



City Council Meeting Agenda

Our Vision: A well-planned lakeside community of quality neighborhoods, distinctive amenities, diverse employment, and cultural charm. Rowlett: THE place to live, work and play.

Monday, August 17, 2026

6:00 PM

Municipal Building – 4000 Main

Pursuant to Texas Government Code Section 551.127, on a regular, non-emergency basis, members may attend and participate in the meeting remotely by video conference. Should that occur, a quorum of the members, including the presiding officer, will be physically present at the location noted above on this Agenda.

As authorized by Section 551.071 of the Texas Government Code, this meeting may be convened into closed Executive Session for the purpose of seeking confidential legal advice from the City Attorney on any agenda item herein.

The City of Rowlett reserves the right to reconvene, recess or realign the Regular Session or called Executive Session or order of business at any time prior to adjournment.

Process for Public Input: If you are not able to attend in person, you may complete the [Public Input Form](#) on the City's website by 3:30 p.m. the day of the meeting. All forms will be forwarded to the City Council prior to the start of the meeting.

For in-person comments, request to speak forms/instructions are available inside the door of the City Council Chambers.

1. Call to Order

2. Citizens' Input

At this time, comments will be taken from the audience on any topic. No action can be taken by the Council during Citizens' Input.

3. Work Session

3.A. Discussion of the Fiscal Year 2027 (FY2027) Proposed Budget.

3.B. Discussion of the Strategic Plan.

3.C. Discussion of next steps for Herfurth Park, Animal Shelter, Public Safety Building, and City Hall.

3.D. Discussion regarding Downtown, Downtown Pavilion, and DART.

4. Discuss Consent Agenda Items for August 18, 2026, City Council Meeting

5. Adjournment

Deborah Sorensen

Deborah Sorensen, TRMC, MMC, City Secretary

I certify that the above notice of meeting was posted on the bulletin boards located inside and outside the doors of the Municipal Center, 4000 Main Street, Rowlett, Texas, as well as on the [City's website](#) on August 11, 2026, by 5:30 p.m.

City of Rowlett City Council meetings are available to all persons regardless of disability. If you require special assistance, contact the City Secretary at 972-412-6109 or write 4000 Main St., Rowlett, Texas, 75088, at least 48 hours in advance of meeting.

City of Rowlett ~ 4000 Main Street, Rowlett TX 75088 ~ www.rowlett.com

**CITY OF ROWLETT
TAXPAYER IMPACT STATEMENT**

House Bill 1522, passed by the Texas Legislature in 2025, amends section 551.043 of the Texas Government Code to require that the notice of a meeting required to be posted under section 551.043(a) of the Texas Open Meetings Act, at which a governmental body will discuss or adopt a budget for the governmental body, must include a taxpayer impact statement showing, for the median-valued homestead property, a comparison of the property tax bill in dollars pertaining to the property for the current fiscal year to an estimate of the property tax bill in dollars for the same property for the upcoming fiscal year.

The City of Rowlett has proposed a budget for the City's 2026-2027 fiscal year. The City intends to adopt its budget on or before September 30, 2026.

- **Value of Median-Valued Homestead Property in the City:** \$388,179
- **Property Tax Bill for the Current Fiscal Year (\$0.807891):** \$3,136
- **Estimated Property Tax Bill for the Upcoming Fiscal Year if the City Adopts the Proposed Budget and Tax Rate (\$0.807891):** \$3,136
- **Estimated Property Tax Bill for the Upcoming Fiscal Year if the City Adopts the Published Proposed Tax Rate (\$0.867875):** \$3,369
- **Estimated Property Tax Bill for the Upcoming Fiscal Year if the City Adopts a Balanced Budget Funded at the No-New-Revenue Tax Rate (\$0.81101, includes debt rate of \$0.269050):** \$3,148

The estimates in this Impact Statement are valid only for the proposed budget and proposed tax rate that the City Council will discuss at its meeting on **August 17, 2026**. The proposed budget and the proposed tax rate may each be amended by City Council at any time before their final adoption. If the City Council intends to discuss the proposed budget at a subsequent meeting, the City will include a Taxpayer Impact Statement in the notice for that meeting which will include updated estimates based on any amendments to the proposed budget and proposed tax rate.

I hereby certify that the foregoing Taxpayer Impact Statement was included in the public notice for the City Council meeting to be held on **August 17, 2026**.


Name: Kristoff Bauer
Title: Interim City Manager


Date

Meeting Date: 8/17/2026

Agenda Item: 3.A.

Title

Discussion of the Fiscal Year 2027 (FY2027) Proposed Budget.

Staff Representative

Kristoff Bauer, Interim City Manager

Executive Summary

The purpose of this item is to discuss the FY2027 Proposed Budget that was delivered to City Council on August 10, 2026.

Strategic Priority and Goal(s)

Strategic Priority	Strategic Goal
 Govern Transparently & Inclusivity	1.5 Maintain equitable and competitive tax rates, fees, and service charges. 1.8 Provide accurate and timely information to policy makers and the public.

Background Information

The FY2027 budget process was kicked off with staff on February 11, 2026, followed by individual department review meetings with the City Manager in April and June, an Executive Team strategy and prioritization session on June 10, and City Council Budget Strategy Sessions on June 29, July 9, July 15, and July 17. The City Manager presented and delivered the FY2027 Proposed Budget to City Council and the City's municipal clerk at the August 10, 2026 City Council meeting.

Discussion

The purpose of this Work Session item is to discuss operating funds, the capital improvements plan, and other aspects of the City Manager's proposed budget. The FY2027 budget is scheduled to be adopted on Wednesday, September 16, 2026.

A complete copy of the City Manager's proposed budget and the taxpayer impact statement are both available on the City's website at <https://www.rowletttx.gov/471/Budget-Documents>.

Financial/Budget Implications

N/A

Recommended Action

There is no action necessary; this item is for discussion only.

Attachments

None



City of Rowlett City Council Agenda Item

Meeting Date: 8/17/2026

Agenda Item: 3.B.

Title

Discussion of the Strategic Plan.

Staff Representative

Kristoff Bauer, Interim City Manager

Executive Summary

First meeting of the Strategic Planning Process.

Strategic Priority and Goal(s)

Background Information

The Council selected the Mejorando Group to lead the City's strategic planning process. Patrick Ibarra will present the strategic planning process to Council for discussion.

Discussion

NA

Financial/Budget Implications

NA

Recommended Action

Discussion only

Attachments

1. Government Body Kick Off v1
2. August 18 Steering Committee meeting v3
3. Fair Oaks Ranch Strategic Plan 2026
4. Durango Strategic Plan 2024
5. Lake Forest Strategic Plan 2024
6. Bismarck Strategic Plan 2026

City of Rowlett Mayor and City Council Meeting Agenda August 17, 2026

Facilitated by Patrick Ibarra
The Mejorando Group

1. Review and discuss desired outcomes from tonight's meeting. (6:00 – 6:10)
2. Review Project Schedule – Refer to pages 2 and 3. (6:10– 6:25)
3. Overview of Strategic Planning – Refer to pages 4 through 7 (6:25 – 6:50)
4. "Headwinds: Change as a Process, not an Event" – Explore the various trends impacting the role of government, the community, and the departments. (6:50 – 7:20 Refer to page 8.
5. Reaffirm the existing Vision and Mission statements and determine what, if any, changes are needed. (7:20 – 8:05) Refer to pages 9 through 13
6. Examine existing Strategic Pillars and Priorities – Discuss potential modifications to Pillars and Priorities including reviewing goals and objectives from other local governments. (8:05 – 9:15). Refer to pages 14 through 27
7. Next steps (9:15 – 9:30) Refer to page 21

Activity
1. Engage – Initiate the project and finalize the schedule.
2. Enlist <u>Monday, August 17 and Tuesday, August 18</u> ➤ Monday, August 17th ▪ Council Work Session – Project Launch/Kick-Off meeting – 6 p.m. ➤ Tuesday, August 18th ▪ Steering Committee Launch/Kick-Off meeting – 9 a.m. to 12 p.m.
3. Examine <u>Wednesday, September 2nd and Thursday, September 3rd</u> ➤ Wednesday, September 2nd - design and facilitate full-day session with Steering Committee to complete: ▪ Situational Analysis (review and discuss all input gathered so far from the various sources including the community survey) ▪ Revise Mission, Vision, Values and Strategic Priority Areas ▪ Develop Communication/Marketing Plan ▪ Community Conversation – open invitation – 7 p.m. ➤ Thursday, September 3rd ▪ Community Conversations – open invitation – 8:30 a.m. ▪ Community Conversation – by invitation only – specific community stakeholders – 10 a.m.
4. Explore <u>Wednesday, September 23rd and Thursday, September 24th</u> Design and facilitate two full-day sessions with Steering Committee ▪ Finalize draft Mission, Vision, Values and Strategic Priority Areas ▪ Develop Goals, Objectives and Implementation Schedule After the two-day session, the Interim City Manager and Department Directors will convene to finalize details associated with Goals, Objectives and the Implementation Schedule.

Activity**Thursday, October 8th and Friday, October 9th**

Mayor and Council will convene for a two-day retreat. First day, Thursday, October 8th, the focus is on team building and the second day, on Friday, October 9th, the intent is to review the draft Strategic Plan.

Shortly thereafter, the draft Strategic Plan will be distributed throughout the community via various social media platforms to obtain feedback. The feedback obtained will be reviewed by the Steering Committee and final modifications to the Strategic Plan will be completed.

5. Execute: Date – TBD. City Council adopts the Strategic Plan and implementation begins.

STRATEGIC PLANNING AS A CONCEPT AND APPLICATION

A Strategic Planning process helps a community transition from where it is closer to realize its potential. Why have a set of priorities? There is little reason to invest the considerable amount of time and energy required to create a list of priorities if you don't have a clear purpose for doing it. Thus, the strategic plan must be anchored to a fundamental necessity, and it must likewise meet a critical requirement. There are several reasons for the city to create its Strategic Plan, including the need to:

- a) Reinforce the value proposition for City of Rowlett's future.
- b) Guide decision making by elected officials, managers, and staff.
- c) Clarify and facilitate the emergence of a consensus on the organization's strategy. The process can help the organization's employees find answers to the big questions about its purpose, meaning, and value.
- d) Communicate the priorities to all levels of the organization—and to its diverse stakeholders and customers.
- e) Strengthen the fit between departmental goals and the organization's overarching vision.
- f) Identify and align strategic initiatives, so the strategic actions of one part of the organization don't conflict with those of another.
- g) Help set parameters for the allocation of resources and the annual/operational budgeting process.
- h) Measure and evaluate the organization's progress in implementing its strategy and moving toward its vision.
- i) Identify organizational assets and strengths— the foundation for the organization's past success.
- j) Identify opportunities where the organization can improve and learn—areas that pose potential vulnerabilities, risks, or lost opportunities.
- k) Increase the probability that the organization will stay relevant to the community. Although nothing ensures an organization's long-term success, a list of priorities engages the organization in the big questions that challenge it to remain abreast of a changing world and marketplace.

STRATEGIC PLAN PROCESS

The focus of the process is to:

- 1) Establish and/or reaffirm the Values, Vision and Mission Statements.
- 2) Hold a creative and collaborative conversation to explore the various ways the city's potential can be realized.
- 3) Help the governing body coalesce around their role as community builders.
- 4) Evaluate current conditions to identify opportunities to maximize and potential issues to mitigate.
- 5) Reduce ambiguity and translate headwinds of change into a tailwind.
- 6) Lead to action that is both innovative and effective.
- 7) Set goals for the time frame identified.

APPROACH TO STRATEGIC PLANNING

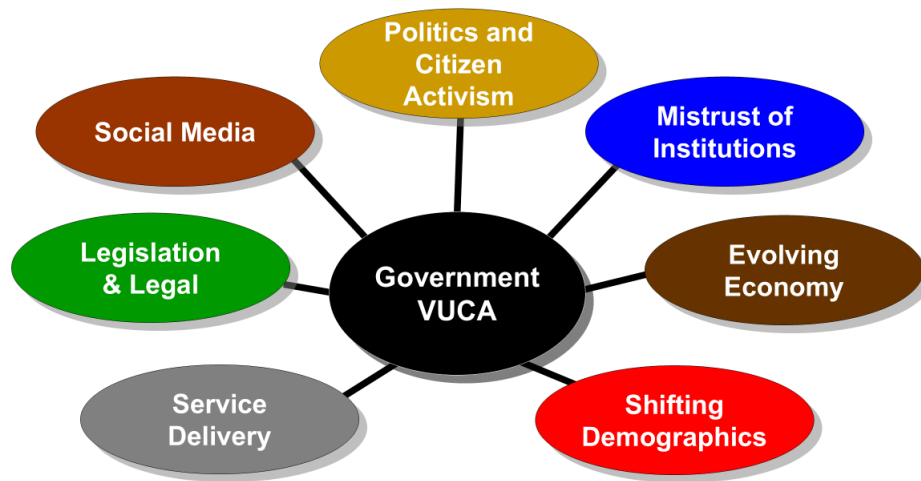
Old Mindset	Modern Mindset
• Adoption of the plan is the strategy. • Change is dangerous. • An event. • Wish list – the longer the better. • The city is static. • Is a linear process with one particular scenario for the future. • Arithmetic - sequential • Assumption that existing advantages will persist. • Deficit-closing strategy. • Conversations that reinforce existing perspectives. • Precise but slow. • Prediction oriented. • Extending a trajectory.	• Execution is the strategy. • Stability is dangerous. • A process. • Prioritized list – less is more. • The city is dynamic. • Non-linear process with several possible future scenarios. • Calculus – lots of moving parts • Assumption that existing advantages will come under pressure. • Capitalize on strengths. • Conversations that candidly question the status quo. • Fast and roughly right • Discovery driven. • Promoting continual shifts.

GOOD REMINDERS - PATRICKISMS

- 1) You want to succeed by choice, not by chance.
- 2) Use various lenses – microscope, magnifying glass, telescope, and binoculars - to examine issues and explore the future.
- 3) Requires prudent, thoughtful, and imaginative risk-taking.
- 4) Distinguish between problems you can fix and issues you can only address.
- 5) Process provides you with the opportunity to talk about things you don't always get to talk about, in a way you don't always get.
- 6) Decisions are influenced by Facts, Opinions, Beliefs, Values and Data.
- 7) Strengthen your versatility to be both responsive and proactive.
- 8) Keep in mind the concept of volunteerism because...
 - Residents volunteer to live in City of Rowlett.
 - Elected officials volunteer to serve.
 - City staff volunteer to serve.
 - Business owners volunteer to invest.
- 9) Leadership is about Plumbing and Poetry.
- 10) Process won't be efficient, but it will be productive.
- 11) Don't measure the success of the process by the length of the list!
- 12) The outcome is to create a road map that achieves:
 - Cohesion among elected officials and staff
 - Clarity about priorities
 - Commitment to implementation
- 13) The best days for City of Rowlett are in front of it!

HEADWINDS

EXAMINE THE PRESENT AND THE FUTURE



1. What are the relevant population trends for the next two to five years? Five to 10 years?
2. What types of services will residents require in the future that are not already provided? What might be required to fund and staff these services?
3. What types of infrastructure additions or expansions will be required to handle our anticipated growth? What financial resources are required to fund this work?
4. How will we enlist our community in our journey?

OUR VISION

Vision statements for communities reflect the collective understanding of the ideal situation. They may reflect a certain standard of living, the pleasantness of the environment, or the general vibrancy of the community. In strategic plans, the vision statement typically represents a view of the ideal community toward which the group is working.

The vision is a description of the City's "desired future". In other words, where do the stakeholders believe the community will be in five to ten years? The emphasis is on the future as it describes the organization as the stakeholders would like it to become – in the future.

