



**guide**btx>>>  
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.

## **How was the plan developed?**

During the fall and winter of 2021, multiple strategic planning sessions were held by the Burleson City Council with a strategic planning consultant. Together, the council created a vision and a mission statement. They also ranked the city's priorities for the staff and the city council to focus on over the upcoming years.

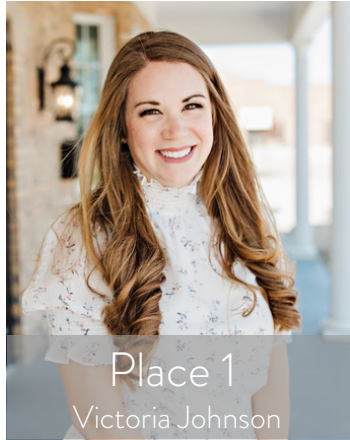
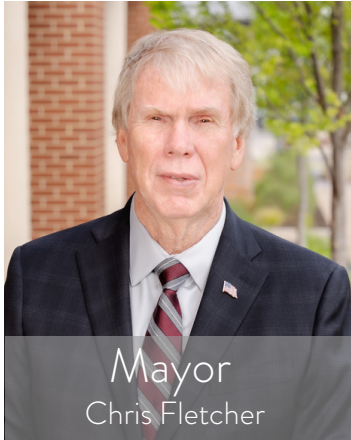
## **This plan:**

1. Creates a vision for Burleson over the next 15 years.
2. Develops key focus areas and goals the city will focus on over the next five years.
3. Outlines action items to achieve the set goals for Fiscal Year 2022-2023. Action items are updated yearly.
4. Determine city council's top and high priorities for the action tasks.



# BURLESON

## City Council



## VISION 2037

*Burleson is the premier place to:*

**LIVE** with great residential neighborhoods;  
**WORK** with a dynamic business community; and  
**PLAY** where you can enjoy life and have fun.

*Burleson 2037 is a **Safe Community,***

*has a **Vibrant Old Town and***

*Our residents take **Pride in Our Burleson Community***



The background image shows a large crowd of people sitting in folding chairs at an outdoor community event. In the background, there is a large building with a sign that says "BURLESON". The scene is set outdoors with trees and a clear sky.

# BURLESON CITY GOVERNMENT MISSION

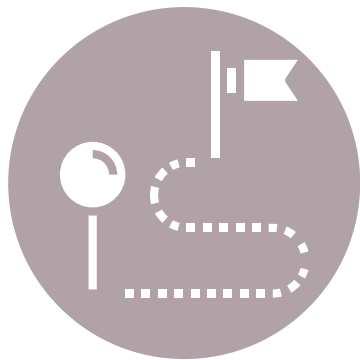
*To provide exceptional,  
people-focused municipal services and to  
plan and invest in the future in a financially  
responsible and innovative manner through a  
high-performing city team and in a partnership  
with our Burleson community.*

# FOCUS AREAS



## **High Performing City Organization**

Providing Exceptional, People Focused Services



**Dynamic & Preferred City**  
through Managed Growth

## **GOALS 2027**

Outcome-based objectives and potential actions for five years.



**Beautiful, Safe & Vibrant Community**



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



# FOCUS AREA 1

## High Performing City Organization

Providing Exceptional, People Focused Services

### OBJECTIVE

To make the City of Burleson 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-performing 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 services, 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  <i>This was determined to be a <b>High Priority</b> by city council during strategic planning</i>	Human Resources	On-going
1.1.2	Continue researching and developing community partnerships to discuss diversity and offer suggestions for inclusion within the city	City Secretary's Office	First Quarter (October - December 2022)
1.1.3	Implement a direct clinic model for the city employee's health benefit plan that will provide a timely health care option and provide cost savings for both employees and the city's healthcare plan	Human Resources	Second Quarter (January - March 2023)
1.1.4	Continue development of community partnerships to discuss diversity and offer suggestions of inclusion within the police department	Police	On-going

