objectives or strategies. The resulting Strategic Plan serves as a foundation for priority setting, budget development, and a guide for policy setting and decision-making. This plan will be frequently revisited and adjusted to stay current and respond to the ever-changing environment in our city.

A. Mayor's Message

July 30, 2009



When I was elected Mayor for the City of Glenn Heights in December, 2006 and re-elected in May, 2007 my promise to you was to be a “Citizen for the Citizens.” All my actions have been geared toward improving the quality of life for all citizens and ensuring the financial stability and growth of our City.

The Council Members, City Manager, City Staff and City Boards and Commissions and I have focused our efforts on our commitment to community service and efficient government. It is critical to develop realistic and strategic goals that allow us to maintain and continually enhance our delivery of services and to insure operating as effectively and cost-effective as possible to meet citizens’ needs, especially as related to public safety, streets, water and sewer services, and parks and recreation activities.

Strategic Planning is especially vital in today’s tough economic climate, as we endeavor to ensure that we achieve the best results for the money we have and spend. Thus, it is with great enthusiasm that I support the strategic planning goals and objectives which have been developed as a result of our planning sessions, Council actions and policy directions, listening and responding to citizen concerns, and countless hours of discussions about the future of Glenn Heights.

This Five-Year Plan will provide a road map for tomorrow and beyond and will enable us to take advantage of upcoming opportunities for growth and development. It will guide our activities in the months and years ahead, and be a barometer that will enable us to better gauge the efficiency of our city efforts and service delivery. It is also a plan that includes our reaching out to our neighboring cities in coordination of our efforts to solve common issues.

It is a plan that we can all stand behind as we work together to bring the City of Glenn Heights to new levels while maintaining our connection as a “Community of Neighbors.”

Sincerely,

Clark Choate
Mayor of the City of Glenn Heights

B. City Manager's Message

July 30, 2009



Since my appointment to the City Manager position in November, 2008, I have continually assessed city operations, council, community and staff concerns. My view of the current state of the City of Glenn Heights is synonymous to “a puzzle of many pieces” which only needs the many pieces to be placed in the right position. Upon completion of the puzzle it would reveal a model city with great opportunities for significant growth, with sustainable neighborhood, great schools, family oriented environment, and the business amenities to support this vision of a “Community of Neighbors.”

It is apparent that for the City of Glenn Heights to move forward it is in need of strategic thinking, strategic leadership and a multi-year strategic plan to make their vision become a reality. Through our development of a Five-Year Plan it changes our focus from daily “fires to put out” to proactive planning to become a model city to live, work, play and do business.

Strategic thinking requires that we move ourselves from the day-to-day consideration of how and why Glenn Heights is where it is today, and how it got here, to a greater focus on how we move forward. Through strategic planning we are taking ourselves out of the current reality and focusing on what it can become and plans to do. It is our hope that through our strategic thinking process we have developed a plan which ultimately develops the community's identity and positions the city for economic growth and development.

The establishment of the Strategic Plan Steering Committee and the resulting Five-Year Plan is the culmination of what the power of teamwork and cooperation between Council, Staff and Boards can achieve. As we move forward with plan implementation we pledge to do so with this continued spirit of unity and forward thinking.

Respectfully submitted,

Jacqueline L. Lee
City Manager

STRATEGIC PLANNING PROCESS

S.M.A.R.T. GOALS
Strategic
Measurable
Achievable
Relevant
Time Bound



II. Strategic Planning Process

A. Strategic Planning Steering Committee

The initial Strategic Planning Steering Committee consisting of the Mayor, City Council Members, Department Directors, and Board and Commissions Chairpersons was created in January, 2009 to guide the strategic planning process. The committee was charged to:

- Develop a Five-Year Strategic Plan (2009-2014) that improves customer service delivery and accountability for all city programs and services,
- Review internal organizational strengths, weaknesses, challenges and opportunities and develop a desired future state, critical areas needing to be addressed, and
- Improve this strategic initiative process by reflecting on the success and failures of previous strategic initiatives.

City of Glenn Heights Steering Committee Members

City Council

Clark Choate, Mayor

Kathy Dixon

Dan Freeman

Mary Ann Chancellor

Chance Harvey

Victor Pereira

City Staff

Jacqueline Lee, City Manager

Phillip Prasifka, Chief of Police

Christopher Shook, Chief of Fire

Patrick Harvey, Director of Finance

Judy Bell, Executive General Manager of Planning & Development Services

Drew Roberts, Director of Public Works

Vanessa Bagby, Interim Director of Human Resources

Othel Murphree, City Secretary

Connie Hearne, Assistant to the City Manager

City Boards and Commissions

Tony Espinosa, Planning and Zoning Commission Chairperson

Throughout the lifespan of the plan the Steering Committee will consist of the current Council Members, the City Manager, and Department Directors. It will be their responsibility for the oversight of the plan process, reviews, updates and ascertaining community stakeholders input and support of the plan. At the time of the plan adoption by Council the City Election has occurred and Douglas Burton is now a member and Kristen Smith-Davis has been appointed as Director of Human Resources, Paul Tedesco as Director of Economic Development and Brandon Montgomery as City Planner.

B. Strategic Planning Implementation Cycle

- The five-year plan is not a permanent document to be completed, adopted by City Council and filed away. It is a roadmap and a work in progress to be continually referred to in decisions, reevaluated and restructured on an annual basis.
- The vision, mission, values and the eleven strategic goals should remain constant over time and should only be revised to reflect significant community changes or unanticipated events in the City.
- The measurable objectives or benchmarks will help us track progress toward goals. Objectives are identified to cover the five-year planning period from the date they are adopted or revised, periodically reviewed and refined.
- Implementation strategies and actions are needed to meet the benchmarks. The strategies and actions in this document represent items that are likely to require public involvement and City Council action. Many more strategies and actions will be developed at the department and division levels to align the entire organization with the goals and objectives.
- Track progress through regular reporting on the plan activities and success indicators, and incorporate progress into department, organization, and community publications. The annual Department work plans and individual employee performance plans, Comprehensive Plan, Budget, Capital Improvement Plan and Program will also serve as reporting and implementing

policy documents, and also align and identify relationships with the Strategic Plan.

In summary, The Glenn Heights Strategic Planning and Implementation Cycle involve a number of steps that takes us through the strategic planning process and refer to as the “Ten Steps to Plan Implementation Excellence”:

1. Getting Started and Focused with a Strategic Thinking Approach
2. Visioning
3. Community Situation Assessment/Environmental Scan
4. Identifying Strategic Priorities and Issues
5. Plan Development with Goals, Objectives, Strategies and Success Indicators
6. Citizens/Stakeholders Participation
7. Continuous Action Planning
8. Organization Implementation
9. Monitor and Evaluate
10. Adjust and Modify

CITY OVERVIEW



III. City Overview

Early settlers were attracted to the area for its open farm and ranch land with wells along Bear Creek that never went dry. The development of the Glenn Heights community began in the late 1960's and was incorporated September 16, 1969. From there the City will celebrate its 40th Anniversary in September, 2009.

Today a suburban bedroom community with a footprint of 7.0 square miles, the City lies at the hub of Interstate 35E and Texas Farm-to-Market Road 664. Its unique location is situated in two counties, Dallas and Ellis. Neighboring shopping areas, regional medical facilities, airports and other amenities are easily assessable to the citizens. To date the City's commercial; retail and job growth has been slow. Glenn Heights is the only suburb in southern Dallas County that is a member of Dallas Area Rapid Transit and has been a member since its beginning in 1983 with the facilities serving her citizens as well as surrounding cities.

