

# guide **btX** >>>>

*FY 24-25 City of Burleson Strategic Plan*





# ABOUT THIS PLAN

## Why a strategic plan?

The City of Burleson Strategic Plan or Guide BTX communicates the mayor and city council priorities to Burleson residents and businesses. The plan's purpose is to set overall focus areas and goals for the city and develop action items to achieve the goals. Residents can track the city's progress toward the stated goals through quarterly plan updates.

## The Strategic Plan was developed utilizing the following:

- City's adopted vision and mission
- Comprehensive Plan
- City's Master Plans and Capital Improvement Plans
- Departmental Strategic Plans
- FY 23-24 Strategic Plan
- City Council Retreat Meeting in February 2024

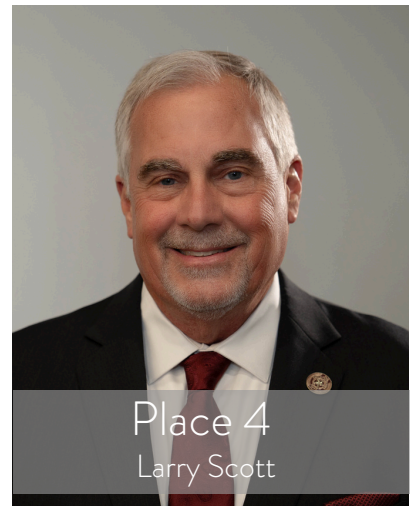
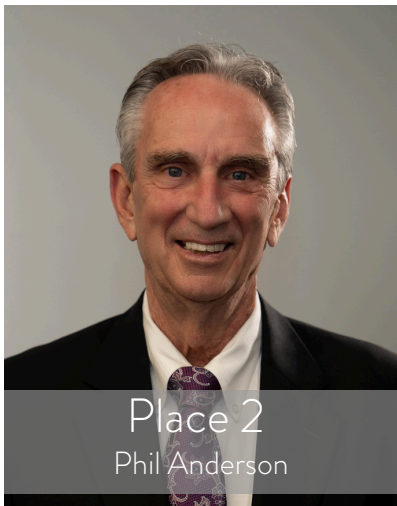
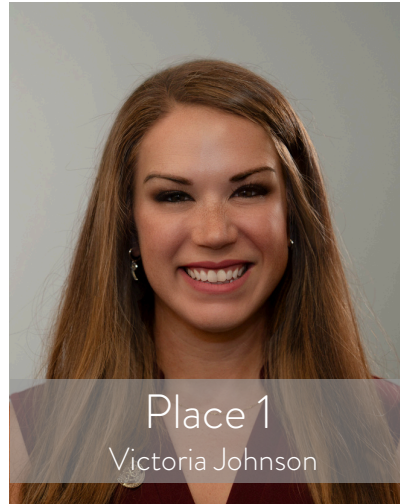
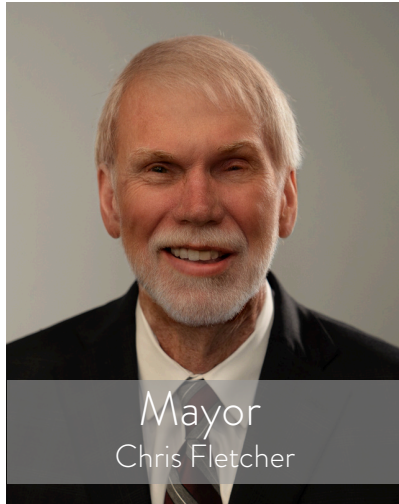
## This plan:

1. Develops key focus areas and goals the city will focus on over the next five years.
2. Outlines action items to achieve the set goals for Fiscal Year 2024-2025. Action items are updated yearly.
3. Determine city council's top and high priorities for the action tasks.