# GOAL 2

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

	Policy Action	Responsible Department	Target Date
1.2.1	Continue Lean Government program, which assesses operational performance and makes specific recommendations on how to improve projects linked directly to the city's strategic plan	Customer Service	on-going
1.2.2	Develop departmental key performance indicators (KPIs) and performance measurement data that can be used to understand operational effectiveness and guide decision making	Customer Service	Second Quarter (January - March 2023)
1.2.3	Perform cyber security threat assessment and implement necessary protocols to improve the city's cyber security posture	Information Technology	Third Quarter (April - June 2023)
1.2.4	Improve network infrastructure to ensure capabilities for software as a service application and improve data redundancies	Information Technology	Third Quarter (April - June 2023)
1.2.5	Leverage technology to improve the city's credit card process to increase staff efficiency, improve the reconciliation process and strengthen internal controls	Legal & Purchasing	Second Quarter (January - March 2023)
1.2.6	Identify a vendor to implement new computer-aided dispatch and records management system to improve efficiency and public safety response services	Public Safety Communications	Fourth Quarter (July - September 2023)



## 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.

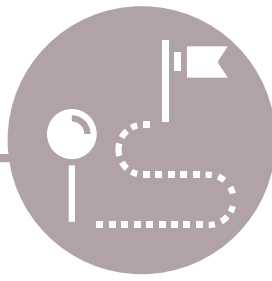
	Action	Responsible Department	Target Date
1.3.1	Continually assess communications and engagement resources, processes, strategies and materials to seek ways to increase community stakeholder awareness and engagement  <i>This was determined to be a <b>High Priority</b> by city council during strategic planning</i>	Community Service	on-going
1.3.2	Complete development and launch new city-wide 311 call center division supported by robust customer relationship management software  <i>This was determined to be a <b>High Priority</b> by city council during strategic planning</i>	Customer Service	First Quarter (October - December 2022)
1.3.3	Develop communication tools to provide the public with updates on the status of the 2022 Bond Program Implementation	Community Services (Marketing and Communications)	on-going
1.3.4	Implement a citizen self-service portal to allow online inspection scheduling, online permit requests and online payment options	Development Services	Second Quarter (January - March 2023)

## 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.

	Action	Responsible Department	Target Date
1.4.1	<p>Develop a list of surplus city-owned property and provide the city council with options for potential sales of tracts</p> <p><i>This was determined to be a <b>Top Priority</b> by city council during strategic planning</i></p>	Economic Development	Fourth Quarter (July - September 2023)
1.4.2	<p>Continue implementation of the American Rescue Plan Act (ARPA) funding plan and reassess utilization of funds as needed</p>	Finance	On-going
1.4.3	<p>Review investment and debt policy and provide recommendations for improvement</p> <p><i>This was determined to be a <b>Top Priority</b> by city council during strategic planning</i></p>	Finance	Second Quarter (January - March 2023)
1.4.4	<p>Review city financial policies and provide recommendations for improvement</p> <p><i>This was determined to be a <b>Top Priority</b> by city council during strategic planning</i></p>	Finance	Second Quarter (January - March 2023)
1.4.5	<p>Begin implementation of city-wide enterprise resource planning (ERP) replacement to integrate data and processes from multiple city departments and consolidate them into one system to provide a more user-friendly and efficient way for the city to conduct business</p>	Finance	First Quarter (October - December 2022)





# **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 focusing on key street improvements and expanding capacity of existing transportation network, particularly within the SH 174 Corridor and the western portion of our city; improving roadway, bicycle and pedestrian infrastructure, and coordinating with Regional, State and Federal transportation partners for funding and support.

