

2025-2026 Strategic Plan

The logo for ADDISON, featuring the word "ADDISON" in a bold, blue, sans-serif font centered within a white circle. This circle is set against a blue background that is part of a larger graphic design on the right side of the slide, which includes diagonal white lines separating blue and grey areas.

Sarah Kuechler, Chief of Staff
March 25, 2025

- Since 2016, the Addison City Council has met annually to discuss strategic questions and identify key priorities for the Town.
- **In February 2024**, City Council developed an updated strategic plan organized by seven (7) Key Focus Areas (KFAs). Adopted by Resolution on March 5, 2024.
- The plan is used to:
 - Assist with the annual budget development and propose the allocation of resources with Council identified priorities.
 - Guide the organization's efforts and staff.
 - Measure progress towards defined goals.
- **On Feb. 27, 2025**, City Council met to review the 2024-2025 Strategic Plan progress and alignment.

Key Focus Areas (KFA): Key areas around which we build and focus our efforts and resources.

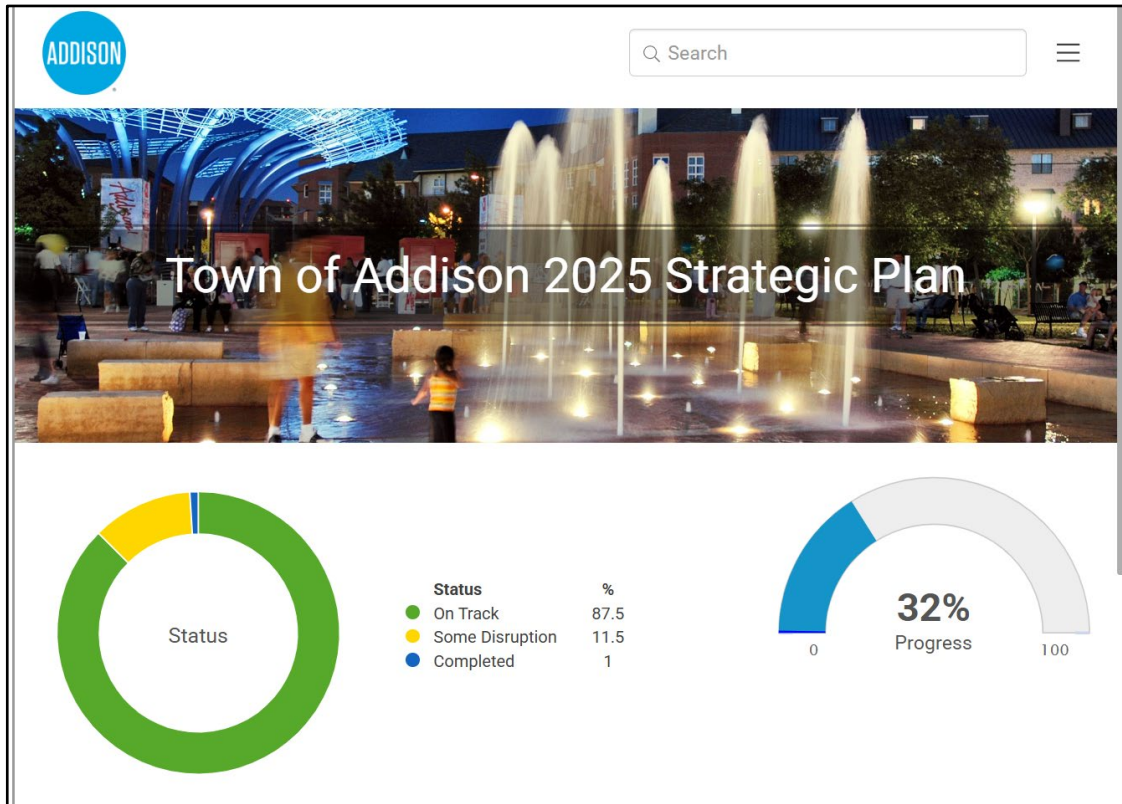
Strategic Objectives: Top ways that we succeed in our Key Focus Areas (~3-7 per KFA).

Initiatives: Specific means by which we accomplish our Strategic Objectives.

