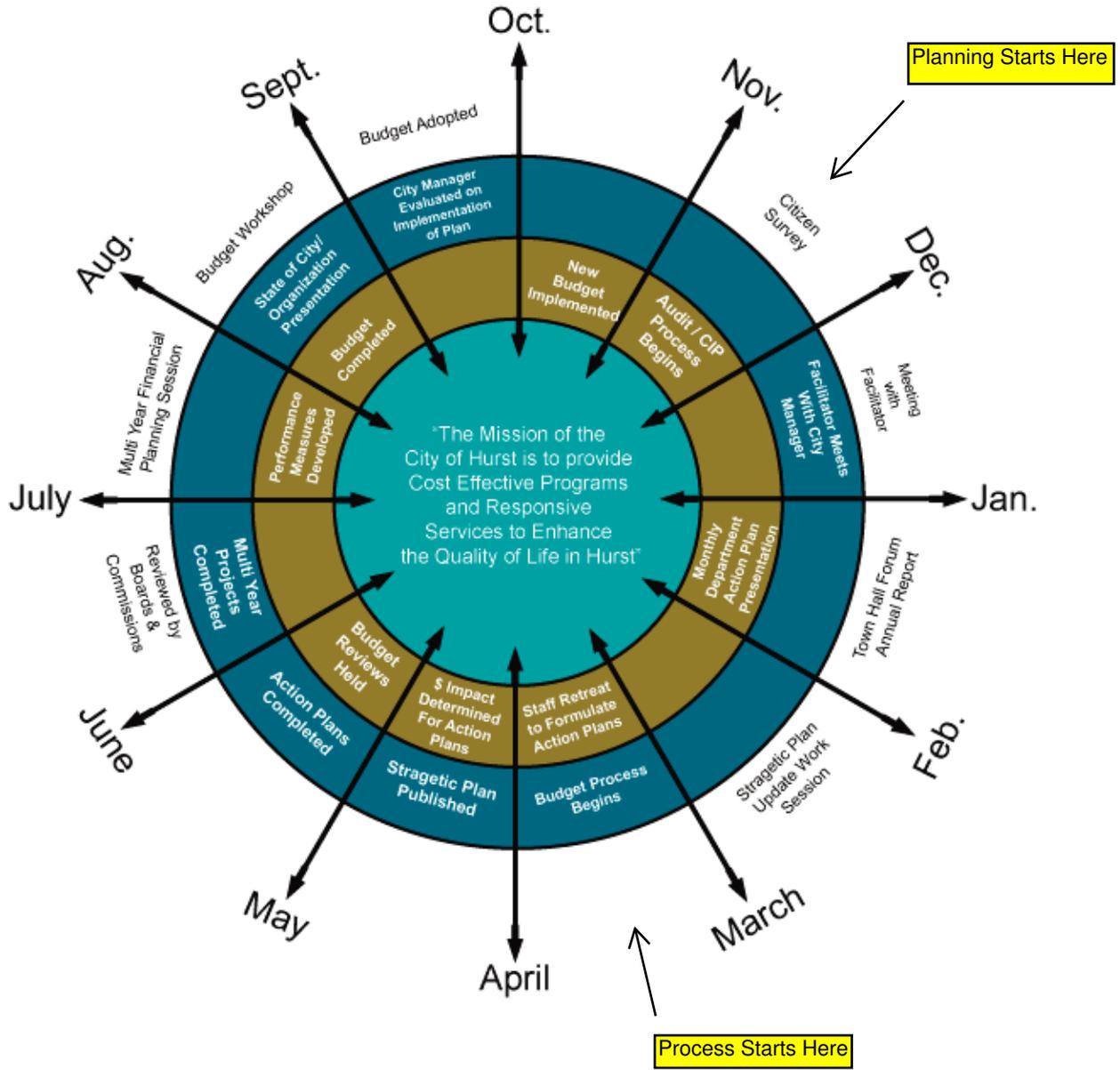


LONG TERM STRATEGIC PLAN

The Process



White - Policy
 Blue - Management
 Tan - Departmental



LONG-TERM STRATEGIC PLAN

Overview:

The City Charter establishes the City Council as the governing body of the City and gives them the responsibility to formulate the policies and plans of the City government. The Council meets with City management and staff at several points in the year to assess the effectiveness of service delivery and to develop plans for future service enhancements (The City's Multi-year financial plan is located in the Appendix section).

