

**KENNEDALE CITY COUNCIL
AGENDA
SPECIAL BUDGET WORKSHOP
May 16, 2015
KENNEDALE CHAMBER OF COMMERCE, 205 W KENNEDALE PKWY.

WORK SESSION - 8:00 AM**

I. CALL TO ORDER

II. ROLL CALL

III. WORK SESSION

A. Discussion on Governance Practices

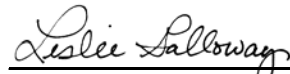
B. Discussion to set priorities for FY 2015-16 Annual Operating Plan

IV. ADJOURNMENT

In compliance with the Americans with Disabilities Act, the City of Kennedale will provide for reasonable accommodations for persons attending City Council meetings. This building is wheelchair accessible, and parking spaces for disabled citizens are available. Requests for sign interpreter services must be made forty-eight (48) hours prior to the meetings. Please contact the City Secretary at 817.985.2104 or (TDD) 1.800.735.2989

CERTIFICATION

I certify that a copy of the May 16, 2015, agenda was posted on the City Hall bulletin board next to the main entrance of the City Hall building, 405 Municipal Drive, of the City of Kennedale, Texas, in a place convenient and readily accessible to the general public at all times and said agenda was posted at least 72 hours preceding the schedule time of said meeting, in accordance with Chapter 551 of the Texas Government Code.


Leslie Galloway, City Secretary

Date: May 16, 2015

Agenda Item No: WORK SESSION - A.

I. Subject:

Discussion on Governance Practices

II. Originated by:

III. Summary:

IV. Fiscal Impact Summary:

V. Legal Impact:

VI. Recommendation:

VII. Alternative Actions:

VIII. Attachments:

1.	Governance Policies	Governance Policies - All Sections Attachments(Workshop 5 16 15).docx
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SECTION I: EXECUTIVE LIMITATIONS

(I-A) GLOBAL EXECUTIVE CONSTRAINT

The City Manager shall not cause or allow any organizational practice, activity, decision, or circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

(I-B) TREATMENT OF CUSTOMERS OF CITY SERVICES

With respect to interactions with customers, the City Manager shall not cause or allow conditions, procedures, or decisions that are unsafe, untimely, undignified, or unnecessarily intrusive.

The City Manager will not

1. Elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing customer information that fail to protect against improper access to the material.
3. Operate facilities without appropriate accessibility and privacy.
4. Operate without establishing with customers a clear understanding of what may be expected and what may not be expected from the service offered.
5. Operate without informing customers of this policy or providing a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

(I-C) TREATMENT OF STAFF

With respect to the treatment of paid and volunteer staff, the City Manager shall not cause or allow conditions that are unfair, undignified, disorganized, or unclear.

The City Manager will not

1. Operate without written personnel rules that (a) clarify rules for staff, (b) provide for effective handling of grievances, and (c) protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.
2. Retaliate against any staff member for nondisruptive expression of dissent.
3. Allow staff to be unaware of City Manager's interpretations of their protections under this policy.
4. Allow staff to be unprepared to deal with emergency situations.

SECTION I: EXECUTIVE LIMITATIONS

(I-D) FINANCIAL PLANNING/BUDGETING

The City Manager shall not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year that deviates materially from Council Ends priorities, risks financial jeopardy, or is not derived from a multiyear plan.

The City Manager will not allow budgeting which:

1. Risks incurring those situations or conditions described as unacceptable in the Executive Limitations policy entitled “Financial Condition and Activities.”
2. Omit credible projection of revenues and expenses, separation of capital and operational items, cash flow analysis, and disclosure of planning assumptions.
3. Provide less than the amount determined annually by the Council for the Council’s direct use during the year.

(I-E) FINANCIAL CONDITION AND ACTIVITIES

With respect to the actual, ongoing financial condition and activities, the City Manager may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Council priorities established in Ends policies.

The City Manager will not

1. Expend more funds than have been received in the fiscal year to date unless the Council’s debt guideline is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenue within 60 days.
3. Use any long-term reserves.
4. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balance within 30 days.
5. Allow payables or receivables not to be settled within a reasonable time frame.
6. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
7. Make a single purchase or commitment of greater than \$50,000. Splitting orders to avoid this limit is not acceptable.
8. Acquire, encumber or dispose of real estate.
9. Issue expense checks to himself or herself without the signature of a Council-approved signatory who has been provided with appropriate documentation and receipts.

SECTION I: EXECUTIVE LIMITATIONS

(I-F) ASSET PROTECTION

The City Manager may not allow the City's assets to be unprotected, inadequately maintained, or unnecessarily risked.

