

LAKE CITIES FIRE DEPARTMENT STRATEGIC PLAN 2021-2026



Mission Statement

We'll Be There - Ready to respond, Compassionate in our care, Safe in our work.

Vision

The Lake Cities Fire Department is a recognized leader in the development and delivery of professional and innovative emergency and life-safety services.

Core Values

Loyalty – to your firefighters, your department and the fire service.

Respect – treat everyone like family.

Courage - to do what is right.



TABLE OF CONTENTS

Introduction

 Mission, Vision, Values

History of Lake Cities Fire Department

Census Data of Lake Cities

Organizational Chart of Fire Department

Staffing

Overview of facilities

Response Map

Responsibility Overview by Division

LCFD Facts

Workload Measures and Values

Responses

Additional Services

Collaborative Efforts and Cost Sharing

Call Volume Trends

Where we are going

Implementation Schedule

Brief History of Lake Cities Fire Dept.

In 1959 the residents of the Lake Cities area decided they needed fire protection. These cities included Corinth, Lake Dallas, Hickory Creek and Shady Shores. The City of Lake Dallas was an established city and had their own volunteer fire department. On June 18 of that year thirty-four concerned citizens of the area held a meeting in the Lake Dallas School auditorium. This was the first step for the Lake Dallas Volunteer Fire Department, a nonprofit Texas corporation, organized for civic purposes without capitol stock. During this meeting the late H. Heitz nominated Jack Ezzell to hold the office of the president and to serve as Fire Chief.

During the rest of 1959 and the first part of 1960, the firemen spent most of their spare time trying to acquire equipment. They raised \$750 through generous donations from concerned citizens and merchants of the area. The money was used to buy a 1942 Chevrolet Army Surplus truck from a Fort Worth company. During the first six months of service, thirty-six willing volunteers used this equipment in battling nine fires.

In 1960, after the organization was chartered, the department decided they needed a building, so they would have a place to meet and store their equipment. The town square was chosen for the site for the 30 X 70 brick and concrete block structure. On February 13, 1960 the firefighters gathered to pour the foundation for the building.

Being in debt, the firefighters nominated Howard Davis to be in charge of fund raising. The first in a series of many fund-raising projects was scheduled for July 4, 1960. Thirty-six Lake Dallas volunteers, accompanied by forty volunteering Dallas firefighters set up concessions and games at the Lewisville Charity Independence Day celebration. All funds raised would go into a fund for the new building and more equipment.

In 1965, Lake Dallas received its first fire hydrant. It was located on the corner of Main and Goliad at the corner of the square.

In 1968, the department made an attempt to get financial aid from other communities in the Lake Dallas fire district. Although there were only 13 active members, the firefighters held their fifth annual "fireman's dance" and continued with their firefighting efforts.

On October 1, 1974, Roy Lester was hired by the city as Lake Dallas' first paid firefighter and Charlie Berry was elected volunteer fire chief. Roy Lester would later become chief and was instrumental in Making the Lake Cities Volunteer Fire Department name change from Lake Dallas Area Fire Department. The new name also came with a different contract. The fire department became a nonprofit organization providing services to all four

LAKE CITIES FIRE DEPARTMENT

cities.

In 1978 the department secured the funds for a new 1978 fire engine. The fire station still only had the bays for two vehicles and an additional bay was planned for the fire station. A slab was poured for the new addition on December 31, 1978 but an ice storm hit that night and ruined the slab.

During the 1980's the call volume continued to increase with the population growth. With a large elementary school fire and a neighborhood fire that burned 4 to 5 homes the volunteers kept busy. I-35 proved to be a huge strain, as well, with traffic accidents.

In 1997 Scott Thompson was hired to be the first full time Fire Chief whose main task was to transition the department into a combination paid/volunteer department. The city of Corinth absorbed the department in 2008 and contracts to the other 3 cities for service. Today the Lake Cities Fire Department has 52 Career firefighters operating out of three fire stations 24/7 serving a resident population of about 33,000 with three engines and 2 medics every day.

Lake Cities by the Numbers

Lake Cities Census Data

	Corinth	Hickory Creek	Lake Dallas	Shady Shores	TOTALS / Averages
Population (July 2019)	22,099	4,795	8,093	2,865	37,852
Family and Living Arrangements / Households (2015-2019)	7,228	1,866	2,870	1,051	13,015
Median Resident Age	39.40	48.70	37.20	41.20	41.63
Land Area in Miles	7.86	4.54	2.29	2.90	18
Education Level					
High School or higher	92.50%	95.70%	86.40%	93.70%	92.08%
Bachelor's degree of higher	42.10%	39.60%	20.80%	43.70%	36.55%
Graduate/professional degree	13.90%	15.00%	4.80%	14.10%	11.95%
Unemployment Rates	2.60%	6.40%	4.40%	3.50%	4.23%
United States (Dec 2020)					6.50%
Texas (Dec 2020)					7.10%
Unemployment Rates					
United States (Dec 2019)					3.40%
Texas (Dec 2019)					3.30%

