

THE CITY OF
BURLESON
TEXAS

guidebtx>>
FY 23-24 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 22-23 Strategic Plan
- Council and Department Head meetings with City Manager

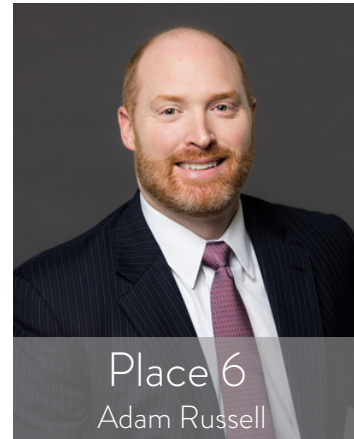
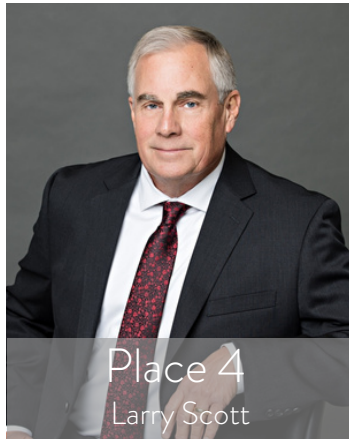
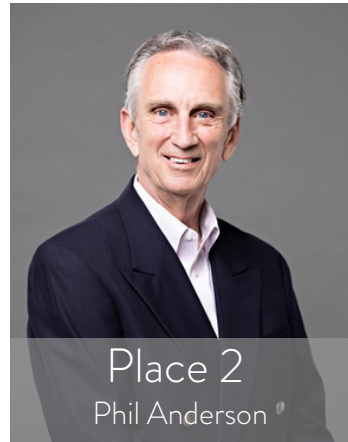
This plan:

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 2023-2024. 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***

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.

MAYOR VERA CALVIN PLAZA
BURLESON, TEXAS

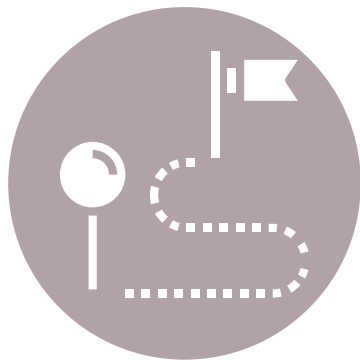


FOCUS AREAS



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	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	Human Resources	On-going
1.1.3	Continue to evaluate the city's third-party 457 deferred compensation funds to ensure employees have access to diverse investment options with the highest returns on their investments possible	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	Continue to assess and improve the employee experience through continual improvement and training for the workforce in leadership behavior, inclusion, and team dynamics	Human Resources	Fourth Quarter (July – September 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	Identify and launch new set of organization-wide Lean Government projects to increase the city's ability to operate in the most efficient and effective manner	Customer Service	on-going
1.2.2	Continue departmental key performance indicators (KPIs) and performance measurement data that can be used to understand operational effectiveness and guide decision making	Customer Service	on-going
1.2.3	Implement server and network infrastructure that will provide data and functional redundancy for the city's critical applications and information	Information Technology	Fourth Quarter (July - September 2024)
1.2.4	Implement new computer-aided dispatch and records management system to improve efficiency and public safety response services	Public Safety Communications	Fourth Quarter (July - September 2024)

GOAL 3

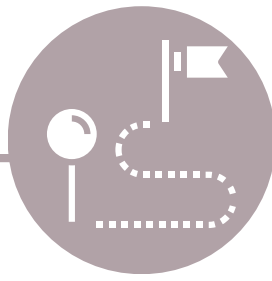
Deliver high-quality service and communications to external and internal customers by providing outstanding customer experience, communication and community engagement; regularly seeking feedback from citizens and employees through surveys, public forums and other outreach methods; and offering convenient 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	Community Service	on-going
1.3.2	Continue to develop a complete customer service experience through the 311 call center by using dynamic data to drive greater service delivery internally for departments and externally for citizens	Customer Service	Fourth Quarter (July - September 2024)
1.3.3	Continue 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 an online customer self-service portal to provide a more efficient way to do business for residents and developers who need to submit planning documents	Development Services - Planning	Second Quarter (January - March 2024)
1.3.5	Complete a city-wide customer service survey to measure customer experience with city facilities and projects; complete insight dashboard comparing data with 2022 city-wide survey data	Customer Service	Third Quarter (April - July 2024)