The City Manager will not

1. Insure the organization's assets for less than one hundred percent of replacement value against theft, fire and casualty losses or insure against liability losses to Council members, staff, volunteers and the organization itself for less than the average for comparable organizations.
2. Allow personnel access to material amounts of funds.
3. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its Council, or staff to claims of liability.
5. Receive, process or disburse funds under controls that are insufficient to meet the Council-appointed auditor's standards.
6. Make any purchase: (a) wherein normally prudent protection has not been given against conflict of interest; (b) of more than \$3,000 without having obtained comparative process and quality; (c) of more than \$10,000 without a stringent method of assuring the balance of long-term quality and cost. Orders shall not be split to avoid these criteria.
7. Allow property, information and files to be unprotected from loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than an acceptable rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.

(I-G) EMERGENCY CITY MANAGER SUCCESSION

In order to protect the Council from sudden loss of the City Manager Services, the City Manager shall not permit there to be less than one other person familiar enough with Council and City Manager issues and procedures to be able to maintain organization services.

SECTION I: EXECUTIVE LIMITATIONS

(I-H) COMPENSATION AND BENEFITS

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the City Manager shall not cause or allow jeopardy to fiscal integrity or public image.

The City Manager will not

1. Change the City Manager's own compensation and benefits, except as those benefits are consistent with a package for all other employees.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Create obligations over a longer term than revenues can be safely projected.
5. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
 - a) Incur unfunded liabilities,
 - b) Provides less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited,
 - c) Allow any employee to lose benefits already accrued from any foregoing plan, and
 - d) Treat the City Manager differently from other key employees.

(I-I) COMMUNICATION AND SUPPORT TO THE CITY COUNCIL

The City Manager shall not cause or allow the city council to be uniformed or unsupported in its work.

The City Manager will not

1. Neglect to submit monitoring data required by the Council according to its policy "Monitoring CM Performance" in a timely, accurate, and understandable fashion, directly addressing provisions of Council policies being monitored, and including City Manager interpretations consistent with the "Delegations to the City Manager" policy, as well as relevant data.
2. Let the Council be unaware of any significant incidental information it requires including anticipated adverse media coverage, threatened or pending lawsuits, and material internal and external changes.

SECTION I: EXECUTIVE LIMITATIONS

3. Allow the Council to be unaware that, in the City Manager's opinion, the Council is not in compliance with its own policies on Governance Process and Council-Management Delegation, particularly in the case of Council behavior which is detrimental to the work relationship between the Council and the City Manager.
4. Allow the Council to be without decision information required periodically by the council or let the council be unaware of relevant trends.
5. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
6. Allow the Council to be without a workable mechanism for Council, officer, or committee communications.
7. Deal with the Council in a way that favors or privileges certain Council members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the board.
8. Allow the Council to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy of the Council regardless of the Council's monitoring schedule.
9. Endanger the city's public image, credibility, or its ability to accomplish Ends.

SECTION II: THE GOVERNANCE PROCESS

(II-A) GLOBAL GOVERNANCE PROCESS

The purpose of the City Council, on behalf of the residents of Kennedale, is to see to it that the City of Kennedale (a) achieves appropriate results for appropriate persons at an appropriate cost (as specified in council Ends policies), and (b) avoids unacceptable actions and situations as prohibited in Council Executive Limitations policies.

(II-B) GOVERNING STYLE

The City Council will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of Council and city manager roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

Accordingly,

1. The Council will cultivate a sense of group responsibility. The council, not the staff, will be responsible for excellence in governing. The Council will normally be the initiator of policy, rather than reacting to staff's proposals. The Council will not use the expertise of individual members to substitute for the judgment of the Council, although the expertise of individual members may be used to enhance the understanding of the Council as a body.
2. The Council will direct, control, and inspire the organization through the careful establishment of broadly written policies reflecting the Council's values and perspectives. The Council's major policy focus will be on the intended long-term external impacts of the organization.
3. The Council will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring the continuance of governance capability. Although the council can change its governance process policies at any time, it will scrupulously observe those currently in force.
4. Continual Council development will include orientation of new members in the Council's governance process and periodic Council discussion of process improvement. The Council will provide mechanisms for educating others about their governance process.
5. The Council will monitor and discuss the Council's strategic (rather than administrative) process and performance at each meeting. Self-monitoring will include comparison of Council activity and discipline to policies in the Governance Process and Council-Management Delegation categories.
6. The Council will allow no officer, individual or committee of the Council to hinder or be an excuse for not fulfilling group obligations.

SECTION II: THE GOVERNANCE PROCESS

(II-C) COUNCIL JOB DESCRIPTION

Specific job outputs of the City Council, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the Council will provide

1. The linkage between the ownership and the operational organization.
2. Written governing policies that realistically address the broadest levels of organizational decisions and situations.
 - a. *Ends*: Organizational impacts, benefits, outcomes, recipients, beneficiaries, impacted groups, and their relative cost or priority.
 - b. *Executive Limitations*: Constraints on executive authority that establish the prudence and ethical boundaries within which all executive activity and decisions must take place.
 - c. *Governance Process*: Specification of how the Council conceives, carries out, and monitors its own tasks.
 - d. *Council-Management Delegation*: How power is delegated and its proper use monitored; the City Manager's role, authority, and accountability.
3. Assurance of successful organizational performance on Ends and Executive Limitations.

