



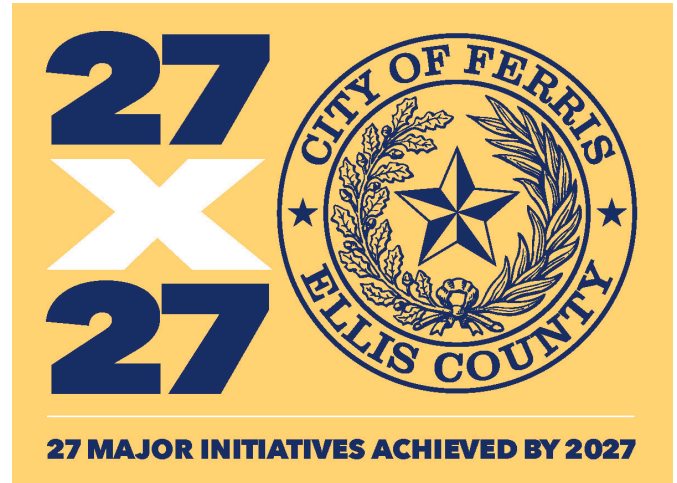
FERRIS
TEXAS

Distinct By Design

CITY OF FERRIS

27 x 27 Strategic Plan Update

Our **MISSION, VISION,**
and **VALUES** are the
basis of our **STRATEGIC**
DIRECTION.



A STRATEGIC PLAN:

- *sets priorities aligned with organizational strategy*
- *focuses energy and resources*
- *strengthens operations*
- *keeps the team working toward common goals*

OUR MISSION

To set the standard for
high-performing,
responsive government

OUR VISION

Focused on a Vibrant
Economy, Quality of Life,
and Sense of Community
Pride that is Distinct by
Design.

OUR VALUES

Ferris First
Ethical
Responsive
Resourceful
Innovative
Sustainable



FERRIS
TEXAS

Distinct By Design

VISION BLOCKS

VIBRANT ECONOMY

GOALS 1 & 3

Quality of Life

GOALS 2, 7, & 8

Sense of Community

GOAL 4

Community Pride that is Distinct by Design

GOALS 5 & 6



GOAL 1

CULTIVATE AN ENVIRONMENT CONDUCIVE TO STRONG, SUSTAINABLE ECONOMIC DEVELOPMENT

1.1 Stabilize and expand Ferris's tax base

- *Complete renovation of downtown area and buildings*
- *Investment in Downtown historic structures*
- *Complete comprehensive livable wages review*
- *Activate targeted (re)development:*
 - *Medical Center in Ferris (location TBD)*
 - *Reimagine downtown within new FM 664*
 - *Anchor Downtown with City Facilities*
 - *Airport (Lancaster) joint program development*
 - *High priority corridor development plans*
 - *Infill growth strategies*
 - *Parking strategies*
 - *Disposition of City-owned properties*
- *Expand downtown revitalization/redevelopment to include:*
 - *Sidewalk/Trail System Corridor*
 - *Beautification - broad to include plants, lights, etc.*
 - *Parking management plans*
- *Establish a support mechanism for resilient development practices for private sector projects across Ferris.*

1.2 Enhance visitor revenue opportunities

- *Attract two retail destination anchors*
- *Develop eco-tourism & heritage tourism strategy*
- *Catalyze tourism as an economic development driver focused on Ferris's unique & authentic identity.*



GOAL 1

CULTIVATE AN ENVIRONMENT CONDUCIVE TO STRONG, SUSTAINABLE ECONOMIC DEVELOPMENT

1.3 Maximize venue efficiencies through revenue growth and control

1.4 Establish & grow the core "businesses" of Ferris

- *"Start Here - Stay Here" Strategy. Self-sustaining community*

1.5 Stimulate economic growth through infrastructure integration

- *Create comprehensive Capital Improvement Program*
- *Enhance "DFW Gateway & Ellis County" mobility experience for drivers*
- *Capital Improvements implementation*
- *Revamp street repair operation schedules and management*

1.6 Provide business-friendly permitting and inspection processes

- *Launch new business friendly practices and services improving speed to market and supporting entrepreneurship/micro-enterprises*

