



**Town of Highland Park, Texas**  
**TOWN COUNCIL STUDY SESSION**  
**AGENDA**

8:00 AM  
March 17, 2026

4700 Drexel Drive Highland Park, TX 75205  
Executive Conference Room, Second Floor

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**I. CALL TO ORDER**

**II. PUBLIC COMMENT**

This portion of the agenda is the public's opportunity to address the Town Council about any item listed on the agenda, except public hearings. Comments related to public hearings will be heard when the specific hearing begins. Public comments are limited to three (3) minutes per speaker, unless otherwise required by law. Per the Texas Open Meetings Act, the Town Council is not permitted to take action on or discuss any item not listed on the agenda. Items suggested for action may be placed on a future agenda at the Town Council's sole discretion.

**III. FUTURE AGENDA DISCUSSION**

- A. Review, discuss, and consider the opportunity for a Town Council Member to request an item to be placed on a future Town Council Meeting agenda.

**IV. REPORTS**

- A. Review and discuss the Department of Public Safety 2025 Annual Report.
- B. Review and discuss the Strategic Plan update.

**V. ADJOURNMENT**

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Any item on this posted agenda could be discussed in closed session as long as it is within one of the permitted categories under Sections 551.071 through 551.076 and 551.087 of the Texas Government Code.

A member of the public may address the governing body regarding an item on the agenda either before or during the body's consideration of the item, upon being recognized by the presiding officer or the consent of the body.

**SPECIAL ACCOMMODATIONS FOR TOWN COUNCIL MEETINGS:** Let us know if you need special assistance of any kind.

Please contact the Town of Highland Park Administrative staff at (214) 521-4161 from 7:30 a.m. - 4:30 p.m., Monday through Friday.



**Town of Highland Park  
Town Council Study Session  
Tuesday, March 17, 2026**

**Item Coversheet**

**Review, discuss, and consider the opportunity for a Town Council Member to request an item to be placed on a future Town Council Meeting agenda.**

**PRESENTED BY:** Joanna Mekeal, Town Secretary

**BACKGROUND:**

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This item is provided at the request of the Mayor for a member of the Town Council to request that an item be placed on a future Town Council study session agenda for discussion or consideration. Town Council discussion and consideration would be limited to including a potential agenda item and scheduling such on a future agenda. The agenda item would be included in the study session agenda of regular Town Council meetings.

**RECOMMENDATION**

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Staff recommends approval of the inclusion of the agenda item for future regular Town Council meetings (not special or emergency).

**FINANCIAL IMPACT**

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This item has no financial impact.

**ATTACHMENTS**

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None



**Town of Highland Park  
Town Council Study Session  
Tuesday, March 17, 2026**

**Item Coversheet**

**Review and discuss the Department of Public Safety 2025 Annual Report.**

**PRESENTED BY:** Chuck McGinnis, Director of the Department of Public Safety/Chief

**BACKGROUND:**

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This agenda item provides an opportunity for staff to present a summary of their work this past year to the Town Council. The annual report highlights the Highland Park Department of Public Safety's accomplishments over the past year. The report also comprehensively reviews department activities and crime statistics. This includes information on: number of police, fire, and EMS responses; response times; felony and misdemeanor arrests; traffic contacts; and other important happenings in DPS in FY2025.

We have had several notable accomplishments this year that would not have been possible without the support of our residents, elected officials, and town management. This report will provide an opportunity for the Town Council to contribute feedback to the department or seek any clarification on any of the reported activities or initiatives.

**RECOMMENDATION**

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This is a report only.

**FINANCIAL IMPACT**

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This item has no financial impact.