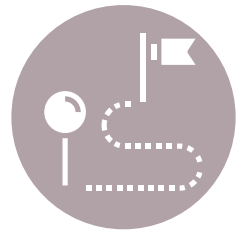
### **GOAL 4**

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	Consider revisions and updates to the city's economic development plan, which focuses on major retail, commercial and industrial corridors across the city  <i>This was determined to be a <b>Top Priority</b> by city council during strategic planning</i>	Economic Development	Fourth Quarter (July - September 2023)
2.1.2	Begin development of the Hooper Business Park in Chisholm Summit  <i>This was determined to be a <b>High Priority</b> by city council during strategic planning</i>	Economic Development	Third Quarter (April - June 2023)
2.1.3	Consider options to create a new industrial park in an effort to diversify the city's tax base and provide a more resilient local economy	Economic Development	Fourth Quarter (July - September 2023)
2.1.4	Continue efforts to attract new-to-market retail establishments	Economic Development	On-going



## 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	<p>Complete voluntary annexation process and begin required infrastructure of Chisholm Summit Development</p> <p><i>This was determined to be a <b>Top Priority</b> by city council during strategic planning</i></p>	City Manager's Office	Fourth Quarter (July - September 2023)
2.2.2	<p>Complete revisions to the Subdivision Design Manual, which details requirements associated with construction of new subdivisions within the city</p> <p><i>This was determined to be a <b>Top Priority</b> by city council during strategic planning</i></p>	Public Works	Fourth Quarter (July - September 2023)
2.2.3	<p>Complete update to Zoning Ordinance, which ensures new development aligns with the strategic vision of the city</p> <p><i>This was determined to be a <b>Top Priority</b> by city council during strategic planning</i></p>	Development Services	Second Quarter (January - March 2023)
2.2.4	<p>Pursue the development of a new trade school within the city limits to provide training opportunities for skilled labor positions</p> <p><i>This was determined to be a <b>Top Priority</b> by city council during strategic planning</i></p>	Economic Development	Fourth Quarter (July - September 2023)

## GOAL 3

**Enhance connectivity and improve mobility** by focusing on key street improvements and expanding capacity of existing transportation network, particularly within the SH 174 Corridor and the western portion of our city; improving roadway, bicycle and pedestrian infrastructure, and coordinating with Regional, State and Federal transportation partners for funding and support.

	Action	Responsible Department	Target Date
2.3.1	<p>Develop a pedestrian mobility plan to enhance connectivity to parks, sidewalks and schools</p> <p><i>This was determined to be a <b>High Priority</b> by city council during strategic planning</i></p>	Public Works	Third Quarter (April - June 2023)
2.3.2	<p>Coordinate with the Texas Department of Transportation (TXDOT) to finalize State Highway 174 Widening design and develop a construction schedule</p> <p><i>This was determined to be a <b>High Priority</b> by city council during strategic planning</i></p>	Public Works	Fourth Quarter (July - September 2023)
2.3.3	<p>Develop alternative development vision and action plans to reduce residential density in the Transit Oriented Development (TOD) area</p> <p><i>This was determined to be a <b>Top Priority</b> by city council during strategic planning</i></p>	Development Services	Fourth Quarter (July - September 2023)
2.3.4	<p>Begin implementation of Automated Traffic Management System as approved in the 2022 bond program</p>	Public Works	Fourth Quarter (July - September 2023)



## 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	Finalize design and begin construction of Intelligent Traffic System (ITS) and Traffic Management Center (TMC), allowing the city to control signal timing along SH174	Public Works	Second Quarter (January - March 2023)
2.4.2	Finalize design and complete construction to improve the condition of multiple residential streets throughout the city	Public Works	Fourth Quarter (July - September 2023)
2.4.3	Finalize design for bridge connecting Alsbury Boulevard to CR1020	Public Works	Second Quarter (January - March 2023)
2.4.4	Finalize design and complete construction of various sidewalk segments, with a focus on improving pedestrian connectivity throughout the city	Public Works	Fourth Quarter (July - September 2023)
2.4.5	Design and construct additional left turn lane and new traffic signal to enhance traffic conditions at Lakewood and SH174	Public Works	Fourth Quarter (July - September 2023)
2.4.6	Approved design contract for Alsbury Boulevard extension to Lakewood Drive	Public Works	Second Quarter (January - March 2023)