To enhance the effectiveness of this ongoing planning and review process, Council met with staff in 1999 for the first annual strategic review session. At this meeting, the City's mission statement was adopted and initial strategic plans were reviewed.

This process has been repeated each year since then and has been incorporated into the annual budget development process. The following timeline outlines the integration of the strategic planning process into the budget cycle.

- ◆ **February** – City Council establishes long-term goals and reviews the Strategic Planning Document.
- ◆ **March** – City Staff reviews and defines objectives for each identified City Council Strategy.
- ◆ **March** – City Staff begins budget process utilizing feedback from City Council on priority Programs.
- ◆ **July/August** – Multi-Year Financial Overview-City Council's first review of the budget including new services and programs being recommended.
- ◆ **August** – Budget Work Session-City Council finalizes annual budget.
- ◆ **January/February** – "Annual Report to the Community" reviews progress in attaining the City Council's Strategic Plan and Goals.

Mission:

The City's mission is focused on enhancing the City's "Quality of Life", noting that services are to be cost-effective, responsive and maintained consistently throughout their duration. Departmental mission statements are developed and updated to remain consistent with the City's overall mission statement.



LONG-TERM STRATEGIC PLAN

Issues Identified:

Each year the City Council reviews the current status of City services and discusses internal and external factors, which impact them. Many issues are reviewed, including but not limited to:

- ◆ Multi-Year Financial Plan
- ◆ Budgeting and Financial Forecasts
- ◆ Infrastructure Maintenance
- ◆ Public Safety Issues
- ◆ Capital Improvement Program
- ◆ New Development
- ◆ Redevelopment
- ◆ Fiscal and Environmental Conditions
- ◆ Community Relations
- ◆ Impact of the North East Mall Development
- ◆ Performance Measures
- ◆ Contracting Services

Departmental Action Plans Developed:

In March of 2015, the City Departments reviewed the City Council policy direction that was agreed upon at the Strategic Planning Session. All of the City Council goals are shown on pages 33 through 40. Specific goals were then chosen in all areas to have objectives revised and/or created and will serve as the policy direction in planning the 2015-2016 Budget. The goals chosen will be shown in the performance measures section of each division throughout the document. Objective timelines are 0-3 years short-term, 3-10 years intermediate-term and 10 plus years are long term. Objectives and timelines are tied to performance measures throughout the budget document.

Strategic Planning Calendar

<u>Year 2015</u>	
February 21st	City Council Strategic Planning Session
March 18th – 20th	Department Head Planning Session
April-June	Department Budget Preparation and City Manager Review
August 1st	Multi Year Financial Planning and Action Planning Work Session
August 18th	City Council Budget Workshop
<u>Year 2016</u>	
February	City Council Strategic Planning Session
March	Department Head Planning Session

CITY OF HURST

LONG TERM STRATEGIC PLAN

Fiscal Management

Policy Statement:

The City of Hurst implements plans that provide funds to maximize the quality of services while balancing revenue sources with cost of maintenance, operations, and debt.

Goals:

- Continue to refine multi-year financial plans regarding the direction the City needs to go with the tax rate based on retail revenue
- Maintain active research of current and future government regulations including unfunded mandates impacting the City's fiscal condition with emphasis on sales tax base erosion
- Be creative in identifying alternative funding sources to expand programs and services
- Focus on maintaining and improving city services and document and communicate achievements in the budget
- Continue to implement plans that will contain costs and improve employee benefits and welfare throughout the organization thereby reducing financial exposure
- Be proactive in risk detection and risk reduction
- Continue to monitor and trend economic conditions and their impact to the City's fiscal condition

Community Development

Policy Statement:

The City of Hurst provides mechanisms for development/redevelopment standards that meet changing needs of the residential and commercial markets.