It's important to note that the vision statement isn't a description of detailed action steps. In fact, it won't describe action at all but rather describe a statement of condition. It will describe success in the future. The means to that end will come in the form of goals, objectives, and action plans which occur later in the planning process.

Benefits of Visioning

The process and outcomes of visioning may seem vague and superfluous. The long-term benefits are substantial, however. Visioning:

- Provides continuity and avoids the stutter effect of planning fits and starts.
- Identifies direction and purpose.
- Alerts stakeholders to needed change.
- Promote interest and commitment.
- Promotes laser-like focus.
- Encourages openness to unique and creative solutions.
- Encourages and builds confidence.
- Build loyalty through involvement (ownership)
- Results in efficiency and productivity

The entire strategic plan starts with and must consistently relate to the vision statement. The ideal view of Rowlett sets the tone for the process and plan. It is important to recognize that because the vision reflects an ideal, it is unlikely that it will ever be fully achieved. The best vision statements are broad without being so broad as to be common and are expressive of the ideal without being inane.

EXAMPLES OF A VISION STATEMENT

- ❖ Town of Mooresville (NC): Mooresville is a thriving and connected community of choice.
- ❖ City of Fair Oaks Ranch (TX): The ideal place to call home in the Hill Country.
- ❖ Durango (CO) is an authentic, diverse, multigenerational, and thriving community. Our residents value and enjoy our unique natural environment and benefit from the management of our city's resources in a fiscally responsible, environmentally, and socially sustainable manner.
- ❖ "A Leading Community by Choice" (Bartlesville, Oklahoma)
- ❖ Town of Highland Park (TX): A connected, secure, and tranquil community where families thrive through shared traditions and commitment to service.
- ❖ In Kingsburg (CA), we take pride in our uniqueness, rooted in a rich heritage that shapes our identity. Together, we celebrate the past, engage the present, and build a future full of possibilities.
- ❖ We are a culturally and economically diverse, and fiercely independent community that cherishes creativity, educates our small-town character, and are committed to building a more just and environmentally and financially sustainable future. (South Pasadena, California)
- ❖ The City of Norwalk (CA) is a safe, family-oriented community that continuously improves the services it provides its citizens and businesses.
- ❖ City of Fort Collins (CO) - To Provide World-Class Municipal Services through Operational Excellence and a Culture of Innovation.
- ❖ Irving (TX) will be the model for safe and beautiful neighborhoods, a vibrant economy, and exceptional recreational, cultural and educational opportunities.
- ❖ "Leading the way as the best City in the Southwest." (Rio Rancho, NM)
- ❖ The Town of Queen Creek (AZ) strives to honor our past, manage our present and embrace our future to create a quality, unique place for families and businesses.
- ❖ Bismarck (ND): Bismarck is a dynamic community committed to an extraordinary quality of life.

VISION STATEMENT FOR CITY OF ROWLETT

*The vision of Rowlett is to be a unique
community where families enjoy life
and feel at home.*

OUR MISSION

The mission identifies the city government's role in pursuing the community vision.

Four Key Questions to be answered by a Mission Statement:

1. What does the organization do; that is, what customer needs or wants does it meet?
2. Who is the organization in business to serve?
3. How do we go about fulfilling these wants and needs?
4. Why does the organization exist?

Based on our experience, there is a “process” benefit to hashing over the mission statement. During discussion and debate, members are introduced to nuances of the organization's mission and changes in the environment, while other members refresh their understanding of both. As a result, the group will have confidence that the mission statement which emerges is genuinely an articulation of commonly held ideas.

The typical mission statement for a local government is concise. As is the case with the vision statement, the mission tends to highlight themes common to most communities. Consider, for **example**, the following mission statements:

- Town of Mooresville (NC) - We provide exceptional services to foster a vibrant community for all.
- City of Lake Forest (IL): Be the best-managed, fiscally responsible and appealing community and promote a community spirit of trust, respect and citizen involvement.
- Town of Highland Park (TX): We strengthen our community in everything we do.
- City of Fair Oaks Ranch (TX): We deliver exceptional public services with pride and responsiveness.
- Kingsburg (CA) is committed to leadership that inspires professionalism that ensures excellence in service, and partnership that fosters community collaboration.
- The City of Norwalk (CA) is committed to meeting the needs of its residents and businesses by providing exceptional public services and facilities that are responsive to the community through honest, efficient, and fiscally responsible leadership.
- Provide quality public services while striving to preserve and enhance the distinctive character to make Minnetonka (MN) a special place for everyone.
- The City of Durango (Colorado) and our employees provide efficient city services, effectively maintain city assets and manage growth, are accountable, ethical and fiscally

responsible, and collaborate with regional partners to improve the quality of life for our entire community.

- The Town of Queen Creek (AZ) is to provide a framework for a high quality of life, promote a strong sense of community and provide responsive public services in a caring, ethical, innovative, and accountable manner.
- The City of Denton (TX): Dedicated to Quality Service. The City of Denton will foster an environment that will deliver extraordinarily quality services and products through stakeholders, peer group, and citizen collaboration; leadership and innovation; and sustainable and efficient use of resources.
- Together, we deliver exceptional public service. (Bismarck, ND)

STRATEGIC FOCUS AREAS

Samples from other local governments

City of Bismarck, North Dakota

Infrastructure and Development
Economic Vitality
Safe and Healthy Community.
Emerging Issues
Engaged and Informed Community
Desirable Lifestyle
Organizational Excellence

Town of Highland Park, Texas

Engagement and Connection
Operational Excellence
Safety and Security
Community Character
Facilities and Infrastructure
Financial Stewardship

City of Durham, North Carolina



Town of Wake Forest, North Carolina



City of Bartlesville, Oklahoma

STRATEGIC PRIORITIES	KEY OBJECTIVES
FINANCIAL STRENGTH AND OPERATIONAL EXCELLENCE	Focus on staff recruitment, retention, development, department collaborations, and safety programs to improve workplace culture and morale.
	Improve and modernize our workplace including seeking accreditations for operational excellence, developing a performance and reward based evaluation process, and furthering integration of IT systems into our operating departments.
	Develop annual communications and feedback systems to include a standard report to citizens, community survey, and employee survey.
	Adopt governance best practices relating to debt, financial targets, multi-year plans, and a comprehensive Council handbook.
EFFECTIVE INFRASTRUCTURE NETWORK	Develop Asset Management Program for infrastructure.
	Improve road conditions as captured by Pavement Condition Index (PCI).
ECONOMIC VITALITY	Reevaluate our development regulatory policies to ensure all rules, regulations, and processes align with best practices and reflect the character of our community.
	Collaborate with economic development partners and experts to optimize development.
	Develop and implement strategies to retain and attract young professionals and families to Bartlesville.
COMMUNITY CHARACTER	Explore opportunities to embrace the unique cultures of our community.
	Develop and maintain healthy lifestyle options as a segment of our parks, recreation and transportation systems.
	Ensure and maintain clean, bright, vibrant community spaces.
EMERGING ISSUES	Partner with community groups to discuss, evaluate and report on existing needs and potential solution that address (in order of priority) Child Care, Housing, Homelessness and Others to be Determined.

City of Lake Forest, Illinois

	FISCAL STEWARDSHIP Implement an operating budget and capital improvement strategy that is balanced over the long-term.
	INFRASTRUCTURE & CITY FACILITIES Invest in and maintain infrastructure and facilities to ensure they are safe, reliable, and capable of meeting current and future needs of the community.
	PUBLIC SAFETY Ensure the safety and security of all residents by providing efficient and effective police, fire, and emergency services while promoting community-based crime prevention initiatives.
	RECREATION AND COMMUNITY WELL-BEING Promote a healthy and active community by providing diverse recreational opportunities, maintaining parks and open spaces, and supporting programs that enhance residents' quality of life.
	COMMUNITY'S VISUAL CHARACTER AND DEVELOPMENT Enhance the aesthetic appeal of Lake Forest by balancing preservation of historic buildings, distinct streetscapes and landscapes with being open to opportunities and new ideas.
	BUSINESS & ECONOMIC VITALITY Enhance the business community so that it remains economically viable, enticing to visit, and meets the needs of the community and visitors.
	COMMUNITY ENGAGEMENT Encourage active participation and communication between the City government and residents, fostering a sense of community and ensuring that voices are heard in the decision-making process.

Town of Mooresville, North Carolina

FUTURE READY INFRASTRUCTURE FOR THOUGHTFUL GROWTH • Implement adopted infrastructure plans • Prioritize infill and redevelopment in aging corridors • Focus resources on transportation improvements • Encourage flexibility to optimize and preserve resources • Approach projects with an emphasis on interdisciplinary coordination	SUPPORTING FINANCIAL SUSTAINABILITY THROUGH PURPOSEFUL GOVERNANCE • Implement best practices in all aspects of financial management • Utilize financial forecasting for long-term financial planning • Maintain an excellent bond rating • Identify and implement alternative funding sources/opportunities
SAFETY AND COMMUNITY WELL-BEING FOR ALL • Enhance emergency response preparedness • Implement adopted quality of life plans • Explore and execute inclusive events to connect communities • Increase awareness of town resources and opportunities for engagement • Support forward thinking and learning to provide relevant, cutting-edge services	INDIVIDUAL AND COMMUNITY ECONOMIC VITALITY • Foster strategic partnerships for economic prosperity • Assist sustainable business growth by leveraging local strengths and identifying new market opportunities for expansion • Pursue diverse economic drivers to foster a robust and varied economy • Support development of housing, employment, and educational choices to support economic sustainability
OPERATIONAL EXCELLENCE • Provide quality customer experience for both internal and external customers • Attract and retain the best talent possible to meet and exceed the needs of the organization and the community • Support a highly skilled workforce by prioritizing talent development	• Commit to continuous innovation • Elevate communication within the organization and throughout the community • Expand community outreach efforts throughout the community • Collaborate across the organization to ensure consistent delivery of quality service

City of Fair Oaks, Texas

Financial Stewardship

Securing Fair Oaks Ranch's future requires a financially resilient organization that aligns resources with community priorities. This priority emphasizes long-range financial planning, sustainable revenue strategies, and transparent decision-making to support reliable service delivery, infrastructure investment, and responsible growth.

Responsible Growth Management

Fair Oaks Ranch will proactively manage growth to preserve community character and support long-term sustainability. This includes disciplined adherence to long-range plans, aligning development with infrastructure and environmental constraints, and encouraging targeted commercial development that reflects community priorities.

Reliable Infrastructure

Fair Oaks Ranch will deliver reliable and resilient infrastructure through proactive planning, strategic investment, and consistent maintenance. This includes water, wastewater, drainage, transportation, and City facilities that support public safety, regulatory compliance, and long-term sustainability.

Public Safety

Fair Oaks Ranch is committed to safeguarding residents through reliable, high-quality public safety services that remain effective under all conditions. This priority focuses on responsive policing, dependable fire and EMS services, and robust emergency preparedness and operational continuity to protect life, property, and community confidence.

Operational Excellence

Fair Oaks Ranch is committed to delivering high-quality, efficient, and responsive government services that meet community needs and expectations. This priority emphasizes building a skilled and adaptable workforce, maintaining a secure and future-ready technology environment, strengthening organizational risk awareness, fostering a culture of safety, enhancing transparency and digital service delivery, and engaging proactively with regional partners and legislative initiatives. Together, these efforts ensure the City operates effectively, innovates responsibly, and remains resilient in the face of evolving challenges and opportunities.

Community Engagement

Fair Oaks Ranch will cultivate an engaged, informed, and connected community by expanding participation, enhancing communication, developing resident leadership, and using feedback to guide decisions. These efforts ensure community voices shape City initiatives and strengthen trust, transparency, and shared ownership.



CURRENT STRATEGIC FOCUS AREAS



4. Organization Development



5. Economic Development



6. Transportation



7. Community Development



8. Financial Management



9. Infrastructure



10. Delivery of Services



11. Public Safety



12. Quality of Life

GOALS AND OBJECTIVES

Setting Goals and Objectives

Essentially, the setting of Goals and Objectives will serve to manage the gap between the present and desired future (i.e. the Vision) by defining where the City and community want to be and establishing the steps needed for the desired outcome.

Goals usually address long-term issues. They are directly tied to the vision statement and do not include a great deal of specificity. Specific performance measures will appear at the level of the objectives that support each of the goals. Goals, then, are generalized statements of where Rowlett wants to be at some point in the future.

The number of goals cannot be predicted. Strategic plans may concentrate on four or five goals, or they may list dozens of areas that will component parts of the focus for Rowlett during the next several years.

Each of the **goal statements** in the strategic plan will be followed by one or more **objectives**. There is no set number of objectives that are appropriate for each goal. Some goal statements may have relatively few objectives attached to them, while some goal statements could have 10 or more objectives.

Examples of Goals (*illustrative purposes only*):

- Increase the safety and security of all residents in Rowlett through...
- We will enhance the safety, attractiveness, aesthetics, and health of our community.
- Create a comprehensive plan for Economic Development.

Measures will be of various types: quantities, percentage, or dates; or a measure can be the completion of a unit task (for example, a study, a project, or a plan). One objective may include a numeric metric, such as “increase the number of participants in volunteer programs by 75,” or “reduce the number of traffic accident on the south side of City by 20 percent.” Others may state dates by which an assignment should be completed, such as “complete the master plan for the new development no later than June 1.” Still another measure for objectives in the single task item, for example, “complete the bus shelter program this year.”

Develop Tactics

Tactics represent action steps. These are the activities that Rowlett will undertake to achieve the measurements designated in each of the objectives. Tactics may be numerous or few, depending on what is needed to realize the accomplishment of the specific objectives. As with the objectives themselves, tactics can be one time, short or medium term, or ongoing.

Implementation Plan

The purpose of this step is to ensure the strategic plan gets implemented. We will work with the Steering Committee and its stakeholders to address several important elements of this phase of the strategic plan. They include the following:

- Who will be responsible for implementing it? (Process Owner)
- What is the basic timetable for implementation? (Timetable)
- How will the success of achieving a plan be measured? (Measurement)

Feedback Loops and Contingency Planning

Continual monitoring and updating complete the strategic planning cycle. The desired outcome is that substantial progress will have been made toward addressing the critical issues identified within a two- to five-year period. Strategies and programs designed to address most critical issues are not likely to be terminated after two or three years. However, if significant progress has been made, those programs can continue as regular City of Rowlett activities, while other issues assume critical status.

Most local governments examine outcomes from the strategic plan on a regular basis, more often than once a year or at the conclusion of the planning cycle (i.e. Operating Budget). By continually monitoring progress, the city can assess whether objectives are likely to be met. When data shows progress is lagging, managers can adjust their activities, or the level of resources invested for a midcourse correction.

Conversely, if it appears that the target number will be exceeded, Rowlett managers may wish to reallocate resources to other activities. If environmental factors have changed or the initial plan was overly ambitious, frequent measurement and evaluation of performance against the plan will trigger corrective action.

Strategic planning is an ongoing process of planning, review, evaluation, and re-planning. Everyone involved in the next planning cycle can benefit from what was learned in previous planning and implementation efforts. In that regard, the City will establish a schedule for review.

SAMPLE GOALS AND OBJECTIVES

City of Lake Forest, Illinois

Community's Visual Character and Development

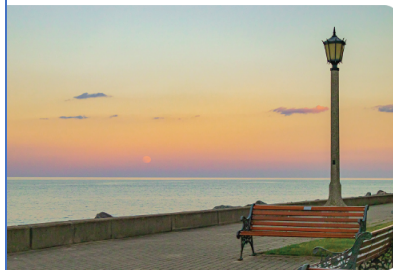


Enhance the aesthetic appeal of Lake Forest by balancing preservation of historic buildings, distinct streetscapes and landscapes with being open to opportunities and new ideas.

OBJECTIVE ONE: Maintain the established development review processes and public input opportunities which have historically served the community well.