- **City Council sets KFAs and Strategic Objectives**
- **Staff develops and manages Initiatives (projects).** Staff recently updated:
 - Removed 18 completed initiatives
 - Continued / Modified 72 initiatives (*note: many modified to capture the next phase of a project*)
 - Added 32 new initiatives
 - Changes shown in back-up slides (slides 11-13)
- The updated Initiatives are reflected on the Strategic Plan Dashboard on the Town's website

Strategic Plan Reporting

- Quarterly progress reports are shared with City Council and the public through a [dashboard](#) on the Town's website



Public Safety

Description	Progress	Status
Retain, recruit, and train quality employees in the Addison Way and provide adequate resources (facilities, tools, equipment, etc.).	35%	On Track
Proactively enforce and strengthen Town zoning, building, and health and safety codes.	46%	On Track
Prepare for the impact of new growth, redevelopment, and density.	20%	On Track
Continuously evaluate response needs to changing environment.	10%	On Track
Leverage technology to address issues.	43%	On Track

Key Focus Areas



Public Safety



Economic Development and Revitalization



Mobility and Connectivity



Infrastructure Development and Maintenance



Financial Health and Organizational Excellence



Community Engagement



Vibrant Active Community

Strategic Objectives: Draft Updates

Key Focus Area

Strategic Objectives

1. Public Safety

- 1.1. Retain, recruit, and train quality employees in the Addison Way and provide adequate resources (facilities, tools, equipment, etc.).
- 1.2. Proactively enforce and strengthen Town zoning, building, and health and safety codes.
- 1.3. Prepare for the impact of new growth, redevelopment, and density.
- 1.4. Continuously evaluate response needs to changing environment.
- 1.5. Leverage technology to address issues.

2. Economic Development and Revitalization

- 2.1. Pursue new economic development and zoning tools to revitalize declining areas.
- 2.2. Implement the Transit-Oriented Development (TOD) and leverage that investment as a catalyst to improve the surrounding area.
- 2.3. Provide premium development in all forms through the vision established in the Town's new Comprehensive Plan.
- 2.4. Optimize and market Addison's brand, uniqueness, and our Addison Way culture.
- 2.5. Leverage the Addison Airport to maximize business growth and expansion.
- 2.6. Revitalize existing hotels and attract high quality hotel and meeting space options.
- [2.7. Develop a plan to redevelop and revitalize Inwood Corridor.](#)
- [2.8. Foster relationships within and among the business and realtor community.](#)

Strategic Objectives: Draft Updates

Key Focus Area	Strategic Objectives
3. Mobility and Connectivity	<ul style="list-style-type: none">3.1. Facilitate build-out of Addison as a major North Dallas transportation connection point HUB.3.2. Improve East-West pedestrian connectivity.3.3. Update and implement the Master Transportation Plan (MTP).3.4. Address first mile/last mile TOD connectivity.3.5. Connect major destinations in Town.3.6. Improve pedestrian safety.
4. Infrastructure Development and Maintenance	<ul style="list-style-type: none">4.1. Continue to invest in and maintain our Asset Management Plan.4.2. Evaluate infrastructure needs for new development and redevelopment staying true with the Addison brand.
5. Financial Health and Organizational Excellence	<ul style="list-style-type: none">5.1. Attract, retain, and develop top tier employees.5.2. Implement continuous improvement and business process efficiencies maximizing the Addison Way and brand.5.3. Maintain credit rating and a fiscally resilient budget process.5.4. Explore opportunities for consolidating and/or expanding Town facilities.5.5. Develop a plan for the next bond election.

Strategic Objectives: Draft Updates

Key Focus Area	Strategic Objectives
6. Community Engagement	<p>6.1. Develop a pathway for future community leaders.</p> <p>6.2. Create meaningful short-term service opportunities.</p> <p>6.3. Use innovative approaches to marketing and engagement the Addison Way.</p> <p>6.4. Leverage the Addison brand through the Addison website and social media.</p>
7. Vibrant Active Community	<p>7.1 Enhance the resident and visitor experience by activating our community parks and Town assets.</p> <p>7.2. Enhance Addison gateways and visual appeal of streetscapes to optimize Addison brand.</p> <p>7.3. Vision and create special moments that make people want to be in Addison (arts, events, AAC, markets) to optimize the Addison brand.</p>

