TOWN OF CROSS ROADS

STRATEGIC PLAN SUMMARY - 2035

Building Our Future, Together

CROSS ROADS VISION 2035

STRATEGIC PLAN SUMMARY

Building Our Future, Together

This report represents the Town of Cross Roads Vision 2035 – Strategic Action Plan Summary that has been developed following Greater Yield's community engagement program for the Town of Cross Roads Vision 2035 process. We worked in conjunction with and under the guidance of the Cross Roads Mayor T. Lynn Tompkins, Jr., Council Members, Staff Members, Municipal Development District, Planning and Zoning Commission, Parks and Recreation Advisory Board, Roads Committee, Historic Committee and Mundo and Associates to create the initiatives that the Town's leadership will undertake moving forward into the Town's future. Detailed Strategic Action Plan Workbooks have been created for each group in support of this summary report that will allow for transparency in task, responsibilities, and accountability.

April 17, 2023

Report Prepared By

greater ❯ yield]

CONTENTS

OUR VISION

The Town of Cross Roads is a thriving community built on small-town country charm that is committed to an excellent quality of life for our community, citizens, businesses, and visitors. We seek sustainable growth that protects our natural and historic resources, while preserving our values, qualities, and culture. A strong and active multi-generational population enjoys its spirit of community.

BUILDING OUR FUTURE, TOGETHER

https://www.crossroadstx.gov/

@TownofCrossRoads

OUR *MISSION*

To maintain the friendly, approachable small-town nature of our Town through effective local leadership, fiscal responsibility, and efficient management. Through these actions we will create policies that produce a safe and vibrant community where residents delight in living, participating and welcoming guests.

OUR CORE VALUES

1. ## Integrity First.

   We will conduct ourselves at all times in a manner that is ethical, legal, and professional with an unwavering commitment to honesty, fairness, and respectfulness.

2. ## Visionary Leadership and Planning.

   We believe that the very essence of leadership is to be visionary and plan for the future.

3. ## Innovative Stewardship.

   We will challenge the status quo regarding the way public services are designed, financed, and delivered to the citizens of Cross Roads and we will manage our community resources with the present and future generations in mind.

4. ## Teamwork with a Purpose.

   We function as a team and in partnership with the Town Staff and essential service providers, who are dedicated to creating a superior work environment and are committed to delivering exceptional services to the citizens, residents, and stakeholders of Cross Roads.

5. ## Transparency in All Decisions.

   The process by which deliberations are initiated, decisions are made, and actions are taken will be done with commitment to full transparency.

A MESSAGE FROM THE MAYOR

Cross Roads is the place we call home, a strong and healthy community where residents and visitors feel they belong. In February 2021, I requested that a Community Visioning process be undertaken to ensure we are poised for positive change over the next 20 years.   As a Town, it was imperative that we develop our vision of the future for what we, as citizens, want Cross Roads to be. During the Vision process, 536 people participated in a series of surveys, engagement sessions and focus groups to create a shared vision for the Town. Additionally, the Town Council, Administrative Staff, Police Department, MDD, Planning and Zoning Commission and Parks and Rec Board reviewed the survey results and created a Vision Statement, Mission Statement and Core Values for their respective areas of responsibility. In September 2021, the Town held public meetings to introduce the Town Vision 2035 to the community and it was very well received.

Since that time, Town Vision 2035 has been a roadmap for the Town Administration and Town Council as we meet with residents and developers. Town Vision 2035 was a starting point, but in order to accomplish that vision, the Town needed a plan, complete with responsibilities, timelines and accountability. In May 2022, the Cross Roads Town Council voted to move forward with the next step in planning for our future – creating a Strategic Plan.   It is with great anticipation that I share our Town's strategic plan to Build Our Future, Together - with you.

I applaud the significant amount of time, energy, and commitment of those actively involved in creating this plan. Many of those hours invested were by residents volunteering time out of their busy days to contribute and share their ideas for a better future for our Town. The Town of Cross Roads is committed to fiscal responsibility and operating the Town without the need for an Ad Valorum tax (property tax). The strategic plan will guide our decisions to allocate resources and sales taxpayer dollars entrusted to us by our residents. In addition, this plan will assist us in determining where to prioritize our efforts as we develop our annual budget. We are committed to using the resources that advance the priorities identified by our citizens included in this document.

Thank you to all of the Cross Roads residents who have embraced the Town Vision 2035 and Strategic Planning process, your voice helps the Town Council make better decisions. Imagine the possibilities and the future we can create working together. I am committed to making that future alongside you.

Mayor T. Lynn Tompkins Jr.

A MESSAGE FROM
THE TOWN ADMINISTRATOR

In early 2021, the Town of Cross Roads began the visioning project with the input of citizens, stakeholders, appointed and elected officials. The result was the **"Vision 2035, Building Our Future, Together"** document adopted by the Town Council on September 26, 2021. Staff was included in all levels of the project which included the adoption of the Staff motto of *"It all starts here, where services meets integrity"* recognizing by being responsible stewards of the Town's public resources, we are better able to address the Vision 2035 initiative that we, as a Town, are undertaking.

The primary directive from the Town Council and the citizens through community surveys indicated maintaining no municipal ad valorem (property) taxes is the central priority. This unique precept guides all recommendations delivered to the governing body. The 2035 Comprehensive Plan adopted on March 20, 2023 continues this focus through the unique structure of our areas of future commerce.

As the strategic plan was being drafted, Staff continued to highlight the importance of focusing on no municipal ad valorem taxes, recognizing how this stance limits revenue sources, as well as capital project funding mechanisms. The **Cross Roads Vision 2035 Strategic Plan** is an effort to intentionally plan for the future of Cross Roads with the goal of executing the Vision 2035 plan.

Kristi Gilbert, CPM, MPA

TOWN COUNCIL

MAYOR

T. LYNN TOMPKINS, JR.

L.Tompkins@crossroadstx.gov

MAYOR-PRO TEM
Council Liaison – P & Z

DAVID R. MEEK

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GREG GAALEMA

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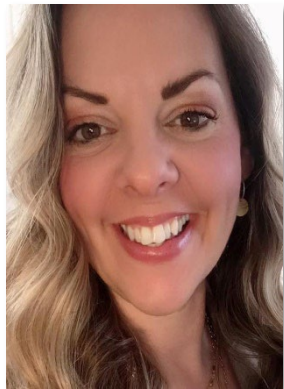
COUNCIL MEMBER
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WENDY WHITE-STEVENS

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COUNCIL MEMBER
Council Liaison- Parks & Rec

RON KING

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COUNCIL MEMBER
Council Liaison - Historical

KAY NEUBAUER

K.Neubauer@crossroadstx.gov

MEETINGS

Where and when does the Town Council meet?