## 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	Continue working with the City of Fort Worth to develop an agreement that addresses future water supply needs for the City of Burleson, establishes the capacity of all water lines currently serving the city and outlines terms for the purchase of any future additional needed capacity	Public Works	on-going
2.5.2	Update the Water and Sewer Master Plan to identify options to expand services to the western portion of the city	Public Works	First Quarter (October - December 2022)
2.5.3	Develop an assessment of city facilities and outline future improvement and spacing needs  <i>This was determined to be a <b>Top Priority</b> by city council during strategic planning</i>	Public Works	Fourth Quarter (July - September 2023)
2.5.4	Finalize design for proposed city hall renovation and initiate construction improvements	Public Works	Third Quarter (April - June 2023)



# 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 equipment and personnel needs are being met, including staffing 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	Consider options and partnerships for the placement of digital signs in the community	City Manager's Office	Fourth Quarter (July - September 2023)
3.1.2	Develop a Façade Improvement Program to incentivize the redevelopment of commercial districts	Development Services	Third Quarter (April - June 2023)
3.1.3	Update and increase participation in the Adopt-A-Spot program to enhance community beautification	Neighborhood Services (Environmental Services Division)	Third Quarter (April - June 2023)
3.1.4	Develop partnerships and incentives to increase urban canopy throughout the city	Neighborhood Services (Environmental Services Division)	Second Quarter (January - March 2023)

## 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	Develop a policy and funding plan to continue and enhance public art within the community	Neighborhood Services	First Quarter (October - December 2022)
3.2.2	Coordinate with development partners to create a vision for the Hidden Creek corridor and outline possible options  <i>This was determined to be a <b>Top Priority</b> by city council during strategic planning</i>	City Manager's Office	Second Quarter (January - March 2023)
3.2.3	Identify location and amenities to establish a community park	Parks and Recreation	Fourth Quarter (July - September 2023)
3.2.4	Identify potential options for the renovation or relocation of existing softball practice fields located on Hidden Creek Parkway	Parks and Recreation	Second Quarter (January - March 2023)

## 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	Take necessary steps to transition to fire-based emergency medical services <i>This was determined to be a <b>High Priority</b> by city council during strategic planning</i>	Fire	Fourth Quarter (July - September 2023)
3.3.2	Complete staff analysis for police department to determine personnel and facility needs and begin implementation of recommendations	Police	First Quarter (October - December 2022)
3.3.3	Select architect and begin design of police department facility expansion <i>This was determined to be a <b>High Priority</b> by city council during strategic planning</i>	Police	First Quarter (October - December 2022)
3.3.4	Enhance efforts to ensure the community is prepared for emergencies	Fire (Emergency Management)	Third Quarter (April - June 2023)
3.3.5	Partner with fire department and medical director to establish emergency medical dispatch (EMD) protocols	Public Safety Communications	Fourth Quarter (July - September 2023)
3.3.6	Obtain Texas Commission on Law Enforcement (TCOLE) Telecommunication Agency credentials	Public Safety Communications	Fourth Quarter (July - September 2023)

## GOAL 4

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

	Action	Responsible Department	Target Date
3.4.1	Establish a location for future fire station #4 to support growth in the western portion of the city  <i>This was determined to be a <b>High Priority</b> by city council during strategic planning</i>	Fire	First Quarter (October - December 2022)
3.4.2	Enhance school safety by increasing the number of school resource officers (SRO) to support Burleson ISD's safety plan	Police	First Quarter (October - December 2022)
3.4.3	Consider staff and equipment needs in accordance with third-party staff analysis	Police	Second Quarter (January - March 2023)
3.4.4	Increase staff in fire and public safety communications to prepare for the transition of emergency medical services (EMS)	Fire/Public Safety Communications	Second Quarter (January - March 2023)
3.4.5	Partner with consulting firm and stakeholders to research and select a new Computer-Aided Dispatch (CAD), Mobile Data System (MDS) and Records Management System (RMS) suite	Public Safety Communications	Second Quarter (January - March 2023)