**ATTACHMENTS**

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Annual Report FY2025

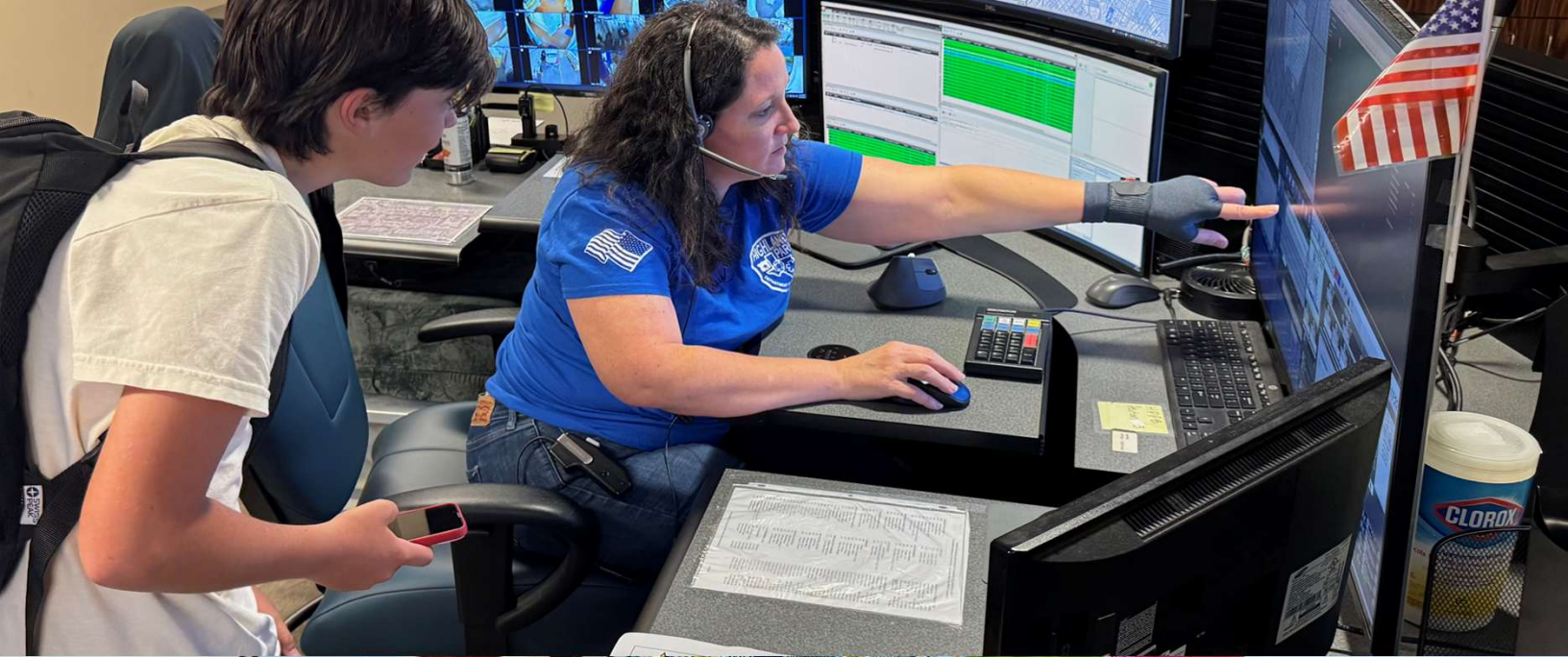
# Highland Park

## Department of Public Safety



# FY 2025

## Report



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# Chief's Message



Welcome to the Town of Highland Park's Department of Public Safety 2025 Annual Report.

It is both an honor and a privilege to share the accomplishments of your public safety team over the past year. The men and women who serve this community are exceptional professionals who demonstrate unwavering dedication and a steadfast commitment to making a meaningful difference. I am immensely proud of each of them.

We have intentionally cultivated a culture in which exceptional service is not simply encouraged but expected. That commitment is reinforced by a philosophy of continuous improvement in all that we do. By striving each day to be better than we were the day before, and by consistently doing the right things for the right reasons, we position ourselves to set a standard of excellence within the public safety profession. We firmly believe that our organization's success depends upon every member, from our newest recruit to the Director of Public Safety. Everyone is valued by peers, supervisors, subordinates, and members of the community alike. Recognizing that value empowers our team to deliver truly unmatched service to the residents of Highland Park.

# Chief's Message Continued

This year brought several significant accomplishments made possible through our strong partnership with the community. Community support fully funded our inaugural DPS Awards Banquet, provided cowboy hats for department members to add to their uniforms, and most importantly, launched our new department rifle program. As a result, every officer is now equipped with and fully trained on a personally assigned patrol rifle, significantly enhancing our preparedness and response capabilities in critical incidents, including active shooter events. The level of community support we continue to receive is both extraordinary and deeply appreciated.

With the support of Town Administrator Maples, we were also able to add two essential positions: Records Manager and Parking Enforcement Officer. Both roles address long-standing operational needs and strengthen our ability to serve the Town efficiently and effectively. We are grateful for the leadership and foresight that recognized the importance of investing in these critical service areas.

Finally, I extend my sincere appreciation to Mayor Beecherl and the Town Council for their unwavering support. Your leadership and decisive actions demonstrate a clear and enduring commitment to public safety. The community follows your example in recognizing and valuing the work of this department, and for that, I am truly grateful.

Thank you for taking the time to review our 2025 Annual Report. I look forward to continuing to serve alongside this remarkable team and to seeing you throughout our community.