Town of Cross Roads Council Chamber

(Located at Cross Roads Police Department)

1401 FM 424, Cross Roads, TX 76227

1st and 3rd Monday of the month

6:00 PM

To contact a Council Member, send an email or letter to the addresses above. Phone: 940-365-9693. The public is invited and encouraged to attend Council meetings. To speak at a Council meeting, please fill out the Request to Appear Before the Council *form, which can be obtained at the meeting.*

Building Our Future, Together

INTRODUCTION

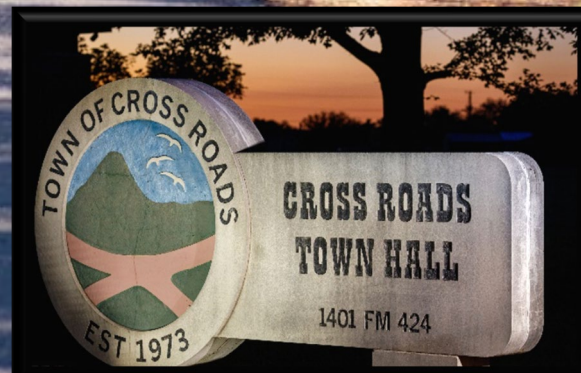A strong strategic plan is like a roadmap – it identifies a destination and lays out a clear path to get there. This plan sets a course of action for the next ten years by establishing priority goals for the Town, outlining actions to effectively achieve those goals, and setting up a framework to report our progress to the community.

Over the course of this document, you will find summary of Strategic Plans completed for each service area within the municipal government of the Town of Cross Roads. These documents will be used as a tool by the Mayor, the Town Council and Town Administrator and Staff to understand the needs of the various service areas and actions necessary to meet the Vision 2035 Goals as defined by the community.

The Town's mission, vision and core values provide the foundation for the department plans. Each service area developed strategic objectives based upon common core values and guidance offered by the Town's Vision 2035 Plan and with direction from Town Council and the liaison and chairs of Municipal Development District (MDD), Planning and Zoning Commission (P&Z), Parks and Recreation Advisory Board (Parks), Roads Committee, Staff/Municipal Court, the Cross Roads Police Department (CRPD) and the Historical Committee.

The planning process aimed to balance and prioritize the many issues and desires that were identified in the Vision 2035 as critical needs and wants for the Town. While this plan is the first step, the real work begins today to turn this roadmap into a reality. Together, we can envision a bright future for the Town of Cross Roads and create a community where everyone can thrive. Thank you for your support while we continue this journey together.

Sincerely,

T. Lynn Tompkins Jr.　　　　　**Greg Gaalema**　　　　　**Ron King**
Mayor　　　　　　　　　　　　　　Council Member　　　　　　Council Member

David R. Meek　　　　　　　　**Wendy White-Stevens**　　　**Kay Neubauer**
Mayor Pro-Tem　　　　　　　　　Council Member　　　　　　Council Member

STRATEGIC DIRECTIVES

Economic Prosperity

The Town focuses on development that follows the Town of Cross Roads Comprehensive Plan and Vision 2035 to ensure that the results maximize the economic benefits. The economic impact of visitors and business investments result in positive benefits in terms of amenities, infrastructure, and the overall quality of life.

Infrastructure

The Town is investing in and implementing infrastructure improvements that increase the high quality of life and vibrant economy without creating an undue burden on the citizens of the Town.

Environmental Stewardship

The Town is focused on environmental impacts. Their decision making will ensure that projects and policies reflect a focus on improving and sustaining natural resources for future generations.

Outdoor Recreation & Amenities

The Town is focused on outdoor recreation, where citizens can participate in a wide range of opportunities and activities. Open spaces programs will promote a high quality of life and a unique location that is a strong value for the community.

A Connected Cross Roads

The Town is adopting policies, regulations, and services to be responsive to changes in the community and business environment, which will encourage thoughtful growth, development, and a safe, unified, and vibrant community. Community interaction and engagement will inform decision making by the Town Council.

ECONOMIC PROSPERITY

Cross Roads is already a place of economic opportunity, and even more economic potential. The economic condition of the Town of Cross Roads is one of its top strengths. A high priority is to attract and retain sales tax generating businesses to support the public safety and infrastructure needs of the Town. To make continued strides in this area, the Town will work to attract the necessary businesses to fund public safety and road infrastructure in the future with no ad valorem taxes. The Town will work to recruit additional dining, entertainment, and shopping options so that Cross Roads citizens can more frequently stay within Town limits for their daily needs. It will also work to invest in a Town Square that supports the needs and wants of the citizens of Cross Roads per Vision 2035. Through these efforts the Town will remain an attractive destination for families and citizens of all ages to make their home.

KEY INITIATIVES

- Create and develop a Town Square that will enhance the Town, increase community pride, and attract sales tax revenue generating business that meets the Vision 2035 desires for the citizens of Cross Roads.
- Continue to recruit new retailers and expand local shopping options for citizens.
- Continue to support the growth of local dining options.
- Recruit developers to match forward vision land plan for Cross Roads.
- Work with economic development consultant(s) to develop necessary programs for business expansion, retention, marketing, promotion and new business development.
- Continue to invest in the growth of Cross Roads.
- Create a plan to enhance Cross Roads position as a destination retail location.

WHAT DOES SUCCESS LOOKS LIKE?

- Concentrating and investing in community assets by creating a walkable, vibrant Town Square.
- Growth and expansion of new businesses ensuring continued sales tax revenue.
- Increased quality and diversity of shopping, dining, and entertainment options.
- An accessible entrepreneurial ecosystem, blending social, economic and cultural components to foster economic growth.
- Improvement in the quality of life according to standards identified in the Vision 2035 Plan.
- Inclusive sense of place that retains and attracts residents.
- Continued focus on the unique aspects of the Town that can make it a destination location.