Beginning with the 1970 Census report, Glenn Heights reported 257 residents. Incrementally from that time until January 2009 the City is home to approximately 12,100. Census indicators also reflect the diversity of the City with 66.64% White, 25.12% African American, 15.74% Hispanic or Latino, 0.78% Native American, 0.39% Asian, 0.11% Pacific Islander, 5.08% from other races and 1.87% from two or more races. Glenn Heights has recently been recognized as one of the fastest growing communities in the Dallas Metroplex. Despite the rapid growth, Glenn Heights remains with about 50% undeveloped land.

The median home value in Glenn Heights is \$113,380 with appreciation last year of 2.20%. The cost of living is 18.8% which is lower than the national average. The median income for a Glenn Heights' family is \$53,548. The U. S. unemployment average is 8.5 with Glenn Heights' comparing at 7.3. Approximately 5.5% of families and 7.2% of the total population were below the poverty line. Crime indicators reflect a low rate, compared to the national average.

Quality educational opportunities are provided through both De Soto ISD and Red Oak ISD. Local schools expend an estimated \$4,688 per student, although the U.S. average is \$6,058. The University of North Texas at Dallas and Dallas County Community College District provide higher education options within close proximity.

While not a complete picture of Glenn Heights, these statistics provide a picture of the challenges faced in creating a strategic plan and a shared community vision. Considering the location of the City and development opportunities available due to the undeveloped land, Glenn Heights can sustain positive growth while maintaining a small town quality of life.

One missing critical element to possessing an identity and to reinforce the sense of community is a central business district. Many discussions have encircled the development of a Town Center and the City has proactively secured 73-acres on Hampton Road which can make that possible. As a focal point, the Town Center would display an attractive locale and marketplace for people to conduct business and to gather. The City envisions services that would include retail, restaurants, professional and financial services, City government facilities, lodging, residential, entertainment and cultural facilities.

As Glenn Heights celebrates its 40th Anniversary the City Council, City Manager, all levels of Staff and citizens are taking a critical look at its future growth and sustainability in all areas. We anticipate and are excited about the prospect for growth and recognize the importance of planning for the growth to insure our vision of becoming “A model City of a Community of Neighbors” is realized.

This Five-Year Strategic Plan for the City of Glenn Heights is a major milestone and is developed with the intent of systematically developing a mission and vision of a desired community with a roadmap for attaining the vision and goals. Our plan will provide a framework for analyzing alternatives, avoiding unpleasant surprises and promoting a sense of community.

Vision, Mission and Core Values



IV. **Vision, Mission, and Core Values**

Our mission statement is based on the principles of high quality service and performance and continuous improvement. Our vision statement presents a compelling future toward which our strategic plan is directed.

Vision

“To be a model community of neighbors.”

Mission Statements

The City Council held a strategic planning session on July 7, 2007 and developed the following mission statement:

“To serve the public interest, advance the quality of life for all of its citizens, and preserve a small town atmosphere by embracing family values.”

The City Staff held a strategic planning session on July 6, 2007 and developed the following mission statement:

“The City of Glenn Heights is dedicated to providing excellent customer service in a caring, professional and safe manner, ensuring the well being and quality of life for our diverse community.”

City Council approved Resolution R-476-07 July 13, 2007 adopting both resolutions.

Our Core Values

The City of Glenn Height’s Strategic Plan is guided by our mission and our core values.

Both our mission and our vision are founded on the following basic values that guide all of our actions and that reflect what to expect from our elected officials and employees:

Transparent, Open, and Honest Government. This value reflects our first and most important responsibility. Our competence is measured and, in fact, reinforced through active engagement of those we serve. We maintain an organizational reputation for openness, honesty, and integrity.

Dedication to Service. Our primary duty is to the people we serve. We are accessible, responsive, respectful, consistent, and understanding. We provide assistance beyond our customers' expectations, and we find effective solutions to problems that they bring to our attention. Each of us will set high standards to ensure our customers are provided quality, customer-oriented service.

Fiscal Responsibility. Proper use of public resources is a trust which we continually guard. In our management of this trust, we must avoid even the appearance of impropriety. In our management of public funds, we constantly strive for the greatest possible efficiency and effectiveness.

Personal Honesty and Integrity. Each of us demonstrates the highest standards of personal integrity and honesty in our public activities to inspire confidence and trust in our government.

Excellence – In Service. Continually pursue excellence by being creative, professional, taking risks, showing initiative, and being committed to our community and team. In this pursuit, support continuing education and training for all team members. Each of us will set high standards to ensure our customers are provided quality, customer oriented service.

Teamwork. We are a team that emphasizes high levels of trust and cooperation and a commitment to excellent communications within the organization. We embrace a spirit of teamwork, empowerment, cooperation, collaboration, and community involvement.

Diverse and Humane Organization. We are a humane organization that honors diversity and protects individual rights. Open communication, respect for others, compassion, and a sense of humor. We value the cultural and social diversity that is reflected in our community, and we welcome the changes and new perspectives that this diversity brings to us.

Safe and Civil City. Cultivate an environment in the City that is conducive to a respectful public discourse on issues, while ensuring that our City provides for a safe physical environment, which enhances the quality of life for all of our residents.

V. Environmental Scan

The Mayor, City Council, City Manager, Department Directors, and Board and Commissions Chairpersons convened the first Strategic Planning Workshop on Saturday, February 21, 2009, with Mike Conduff, President and CEO of the Elim Group, as our facilitator. He is the author of “The On Target Board Member.” The purpose of the session was to begin the development of the five-year Strategic Plan. The first session concentrated on teamwork, effective communication, and reinforcing the values of good governance and the necessity of strategic planning.

On February 29, 2009 the second Strategic Planning Workshop was held, again with Mike Conduff as facilitator, and an environmental scan of the organization and community was conducted. The Environmental Scan identifies some of the challenges Glenn Heights can expect to face, and must prepare for in the future. The scan includes an analysis of our Strengths, Weaknesses, Opportunities and Threats (SWOT).

- We are “Tickled Pink” About These Strengths
- We are “Cautious Yellow” about these Potential Weaknesses
- We Are “Green with Envy” Over These Opportunities That Others Have
- These Threats are “Avoidance Orange”

The scan resulted in the creation of a Victory Wall consisting of Long-Range Outcome/Victory Statements (through Year 2014) and Intermediate Victories consisting of actions and milestone by year beginning with the current 2009 year.

The full report with the Environment Scan results and the Victory Wall outcomes is located in the Exhibit Section of this plan.

VI. STRATEGIC GOALS

City Council and staff, as a result of the strategic planning sessions focused on eleven strategic prioritized goals for this five-year plan. These goals address the challenges confronting the community and recognize the valuable community and city assets that can be utilized to successfully meet the challenges identified in the sessions. These goals are what the City strives to achieve to realize Council's vision and mission.

Strategic Goal #1

A. Neighborhood Vitality

Develop, maintain and encourage, safe, attractive, viable family oriented neighborhoods that embraces diversity and pride.

Objective 1: Establish City service levels and provide those levels of service to ensure continued viability of neighborhoods.