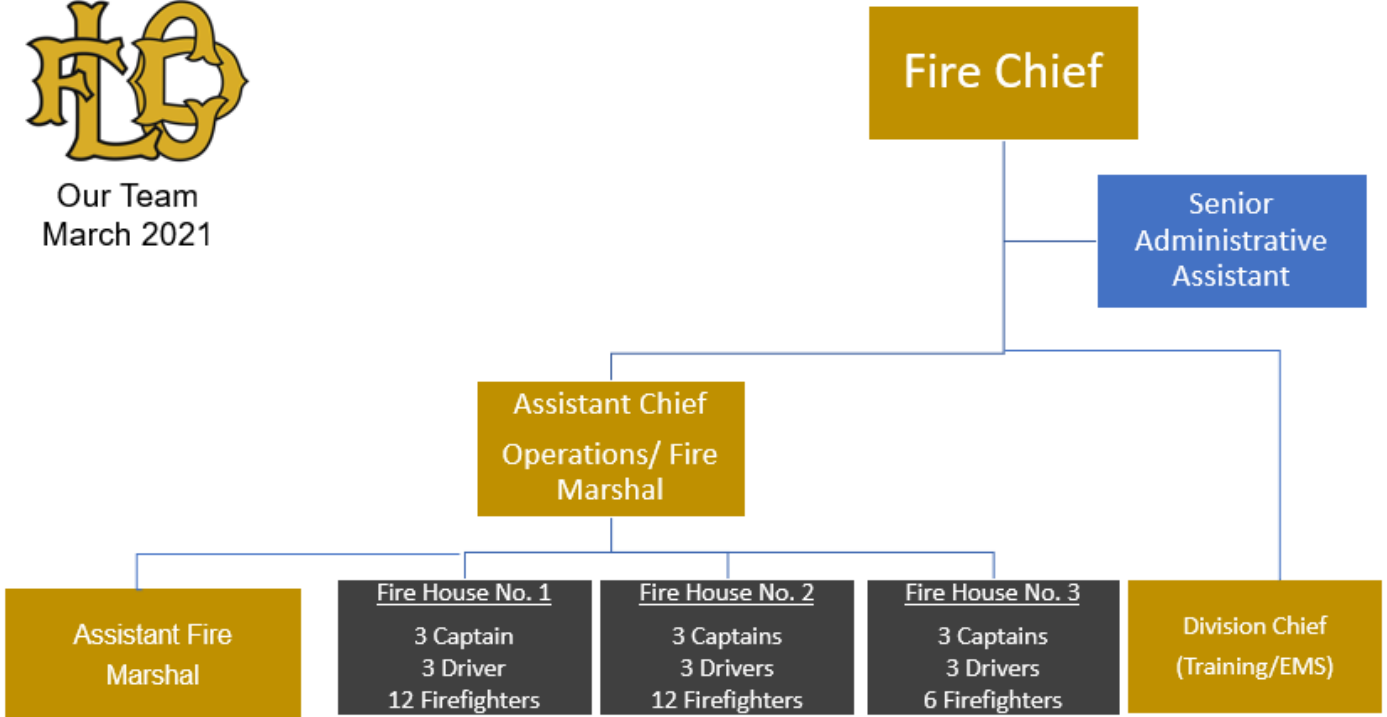


Fire Services Michael Ross, Fire Chief

The Fire Department is a recognized leader in the development and delivery of professional and innovative emergency and life-safety services. We'll be there – Ready to respond, compassionate in our care, and safe in our work.



Our Team
March 2021



Staffing

The Lake Cities Fire Department is staffed with 53 full time members. including our Senior Administrative Assistant. LCFD operations members work a 24 / 48 schedule. That means that a firefighter has a 24-hour tour followed by 48 hours off. The fire department maintains a minimum daily staffing of 13 for a 24-hour shift. All members are eligible for mandatory overtime or call back (for large incidents) at any time. Three (3) Command Staff Chiefs are assigned as "Duty Chief" each day and respond to major calls, mutual aid, and fires on nights and weekends. The breakdown of the department is listed below.

Headquarter Staff (4):

Chief of Department
Asst. Chief of Operations and Fire Marshal
Division Chief of EMS / Training
Assistant Fire Marshal

Operations Members (48):

Captains (9)
Driver/Engineers (9)
Firefighter /Paramedics (27)
Firefighter-EMT's (3)

Administrative Staff (1):

Senior Administrative Assistant

Facilities

The Lake Cities Fire Department operates out of 4 facilities.