Initiatives:

- Respect the decisions of the various Boards and Commissions, recognizing that each has a specific purview and charge and recognizing the Council's responsibility for taking a broader perspective.
- Evaluate proposals holistically: what is in the best interest of the entire community over the long term.
- Continue to adhere to the review processes that have served the City well for decades.



OBJECTIVE TWO: Recognize, respect, and preserve significant buildings, landscapes, and distinct streetscapes carrying on the tradition of actively working to preserve the community's unique character while at the same time, being open to development and redevelopment that introduces appropriate new ideas and opportunities.

Initiatives:

- Recognize and celebrate the historic and unique aspects of the community to raise awareness about and remind people of what makes the community special.
- Consider development and redevelopment plans in a careful and deliberate manner as has traditionally occurred in the community.
- Develop guiding parameters for "opportunity areas" that exist in the business districts to serve as a road map for developers who may have interest in Lake Forest and to set realistic expectations for all stakeholders.
- Avoid following "trends of the day" without careful due diligence about unintended consequences and impacts, positive or negative, on the community's character over the long term.

OBJECTIVE THREE: Support construction that is safe, durable, of high quality, and responsible.

Initiatives:

- Continually adopt updated National and State Life Safety and Building Codes.
- Review and reduce local Building and Life Safety Codes, relying on the well-researched State and National Codes to provide clarity and consistency for contractors and design professionals and to further streamline review processes.
- Evaluate new materials and methods that take advantage of new technology or are more environmentally responsible.
- Support quality development that will stand the test of time.

OBJECTIVE FOUR: Recognize the key role preserved open space, streetscapes, and well landscaped public spaces play in the community's visual character.

Initiatives:

- Continue to partner with Lake Forest Open Lands as the appropriate long-term use of the limited remaining vacant land in the community is considered.
- Consider appropriate lighting levels for different areas of the community to provide for comfort and safety while respecting the community's character.



City of Fair Oaks Ranch, Texas

PRIORITY: RELIABLE INFRASTRUCTURE

Fair Oaks Ranch will deliver reliable and resilient infrastructure through proactive planning, strategic investment, and consistent maintenance. This includes water, wastewater, drainage, transportation, and City facilities that support public safety, regulatory compliance, and long-term sustainability

Goal 3.1: Ensure reliable water infrastructure and regulatory compliance.

Objectives:

3.1.1 Advance priority water system capital improvement projects

3.1.2 Implement structured valve exercising

3.1.3 Implement asset inventory program and lifecycle replacement program

Goal 3.2: Ensure reliable wastewater infrastructure and regulatory compliance.

Objectives:

3.2.1 Advance wastewater CIP projects

3.2.2 Implement and maintain Edwards Aquifer Recharge Zone (EARZ) inspection program

3.2.3 Update (or complete) asset inventory and lifecycle replacement planning

Goal 3.3: Increase stormwater resiliency and drainage system effectiveness.

Objectives:

3.3.1 Complete drainage infrastructure inventory and implement maintenance program, prioritized by risk

City of Bismarck, North Dakota

2.1 GOAL ONE

Collaborate with economic development partners and industry experts to drive sustainable growth, attract investment, and expand local employment opportunities.

OBJECTIVES

2.1.1 Evaluate and refine the current economic development strategy and partnership to enhance business recruitment, retention, and expansion efforts.

Departments: Administration

2.2 GOAL TWO

Simplify and modernize permitting, licensing, and administrative procedures to ensure they are efficient, transparent, and accessible for businesses of all sizes.

OBJECTIVES

2.2.1 Streamline permitting, licensing, and administrative processes to improve efficiency, enhance transparency, and ensure equitable access for businesses of all sizes, fostering a more responsive and business-friendly regulatory environment.

Departments: Building Inspections | Administration | Engineering | Public Works Service Operations | Public Works Utility Operations | Fire | Information Technology | Planning

Town of Highland Park, Texas

Operational Excellence

GOAL: Employees receive clear and consistent internal communication that supports shared priorities and accountability.

- ◆ Evaluate and improve internal communication tools, processes, and expectations
- ◆ Establish consistent standards for information sharing across departments

GOAL: Technology and data strengthen service delivery and operational performance.

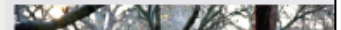
- ◆ Conduct a comprehensive review of current technology for system gaps and improvement opportunities
- ◆ Enhance data analytics capabilities to support informed decision-making
- ◆ Strengthen workforce capacity to effectively integrate emerging technologies

GOAL: Employees are inspired to sustain a culture of professionalism and service excellence.

- ◆ Prioritize ongoing participation in customer service and professional development training programs
- ◆ Monitor and evaluate service performance using best practices and benchmark standards
- ◆ Enhance recognition and incentive programs

GOAL: Staffing and organizational capacity ensure reliable service delivery.

- ◆ Align staffing and service levels through cost-of-service analysis
- ◆ Maintain continuity of operations planning



Mariposa County, California

Objectives 2019 - 2022

Safety

- *Implement an updated vegetation management plan*
- *Broaden access to emergency information to all county areas and populations*
- *Implement fire code inspection and enforcement*
- *Add Amador and Schedule A agreements to complement volunteer [fire] response*

Wellness

- *Support the availability of healthy, fresh foods and promote nutrition assistance for those in need*
- *Increase the availability and promotion of transit and ride share services*
- *Recruit and attract medical services*

Objectives 2019 - 2022

Infrastructure

- *Improve road quality*
- *Increase mileage of trails*
- *Develop a recreation center*
- *Improve pedestrian safety by adding sidewalks and crosswalks*
- *Develop a plan for a conveyance from Lake McClure*
- *Maximize energy efficiency, including using solar*
- *Complete capital improvement plan*

Prosperity

- *Update zoning code*
- *Facilitate expansion of MPUD service area*
- *Complete recreation master plan*
- *Facilitate development of workforce housing*
- *Establish programs and policies to improve the housing quality*
- *Establish a local business license*

Objectives 2019 - 2022

Stewardship

- *Implement the technical services master plan*
- *Review and optimize business processes and organizational structure*
- *Support county-wide bulk procurement*
- *Develop proactive internal and external communications*
- *Maximize the value of the fleet*
- *Engage citizens on a regular basis and conduct a citizen survey no less than triennially*
- *Develop a financial management plan and policies*
- *Maximize grant funding*
- *Complete an analysis of facilities and future space needs*
- *Expand professional development opportunities*

POTENTIAL GOALS AND OBJECTIVES

NEXT STEPS...



mejorando group



STEERING COMMITTEE STRATEGIC PLANNING

Facilitated by
PATRICK IBARRA

First Meeting - August 18, 2026

PROJECT SCHEDULE

Activity
1. Engage – Initiate the project and finalize the schedule.
2. Enlist <u>Monday, August 17 and Tuesday, August 18</u> ➤ Monday, August 17th ▪ Council Work Session – Project Launch/Kick-Off meeting – 6 p.m. ➤ Tuesday, August 18th ▪ Steering Committee Launch/Kick-Off meeting – 9 a.m. to 12 p.m.
3. Examine <u>Wednesday, September 2nd and Thursday, September 3rd</u> ➤ Wednesday, September 2nd - design and facilitate full-day session with Steering Committee to complete: ▪ Situational Analysis (review and discuss all input gathered so far from the various sources including the community survey) ▪ Revise Mission, Vision, Values and Strategic Priority Areas ▪ Develop Communication/Marketing Plan ▪ Community Conversation – open invitation – 7 p.m. ➤ Thursday, September 3rd ▪ Community Conversations – open invitation – 8:30 a.m. ▪ Community Conversation – by invitation only – specific community stakeholders – 10 a.m.
4. Explore <u>Wednesday, September 23rd and Thursday, September 24th</u> Design and facilitate two full-day sessions with Steering Committee ▪ Finalize draft Mission, Vision, Values and Strategic Priority Areas ▪ Develop Goals, Objectives and Implementation Schedule

Activity
After the two-day session, the Interim City Manager and Department Directors will convene to finalize details associated with Goals, Objectives and the Implementation Schedule. <u>Thursday, October 8th and Friday, October 9th</u> Mayor and Council will convene for a two-day retreat. First day, Thursday, October 8th, the focus is on team building and the second day, on Friday, October 9th, the intent is to review the draft Strategic Plan. Shortly thereafter, the draft Strategic Plan will be distributed throughout the community via various social media platforms to obtain feedback. The feedback obtained will be reviewed by the Steering Committee and final modifications to the Strategic Plan will be completed. 5. Execute: Date – TBD. City Council adopts the Strategic Plan and implementation begins.

STEERING COMMITTEE MEMBERS

City staff

1. Gregory Baldwin, Lieutenant – Police Department
2. Dianna Bell, School Resource Office – Police Department
3. Michael Denning, Chief of Police – Police Department
4. Allisen Ducay, Planning Manager – Planning and Urban Design Department
5. Andrew Espinoza, Assistant Director – Community Development/Chief Building Official
6. Malcolm Hornsby, Director – Community Engagement
7. David Leibowitz, Director – IT Department
8. Alejandro Perea, Administrative Service Manager – Community Development
9. Mitch Randles, Interim Chief of Fire – Fire Department
10. Kim Townsend, Senior Accountant – Finance Department
11. Laura Tschoerner, Director – Library Director

Council:

12. Marvin Gibbs, Council Member Place 2
13. Byron Fassett, Council Member Place 3
14. Mike Britton, Council Member Place 4

Community Stakeholders:

15. Elise Bowers
16. Lakisha Culpepper
17. Karen Haddox
18. Buz Sawyer
19. Tamra Williams
20. Eric Young

ROLE OF THE STEERING COMMITTEE

BENEFITS FROM GOOD GOVERNMENT

***“Role of local government is to be the
facilitator for a
better quality of life.”***

STRATEGIC PLANNING AS A CONCEPT AND APPLICATION

A Strategic Planning process helps a community transition from where it is closer to realize its potential. Why have a set of priorities? There is little reason to invest the considerable amount of time and energy required to create a list of priorities if you don't have a clear purpose for doing it. Thus, the strategic plan must be anchored to a fundamental necessity, and it must likewise meet a critical requirement. There are several reasons for the city to create its Strategic Plan, including the need to:

- a) Reinforce the value proposition for City of Rowlett's future.
- b) Guide decision making by elected officials, managers, and staff.
- c) Clarify and facilitate the emergence of a consensus on the organization's strategy. The process can help the organization's employees find answers to the big questions about its purpose, meaning, and value.
- d) Communicate the priorities to all levels of the organization—and to its diverse stakeholders and customers.
- e) Strengthen the fit between departmental goals and the organization's overarching vision.
- f) Identify and align strategic initiatives, so the strategic actions of one part of the organization don't conflict with those of another.
- g) Help set parameters for the allocation of resources and the annual/operational budgeting process.
- h) Measure and evaluate the organization's progress in implementing its strategy and moving toward its vision.
- i) Identify organizational assets and strengths— the foundation for the organization's past success.
- j) Identify opportunities where the organization can improve and learn—areas that pose potential vulnerabilities, risks, or lost opportunities.
- k) Increase the probability that the organization will stay relevant to the community. Although nothing ensures an organization's long-term success, a list of priorities engages the organization in the big questions that challenge it to remain abreast of a changing world and marketplace.

STRATEGIC PLAN PROCESS

The focus of the process is to:

- 1) Establish and/or reaffirm the Values, Vision and Mission Statements.
- 2) Hold a creative and collaborative conversation to explore the various ways the city 's potential can be realized.
- 3) Help the governing body coalesce around their role as community builders.
- 4) Evaluate current conditions to identify opportunities to maximize and potential issues to mitigate.
- 5) Reduce ambiguity and translate headwinds of change into a tailwind.
- 6) Lead to action that is both innovative and effective.
- 7) Set goals for the time frame identified.

APPROACH TO STRATEGIC PLANNING

Old Mindset	Modern Mindset
• Adoption of the plan is the strategy. • Change is dangerous. • An event. • Wish list – the longer the better. • The City is static. • Is a linear process with one particular scenario for the future. • Arithmetic - sequential • Assumption that existing advantages will persist. • Deficit-closing strategy. • Conversations that reinforce existing perspectives. • Precise but slow. • Prediction oriented. • Extending a trajectory.	• Execution is the strategy. • Stability is dangerous. • A process. • Prioritized list – less is more. • The City is dynamic. • Non-linear process with several possible future scenarios. • Calculus – lots of moving parts • Assumption that existing advantages will come under pressure. • Capitalize on strengths. • Conversations that candidly question the status quo. • Fast and roughly right • Discovery driven. • Promoting continual shifts.

GOOD REMINDERS - PATRICKISMS

- 1) You want to succeed by choice, not by chance.
- 2) Use various lenses – microscope, magnifying glass, telescope, and binoculars - to examine issues and explore the future.
- 3) Requires prudent, thoughtful, and imaginative risk-taking.
- 4) Distinguish between problems you can fix and issues you can only address.
- 5) Process provides you with the opportunity to talk about things you don't always get to talk about, in a way you don't always get.
- 6) Decisions are influenced by Facts, Opinions, Beliefs, Values and Data.
- 7) Strengthen your versatility to be both responsive and proactive.
- 8) Keep in mind the concept of volunteerism because...
 - Residents volunteer to live in City of Rowlett.
 - Elected officials volunteer to serve.
 - City staff volunteer to serve.
 - Business owners volunteer to invest.
- 9) Leadership is about Plumbing and Poetry.
- 10) Process won't be efficient, but it will be productive.
- 11) Don't measure the success of the process by the length of the list!
- 12) The outcome is to create a road map that achieves:
 - Cohesion among elected officials and staff
 - Clarity about priorities
 - Commitment to implementation
- 13) The best days for City of Rowlett are in front of it!

SAMPLE STRATEGIC PLANS

COMMUNICATION STRATEGIES

- Elected officials
- Community members
- Employees

NEXT STEPS AND FUTURE MEETINGS...



CITY OF FAIR OAKS RANCH

Strategic Plan





A LETTER FROM THE City Manager

It is with great pride that I present to you the City of Fair Oaks Ranch 2026 Strategic Plan. This plan reflects a thoughtful and collaborative effort between City Council, staff, and our community to define a clear vision and set of priorities that will guide the City over the next three to five years. Through a comprehensive, multi-phase process, including extensive public engagement and qualitative and quantitative analysis, we have developed a framework that aligns our services, investments, and policies with the values and expectations of our residents.

This Strategic Plan establishes a strong foundation for the future by focusing on financial stewardship, responsible growth, reliable infrastructure, public safety, operational excellence, and meaningful community engagement. Just as importantly, it represents a commitment to transparency, accountability, and continuous improvement as we implement these priorities. I look forward to working alongside the City Council, our dedicated staff, and the community to bring this plan to life and ensure that Fair Oaks Ranch continues to be an exceptional place to call home in the Hill Country.

Scott Huizenga
City Manager



VISION

The ideal place
to call home in the
Hill Country.

MISSION

We deliver
exceptional public
services with pride
and responsiveness.

CORE VALUES

Community

We serve with purpose, placing the well being of those we serve above individual interests. We recognize that shared leadership creates lasting impact. This means showing up with a service mindset, acting with integrity.

Collaboration

We work openly and inclusively, engaging stakeholders with humility, respect, and transparency. We listen well and ensure every voice is valued in the process. We recognize that shared leadership creates lasting impact.

Ownership

We lead with initiative and courage. We are accountable for our actions, outcomes, impact, and support others to do the same. We value progress over perfection, embrace lessons from failure.

KEY PRIORITIES

Financial Stewardship

Securing Fair Oaks Ranch's future requires a financially resilient organization that aligns resources with community priorities. This priority emphasizes long-range financial planning, sustainable revenue strategies, and transparent decision-making to support reliable service delivery, infrastructure investment, and responsible growth.