Implementation Strategies

- Develop service level standards for city services relating to public safety, water and sewer services, streets maintenance, traffic, and transportation and other essential services.
- Monitor and report progress toward meeting service level targets to Council and citizens.
- Develop and document standard operating procedures and policies for all departments.
- Provide service delivery through the implementation of new or improved programs, improved coordination among agencies to promote integration of services, and expand alternative service delivery mechanisms.
- Annually review staffing/personnel levels needed to meet service levels.
- Identify, create and support neighborhood activities which enhance service delivery and increase awareness of City services and programs.
- Review and modify city services to meet demographic trends.
- Develop process to involve citizens and all stakeholders in evaluation of service levels.
- Continue to review and update Zoning and Subdivision Regulations to improve sustainability and aesthetics of all development.
- Encourage retail development that addresses the needs of the community such as convenience to the citizens, contributes to the sense of community and

provides financial support to City and services which reduces the financial impact on residential taxpayers.

- Review and evaluate Census 2010 data to guide neighborhood development activity.
- Develop system of connectivity of neighborhoods, parks, city buildings and retail.

Objective 2: Develop and implement proactive neighborhood strategies to improve neighborhoods in decline or on the verge of decline.

Implementation Strategies

- Identify and target neighborhoods in decline or on the verge of decline and develop plan to rehabilitate or restore to a desirable state.
- Seek opportunities to rehabilitate or demolish substandard housing and structures.
- Continue to administer and apply for CDBG funds to rehabilitate or demolish substandard housing and provide adequate infrastructure within neighborhoods.
- Seek opportunities and foster cooperative partnerships to review, develop and leverage resources needed to address community housing needs.
- Maintain the value and attraction of the City's historical assets by developing an historic preservation strategy.
- Continue to maintain and support community oriented policing activities which deter crime and increase, awareness, and improve quality of life.
- Assign designated staff to focus on Housing issues and initiatives.

Objective 3: Utilize code ordinances to insure maintenance of all housing units and prevent blight and deterioration.

Implementation Strategies

- Develop and adopt code enforcement policies through Council workshops for staff implementation.
- Conduct code enforcement programs to solve problems in declining neighborhoods.
- Review and modify codes ordinances which enhance neighborhoods safety, security, appearance, and property maintenance standards.
- Encourage voluntary code compliance through aggressive notification processes.
- Utilize technology to improve tracking procedures to follow-up on properties with notices of code violations.

Objective 4: Assure the availability of affordable, decent, safe, and sanitary housing in a suitable living environment for all citizens.

Implementation Strategies

- Periodically assess the need for new housing units as population growth or demand indicates need.
- Develop and implement approved commercial and residential lighting standards to ensure general public safety and security of new developments.
- Identify and participate in grant programs which assist citizens in maintaining their properties or for first time home buyers.

Objective 5: Foster a sense of community and pride through traditions, programs and places for public gathering.

Implementation Strategies

- Conduct special events that connect residents to their community, celebrate unity, diversity and heritage, and create a sense of pride and ownership in the Glenn Heights community, such as Black History Month and Cinco de Mayo
- Determine and promote existing programs and activities throughout the calendar year that can be turned into annual traditions for the City, i.e. National Night Out, Anniversary Celebration Event (Family Festival), City Hall Open House and establish new events.
- Establish a “Keep Glenn Heights Beautiful Committee.”

Objective 6: Support and link Glenn Heights Home Owner Associations to city government to assess community needs, determine service needs and levels, and link them to city government.

Implementation Strategies

- Identify all existing Homeowners Associations in the city and foster new neighborhood organizations.
- Council members and key staff attend Homeowners meetings to determine service needs and to orient the citizens to government operations and services.
- Develop and host an annual Homeowners Neighborhood Summit.
- Encourage Neighborhood Block Parties.
- Encourage Neighborhood Crime Watch Programs.

Success Measures/Indicators

- ✓ City service levels and performance standards meeting or exceeding annual goals
- ✓ City staffing levels meet minimum staffing requirements to ensure quality service delivery

- ✓ Number of projects completed or initiatives implemented through partnerships with neighborhoods to improve the viability of the neighborhoods in decline or on the verge of decline
- ✓ Percentage increase of new housing units
- ✓ Revised Zoning and Subdivision Regulations and ordinances
- ✓ Decrease in housing code violations through improved communication and education of citizens
- ✓ Number of substandard properties brought to code compliance
- ✓ Percentage or number of Homeowners Association Meetings attended
- ✓ Percentage or number of Homeowners Association increased
- ✓ Number of community events
- ✓ Increase in Neighborhood Watch Programs
- ✓ Successful retail development in place
- ✓ Additional municipal funds generated from sources other than residential taxpayers adding to stability of the City finances
- ✓ Active civic organizations planning, supporting and participating in community events and activities
- ✓ Successful creation of diversity, unity and heritage events and citizen participation
- ✓ Number of recognitions, awards and articles in media sources that recognize our excellence in promoting neighborhood vitality

Strategic Goal #2

B. Public Safety and Emergency Preparedness

Maintain a healthy and safe community through prevention, emergency response and enforcement efforts.

Objective 1: Provide quality police, fire and public works services with the highest professional standards.

Implementation Strategies

- Continue to focus on and provide internal and external training to improve public safety staff's professional, technical, interpersonal and customer service skills.
- Review and update Police and Fire policy and procedures manuals.
- Provide training initiatives for Police, Fire and Public Works personnel in proper emergency response.
- Develop annual Police Racial Profile Report and take appropriate action to address concerns.

- Improve recruiting and retention of professional staff by standardizing hiring practices, and reassessing current practices.

Objective 2: Prevent an increase in incidents per capita of major crimes through prevention, safe operations, enforcement and crime solving efforts and adequate staffing levels

Implementation Strategies

- Ensure continued improvement in crime analysis and investigation through the use of technology and improved collaboration with other agencies and jurisdictions.
- Implement new community policing initiatives and expand existing ones.
- Optimize the deployment of operational resources through quarterly evaluations of crime trends and resource targeting strategies.
- Implement a comprehensive training strategy for employees and citizen volunteers.
- Provide a safe and secure environment for residents and employees at all City facilities.
- Coordinate efforts of public safety and traffic operations to promote safe traffic movement.
- Periodic meetings with Public Safety representatives to plan emergency response around road construction.
- Implement strategies to address identified needs for substance abuse prevention, gang crime prevention and mental health consumers' needs.

Objective 3: Reduce injuries, fatalities and property damage resulting from fires, accidents and substance abuse, and the recognition of mental health issues, through education and intervention strategies.

Implementation Strategies

- Continue to identify and implement technological advances to reduce or suppress fire and enhance rescue operations.
- Proactive planning of new police and fire facilities in response to new residential and business growth within the city limits to maintain sufficient response time to police and fire calls.
- Provide public education services to the community that will reduce incidents of fires and preventable traumatic injuries.
- Provide proactive hazardous traffic and vehicle enforcement at high traffic areas and identified hazardous locations.
- Provide public education services to the community and staff, which will reduce incidents of combative contacts with mental health consumers.

- Conduct safety monitoring of all construction sites, i.e. trench safety, debris removal, and proper temporary wiring.

Objective 4: Provide a responsive emergency management system to protect lives and property in the event of a large-scale emergency or disaster, addressing coordinating preparation, response, mitigation, and recovery from disaster.