Suggested Initiatives for Staff

Economic Development and Revitalization

- Pursue Luxury Senior Living / Housing
 - ❑ Add a new Initiative -- *“Explore and pursue potential luxury senior housing”.*
- Social investment and sustainability engagement by businesses / corporations
 - ❑ Add a new Initiative -- *“Engage and create opportunities for businesses and corporations to participate in community programs and events, such as Field Day or Earth Day service activities.”*

Mobility and Connectivity

- Develop innovative pedestrian crossings...
 - ❑ Modify existing Initiative 3.6.1... *“Develop pedestrian crossing plan, incorporating innovative tools and concepts, to and improve crossings throughout Town.”*

Financial Health and Organizational Excellence

- Support sustainability / recycling options...
 - ❑ Add a new Initiative: *“Evaluate potential opportunities to improve the waste & recycling contract for the Town, including commercial recycling and/or other recycling options.”*

Vibrant Active Community

- Various events / ideas suggested...
 - ❑ Add a new Initiative: *“Explore hosting new special events.”*

- Staff is requesting direction from Council regarding the draft updates to create the 2025-2026 Strategic Plan.
- **Next Steps:**
 - Council considers adoption of the annual Strategic Plan at the April 8, 2025 Council meeting. If approved, staff will:
 - Update the Public Dashboard with the adopted Strategic Plan. The next quarterly progress updates will be collected and published in late April / early May.
 - Develop funding packages for consideration as part of the FY2026 Budget process.
 - Continue to communicate Council agenda items based upon strategic alignment with Key Focus Areas (KFAs).

Completed 2024-2025 Initiatives (moved off)

Under Key Focus Area	Initiative
<i>Public Safety</i>	1.1.2. Implement promotional support practices to help Police Officers and Firefighters successfully transition to new leadership roles.
<i>Public Safety</i>	1.1.3. Complete implementation and training on updated Police Policy Manual using new Lexipol system.
<i>Public Safety</i>	1.2.2. Adopt the 2024 International Building Code Set
<i>Public Safety</i>	1.5.2. Find and implement a platform to provide crime data in a public-facing portal.
<i>Public Safety</i>	1.5.4. Consider funding to acquire and use dash and helmet cameras in certain Fire incidents as a tool for training and post-incident analysis.
<i>Economic Dev. & Revitalization</i>	2.4.2. Create marketing collateral that provides key community and economic data for potential prospects.
<i>Economic Dev. & Revitalization</i>	2.6.2. Develop and launch a comprehensive tourism website.
<i>Infrastructure Dev. & Maintenance</i>	4.2.1. Complete parkland dedication and development study, present recommendations, and begin implementation.
<i>Infrastructure Dev. & Maintenance</i>	4.2.2. Implement the Neighborhood Vitality Grant Program for screening wall maintenance.
<i>Financial Health & Org. Excellence</i>	5.1.2. Explore non-traditional benefits and review competitiveness of current benefits, such as holidays and leave accruals.
<i>Financial Health & Org. Excellence</i>	5.1.3. Automate and enhance annual benefits open enrollment, total compensation statements to employees, preboarding and onboarding processes for new employees, and performance evaluation processes.
<i>Financial Health & Org. Excellence</i>	5.2.2. Implement Diligent robotics to provide oversight of internal controls in Finance.
<i>Financial Health & Org. Excellence</i>	5.2.4. Implement PaymentWorks to enhance vendor self-service and for fraud prevention.
<i>Financial Health & Org. Excellence</i>	5.4.1. Consider options and funding for new or remodeled Town facilities and maintenance of existing facilities with Addison brand in mind.
<i>Community Engagement</i>	6.2.1. Launch new software to efficiently schedule and promote volunteer opportunities.
<i>Community Engagement</i>	6.4.1. Develop and launch an interactive Town website featuring user-centric design.
<i>Community Engagement</i>	6.4.3. Launch Envisio software to report on progress of the Strategic Plan throughout the year.
<i>Vibrant Active Community</i>	7.3.1. Launch new tourism advertising campaign to optimize the brand and attract visitors to Addison.