(II-D) COUNCIL MEMBERS' CODE OF CONDUCT

The Council commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as Council members.

1. Members must have loyalty to the resident's ownership, un-conflicted by loyalties to staff, other organizations, and any personal interest as a consumer.
2. Members must avoid appearance of impropriety conflict of interest with respect to their fiduciary responsibility.
 - a. There must be no self-dealing or business by a member with the organization. Members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
 - b. When the Council is to decide upon an issue about which Council member has an unavoidable conflict of interest, that member shall withdraw without comment not only from the vote, but also from the deliberation.
 - c. Council members will not use their positions to obtain employment in the organization for themselves, family members or close associates. A Council member who applies for employment must wait two years following their service on the Council.

SECTION II: THE GOVERNANCE PROCESS

3. Council members may not attempt to exercise individual authority over the organization.
 - a. Members' interaction with the City Manager or with staff must recognize the lack of authority vested in individuals except when explicitly Council authorized.
 - b. Members' interaction with public, press or other entities must recognize the same limitation and the inability of any Council member to speak for the Council except explicitly stated Council decisions.
 - c. Except for participation in Council deliberation about whether the City Manager has achieved any reasonable interpretation of Council policy, members will not express individual judgments of performance of employees of the City Manager.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature.
5. Members will be properly prepared for Council deliberation.
6. Members will support the legitimacy and authority of the final determination of the Council on any matter, irrespective of the members' personal position on the issue.

(II-E) CITY COUNCIL ENGAGEMENT

Based upon the necessity of regional, statewide and national involvement the council shall engage/participate in external organizations and activities which promote the ends of the City.

Accordingly,

1. The Mayor shall at minimum, participate in the following activities: Mayor's Council, SETTP
2. The Mayor Pro-Tem shall at a minimum, participate in the following activities:
 - a. Mayor's Council and SETTP in place of Mayor when not available, NLC policy committee or council, TRTC
3. Councilmember's based upon availability shall participate in regional and national activities such as NLC, TML Regional meetings, TRTC, TML legislative policies, State legislative activities, NCTCOG, City Chamber Luncheon, Fort Worth Builders Association, North Texas Commission, Vision North Texas, Tex 21.

SECTION II: THE GOVERNANCE PROCESS

(II-F) ANNUAL PLANNING

To accomplish its job with a governance style consistent with Council policies, the Council will follow an annual agenda that (a) Completes a re-exploration of Ends policies annually (b) Continually improves Council performance through Council education and enriched input and deliberation.

1. The cycle will conclude each year no later than the last day of May so that administrative planning and budgeting can be based on accomplishing a one-year segment of the most recent statement of long-term Ends.
2. The cycle will start with the Council's development of its agenda for the next full year.
 - a. Consultations with selected groups in the ownership or other methods of gaining ownership input will be determined and arranged in the first quarter, to be held during the balance of the year.
 - b. Governance education and education related to Ends determination (e.g. presentations by industry experts, advocacy groups, staff and so on) will be arranged in the third quarter, to be held during the balance of the year.
 - c. Upon the request of two Council members, a request for an item for Council discussion may be submitted to the Mayor no later than ten days before the council meeting.
3. Throughout the year, the Council will attend to consent agenda items as expeditiously as possible.
4. City Manager compensation and evaluation will be decided during the month of March after a review of monitoring reports received in the previous year.
5. City Manager monitoring will be on the agenda based upon reports received since the previous meeting, or if plans must be made for direct inspection monitoring, or if arrangements for third-party monitoring must be prepared.

(II-G) MAYOR'S ROLE

The Mayor, a specially empowered member of the City Council, assures the integrity of the Council's process and, secondarily, represents the Council to outside parties.

1. The assigned result of the Mayor's job is that the Council behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content will be only those issues which, according to board policy, clearly belong to the Council to decide or to monitor.
 - b. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.

SECTION II: THE GOVERNANCE PROCESS

- c. Information that is for neither monitoring performance nor Council decisions will be avoided or minimized and always noted as such.
2. The authority of the Mayor consists of making decisions that fall within the topics covered by Council policies on Governance Process and Council-Management Delegation with the exception of (a) Employment or termination of the City Manager (b)Where the Council specifically delegates portions of this authority to others. The Mayor is authorized to use any reasonable interpretation of the provisions in these policies. The Mayor is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The Mayor is empowered to chair Council meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
3. The Mayor has no authority to make decisions about policies created by the Council within Ends and Executive Limitations policy areas. Therefore, the Mayor has no authority to supervise or unilaterally direct the City Manager.
 - a. The Mayor may represent the Council to outside parties in announcing Council-stated positions and in stating Mayoral decisions and interpretations within the areas delegated to him or her. It is expected that this latter authority would be exercised sparingly and only in such times as the Council cannot timely deliberate the issue and is subject ultimately to Council review.
 - b. The Mayor may delegate this authority, but will remain accountable for its use.