Implementation Strategies

- Coordinate planning, training and communication activities within City operations and with other agencies and jurisdictions to provide an effective, coordinated and cost effective response to large-scale emergencies or disasters.
- Continue mutual aid inter-local agreements with neighboring cities.
- Update the City's Emergency Response Management Plan and within each department.
- Monitor and assess our Emergency Management System alarms.
- Conduct annual updates to city council regarding City's preparedness for emergencies and disasters.
- Develop and conduct training program for city staff on implementation of the Emergency Management Plan.
- Develop a Certified Emergency Response Team Program through the use of neighborhood volunteers.
- Annually conduct table top exercises.
- Acquisition and implementation of emergency alert system.
- Identify equipment, their location, and other immediate needs in an emergency situation.
- Secure necessary equipment to adequately operate utility systems without electric power.
- Organize and carry out an Emergency Management table-top exercise for identifying intra-city response and equipment deficiencies.

Objective 5: Maintain and enforce City codes needed to protect our community and citizen safety.

Implementation Strategies

- Continue review and update of City codes to improve enforcement and to ensure compliance within national standards and all applicable laws.
- Ensure consistent enforcement of City codes through employee training and citizen awareness strategies.
- Provide training and equipment to allow for proper communication between City Departments.
- Evaluate efficiency and effectiveness of the City's building codes enforcement.

- Secure code enforcement tracking system with allows tracking of identified code violations.

Objective 6: Ensure safe design and construction through quality planning and building safety services.

Implementation Strategies

- Review submitted remodeling and new construction plans, with documented comments, by all relevant City Departments for code compliance.
- Continuous evaluation of all Codes and Development requirements.
- Ensure trained personnel or third-party performs plan reviews for all new construction and/or remodels.

Objective 7: Encourage a social service network to protect children and vulnerable adults.

Implementation Strategies

- Continue Children's Advocacy program participation.
- Continue Victims Advocacy program.
- Continue to work with Texas Department of Family and Protective Services as well as ADAPT Community Solutions and other social organizations to ensure our customers' emotional needs are met.

Objective 8: Maintain effective animal control provisions

Implementation Strategies

- Review and update animal and pet related codes
- Review animal shelter provisions and make appropriate adjustments.
- Continue Annual Pet Vaccination/Registration Clinic emphasizing the need to spay or neuter pets.
- Maintain effective animal control procedures to ensure that customers are educated regarding animal issues.

Objective 9: Provide a fair and effective Municipal Court system to ensure due process.

Implementation Strategies

- Periodically review Court Policies and Procedures Manual in relation to statutes and update as warranted.
- Implement court policies and procedures according to established manual guidelines.
- Conduct quarterly review of court financials for accuracy.

- Periodically conduct warrant audits to ensure effective records management.
- Implement staff training through court conferences and education programs.

Success Measures/Indicators

- ✓ Number and percent increase/decrease in violent and non-violent crimes by categories and total index
- ✓ Number and percent decrease in construction site accidents
- ✓ Reduced delays in emergency responses
- ✓ Number and percentage increase/decrease in traffic related injuries and fatalities
- ✓ Average response time to respond to Police, Fire and Public Works emergencies
- ✓ Average response time to respond to Fire and medical emergencies
- ✓ Average response time to respond to emergencies such as icing, flooding and other infrastructure safety emergencies
- ✓ Number of fatalities or serious injuries due to fire
- ✓ Updated Emergency Management Plan
- ✓ Available back-up generators in place to pump water, operate lift stations and other utility equipment needed for emergencies
- ✓ Prepared and trained personnel for emergencies
- ✓ Deficiencies identified and corrected for Emergency situations
- ✓ Improved relationships with other government entities
- ✓ Number of continuing and new neighborhood based policing projects
- ✓ Number of public education and crime and fire prevention programs conducted by City staff
- ✓ Number of CERT team members trained and certified
- ✓ Obtain Texas Police Chief's Association Law Enforcement Agency Best Practices Recognition
- ✓ Increased number of presentations regarding pet owner responsibilities
- ✓ Number of reviewed and/or new procedures adopted per year
- ✓ Number of recognitions, awards and articles by public or media, in publications and from professional organizations that recognize our excellence in public safety and animal related programs

Strategic Goal #3

C. Economic Development

Achieve development that maintains or improves the city's fiscal viability and reflects economic demands while maintaining and improving the quality of life for current and future residents.

Objective 1: Assist in the creation of a favorable environment conducive to fostering commercial and retail development

Implementation Strategies

- Recruit and employ a Director of Economic Development.
- Develop a comprehensive economic development strategy and present to City Council for approval.
- Align economic development strategy with City's Strategic Plan and Comprehensive Plan 2023.
- Determine the feasibility of a Glenn Heights Chamber of Commerce and take appropriate actions to assist in re-establishment of the Chamber as warranted.
- Produce and implement business retention, expansion, recruitment and development strategies and activities.
- Develop retail development strategy which increases retail services for citizens.
- Develop and utilize a wide range of traditional and creative development financing tools.
- Work cooperatively with development to ensure that public safety needs are met.
- Provide crime prevention techniques through environmental design and plan reviews.

Objective 2: Develop and implement a marketing strategy to promote the community and encourage quality development

Implementation Strategies

- Revise City Website to include business development oriented information.
- Develop and implement Community Outreach and Public Relations activities such as Trade Shows participation, aerial photos of key developable sites.
- Produce business retention, expansion, recruitment and development strategies and activities.
- Provide statistical data to developers to assist with recruiting

Objective 3: Help facilitate and foster involvement with Neighboring Communities, Regional, County, State, Federal and other jurisdictional stakeholders and agencies

Implementation Strategies

- Periodically meet with elected and appointed officials, representatives and staff of all jurisdictional entities to establish an effective working relationship, to network and sensitize them to the City's issues and needs and to participate in cooperative ventures beneficial to the City.

- Participate in Regional Transportation planning and advocacy process and initiatives.
- Periodically assess the services and facilities of Dallas Area Rapid Transportation Authority (DART) and make necessary recommendations of benefit to the City.
- Participate in the Loop 9 planning process, alignment and interchange issues and make necessary recommendations of benefit to the City.

Success Measures/Indicators

- ✓ Completed Economic Development Strategy and incorporated into Strategic Plan
- ✓ Annual tax base growth
- ✓ Percentage increase in the number of developer contacts
- ✓ New businesses created or relocated to the City
- ✓ New residential units added to the City
- ✓ Percentage increase in the number of jurisdictional contacts
- ✓ Percentage increase in the number of organizational memberships
- ✓ Number of recognitions, awards, and articles in local, state and national publications that recognize our excellence in economic and business development and retention

Strategic Goal #4

D. Infrastructure Sustainability

Assure the long-term adequacy of the city’s infrastructure, facilities, and transportation network in a safe and reliable manner.

Objective 1: Increase the effectiveness of our infrastructure operation and maintenance programs to improve service delivery and support orderly growth.

Implementation Strategies

- Assess and inventory the condition of all current and future infrastructure needs; inclusive of streets, curbs and gutters, water supply, waste water collection and treatment, storm water drainage, solid and hazardous waste disposal, parks, and transportation.
- Identify, review and analyze recent infrastructure studies and assess for relevancy and incorporate pertinent recommendations into annual plans for operations, maintenance, repair, new construction and funding strategies.
- Review and update Comprehensive Plan 2023, which guides the physical growth and development of the City; details objectives, policies and strategies as related

to land use, neighborhoods, transportation, parks, community infrastructure and services, the natural environment , and community character and appearance.