New Initiatives (added)

Under Key Focus Area	Initiative
<i>Public Safety</i>	1.1.2. Develop and implement a performance-based step plan for sworn Police and Fire personnel as part of the FY2026 budget process.
<i>Public Safety</i>	1.1.4. Receive ABLE recognition for full Police Department implementation
<i>Public Safety</i>	1.2.4. Continue developing an inventory and strategy to be in compliance with lead and copper rules from EPA and TCEQ.
<i>Public Safety</i>	1.4.2. Continue drafting Emergency Operations Plan (EOP) including base plan and Emergency Support Functions (ESF).
<i>Public Safety</i>	1.4.3. Conduct a full-scale disaster exercise at Addison Airport.
<i>Public Safety</i>	1.4.4. Continue developing Emergency Management SOP's.
<i>Economic Dev. and Revitalization</i>	2.4.2. Continue to meet with business and property owners on a regular basis for business retention and connection.
<i>Economic Dev. & Revitalization</i>	2.4.3. Start a program to convene and engage business and industry leaders in Addison.
<i>Economic Dev. & Revitalization</i>	2.4.4. Share positive Addison business stories through social media channels.
<i>Economic Dev. & Revitalization</i>	2.6.2. Create a new Visitor Guide, providing copies to hotels and including in New Resident packets.
<i>Mobility and Connectivity</i>	3.4.2. Complete construction documents for Westgrove and Quorum Road bike lanes and pursue Traffic Alternative Set-Aside funding.
<i>Mobility and Connectivity</i>	3.4.3. Partner with DART for construction management of the Cottonbelt Trail.
<i>Mobility and Connectivity</i>	3.5.2. Complete construction to extend Redding Trail to Midway Road Trail.
<i>Mobility and Connectivity</i>	3.6.1. Develop pedestrian crossing plan and improve crossings throughout Town.
<i>Infrastructure Dev and Maintenance</i>	4.1.8 Complete roadway reconstruction of Jimmy Doolittle Drive.
<i>Infrastructure Dev and Maintenance</i>	4.1.10. Continue to address asset management needs with Addison Parks, Trails, and Open Space with funding approved in FY2025 budget.
<i>Infrastructure Dev and Maintenance</i>	4.1.12. Complete improvements to the Addison Athletic Club, including renovation of Outdoor Pool Restroom and installation of sound system.

New Initiatives (added)

Under Key Focus Area	Initiative
<i>Financial Health and Org. Excellence</i>	5.1.4. Promote Addison as an employee including creating a new recruitment video.
<i>Financial Health and Org. Excellence</i>	5.2.3. Review and update the Town's financial policies.
<i>Financial Health and Org. Excellence</i>	5.2.4. Implement software to continually monitor the role-based action controls and user permissions in the Town's ERP system.
<i>Financial Health and Org. Excellence</i>	5.2.6. Release and complete a Request for Qualifications (RFQ) to select pre-qualified list of engineers and architects.
<i>Financial Health and Org. Excellence</i>	5.3.4. Form a Grant Acquisition Committee to maximize efforts to receive outside funding.
<i>Financial Health and Org. Excellence</i>	5.4.5. Develop a site plan at and around the Service Center to address Town facility and Airport needs, including new Airport maintenance and fuel storage facilities.
<i>Community Engagement</i>	6.1.2. Develop youth programs to engage students.
<i>Community Engagement</i>	6.3.1. Implement City Sips & Scoops as an ongoing engagement series and diversify locations/times to increase reach.
<i>Community Engagement</i>	6.3.2. Implement new format of the semi-annual Town Meetings to increase engagement.
<i>Community Engagement</i>	6.3.3. Increase community engagement efforts with PD Community Outreach Officer.
<i>Community Engagement</i>	6.3.7. Develop and submit a formal request to consolidate the Town's two zip codes, unifying all Addison addresses under a single official zip code.
<i>Vibrant Active Community</i>	7.1.2. Launch new branding of The Addison Performing Arts Centre and support marketing efforts for programming and to drive the facility as a destination.
<i>Vibrant Active Community</i>	7.2.2. Develop construction documents for planting, signage, and paving improvements along the NTTA frontage roads.
<i>Vibrant Active Community</i>	7.3.2. Continue to expand and grow Addison Circle Park programs (e.g. fitness classes, singer/songwriter series, Movie on the Lawn, Yappy Hours, Tree Lighting Event).
<i>Vibrant Active Community</i>	7.3.3. Install Addison Public Safety Art installation at temporary location in Beckert Park and work to identify location for new "Heroes Park" for permanent home for artwork.