*Headquarters
3501 FM 2181, Corinth*



*Fire House #1
275 Main Street, Lake Dallas*



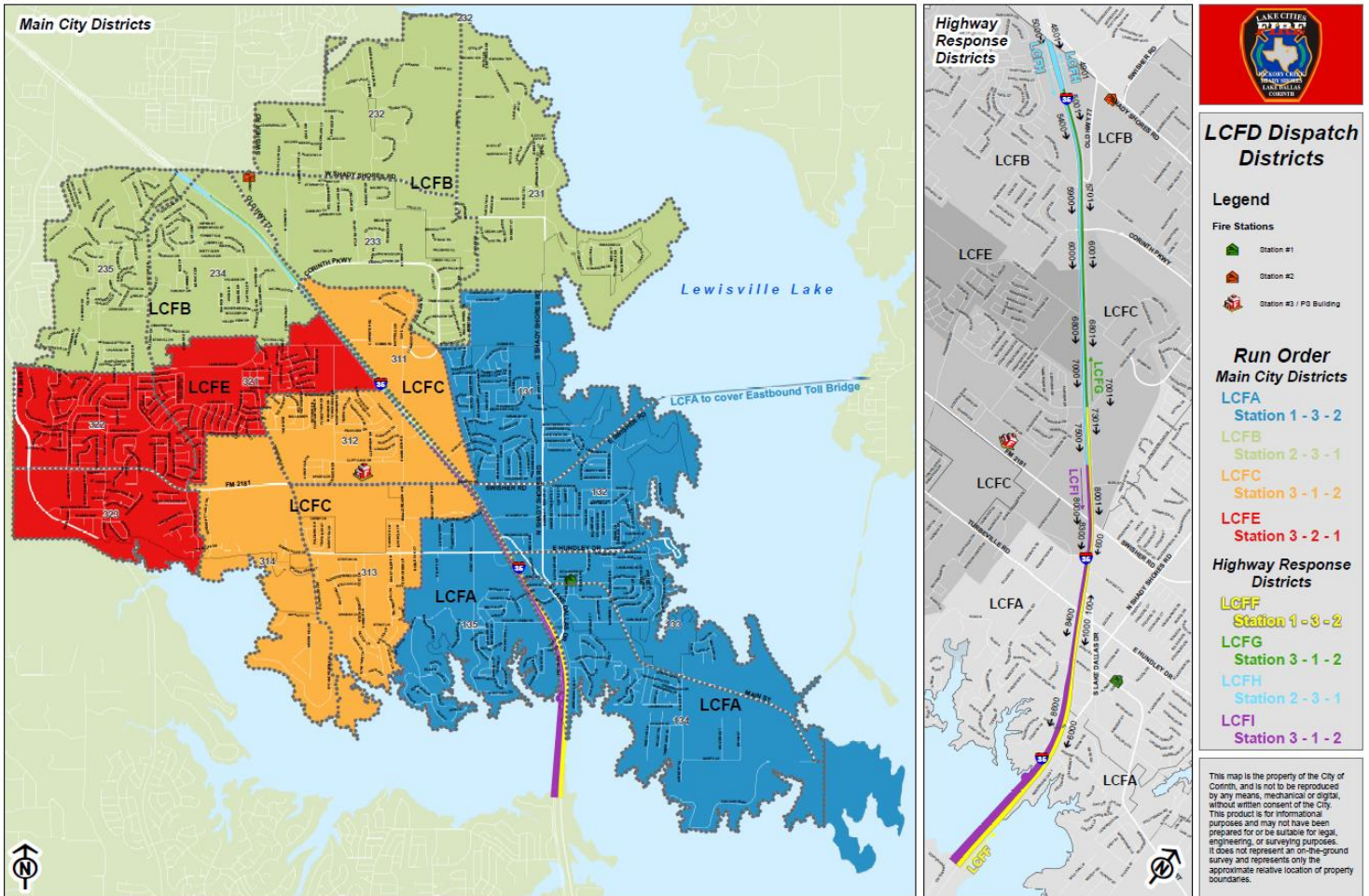
*Fire House #2
2700 Shady Shores Road, Corinth*



*Fire House #3
3750 Cliff Oaks Drive, Corinth*

LAKE CITIES FIRE DEPARTMENT

LCFD Response Map



Department Duties and Responsibilities

Department operational duties include but are not limited to:

- All hazards response to the Lake Cities area including fire suppression, emergency medical services, hazardous materials and heavy technical rescue.
- Specialty technical rescue response to Denton County and the surrounding area. This is a cooperative effort with Coppell and Little Elm Fire Departments
- Provides support to the Lewisville Fire Department for calls on Lewisville Lake.
- Emergency Management and Disaster Planning for the Lake Cities area
- Fire Prevention through code enforcement, fire inspections and education
- Public Education for DISD, LDISD and childcare centers in Lake Cities area
- Advisor and coordinator of Lake Dallas High School Fire Academy
- Mutual Aid responses, as part of the Denton County Mutual Aid system and TIFMAS (Texas Intrastate Mutual Aid System), to the surrounding area and the state of Texas

Department Activities

- Denton County Arson Task Force
- Smoke Detector Program
- Members of the Denton County Fire Chiefs Association
- Member of Denton County Training Officers Group
- Member F.I.A.N.T. – Fire Instructors Association of North Texas
- Member of Texas Fire Chiefs Association, North Central Texas Division
- Member TIFMAS (Texas Intrastate Mutual Aid System).
- Member of IAFC (International Association of Fire Chiefs).
- Member of ISFSI (International Society of Fire Service Instructors).
- Member of Regional All Hazard Incident Management Team
- Member North Central Texas College Fire and EMS Programs Advisory Councils.