- Develop and implement deferred and preventive maintenance plans.
- Annually review all service contracts and monitor cost (i.e. water and wastewater and waste management) related to infrastructure operations and make changes or requests for proposals or bids when necessary.
- Annually review customer service fees and make adjustments to rates to accommodate operations, maintenance and to upgrade improvements in the annual budget process when necessary.
- Continually review development regulations.
- Develop Standard Operating Procedures and Policies.
- Incorporate a training program ensuring field personnel and supervisors are utilizing correct and current technologies.

Objective 2: Assess all current and future city facilities needs.

Implementation Strategies

- Review and update City Facilities Master Plan for relevancy and make recommendations for addressing condition of current facilities, square footage adequacy and functional needs for all city buildings and departments.
- Develop Maintenance Plan for all City buildings.
- Assess feasibility of “Town/Civic Center Concept” for housing city operations and services.
- Assess and implement options for “green operations.”
- Develop a Comprehensive Energy Conservation Plan.

Objective 3: Identify and implement multi-year financial solutions for funding new construction and infrastructure replacement.

Implementation Strategies

- Create five-year Capital Improvement Plan and long term plans for city facilities and infrastructure.
- Prepare budgetary and financial plans to properly operate and maintain infrastructure.
- Ensure that budgeted capital projects are delivered on time and within budget.
- Complete design and construction of infrastructure identified in the Road, Water, Wastewater and Storm Water Management Plan in accordance with Capital Improvement Plan and funding availability.
- Identify and pursue funding sources to assist with infrastructure improvements such as grants, user fees, special assessments and other sources.

- Ensure the health of the utility funds, including the operating, reserve and impact funds.

Objective 4: Maintain effective means of public input into the infrastructure planning and prioritization process.

Implementation Strategies

- Inform and communicate the importance of infrastructure investments through various media sources and public meetings.
- Conduct survey for citizen input to plan for infrastructure development.
- Meet with Civic organizations and Homeowner Associations to relay planning details.
- Inform and communicate capital projects as planned, designed and constructed.

Objective 5: Ensure the current and future water supply needs of the city can be met.

Implementation Strategies

- Periodically review Dallas Water Utilities contract and pursue cost effective and service enhancement measures.
- Analyze current and future water needs and develop plan for alternate water sources.
- Negotiate and secure interconnections of water system with other water providers for emergency access.

Objective 6: Proactive compliance with water and wastewater infrastructure rules and regulatory directives with all regulatory entities.

Implementation Strategies

- Ensure Personnel receive continuous staff development and maintains all required infrastructure related certifications.
- Periodically, review all operations, processes, site inspections and reporting requirements to ensure compliance with Texas Commission on Environmental Quality and Trinity River Authority and any other required governmental entities.
- Develop plan to maintain and record compliance with water and waste water infrastructure rules and regulatory directives with all regulatory entities.

Objective 7: Develop a regular reporting system on the management of the city's infrastructure systems.

Implementation Strategies

- Develop standard reporting periods and format to provide updates to Council.

Objective 8: Improve the city’s internal traffic and transportation mobility system while minimizing noise, congestion, and air pollution and integrate it into the regional system as it evolves.

Implementation Strategies

- Periodically evaluate existing codes to ensure aesthetics, environmental issues and noises are addressed.
- Periodically conduct Traffic Surveys to assess mobility of the traveling public.
- Develop sidewalks throughout City to connect all subdivisions and facilities as alternative method of transportation.
- Utilize clean air vehicle standards recommended by North Central Texas Council of Government.
- Periodically review Noise Ordinance.
- Implement strategies within the city’s Traffic Studies and Thoroughfare Plan.
- Pursue and secure vehicles and equipment consistent with the Clean Air Act.
- Adopt and implement “green policies.”

Objective 9: Maintain a Flood Plain Management Program

Implementation Strategies

- Develop a Storm Water Management Program and provide staff and resources to implement program.
- Initiate a proactive system of maintaining and monitoring the City’s storm water systems.
- Ensure development is in compliance with Federal Emergency Management Agency (FEMA) rules and regulations.
- Review all City-adopted codes and ordinances to ensure proper planning and implementation.

Success Measures/Indicators

- ✓ Updated Comprehensive Plan that addresses land use, zoning, economic development, transportation, parks, city services and other related topics
- ✓ Completion of 5 Year Capital Improvement Program/Plan
- ✓ Water and wastewater operations and facilities operated and maintained in compliance with Texas Commission on Environmental Quality
- ✓ Water and water treatment services purchased at efficient cost
- ✓ Length of time to execute design and construction contracts
- ✓ Percentage of capital improvement projects meeting completion schedules
- ✓ Fleet and heavy equipment maintenance and availability

- ✓ Development of streets surface rating/standards and percentage of streets in high rating category
- ✓ Storm Water Management Plan implemented in compliance with MS4 requirements
- ✓ Flood Plain Management Plan that is periodically reviewed and updated and in compliance with FEMA requirement
- ✓ Percentage of total street lighting operating at adopted levels
- ✓ Periodically conducted Facility Assessment Report
- ✓ Construction completion of Town/Civic Center
- ✓ Number of awards and publications that recognize our excellence in infrastructure development, maintenance and environmental sensitivity

Strategic Goal #5

E. City Council and Staff Accountability

Maintain and continually improve organizational effectiveness.

Objective 1: Council members and staff shall comply with duties and responsibilities and governance procedures as defined in the City of Glenn Heights Charter.

Implementation Strategies

- Provide orientation training to Council and Staff regarding Charter requirements, Strategic Plan, Comprehensive Plan, and other documents adopted by Council and the necessity to consider the relevant polices set forth in the plans prior to making decisions.
- Review the Charter every three to five years for needed amendments and updates; a Charter Review Committee should be appointed by Council for this review purpose.

Objective 2: Establish and maintain an effective working relationship between the City Council, City Manager and City Staff which is committed to providing high customer service and working together to meet the ever-changing needs of the City.

Implementation Strategies

- Conduct joint meetings with Council and Staff on an as needed basis.
- Conduct an annual Council and Staff Retreat to review priority issues and discuss service delivery issues.
- Conduct orientation for newly elected Council members.
- Establish joint committees of Council and Staff to plan community events.

Objective 3: Develop and implement a Five-Year Strategic Plan for the City of Glenn Heights which prioritizes goals and specifically address the major issues or challenges confronting the City in the next five years.

Implementation Strategies

- Establish Strategic Planning Steering Committee consisting of the Mayor, Council Members, City Manager, Department Directors and Council appointed Board Chairpersons.
- Develop five-year plan with strategic goals, objectives, implementation strategies and key indicators gauging accomplishments.
- Obtain Council approval of plan and implementation strategy through Council Resolution.
- Ensure departmental work plans and annual budgets are supportive of strategic goals.
- Review plan on annual basis and produce report and updated plan.
- Include citizen and all levels of city staff in the review and input to process.
- Develop an Executive Summary document to be used in orienting and informing citizens and stakeholders about the plan.

Objective 4: Develop and implement the Comprehensive Plan adopted by Council, which guides the physical growth and development of the City; details objectives, policies and strategies as related to land use, neighborhoods, transportation, community infrastructure and services, the natural environment , and community character and appearance.

- Periodically review and update the plan and prepare annual reports to monitor and evaluate the implementation of the Plan.
- Ensure the Comprehensive Plan is an active part of decision making.

Objective 5: Identify areas to improve service delivery through inter-departmental coordination and seeking alternative methods of service delivery through internal collaborative efforts.