(II-H) COUNCIL COMMITTEE PRINCIPLES

Council committees, when used, will be assigned to help the Council do its job, to reinforce the wholeness of the Council's job and so as never to interfere with delegation from Council to City Manager.

1. Council committees are to help the Council do its job, not to help or advise the staff. Committees ordinarily will assist the Council by preparing policy alternatives and implications for Council deliberation. In keeping with the Council's broader focus, Council committees will normally not have direct dealings with current staff operations.
2. Council committees may not speak or act for the Council except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the City Manager.
3. Council committees cannot exercise authority over staff. The City Manager works for the full Council, and will therefore not be required to obtain approval of a Council committee before an executive action.
4. Committees will be used sparingly and ordinarily in an ad-hoc capacity.

SECTION II: THE GOVERNANCE PROCESS

5. This policy applies to any group that is formed by Council action whether or not it is called a committee and regardless of whether the group includes Council members. It does not apply to committees formed under the authority of the City Manager.

(II-I) COST OF GOVERNANCE

The Council will invest in its governance capacity.

1. Council skills, methods, and supports will be sufficient to ensure governing with excellence.
 - a. Training and retraining will be used liberally to orient new Council members and candidates for Council membership, as well as to maintain and increase existing Council member skills and understandings.
 - b. Outside monitoring assistance will be arranged so that the Council can exercise confident control over organizational performance. This includes, but is not limited to, financial audit.
 - c. Outreach mechanisms will be used as needed to ensure the Council's ability to listen to owner viewpoints and values.
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
3. The Council will establish its cost of governance budget for the next fiscal year during the month of August.

SECTION III: COUNCIL-MANAGEMENT DELEGATION

(III-A) GLOBAL BOARD-MANAGEMENT DELEGATION

The Council's sole official connection to the operational organization, its achievements, and conduct will be through a chief executive officer, titled the City Manager.

(III-B) UNITY OF CONTROL

Only officially passed motions of the Council are binding on the City Manager.

1. Decisions or instructions of individual Council members, officers, or committees are not binding on the City Manager except in rare instances when the Council has specifically authorized such exercise of authority.
2. In the case of Council members or committees requesting information or assistance without Council authorization, the City Manager can refuse such requests that require, in the City Manager's opinion, a material amount of staff time or funds, or are disruptive.

(III-C) ACCOUNTABILITY OF THE CITY MANAGER

The City Manager is the Council's only link to operational achievements and conduct, so that all authority and accountability of staff, as far as the Council is concerned, is considered the authority and accountability of the City Manager.

1. The board will never give instructions to persons who report directly or indirectly to the City Manager.
2. The Council will not evaluate, either formally or informally, any staff other than the City Manager or other direct Council Appointees.
3. The Council will view City Manager performance as identical to organizational performance, so that organizational accomplishment of Council-stated Ends and avoidance of Council-proscribed means will be viewed as successful City Manager performance.

(III-D) DELEGATION TO THE CITY MANAGER

The Council will instruct the City Manager through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the City Manager to use any reasonable interpretation of these policies.

1. The Council will develop policies instructing the City Manager to achieve specified results, for specified recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not ends issues as defined here are means issues.

SECTION III: COUNCIL-MANAGEMENT DELEGATION

2. The Council will develop policies that limit the latitude the City Manager may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions, and circumstances that would be unacceptable to the board even if they were to be effective. Policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The Council will never prescribe organizational means delegated to the City Manager.
3. As long as the City Manager uses *any reasonable interpretation* of the Council's Ends and Executive Limitations policies, the City Manager is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities. Such decisions of the City Manager shall have full force and authority as if decided by the Council.
4. The Council may change its Ends and Executive Limitations policies, thereby shifting the boundary between Council and City Manager domains. By doing so, the Council changes the latitude of choice given to the City Manager. But so long as any particular delegation policy is in place, the Council and its members will respect and support the City Manager's choices.