LAKE CITIES FIRE DEPARTMENT

Department Divisions

Administrative Division- This division is comprised of the Chief of Department, Assistant Chief of Operations and Fire Marshal, Division Chief of EMS and Training, Assistant Fire Marshal and our Senior Administrative Assistant. This division is here to coordinate the budget, strategic planning, personnel, and policies.



Administration Headquarters



Administration is responsible for working with all division to ensure safety, compliance and to write and manage Standard Operating Guidelines. Support performs risk management and safety review program. Research and report on projects for all divisions. Also, in charge of all mobile communications.

Responsible for:

- Overall responsibility for department
- Answers to City Manager
- State and Federal regulatory compliance
- Incident Commander at large scale incidents
- On-call responsibility for emergency response
- Developing budget
- Monitoring budget
- Purchasing
- Accounts Payable
- Hiring of personnel
- Responsible for payroll
- Represents fire department at City Council meetings
- Works with outside agencies in developing and maintaining local agreements for response.
- Strategic Planning
- Information Systems Maintenance
- Fire Department Public Information
- Records Management
- Communications Systems / Dispatch
- Risk management
- Health, safety and welfare of personnel
- Rehab and Support operations
- Developing Standard Operating Guidelines
- Revise Standard Operating Guidelines
- Mobile communications
- Special projects and Project management
- Research and development

LAKE CITIES FIRE DEPARTMENT



Operations Division- Under the direction of the Assistant Chief, is responsible for responding to emergency and non-emergency calls for service, training of personnel, pre-planning of commercial occupancies and public education. This division is also responsible for obtaining and maintaining the department fleet, equipment and facilities. Performs commercial and target hazard pre fire planning.

Operations

Fire House #1- 275 Main Street, Lake Dallas

Fire House #2- 2700 W. Shady Shores, Corinth

Fire House #3- 3750 Cliff Oaks Drive, Corinth

'Responsible for:

- Fire response
- Emergency Medical response
- Specialized technical rescue response
- Hazardous Materials response
- Public Assistance (Vehicle lockouts, Invalid assistance, Investigations)
- Station maintenance
- Apparatus maintenance
- Equipment maintenance
- SCBA maintenance
- Public Education programs
- Building Pre-plans
- Hose, Ladder, and Pump testing
- Staffing
- Safety
- Records management

LAKE CITIES FIRE DEPARTMENT

Fire Prevention - Under the umbrella of Fire Marshals' office. Fire Prevention is directed by the Assistant Fire Marshal. Responsible for Fire Safety Inspections, Investigations, Construction Plan Reviews, Development Plan Reviews, Code Enforcement, Public Education and Information. This Division is an integral part of city government responsible for developing and adopting Fire and Life Safety Codes.

Fire Prevention

Headquarters

Responsible for:

- Plans review
 - Site / Civil Plans
 - Building Plans
 - Fire Alarm System
 - Fire Sprinkler System / Standpipe System
 - Underground Fire Service Water Lines
 - Kitchen Hood Extinguishment Systems
 - Above and Underground Fuel Tank Systems
 - LPG Systems
 - Any unique fire system for special purpose or hazard
- Inspections
 - New Build
 - Annual Commercial Building
- Permits
 - Construction
 - Burn
 - Pyrotechnic (Fireworks/Sparkler)
- Oversight of Public Education Program
- Public Information
- Hiring
- Background checks
- Fire Scene investigations
- Involved with County Arson Task Force
- Internal affairs
- Records management
- Target hazard fire pre-planning



LAKE CITIES FIRE DEPARTMENT

Emergency Management – This division is responsible for disaster preparedness, volunteer services, activation and maintenance of Emergency Warning Systems, development and training of procedures, operations of the Emergency Response Plan and Emergency Operations Center. A large and very important part of the Emergency Management Divisions responsibility is to keep the Fire Department, all 3 Police Departments and the four (Corinth, Hickory Creek, Lake Dallas and Hickory Creek) cities employees and elected officials current with federal, and state required training, mandates and reporting requirements for grants, plans and notifications.