Goals:

- Review and update zoning districts to encourage a variety of uses while maintaining vitality of our commercial corridors in the City of Hurst
- Continue the "Good Neighbor" philosophy in the revitalization process
- Refine building and development standards to establish aggressive initiatives to enhance and enrich neighborhood value to promote a quality image and aesthetic excellence throughout Hurst

Economic Development

Policy Statement:

The City of Hurst uses promotional strategies and state of the art technology to attract, retain, and promote existing and new commercial development within the City.

Goals:

- Target businesses that are underrepresented in the area but growing in Region
- Continue aggressive business retention and development programs
- Continue to utilize state-of-the-art technology for economic development
- Strengthen relationship with Mall to remain vital and community friendly

Organizational Development (Human Capital)

Policy Statement:

The City of Hurst empowers employees to serve the community in developing an exceptional quality of life through professional and ethical service delivery.

Goals:

- Continue to identify and attract great employees
- Develop and retain staff creating a qualified talent pool for future movement within the organization
- Foster positive culture by personalizing the Hurst Way through the “Good to Great” leadership framework based on the City’s core values

Customer Service

Policy Statement:

The City of Hurst is committed to providing exceptional customer service by public service professionals that are responsive to the needs of the community.

Goals:

- Continue to enhance and evaluate public service delivery
- Continue communication and emphasis of the city’s core values (Code of Ideals)
- Deliver Customer Service “the Hurst Way” to ensure exceptional public service delivery that enriches economic development and redevelopment

Community Infrastructure

Policy Statement:

The City of Hurst designs and implements aggressive rehabilitation and maintenance programs providing residents and businesses with quality streets, water and sewer systems, drainage systems, and City facilities and buildings.

Goals:

- Periodically report on progress of capital projects
- Continue to rate, prioritize, and review capital improvements and facility projects
- Identify and implement funding to aggressively maintain and improve the City's infrastructure

Community Services

Policy Statement:

The City of Hurst delivers and expands quality community services that meet citizens' educational, leisure, cultural, and social needs.

Goals:

- Be proactive in meeting cultural, educational, recreational and historical needs
- Develop a systematic approach to completing capital projects in the ½-cent sales tax fund and shift focus to paying off debt and facility operation and maintenance
- Continue to develop programs and services to address the needs of Hurst senior citizens
- Provide programs to Hurst citizens that focus on healthy living

Information Technology

Policy Statement:

The City of Hurst develops and implements plans to invest in information technology that provides better services to internal and external customers.

Goals:

- Provide state of the art infrastructure to facilitate internal and external connectivity
- Utilize strategic information technology plans to promote employee productivity
- Periodically report on how technology is improving the efficiency and effectiveness throughout City operations

Public Safety: Police/Fire

Policy Statement:

The City of Hurst develops and implements “forward looking” policies and practices to deliver public safety services.

Goals – Police:

- Continue to provide technologically advanced equipment
- Continue and expand crime prevention and community based policing initiatives
- Improve priority 1-2 response times
- Continue EMS training programs focusing on coordinated police/fire response
- Be forward thinking on cooperating with surrounding cities to provide cost-effective and efficient services

Goals – Fire:

- Assess and update current interlocal agreements to provide cost-effective and efficient services
- Meet or exceed national response time standards
- Evaluate and enhance “first responder” services
- Continue EMS training programs focusing on coordinated police/fire response
- Participate in a Regional Emergency Management Plan, maintain a local Emergency Preparedness Program and annually report to the City Council
- Reduce risk of loss of life or property from fire

Community Transportation

Policy Statement:

The City of Hurst develops and implements comprehensive transportation plans that are efficient, safe, and environmentally friendly.