Implementation Strategies

- Hold regular meetings involving departmental areas and meetings involving all levels of personnel.
- Develop cross-training strategy within all Departments and between Departments where feasible.
- Task forces established and recommendations with written reports to Council.
- Research and implement technological information sharing among staff and Council.

- Establish a system of clear communication that gets the message from the City to the citizens.

Objective 6: Preserve the trust and confidence in City Staff by delivering on our promises and by being accountable for our performance.

Implementation Strategies

- Maintain a recruitment and selection process that is timely and ensures a highly competent and skilled workforce.
- Promote diversity in the employee workforce and continually review processes to ensure equal opportunity in hiring and promotions.
- Develop training programs and encourage participation in continuing education to improve customer service delivery.
- Develop and publish a regular communication/newsletter for city employees.
- Ensure a fair, equitable and competitive compensation and benefits system that is cost effective within the means of the city's resources to provide.
- Promote an active healthy workforce by establishing a Wellness Program.
- Develop and implement department metrics to gauge service effectiveness and identify areas of improvement.
- Recruit and retain employees with customer service-driven attitudes.
- Develop and implement an employee performance management and appraisal system that outlines expectations and measures work performance for both civilian and uniformed employees.
- Annually complete performance reviews for all employees and development work plans.
- Periodically review and revise Personnel Policies and obtain Council approval of updated policies.
- Establish written departmental policies and procedures for all critical customer service delivery functions.
- Annually review organizational structure to ensure alignment with Strategic Plan
- Develop Staff Succession Planning strategy.
- Develop and implement a Workplace Safety Program for employees inclusive of accident, injury and near miss review process to recommend and implement preventive measures for future incidents.
- Establish Employee Appreciation and Recognition programs and initiatives.

Objective 7: Establish and maintain effective relationships with other neighboring jurisdictions, governmental entities, quasi-governmental agencies and officials to promote and advocate for the interests of the City of Glenn Heights.

Implementation Strategies

- Attend neighboring city, regional, state and federal hosted meetings for elected and appointed officials that promote the interest and concerns of the City.
- Implement programs and activities made aware of through these meetings that benefit the City and its citizens.
- Develop inter-local agreements with other agencies and entities of benefits to the City and others.

Objective 8: Establish and maintain an effective Records Management system for all city records and documents.

Implementation Strategies

- Ensure the proper recording of all City Council meetings, public hearings, and Council appointed Boards and Commissions.
- Review and update the records retention schedule.
- Develop citywide procedures for records and document storage, retention, retrieval, and destruction.
- Utilize technology advances to develop and maintain records system.

Objective 9: Conduct effective City Elections with high integrity

Implementation Strategies

- Continue to stay informed on election law changes through continued education.
- Periodically review all operations, processed, site inspections and reporting requirements to ensure compliance with Texas Election Code.
- Develop and implement strategies to educate and inform citizens about the Municipal Election Process.

Objective 10: Establish Legislative Priorities for the City that promotes goals attainment

Implementation Strategies

- Develop process to determine annual legislative priorities.
- Monitor Federal and State legislation which impact the City and work with elected and appointed representatives to promote the interest and concerns of the City.
- Develop tracking process of legislative issues which impact the city.
- Maintain knowledgeable and experienced legal counsel(s) to represent the City on legal matters

Objective 11: Ensure the effective establishment and operations of city appointed Boards and Commissions.

Implementation Strategies

- Develop and implement strategies to educate and inform citizens of Board and Commission responsibilities and the benefit to the City by serving.
- Review Board appointment process and consider feasibility of informal interview process.
- Insure that all Board and Commission vacancies are filled to conduct business.
- Provide new member and refresher training for all Board and Commission members relating to their respective responsibilities.
- Conduct annual workshops and training for Board and Commission members regarding their duties and responsibilities and vision for the City.

Success Measures/Indicators

- ✓ Completion of Five-Year Strategic Plan
- ✓ Council approval of plan through Resolution
- ✓ Annual updates of plans
- ✓ Percentage of department work plans that directly or indirectly support Strategic Plan goals and objectives
- ✓ Overall rating of City service delivery based on the percentage of departmental functions meeting annual performance goals
- ✓ Effective process/procedure developed for Council to follow
- ✓ Timely filling of Boards and Commission vacancies
- ✓ Completion of records inventory
- ✓ Revised city records Retention and Destruction schedule

Strategic Goal #6

F. Customer Service, Communication and Involvement

Ensure that local government is open, accessible, responsive, respectful to all the citizens it serves and realizes the talents and positive contributions of citizens.

Objective 1: Preserve the trust and confidence in City Staff by delivering on our promises and by being accountable for our performance.

Implementation Strategies

- Provide timely response and follow-up on customer request for services.
- Develop technology based system to record and track citizen service requests.

Objective 2: Provide quality customer services and facilities with a positive customer service perspective.

Implementation Strategies

- Develop a Customer Services Plan for the City of Glenn Heights.
- Evaluate telephone system to ensure tracking of telephone service calls.
- Periodically provide Customer Services training to all City staff.
- Maximize the use of technology while maintaining a personal touch.

Objective 3: Develop continuous processes and activities to engage citizens to develop a shared sense of community and help achieve City's vision.

Implementation Strategies

- Foster and encourage citizen involvement in the government decision-making process relating to service priorities and needs.
- Inform and encourage citizens to participate on Council appointed Boards and Commissions, citizen committees, public hearings, annual festivals and events, and various city task forces and focus groups.
- Integrate the advice and actions of the City's Boards and Commissions, and other council appointed committees and task forces into the effective decision-making of the City Council.
- Maintain effective means of public input into the infrastructure planning and prioritization process.
- Include citizens in collaborative efforts among schools, neighborhoods, community organizations, businesses, and the city to solve community issues.
- Establish a Council appointed committee to develop a census 2010 strategy to increase citizen's awareness of the importance of citizens' completion of census survey forms.

Objective 4: Provide communication tools/vehicles by which citizens can learn about city services and programs, current, future and changing operations.

Implementation Strategies

- Evaluate and improve the current efforts for disseminating information regarding City services, programs, regulations and ordinances, and community issues.
- Continue City newsletter, "Glenn Heights Communicator" and continue to improve information and appearance.
- Expand the variety of media sources to effectively communicate information to all segments of our city population.
- Develop a Glenn Heights Newcomers informational publication.

Objective 5: Develop and maintain a City policy to ensure that disabled individuals have access to city programs, services, and facilities.

Implementation Strategies

- Assess city services, operations and facilities for compliance with the Americans with Disabilities Act.

Objective 6: Maintain city vehicles and equipment in efficient and effective working conditions to maintain or enhance service levels and response times.

Implementation Strategies

- Establish vehicle replacement program and funding strategy.
- Develop and implement preventive maintenance regiment.
- Annually check driving records for personnel operating a City vehicle and/or equipment.

Success Measures/Indicators

- ✓ Service Request Tracking System developed and effectively maintained
- ✓ Number of customer satisfaction surveys conducted
- ✓ Overall rating of City service delivery based on the percentage of departmental functions meeting annual performance goals.
- ✓ Percentage of customer satisfaction with services and response times
- ✓ Number of service requests responded to according to service levels established
- ✓ Number of events and presentations held to improve dissemination of information on City services, programs, regulations and community issues
- ✓ Number of publications to citizens on a regularly scheduled basis
- ✓ Number of initiatives to increase our ability to communicated to all members of our City (multi-lingual, sight and hearing impaired, and intergenerational differences)
- ✓ Number and/or percentage of staff trained in Customer Services
- ✓ Compliance with the American With Disabilities Act

Strategic Goal #7

G. Fiscal Accountability and Integrity

Establish a sound financial foundation based on expenditure controls that ensure the economic provision of services and reliable revenue sufficient to pay for city services.