# Department Organization



Director of Public Safety  
Chuck McGinnis

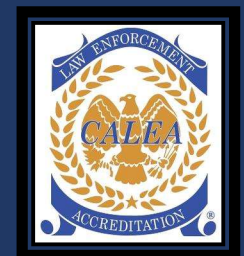
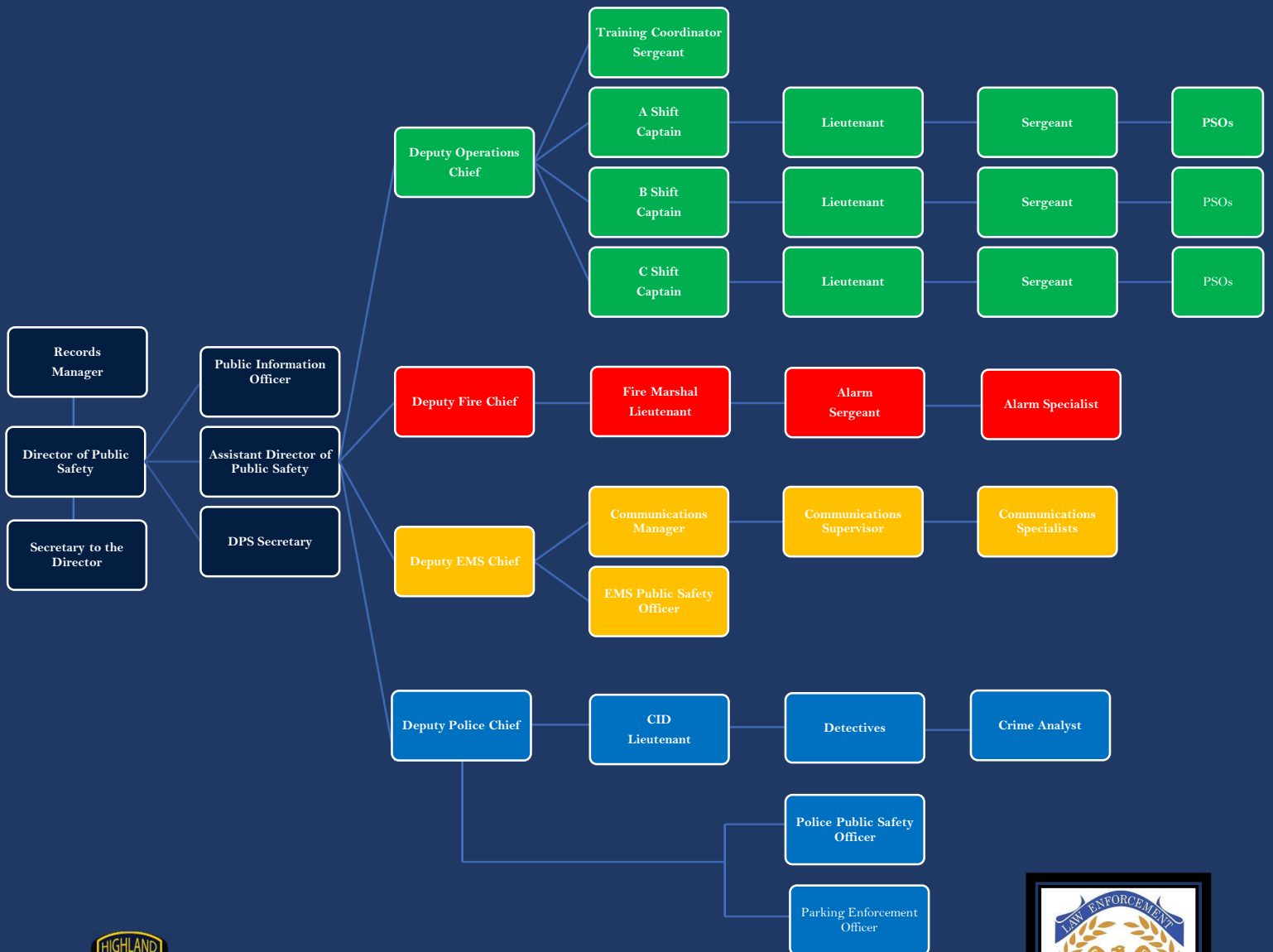
Assistant Director of Public Safety  
Wayne Kilmer