# BURLESON

## *City Council*



# BURLESON CITY GOVERNMENT MISSION

*To provide exceptional, people-focused municipal services and to plan and invest in the future in a financially responsible and innovative manner through a high-performing city team and in a partnership with our Burleson community.*

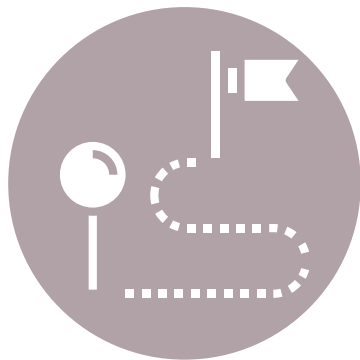


# FOCUS AREAS



## High Performing City Organization

Providing Exceptional, People Focused Services



**Dynamic & Preferred City**  
through Managed Growth



**Beautiful, Safe & Vibrant Community**



**Great Place to Live**  
through Expanded Quality of Life Amenities

# STRATEGIC PLAN

The city of Burleson is a reflective and forward-thinking organization. Our Strategic Plan serves as a vital framework that not only establishes the foundation for our operations but also provides clear direction for achieving our service objectives. By defining specific goals, strategies, and key priorities, we ensure that our operations and resources are aligned to meet the needs of our future. Since its initial adoption in 2019, the diligent implementation of this plan has led to significant advancements for our community, enhancing the quality of life for all who live and work here.



We engage in a Strategic Planning Process to assess our accomplishments, share updates across our four vision blocks, and identify new or emerging areas of focus. This dynamic and intentional process reflects our leadership framework.



In February 2024, city leaders held a Strategic Planning Session that emphasized the importance of data-driven decision-making. Key priorities included exploring additional funding for stormwater management and street maintenance, alongside a sustained focus on improving city infrastructure. The city also aims to maintain an active presence with the state legislature and enhance regional collaboration to improve grant success, particularly through the North Central Texas Council of Governments.



The execution of the 2022 Bond Program projects, sustained public safety operations, and vibrant economic development—including the growth of Old Town, the development of Chisholm Summit and Hooper Business Park, and the strategic planning for a future hotel/conference center—were also highlighted as critical objectives.



Through this strategic framework, we are committed to continuously assessing our progress and identifying new or emerging areas of focus. By remaining responsive to the evolving needs of our community, we ensure that the city of Burleson continues to thrive as a vibrant, safe, and inclusive place for all residents.



# FOCUS AREA 1

## High Performing City Organization

Providing Exceptional, People Focused Services

### OBJECTIVE

To make the City of Burlison a community of choice by providing outstanding customer service, communication and community engagement; leveraging technology to be an efficient and responsive organization; being financially responsible; maintaining an organizational culture that values innovation, process improvement, productivity and teamwork; and focusing training and development opportunities for city employees.

### GOAL 1

Develop a high-performance and diverse workforce by attracting and retaining the very best employees; providing a competitive salary and benefits package; maximizing employee training and educational opportunities.

### GOAL 2

Continue to improve the efficiency and productivity of operations through the use of technology, innovation, teamwork and continual business process improvement.

### GOAL 3

Deliver high-quality service and communications to external and internal customers by providing outstanding customer experience, communication and community engagement; regularly seeking feedback from citizens and employees through surveys, public forums and other outreach methods; and offering convenient methods for conducting business and communicating with the city.

### GOAL 4

Be a responsible steward of the city's financial resources by providing rates and fees that represent a strong value to our citizens; providing timely, accurate and transparent financial reporting; and utilizing long-range planning.



# FOCUS AREA 1



## High Performing City Organization

Providing Exceptional, People Focused Services

### GOAL 1

**Develop a high-performance and diverse workforce by attracting and retaining the very best employees; providing a competitive salary and benefits package; maximizing employee training and educational opportunities.**

	Action	Responsible Department	Target Date
1.1.1	Continue to ensure competitive compensation and benefits across the city by benchmarking against peer cities, evaluating city compensation plan ranges and adjustments, cost of living adjustments, and performance-based merits; success will be determined by having an employee turnover rate under 12% each quarter	Human Resources	On-going
1.1.2	Continue to provide growth and promotional opportunities for internal employees through executive and supervisor leadership training and developing a robust succession planning program; Success will be determined by providing 3 leadership classes per quarter	Human Resources	On-going
1.1.3	Provide a training program that improves management, communication, diversity and inclusion, and leadership training; success will be determined by providing 4 training classes each quarter	Human Resources	On-going
1.1.4	Continue development of community partnerships to discuss diversity and offer suggestions of inclusion within the police department	Police	On-going
1.1.5	In partnership with consultant, review and recommend updates to benefit plan designs and carriers based on a RFP process to be completed in FY 23-24	Human Resources	First Quarter (October – December 2024)

## GOAL 2

Continue to improve the efficiency and productivity of operations through the use of technology, innovation, teamwork and continual business process improvement.