(III-E) MONITORING EXECUTIVE PERFORMANCE

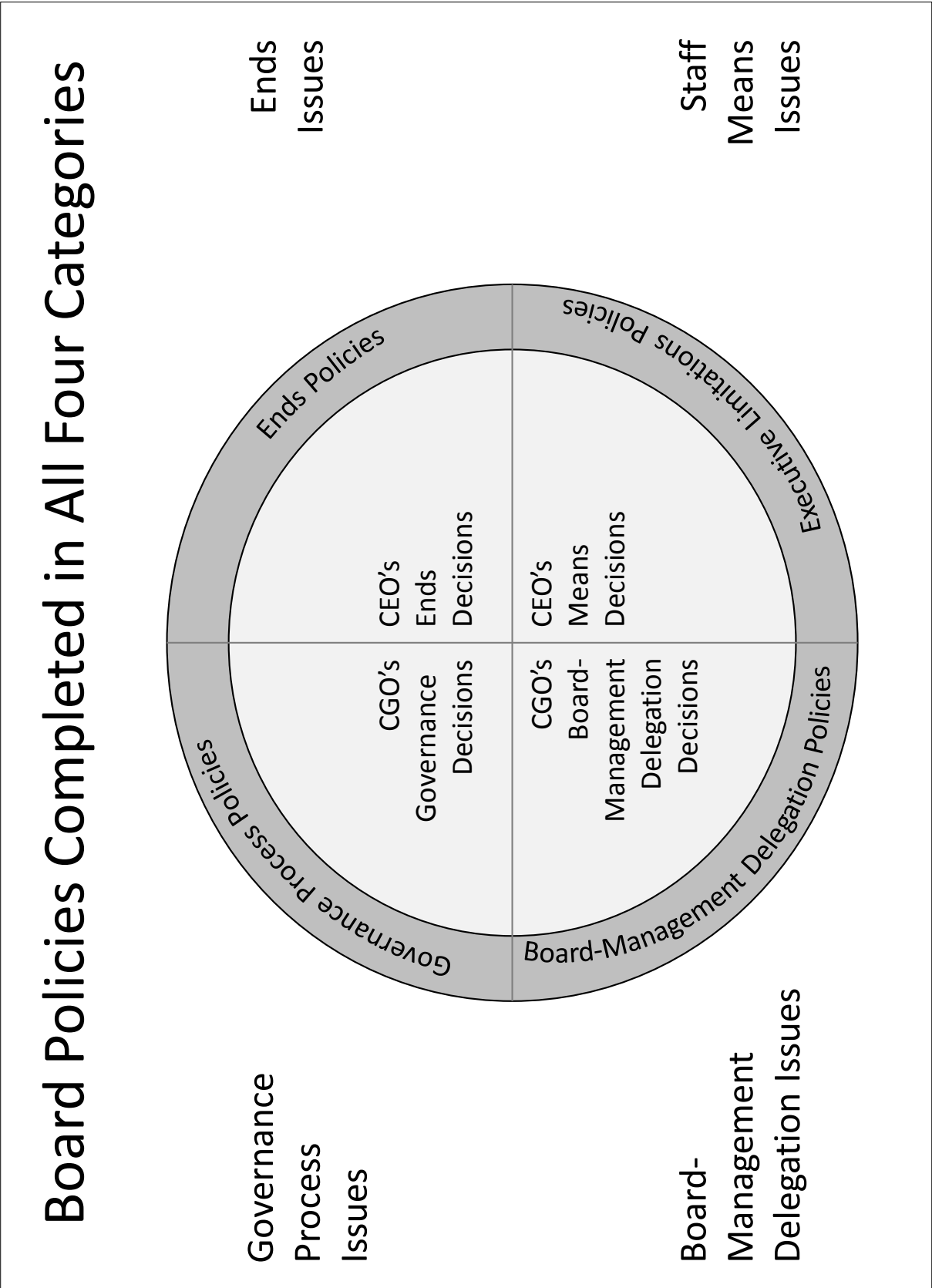
Systematic and rigorous monitoring of City Manager job performance will be solely against the only expected City Manager job products: organizational accomplishment of Council policies on Ends and organizational operation within the boundaries established in Council policies on Executive Limitations.

1. Monitoring is simply to determine the degree to which Council policies are being met. Information that does not do this will not be considered to be monitoring data.
2. The Council will acquire monitoring information by one or more of three methods:
 - a. By INTERNAL REPORT: in which the City Manager discloses interpretations and compliance information to the Council.
 - b. By EXTERNAL REPORT: in which an external, disinterested third party selected by the council assess compliance with Council policies.
 - c. By DIRECT COUNCIL INSPECTION: in which a designated Council member or members of the Council assess compliance with the City Manager's interpretation of the appropriate policy criteria.
3. In every case, the Council will judge (a) the reasonableness of the City Manager's interpretation and (b) whether data demonstrate accomplishment of the interpretation.
4. The standard for compliance shall be *any reasonable City Manager interpretation* of the Council policy being monitored. The Council is final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favored by Council members or by the Council as a whole.

SECTION III: COUNCIL-MANAGEMENT DELEGATION

5. All policies that instruct the City Manager will be monitored at a frequency and by a method chosen by the Council. The Council can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule as follows:

Policy	Method	Frequency	Month
<i>Global Executive Constraint</i>	Internal	Annually	March
<i>Emergency City Manager Succession</i>	Internal	Annually	March
<i>Treatment of Customers</i>	Internal	Annually	May
<i>Treatment of Staff</i>	Internal	Annually	May
<i>Ends</i>	Internal Balanced Scorecard reporting	Quarterly & Annually	May
<i>Communication and Support</i>	Direct Inspection	Annually	June
<i>Financial Planning/ Budgeting</i>	Internal	Quarterly	June - August
<i>Compensation and Benefits</i>	Internal External	Annually	June - August
<i>Asset Protection</i>	Internal	Annually	August
<i>Financial Condition and Activities</i>	Internal (Budget)	Annually	August
	External (Audit)	Annually	March



ATTACHMENT (B): DOCUMENT UPDATE HISTORY

Date of Last Update	Pages Updated	Description
05.19.2014	All	Document restructure, policy numbers added, table of contents added, page numbers added

Date: May 16, 2015

Agenda Item No: WORK SESSION - B.