Emergency Management Headquarters



Responsible for:

- Disaster preparedness
- Mitigation projects
- Emergency Operations Center
- Activation and maintenance of Emergency Warning Systems
 - Weather sirens
 - Connect CTY
- Emergency Management training
- Regional Multi-Agency Coordination System member
- Coordinator volunteer assistance
- Grant seeker
- Liaison with University of North Texas Emergency Administration Disaster Planning Internship Program
- Community services
- Liaison with FEMA representatives
- Liaison with County Emergency Manager



LAKE CITIES FIRE DEPARTMENT

Emergency Medical Services – Under the direction of the Division Chief, this division is responsible to ensure LCFD provides the highest level basic and advanced life support medical treatment, ensure compliance with state and federal mandates, work with Project Medical Director and CE Coordinator to establish medical protocols and training and manage the department Quality Assurance program to review and improve patient care and reporting. This division also represents the department at state and local EMS groups and associations. Another task is to monitor EMS billing to ensure compliance.

Emergency Medical Services

Headquarters

- Emergency Medical continuing education
- Paramedic field training
- Medical Control
- Protocol development and review
- Licensing and certifications
- EMS reporting, retention, and billing
- Medical supplies inventory
- North Central Texas Regional Trauma Advisory Committee
- Liaison with NCTC EMS Training Program
- Quality Assurance and Improvement Program



Training - Under the direction of the Division Chief, this division is responsible to ensure LCFD has a highly skilled and competent team to respond to the needs of the community. With online, remote, and live training, the members receive ten times the state required training hours. Additionally, this division is responsible for fire reporting to the state as well as maintaining training records and maintaining an updated set of Policies related to our mission.

Training

Headquarters

- Fire training
- Specialized rescue training
- Hazardous Materials training
- Emergency driving training
- Licensing and certifications
- Quartermaster
- Records Management

LCFD Facts

- The City of Corinth / Lake Cities Fire Department provides service to Hickory Creek, Lake Dallas, Shady Shores and unincorporated Denton County under contractual agreement; the services provided include
- fire protection, fire suppression, firefighting and rescue services, emergency medical, ambulance, paramedic services, fire prevention services (including Fire Marshal and code enforcement).
- The Lake Cities Fire Department operates 3 Fire Houses staffed each with one (3) fire apparatus' and (2) MICU Ambulances daily. We also operate one (1) headquarters building.
- The Lake Cities Fire Department works with the Denton County Fire Chiefs Association in implementing a cooperative specialty teams mutual aid system, for Denton County and the surrounding area. This includes responsibility to provide Specialty Technical Rescue Services with Little Elm Fire Department and the Coppell Fire Department.
- Lake Cities Fire Department response area has an ISO or PPC rating of 2/2Y out of 10 (*the lower the number, the better the rating*). The PPC rating directly affects how much citizen's and business's pay annually for homeowners' insurance.
- Lake Cities Fire Department is responsible for Emergency Management and Disaster Preparedness for all 4 Lake Cities. This includes Development and updating of the Emergency Response Plan, management of the early warning systems (Outdoor and Indoor) and the Emergency Operations Center.
- The Lake Cities Fire Department contracts service from the Denton County Sheriff's Officer for dispatch service.

Updates

- Implemented Duty Captain Effective July 15, 2021
- Promoted New Division Chief from within
- Master Planning for Fire Training Field began August 2, 2021

WORKLOAD MEASURES AND VALUE

Operational efficiencies can usually be achieved through the implementation of sound management practices and resourceful leadership. Additionally, creativity and innovation are critical in the development of sound performance. The Lake Cities Fire Department prides itself on implementing creative and innovative fire service procedures and programs to meet the expected level of service while continually striving to improve efficiency and add value to the organization.

Below are examples of how the Lake Cities Fire Department have applied these principles:

Prevention:

Fire and Life Safety Education:

- Annually, the LCFD reached approximately 8000 children Pre-Kindergarten through 3rd grade and 5th Grade who attend 3 LDISD, 1 DISD, 1 Charter School, and 20 daycare facilities. The children are taught basic behaviors that are intended to prevent them from becoming injured and how to be prepared in the event they are involved in a house fire. These programs also include a display and discussion about the LCFD and equipment. Inevitably the teachers and parents ask as many questions as the children and this has been a great opportunity to educate them as well, along with answering customer service-related questions.
- Approximately 21 foster homes are inspected at the request of Child Protective Services to ensure the child is placed in a home that meets mandated fire safety requirements.

Commercial Occupancy Inspection Program:

- By maintaining businesses that are compliant with fire codes and ordinances, our citizens are afforded a safe environment for commerce reducing the probability that an unsuspecting patron will face a safety issue related to the occupancy itself.