	Action	Responsible Department	Target Date
1.2.1	Expand outreach efforts for Burleson 311 and utility billing payment options to increase citizen awareness; FY 24/25 success will be determined by participating in four city/community events, mail postcards to utility customers (one annually), social media posts, city e-newsletter, present to three community groups/stakeholders, presenting informational session to department directors and key staff to help promote 311 to customers	Administrative Services	Fourth Quarter (July - September 2025)
1.2.2	Update purchasing and contracting process to ensure continued compliance, efficiency, contract management and document retention	Administrative Services	Third Quarter (April-June 2025)
1.2.3	Creation of IT internal knowledge base to expedite IT staff and city staff trouble shooting techniques in an effort to solve issues independently	Information Technology	Fourth Quarter (July - September 2025)
1.2.4	Implementation of Windows 11 across the technology ecosystem to mitigate security vulnerabilities and enhance our cybersecurity defenses	Information Technology	Fourth Quarter (July - September 2025)
1.2.5	Continue to work with emergency management to integrate 311/CRM into the city's disaster preparedness program	Administrative Services	Fourth Quarter (July - September 2025)

# GOAL 3

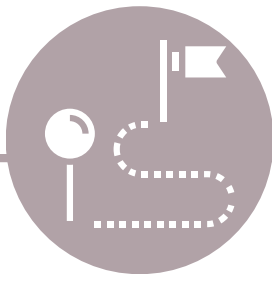
**Deliver high-quality service and communications to external and internal customers by providing outstanding customer experience, communication and community engagement; regularly seeking feedback from citizens and employees through surveys, public forums and other outreach methods; and offering convenient methods for conducting business and communicating with the city.**

	<b>Action</b>	<b>Responsible Department</b>	<b>Target Date</b>
1.3.1	Continually assess communications and engagement resources, processes, strategies and materials to seek ways to increase community stakeholder awareness and engagement; FY 24/25 success will be determined by reviewing analytics on a quarterly basis the goal for the e-newsletter engagement rate is a 50% open rate, for social media the goal is for average reach post is 4,500 and for the website the goal is 375,000 unique views every quarter; also perform quarterly audits of communication material and strategies to identify strengths, weaknesses, and areas for improvement	Community Services - Marketing and Communications	Fourth Quarter (July - Sept 2025)
1.3.2	Increase community engagement and awareness of library services through outreach programming, partnerships with community organizations, and marketing efforts; FY 24/25 success will be determined by 40 community events and 1,000 social media posts	Community Services - Library	Fourth Quarter (July - Sept 2025)
1.3.3	Continue to provide the public with updates on the status of the 2022 Bond Program implementation; FY 24/25 success will be determined every quarter if an update was made on social media, in e-newsletter, on the dedicated webpage and via the weekly report	Community Services - Marketing and Communications	Fourth Quarter (July - Sept 2025)
1.3.4	Revise existing subdivision ordinance to improve efficiency of operations for the overall development process	Development Services - Planning	Third Quarter (April - June 2025)

# GOAL 4

**Be a responsible steward of the city's financial resources by providing rates and fees that represent a strong value to our citizens; providing timely, accurate and transparent financial reporting; and utilizing long-range planning.**