SOUND INFRASTRUCTURE

With the growth experienced in our community and expectations of the same, we must focus on core infrastructure to support the prospective development. With the substantial number of commuters driving through Cross Roads on US 380, a continued focus will be working with representatives of the Texas Department of Transportation (TxDOT) and Denton County to alleviate congestion at significant traffic points throughout the Town. In addition, as the Town grows, so does the need to reduce negative impacts to our drainage facilities.

KEY INITIATIVES

- Maximize investments in road improvements, maintenance, and pavement preservation utilizing funding mechanisms to include Denton County Road Bond funds.
- Continue improvements and begin construction on funded segments based on the Town of Cross Roads Road Repair Priority list adopted by the Town Council.
- Refine communication approaches to more effectively inform citizens of major road construction, detours, speed reductions and major traffic-related projects.
- Execute planned improvements to prioritized streets throughout Cross Roads.
- Execute planned maintenance to prioritized streets throughout Cross Roads.

WHAT DOES SUCCESS LOOK LIKE?

- Reduced traffic congestion along the US 380 corridor.
- Reduced traffic congestion by providing continuous traffic flow.
- Reduced accidents along the US 380 corridor and the side streets used as a bypass.

ENVIRONMENTAL STEWARDSHIP

Cross Roads offers rich natural beauty that visitors can often overlook due to our 380 economic activities. The Town can facilitate an anti-littering campaign with local stakeholders to address trash found in the community and utilize Cross Roads Police in investigating illegal dumping. The Town will also coordinate with neighborhoods to better manage those violating Town codes. Not only will the Town address areas needing improvement, but it will also continue to expand on our strengths. This will include continued tree protection and other natural beautification efforts. The local environment will also be a focal point, including continued cleanup days. These incentives will help maintain pride in our community and enhance our image for those who have not yet discovered the beauty of Cross Roads.

KEY INITIATIVES

- Coordinate with local stakeholders to draft and launch an anti-littering campaign.
- Partner with local businesses and volunteers on cleanup initiatives.
- Explore opportunities to enhance trash removal and community cleanup projects.
- Continue to evaluate new, data-driven methods and strategies for enforcing residential codes and addressing repeat offenders.

WHAT DOES SUCCESS LOOK LIKE?

- Reduced number of resident complaints because of improved residential code compliance.
- Increased code compliance among businesses and residents.
- Consistent Town signage in place.
- Additional greenspace and natural amenities.

OUTDOOR RECREATION & AMENITIES

Cross Roads is uniquely positioned to offer citizens and visitors an abundant array of outdoor activities and plans to build upon this strength. In addition to designing a unique park and maintaining its quality, the Town will start a "Parks, Recreation and Open Spaces" program initiative. This program will promote a high quality of life for current Town citizens and future generations through the addition of new parks and open space resources. The program will allow the Town to identify natural resources for protection, to maintain a balance between developed and open landscape, and to preserve our rare and unique ecosystem. The Town Council, Municipal Development District, and Parks and Recreation Advisory Board will work together to propose the means for acquisition and management of the open space system through interaction and cooperation of neighboring municipalities, public agencies, private organizations, and individuals.

KEY INITIATIVES

- Continue to invest in and maintain the unique and high-quality park and recreational amenities within the Town.
- Consider creating a parkland dedication ordinance requirement for new developments to include open space for recreation.
- Improve connectivity by designing and creating outdoor trails and bike lanes.
- Explore possibilities regarding the future addition of park and recreation areas throughout the Town.
- Initiate discussions with Acme Clay Pit for use of the pit when it is no longer active as a major event center area for the Town.
- Explore lake front recreational opportunities to improve citizens access to the lake for aquatic recreation, paddleboards, etc.

WHAT DOES SUCCESS LOOK LIKE?

- Increased access to outdoor recreation.
- A unique park for citizens.
- Continued improvement in citizen satisfaction related to recreational amenities and park facilities.
- Increased participation in park and recreation events.
- Increased volunteer involvement with extraordinary events for the community

A CONNECTED CROSS ROADS

Related to the initiatives listed in the Vision 2035 is a desire from citizens to be better connected to one another and its Town government. The last few years have highlighted differences in the quality of life, and we are committed to addressing these issues and building a unified community. To elevate trust and coordination between residents and the local government, the Town is working to enlist more volunteers so additional citizens may invest in the Town's success. Additionally, the Police Department's Strategic Plan is constructed to include elements that foster positive relationships between police and the community. The Town will continue to host a wide array of events that embrace the diverse and cultural uniqueness of Cross Roads, bringing the community closer together. Lastly, the Town will invest in specialized content and communication approaches so that citizens are better informed and engaged on the happenings of the Town of Cross Roads.

KEY INITIATIVES

- Implement Cross Roads Police Department Strategic Plan promoting transparency and quality service.
- Continue to host a diverse set of community events to create greater connection between Cross Roads citizens of all backgrounds.
- Invest in video content across multiple channels to communicate Town happenings more effectively.
- Refine communication approaches to better inform residents of major road construction and traffic-related projects.
- Continue to pursue effective communication with citizens through social media, the Town website, direct mailing, and other channels.

WHAT DOES SUCCESS LOOK LIKE?

- Increased attendance at public events.
- Improved reputation as a destination for the rest of the greater Denton/Dallas area.
- Increased citizen interest in volunteering on local advisory boards and committees.
- Improved resident satisfaction, as evidenced by satisfaction survey's.

OVERVIEW

The strategic directives previously discussed were gathered during the Vision 2035 project and through disussions with the leadership of the Town of Cross Roads and it's citizens. These directives are being addressed through the Strategic Plan and the Comprehensive Plan for the Town of Cross Roads.

A strategic plan provides purpose and direction for the Town of Cross Roads. It is a series of connected and complementary goals that guide the strategies and actions towards a shared vision - Building Our Future, Together. All the various parts of the Strategic Plan outline the priorities and opportunities for postive change.

The Town of Cross Roads Vision 2035 and it Strategic Plan covers a 10 year timeline and some are even longer. It is aspirational in nature as it is not a statement about Cross Roads today, but it is about the Cross Roads of the future. It includes the unique yet complementary roles of Town Council and Administraton to realize the success of the Strategic Plan.