Goals:

- Create partnerships that better serve a full range of transportation needs addressing seniors, disabled, and job access transportation alternatives
- Continue to implement clean air initiatives within the City of Hurst
- Maintain active participation on the Council of Government's transportation committees
- Assess state highway projects and their impact on traffic flow within and through Hurst

Community Relations

Policy Statement:

The City of Hurst implements programs that effectively communicate and increase the public's awareness of City services.

Goals:

- Continue a multifaceted approach to marketing the City's programs and services
- Continue to enhance programs to encourage citizen participation in government
- Market interlocal cooperation with neighboring cities to address key area-wide issues
- Continue to use innovative and efficient avenues to communicate and disseminate information to public in a user friendly manner
- Identify innovative Internet approaches to improve delivery of services
- Maintain a website to be current and user friendly

City Council Relations

Policy Statement:

The City Council of Hurst practices mutual respect, trust, and professionalism in order to work as a team for the betterment of our community.

Goals:

- Explain why City Council denies recommendations
- Attend workshop(s) on developing positive relationships with the media
- Create opportunities for citizens interested in seeking elected positions to become educated about their city government

Transforming Hurst

Policy Statement:

The City of Hurst will pursue policies, projects and programs to revitalize and transform Hurst.

Goals:

- Maximize the effectiveness of attracting new desirable retail and residential development in project areas
- Effectively market Transforming Hurst initiatives
- Fund Transforming Hurst through alternative revenue sources that will not adversely impact ad valorem taxes and current service levels
- Facilitate private development around City facilities and infrastructure improvements
- Be more proactive in meeting cultural needs in project areas
- Implement programs to revitalize existing residential and business corridors and public infrastructure within these areas
- Develop/implement a comprehensive approach to improve the total living environment for our apartment residents

City of Hurst Code of Ideals

The employees of the City of Hurst have worked together to identify guiding principles that focus attention on exemplary customer satisfaction. We hold these principles as universal and essential to our success, which we establish as our Code of Ideals.

This *Code of Ideals* will serve as the philosophical cornerstone to guide our interactions with anyone who lives, works, shops, or plays in our City, or relies on the services we provide. It is the heart of those characteristics that we all agree comprise the best in an organization and ourselves.

HONESTY – We will be fair and honest in our relations with customers, striving to achieve the highest level of integrity and trustworthiness.

RESPECT – We will be respectful, courteous, and understanding of our customers' needs and will always treat them as we would want to be treated.

DEDICATION – We will hold ourselves accountable to ensure that services are provided to the best of our ability in a responsible, dependable, and timely manner.

TEAMWORK – We are part of a Team on many levels. Employees of the City of Hurst are motivated, cooperative, and dedicated Team players. We assume a sense of responsibility for our actions to ensure our success as individuals, as Departments, and as a City.

PROFESSIONALISM – We will strive to demonstrate competency, knowledge, and efficiency in our jobs that exceeds the expectations of our customers.

POSITIVE ATTITUDE – We are willing to demonstrate a spirit of friendly customer service by providing helpful and responsive assistance in a caring and considerate manner.

WORK ENVIRONMENT – We are committed to safety as the foundation of a clean, secure work environment that is conducive to an enjoyable work experience. We will continually work to improve ourselves and the delivery of our services through training, innovation, and a commitment to excellence.



We hold the *Code of Ideals* as the key that unlocks our potential for exemplary customer service, for satisfaction in a job well done, and for pride in ourselves and our organization. Our leaders have empowered us to deliver quality service, and we will work together to achieve this goal.

MULTI YEAR FINANCIAL OVERVIEW

The Multi Year Financial Overview is a planning document and is the product of a process, which is updated each year. It serves as a guideline for budgeting and for managing the resources of the city. The format includes a review of growth factors in revenues and expenditures for five fiscal years. Essential to the process is the inclusion of projected new programs and capital replacements unique to each department.

CITY OF HURST MULTI YEAR FINANCIAL OVERVIEW FOR FISCAL YEAR 2015 - 2016	
Date	Activity
February 21	City Council Strategic Planning Session held.
March 18 - 20	New or changed Strategic Plans from City Council communicated to Department Heads for inclusion in 2015-2016 budget process.
May 8	Departments present Multi Year Financial Plan information.
April - May	Finance reviews Plan as completed.
June	Meet with City Manager.
July	Final review before printing.
August 1	Multi-Year Financial Planning work session.
August 18	City Council Workshop.