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	Access consultant's recommendations for the city's water and wastewater rate analysis to modify rate structure to ensure the city will be able to sustain the city's future water and wastewater infrastructure and serviceability	Public Works	First Quarter (October – December 2024)
1.4.2	Update the impact fee capital improvement plan and calculations, and deliver the CIPAC's fee recommendation to the City Council	Public Works	First Quarter (October – December 2024)
1.4.3	Continue implementation of city-wide enterprise resource planning (ERP) for human capital management and utility billing services to provide a more user-friendly and efficient way for the city to conduct business	HR/IT/Customer Service	Third Quarter (April- June 2024)



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.

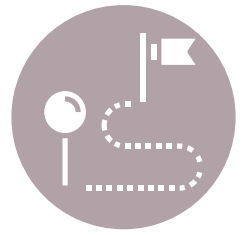
GOAL 4

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	Assist in pre-development planning for Craftmasters Campus and Headquarters, a 190,000 square foot trade school, that will provide training opportunities for skilled labor positions located in Hooper Business Park	Economic Development/ Development Services	Fourth Quarter (July - September 2024)
2.1.2	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 2024)
2.1.3	Continue efforts to attract new-to-market retail establishments	Economic Development	On-going
2.1.4	Continue recruitment of complementary businesses for Hooper Business Park in Chisholm Summit	Economic Development	Fourth Quarter (July - September 2024)

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	Implementation of goals associated with Midpoint 2020 Comprehensive update	Development Services	Fourth Quarter (July - September 2024)
2.2.2	Complete revisions to the Subdivision Design Manual, which details requirements associated with construction of new subdivisions within the city	Public Works	Fourth Quarter (July - September 2024)
2.2.3	Complete update to Zoning Ordinance, which ensures new development aligns with the strategic vision of the city	Development Services	Second Quarter (January - March 2024)

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.

	Action	Responsible Department	Target Date
2.3.1	Coordinate a grant application with NCTCOG for completion of the 10-mile trail loop and various high priority pedestrian improvement projects	Public Works	Fourth Quarter (July- September 2024)
2.3.2	Complete design and develop a construction schedule for State Highway 174 Widening from Elk Drive to Wicker Hill Road	Public Works	Third Quarter (April - June 2024)
2.3.3	Complete design of permanent connection of Lakewood Drive to FM 1902 and improvements from FM 1902 to Chisholm Trail Parkway	Public Works	Fourth Quarter (July - September 2024)
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	Fourth Quarter (July - September 2024)
2.3.5	Include a pedestrian component as part of the overall Mobility Plan to enhance connectivity to parks, sidewalks and schools	Public Works	Fourth Quarter (July - September 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 design of Village Creek Parkway	Public Works	Second Quarter (January - March 2024)
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 2024)
2.4.3	Begin construction for bridge connecting Alsbury Boulevard to CR1020	Public Works	Second Quarter (January - March 2024)
2.4.4	Complete design for Alsbury Boulevard extension to Lakewood Drive	Public Works	Fourth Quarter (July - September 2024)
2.4.5	Complete design of Hulen Street expansion from SH174 to Candler Drive	Public Works	Fourth Quarter (July - September 2024)
2.4.6	Complete design of police station headquarters expansion	Public Works	Third Quarter (April - June 2024)

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	Ensure the future water supply needs of the city are met by partnering with the city of Fort Worth to construct a new water line from I-35 to the industrial pump station that will provide water capacity for the ultimate build-out of the city	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 2023)
2.5.3	Develop an assessment of city facilities and outline future improvement and spacing needs	Public Works	Fourth Quarter (July - September 2024)
2.5.4	Complete construction for proposed city hall renovation and initiate construction improvements	Public Works	Third Quarter (April - June 2024)