Permits, Inspections, & Property, Report for 2020

Plan Permits Issued

Corinth- 37

Lake Dallas- 4

Hickory Creek- 11

Shady Shores- 0

Total Permits Issued- 52

Plan Reviews- FH/ESO

Site Plan Review- 8

Building Plans Review- 17

Fire Underground Plan Review- 7

Fire Sprinkler Plan Review- 26

Fire Alarm Plan Reviews- 19

Hood Suppression Plan Review- 8

LAKE CITIES FIRE DEPARTMENT

FM200/ Clean Agent Plan Review- 1

Controlled Access Plan Review- 2

Fuel Tanks Plan Review- 1

Resubmitted Plans for Review- 12

Total Plan Reviews- 89

Inspections and Testing- FH/ESO

Annual Inspections- 188

Site Inspections- 3

Complaint Inspections- 13

Hydrant Flow Test Inspections- 5

Fire Underground Test Inspections- 4

Fire Sprinkler Test Inspections- 24

Fire Sprinkler Final Inspection- 7

Standpipe Test Inspection- 0

Fire Alarm Test Inspections- 24

Kitchen Hood System Test Inspections- 5

Controlled Egress Test Inspection- 2

Elevator Test- 1

Generator Test- 1

Building Final Inspections- 25

Certificate of Occupancy- 44

Underground Fuel Tank Inspection- 0

Above Ground Fuel Tank Inspection- 1

Occupancy Permits- 59

Total Test and Inspections- 455

Grand Total Plan Review/ Inspections- 544

RESPONSE:

Incidents

- The Lake Cities Fire Department responded to 3431 calls for service in 2020. A decrease of 219 calls from 2019. This decrease represents almost the same number of EMS and Minor accidents from 2019 and a 153 call drop in good intent and false alarms; with small decreases in several other areas to equate to more than 1/2 call per day drop-in activity.

Call Activity

- A total of 14,843 staff hours were spent performing 3328 actions on scene. LCFD arrived on scene within 4 minutes 34% (1130) of the time (*a 5.4% increase in arrival within 4 min*) and within 8 minutes 90% (3088) of the time (*6.1% increase over arrival time in 2019*). The National Fire Protection Agency (NFPA) 1710 recommends arriving within 4 minutes 90% of the time and if a fire, have the entire first response arrive within 8 minutes.
- EMS Responses totaled 1,895 calls for service, or 55.23% of LCFD responses. This resulted in 1,922 patient contacts, of which 1,417 (75%) were transported.

Additional Services and Personnel Growth:

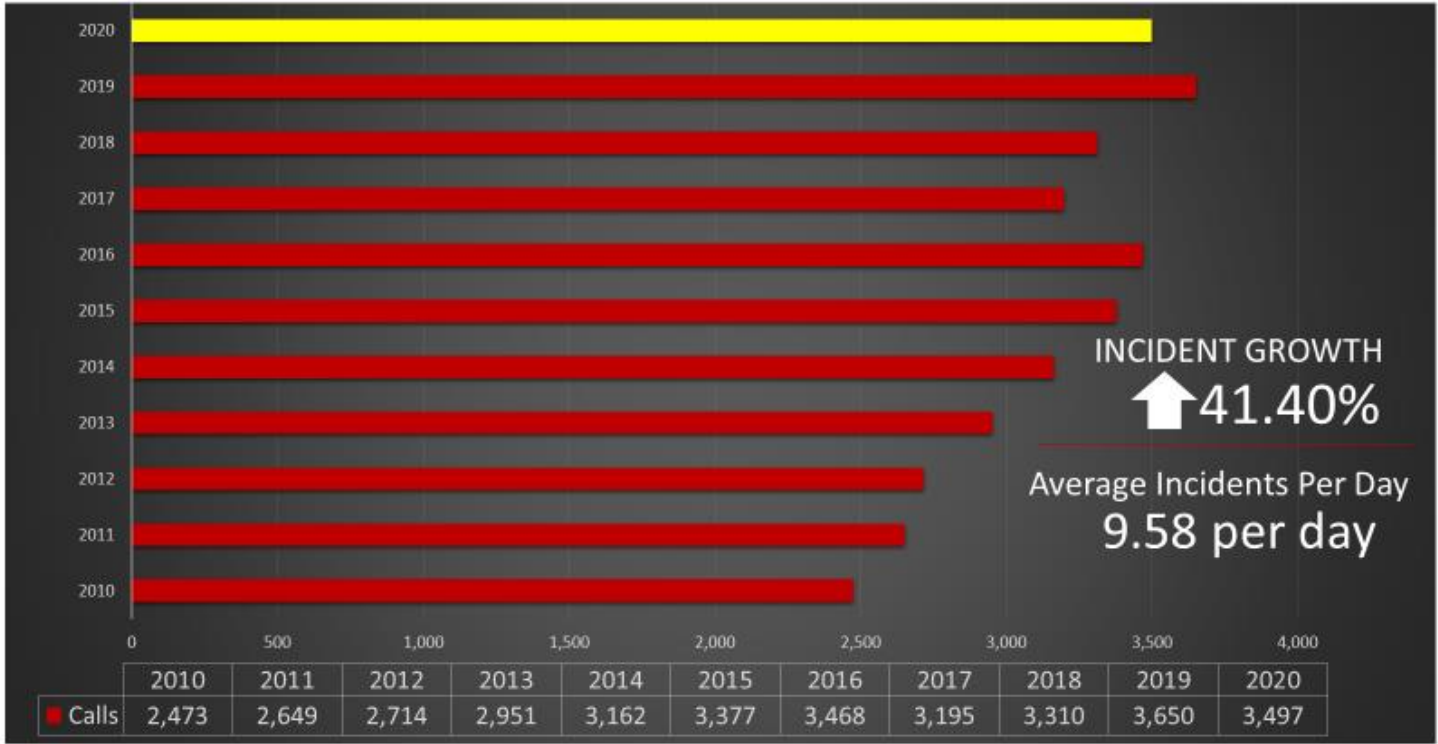
- The Lake Cities Fire Department provides numerous services that cover a wide aspect of community support.
 - Over 2,144 staff hours were spent providing 335 public education, public appearances, ride out programs, station tours, district events, and supporting the community room at Station 1. (***Used 2019 information as 2020 information was skewed due to Covid 19*)
 - Many persons were also assisted off the floor, had their car unlocked, had their batteries changed in their smoke detector, their child had an amazing birthday at the fire House, and many other seemingly minor tasks that made a major impact in the persons' day.
 - To ensure that the LCFD has a highly skilled team to respond to the needs of the District, forty-eight (48) shift firefighters and 4 Command Staff completed a total of 12,757 hours / 241 per member of Fire and Emergency Medical training: more than 10 times the state requirement.