The Multi Year Financial Overview 2016-2020 summary pages for the General Fund and Enterprise Fund follow on pages 43 to 48. The Multi Year Financial Overview was presented on August 1st, one month before the final reading and adoption of the operating budgets; therefore, the overviews are based on preliminary budget projections. As such, figures included in the plan may or may not tie to adopted budget amounts. A copy of the documents can be obtained by contacting the Fiscal Services Department.

CITY OF HURST
GENERAL FUND
MULTI YEAR FINANCIAL OVERVIEW
2016 – 2020

**CITY OF HURST
MULTI-YEAR FINANCIAL PLAN
GENERAL FUND EXPENDITURES & NET REVENUES
AUGUST 1, 2015**

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ACTUAL 2013-14	ESTIMATED BUDGET 2014-15	APPROVED BUDGET 2015-16	MYFP 2016-17	MYFP 2017-18	MYFP 2018-19	MYFP 2019-20
PUBLIC SERVICES											
Legislative	29,184	40,677	40,899	42,364	44,274	44,030	49,480	50,222	50,976	51,740	52,516
Judicial	460,913	476,913	473,674	455,670	491,968	521,024	546,619	554,818	563,141	571,588	580,161
Public Information	323,429	311,300	325,363	347,177	342,040	378,180	393,371	399,272	405,261	411,340	417,510
TOTAL	\$813,526	\$828,890	\$839,936	\$845,211	\$878,282	\$943,234	\$989,470	\$1,004,312	\$1,019,377	\$1,034,667	\$1,050,187
ADMINISTRATION	\$503,359	\$498,752	\$505,718	\$529,011	\$547,238	\$549,750	\$551,289	\$559,558	\$567,952	\$576,471	\$585,118
NON-DEPARTMENTAL	\$1,433,202	\$1,456,370	\$1,492,408	\$1,663,110	\$1,546,933	\$1,887,189	\$2,313,426	\$2,348,127	\$2,383,349	\$2,419,100	\$2,455,386
GENERAL SERVICES											
Community Development	273,133	305,242	424,881	272,722	438,046	455,230	484,028	491,288	498,658	506,138	513,730
Economic Development	0	0	0	166,418	181,087	208,134	211,628	214,802	218,024	221,295	224,614
TOTAL	\$273,133	\$305,242	\$424,881	\$439,140	\$619,133	\$663,364	\$695,656	\$706,091	\$716,682	\$727,432	\$738,344
HUMAN RESOURCES	227,903	228,950	226,996	261,163	255,563	287,960	298,437	302,914	307,457	312,069	316,750
FISCAL SERVICES	401,637	369,809	405,843	343,068	361,346	356,964	453,068	459,864	466,762	473,763	480,870
POLICE	\$8,890,681	\$9,046,033	\$8,936,930	\$9,377,899	\$9,363,757	\$9,787,113	\$10,015,822	10,166,059	10,318,550	10,473,328	10,630,428