Responsible Growth Management

Fair Oaks Ranch will proactively manage growth to preserve community character and support long-term sustainability. This includes disciplined adherence to long-range plans, aligning development with infrastructure and environmental constraints, and encouraging targeted commercial development that reflects community priorities.

Reliable Infrastructure

Fair Oaks Ranch will deliver reliable and resilient infrastructure through proactive planning, strategic investment, and consistent maintenance. This includes water, wastewater, drainage, transportation, and City facilities that support public safety, regulatory compliance, and long-term sustainability.

Public Safety

Fair Oaks Ranch is committed to safeguarding residents through reliable, high-quality public safety services that remain effective under all conditions. This priority focuses on responsive policing, dependable fire and EMS services, and robust emergency preparedness and operational continuity to protect life, property, and community confidence.

Operational Excellence

Fair Oaks Ranch is committed to delivering high-quality, efficient, and responsive government services that meet community needs and expectations. This priority emphasizes building a skilled and adaptable workforce, maintaining a secure and future-ready technology environment, strengthening organizational risk awareness, fostering a culture of safety, enhancing transparency and digital service delivery, and engaging proactively with regional partners and legislative initiatives. Together, these efforts ensure the City operates effectively, innovates responsibly, and remains resilient in the face of evolving challenges and opportunities.

Community Engagement

Fair Oaks Ranch will cultivate an engaged, informed, and connected community by expanding participation, enhancing communication, developing resident leadership, and using feedback to guide decisions. These efforts ensure community voices shape City initiatives and strengthen trust, transparency, and shared ownership.



STRATEGIC PLAN PROCESS

The City of Fair Oaks Ranch Strategic Plan began as a vision to bridge our past with our future including department-level work plans featuring a unified, citywide direction. Through collaboration, public engagement, and City Council endorsement, the plan will serve as a living roadmap for our community's future. The Strategic Plan builds on the past several years of foundational work and has been thoughtfully developed throughout 2026. During this time, city staff reviewed progress, made adjustments, and updated goals to reflect both current work and future priorities. Input from a mix of community members — gathered through surveys, forums, and internal workshops — was essential to shape the plan. The result is a focused, actionable framework organized around strategic themes, each with measurable objectives. Periodic progress reports will be shared to demonstrate our pledge to implementation. Overall, the Strategic Plan is a living document that guides our decisions, aligns our resources, and ensures we remain accountable to measurable progress. It reflects the city's shared commitment to our past while embracing our future, and lays the foundation for the direction we are headed.



PRIORITIES AND GOALS

PRIORITY: FINANCIAL STEWARDSHIP

Securing Fair Oaks Ranch's future requires a financially resilient organization that aligns resources with community priorities. This priority emphasizes long-range financial planning, sustainable revenue strategies, and transparent decision-making to support reliable service delivery, infrastructure investment, and responsible growth.

Goal 1.1: Maintain a financially resilient organization that supports long-term service delivery

Objectives:

1.1.1 Ensure water and wastewater rates support the operations of the utility

1.1.2 Evaluate and implement a modern ERP system that meets the City's expanding needs

PRIORITY: RESPONSIBLE GROWTH MANAGEMENT

Fair Oaks Ranch will proactively manage growth to preserve community character and support long-term sustainability. This includes disciplined adherence to long-range plans, aligning development with infrastructure and environmental constraints, and encouraging targeted commercial development that reflects community priorities.

Goal 2.1: Protect natural resources and promote sustainable development.

Objectives:

- 2.1.1 Evaluate and improve the Oak Wilt program
- 2.1.2 Evaluate a rebate program for tree planting
- 2.1.3 Inventory and track the City's tree canopy
- 2.1.4 Explore water conservation incentives
- 2.1.5 Expand public water conservation education
- 2.1.6 Evaluate the drought contingency plan

Goal 2.2: Ensure growth is guided by long-range plans and the community's voice through disciplined, proactive planning and consistent policy adherence.

Objectives:

- 2.2.1 Update the Comprehensive Plan and supporting master plans (transportation, drainage, fire/EMS, facilities, water and wastewater)

Goal 2.3: Encourage targeted commercial development that supports community character and needs.

Objectives:

- 2.3.1 Conduct market demand analysis to guide development strategy
- 2.3.2 Develop a community development strategy in partnership with the MDD



PRIORITY: RELIABLE INFRASTRUCTURE

Fair Oaks Ranch will deliver reliable and resilient infrastructure through proactive planning, strategic investment, and consistent maintenance. This includes water, wastewater, drainage, transportation, and City facilities that support public safety, regulatory compliance, and long-term sustainability

Goal 3.1: Ensure reliable water infrastructure and regulatory compliance.

Objectives:

- 3.1.1 Advance priority water system capital improvement projects
- 3.1.2 Implement structured valve exercising
- 3.1.3 Implement asset inventory program and lifecycle replacement program

Goal 3.2: Ensure reliable wastewater infrastructure and regulatory compliance.

Objectives:

- 3.2.1 Advance wastewater CIP projects
- 3.2.2 Implement and maintain Edwards Aquifer Recharge Zone (EARZ) inspection program
- 3.2.3 Update (or complete) asset inventory and lifecycle replacement planning

Goal 3.3: Increase stormwater resiliency and drainage system effectiveness.

Objectives:

- 3.3.1 Complete drainage infrastructure inventory and implement maintenance program, prioritized by risk

Goal 3.4: Maintain safe reliable roadway infrastructure while enhancing the beauty and welcoming character of public rights-of-way.

Objectives:

- 3.4.1 Maintain roadway reconstruction and pavement preservation program
- 3.4.2 Maintain the signage and striping inspection program
- 3.4.3 Expand and enhance gateway features at key entry points
- 3.4.4 Implement a right-of-way beautification program for signature community corridors

Goal 3.5: Ensure reliable and efficient City facilities.

Objectives:

- 3.5.1 Implement the Facilities Master Plan recommendations and asset inventory
- 3.5.2 Advance Facilities CIP projects



PRIORITY: PUBLIC SAFETY

Fair Oaks Ranch is committed to safeguarding residents through reliable, high-quality public safety services that remain effective under all conditions. This priority focuses on responsive policing, dependable fire and EMS services, and robust emergency preparedness and operational continuity to protect life, property, and community confidence.

Goal 4.1: Maintain a safe community with high resident confidence in public safety services.

Objectives:

- 4.1.1 Maintain high staffing levels by rapidly filling public safety vacancies
- 4.1.2 Maintain high levels of community trust and perceived safety in public safety services
- 4.1.3 Expand community outreach and safety programs

Goal 4.2: Ensure reliable Fire and EMS services.

Objectives:

- 4.2.1 Evaluate and maintain Fire/EMS service contract performance requirements
- 4.2.2 Develop a long-term standard of cover plan for fire and EMS services

Goal 4.3: Maintain effective emergency preparedness.

Objectives:

- 4.3.1 Develop and implement emergency management testing and training program
- 4.3.2 Develop and maintain a Continuity of Operations Plan (COOP)

PRIORITY: OPERATIONAL EXCELLENCE

Fair Oaks Ranch is committed to delivering high-quality, efficient, and responsive government services that meet community needs and expectations. This priority emphasizes building a skilled and adaptable workforce, maintaining a secure and future-ready technology environment, strengthening organizational risk awareness, fostering a culture of safety, enhancing transparency and digital service delivery, and engaging proactively with regional partners and legislative initiatives. Together, these efforts ensure the City operates effectively, innovates responsibly, and remains resilient in the face of evolving challenges and opportunities.

Goal 5.1: Maintain strong regional partnerships and legislative awareness.

Objectives:

- 5.1.1 Develop and adopt an annual legislative agenda
- 5.1.2 Expand participation with regional and intergovernmental partners

Goal 5.2: Improve transparency and digital service delivery.

Objectives:

- 5.2.1 Expand online public records access and digital services
- 5.2.2 Conduct comprehensive City web site accessibility audit and achieve Federal Americans with Disabilities Act website compliance by April 26, 2028

PRIORITY: OPERATIONAL EXCELLENCE CONT.

Goal 5.3: Ensure a secure and future-ready technology environment.

Objectives:

5.3.1 Identify and implement key Strategic Roadmap items in the IT Master Plan

5.3.2 Establish an IT lifecycle replacement program

Goal 5.4: Build a high-performing workforce that delivers excellent service.

Objectives:

5.4.1 Implement a Learning Management System for training and certifications

5.4.2 Implement performance management tools for ongoing employee development

5.4.3 Develop a resilient workforce through succession planning and cross-training

Goal 5.5: Strengthen organizational risk awareness and mitigation.

Objectives:

5.5.1 Establish and implement a Citywide risk management framework and risk register

5.5.2 Conduct periodic internal risk reviews and mitigation updates.

Goal 5.6: Maintain a safe workplace and a strong culture of safety.

Objectives:

5.6.1 Reduce workplace risk and prevent injuries through hazard identification, safety training, and data-driven analysis

5.6.2 Establish a formal Safety Coordinator role (internal or external) to manage a Citywide safety program

PRIORITY: COMMUNITY ENGAGEMENT

Fair Oaks Ranch will cultivate an engaged, informed, and connected community by expanding participation, enhancing communication, developing resident leadership, and using feedback to guide decisions. These efforts ensure community voices shape City initiatives and strengthen trust, transparency, and shared ownership.

Goal 6.1: Strengthen community engagement, awareness, and civic participation.

Objectives:

6.1.1 Increase resident participation across multiple channels, including surveys, micro-polls, forums, and advisory groups, while using periodic surveys to measure satisfaction with City services

6.1.2 Establish a repeatable, statistically valid Citywide resident satisfaction survey program to track trends and inform decision-making

6.1.3 Launch a Citizen Leadership Academy to develop an informed and engaged community

6.1.4 Expand storytelling and digital outreach to effectively communicate City initiatives and outcomes

2024 Strategic Plan



DURANGO COMMUNITY



Leadership & Governance

CITY COUNCIL



Jessika Buell
Mayor



Gilda Yazzie
Mayor Pro Tem



Mellissa Youssef
City Councilor



Olivier Bosmans
City Councilor



Dave Woodruff
City Councilor

EXECUTIVE LEADERSHIP TEAM

José Madrigal, City Manager

Mark Morgan, City Attorney

Erin Hyder, Assistant City Manager

Bob Brammer, Assistant City Manager

Bonnie Kling, Human Resources Director

Brice Current, Chief of Police

Scott Shine, Community Development Director

Devon Schmidt, Chief Financial Officer

Faye Harmer, City Clerk

Luke Alvey-Henderson, Library Director

Tony Vicari, Aviation Director

Allison Baker, Public Works Director

Kelly Schmidt, Parks & Recreation Director

Zeta Fail, 911 Communication Director

Sarah Hill, Transportation Services Director

Justin Carlton, Information Technology Director

With great pleasure and pride, I present the City of Durango 2024 Strategic Plan to you. This document is our compass, guiding our efforts and aspirations for the next five years. It embodies our collective vision for a vibrant, inclusive, and sustainable community that we can all be proud to call home. At the heart of this strategic plan are our shared values and aspirations. We envision a Durango that is authentic, diverse, engaged, thriving, and environmentally responsible, where past, present, and future generations can flourish. Crafted through collaboration and informed by diverse perspectives, this plan reflects the voices of our community members, businesses, Council members, and City staff. It is a testament to the power of unity and collective action, demonstrating what we can achieve when we work together toward common goals.

The insights gleaned from our recent community survey have reaffirmed the importance of preserving and enhancing our natural environment, a sentiment echoed by over 80% of respondents. We also acknowledge our challenges, particularly affordability and economic sustainability. This strategic plan is not just a roadmap but an approach to addressing these challenges, seizing opportunities, and prioritizing community needs, ensuring a brighter future for all. As we embark on this journey together, I invite you to actively participate in implementing our strategic plan. Your input, ideas, and collaboration are essential as we work to shape the future of our beloved Durango. Thank you for your continued support, dedication, and commitment to making Durango the best it can be. Together, we will build a brighter future for all.

Sincerely,



José R. Madrigal
City Manager



City Overview

The Denver and Rio Grande Railroad Company formed Durango along the banks of the Animas River in September 1880 to serve the San Juan mining district. Today, the City proudly serves a diverse community approaching 20,000 neighbors in all facets of life, work, and recreation in our natural environment. Each day, a devoted workforce of approximately 430 full-time employees come together to ensure the needs of the community are met through municipal service. The City of Durango is an experience provider; to guide this effort, the Durango City Council has adopted clear statements on why we exist, what we aspire to be, and what we believe in 2024.

Strategic Plan Purpose

The 2024 Strategic Plan outlines long term objectives of the City, influencing the City's budgeting process and guiding the implementation of the City's full range of services to: Set priorities aligned with organizational strategy; Motivate energy and resources & well-being; Strengthen operations; Ensure the organization is working to achieve the goals, mission, vision, and values to best serve the Durango community.



Mission, Vision & Values

OUR MISSION: WHY WE EXIST

We provide outstanding services and experiences for the entire community.

OUR VISION: WHAT WE ASPIRE TO BE

A multigenerational community which is authentic, diverse, engaged, thriving, and environmentally responsible.

OUR VALUES: WHAT WE BELIEVE

Teamwork | Dependability | Professionalism
Service | Respect | Innovation | Wellbeing



1. Organizational Stewardship

DEFINITION

Organizational Stewardship addresses the key infrastructure and foundational processes in the organization that serve as a framework for success, ensuring the organization has the resources and approaches in place to support strategic and operational focus. This goal area ensures the integration of organizational efforts and critical factors for short-term success and long-term sustainability.



OBJECTIVES

1.1 Ensure a financially sustainable and innovation-led framework that thrives on building effective partnerships to alleviate city costs, and harnesses the power of technology for efficiency.

1.2 Foster strong community group partnerships through effective communication and a commitment to diversity, equity, and inclusivity efforts while focusing on increased accessibility of services for underserved communities.

1.3 Advance a systematic approach toward environmental sustainability through focused efforts to conserve resources and mitigate environmental stressors by meeting or exceeding local, state, and national standards.



2. Innovative Housing & Economic Development

DEFINITION

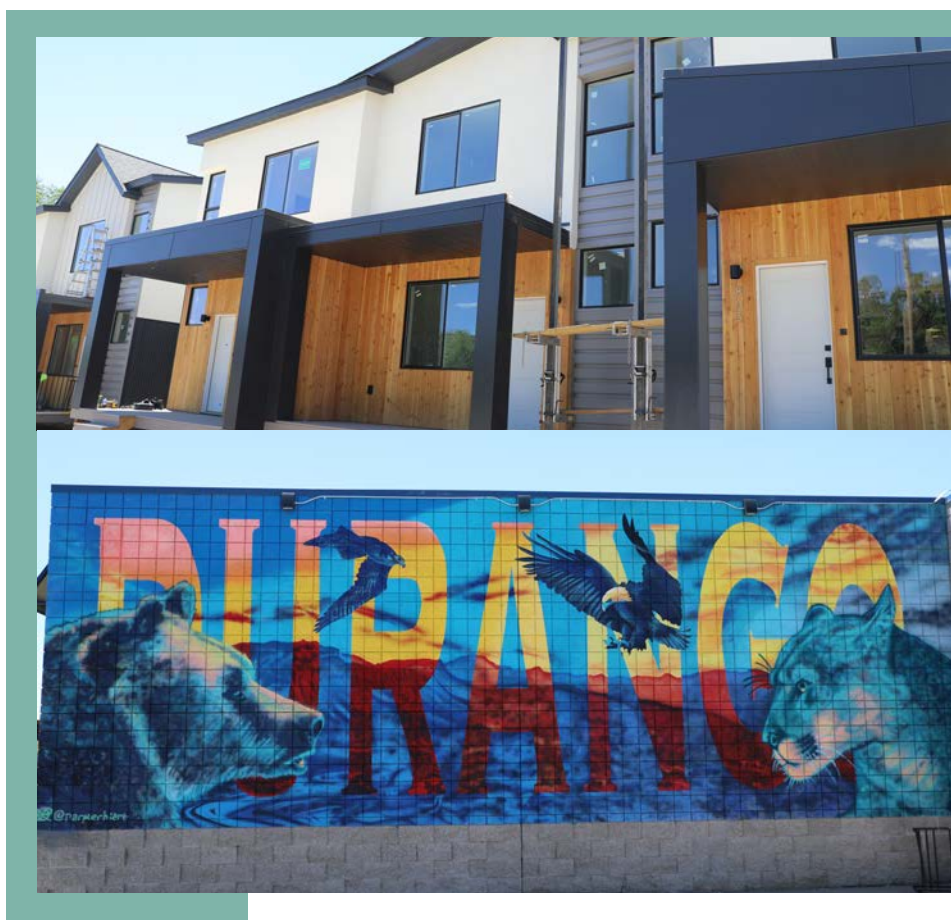
Innovative Housing & Economic Development (IHED) aims to advance the city's housing and economic landscape through strategic partnerships and innovative solutions that bridge the affordability gap and support a multigenerational community. This goal area strives to propel economic progress by encouraging regional collaboration, entrepreneurship, and business growth, underpinned by city-supported initiatives. It also aims to enhance Durango's unique charm and economic competitiveness by promoting community involvement, strategic infrastructure development, and robust public-private collaborations.