I. Subject:

Discussion to set priorities for FY 2015-16 Annual Operating Plan

II. Originated by:

III. Summary:

IV. Fiscal Impact Summary:

V. Legal Impact:

VI. Recommendation:

VII. Alternative Actions:

VIII. Attachments:

1.	Ends Statement	ends Sub-Ends (05 16 2014 Workshop).docx
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Ends Statement

Kennedale is a family-oriented community (1.0) providing a refuge (2.0) from the hectic pace of the Dallas/Fort Worth Metroplex. Open spaces, green belts, and trails enhance our serenity (3.0), quality of life (4.0) and community (5.0). With easy access (6.0) from major roadways, Kennedale is economically prosperous, business friendly and conveniently located, providing opportunities to shop, work and play (7.0).

Sub-ends

1.0 Residents are engaged in community, civic activities, & events.

Imagine Kennedale 2015 is nearing its established time frame. The city should consider updating the strategic plan with a target date of 2020 to 2025. The council will need to select a facilitator and allow time for UTA classes to conduct a citizen opinion survey and follow-up focus groups to provide base data for the facilitator and process.

- 1.1 Kennedale TownCenter is a community gathering point for events and retail services
- 1.2 Residents proactively receive accurate, timely dissemination of general information and emerging issues
Resident engagement and communication is currently being done through an electronic newsletter. An annual budget report could also be prepared and distributed electronically. Further engagement could be done but would require significant council involvement for neighborhood meetings and an open house. New media (crowdsourcing, etc) could be used to gather resident input into emerging issues and the budget process.
- 1.3 Services are in place to support families
- 1.4 Kennedale is promoted locally, regionally, and nationally as desirable for home and work
- 1.5 Well planned community following sustainable principles
The city council adopted the comprehensive plan in 2012. Further work is needed to update the zoning ordinance land use categories to implement the plan. Form based codes need to be developed and adopted for the following areas of town:
 - A. Oak Crest area (*Employment District*)

- B. Kennedale Parkway & Bowman Springs (*Urban Village*)
- C. Little & Kennedale Parkway (*Urban Village*)
- D. Sublett & Joplin (*Urban Village*)
- E. Little School & Sublett Roads (*Neighborhood Village*)
- F. Little & New Hope Road (proposed) (*Neighborhood Village*)
- G. Little & I 20 (*Urban Village*)
- H. Dick Price & Hudson Village Creek Road (*Neighborhood Village*)

Beyond the zoning update, the city needs to develop a brownfield strategy to help facilitate future development. This strategy needs to be coordinated with KEDC, planning, parks (for Village Creek/tributary components), and stormwater management.

1.5.1 Kennedale has excellent neighborhoods and a wide range of home options

Kennedale is currently enjoying record home building and subdivision planning and/or development. Staff must respond to ensure continued interest in Kennedale. There are a number of coordinated efforts that may be considered:

- A. Update the zoning code to allow a range of housing options, keeping in mind demographic shifts, i.e., families with fewer children, single person homebuyer, seniors who want to age in place.
- B. The southern portion of Kennedale requires a coordinated effort with Arlington to merge the Tierra Verde overlay district with Kennedale residential and commercial development. Zoning will need to be revised with properties in the general area of Mansfield Cardinal Road and Eden Road.
- C. Council will need to utilize the zoning ordinance (with Special exemption permits) and amortization to shift the land use from salvage yards to light manufacturing and commercial uses.
- D. Implementation of the TIRZ will require the approval of a development agreement, pursuing development opportunities, and the possible use of amortization to shift land uses from current non-conforming uses to residential. The TIRZ will require the extension of a sewer interceptor, replacement of the interceptor at North Road and Dick Price Road, rezoning of the property along New Hope Road, design and acquisition of right of way for widening and reconstruction of New Hope Road.
- E. Of secondary interest is the annexation of the doughnut hole in the Linda Road area. The service plan will require the extension of a water line to serve the area, the construction of Valley Trail (with the accompanying connection to Linda Road).