	<b>Action</b>	<b>Responsible Department</b>	<b>Target Date</b>
1.4.1	Continue implementation of asset management program for public infrastructure and fixed assets; FY 24-25 goal is to establish street operations program	City Manager's Office	Third Quarter (April-June 2025)
1.4.2	Explore and conduct an analysis and implementation of a storm water and street maintenance fee to enhance the city's infrastructure	Capital Engineering	Third Quarter (April-June 2025)
1.4.3	Review and pursue grant opportunities to offset the cost of planned capital projects through a grant consultant to complete applications with staff to identify additional opportunities in each of the following categories: Water/Wastewater, Streets & Sidewalk Improvements, and Public Safety; FY 24/25 success will be 3 grant applications through the consultant and staff to identify 4 additional grant opportunities	City Manager's Office	Fourth Quarter (July-Sept 2025)
1.4.4	Continue to exhibit fiduciary responsibility by providing precise and transparent financial information through the submission of 12 monthly financial reports for FY 24/25, preparation of the ACFR, and the development of the FY25/26 budget	Finance Department	On-going
1.4.5	Create website content that will be awarded 4 or more Transparency Stars through a Texas Comptroller program that recognizes local transparency achievements	Finance Department	Fourth Quarter (July-Sept 2025)



# **FOCUS AREA 2**

## **Dynamic & Preferred City through Managed Growth**

### **OBJECTIVE**

To promote balanced residential and commercial development growth through long-term planning and zoning ordinances; develop and maintain public infrastructure in the city that improves mobility and connectivity; develop superior utility services and facilities; and promote sustainable development and job growth in the city.

### **GOAL 1**

Attract and retain top-tier businesses to promote high-quality economic development by expanding and diversifying the tax base; and creating jobs that allow our residents to work where they live.

### **GOAL 2**

Promote sustainable residential and commercial development through strategic and long-term planning; providing a business-friendly environment; continuing efficient development review process; and enhancing partnerships with the development community.

### **GOAL 3**

Enhance connectivity and improve mobility by expanding capacity of existing transportation network, evaluating additional thoroughfare improvements; and improving roadway, bicycle and pedestrian infrastructure.

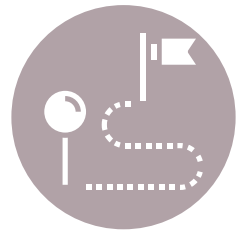
### **GOAL 4**

Implement the city's Capital Improvement Program to improve the quality of life for residents through the completion of projects identified in the city's master plans.

### **GOAL 5**

Develop and maintain facilities and utility services that meet the needs of the community through strategic planning, long-term planning and best practices.

# FOCUS AREA 2



## Dynamic & Preferred City through Managed Growth

### GOAL 1

**Attract and retain top-tier businesses to promote high-quality economic development by expanding and diversifying the tax base; and creating jobs that allow our residents to work where they live.**

	Action	Responsible Department	Target Date
2.1.1	Develop a viable plan for the development of hotel/conference center	Economic Development	Fourth Quarter (July-Sept 2025)
2.1.2	Execute an agreement for the redevelopment of the former Hill College site	Economic Development	Fourth Quarter (July-Sept 2025)
2.1.3	Continue efforts to attract new-to-market retail establishments and promote tourism; FY 24/25 success will be determined by four new sites	Economic Development	On-going
2.1.4	Continue to pursue industrial development throughout the city and or landbank for future development site; FY 24/25 success will be determined by four new sites	Economic Development	On-going
2.1.5	Pursue and recruit medical professionals to the community that have higher paying jobs than the Johnson County median income; FY 24/25 focus is on a hospital provider as well as medical offices that would provide those jobs in our community	Economic Development	Fourth Quarter (July-Sept 2025)
2.1.6	Establish a small business incubation project	Economic Development	Fourth Quarter (July-Sept 2025)

## GOAL 2

Promote sustainable residential and commercial development through strategic and long-term planning; providing a business-friendly environment; continuing efficient development review process; and enhancing partnerships with the development community.