1.7 Identify & develop plans for areas of reinvestment & local partnership

- *Define workforce needs & activate key networks in support of the creative economy leveraging Ferris's Educational resources & local talent*
- *Connect people & initiatives across the region, activating the tri-city (and beyond) community.*



GOAL 2

SET THE STANDARD FOR A SAFE & SECURE CITY

2.1 Increase public safety operational efficiency

- *Expand Investment in public safety operations*
- *Program annual Police & Fire vehicle replacement*
- *Development & completion of new public safety facilities*

2.2 Gain standing as North Texas top safest cities

2.3 Strengthen community involvement in resident safety

2.4 Improve motorist safety & traffic management solutions

2.5 Take proactive approaches to prevent fire/medical incidents & lower regional risk

2.6 Enforce Municipal Court orders

2.7 Maximize Municipal Court efficiency & enhance customer experience

2.8 Implement effective code enforcement strategies to reduce nuisances, enhance visual appearance, & improve overall health & safety.

2.9 Promote building safety



GOAL 3

PROMOTE THE VISUAL IMAGE OF FERRIS

3.1 Improve the visual impression of the community ('gateways', to & from North Texas corridors, intersections, & park land)

- *Construct Welcome to Ferris Monuments on Northern & Southern entryways of I-45*

3.2 Set one standard for infrastructure across the city

3.3 Establish a brand that celebrates and promotes Ferris's unique identity and offerings

- *Re-brand with new City Seal*
- *Establish a new City website that promotes who we are & our offerings for economic development & quality of life*



GOAL 4

ENHANCE FERRIS'S QUALITY OF LIFE THROUGH
RECREATIONAL, CULTURAL, & EDUCATIONAL ENVIRONMENTS

4.1 Deliver bond projects impacting quality of life across the city in a timely, efficient manner

- *Complete \$3MM bond projects for improved water and sewer by 2022*
- *Present bond package(s) for public consideration:*
 - *Fire Department Station*
 - *Comprehensive Street & Drainage rehabilitation*
 - *Comprehensive Water/Sewer rehabilitation*

4.2 Create innovative recreational, educational, & cultural programs

- *Propose aquatics*
 - *Complete 2 spray parks by 2022*
 - *First to be completed at Dunbar Park Site*
- *Grow signature holiday attraction(s)*
- *Align & implement key investment strategies (linked to 6.6) sustaining and enhancing park system operations & outdoor offerings*

4.3 Establish technical criteria for improved 'Quality of Life'

- *Establish quality fiber internet service*
- *Establish free Wi-Fi service in downtown 'district' by 2022*



GOAL 5

PROMOTE TRANSPARENT & CONSISTENT
COMMUNICATION AMONGST ALL MEMBERS OF THE COMMUNITY

5.1 Set a climate of respect, collaboration, & team spirit among Council, City staff, & the community

- *Activate non-traditional tools to build productive dialog among community groups & public agencies*

5.2 Leverage & expand the use of current & new technology to reduce inefficiencies & improve communications

5.3 Promote a well-balanced customer service philosophy throughout the City

5.4 Enhance internal communication & employee engagement

5.5 Strengthen messaging opportunities through media outlets & proactive community outreach

- *Promote Ferris on local radio, print, & television*
- *Partner with EDC & Chamber of Commerce for joint opportunities that create exposure for economic development & quality of life promotion of Ferris*



GOAL 6

SET THE STANDARD FOR SOUND GOVERNANCE & FISCAL MANAGEMENT

6.1 Recruit & retain a skilled & diverse workforce

6.2 Implement employee benefits & services that promote financial security for the City

6.3 Implement programs to reduce City (organizational) risk

6.4 Implement leading-edge practices for achieving quality & performance excellence

- *Expand workforce development & organizational focus on*
- *Continuous improvement through targeted training, activating partnerships, and growing best practices*
- *Become a model for activating interagency & multi-sector partnerships and demonstrate results & under the Communities of Excellence framework*

6.5 Deliver services timely & effectively with focus on continuous improvement

- *Optimize resources by evaluating & aligning service delivery mechanisms*
 - Shared Services
 - Community Preparedness/Continuity of Operations