- 1.5.2 Residents have views of natural landscapes
Council may wish to consider view shed or topographical protection ordinances
- 1.5.3 Residents have access to adequate medical care, healthy foods, and opportunities to incorporate physical activity as part of their daily routines
- 1.5.4 Residents enjoy community based activities
Current events include the Christmas Tree Lighting, Brickworks Festival/Art in the Park, Texas Independence Day Parade, Kid Fish, Bark in the Park, and YAC Food truck event. Supplemental funding will be required for the upcoming year.
- 1.6 Business uses are compatible with residential areas
- 1.7 Kennedale has excellent educational services
 - 1.7.1 Residents enjoy excellent library services
The library has been active in the implementation of the consortium between Kennedale, Mansfield, and Arlington. Efforts should continue by expanding the consortium to include web based services (through Arlington). A sitting and coffee area has been long discussed and a final decision is needed.
 - 1.7.2 KISD is an exemplary school system
 - 1.7.3 Fellowship Academy is a highly regarded private school within a Christian atmosphere
 - 1.7.4 Home-school opportunities and networks are available

2.0 Kennedale entry points are pastoral and serene

- 2.1 The north entry point is defined by Village Creek as a natural open space
The city has adopted a master plan for the development of Village Creek into a linear park and to restore it to its original condition. Village Creek is currently classified as a remedial stream because it does not meet state or federal standards for water quality. Moreover, it is a major water supply source for the region. Federal funding to help restore Village Creek is generally available from three sources: the US Army Corps of Engineers, FEMA, and EPA. Local match funds available for the federal grants will

be through stormwater fees. Council needs to continue seeking a Section 205 flood control study and its attendant benefit cost ratio. FEMA has a hazard mitigation program that will fund acquisition of property that have repetitive flood losses or are in the floodplain. EPA has section 319 water quality improvement grants available to filter stormwater runoff or to remove sources of pollution, i.e., removal of septic tanks in the floodplain. A Section 206 Corps project for eco-restoration should also be pursued. Agencies on which Kennedale could seek support include the TRA, City of Arlington, and TRWD. The FEMA floodplain standards also need to be applied to existing development in the Village Creek area, namely the salvage yards.

2.2 Kennedale Parkway is physically attractive

2.2.1 Annexation activity

The city may wish to establish an annexation strategy with potential negotiated exchanges or land-swaps with Arlington and Fort Worth. The annexation could help clean-up the appearance of Kennedale or secure additional properties for residential growth. Among the areas to be considered:

- A. Area around Hawk Steel
- B. Swap the land containing the Key Branch area by trading with Fort Worth for land in the Dick Price/Village Creek area
- C. Salvage yard closure strategy with BOA (October 1, 2019 target) and issuance of Special exception permits.

2.3 Sidewalks and landscaping are integral to the community

Construction of the TIP funded sidewalk is currently under design review by TxDOT with an August bid letting target. Sidewalk construction will begin in October 2014.

2.4 Trees and natural spaces are preserved

3.0 Kennedale has an outstanding parks system that includes neighborhood parks, a comprehensive linear park system, and recreational facilities located throughout town.

The city should develop a new park master plan (last updated in 2005). The plan should include the restoration of Village Creek as a linear park that provides excellent water quality and habitat, and is coordinated with the brownfields program. Consideration should also be given to creating a parks, medians, and facilities division within the public works department.

- 3.1 Hike and bike trails run throughout Kennedale and are connected to the regional trail system
Design standards should be established and adopted within a bicycle and pedestrian master plan that is coordinated and connected with Arlington.

4.0 Kennedale residents receive excellent municipal services with a staff that is proactive and responsive to residents needs

Code compliance (codes and zoning) is focused on the following areas:

- A. Kennedale parkway
- B. Oak Crest
- C. Danny Drive
- D. Hudson Village Creek Road
- E. Bloxom Park
- F. Neighborhoods generally

- 4.1 The Kennedale municipal government is well governed

- 4.2 Residents and stakeholders feel safe at home and at work in Kennedale.

- 4.2.1 Fire and EMS, police, and animal control services are provided promptly and skillfully

- 4.2.2 Residents enjoy a safe environment free from the threat of natural, technological, or man made threats

Emergency management is provided through the Kennedale fire department. Current focus or needs are:

- A. Ground level radar subscription
- B. Establishment of a functioning EOC
- C. Improved internal operations radio communication following the combined service with Mansfield.

- 4.3 Fiscal Resources are managed productively, responsibly, and ethically.

The staff will establish a plan to restore fund balance to be in compliance with the 25% policy. Information technology will be funded sufficiently to provide for needed server upgrades and the computer replacement schedule.

- 4.4 Kennedale has a quality water, sewer, stormwater drainage, and solid waste utility system

Focus will be on the implementation of a water/sewer master plan. Among the policy decisions and/or improvements that must be resolved are:

- A. Use of the Key branch line to resolve future boundaries with Fort Worth
- B. Replacement construction of the sewer trunk line on North Road
- C. investigation of the replacement or repairs to the sewer line on Dick Price Road following inspection
- D. Prepare for the required impact fee revision due on or before May 2016
- E. Determine the long-term water supply source from Arlington or from Fort Worth vis-a-vis groundwater. If Arlington is selected, it will be necessary to secure land along Eden or Swiney-Hiett for the connection point.
- F. Provide for the necessary land and groundwater storage at T-3
- G. Implement a water conservation strategy utilizing a rate based price signal (Global information) and incorporate a planning model of lot size to reduce water demand. Other strategies may include:
 - i. Require the use of plants and landscaping materials that use less water (our current regulations encourage the use of xeriscape plants, but do not require them)
 - ii. Consider adopting low-impact development (LID) standards. LID is more about storm-water runoff than water conservation, but it can also help to resupply groundwater here instead of sending it downstream, which helps with water supply in the long run
- H. Revise the stormwater master plan to require ISWIM standards and provide for street sweeping
- I. Adopt curbside recycling program based on the KKB strategic plan implementation. The KKB recommends the adoption of a pilot area to test the support of a curbside recycling program