Objective 1: Maintain effective revenue collection, disbursements, monitoring, and forecasting processes and develop competent financial strategies to achieve the City's short and long-term goals.

Implementation Strategies

- Identify opportunities to increase revenues through the identification of new sources, i.e. grants.
- Establish procedures for identifying, analyzing and reporting emerging trends impacting revenues and trends.
- Maintain an effective and efficient financial accounting system.
- Seek to minimize the impact of unanticipated expenses through the establishment of adequate financial reserves.
- Maintain Incode Financial Management System.
- Continue financial strategies to ensure maintenance of the city's favorable bond rating.

Objective 2: Ensure City services are provided in the most cost efficient and effective manner possible which yields positive service delivery

Implementation Strategies

- Establish ongoing and systematic review of all City processes and operations to ensure that best business practices are being used in the delivery of services.
- Periodically review structure and organization and ensure accountability.
- Periodically review all operations and assess the feasibility of staff delivered or external, third party delivery firm.
- Periodically review and update Purchasing Policies to maintain an effective purchasing process that maximizes the value of items purchased and ensures fair competition.
- Maintain a system of internal controls and follow-up.
- Continue to review Water Customer Services metering, connects and disconnects, customer service calls, collections, and water billing
- Develop Water Services operations to ensure procedures are in place to protect city's water revenues and expenditures.
- Review all service related contracts to ensure the City's interest is protected.
- Periodically conduct a third party review/assessment of the City's operations and management practices.

Objective 3: Ensure effective risk management procedures are established to protect the City's employees, liability and property.

Implementation Strategies

- Provide effective risk analysis and develop policies, procedures and training to protect the safety of employees and reduce on the job accidents and injuries.

- Identify areas of vulnerability and for redesigning processes and procedures to ensure adequate controls exist to protect resources and assets.
- Develop a Citywide Employee Safety Program.
- Develop and implement appropriate insurance, property and liability claims administration to protect the City's assets and financial condition.
- Maintain an accessible, safe and secure environment for the City's computer data resources and historical records.
- Maintain the inventory of City owned assets.
- Maintain effective and efficient administration of employee benefit programs.

Objective 4: Ensure development of fiscal year budget in accordance with Charter requirements and within reserve requirements.

Implementation Strategies

- Prepare annual budget linking long-term and strategic planning with the budget.
- Prepare and disseminate to each department detailed instructions for preparing budget request for next fiscal year.
- Coordinate and schedule Council Budget Workshop deliberations prior to finalizing the City Manager's budget.
- Prepare and submit the budget covering the next fiscal year to Council prior to August 1st.

Objective 5: Develop and implement a comprehensive cash management program to maximize cash availability and optimum yield on short term investment of pooled cash.

Implementation Strategies

- Review financial and investment policies annually and obtain Council approval.

Objective 6: Plan for multiyear cyclical expenditures which are replaced only periodically.

Implementation Strategies

- Conduct inventory of large equipment and vehicles to determine life cycle and prepare report with analysis of needs.
- Develop capital budgeting, debt financing cash reserves, and expenditure schedule strategies for purchases.

Objective 7: Provide professional financial oversight

Implementation Strategies

- Prepare and conduct an annual Comprehensive Annual Financial Report (CAFR) performed by a Certified Public Accountant.
- Issue monthly, quarterly revenue and expenditure reports to department directors.
- Prepare and present a monthly financial report to council members with revenue and expenditure projections.
- Prepare and produce quarterly budget projections on general fund, water fund and reserve funds.

Objective 8: Ensure the development of the Five-Year Capital Improvements Program

Implementation Strategies

- Develop and maintain a five-year capital improvements program for the city and assessment of needs in the future; the components: the current year's capital improvements program (CIP) budget, along range plan for funded CIP projects, a prioritized list of unfunded projects needs over the next five years, and a financing plan
- Reevaluate the five year plan each year and obtain adoption by the City Council.

Objective 9: Ensure City fleet and equipment needs are met and account for fixed assets.

Implementation Strategies

- Develop and implement a fleet, small and large equipment maintenance and financial acquisition plan.
- Conduct annual fixed assets physical inventory and develop report.

Success Measures/Indicators

Objective 10: Effectively manage bond propositions and issuances.

Implementation Strategies

- Determine feasibility and capacity of debt issuance.
- Periodic meetings with City's Financial Advisor and debt analysis reports from advisor.

Success Measures/Indicators

- ✓ City's bond ratings
- ✓ Number of audits performed with no significant findings
- ✓ Number of judgments and claims and dollar value
- ✓ Employee injury rates and vehicle collision rates and dollar value

- ✓ Cost reductions or service enhancements resulting from efficiency improvements
- ✓ Cost savings, efficiencies and service improvements resulting from privatized services
- ✓ Budget workshops held prior to approving effective tax rate for new fiscal year.

Strategic Goal #8

H. Technology

Maintain and continually improve technology to support the delivery of services and provide information and achieve organizational effectiveness.

Objective 1: Improve critical technological systems to safeguard our community and assets.

Implementation Strategies

- Establish a cross-department Technology Task Force to identify all technology related issues for communications and work related duties, i.e. land lines, mobile phones, computers, computer applications, web site, and repair and replacement schedule and develop an Information Technology Master Plan.
- Reduce emergency response time for public safety activities through implementation of improved communication systems.
- Improve electronic records collection, processing, retention and retrieval systems for critical City operations.
- Upgrade reporting and monitoring systems needed to meet or exceed governmental required reporting compliance requirements for public safety and/or other activities receiving government funding.
- Replace outdated computers and applications with new systems that improve operational efficiency for customer service delivery, including establishing a replacement program.
- Develop and apply Geographical Information Systems (GIS) technology to provide critical coordination of infrastructure and promote employee effectiveness through use of GIS.

Objective 2: Increase use of new technologies, innovative information systems and staff proficiency training to improve the effectiveness and efficiency of City operations.

Implementation Strategies

- Develop initiatives to improve customer service through the use of new technology and streamline City operations.

- Implement a systematic a periodic review of City business processes to determine opportunity to use technology to improve operational effectiveness.
- Increase staff technological proficiency by developing and implementing a comprehensive and ongoing training and consultant “help desk” services.
- Implement communication and information systems needed to facilitate decision making in the City and share information with others.
- Establish computer equipment and software standards for City operations to maximize use of technological systems for management and communication purposes.
- Establish online reporting and online request for information procedures.

Objective 3: Develop and implement a comprehensive, informative Web-based system that is continuously updated to better serve the city.

Implementation Strategies

- Establish standards, policies and procedures to ensure that information placed on the Web is accurate, current, attractive, informative, and useful to our citizens, customers, visitors and companies seeking cities to conduct business with and in the City.
- Provide electronic access to commonly requested information and provide direct access to index files where possible.
- Evaluate technology tools to enhance our records retention, retrieval and destruction system and develop Master Plan for Records Management.