Collaborative Efforts and Cost Sharing:

- The LCFD, in its desire for sound performance and efficiency of service, have fostered many partnerships and much thought has gone into determining how best to use contract services to augment in house abilities. The focus has not only been focused on the financial impacts or benefits but in how each of these programs improve efficiency of performance and delivery quality.
 - Current Outsourced Workloads
 - Dispatch-Denton County
 - Medical Billing and Cost Recovery
 - Medical Control and Continuing Education
 - Specialized mechanical services
 - Ladder and pump certifications
 - Gear cleaning and inspection
 -
 - Current Shared Resources
 - Shared Training Facility – Little Elm
 - In house Services
 - Fleet Mechanical and Facility Maintenance
 - Self-Contained Breathing Apparatus maintenance
 - PPE cleaning and decontamination
 - Occupancy Inspections
 - Other training/non-EMS
 - Non-Duplicated Services (High Risk/Low Frequency Events)-These services are provided by other agencies augmented with LCFD Personnel on scene trained to assist. Many of these specialized responses are extremely expensive and rarely needed but are necessary to have. This non duplication provides the LCFD with the services at a fraction of what it would cost to absorb the entire program.
 - Hazardous Material and Bomb Response – Denton
 - Boat Ops, – Little Elm, Lewisville, The Colony, Corps of Engineers
 - Rehab – Little Elm, Lewisville, Denton County

The Lake Cities Fire Department continues to review our performance to improve its value to the District and those who rely on our services to maintain a safe quality of life. By creatively approaching all aspects of how we do what we do through the implementation of sound practice the customer is provided a highly skilled team with the tools and resources to mitigate any issue.

Call Volume Trends



LAKE CITIES FIRE DEPARTMENT

Lake Cities Fire Department had CPSM (Center for Public Safety Management, LLC.) come and do a study of our department in October 2019. Below is an overview of the findings and recommendations:

Key Factors:

- Fire department response times (using data from the City's computer-aided dispatch system and the LCFD records management systems).
- Deployment, staffing, and overtime.
- Agency interaction with neighboring mutual aid and joint response partners.
- Organizational structure and managerial oversight.
- Fire and EMS workloads, including unit response activities.
- LCFD support functions (training, fire prevention/code enforcement, and 911 dispatch).
- Essential facilities, equipment, and resources.
- An evaluation of the capacity of the organization to best position itself in meeting anticipated demand.

Overview of Process:

- Retained by the City of Corinth to evaluate the Lake Cities Fire Department and conduct an Operational and Administrative Analysis for its fire department.
- Analysis included a thorough review of the organization structure, training, performance measures, prevention activities, and interactions with mutual aid and regional partners.
- During the study, CPSM analyzed performance data provided by the Lake Cities Fire Department (LCFD) and examined firsthand the department's operations.
- The provided information was supplemented with information collected during an on-site visit to observe the performance of the department and to compare that performance to national benchmarks.