OBJECTIVES

2.1 Cultivate innovative housing solutions and partnerships to advance the development of a variety of housing options to support a multigenerational and mixed-income community by narrowing the gap between income levels and housing affordability.

2.2 Stimulate economic progress and resiliency through strategic collaboration, nurturing entrepreneurship and supporting business growth through well-designed City services and programs.

2.3 Preserve and enhance Durango's distinctive appeal and competitive edge as an attractive community by engaging in community-driven planning, strategic infrastructure investments, and partnerships between the public and private sectors.



3. Safety & Quality of Life



DEFINITION

Safety & Quality of Life (SQL) focuses on fostering a safe and vibrant community by ensuring the continuous enhancement of police, emergency response, and code enforcement services. This goal area emphasizes the importance of sustainable cultural, artistic, literary, and recreational programs that meet diverse community needs, and the ongoing stewardship of parks, trails, and natural lands to enhance the community's quality of life.

OBJECTIVES

3.1 Ensure the seamless operation and continual enhancement of police, code enforcement, 911 communications, and contracted emergency services to advance public safety measures, and cooperative emergency preparedness to reinforce community trust to reduce targeted crime rates and enhance the overall sense of safety.

3.2 Provide sustainable and inclusive arts, literacy, culture, and recreation opportunities by listening to the community's diverse needs.

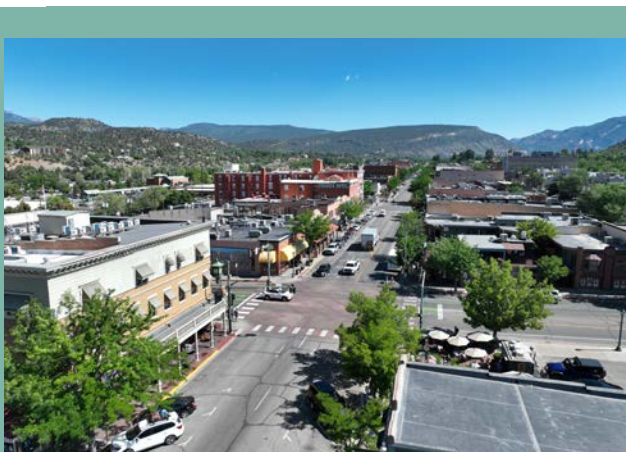
3.3 Continue the ongoing maintenance, preservation, and acquisition of quality parks, trails, and natural lands.



4. Reliable Infrastructure & Community Connectivity

DEFINITION

Reliable Infrastructure & Community Connectivity (RICC) focuses on establishing a resilient and efficient infrastructure network that supports safe and accessible transportation, innovative utility management, and reliable IT systems. This goal area is committed to enhancing the city's transportation infrastructure, ensuring compliance with environmental standards, maintaining the regional airport as a key aviation hub, and improving existing infrastructure.



OBJECTIVES

4.1 Provide consistently safe, reliable, and accessible mobility and transportation services throughout the community.

4.2 Invest in transportation and infrastructure systems that maximize safety, mobility, innovation, accessibility, and user satisfaction.

4.3 Uphold a continuous, high-efficiency system for managing water, wastewater, and stormwater systems that adhere to strict compliance with environmental regulations.

4.4 Maintain and enhance DRO's status as the key regional hub for aviation services by delivering safe, efficient, and sustainable airport operations and promoting a competitive airline environment.

4.5 Provide resources supporting maintenance, expansion, and ensuring reliable and secure IT infrastructure management.

4.6 Continue planned expansion of City surface transportation system and maintain existing assets within Right of Way



5. Engaged & Informed Community



DEFINITION

Engaged & Informed Community (EIC) is dedicated to creating a vibrant civic culture by championing systematic approaches to community engagement, education, and outreach. EIC is focused on cultivating effective communication channels that offer open and accessible information, thereby empowering residents to be actively involved in community affairs and contributing to well-connected and informed citizens.

OBJECTIVES

5.1 Champion a systematic approach where community engagement, education, outreach and communication thrive as cornerstones of civic involvement.

5.2 Cultivate and leverage communication systems through convenient, open, and accessible information.



6. Strategic Workforce Development

DEFINITION

Strategic Workforce Development (SWD) is dedicated to enhancing the skills, capabilities, and satisfaction of Durango's employees. By investing in comprehensive training programs and career development opportunities, SWD aims to build a resilient and adaptable workforce. This goal area underpins the strategic deployment of human resources, ensuring alignment with the city's long-term objectives and immediate operational needs, thereby strengthening the foundation for sustainable growth and innovation.

OBJECTIVES

6.1 Foster a workplace culture designed to attract and retain diverse, skilled and engaged staff members, which enhances employee satisfaction, engagement and performance by offering an environment reflective of the City's commitment to excellence and strategic alignment.

6.2 Ensure a comprehensive career progression strategy that readies employees for key roles and leadership positions in alignment with the City's long-term goals.

6.3 Facilitate workforce preparedness through management of City processes, capacity and capability, ensuring optimization of staff skill levels designed to meet operational needs and evolving municipal demands.





THE CITY OF
LAKE FOREST
CHARTERED 1861



2025-2030 Strategic Plan



Priority Areas



FISCAL STEWARDSHIP

Implement an operating budget and capital improvement strategy that is balanced over the long-term.



INFRASTRUCTURE & CITY FACILITIES

Invest in and maintain infrastructure and facilities to ensure they are safe, reliable, and capable of meeting current and future needs of the community.



PUBLIC SAFETY

Ensure the safety and security of all residents by providing efficient and effective police, fire, and emergency services while promoting community-based crime prevention initiatives.



RECREATION AND COMMUNITY WELL-BEING

Promote a healthy and active community by providing diverse recreational opportunities, maintaining parks and open spaces, and supporting programs that enhance residents' quality of life.



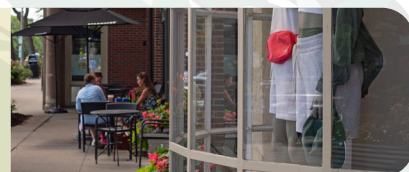
COMMUNITY'S VISUAL CHARACTER AND DEVELOPMENT

Enhance the aesthetic appeal of Lake Forest by balancing preservation of historic buildings, distinct streetscapes and landscapes with being open to opportunities and new ideas.



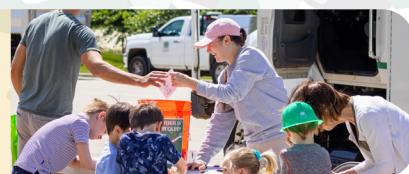
BUSINESS & ECONOMIC VITALITY

Enhance the business community so that it remains economically viable, enticing to visit, and meets the needs of the community and visitors.



COMMUNITY ENGAGEMENT

Encourage active participation and communication between the City government and residents, fostering a sense of community and ensuring that voices are heard in the decision-making process.



2025-2030 Strategic Plan

The City of Lake Forest has a long history of Strategic Planning, beginning in the early 1990's and with the most recent plan that ran from 2017-2020. Due to the extended challenges presented during the Covid-19 pandemic, and the changing dynamics and priorities of the community, the new strategic planning process was postponed until the Community-Wide Survey was conducted in 2023.

The 2025-2030 Strategic Plan represents a community-wide effort that reaffirms the mission, vision and values established through previous Strategic Planning processes, but also takes a balanced approach to looking into the future.

It is a refreshed look at the City's strategic priorities, incorporating feedback collected through the Community-Wide Survey, focus group discussions with community leaders and stakeholders, public engagement feedback sessions, and online surveys.

Strategic Planning Process



Reaffirmed Mission, Vision and Values

Throughout the planning process, it was established that this new Strategic Plan will not be a reset, but rather a refreshed approach to the City's Strategic Plan. With that, it was established that the City's mission, vision and values would stay true and unchanged as they were developed in the past, honoring that work and commitment made by previous partners of the City's Strategic Planning Process.

MISSION STATEMENT

“Be the best-managed, fiscally-responsible and appealing community and promote a community spirit of trust, respect and citizen involvement.”

VISION FOR THE CITY OF LAKE FOREST

The City will preserve its character and quality of life and be responsive to the changing needs of the residents in a fiscally responsible manner.

The City will be an outstanding example of a well-managed, planned community which protects and enhances its rich heritage, architecturally significant buildings, residential neighborhoods, natural resources, open spaces and recreational areas. The City will continue in its efforts to be a community of cultural diversity, and maintain a variety of residential options, including single and multi-family housing. The City will foster well-planned business districts, encompassing a variety of retail shops, restaurants and other service establishments.

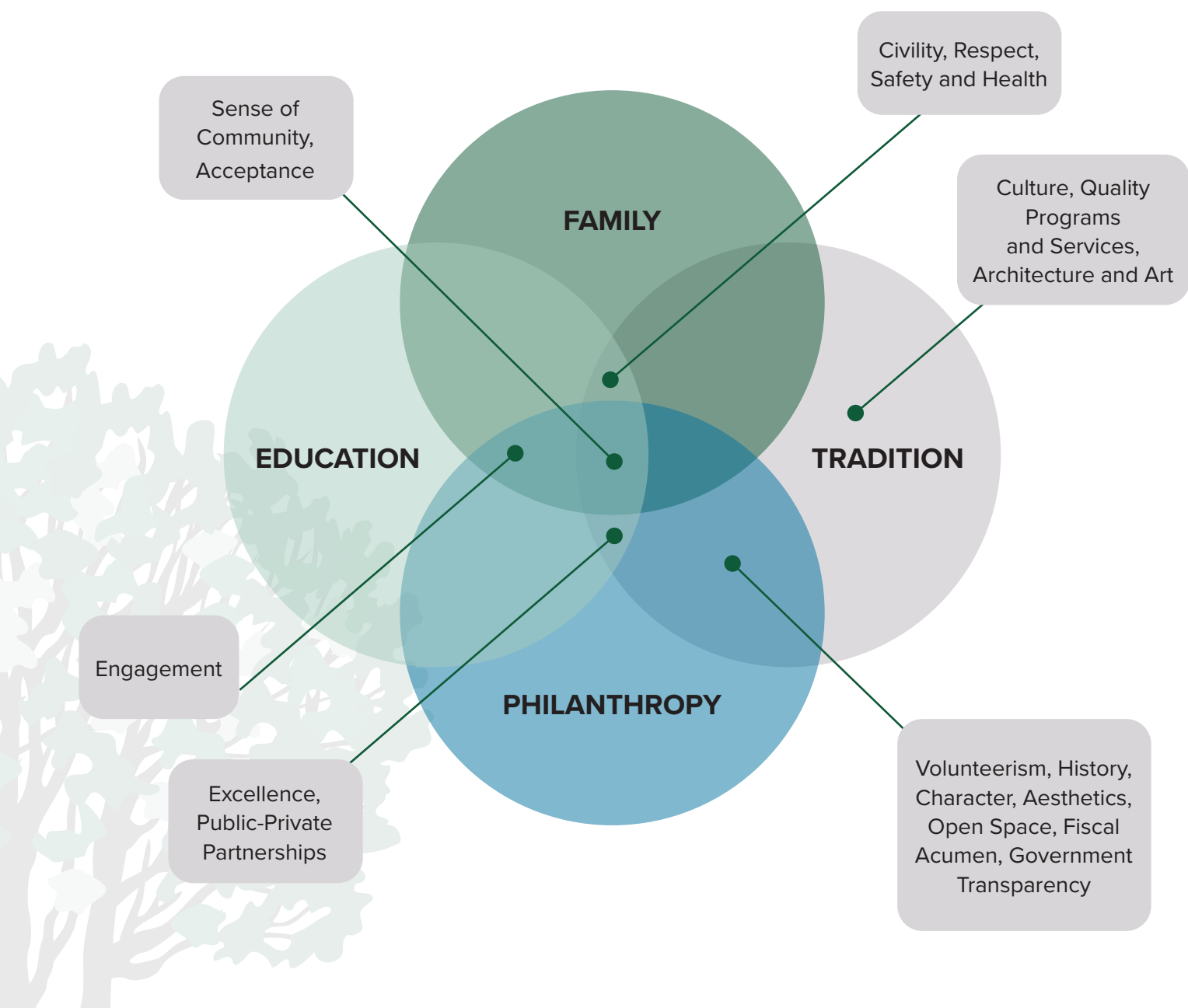
A strong commitment will be made to public health and safety, the maintenance of our infrastructure, and the conservation of our open spaces and natural resources. Community, educational and recreational services will be distinguished by a strong commitment to quality, efficiency and outstanding public facilities, supported by one of the North Shore's most reasonable property tax rates.

The City will be known for its responsiveness, commitment to public health and safety, sensitivity to quality of life and conservation, fiscal responsibility, and promotion of cooperation and respect among residents, businesses and government.



Core Values: Lake Forest's Four Cornerstones

Family, Education, Tradition, and Philanthropy



Fiscal Stewardship



Implement an operating budget and capital improvement strategy that is balanced over the long-term.

OBJECTIVE ONE: Implement an operating budget and capital improvement strategy that is balanced over the long-term.

Initiatives:

- Continue the tradition of considering the long-term time horizons that guide decision making when developing financial forecasts that predict future revenue and expenditure trends.
- Based on the financial forecasts developed annually, proactively take steps to address anticipated problems in a timely fashion.
- Identify potential internal and external challenges that may impact the City's ability to remain flexible and responsive in managing City finances.
- Retain and attract a high-quality workforce through competitive salaries, benefits, training, and development opportunities with an emphasis on succession planning.
- Explore opportunities for continuous improvements to the cost effectiveness and efficiency of City programs, activities, and services with particular focus on those identified by residents as being highly valued.



OBJECTIVE TWO: Continue to pursue alternative sources of revenue while thoughtfully reducing expenditures and exploring public and private partnerships and special service agreements, which have served the City well in the past.

Initiatives:

- Create a revenue diversification plan.
- Continue emphasis on pursuit of grant opportunities to supplement the City's Capital Improvement Program.
- Pursue consortiums and shared service agreement opportunities with neighboring municipalities to reduce expenditures.
- Further steward relationships between the City and community stakeholders to identify potential public/private partnerships to support capital projects, community events, and unique initiatives.
- Create opportunities for residents, family foundations, and businesses to make "legacy contributions" - donations for specific purposes or to support the General Fund.
- Explore opportunities to increase volunteer efforts to reduce City operational costs.