But it is also dependent upon the bugeting cycle of the Town. Every new Operating Plan and Budget should align to match the direction of the strategic plan. The Strategic Plan sets the direction for the community.

The following pages represent the Town of Cross Roads detailed Strategic Plans (Goals and Objectives) for each service area. Behind each of these items are multiple action items that support the achievement and reporting requirements necessary to ensure success.

We must remember that a strategic plan is a living docuent, featuring a comprehensive framework that is adjusted based on the current needs and desires of the community and can and will change on a regular basis.

DETAILED TOWN STRATEGIC PLANS

Municipal Development District

Town Square Initiative
Business Retention & Expansion
New Business Development and Recruitment
Business Marketing Program
Economic Planning and Analysis Program

Roads Committee

Validate and Improve Overall Road Conditions
Ensure Highest Levels of Safety
Educate the Community
Minimize Town's Highway and Roadway Encroachments
Establish Community Programs

Planning and Zoning Commission

Work with MDD & Council on Town Square Initiative
Maintain Planning & Zoning Ordinances
Review and Recommend Comprehensive Plan
Work with Historic Committee on Potential Sites
Work with Roads Committee on Thoroughfare Plan
Work with Parks & Rec on Parks, Rec & Open Space Plan

Parks and Recreation Advisory Board

Park & Rec Inventory for Parks, Rec, and Open Space Grant
Unique Cross Roads Town Park and Area
Park Maintenance Master Plan
Environmental and Eco-Tourism
Park Improvement Projects

Historic Committee

Identify All Areas of Historical Interest and Value
Ensure Historic Preservation is Part of Planning and
    Development for the Future of Town
Secure Funding, Grants and Other Assistance
Educate Citizens on Town History

Cross Roads Police

Administrative Efficiency
Professionalism / Regional Leadership
Safe, Secure Inclusive Community
Staffing for the Future
Operational Excellence

Staff and Court

Implementation of Road CIP
New Solid Waste Contract 2023 – 2028
Improve & Implement New Development Process
Communications Plan
All Town Ordinances Updated and Current

MUNICIPAL DEVELOPMENT DISTRICT GOALS AND OBJECTIVES

Goals	Primary Objectives	Description	Strategic Area
MDD 1.0	Town Square Initiative	Working with Town Council, Staff and Planning and Zoning to create and develop a Town Square that will enhance the Town, increase community pride and attract sales tax revenue generating business that meets the Vision 2035 for the citizen's of Cross Roads.	
	MDD 1.1	Identity property owners and stakeholders	Economic / Tourism Opportunity
	MDD 1.2	Identify potential locations	Economic / Tourism Opportunity
	MDD 1.3	Discuss Town owned facilities and future	Economic / Tourism Opportunity
	MDD 1.4	Explore design options	Economic / Tourism Opportunity
	MDD 1.5	Explore and discuss retail options based on Vision 2035 community input	Economic / Tourism Opportunity
	MDD 1.6	Work with Planning and Zoning on necessary requirements	Governance & Partners
	MDD 1.7	Acquire property for Town Square	Business Development
	MDD 1.8	Develop marketing plan	Business Development
	MDD 1.9	Develop site plan	Business Development
MDD 2.0	Business Retention and Expansion	Establish program(s) for retaining current businesses, create a directory of businesses, local incentives program(s) (i.e., money match, grants) etc. working independently and with economic development consultant.	
	MDD 2.1	Create a framework for program	Business Outreach and Retention
	MDD 2.2	Create business directory of existing business	Business Outreach and Retention
	MDD 2.3	Detail a process to speak to businesses	Business Outreach and Retention
	MDD 2.4	Decide on frequency of visits	Business Outreach and Retention
	MDD 2.5	Discuss and design options for administration	Business Outreach and Retention
	MDD 2.6	Develop program objectives and metrics	Business Outreach and Retention
	MDD 2.7	Create a database for tracking progress and success	Business Outreach and Retention
	MDD 2.8	Analyze information/data	Business Outreach and Retention
	MDD 2.9	Compile testimonials and success for publication and marketing	Business Outreach and Retention
	MDD 2.10	Establish incentive program(s) and methodology for apply	Business Outreach and Retention
	MDD 2.11	Implement plan and programs	Business Outreach and Retention
MDD 3.0	New Business Development and Recruitment	Establish a program that will identify high potential business sectors, compile information of interest to business prospects, and marketing to those prospects to demonstrate that Cross Roads is a profitable place to do business.	
	MDD 3.1	Develop a common purpose and initial work plan	Business Development
	MDD 3.2	Identify retail stores to approach (hotels, restaurants, grocery stores, etc.) and priority	Business Development
	MDD 3.3	Identify pro's of doing business in Cross Roads	Business Development
	MDD 3.4	Identify con's (barriers) to doing business	Business Development
	MDD 3.5	Offer incentives	Business Development
	MDD 3.6	Create marketing materials	Business Development
	MDD 3.7	Assemble maps that describe local area, retail competition, and development trends	Business Development
	MDD 3.8	List of building/site specific materials	Business Development
	MDD 3.9	Determine the ideal tenant mix through market analysis	Business Development
	MDD 3.10	Contact, host and close deal with prospect	Business Development