Success Measures/Indicators

- ✓ Percentage of City departments, operations, services and functions with Web-sites to assist in customer service delivery and information sharing.
- ✓ Number and/or percentages of new technological systems improved to safeguard our community and City assets.
- ✓ Number of new initiatives completed to improve effectiveness and efficiency and estimated value of savings resulting from innovations.
- ✓ Percentage of City operations/functions meeting established computer equipment and software standards to ensure effective management and communications.

Strategic Goal #9

I. Education Advocacy

Foster a positive and supportive relationship with two School Districts (Desoto and Red Oak) within the City and area institutions of higher learning.

Objective 1: City Council and city staff leadership will increase involvement with local school districts and neighboring colleges and universities to promote cooperation and synergies that will benefit community and a skilled future workforce.

Implementation Strategies

- Continue cooperative relationship between the Glenn Heights Police and Fire Departments and Red Oak and Desoto School Districts.
- Periodically host “State of the City” meetings with respective school boards.
- Periodically invite the school board designated representatives to Council meetings to provide a “State of the Schools” presentation.

Objective 2: Build lasting alliances with schools, businesses and community organizations to support common educational challenges and opportunities in Glenn Heights.

Implementation Strategies

- Develop partnerships to advance educational and literacy initiatives.
- Continue efforts to support educational institutions through the provision of City services, economic development and infrastructure incentives.
- Staff and Council participation in Career Days at schools.
- City Sponsored Glenn Heights Open House event to orient students to various city operations.
- Seek to partner with institutions of higher learning to conduct studies, reports, and surveys related to service delivery assessments.
- Develop and/or participate with existing college and high school Intern and Mentoring Programs to encourage our future citizens to work in service related fields such as municipal government.

Success Measures/Indicators

- ✓ Number of meetings with School Boards or Board Superintendants and/or staff
- ✓ Number of existing or new partnerships implemented to improve education in the City
- ✓ Number of existing or new programs implemented to support educational challenges and opportunities in the City
- ✓ Number of existing or new programs implemented to increase awareness of employment opportunities and careers in public service
- ✓ Number of agreements with learning institutions for studies

- ✓ Number of interns utilized by City
- ✓ Number of intern programs in which the City participates or develops
- ✓ Number of annual presentations to youth

Strategic Goal #10

J. Recreation, Arts and Culture

Maintain and develop parks, cultivate open space, and be a catalyst for recreational, artistic, and cultural facilities and activities to serve residents and to attract visitors

Objective 1: Preserve and enhance the natural, cultural and recreational resources of our City.

Implementation Strategies

- Secure adequate park and open space land.
- Maintain choice land in natural space.
- Preserve and enhance the Wetlands at Heritage Park through community involvement, donations, and publicity.
- Designate a percentage of the Capital Improvement Plan to arts and culture activities.

Objective 2: Leverage public resources to support and enhance cultural, artistic, and recreational facilities and programs.

Implementation Strategies

- Ensure proper budgeting of Park funds.
- Assess the feasibility of programs to engage our community youth.
- Assess the feasibility of a City sponsored “Kids Summer Camp.”
- Prepare, adopt and implement independent Park budget.
- Adopt and implement user fees.
- Aggressively seek grant funding and sponsorships for park development and improvements.

Objectives 3: Increase community access and participation in the arts, cultural and recreational services and programs offered in the city and surrounding communities.

Implementation Strategies

- Promote Park use by ball leagues, tournaments, athletic events, etc.
- Assist in establishing organizations dedicated to the arts and cultural services.

Objective 4: Periodically assess the community's needs for parks, recreation facilities, cultural and arts activities; adjust plans and strategies as necessary to achieve new objectives.

Implementation Strategies

- Proceed with implementation of Parks, Recreation and Open Space Master Plan recommendations and conduct annual plan review with Park and Recreation Board and Council.
- Maintain a record of activities at Park facilities.

Objective 5: Protect and preserve open space and parklands.

Implementation Strategies

- Provide quality staff support to the Park Board to allow business to be conducted in an effective manner.
- Assess unused or underused property within the City and develop plan to turn identified property into pocket parks and other community Green Space.

Success Measures/Indicators

- ✓ Implementation of Park Master Plan recommendations
- ✓ Well maintained parks
- ✓ Number of existing and new park, recreational and cultural activities and programs held that attract citizens
- ✓ Annual number of persons accessing parks, recreational and cultural activities
- ✓ Number of joint ventures with other jurisdictions to increase activities for the community
- ✓ City sponsored Kid Summer Camp
- ✓ Participation of youth in Active Summer Youth Program
- ✓ Healthy Park budget with revenues to aid with expenditures

Strategic Goal #11

K. Environmental, Health and Human Services

Support and participate in partnerships to respond to the environmental, health and human service needs of the citizens and employees of Glenn Heights.

Objective 1: Reduce environmental risks relating to air, water, noise and other hazardous materials in the City.

Implementation Strategies

- Define standards required to meet or exceed all acceptable air quality standards by Federal and State compliance entities.
- Develop and implement water and water sewer quality strategies to meet or exceed all State and Federal requirements for compliance with drinking water.
- Develop and implement community wide efforts to prevent health hazards through regulation, enforcement and education strategies.
- Proactive enforcement of existing noise ordinance and periodic review for suitability.
- Implement all MS4 requirements contained in the Storm Water Management in accordance with resources availability.

Objective 2: Improve the health of our City through collaboration with area health and social service agencies to access community needs, develop and implement coordinated community strategies.

Implementation Strategies

- Conduct community assessments to assist in identifying neighborhoods that are adversely and disproportionately affected by chronic diseases, communicable diseases and injuries and develop specific community strategies to address findings.
- Develop strategies to prevent food related health hazards through regulation, enforcement and education.
- Ensure all health inspections are performed on all food and care facilities.
- Coordinate to provide active code enforcement and adopt codes to promote a healthy environment.
- Develop information on area agencies which provide assistance to homeless, elderly, troubled youth and other special needs populations in finding shelter, preventing and/or correcting health and social problems.
- Continue coordination of monthly Senior Citizens recreational, social, arts and crafts, and information sharing meetings.
- Coordinate with other governmental agencies when necessary to ensure all citizens have adequate care and surroundings.
- Schedule and support local blood drives.
- Develop a strategy to identify and locate a physician's, dentist or clinic in the City.
- Develop and implement alternate energy sources that are environmentally friendly to be utilized at City facilities.

Success Measures/Indicators

- ✓ Number of joint ventures with other jurisdictions to address environmental, health and human services needs in the community
- ✓ Number of Senior Citizens meeting held

VII. Conclusion

If the Five Year Strategic Plan implementation, review and annual plan updates indeed becomes the roadmap and guide to the future, the process will:

- Result in a more efficient use of existing human and capital resources
- Identify means of increasing and diversifying revenue sources and
- Greatly enhance the essential service delivery to the citizens of Glenn Heights.
- Fortify the future existence, growth and sustainability of Glenn Heights.

“The relevant question is not simply what shall we do tomorrow, but rather what shall we do today in order to get ready for tomorrow” – Peter Drucker

VIII. Exhibits

- A. Strategic Planning Workshop Notes/Environmental Scan
- B. Action Work Plan Format
- C. Organization Chart

City of Glenn Heights

2009-2010

ACTION WORK PLAN

STRATEGY GOAL:

Strategy to Achieve Goal	Accountability Who is responsible?	Indicator/Measure of Success	Start Date	End Date	Costs

City of Glenn Heights

2010-2011

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Strategy to Achieve Goal	Accountability Who is responsible?	Indicator/Measure of Success	Start Date	End Date	Costs