OBJECTIVE THREE: Ensure the public is well informed and understands the financial condition of the City and the proactive efforts to continue to keep the budget in balance.

Initiatives:

- Publicize the Comprehensive Fiscal Plan, cost-savings initiatives and staff reductions that have been implemented.
- Utilize multiple modes of media and communication to inform the community with an emphasis on presenting complex financial information in an easy-to-understand format.
- With the goals of both transparency and keeping residents informed, publicize monthly updates to track financial performance and deviations from projected budgets.

OBJECTIVE FOUR: Continue to actively encourage and support economic development.

Initiatives:

- Explore opportunities to create jobs, enhance economic diversification within the community, and promote income growth.
- Develop a dedicated Fund and/or revenue to allocate for business/economic development initiatives.
- Develop and implement options for incentive programs targeted toward sites, business types, or other development identified by City officials as essential to maintaining thriving business districts.



Infrastructure and City Facilities



Invest in and maintain infrastructure and facilities to ensure they are safe, reliable, and capable of meeting current and future needs of the community.

OBJECTIVE ONE: Continue to utilize the annual five-year Capital Improvement Program Plan as a budgeting and prioritization tool for all City infrastructure, assets, and facility-related improvement, enhancement, and replacement projects.

Initiatives:

- Provide funding for studies of infrastructure, assets, and facilities to assist in prioritizing and forecasting costs related to future needs and to minimize accelerating expenditures resulting from the deferred maintenance.
- Develop a forward looking and ongoing assessment and evaluation process for City facilities, parking lots, bike and walking paths, and parks.
- Recognize that the cost of supporting infrastructure and facilities will likely continue to outpace available dollars. Continue to explore grant opportunities, public/private partnerships, and other outside funding sources to help finance priority projects and special initiatives desired by the community.
- Continue to use funding targets to assure that available dollars are allocated to a wide range of infrastructure and facility needs including, but not limited to roads, bridges, buildings/facilities, ravines, storm sewers, water and sanitary systems, operating equipment and vehicles.



OBJECTIVE TWO: Identify and pursue road, sidewalk, and bike/pedestrian path improvements to promote mobility, safe and efficient movement of various transportation modes, and interconnectedness throughout the community.

Initiatives:

- Develop and implement an ongoing process to identify and prioritize future transportation enhancement projects throughout the City.
- Take steps necessary to advance and complete the intersection improvements at both Waukegan and Everett Roads and Waukegan and Westleigh Roads through partnership with IDOT.

OBJECTIVE THREE: Research, develop, and implement innovative and modern solutions for all City infrastructure repairs and improvements that promote efficiency, cost effectiveness, and environmental sustainability.

Initiatives:

- Continue to evaluate and implement new technologies, means, and methods to improve infrastructure in areas that may present both funding and construction challenges/limitations. These may include but are not limited to stormwater management, facility improvements, road resurfacing, parking lot replacement, and street lighting.
- Protect waterways and ravines by maintaining and improving storm water and sanitary infrastructure, and stream system health.
- Continue to explore opportunities to include features such as rain gardens, pervious pavement, and bioswales where appropriate in infrastructure projects.



Public Safety



Ensure the safety and security of all residents by providing efficient and effective police, fire, and emergency services while promoting community-based crime prevention initiatives.

OBJECTIVE ONE: Improve the effectiveness of joint police, fire, and emergency management response through enhanced coordination, integrated training programs, new protocols, and the development of best practices for critical incidents and planned events.

Initiatives:

- Ensure public safety agencies have the training, equipment and resources needed to deliver timely and effective services and develop ways to measure and report on the quality of those services.
- Continue joint efforts to plan for and respond to significant community safety events through combined training and utilization of emergency operation plans.
- Enhance the community's ability to prevent, protect against, mitigate, respond to, and recover from critical incidents and large-scale events.
- Evaluate and project major capital expenses to responsibly maintain a high level of service and response to emergencies.



OBJECTIVE TWO: In partnership with the community, professionally and efficiently deliver high-quality law enforcement services; foster a feeling of safety and security; and provide outreach and educational programs to enrich all persons in the City of Lake Forest.

Initiatives:

- Research and implement new training, technology, processes, facilities, and equipment that support the mission of the Police Department.
- Increase police department transparency through new tools and growing current practices.
- Continue efforts to support industry-leading police/community strategies that will support the community and strengthen public trust.
- Expand social services throughout the community by increasing the use of the police social worker and other crisis intervention programs.



OBJECTIVE THREE: Provide a safe environment through efficient and effective fire rescue and EMS services for the residents, businesses, and visitors.

Initiatives:

- Ensure the seamless operation and continual enhancement of fire rescue services, emergency medical services, life safety code enforcement, and 911 operations to advance public safety.
- Identify and adapt to public safety service models that support ever evolving changes in service delivery expectations and opportunities.
- Continue implementation of progressive fire and injury prevention activities (i.e. Citizen's Fire Academy, Risk Watch, Public Education Initiatives).
- Explore, implement, and integrate technological innovations and advancements.

OBJECTIVE FOUR: Plan for, design, and build updated police and fire headquarters facilities in a manner that is both fiscally responsible and meets the current and future needs of the community and our public safety employees.

Initiatives:

- Convert the vacant office building at 1925 Field Court to a new Police Headquarters.
- Explore various funding mechanisms, public/private partnerships, and other revenue streams to offset buildout and ongoing operational costs for the Police Headquarters.
- Develop a plan for renovation of the existing Public Safety Building to meet the needs of the Fire Department in the short term, and over the longer term.
- Assess the impact the new police headquarters location will have on law enforcement operations, Police-Fire cooperation, community relations, and other metrics and plan for and implement appropriate strategies.



Recreation and Community Well-Being



Promote a healthy and active community by providing diverse recreational opportunities, maintaining parks and open spaces, and supporting programs that enhance residents' quality of life.



OBJECTIVE ONE: Identify opportunities to enhance recreational programs and facilities to better serve the needs and interests of residents and to continue to attract new families to the community.

Initiatives:

- Identify opportunities to enhance existing offerings and develop new programs to meet the expressed needs and ever-changing interests of all community members.
- Begin to develop a long-term plan for the enhancing, renovating, or replacing the Recreation Center. Consider scope, timing, and financial strategies.

OBJECTIVE TWO: Offer community events and educational opportunities that address the diverse needs and interests of Lake Forest residents and increase the sense of community.

Initiatives:

- In addition to larger community events, support grass-roots initiatives for localized gatherings within subdivisions and neighborhoods to build community and strengthen neighbor to neighbor relationships.



OBJECTIVE THREE: Encourage and promote community use of the City's natural assets including neighborhood and community parks and preserved and protected natural areas.

Initiatives:

- Continue to maintain City parks and open spaces at a high level making them safe, comfortable, and inviting to residents.
- Evaluate opportunities to improve pedestrian (both walkers and runners) and bicycle access to parks and open spaces.
- Promote and celebrate the community's unique natural assets, the beach, parks, prairies, and woodlands.
- Provide information on regulations that apply to the use of parks, the beach, and preserved open spaces in order to enhance the experience for all residents.
- Continue to promote programs including the award-winning Rethink Recycle Program, use of the City's Compost & Recycling Center, curbside compost collection service, and the exploration of other environmentally friendly initiatives.
- Provide public education opportunities with the goal of increasing awareness of the benefits of protecting and preserving the extraordinary natural environment in the City.



OBJECTIVE FOUR: Create opportunities to partner with schools, the hospital, the Library, Gorton Center, religious institutions, and other not for profit groups to support the success and well-being of children, youth, seniors, and families.

Initiatives:

- Assure that the City organization, elected and appointed officials and City staff lead by example in accordance with the City's Values – Trust, Respect, Integrity and Excellence.
- Strive to create an environment of civility at public meetings by encouraging an openness to listening and understanding diverse points of view.
- Continue to support, promote, and enhance the services and programs offered by CROYA to respond to current interests and needs of the community's youth.
- Continue to support, promote, and enhance the services and programs provided by Dickinson Hall to respond to current interests and needs of the community's aging population.
- Cultivate partnerships with School Districts 67 and 115, community groups and organizations to enhance opportunities for collaboration and building trust while promoting physical and emotional well-being for all residents.
- Continue to hold events that provide opportunities for the Police Department, including the Department's Social Worker, to interact in a positive way with community members with a focus on providing opportunities for interactions with youth and seniors.
- Identify and promote resources that are available in the community through local and regional agencies that support physical and mental health awareness.

Community's Visual Character and Development



Enhance the aesthetic appeal of Lake Forest by balancing preservation of historic buildings, distinct streetscapes and landscapes with being open to opportunities and new ideas.

OBJECTIVE ONE: Maintain the established development review processes and public input opportunities which have historically served the community well.

Initiatives:

- Respect the decisions of the various Boards and Commissions, recognizing that each has a specific purview and charge and recognizing the Council's responsibility for taking a broader perspective.
- Evaluate proposals holistically: what is in the best interest of the entire community over the long term.
- Continue to adhere to the review processes that have served the City well for decades.



OBJECTIVE TWO: Recognize, respect, and preserve significant buildings, landscapes, and distinct streetscapes carrying on the tradition of actively working to preserve the community's unique character while at the same time, being open to development and redevelopment that introduces appropriate new ideas and opportunities.

Initiatives:

- Recognize and celebrate the historic and unique aspects of the community to raise awareness about and remind people of what makes the community special.
- Consider development and redevelopment plans in a careful and deliberate manner as has traditionally occurred in the community.
- Develop guiding parameters for "opportunity areas" that exist in the business districts to serve as a road map for developers who may have interest in Lake Forest and to set realistic expectations for all stakeholders.
- Avoid following "trends of the day" without careful due diligence about unintended consequences and impacts, positive or negative, on the community's character over the long term.



OBJECTIVE THREE: Support construction that is safe, durable, of high quality, and responsible.

Initiatives:

- Continually adopt updated National and State Life Safety and Building Codes.
- Review and reduce local Building and Life Safety Codes, relying on the well-researched State and National Codes to provide clarity and consistency for contractors and design professionals and to further streamline review processes.
- Evaluate new materials and methods that take advantage of new technology or are more environmentally responsible.
- Support quality development that will stand the test of time.

OBJECTIVE FOUR: Recognize the key role preserved open space, streetscapes, and well landscaped public spaces play in the community's visual character.

Initiatives:

- Continue to partner with Lake Forest Open Lands as the appropriate long-term use of the limited remaining vacant land in the community is considered.
- Consider appropriate lighting levels for different areas of the community to provide for comfort and safety while respecting the community's character.



Business and Economic Vitality



Enhance the business community so that it remains economically viable, enticing to visit, and meets the needs of the community and visitors.



OBJECTIVE ONE: Maintain a focus on the health and vibrancy of the Central Business District and the Waukegan Road/Settlers' Square Business District.

Initiatives:

- Maintain and upgrade essential infrastructure as needed to provide safe, functional, and welcoming business districts.
- Try out new ideas. Implement pilot projects that require minimal investment at the outset and observe community reaction, evaluate pros and cons.
- Continue to offer events to draw people, both residents and visitors, into both business districts.
- Welcome visitors by providing clear parking information through various means and provide adequate parking capacity in appropriate locations.
- Actively work to support existing and new businesses through initial site selection, an efficient and responsive development/redevelopment process, on site problem solving (in particular to support adaptive reuse of historic buildings), and as may be appropriate, considering unique incentives for exemplary projects.

OBJECTIVE TWO: Support a mix of uses in the business districts including retail (everyday necessities and specialty retail), a variety of restaurants at various price point, service businesses, residential options, and community gathering spaces, small and larger.

Initiatives:

- Welcome both national brands and local businesses.
- Promote shopping and eating locally.
- Implement the recommendations in the Comprehensive Plan pertaining to both business districts: develop parameters for “opportunity areas” and consider amendments to zoning regulations if needed to support the parameters.

OBJECTIVE THREE: Promote Conway Park locally, regionally and beyond as a premier office opportunity.

Initiatives:

- Engage with regional agencies to promote Conway Park.
- Evaluate the need for re-establishing a shuttle service from the train stations to Conway Park as an amenity for employees in collaboration with the Conway Park Owners’ Association. (Prior service was discontinued during Covid.)



Community Engagement



Encourage active participation and communication between the City government and residents, fostering a sense of community and ensuring that voices are heard in the decision-making process.

OBJECTIVE ONE: Increase the usefulness and accessibility of current communication channels, as highlighted in the Community-Wide Survey.

Initiatives:

- Utilize survey results on communication preferences to better understand demographic data and how best to focus on unreached groups.
- Identify the top five sources used by residents and explore how to best leverage those channels to continue to increase information retention.
- Reassess the lower utilized channels and work to better understand an appropriate reallocation of resources or reimagining of those tools.
- Be a trusted messenger for community information. Proactively anticipate and address questions.



OBJECTIVE TWO: Enhance access to community engagement opportunities for residents in all stages of life.

Initiatives:

- Clearly inform community members about how they can interact with the City and provide easily accessible ways to be involved.
- Organize regular meetings and forums to solicit feedback and foster dialogue between residents and City leadership.
- Continue using pulse surveys to gather feedback from residents on specific projects or initiatives.
- Increase use of intercept surveys as a tool to reach key stakeholder groups where they are at.



OBJECTIVE THREE: Enhance sense of community by encouraging communication and collaboration between community partners (schools, non-profit organizations, institutions, businesses, etc.)

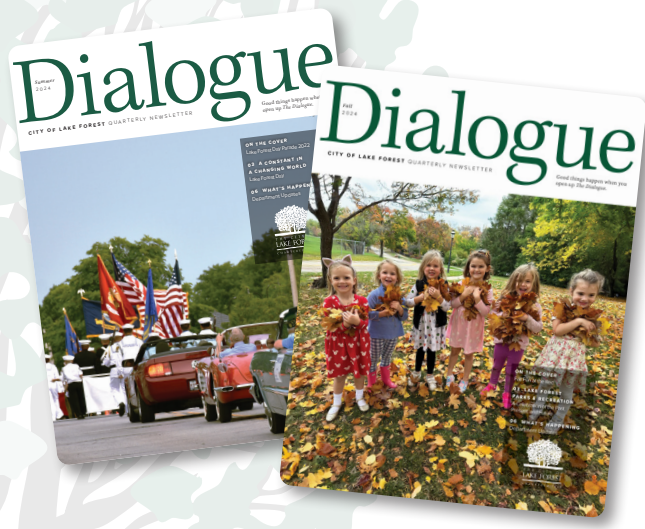
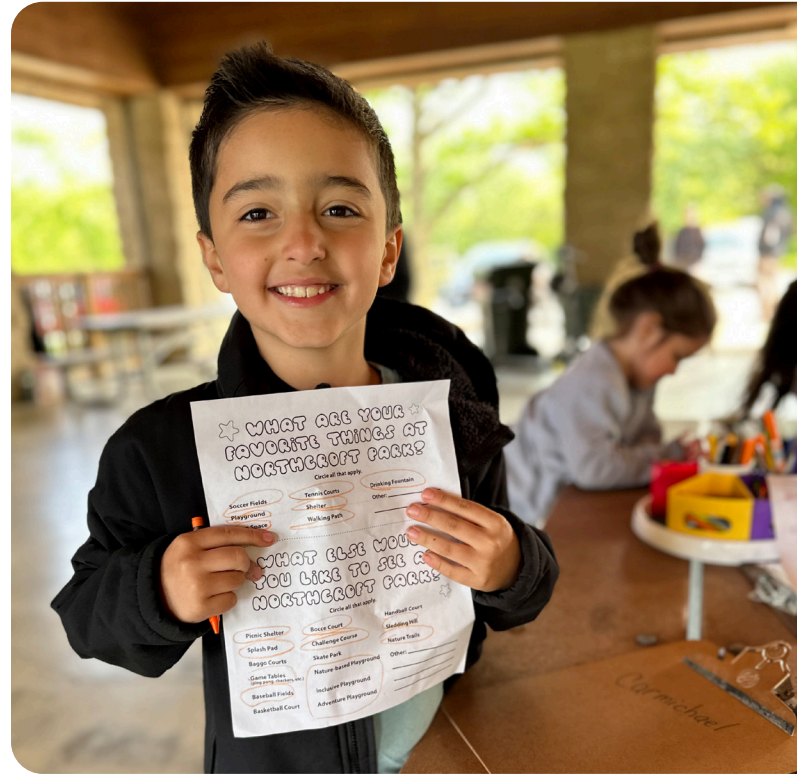
Initiatives:

- Facilitate events and opportunities to increase visibility for local businesses and organizations.
- Share information about volunteer opportunities.
- Foster strong relationships between the City and community organizations, businesses, and institutions.