MUNICIPAL DEVELOPMENT DISTRICT GOALS AND OBJECTIVES *(CONT.)*

Goals	Primary Objectives	Description	Strategic Area
MDD 4.0	**Community Development**	Work with Parks & Recreation to facilitate the projects that impact the community & businesses (i.e., LED signage, ACME brick future), assist with efforts to promote local business sponsorship of the Cross Roads Park Program (sponsorship money, donations, etc.)	
	MDD 4.1	Identify project opportunities that will impact citizens and business	Economic / Tourism Opportunity
	MDD 4.2	Work with Parks and Recreation on potential projects (capital improvement, enhancements, etc.)	Community / Social Wellness Development
	MDD 4.3	Identify future tourism location opportunities	Environmental / Recreation Responsibility
	MDD 4.4	Develop program for training on funding opportunities and discussions	Administrative
	MDD 4.5	Train individuals on funding discussions	Administrative
	MDD 4.6	Funding program in place	Governance & Partners
MDD 5.0	**Expand opportunities with ED Consultant**	Work with economic development consultant for assistance with marketing and promotion; business retention and expansion; incentives; management & reporting; planning; and economic analysis & training.	
	MDD 5.1	Work with economic development consultant to prioritize all programs that need to be addressed (marketing/promotion, business retention, etc.)	Administrative
	MDD 5.2	Create a marketing and promotion program	Business Outreach and Retention
	MDD 5.3	Create a business retention and expansion program	Business Outreach and Retention
	MDD 5.4	Create incentive type programs for businesses (current and future)	Business Development
	MDD 5.5	Design management and reporting tools	Governance & Partners
	MDD 5.6	Establish ongoing economic planning and analysis program	Administrative
	MDD 5.7	Identify current and future development and funding opportunities to work with Parks and Rec	Environmental / Recreation Responsibility
	MDD 5.8	Design a program and promote businesses that support a safe and healthy community (roads, etc.)	Community / Social Wellness Development
	MDD 5.9	Expand future tourism and retail development and create marketing approach for long term objectives (i.e., Acme Clay Pit)	Economic / Tourism Opportunity
MDD 6.0	**Business Marketing Program**	Create a marketing program(s) with a focus on attracting new businesses - as a community where the quality of life for citizens and professionals makes Cross Roads the 'first choice' to start a new business, relocate an existing business or for current businesses to remain and flourish. This would include demographics, brochures, trade shows, website, etc.	
	MDD 6.1	Outline and prioritize the methods of marketing	Administrative
	MDD 6.2	Plan strategy	Economic / Tourism Opportunity
	MDD 6.3	Communicate the plan	Business Development
	MDD 6.4	Implement plan	Administrative
	MDD 6.5	Goal tracking	Governance & Partners

ROADS COMMITTEE
GOALS AND OBJECTIVES

Goals	Primary Objectives	Description	Strategic Area
Roads 1.0	Validate & improve overall conditions	Monitor and maintain the most current road repair plan	
	Roads 1.1	Ensure accuracy of throughfare plan	Connected Community
	Roads 1.2	Monitor and maintain Town road maintenance plan	Connected Community
	Roads 1.3	Collaboration with Staff, Town Council, Boards, Commissions and Committees	Administration
	Roads 1.4	Advocate for assistance and funding for road infrastructure	Fiscal Responsibility
	Roads 1.5	Partnership Opportunities with neighboring communities	Community Engagement & Outreach
	Roads 1.6	Ensure the fiscal responsibility as it relates to Town highway / roadway work	Fiscal Responsibility
	Roads 1.7	Identify short, medium and long term needs of the Town's bridges, culverts and roads	Road Safety
Roads 2.0	Ensure the highest levels of safety	Support Town citizens by monitoring and making recommendations on the Thoroughfare Plan for the betterment of the Town now and in the future	
	Roads 2.1	Road needs study	Road Safety
	Roads 2.2	Road inventory	Community Engagement & Outreach
	Roads 2.3	Bridge study	Road Safety
	Roads 2.4	Traffic flow improvements	Fiscal Responsibility
Roads 3.0	Educate the community	Help to educate the community on all current and future plans for roadways within the Town limits	
	Roads 3.1	Effective communication with citizens	Community Engagement & Outreach
	Roads 3.2	Effective communications with road users	Community Engagement & Outreach
	Roads 3.3	Educate road users	Community Engagement & Outreach
	Roads 3.4	Safe road user behavior	Community Engagement & Outreach
Roads 4.0	Minimize Town's highway and roadway encroachments	Help to minimize trees, landscape, mowing and edging of Town right-of-way properties	
	Roads 4.1	Create process for identifying areas with issues	Road Safety
	Roads 4.2	Implement process to community	Road Safety
	Roads 4.3	Include reporting capabilities on Roads Committee website page	Administration
	Roads 4.4	Identify items that fall into reportable encroachment issues both fixed and moveable	Road Safety
Roads 5.0	Establish community programs	Create and manage programs (i.e., Adopt a road for clean-up) to assist with maintenance of roadways	
	Roads 5.1	Work with TxDOT and Denton County to understand the program options for roads and highway (Adopt a Highway)	Community Engagement & Outreach
	Roads 5.2	Determine requirements and feasibility	Community Engagement & Outreach
	Roads 5.3	Create program for Town	Community Engagement & Outreach
	Roads 5.4	Market program to Towns citizens and businesses	Community Engagement & Outreach
	Roads 5.5	Implement program	Community Engagement & Outreach