	Action	Responsible Department	Target Date
2.2.1	Identify locations for the implementation of neighborhood empowerment zones	Development Services	Fourth Quarter (July-Sept 2025)
2.2.2	Revise existing interlocal agreement with Johnson County to re-evaluate platting authority within the ETJ	Development Services	First Quarter (Oct-Dec 2024)
2.2.3	Reevaluate the need for the public improvement district and other special district policies	Development Services	Third Quarter (Apr-Jun 2025)
2.2.4	Finalize review and adoption of the zoning ordinance update	Development Services	Third Quarter (Apr-Jun 2025)

# GOAL 3

**Enhance connectivity and improve mobility by expanding capacity of existing transportation network, evaluating additional thoroughfare improvements; and improving roadway, bicycle and pedestrian infrastructure.**

	<b>Action</b>	<b>Responsible Department</b>	<b>Target Date</b>
2.3.1	Continuous coordination with NCTCOG for transportation projects on the TIP; FY 24/25 success is measured by always having 2 projects included in the TIP	Capital Engineering	On-going
2.3.2	Assist with the implementation of developing construction schedule for State Highway 174 widening from Elk Drive to Wicker Hill Road	Capital Engineering	Third Quarter (April - June 2025)
2.3.3	Complete the Willow Creek and Village Creek updates to the Master Drainage Study and submit letters of map revisions to FEMA	Development Services	Fourth Quarter (July - Sept 2025)
2.3.4	Begin implementation of Intelligent Traffic System (ITS) and Traffic Management Center (TMC), allowing the city to control signal timing throughout the city	Public Works / Capital Engineering	Fourth Quarter (July - Sept 2025)
2.3.5	Complete the realignment and parking enhancements of Ellison Street project	Capital Engineering	Third Quarter (April - June 2024)



# GOAL 4

Implement the city's Capital Improvement Program to improve the quality of life for residents through the completion of projects identified in the city's master plans.

	Action	Responsible Department	Target Date
2.4.1	Complete the construction of Lakewood Boulevard to FM 1902 to serve the city's future Hooper Business Park and Chisholm Summit Development	Capital Engineering	Fourth Quarter (July - Sept 2025)
2.4.2	Finalize design and complete construction of the FY 24-25 Neighborhood Street Program	Capital Engineering	Fourth Quarter (July - Sept 2025)
2.4.3	Begin construction for bridge connecting Alsbury Boulevard to CR1020	Capital Engineering	Third Quarter (April - June 2024)
2.4.4	Complete design for Alsbury Boulevard extension to Lakewood Drive	Capital Engineering	Fourth Quarter (July - Sept 2025)
2.4.5	Complete design of Hulen Street expansion from SH174 to Candler Drive	Capital Engineering	Fourth Quarter (July - Sept 2025)
2.4.6	Finalize design and begin construction of the Burlison Police Headquarters Expansion	Capital Engineering	Second Quarter (January - March 2025)

# GOAL 5

Develop and maintain facilities and utility services that meet the needs of the community through strategic planning, long-term planning and best practices.

	Action	Responsible Department	Target Date
2.5.1	Complete the feasibility study to identify possible options of a secondary water source	Capital Engineering	First Quarter (October - December 2024)
2.5.2	Finalize a facility masterplan that identifies long term spacing needs and current facility condition assessment	Public Works	Fourth Quarter (July - September 2025)
2.5.3	Complete design and begin construction of the city hall renovations	Capital Engineering	Third Quarter (April - June 2025)



# FOCUS AREA 3

## Beautiful, Safe & Vibrant Community

### **OBJECTIVE**

Provide a beautiful, safe and vibrant community for those that live, learn, work and play in the City of Burleson by focusing on beautification programs; providing public art that enhances the community's visual appeal and uniqueness; providing crime prevention and community risk reduction programs; emergency preparedness; and emergency response services.

### **GOAL 1**

Encourage a clean and healthy community through the promotion of positive behaviors, sustainable practices, outreach programs and city services.

### **GOAL 2**

Encourage placemaking and a sense of belonging in our neighborhoods, parks and key commercial districts by focusing on long-range planning, comprehensive elements and public art.

### **GOAL 3**

Enhance emergency response services provided to the community, including emergency medical, police, fire and public dispatch services.

### **GOAL 4**

Ensure public safety equipment and personnel needs are being met, including staffing, support and training.

### **GOAL 5**

Continue community policing and risk reduction programs that create strong partnerships with the public to promote safety throughout the community.

# FOCUS AREA 3

## Beautiful, Safe & Vibrant Community



### GOAL 1

Encourage a clean and healthy community through the promotion of positive behaviors, sustainable practices, outreach programs and city services.