FIRE											
Fire	5,909,824	6,060,501	5,948,348	5,971,027	6,197,557	6,147,324	6,438,104	6,534,676	6,632,696	6,732,186	6,833,169
EMS/Ambulance	1,144,374	1,230,598	1,209,096	1,234,200	1,266,856	1,207,849	1,222,188	1,240,521	1,259,129	1,278,016	1,297,186
TOTAL	\$7,054,198	\$7,291,099	\$7,157,444	\$7,205,227	\$7,464,413	\$7,355,173	\$7,660,292	\$7,775,196	\$7,891,824	\$8,010,202	\$8,130,355
PUBLIC WORKS											
Bld. Insp./Neighborhood Svcs	762,330	748,264	702,444	776,756	574,300	635,325	679,767	689,964	700,313	710,818	721,480
Engineering	288,732	295,635	287,268	294,020	289,801	310,692	326,496	331,393	336,364	341,410	346,531
Streets	2,136,007	2,065,921	2,098,637	2,141,114	2,059,772	2,137,866	2,254,529	2,288,347	2,322,672	2,357,512	2,392,875
TOTAL	\$3,187,069	\$3,109,820	\$3,088,349	\$3,211,890	\$2,923,873	\$3,083,883	\$3,260,792	\$3,309,704	\$3,359,349	\$3,409,740	\$3,460,886
COMMUNITY SERVICES											
Administration	429,759	433,340	415,396	485,307	485,378	487,812	529,188	537,126	545,183	553,360	561,661
Facilities Maintenance	342,040	383,553	410,936	433,020	449,095	601,103	652,293	662,077	672,009	682,089	692,320
Parks	1,749,834	2,033,547	2,026,038	2,174,198	2,088,744	2,215,284	2,280,395	2,314,591	2,349,310	2,384,549	2,420,318
Recreation	1,265,782	1,223,206	1,228,216	1,253,248	1,237,793	1,286,979	1,338,797	1,358,879	1,379,262	1,399,951	1,420,950
Aquatics	413,968	458,432	431,849	440,420	411,927	146,686	279,938	284,137	288,399	292,725	297,116
Hurst Senior Center	357,099	357,503	402,612	436,117	445,292	463,967	507,357	514,967	522,692	530,532	538,490
Library	1,503,507	1,519,347	1,531,017	1,511,564	1,497,206	1,549,524	1,636,665	1,661,215	1,686,133	1,711,425	1,737,097
TOTAL	\$6,061,989	\$6,408,928	\$6,446,064	\$6,733,874	\$6,615,435	\$6,751,355	\$7,224,623	\$7,332,992	\$7,442,987	\$7,554,632	\$7,667,952
GRAND TOTAL	\$28,846,697	\$29,543,893	\$29,524,569	\$30,609,593	\$30,575,973	\$31,665,985	\$33,462,875	\$33,964,818	\$34,474,290	\$34,991,405	\$35,516,276
FUND BAL INCREASE / (DECREASE)	\$3,051,654	\$3,342,119	\$3,465,540	\$2,834,550	\$3,540,813	\$2,862,373	\$0	\$35,873	(\$142,918)	(\$285,993)	(\$476,398)