PLANNING AND ZONING COMMISSION GOALS AND OBJECTIVES

Goals	Primary Objectives	Description	Strategic Area
P&Z 1.0	Work with MDD and Town Council on Town Square	Focus on strategy, planning and zoning for design elements, and/or guidance for the proposed Town Square initiative to ensure that signage, landscaping, parking, etc. will enhance the Town and increase community pride.	
	P&Z 1.1	Collaboration between MDD and P&Z	Administrative
	P&Z 1.2	Develop benefits of multi-use development	Town Square Planning
	P&Z 1.3	Work with MDD and Town Council on possible locations	Town Square Planning
	P&Z 1.4	Work with MDD on Environmental Zoning Analysis	Town Square Planning
	P&Z 1.5	Work with MDD on impact analysis of locations	Town Square Planning
P&Z 2.0	Review planning and zoning ordinances	On a regular basis document all changes and approvals/denials. Create a document control and review process. Regular training is to be provided to all Commission Members.	
	P&Z 2.1	Create a document control and review process working with Staff	Administrative
	P&Z 2.2	Establish training program for all new and existing Commission Members and track	Administrative
	P&Z 2.3	Review Tree Preservation Ordinance Protection	Ordinances
	P&Z 2.4	Review and rewrite subdivision regulations	Ordinances
	P&Z 2.5	Review and rewrite Comprehensive Zoning Ordinance	Ordinances
	P&Z 2.6	Review sign regulations	Ordinances
P&Z 3.0	Review of Town's Zoning Laws for Comprehensive Plan	The Town's zoning laws need to be reviewed for consistency once the Comprehensive Plan is adopted. To include the review and recommendation to Town Council on subdivision regulations when completed by Staff and Halff Associates.	
	P&Z 3.1	Document control and review process working with Staff	Comprehensive Zoning
	P&Z 3.2	Review subdivision regulations	Comprehensive Zoning
	P&Z 3.3	List zoning regulations to review	Comprehensive Zoning
	P&Z 3.4	Review of Future Land Use Map	Comprehensive Zoning
	P&Z 3.5	Review of Zoning Map	Comprehensive Zoning
	P&Z 3.6	Historic preservation and criteria approval assistance	Comprehensive Zoning
P&Z 4.0	Work with Historic Committee	Receive training and work with the Historic Committee on ways to preserve Town features of a historic nature.	
	P&Z 4.1	Establish regular interaction and communications	Administrative
	P&Z 4.2	Trained on historic preservation criteria and guidelines	Administrative
	P&Z 4.3	Identifying and prioritizing possible future historic locations	Historic Committee
P&Z 5.0	Work with Roads Committee on Thoroughfare Plan	Reviews, updates and recommendations.	
	P&Z 5.1	Establish regular interaction and communications	Administrative
	P&Z 5.2	Training on reading and using thoroughfare maps	Administrative
	P&Z 5.3	Discussions and prioritization around thoroughfare plans	Roads Committee (Thoroughfare)
P&Z 6.0	Work with Parks & Rec on Master Parks & Rec Plan	To ensure future development for Master Parks and Recreation Plan will not have a negative impact on wetlands and flood-prone areas.	
	P&Z 6.1	Collaborate with Parks & Rec for assist and updates as needed	Master Parks and Recreation Planning
	P&Z 6.2	Assist with long term strategy when additional land is granted for park, rec, trail usage	Master Parks and Recreation Planning
	P&Z 6.3	Prioritization of locations based on zoning	Master Parks and Recreation Planning

PARKS AND RECREATION ADVISORY BOARD GOALS AND OBJECTIVES

Goals	Primary Objectives	Description	Strategic Area
Parks 1.0	**Park & Recreation Inventory**	Create inventory of all playgrounds, parks, event centers, etc. This will include all surrounding towns to Cross Roads.	
	Parks 1.1	Create inventory teams	Administrative
	Parks 1.2	Create inventory spreadsheet	Administrative
	Parks 1.3	Compile all data into one master sheet	Administrative
	Parks 1.4	Board meeting approval	Administrative
	Parks 1.5	Data to ED Consultant and Town Administrator	Administrative
Parks 2.0	**Unique Cross Roads Town Park & Areas**	Determine what will make this current park unique to Cross Roads and work with Town Council and MDD on future planning initiatives (Town Square, Acme Pit, wetlands, etc.)	
	Parks 2.1	Using final inventory, discuss unique options	Capital Improvements
	Parks 2.2	Achieve consensus on unique options	Administrative
	Parks 2.3	Town Administrator / Town Council approval	Administrative
	Parks 2.4	Boards conceptual design plan	Administrative
	Parks 2.5	Funding	Fiscal Responsibility
	Parks 2.6	Communications and marketing plans	Administrative
	Parks 2.7	Future opportunities	Capital Improvements
	Parks 2.8	Implementation of project	Capital Improvements
	Parks 2.9	Town Square initiative	Capital Improvements
	Parks 2.10	Acme park opportunity	Capital Improvements
Parks 3.0	**Restrooms, Water Fountain & Phase I Playground Equipment in Park**	16' x 16' Restroom with water fountain for human, pets and bottles. Community input on unique equipment for Fish Trap Park.	
	Parks 3.1	Draft conceptual design and obtain pproval	Capital Improvements
	Parks 3.2	Funding plan	Fiscal Responsibility
	Parks 3.3	Community input	Events/Marketing/Promotions
	Parks 3.4	Communications plan	Events/Marketing/Promotions
	Parks 3.5	Marketing plan	Events/Marketing/Promotions
	Parks 3.6	Total cost analysis	Fiscal Responsibility
	Parks 3.7	Implement project	Capital Improvements
Parks 4.0	**Park Maintenance**	Provide safe, functional and aesthetically appealing park and facility	
	Park 4.1	Create a park and property maintenance plan	Maintenance
Parks 5.0	**Environmental and Eco-Tourism**	Town-wide Parks, Recreation, Trails and Open Space Plan, will aid in working with US Army Corp of Engineers properties along lake and will open up grant opportunities with the Corp.	
	Parks 5.1	Inventory of areas and facilities	Town-wide Parks, Rec, Trails & Open Spaces Plan
	Parks 5.2	Citizen survey - based on Vision 2035	Town-wide Parks, Rec, Trails & Open Spaces Plan
	Parks 5.3	Citizen marketing program	Events/Marketing/Promotions
	Parks 5.4	Understand national standards	Administrative
	Parks 5.5	Needs assessment - based on Vision 2035	Town-wide Parks, Rec, Trails & Open Spaces Plan
	Parks 5.6	Prioritized needs and action items	Town-wide Parks, Rec, Trails & Open Spaces Plan
	Parks 5.7	Draft 10 year plan	Administrative
	Parks 5.8	Parks, Recreational Facilities and Open Spaces Plan	Town-wide Parks, Rec, Trails & Open Spaces Plan
Parks 6.0	**Park Improvement projects**	Several small improvement projects already approved and in different phases when this document came around: Porta-Potty surround, Bulletin Board stand, Fans, Water line, Dumpster surround	
	Parks 6.1	Fans for the pavilion	Capital Improvements
	Parks 6.2	Run water line	Capital Improvements
	Parks 6.3	Build porta potty surround	Capital Improvements
	Parks 6.4	Build bulletin board stand	Capital Improvements
	Parks 6.5	Build surround for dumpster	Capital Improvements