	Action	Responsible Department	Target Date
3.1.1	Increase adoptions at the Animal Shelter by 5%	Community Services - Animal Services	Fourth Quarter (July-Sept 2025)
3.1.2	Reduce the euthanasia rate of sick animals at the Animal Shelter by 3% by improving early treatment and care	Community Services - Animal Services	Fourth Quarter (July-Sept 2025)
3.1.3	Complete construction of the Greenribbon project located at SH 174 and John Jones Dr. to enhance beautification and cultivate tourism opportunities	Parks and Recreation	Fourth Quarter (July-Sept 2025)
3.1.4	Fully leverage funding for FY 24-25 Home Improvement Rebate Program	Development Services	Fourth Quarter (July-Sept 2025)
3.1.5	Explore RFP opportunities to expand a door-to-door household hazardous waste program	Public Works	On-going

## GOAL 2

Encourage placemaking and a sense of belonging in our neighborhoods, parks and key commercial districts by focusing on long-range planning, comprehensive elements and public art.

	Action	Responsible Department	Target Date
3.2.1	Finalize the community arts masterplan in FY 24-25	Parks and Recreation	Third Quarter (April - July 2025)
3.2.2	Continue to work on redeveloping older centers or new land development on I-35W, Alsbury Blvd, Hidden Creek Parkway and State Highway 174	Economic Development	Fourth Quarter (July - Sept 2025)
3.2.3	Finalize programming elements and public input for west side masterplan	Parks and Recreation	First Quarter (Oct-Dec 2024)
3.2.4	Identify potential options for the relocation of existing softball practice fields located on Hidden Creek Parkway	Parks and Recreation	Third Quarter (April - July 2025)
3.2.5	Complete the Parks Masterplan and begin CAPRA certification	Parks and Recreation	Fourth Quarter (July - Sept 2025)

# GOAL 3

Enhance emergency response services provided to the community, including emergency medical, police, fire and public dispatch services.

	Action	Responsible Department	Target Date
3.3.1	Design and implement a strategic fire training program to ensure regulatory compliance while fostering company resources to better equip fire personnel to manage job satisfaction and performance	Fire	Fourth Quarter (July - Sept 2025)
3.3.2	Pursue accreditation through the Association of Public Safety Communication Officials to certify public safety communications training program	Public Safety Communications	Fourth Quarter (July - Sept 2025)
3.3.3	Complete revisions to the fire department's call type designation and response configuration in partnership with the fire department to create an efficient call-taking guide for future use	Public Safety Communications	Third Quarter (April - June 2025)
3.3.4	Increase current real-time information and intelligence capabilities by increasing the number of Flock ALPR systems deployed throughout the city	Police	Fourth Quarter (July - Sept 2025)

# GOAL 4

Ensure public safety equipment and personnel needs are being met, including staffing, support and training.

	Action	Responsible Department	Target Date
3.4.1	Complete construction of Fire Station 1 to provide adequate space for Fire/EMS operations and expand office capacity for administration	Capital Engineering	Fourth Quarter (July-Sept 2025)
3.4.2	Reestablish fire department curriculum for a rescue task force, training all fire personnel in active threat situations	Fire	Fourth Quarter (July-Sept 2025)
3.4.3	Transition Axon air streaming software to integrate police department's current drones with existing Axon live streaming and digital evidence storage services	Police	Third Quarter (April-June 2025)
3.4.4	Deploy new and advanced public safety radios with cellular backup to provide better system redundancy and protection for system operations	Information Technology	Fourth Quarter (July-Sept 2025)

# GOAL 5

Continue community policing and risk reduction programs that create strong partnerships with the public to promote safety throughout the community.