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 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	Implement PARTNER (Pro-active Residential Teams for Environmental Restoration) program to two (2) per year	Neighborhood Services	Fourth Quarter (July - September 2024)
3.1.2	Update and increase participation in the Adopt-A-Spot program to enhance community beautification	Neighborhood Services	On-going
3.1.3	Expand Urban Canopy Revitalization Program in deficient neighborhoods	Neighborhood Services	On-going
3.1.4	Continue to promote and grow the Home Improvement Rebate Program	Neighborhood Services	On-going
3.1.5	Continue to enhance the Household Chemical Waste program by promoting and encouraging public participation	Neighborhood Services	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	In conjunction with the Public Arts Committee, create a master plan that facilitates and encompasses a policy and funding mechanisms for future community art	Parks and Recreation	Fourth Quarter (July - September 2024)
3.2.2	Coordinate with development partners to create a vision for the Hidden Creek corridor and outline possible options	City Manager's Office	Fourth Quarter (July - September 2024)
3.2.3	Determine initial programming elements to be included in proposed community park	Parks and Recreation	Third Quarter (April - June 2024)
3.2.4	Identify potential options for the renovation or relocation of existing softball practice fields located on Hidden Creek Parkway	Parks and Recreation	Third Quarter (April - June 2024)

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	Fire	First Quarter (October - December 2023)
3.3.2	Work with emergency management to integrate 311/CRM into disaster preparedness program	Customer Service	Fourth Quarter (July - September 2024)
3.3.3	Collaborate with Information Technology department and 9-1-1 district to integrate non-emergency phone lines with emergency phone consoles	Public Safety Communications	Third Quarter (April - June 2024)
3.3.4	Ensure milestones are accomplished for the implementation of the new Computer-Aided Dispatch (CAD), Mobile Data System (MDS) and Records Management System (RMS) suite	Public Safety Communications	On-going
3.3.5	Increase current real-time information and intelligence capabilities by increasing the number of Flock ALPR systems deployed throughout the city	Police	Fourth Quarter (July - September 2024)

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	Establish a location for future fire station #4 to support growth in the western portion of the city	Fire	Second Quarter (January - March 2024)
3.4.2	Increase efficiency and reliability by transitioning to Axon body-worn and in-car camera systems, which includes, but not limited to, unlimited storage, robust redaction software, and automatic license plate readers (ALPR)	Police	Fourth Quarter (July - September 2024)
3.4.3	Increase efficiency and supervision through the introduction of one police lieutenant, with vehicle and equipment to the command structure	Police	First Quarter (October - December 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	Continue to conduct emergency preparedness workshops for community members and enhance the CERT program to assist with achieving whole community preparedness	Fire (Emergency Management)	On-going
3.5.2	Obtain Texas Commission on Law Enforcement (TCOLE) Telecommunication Agency credentials	Public Safety Communications	Third Quarter (April - June 2024)
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 2024)
3.5.4	Increase community crime prevention and engagement efforts with the introduction of a civilian crime prevention and public engagement specialist	Police	First Quarter (October - December 2023)
3.5.5	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	Third Quarter (April- June 2024)



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	Continue to implement the 5-year capital program based on the Parks Master Plan	Parks and Recreation	Fourth Quarter (July - September 2024)
4.1.2	Finalize design and begin construction for Shannon Creek Park	Parks and Recreation	Third Quarter (April - June 2024)
4.1.3	Continue program for renovating existing park infrastructure that has reached its end-of-life and replacing it with updated and accessible-friendly equipment	Parks and Recreation	Fourth Quarter (July - September 2024)

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	Utilize a consultant to complete an analysis to identify long-term library facility and service delivery methods	Community Services (Public Library)	First Quarter (October- December 2023)
4.2.2	Enhance programming at the Senior Activity Center to offer additional activities to increase center utilization including the launch of virtual reality headsets to allow seniors to socialize and engage in activities they may not otherwise have access to	Community Services (Senior Activity Center)	Third Quarter (April - June 2024)
4.2.3	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 2024)
4.2.4	Utilize the newly installed 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 (Communications & Marketing)	Fourth Quarter (July - September 2024)

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	Assist in creating the vision for the former Hill College site on Renfro Street that will bring additional entertainment and retail opportunities to our city	Economic Development	Fourth Quarter (July - September 2024)
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 2023)
4.3.3	Increase partnerships at the senior center to sponsor new and needed events and services to the senior population	Community Services (Senior Activity Center)	Third Quarter (April - June 2024)
4.3.4	Grow the Project U Leadership Conference to be a premier statewide event, bringing visitors and overnight guests to our city	Economic Development	Second Quarter (January - March 2024)