OBJECTIVE FOUR: Continue to optimize openness in City decisions, actions, and decision-making processes.

Initiatives:

- Increase awareness of the City's transparency portal and access to City Council, Boards and Commissions activity and documentation.
- Through existing technologies, improve the City's transparency portal by providing a central location for publicly available information.
- Improve the user experience for watching live-streamed City Council Meetings.
- Utilize Agenda Management software to increase accessibility and synchronization between agenda management and recorded videos of City business.





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Photo by Scotty Mewes

City of Bismarck Strategic Plan

2026

The City of Bismarck is proud to present its 2026 Strategic Plan. This document is a roadmap designed to guide our community toward a future defined by resilience, innovation, and shared prosperity. Our Strategic Plan reflects our unwavering commitment to delivering exceptional public service and advancing the extraordinary quality of life that makes Bismarck unique.

Developed through collaboration and informed by organizational priorities, the Strategic Plan outlines seven strategic focus areas that will shape our work over the next five years:

- Infrastructure and Development
- Economic Vitality
- Safe and Healthy Community
- Emerging Issues
- Engaged and Informed Community
- Desirable Lifestyle
- Organizational Excellence

Each area includes clear goals and measurable objectives that position us to meet today’s needs while anticipating tomorrow’s opportunities.

Our vision is bold: *Bismarck is a dynamic community where people thrive*. Achieving this vision requires thoughtful stewardship of resources, innovative solutions to complex challenges, and a commitment to transparency and accountability. From strengthening critical infrastructure and expanding attainable housing to fostering economic growth and embracing emerging technologies, this plan sets the stage for progress that benefits every resident.

We recognize that success depends on partnership between City leadership, staff, and the community we serve. This plan is not just a document; it is a call to action. It invites residents, businesses, and stakeholders to engage with us as we implement strategies that enhance safety, promote health, celebrate culture, and ensure organizational excellence.

As we move forward, we will measure progress, adapt to changing circumstances, and remain focused on our mission: *Together, we deliver exceptional public service*. Thank you for joining us on this journey. With your support and engagement, we will continue building a vibrant and forward-thinking Bismarck for generations to come.

Doug Wiles
Assistant City Administrator
City of Bismarck

Vision

Bismarck is a dynamic community committed to an extraordinary quality of life.

Mission

Together, we deliver exceptional public service.

Values

Our values reflect who we are and guide how we serve. Rooted in our commitment to Bismarck’s vision of an extraordinary quality of life and our mission to deliver exceptional public service together, these values define the way we work, lead, and connect with our community.

- **Service:** We are dedicated to delivering safe, responsive, reliable, and exceptional services.
- **Stewardship:** We manage resources ethically, responsibly, and sustainably.
- **Respect:** We treat all individuals with dignity, fairness, and civility.
- **Care:** We care about our work and the people we serve.
- **Innovation:** We embrace creativity and forward thinking to meet current and emerging needs.



Strategic Focus Areas

1.	Infrastructure and Development	1
2.	Economic Vitality	4
3.	Safe and Healthy Community.....	6
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6.	Desirable Lifestyle	13
7.	Organizational Excellence	15

1. STRATEGIC FOCUS AREA Infrastructure and Development

The City of Bismarck recognizes that robust, resilient, and forward-thinking infrastructure is fundamental to the community's well-being, economic vitality, and quality of life. As our city continues to grow and evolve, it is essential to develop and maintain facilities, systems, policies and practices that not only meet today's demands but also anticipate future needs.

1.1 GOAL ONE

Develop and maintain City facilities that effectively serve current needs and future needs of the community.

OBJECTIVES

- 1.1.1** Plan and construct new police headquarters while determining a sustainable and community-beneficial use for the existing facility.
Departments: Police | Public Works Service Operations | Information Technology
- 1.1.2** Plan and construct a new fire station(s) to enhance emergency response capacity and meet the safety needs of a growing community.
Departments: Fire | Public Works Service Operations
- 1.1.3** Modernize and upgrade the City/County Building to improve functionality, efficiency, safety and accessibility.
Departments: Administration | Public Works Service Operations
- 1.1.4** Develop a comprehensive facilities plan to guide the maintenance, modernization, and long-term improvement of City-owned buildings.
Departments: Public Works Service Operations
- 1.1.5** Engage a qualified consultant to assess community needs, demographic trends, and service gaps to evaluate the feasibility and potential impact of a new library branch.
Departments: Library

1.2 GOAL TWO

Establish and implement sustainable funding strategies to support long-term infrastructure development and maintenance.

OBJECTIVES

- 1.2.1** Evaluate and implement an infrastructure maintenance fee as an alternative to special assessments for funding road maintenance.
Departments: City Commission | Administration | Engineering
- 1.2.2** Evaluate the effectiveness of the current ½-cent sales tax for arterial roadway improvements and consider pursuing an extension to continue funding critical roadway infrastructure projects.
Departments: City Commission | Engineering

1.3 GOAL THREE

Prioritize infrastructure improvements using data-driven analysis to ensure effective allocation of resources.

OBJECTIVES

- 1.3.1** Use condition assessments to prioritize street maintenance, water and sewer system upgrades, and Americans with Disabilities Act (ADA) accessibility improvements for optimal resource allocation.
Departments: Engineering | Public Works Utility Operations | Public Works Service Operations

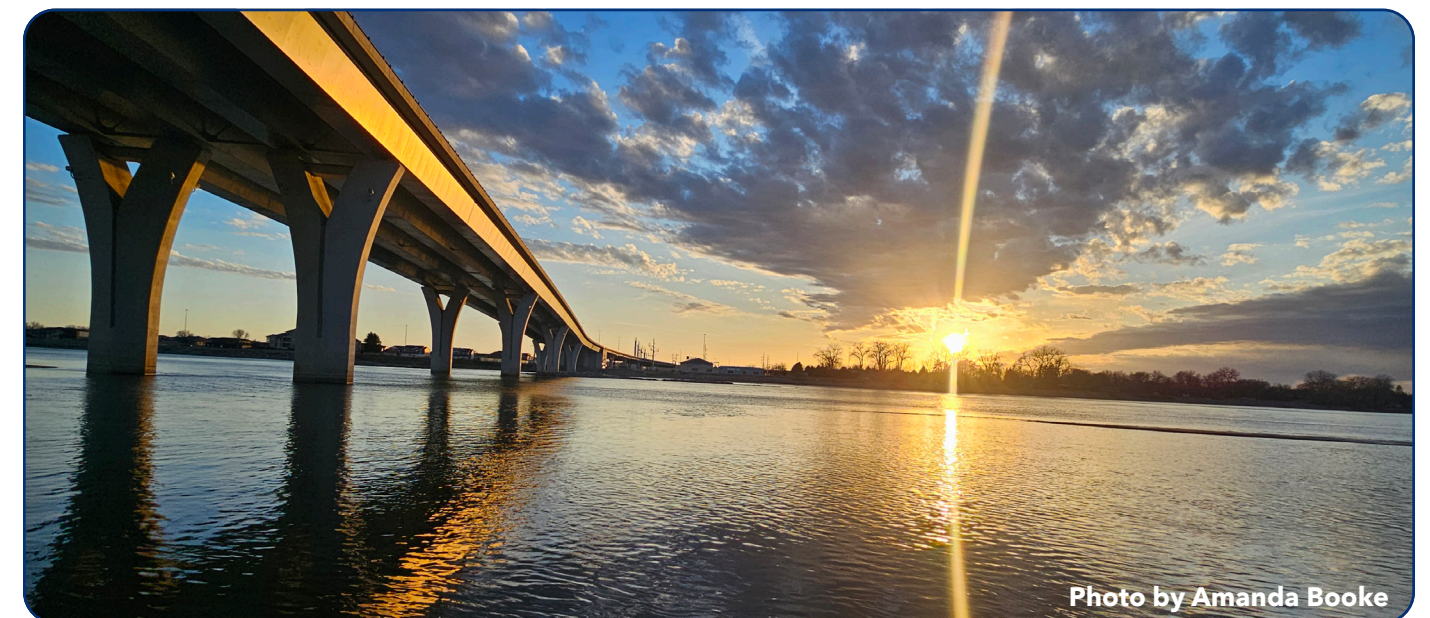


Photo by Amanda Boone

1.4 GOAL FOUR
Strengthen and expand regional partnerships to collaboratively address shared infrastructure challenges and opportunities.

OBJECTIVES

- 1.4.1** Strengthen collaboration with regional partners to coordinate investments and infrastructure planning across jurisdictions for greater efficiency and impact.
Departments: Administration | Engineering | Public Works Utility Operations | Public Works Service Operations

1.5 GOAL FIVE
Expand access to attainable housing by leveraging infrastructure improvements and supportive policy initiatives.

OBJECTIVES

- 1.5.1** Develop and expand programs for developers of attainable housing units, such as tax credits, fee waivers, and expedited permitting processes.
Departments: Administration | Planning
- 1.5.2** Revise land development codes to encourage higher residential density, mixed-use developments, walkable neighborhoods and support the creation of more attainable housing options.
Departments: Planning | Public Health



2. STRATEGIC FOCUS AREA
Economic Vitality

The City of Bismarck is committed to fostering a vibrant and resilient economy that supports sustainable growth, expands local employment opportunities, and attracts new investment. Recognizing that economic vitality is critical to the overall quality of life and long-term prosperity, this strategic focus area emphasizes collaboration with partners, modernization of business processes, and thoughtful community planning.

2.1 GOAL ONE
Collaborate with economic development partners and industry experts to drive sustainable growth, attract investment, and expand local employment opportunities.

OBJECTIVES

- 2.1.1** Evaluate and refine the current economic development strategy and partnership to enhance business recruitment, retention, and expansion efforts.
Departments: Administration

2.2 GOAL TWO
Simplify and modernize permitting, licensing, and administrative procedures to ensure they are efficient, transparent, and accessible for businesses of all sizes.

OBJECTIVES

- 2.2.1** Streamline permitting, licensing, and administrative processes to improve efficiency, enhance transparency, and ensure equitable access for businesses of all sizes, fostering a more responsive and business-friendly regulatory environment.
Departments: Building Inspections | Administration | Engineering | Public Works Service Operations | Public Works Utility Operations | Fire | Information Technology | Planning

2.3 GOAL THREE

Preserve and enhance Bismarck’s distinctive appeal and competitive edge as an attractive community by engaging in community-driven planning, strategic infrastructure investments, and partnerships between public and private sectors.

OBJECTIVES

- 2.3.1** Support and invest in the expansion of key transportation hubs, including airport terminal expansion and the development of a public transit transfer center, to enhance regional connectivity and economic growth.
Departments: Administration | Airport | Planning
- 2.3.2** Collaborate with stakeholders to identify and advance land use opportunities that support the growth and sustainability of primary sector industries.
Departments: Administration
- 2.3.3** Develop and leverage locally targeted programs and resources to attract and foster economic development opportunities.
Departments: Administration
- 2.3.4** Explore implementing a development cost tool to inform planning decisions and support incentive approvals.
Departments: Planning
- 2.3.5** Implement and regularly evaluate the Growth Management Plan to guide sustainable community development and manage future growth effectively.
Departments: Planning
- 2.3.6** Maintain Community Fire Protection Rating of Class 1 to promote business development through reduced insurance premiums
Departments: Fire



3. STRATEGIC FOCUS AREA Safe and Healthy Community

The City of Bismarck is committed to fostering a safe, healthy, and inclusive environment where all residents can thrive. The Safe and Healthy Community strategic focus area reflects a comprehensive approach to public safety, health, and well-being – grounded in collaboration, innovation, and proactive service delivery.

3.1 GOAL ONE Expand and strengthen community-based services to support vulnerable populations.

OBJECTIVES

- 3.1.1** Identify and implement coordinated, community-driven solutions to effectively support individuals experiencing homelessness, behavioral health crises, or substance use disorders.
Departments: Public Health
- 3.1.2** Advocate for and support the development of safe, stable, and affordable housing options for individuals and families.
Departments: Planning | Public Health
- 3.1.3** Expand access to comprehensive healthcare and behavioral health services to improve community well-being.
Departments: Public Health
- 3.1.4** Enhance proactive community outreach to connect residents with available mental health, substance use services and support systems.
Departments: Public Health

3.2 GOAL TWO

Leverage technology and infrastructure to strengthen public safety, improve emergency response, and support proactive community protection.

OBJECTIVES

- 3.2.1 Expand the public safety drone program by enhancing capabilities and integrating its use into routine operations for assessment, and emergency response.
Departments: Police | Fire
- 3.2.2 Invest in a real-time crime center and deploy advanced analytics technologies in high-traffic and high-risk areas to support rapid response, crime prevention, and data-driven decision-making.
Departments: Police
- 3.2.3 Adopt a new report writing and records management system to support efficiencies and enhanced customer service.
Departments: Police

3.3 GOAL THREE

Strengthen public health, emergency preparedness, and environmental safety to protect community well-being.

OBJECTIVES

- 3.3.1 Develop comprehensive emergency preparedness and response plans through coordinated efforts among agencies and active community engagement.
Departments: Administration | Public Health
- 3.3.2 Establish and activate a City Safety Steering Committee, led by executive leadership, assess safety risks, guide mitigation strategies, and coordinate regular emergency training and exercises.
Departments: Administration | Human Resources
- 3.3.3 Adopt and implement a Complete Streets policy that prioritizes the safety, accessibility, and well-being of pedestrians, cyclists, motorists, and transit users of all ages and abilities.
Departments: Engineering | Planning
- 3.3.4 Work to reduce the occurance or impact of natural and man made emergencies that are common or have significant potential to occur in our community by planning and educating the public.
Departments: Administration | Public Health



3.4 GOAL FOUR

Enhance Fire Emergency Response capabilities to ensure rapid, effective, and equitable service delivery across the community.

OBJECTIVES

- 3.4.1 Safeguard the community by providing appropriate personnel and equipment capable of effectively mitigating natural and man made emergencies which are common or have significant potential to occur in our community.
Departments: Fire | Administration
- 3.4.2 Strive to maintain outcomes below the national averages of similar-sized communities for the loss of life and properties
Departments: Fire

4. STRATEGIC FOCUS AREA Emerging Issues

The City of Bismarck must proactively adapt as technology, organizational policy, and public expectations evolve and accelerate, anticipating challenges and responding strategically.

4.1 GOAL ONE

Leverage Artificial Intelligence (AI) tools into day-to-day operations to simplify and streamline employee workflows.

OBJECTIVES

- 4.1.1** Develop and approve AI Ethics Policy through Information Technology Governance Committee (ITGC) approval process and City Commission approval process.

Departments: Information Technology

- 4.1.2** Following approval of this policy, implement training for staff to show them appropriate AI tools to use and set expectations for when AI should be used.

Departments: Information Technology

- 4.1.3** Create a mechanism to test the capabilities of what is possible with the existing access to AI to ensure an understanding of the tools that have been given to staff.