HISTORIC COMMITTEE
GOALS AND OBJECTIVES

Goals	Primary Objectives		Description	Strategic Area
Hist 1.0	Identify all areas of historical interest and value		Research, and identify all places of historical or archaeological value. Information can be gained through surveys.	
		Hist 1.1	Research places of possible historical / archaeological value	Research
		Hist 1.2	Create inventory of locations	Administration
		Hist 1.3	Create a preservation plan	Preservation
		Hist 1.4	Locate resources available to assist	Administration
		Hist 1.5	Data collection	Collaboration
		Hist 1.6	Communicate to Town	Communications
Hist 2.0	Ensure historic preservation is considered in future development		Work with Town Council, Staff, and other committees to adopt policies, zoning ordinances, address roadways, tourism, etc. for future Town development	
		Hist 2.1	Discuss and consider possible ordinances to protect historical resources	Administration
		Hist 2.2	Work with P & Z, Roads and MDD on potential sites identified	Administration
Hist 3.0	Funding, grants and other assistance		Research, inventory and apply for funding opportunities for Town historical efforts	
		Hist 3.1	Funding options	Administration
		Hist 3.2	Collaborate with P & Z, Roads and MDD on possible historical locations	Collaboration
Hist 4.0	Create marketing materials for Town based on history		Create marketing collateral (video's, slide shows, presentations, newspaper articles, library displays, brochures, etc.)	
		Hist 4.1	Create communications plan	Communications
		Hist 4.2	Market communications	Communications
		Hist 4.3	Implement plan	Administration
		Hist 4.4	Create marketing collateral	Administration
Hist 5.0	Educate the citizens on history of their Town		Educate the citizens to increase awareness of their local history and raise support for the Historical Committee activities	
		Hist 5.1	Educate citizens on the history of the Town	Education
		Hist 5.2	Foster civic pride	Collaboration
		Hist 5.3	Actively engage citizens and visitors with information	Communications
		Hist 5.4	Tell stories and encourage local appreciation of history and historic preservation action	Preservation
		Hist 5.5	Create educational program	Administration
		Hist 5.6	Create educational marketing collateral	Administration

CROSS ROADS POLICE DEPARTMENT
GOALS AND OBJECTIVES

Goals	Primary Objectives		Description	Strategic Area
CRPD 1.0	**Administrative Efficiency**		Manage, plan and create internal systems that consistently produces desired results.	
		CRPD 1.1	Budget	Fiscal Responsibility
		CRPD 1.2	Records maintenance	Administration and Regulatory
		CRPD 1.3	Strategic growth 3 / 5 / 10 / 20 years	Administration and Regulatory
		CRPD 1.4	Business continuity	Accreditation
CRPD 2.0	**Professionalization / Regional Leadership**		Provide exemplary service that promotes public confidence and effective criminal justice system.	
		CRPD 2.1	Provide annual training reinforcing Department values	Professional Development
		CRPD 2.2	ABLE - Active Bystander Law Enforcement	Professional Development
		CRPD 2.3	Best Practices - Accreditation by TPCA	Accreditation
CRPD 3.0	**Safe Secure Inclusive Community**		Contribute to a community where people are unimpeded by the fear of crime and disorder that would adversely impact residential life or commercial activity.	
		CRPD 3.1	Community engagement - communication	Community Engagement
		CRPD 3.2	High visibility patrols	Community Engagement
		CRPD 3.3	External communications needs / expectations	Community Engagement
		CRPD 3.4	Policy for use and response with Media	Community Engagement
		CRPD 3.5	Collaboration for large scale events	Community Engagement
CRPD 4.0	**Staffing for the Future**		Focus on boosting staffing, increasing efficiency, streamlining hiring processes, increasing training for professional development and succession planning.	
		CRPD 4.1	Recruit and retain professional work force	Administration and Regulatory
		CRPD 4.2	Diversity that mirrors population	Community Engagement
		CRPD 4.3	Salary reviews maintain competitive position	Fiscal Responsibility
		CRPD 4.4	Streamline hiring	Administration and Regulatory
		CRPD 4.5	Supervisory leadership	Professional Development
CRPD 5.0	**Operational Excellence**		Implementing best practices to efficiently deliver core services to the community.	
		CRPD 5.1	Meet or exceed TCOLE training requirements	Accreditation
		CRPD 5.2	Train to meet emerging threats	Professional Development
		CRPD 5.3	Scheduling efficiency	Response Capacity
		CRPD 5.4	Collaboration	Community Engagement
		CRPD 5.5	Evaluate technology trends	Technology Enhancement
		CRPD 5.6	Formalize recruitment strategy	Professional Development
		CRPD 5.7	Exercise emergency plan	Response Capacity
		CRPD 5.8	Filing criminal cases	Administration and Regulatory
		CRPD 5.9	Incident Management	Administration and Regulatory
		CRPD 5.10	CAD deployment	Technology Enhancement

STAFF AND COURT
GOALS AND OBJECTIVES

Goals	Primary Objectives	Description	Strategic Area
Staff 1.0	**Implementation of Road CIP**	Town funded capital improvements for roads	
	Staff 1.1	Prioritize roads for repair, replacement and maintenance.	Maintenance
	Staff 1.2	Ensure there is sufficient funding available	Fiscal Responsibility
	Staff 1.3	Quality roads throughout Town	Citizens Support
Staff 2.0	**Solid Waste RFP**	New contract for service 2023 - 2028	
	Staff 2.1	Provide quality service	Citizens Support
	Staff 2.2	Best possible pricing	Fiscal Responsibility
	Staff 2.3	Community support for Town Clean Up	Citizens Support
	Staff 2.4	Exclusive agreement	Maintenance
Staff 3.0	**Improve and Implement New Development Processes**	Subdivision Regulations, Zoning Regulations and enforcement	
	Staff 3.1	Streamline development application and review process	Citizens Support
	Staff 3.2	Update subdivision regulations	Regulatory Initiatives
	Staff 3.3	Update zoning regulations	Regulatory Initiatives
	Staff 3.4	Provide sufficient time to review applications	Internal Town Government Support
	Staff 3.5	Work with P&Z on update of development codes	Development Facilitation
	Staff 3.6	Work with Town Council on update of development codes	Development Facilitation
Staff 4.0	**Communications Plan**	Develop plan that provides for methods of communications to citizens and stakeholders	
	Staff 4.1	Engage citizens	Citizens Support
	Staff 4.2	Disseminate information on Town regulations	Regulatory Initiatives
	Staff 4.3	Educate on development activities	Development Facilitation
	Staff 4.4	Website is up to date	Citizens Support
	Staff 4.5	Identify appropriate personnel to implement	Internal Town Government Support
Staff 5.0	**Update All Town Ordinances**	Ensure that Town regulations are current and in compliance with state law	
	Staff 5.1	General Town regulations are current and reflect statutory requirements.	Regulatory Initiatives
	Staff 5.2	Development related ordinances are streamlined	Development Facilitation
	Staff 5.3	Development related ordinances comply with state laws.	Regulatory Initiatives
	Staff 5.4	Traffic and speed ordinances to provide for adequate enforcement by Police Department.	Internal Town Government Support
	Staff 5.5	Nuisances ordinances provide for adequate enforcement by Code Enforcement.	Internal Town Government Support
	Staff 5.6	Administrative ordinances are up to date.	Internal Town Government Support

Creating a plan does not ensure the success or its implementation. The Town will need to take specific measures to implement this strategic plan and measure progress towards its realization.