Overview of Findings:

- The Lake Cities Fire Department is a highly skilled and progressive organization that is making exceptional progress in dealing with a very significant and growing workload.
- The personnel with whom CPSM interacted are truly interested in serving the Cities of Corinth, Hickory Creek, Lake Dallas and Shady Shores to the best of their abilities and demonstrated a unified goal of achieving excellence in service delivery.
- The multi-city contractual relationship was clearly providing for the most efficient, most effective, and most affordable service delivery system to all residents.
- The department is well-respected in the community and by City leadership.
- The LCFD is an exemplary department whose challenge will be sustainability.
- Extraordinary efforts have been made to reconfigure the operations of the department that have resulted in reduced overtime, improved service, and management by data driven decisions.

Where we are going . . .

Focuses

Trends

Action Plans

Completed

- Updated HazMat companies
- Evaluated radio Channels and found 32+ shared channels for better communications and interoperability between FD and PD
- Reduced reaction times from 1.8 to 1.3
- Improved policies on Cancer prevention
 - Decontamination on each rig
 - Air scrubbers in apparatus bays
 - Each fire station has an extractor (washing machine designed for ff gear)
 - Every fire fighter has two sets of gear to allow for cleaning
- Each fire station has 3 Lucas devices
- Completed incident command training

Objectives:

Ongoing:

- Amend the Fire Department's Strategic plan.
- Continue transparency and relationship building from Chief down to all Towns/Cities
- Maintain vehicle replacement schedule
- Revamp wellness initiatives to include diet, mental resilience, and PTS prevention
 - Including outside presenter(s)

2021-2022

- Create a committee to develop an “all cities” Community Risk Reduction Implementation Program
- Additional command and succession planning for members
- Continue growth and development of duty chief position
- Increase focus on mental and physical wellness
- Achieve Best Practice 2021
- Prepare for Lake Cities coop contracts
- Fully implement fire prevention program for senior citizens.
- Reimplement the Public Safety Citizens Academy

2023-2024

- Development of fire training field
- Add 3 additional staff members (Firefighters/Paramedics)

2025-

- Evaluate need for 3rd ambulance
- Approve fire services agreements with the Lake Cities through 2026
- Evaluate the need for 100' Platform ladder truck

Implementation Schedule

<p>Ongoing</p>	<p>STRATEGIES AND ACTIONS</p> <ul style="list-style-type: none"> • Incorporate City's future land use plan and development regulations in the agenda process. • Use a Retention Program to keep existing businesses and a strategic approach to attracting new businesses. • Support projects and programs that show prospective businesses and residents that Corinth is a welcoming, diverse City and a regional leader. • Invest in programs for citizen input, engagement, outreach, and volunteering.
<p>FY 2018-19</p>	<p>STRATEGIES AND ACTIONS</p> <ul style="list-style-type: none"> • Simplify existing PD zoning ordinances by codifying them. • Update City's Comprehensive Plan, especially the future land use section. • Reorganize the Economic Development functions and processes and begin developing a Retention Program. • Conduct a Target Industry Study (or establish quarterly Broker/Developer roundtables). • Partner with other Lake Cities and regional entities to support regional growth.
<p>FY 2019-20</p>	<p>STRATEGIES AND ACTIONS</p> <ul style="list-style-type: none"> • Continue updating City's Comprehensive Plan - by updating the City's Thoroughfare Plan to Mobility Plan and updating the City's Infrastructure Plans. • Establish a TIRZ district based on the Future Land Use Plan & Target Industry study and/or Broker/Developer roundtables. • Develop a strategic approach to attracting new businesses based on the Target Industry Study and/or Broker/Developer roundtables. • Continue to partner with other Lake Cities to support regional growth.
<p>FY 2020-21</p>	<p>STRATEGIES AND ACTIONS</p> <ul style="list-style-type: none"> • Update City's zoning ordinance. • Develop a Capital Improvement Program based on the updated plans. • Continue updating economic development functions and processes in the City for attracting new businesses and continue conducting quarterly Broker/Developer roundtables. • Continue partnering with other Lake Cities and regional entities to support regional growth.
<p>FY 2021-22</p>	<p>STRATEGIES AND ACTIONS</p> <ul style="list-style-type: none"> • Update City's subdivision ordinance. • Update the City's Retention Program, and continue attracting new businesses, and conducting quarterly Broker/Developer roundtables. • Continue partnering with other Lake Cities and regional entities to support regional growth. • Develop a Communications Program to encourage citizens to participate in the City's processes, and help the City staff with identifying solutions to neighborhood specific issues. • Begin discussions regarding establishment of a Neighborhood Academy.
<p>FY 2023-24</p> 	<p>STRATEGIES AND ACTIONS</p> <ul style="list-style-type: none"> • Establish a Neighborhood Academy and a Neighborhood Planning Program. • Continue working on and building on the Business Retention and Business Expansion Programs as well as all supporting activities & actions. • Continue partnering with other Lake Cities to support regional growth. • Begin discussions on updating this Embracing the Future Strategic Plan.