4.5 Residents and visitors receive fair treatment through the municipal court system

4.6 Buildings are constructed and maintained in compliance with national codes

The city should examine the condition of city facilities and consider improvements or replacement as necessary:

- A. The senior center is in poor shape and will require extensive remodeling.
- B. The police and fire buildings have been long discussed with replacing them with a public safety building. Building maintenance is need in the interim, especially the police station.
- C. Public works service center has been added over the past several years and thought is needed for a long-term facility.

D. City hall is generally in good shape but does need refurbishment (air conditioner and balancing, paint, and carpet)

4.7 Kennedale city government is financially responsible and sustainable

Establish plan to restore fund balance to 25% policy. Establish funding mechanism for maintenance of existing roadways, especially in older parts of town (existing funding is not sufficient to keep all roads in good repair)

4.8 City staff maintains cooperative and collaborative working relationships based on an Integrative work culture consistent with the core values of integrity, accountability, teamwork, innovation, and commitment

Personnel have been dedicated to the city; however, the city is experiencing turnover related to compensation. The city will need to focus on the pay level and structure in order to keep employees. HR efforts are based on:

- A. Culture
- B. Recruitment
- C. Development
- D. Retention
- E. Pay and benefits

4.8.2 Intergovernmental relationships

The city council should focus on the achievement of long-term policy objectives by maintaining strategic relationships with:

- A. KISD
- B. Tarrant County
- C. City of Fort Worth
 - a. 20/820/287 interchange
 - b. Village Creek
 - c. ETJ swap
 - d.
- D. City of Arlington
 - a. Water & sewer generally
 - b. Tierra Verde zoning
 - c. 287 widening
 - d. 20/820/287 interchange
 - e. Coordination of widening of Sublett, Joplin, and Eden Roads
 - f. Sidewalk and trails coordination
 - g. Village Creek
- E. City of Mansfield
 - a. Commuter rail line and coordination of joining the "T"
 - b. Widening of Business 287 to assist in the elimination of salvage yards

- c. RTC seat to promote the 20/820/287 interchange
- F. City of Forest Hill
- G. Trinity River Authority
 - a. Village Creek
- H. Tarrant Regional Water District
 - a. Village Creek
- I. Involvement with cities within the TML region (especially Crowley, Joshua, and Burleson)

5.0 Kennedale is a well planned community based on principles of a connected city, economic prosperity, and a thriving community

The council should consider establishing a priority list and timing for rebuilding unsafe intersections. Among the known intersections:

- A. Little School Road & Pennsylvania Avenue (joint with Arlington)
- B. Eden & Mansfield Cardinal Road
- C. Sublett Road (and perhaps Mansfield Cardinal) & Kennedale Parkway

6.0 Kennedale is a connected city with a multi-modal transportation system designed and maintained to reduce auto congestion, increase accessibility, and accommodate pedestrians and cyclists safely and comfortably.

The city needs to continue active representation on SETTP and the TRTC. Council should consider a strategy to secure a seat on the RTC in order to advocate for the 20/820/287 interchange improvement. Finally, the city needs to coordinate with Mansfield and perhaps Forest Hill a strategy and timing to join the “T” as a means to secure a commuter rail line and stop.

Establish a policy to interconnect streets/subdivision with an initial emphasis on:

- A. Wildcat Way to Collett-Sublett
- B. Harrison to Border
- C. Glenbrook to Joplin
- D. Glenview to Collett Sublett

Plan for the following road improvements:

- A. Little Road extension to New Hope Road or Dick Price Road with bridge over railroad
- B. Establish a traffic access plan on Kennedale Parkway in order to maximize access points based on TxDOT standards.
- C. Prepare for potential turn back of Kennedale Parkway from TxDOT

Revise sidewalk and bike lane standards.

7.0 Kennedale is economically prosperous with an excellent business climate to support light industrial, employment centers, and distribution facilities which are compatible with the Kennedale vision.

The KEDC is focused on the following means. The council should review and determine if there is consensus on the KEDC's focus:

- A. Assembly of land for resale along Kennedale Parkway
- B. Bloxom Business Park development
- C. Oak Crest development (including hotel)
- D. TownCenter development and store mix
- E. provision of facade and/or landscape grants
- F. Improvement of entrance views into Kennedale
- G. Establish dedicated funds for beautification
- H. Improve appearance of Kennedale generally