GOAL 6

SET THE STANDARD FOR SOUND GOVERNANCE & FISCAL MANAGEMENT

6.6 Ensure continued financial stability & accountability through sound financial management, budgeting, and reporting

- *Create & implement a plan to address long-term liabilities & sustain the City's bond rating*
- *Identify potential new revenue streams*
- *Establish a citizen-led bond election*

6.7 Deliver effective & efficient processes to maximize value in obtaining goods & services

6.8 Support transparent & inclusive government

6.9 Maximize Municipal Court efficiency & enhance customer service through technology

6.10 Enhance the quality of decision making (with employees, developers, etc.) with representation (legal & technical expertise) and support

6.11 Provide efficient & effective services to taxpayers



GOAL 6

SET THE STANDARD FOR SOUND GOVERNANCE & FISCAL MANAGEMENT

6.12 Maintain systems integrity, compliance, & business continuity

- *Implement Cybersecurity Plan*
 - *define & begin implementation of a smart community*
 - *Roadmap through the strategic integration of technology & data-driven action into city operations*
 - *Document, publicize, & maximize existing smart technology*
 - *Implement an open data initiative*
 - *Expand digital inclusion efforts (linked with 4.2)*
 - *Establish partnerships to facilitate smart neighborhood development & deployment*
- *Enhance the practice of resilience within the organizations of the City of Ferris*



GOAL 7

ENHANCE & SUSTAIN FERRIS'S INFRASTRUCTURE NETWORK

7.1 Provide reliable & sustainable water supply & distribution systems (Ferris Water)

- *Develop support vehicles for innovative urban resource management systems & industry development, advancing*
- *Expand the investment & beautification of streets*
- *Infrastructure (2.0)*
 - *Streets resurfacing*
 - *Streets reconstruction plan*
 - *Most-traveled street program*
 - *City-wide aesthetics program (trees, medians, etc.)*
 - *Comprehensive Green Infrastructure Plan*
 - *Entryway & way-finding*
- *Ferris as a leader in advanced technologies (Uber Air hub, etc.)*

7.2 Provide reliable & sustainable waste-water services

7.3 Improve competitiveness through infrastructure improvements impacting the quality of life

- *Deliver programmed street infrastructure projects, including:*
 - *Implementation of Bike/Hike Plan*
 - *Street reconstruction project*

7.4 Evaluate & implement a strategic investment in City facilities & technology

- *Program facility rehabilitation & equipment replacement plan*
- *Create & implement a comprehensive facility & fleet investment plan*



GOAL 7

ENHANCE & SUSTAIN FERRIS'S INFRASTRUCTURE NETWORK

7.5 Set one standard for infrastructure across the city

- *Establish Growth Plan & begin implementation & complete Comprehensive Master Plan update*
- *Institutionalize sustainable building design & development practices for all city-owned & operated property*
- *Design & implement infrastructure projects that maximize co-benefits, simultaneously addressing social stressors such as flooding, heat & energy, & citizen mobility update.*

7.6 Develop a comprehensive drainage & street improvement plan for the City



GOAL 8

NURTURE & PROMOTE A HEALTHY, SUSTAINABLE COMMUNITY

8.1 Deliver prevention, intervention, & mobilization services to promote a healthy, productive, & safe community

- *Evaluate & integrate key policies, practices, & space planning improving community health outcomes*

8.2 Stabilize neighborhoods through community improvements and involvement

- *Support affordable, high quality housing options*
- *Create safe & high-quality housing options*

8.3 Enhance animal services to ensure Ferris's pets are provided a safe & healthy environment

- *Continue no-kill shelter effort leading to 98% live-release rate by 2022*
- *Sustain the live-release rate*
- *Expand animal services offered by development of new animal shelter & corresponding services*
- *Establish Ferris as a regional leader in animal services*

8.4 Reduce operational (City facilities & assets) energy consumption

- *Create & implement the Urban Energy Plan & identify state & federal legislative & funding opportunities*
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8.5 Improve community resilience through education, outreach, and implement resilience strategy

- *Seek out active partnership opportunities that support trade, technology, & tourism (linked with 1.5)*
- *Cultivate local & regional relationships supportive of cooperative resilience building efforts*
- *Connect people to community assets & programs that support health, safety, & quality of life.*