	Action	Responsible Department	Target Date
3.5.1	Continue to conduct emergency preparedness workshops for community members and enhance the CERT program to assist with achieving whole community preparedness; FY 24/25 success will be determined by hosting an annual preparedness fair and bi-annual CERT training	Fire - Emergency Management	On-going
3.5.2	Continue to enhance Community Risk Reduction efforts (drowning prevention, CPR, Stop the Bleed, etc.), making the city a safer place to live, work and visit	Fire - Community Risk Reduction Division	Fourth Quarter (July - Sept 2025)
3.5.3	Enhance drone operations through the addition of a tethered drone that works with Axon software that does not require a certified pilot to operate	Police	Fourth Quarter (July - Sept 2025)
3.5.4	Add 4G camera installation at community parks that have seen an increase of vandalism and other issues to ensure the safety of all park goers	Parks and Recreation	Second Quarter (Jan - Mar 2025)





# FOCUS AREA 4

## Great Place to Live

through Expanded Quality of Life Amenities

### **OBJECTIVE**

To make the City of Burleson a premier place to live, learn and play by providing outstanding cultural, recreational and educational opportunities that enrich the lives of our residents.

### **GOAL 1**

Provide high-quality parks for residents by expanding park amenities and options; enhancing city's trail network; and improving access to parks facilities.

### **GOAL 2**

Provide high-quality recreation opportunities, events and facilities for residents by expanding programs and options for all ages and abilities that enrich the quality of life for residents.

### **GOAL 3**

Provide outstanding cultural, educational and entertainment opportunities by cultivating mutually beneficial partnerships with area education and government entities, the business community, and not-for-profits.

# FOCUS AREA 4



## Great Place to Live

through Expanded Quality of Life Amenities

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### GOAL 1

**Provide high-quality parks for residents by expanding park amenities and options; enhancing city's trail network; and improving access to parks facilities.**

	Action	Responsible Department	Target Date
4.1.1	Continue to implement the 5-year capital program by completing the projects approved in FY 24-25	Parks and Recreation	Fourth Quarter (July - Sept 2025)
4.1.2	Complete essential repairs on 3,300 square feet of concrete sidewalk and common areas at Chisenhall Fields sports complex to enhance safety and accessibility for all visitors and participants	Parks and Recreation	Third Quarter (April-June 2025)
4.1.3	Enhance lighting in the Old Town and Mayor Vera Calvin Plaza area	Parks and Recreation	Third Quarter (April-June 2025)

## GOAL 2

**Provide high-quality recreation opportunities, events and facilities for residents by expanding programs and options for all ages and abilities that enrich the quality of life for residents.**

	<b>Action</b>	<b>Responsible Department</b>	<b>Target Date</b>
4.2.1	Complete BRiCk lobby renovations	Parks and Recreation	Fourth Quarter (July - Sept 2025)
4.2.2	Expand tournaments at Chishenhall Fields sports complex to host a total of 13 events	Parks and Recreation	Fourth Quarter (July - Sept 2025)
4.2.3	Increase community engagement and awareness of library services through outreach programming, partnerships with community organizations and marketing efforts	Community Services - Public Library	Fourth Quarter (July - Sept 2025)
4.2.4	Add Mayor Vera Calvin Plaza and Russell Farm Art Center opportunities specific to recreational programming	Parks and Recreation	Fourth Quarter (July - Sept 2025)

# GOAL 3

**Provide outstanding cultural, educational and entertainment opportunities by cultivating mutually beneficial partnerships with area education and government entities, the business community, and not-for-profits.**

	<b>Action</b>	<b>Responsible Department</b>	<b>Target Date</b>
4.3.1	Partner with Johnson County for the development of a master thoroughfare plan	Development Engineering	Fourth Quarter (July - Sept 2025)
4.3.2	Implement and host the Burleson 101 Civic Academy for the second year to educate the community on municipal operations and grow partnerships within the community	City Manager's Office/City Secretary	Fourth Quarter (July - Sept 2025)
4.3.3	Develop fundraising strategies for the Senior Activity Center by cultivating relationships with donors, seeking out sponsorships from local business and organizations, and planning fundraising that resonate with the community	Community Services - Senior Activity Center	Third Quarter (April - June 2025)
4.3.4	Grow the Project U Leadership Conference to be a premier statewide event, bringing visitors and overnight guests to the city of Burleson	Economic Development	Second Quarter (January - March 2025)

THE CITY OF  
**BURLESON**  
TEXAS