Departments: Information Technology

4.2 GOAL TWO

Approve a Data Governance Policy that will define how all data for the organization is managed electronically.

OBJECTIVES

- 4.2.1** Meet with representatives from applicable departments to determine what data they collect and/or create.

Departments: Information Technology

4.3 GOAL THREE

Leverage the use of advanced technology in the field, office, and in customer-facing uses to maximize the efficiency of public services.

OBJECTIVES

- 4.3.1** Integrate Geographic Information Systems (GIS) with more city services including code enforcement, emergency planning, public works asset tracking, etc.

Departments: Information Technology | Building Inspections | Public Works Utility Operations | Public Works Service Operations | Fire | Administration

- 4.3.2** Increase the use of electronic submission of bids, request for proposals (RFPs), request for qualifications (RFQs), and online electronic bid openings for all departments.

Departments: All Departments

- 4.3.3** Make electronic payment more widely available across city departments, versus the current offerings.

Departments: Information Technology



5. STRATEGIC FOCUS AREA Engaged and Informed Community

The City of Bismarck recognizes that effective communication must do more than share information—it builds trust, bridges divides, and empowers residents as essential partners in shaping a vibrant, responsive community.

5.1 GOAL ONE

Expand and customize the City's communications channels and efforts to increase engagement and public trust.

OBJECTIVES

- 5.1.1** Enhance existing communication platforms while incorporating innovative methods to proactively increase public engagement across a diverse audience.
Departments: Administration
- 5.1.2** Ensure staff alignment with organizational direction and strategic goals.
Departments: Administration

5.2 GOAL TWO

Develop a comprehensive external and internal organizational communications strategic plan.

OBJECTIVES

- 5.2.1** Focus efforts on organizational storytelling and the longstanding relationships and services provided.
Departments: Administration
- 5.2.2** Create an external strategic communication plan that outlines goals, objectives, and strategies for the organization.
Departments: Administration
- 5.2.3** Create an internal strategic communication plan that outlines goals, objectives, and strategies for departments and divisions.
Departments: Administration



5.3

GOAL THREE

Cultivate communications and engagement strategies that encourage civic pride and informed participation.

OBJECTIVES

- 5.3.1** Explore ways for citizens and staff to continue to champion a culture of openness in City decisions and action.
Departments: Administration
- 5.3.2** Expand opportunities for community engagement, education, and outreach.
Departments: All Departments
- 5.3.3** Empower residents through access to civic learning and local government information.
Departments: All Departments

6. STRATEGIC FOCUS AREA Desirable Lifestyle

The City of Bismarck is dedicated to cultivating a vibrant community where residents enjoy a high quality of life enriched by meaningful connections, cultural heritage, and accessible amenities. This strategic focus on Desirable Lifestyle emphasizes the importance of well-designed public spaces, strong community partnerships, and dynamic programming that engage people of all ages and backgrounds.

6.1 GOAL ONE

Enhance the use of public and community spaces by fostering strategic partnerships, supporting thoughtful developing and expanding programming.

OBJECTIVES

- 6.1.1** Support the creation and enhancement of public gathering spaces that foster community connection and engagement.
Departments: Administration | Planning
- 6.1.2** Collaborate with the Historic Preservation Commission (HPC) to highlight and leverage the community's historical and natural assets, strengthening cultural identity, community pride, and sustainable development.
Departments: Planning
- 6.1.3** Improve access to key community amenities and services through expanded multi-modal transportation and infrastructure planning.
Departments: Planning | Engineering | Public Health
- 6.1.4** Conduct a comparative study of peer libraries' use of "third spaces" to assess local needs and inform future library space improvements.
Departments: Library
- 6.1.5** Encourage and collaborate on the planning and development of additional recreational facilities to meet the evolving needs of a growing community.
Departments: Administration | Planning

6.2 GOAL TWO

Celebrate and strengthen local heritage, culture, and arts to enrich community identity and quality of life.

OBJECTIVES

- 6.2.1** Adopt and implement the comprehensive Public Arts Policy and Plan to support and expand public art initiatives.
Departments: Planning
- 6.2.2** Celebrate and promote local arts, culture, and identity through collaborative city-wide partnerships with artists, cultural organizations, and community stakeholders across the City.
Departments: Administration | Planning | Library



Photo by Randy Hopfauf

7. STRATEGIC FOCUS AREA Organizational Excellence

The City of Bismarck is committed to achieving organizational excellence by investing in its workforce, optimizing internal operations, and fostering a culture of innovation, accountability, and service. This focus area reflects a strategic commitment to building a high-performing organization that can effectively meet the evolving needs of the community, adapt to future challenges, and deliver high-quality public services.

7.1 GOAL ONE

Attract, develop, and retain a high-performing, diverse, and engaged public service workforce by fostering a supportive work environment that prioritizes employee well-being and professional growth.

LEADERSHIP DEVELOPMENT OBJECTIVES

- 7.1.1** Provide minimum of five hours of leadership training annually for all supervisors to strengthen management skills and support organizational success.
Departments: Human Resources
- 7.1.2** Enhance and implement leadership development programs, mentoring opportunities, and career advancement strategies aligned with the City's strategic goals.
Departments: Human Resources
- 7.1.3** Require individualized professional development plans for all employees to be updated every 2-3 years, ensuring continuous learning and alignment with career goals.
Departments: Human Resources
- 7.1.4** Train supervisors and managers in effective performance coaching techniques to enhance employee engagement, accountability, and development.
Departments: Human Resources

RECRUITMENT AND RETENTION OBJECTIVES

- 7.1.5** Develop and modernize recruitment strategies to attract a qualified and mission-aligned workforce.
Departments: Human Resources
- 7.1.6** Establish and implement a Stay Interview Program.
Departments: Human Resources
- 7.1.7** Enhance the onboarding and organizational orientation experience to ensure new employees feel welcomed, supported, and well-integrated into the organization from day one.
Departments: Human Resources

CLASSIFICATION AND COMPENSATION OBJECTIVES

- 7.1.8** Maintain a competitive compensation structure for the organization.
Departments: Administration | Finance | Human Resources

ORGANIZATIONAL LEARNING OBJECTIVES

- 7.1.9** Establish partnerships with high-performing peer cities to support ongoing learning, benchmarking, and the exchange of best practices.
Departments: Administration | Human Resources





Photo by Doug Zander

7.2 GOAL TWO

Foster a diverse and supportive workplace culture that aligns with the values of the City of Bismarck.

OBJECTIVES

- 7.2.1** Enhance communication and employee engagement by strengthening the role of the Employee Representative Committee.
Departments: Administration | Human Resources
- 7.2.2** Promote employee well-being by providing educational opportunities and wellness programs that support a safe, healthy, and productive work environment.
Departments: All Departments

7.3 GOAL THREE

Modernize and maintain a resilient, secure technology infrastructure that supports innovation, service delivery, and organizational growth.

OBJECTIVES

- 7.3.1** Maintain and modernize internal systems to support an efficient, responsive, and innovative government.
Departments: All Departments
- 7.3.2** Strengthen cybersecurity measures and enhance data governance to protect information assets and ensure regulatory compliance.
Departments: Information Technology

7.4 GOAL FOUR

Improve operational efficiency and effectiveness through streamlined processes, data-driven decision making and cross-department collaboration.

OBJECTIVES

- 7.4.1** Streamline internal processes to reduce inefficiencies, improve workflow, and enhance overall organizational performance.
Departments: All Departments
- 7.4.2** Establish clear performance metrics and conduct regular evaluations to ensure accountability and continuous improvement.
Departments: All Departments
- 7.4.3** Conduct a comprehensive review of the existing organizational structure, including reporting relationships, role clarity, and workload distribution of staff.
Departments: All Departments
- 7.4.4** Foster cross-department collaboration through facilitated workshops that address shared challenges and generate innovative solutions.
Departments: All Departments
- 7.4.5** Implement cross-departmental training programs to build organizational capacity and promote knowledge sharing.
Departments: All Departments
- 7.4.6** Leverage data analytics to drive evidence-based decision-making in policy development, resource allocation, and service improvement.
Departments: All Departments

7.5 GOAL FIVE

Enhance Bismarck Airport operations to improve efficiency, safety, and passenger experience.

OBJECTIVES

- 7.5.1** Develop and implement a specialized customer service training program tailored for airport staff to enhance passenger experience.
Departments: Airport
- 7.5.2** Revitalize the customer information counter in the commercial terminal to improve accessibility, efficiency, and traveler support.
Departments: Airport

7.6

GOAL SIX

Strengthen fiscal services to ensure transparency, accuracy, and effective financial management.

OBJECTIVES

- 7.6.1
- Develop and implement a comprehensive procurement policy to ensure transparency, efficiency, and compliance in all purchasing activities.
- Departments: Finance
- 7.6.2
- Identify opportunities to enhance contract management processes and implement improvements to increase efficiency, compliance, and accountability.
- Departments: Finance

7.7

GOAL SEVEN

Improve coordination and service delivery through strategic partnerships with government and public sector partners.

OBJECTIVES

- 7.7.1
- Enhance the effectiveness of the Bismarck-Burleigh Combined Commissions Committee by strengthening collaboration, communication, and decision-making processes.
- Departments: Administration
- 7.7.2
- Evaluate the feasibility and benefits of establishing a joint Bismarck-Burleigh Board of Health to improve regional public health coordination and services.
- Departments: Administration | Public Health



- 2025 City Commission
- Mayor Michael Schmitz
 - Anne Cleary
 - Michael Connelly
 - John Risch
 - Greg Zenker

- Bismarck City Administrator
- Jason Tomanek

- Strategic Plan Update Team
- Greg Zenker (Strategic Plan Liaison)
 - Sarah Berner
 - Dmitriy Chernyak
 - Ben Ehreth
 - Katie Johnke
 - Tandra Kraft
 - Renae Moch
 - Kalen Ost
 - Steve Salwei
 - Gabe Schell
 - Leanne Schmidt
 - Jason Stugelmeyer
 - Luke Teagle
 - Doug Wiles

- Strategic Plan Facilitator
- Patrick Ibarra, The Mejorando Group

- Strategic Plan Website
- bismarcknd.gov/1360/Strategic-Plan





Photo by Laurie Newman


Bismarck



City of Rowlett City Council Agenda Item

Meeting Date: 8/17/2026

Agenda Item: 3.C.

Title

Discussion of next steps for Herfurth Park, Animal Shelter, Public Safety Building, and City Hall.

Staff Representative

Kristoff Bauer, Interim City Manager

Executive Summary

N/A

Strategic Priority and Goal(s)

Background Information

The Council received an update regarding these projects during the July 20th Work Session. Council revised prior direction regarding the selection process during that meeting. Staff will provide and update regarding the processes and provide options for Council consideration.

Discussion

Herfurth Park:

Of the projects being discussed, this is the only one that doesn't have a site selection process. Previous presentations regarding this project focused on revisiting the previously completed master planning process. Taking that path would require two separate Statement Of Qualifications ("SOQ") selection processes; one each for the master plan consultant and park design consultant. Just those state required processes would add eight to ten months to the park improvement project as each would require a solicitation, grading, initial selections, contract negotiation, and contract award. That is the simplest case when the contract negotiations are successful with the initially identified consultant.

That two-step process would also add cost as each consultant would have their own pricing for their separate public engagement processes, design exercises, cost estimation, and other subconsultants leading to significant duplication.

An alternative proposed by staff, is to move directly into schematic design utilizing the design consultant previously selected for the municipal complex project on this location, Hoefer Welker ("HW"). That consultant has the advantage of already having completed survey, geotech, and other analysis regarding Herfurth Park. They have also engaged

the Council, Park Advisory Board, and community regarding desired elements in the Park. Utilizing HW is the most efficient option to finalize design and initiate the process of improving the Park. An amendment to the HW design contract has been placed on the August 18th agenda for Council consideration.

One of the benefits or risk of this path is that it will include an expedited design process that will include less public engagement than the two step, two consultant, process outlined above.

The City also has a previously negotiated Construction Manager At Risk ("CMAR") consultant contract in place with Swinerton. Staff has initiated conversation with Swinerton and they are interested in maintaining their relationship and supporting the projects included in the previously defined scope; that is Herfurth Park, Animal Shelter, Public Safety Building, and City Hall. Staff is prepared to discuss this option with Council during the Work Session.

Real Estate Consultant:

Consistent with Council direction, staff issued a SOQ for commercial real estate consultants to assist in the evaluation of potential sites for these projects. The initial direction was to hire this consultant and direct them to initiate their analysis prior to shortlisting potential locations. This direction was clarified during the July 20th Work Session when Council expressed a preference in moving the site evaluation process to the next step as staff continued to seek the assistance of a commercial realtor. Staff has followed that direction. Both the SOQ process and the site evaluation process are moving forward. Two firms have responded to the City's SOQ and staff will be prepared to discuss the qualifications of the responding firms and the selection process.

Animal Shelter:

Staff has worked with HW to evaluate several potential locations for this facility. Council expressed significant flexibility and their belief that there is less community concern regarding the eventual location of this facility. Council also expressed an interest in moving this project forward as the City's highest priority and as quickly as possible. There are three decisions that create the shortest path to completing this project:

1. **Site:** There is only one location under consideration that is currently owned by the City. If Council is comfortable selecting this location without going through further community dialogue, then this would avoid the time and expense of property acquisition and the project could move directly to design. That would reduce the time of completion by six to eight months and be the lowest cost option. HW is evaluating this potential location and initial findings will be presented for Council Consideration.
2. **Design:** Similar to the discussion regarding Herfurth Park above, this project is already in HW's existing design scope. HW and their contracted subconsultants have already completed significant discussions with staff and the Animal Control Board regarding the desired design of the animal shelter. A detailed schematic design has been completed. It is likely that this work will need to be revised to

take advantage of the features of the revised location. Avoiding the SOQ selection process and starting with a well regarding schematic design represents, again, another potential savings of six to eight months.

3. Construction: Similarly continuing to work with Swinerton as the City's CMAR creates the opportunity to reduce process and bidding risk. They would perform cost estimation throughout the design process leading to a Guaranteed Maximum Price ("GMP") prior as part of the design process.

Public Safety Building / City Hall:

This site selection process is moving forward as previously discussed. While the same potential process savings exist for this project as identified for the animal shelter after a site is identified and acquired, that initial process is still anticipated to require eight to ten months to complete.

Financial/Budget Implications

NA

Recommended Action

Discussion

Attachments

None



City of Rowlett City Council Agenda Item

Meeting Date: 8/17/2026

Agenda Item: 3.D.

Title

Discussion regarding Downtown, Downtown Pavilion, and DART.

Staff Representative

Kristoff Bauer, Interim City Manager

Executive Summary

Next Steps in the DART funding projects in downtown Rowlett

Strategic Priority and Goal(s)

Background Information

Council considered the opportunity to construct a pavilion on the Downtown Green during their July 20th Work Session. DART has made approximately \$4.2 million available to support a project of this kind. Council directed staff to initiate public engagement regarding the project. A community survey was specifically suggested.

Other enhancements to the Downtown consistent with Council direction and the Downtown Master Plan were previously discussed with Council along with potential funding to support those enhancements. Staff will provide and update regarding the results of that survey, additional information from DART regarding the project, and recommend next steps.

Discussion

Based on interlocal agreement language and previous conversations with DART, staff shared that approximately \$4.2 million in DART funding identified to support the pavilion project must be spent by the fall of 2027. This supported a recommendation to expedite the completion of the pavilion project. Subsequent conversations with DART have resulted in an agreement to reserve and carry forward this funding for the City's use relieving the urgency regarding the pavilion project that was previously shared.

Staff will present the finding from the survey that was conducted regarding a potential pavilion project. Staff will also make a recommendation regarding how to move forward now that more time is available.

Financial/Budget Implications

NA

Recommended Action

NA

Attachments

None