* Includes 6% value loss FY 2011
 * Includes 1% value loss FY 2012
 * Includes 0.81% value gain FY 2013
 * Includes 2.3% value gain FY 2014
 * Includes 3.65% value gain FY 2015
 * Includes -.52% value loss FY 2016
 * Expenditure Increase 1.5% in future years
 * Sales tax reserve not included in net revenues & economic contingency included in non-dept expenditures
 * Property taxes 1.5% growth in 2017 and beyond
 * Transforming Hurst impact included
 * Sales taxes 1.5% growth in 2016 and beyond

CITY OF HURST
ENTERPRISE FUND
MULTI YEAR FINANCIAL OVERVIEW
2016 – 2020

CITY OF HURST
MULTI-YEAR FINANCIAL PLAN
ENTERPRISE FUND
REVENUES, EXPENDITURES & WORKING CAPITAL
August 1, 2015

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ACTUAL 2013-14	BUDGET 2014-15	ESTIMATED BUDGET 2014-15	APPROVED BUDGET 2015-16	MYFP 2016-17	MYFP 2017-18	MYFP 2018-19	MYFP 2019-20
OPERATING EXPENSES												
ADMINISTRATION												
Non Departmental	\$227,511	\$264,949	\$189,773	\$206,824	\$208,957	\$330,856	\$273,266	\$310,283	\$314,937	\$319,661	\$324,456	\$329,323
GENERAL SERVICES												
Support Services	491,858	417,425	413,990	457,218	482,011	525,745	522,168	552,596	560,885	569,298	577,838	\$586,505
Utility Billing	737,927	773,897	769,356	774,589	816,884	906,241	880,110	908,840	922,473	936,310	950,354	\$964,610
TOTAL	\$1,229,785	\$1,191,322	\$1,183,346	\$1,231,807	\$1,298,895	\$1,431,986	\$1,402,278	\$1,461,436	\$1,483,358	\$1,505,608	\$1,528,192	\$1,551,115
FISCAL SERVICES												
Support Services	\$572,234	\$565,388	\$546,712	\$640,846	\$637,791	\$654,734	\$680,900	\$684,112	\$694,374	\$704,789	\$715,361	\$726,092
PUBLIC WORKS												
Engineering	508,489	495,011	487,162	523,207	494,718	579,030	542,484	587,130	595,937	604,876	613,949	623,158
Water Division	4,880,578	5,228,513	5,110,395	5,041,799	5,145,657	5,437,714	5,353,111	5,385,247	5,445,726	5,527,412	5,610,323	5,694,478
Wastewater Division	2,358,359	2,345,330	2,453,389	2,453,371	2,437,441	2,596,130	2,673,912	2,615,493	2,654,725	2,694,546	2,734,964	2,775,989
Wholesale Water	3,463,641	3,498,657	3,849,760	3,720,311	4,309,171	4,725,990	4,501,007	4,900,990	5,048,020	5,199,460	5,355,444	5,516,107
Wholesale Wastewater	3,334,288	2,733,683	2,625,927	3,203,770	3,215,266	3,390,700	3,461,842	3,605,000	3,713,150	3,824,545	3,939,281	4,057,459
TOTAL	\$14,545,355	\$14,301,194	\$14,526,633	\$14,942,458	\$15,602,253	\$16,729,564	\$16,532,356	\$17,073,860	\$17,457,558	\$17,850,839	\$18,253,961	\$18,667,192
Wholesale % Change	23.9%	-8.3%	3.9%	6.9%	8.7%	7.9%	5.8%	6.8%	3.0%	3.0%	3.0%	3.0%
COMMUNITY SERVICES												
Facilities Maintenance	129,889	131,272	125,326	134,554	127,592	141,304	136,090	151,111	153,378	155,678	158,014	160,384
Site Maintenance	133,019	145,589	131,852	153,128	136,182	143,650	134,997	143,650	145,805	147,992	150,212	152,465
TOTAL	\$262,908	\$276,861	\$257,178	\$287,682	\$263,774	\$284,954	\$271,087	\$294,761	\$299,182	\$303,670	\$308,225	\$312,849
TOTAL OPERATING	\$16,837,793	\$16,599,714	\$16,703,642	\$17,309,617	\$18,011,670	\$19,432,094	\$19,159,887	\$19,824,452	\$20,249,409	\$20,684,567	\$21,130,196	\$21,586,570
Current Debt Service	\$2,102,442	\$2,100,780	\$2,100,616	\$2,137,791	\$1,900,387	\$1,899,614	\$1,899,614	\$1,976,190	\$1,799,705	\$1,794,488	\$1,600,933	\$1,487,435
New Debt Service	\$176,847	\$262,875	\$177,632	\$1,192,895	\$960,755	\$0	\$1,813,867	\$0	\$750,000	\$250,000	\$250,000	\$250,000
TOTAL EXPENSES	\$19,117,082	\$18,963,369	\$19,981,890	\$20,640,303	\$20,872,812	\$21,331,708	\$22,873,368	\$21,800,642	\$22,914,114	\$22,844,055	\$23,246,129	\$23,589,005
Less Depreciation	\$1,394,061	\$1,441,521	\$1,473,837	\$1,443,446	\$1,477,734	\$1,519,271	\$1,599,582	\$1,599,790	\$1,555,790	\$1,587,040	\$1,562,040	\$1,602,040
NET EXPENSES	\$17,723,021	\$17,521,848	\$19,508,053	\$19,196,857	\$19,395,078	\$19,812,437	\$21,273,786	\$20,200,852	\$21,358,324	\$21,257,015	\$21,684,089	\$21,986,965