- Establish and review outcome measures associated with strategic plan directives and goals annually. Make necessary adjustments as needed to ensure there is correlation between outcome measures and plan directives.

- Utilize this plan as the basis for annual strategic planning and goal setting for the community. This is when the strategies for each year should be formulated for strategic implementation.

- The plan should serve as the basis for the Town's recommended programs for funding and as a focus for discussion of priorities from year to year.

- The plan should link directives and initiatives to the specific budgeted strategies the Town implements or plans to implement during the annual budget process.

- Assign responsibility for implementing the action items and list of other entities that should be involved in the process.

- Reports for each of the seven Strategic Plans that support this summary document should be reviewed with the Mayor and Council Liaison monthly and at Town Council retreats.
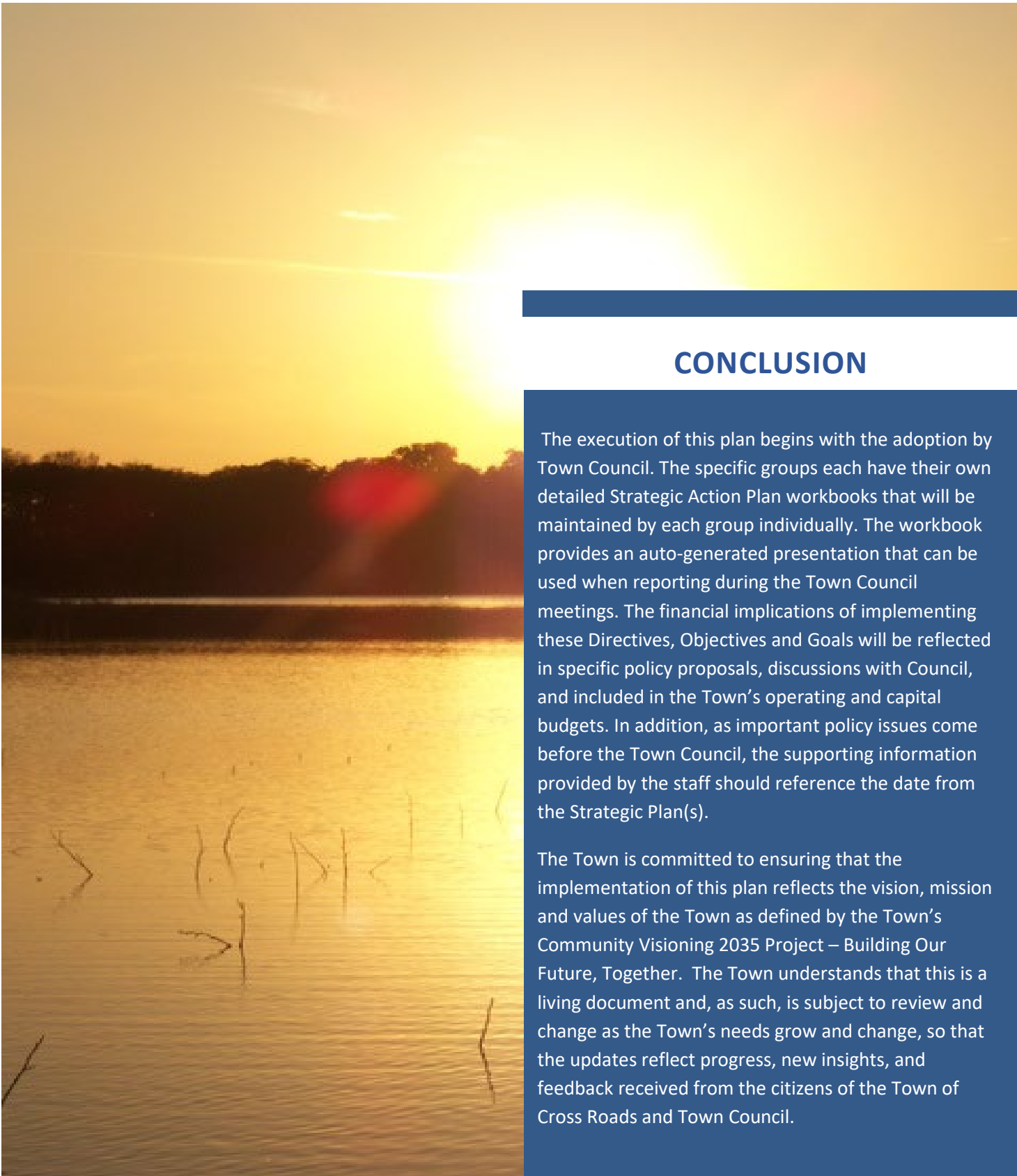
CONCLUSION

The execution of this plan begins with the adoption by Town Council. The specific groups each have their own detailed Strategic Action Plan workbooks that will be maintained by each group individually. The workbook provides an auto-generated presentation that can be used when reporting during the Town Council meetings. The financial implications of implementing these Directives, Objectives and Goals will be reflected in specific policy proposals, discussions with Council, and included in the Town's operating and capital budgets. In addition, as important policy issues come before the Town Council, the supporting information provided by the staff should reference the date from the Strategic Plan(s).

The Town is committed to ensuring that the implementation of this plan reflects the vision, mission and values of the Town as defined by the Town's Community Visioning 2035 Project – Building Our Future, Together. The Town understands that this is a living document and, as such, is subject to review and change as the Town's needs grow and change, so that the updates reflect progress, new insights, and feedback received from the citizens of the Town of Cross Roads and Town Council.