## 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	Evaluate the need and potential options for establishing a rental registration and inspection program	Neighborhood Services	Third Quarter (April - June 2023)
3.5.2	Cultivate partnerships with local nonprofits and develop a Community Safety Action Plan to support and prepare the community in the event of emergencies and national disaster  <i>This was determined to be a <b>High Priority</b> by city council during strategic planning</i>	Fire (Emergency Management)	First Quarter (October - December 2022)
3.5.3	Continue to enhance Community Risk Reduction efforts (drowning prevention, CPR, Stop the Bleed, etc.), making our city a safer place to live, work and visit	Fire (Community Risk Reduction Division)	Fourth Quarter (July - September 2023)
3.5.4	Upgrade the city's outdoor warning system to interface with the Everbridge communication platform, which will automatically issue National Weather Service warnings	Fire (Emergency Management)	Second Quarter (January - March 2023)



# 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

### 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	Develop a 5-year capital program based on the Parks Master Plan <i>This was determined to be a <b>High Priority</b> by city council during strategic planning</i>	Parks and Recreation	Fourth Quarter (July - September 2023)
4.1.2	Complete design and begin construction for Village Creek trail to improve interconnectivity to the current trail system	Parks and Recreation	Third Quarter (April - June 2023)
4.1.3	Finalize design and begin construction for Shannon Creek Park	Parks and Recreation	Third Quarter (April - June 2023)
4.1.4	Renovate and refurbish park amenities in neighborhood parks throughout the city	Parks and Recreation	Fourth Quarter (July - September 2023)

## 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.

	Action	Responsible Department	Target Date
4.2.1	Develop vision and create options for a Community Multi-Purpose Art Center space  <i>This was determined to be a <b>Top Priority</b> by city council during strategic planning</i>	City Manager's Office	Fourth Quarter (July - September 2023)
4.2.2	Utilize a consultant to complete an analysis to identify long-term library facility and service delivery methods  <i>This was determined to be a <b>Top Priority</b> by city council during strategic planning</i>	Community Services (Public Library)	Third Quarter (April - June 2023)
4.2.3	Develop options to increase teen recreational programming in the city's library and recreational facilities  <i>This was determined to be a <b>High Priority</b> by city council during strategic planning</i>	Community Services (Public Library)/Parks and Recreation	Second Quarter (January - March 2023)
4.2.4	Enhance programming at the Senior Activity Center to offer additional activities to increase center utilization	Community Services (Senior Activity Center)	Third Quarter (April - June 2023)
4.2.5	Pursue mobile programming and services for recreation opportunities to ensure all areas of the community are provided city resources	Community Services (Public Library)/Parks and Recreation	Third Quarter (April - June 2023)



## 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.

	Action	Responsible Department	Target Date
4.3.1	Install a video system in the Mayor Vera Calvin Plaza to showcase city events to visitors and those in our community with sensory sensitivities or disabilities	Community Services (Marketing and Communications)	First Quarter (October - December 2022)
4.3.2	Begin construction of Alley Cats Entertainment facility and continue to work with the development community to develop family entertainment venues	Economic Development	First Quarter (October - December 2022)
4.3.3	Partner with Burleson ISD to successfully transfer Hill College to the former Kerr Middle School site	City Manager's Office	Third Quarter (April - June 2023)
4.3.4	Evaluate Hotel/Motel Occupancy Tax policy to enhance and attract community events and festivals to our community	Economic Development	Third Quarter (April - June 2023)
4.3.5	Consider options and incentives to partner with the development community to build a convention/civic center	City Manager's Office	Third Quarter (April - June 2023)