Deputy Operations Chief  
Jake Mowrey

Deputy Fire Chief  
Ryan Pursley

Deputy EMS Chief  
Zach Sitton

Deputy Police Chief  
Marc Rossini



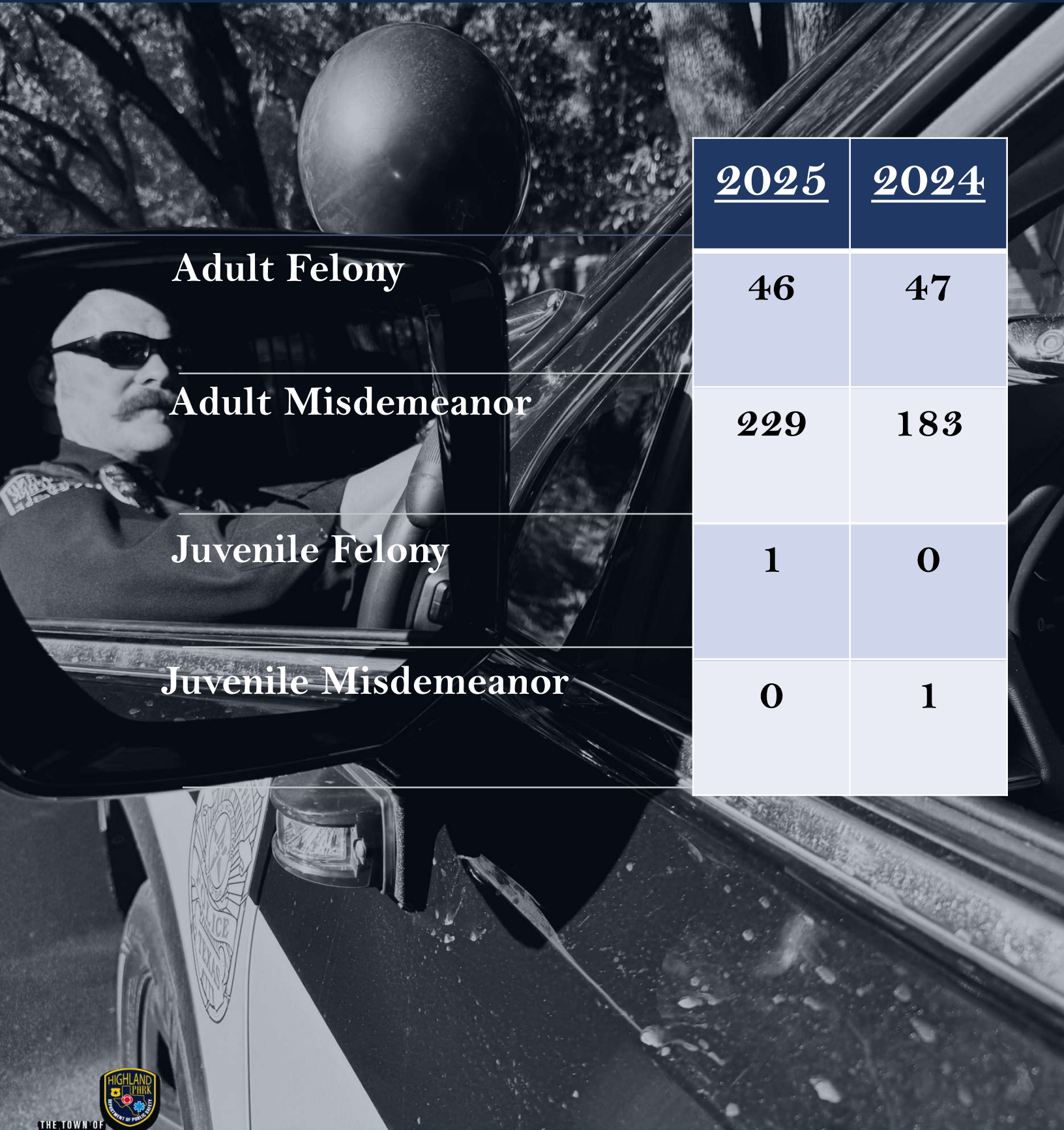
# Part One Offenses

	<u>2025</u>	<u>2024</u>
<b>Murder</b>	<b>0</b>	<b>0</b>
<b>Aggravated Sexual Assault</b>	<b>2</b>	<b>0</b>
<b>Robbery</b>	<b>1</b>	<b>2</b>
<b>Aggravated Assault</b>	<b>4</b>	<b>5</b>
<b>Assault</b>	<b>17</b>	<b>19</b>
<b>Burglary</b>	<b>18</b>	<b>25</b>
<b>Larceny/Theft</b>	<b>188</b>	<b>144</b>
<b>Motor Vehicle Theft</b>	<b>29</b>	<b>24</b>
<b>Arson</b>	<b>0</b>	<b>0</b>

*\*Part 1 Offenses Crime Index by the FBI UCR; Homicide, Rape, Aggravated Assault, Robbery, Burglary, Larceny-Theft, Motor Vehicle Theft, & Arson*



# Arrests



**Adult Felony**

**Adult Misdemeanor**

**Juvenile Felony**

**Juvenile Misdemeanor**

<u><b>2025</b></u>	<u><b>2024</b></u>
<b>46</b>	<b>47</b>
<b>229</b>	<b>183</b>
<b>1</b>	<b>0</b>
<b>0</b>	<b>1</b>

# Criminal Investigations Division



**Part One Offenses Cleared**

**2025**

**2024**

**43**

**55**

**Other Offenses Cleared**

**112**

**113**

**Property Loss Reported**

**\$1,682,896**

**\$2,977,803**

**Property Recovered**

**\$549,284**

**\$996,395**

**Seized Property**

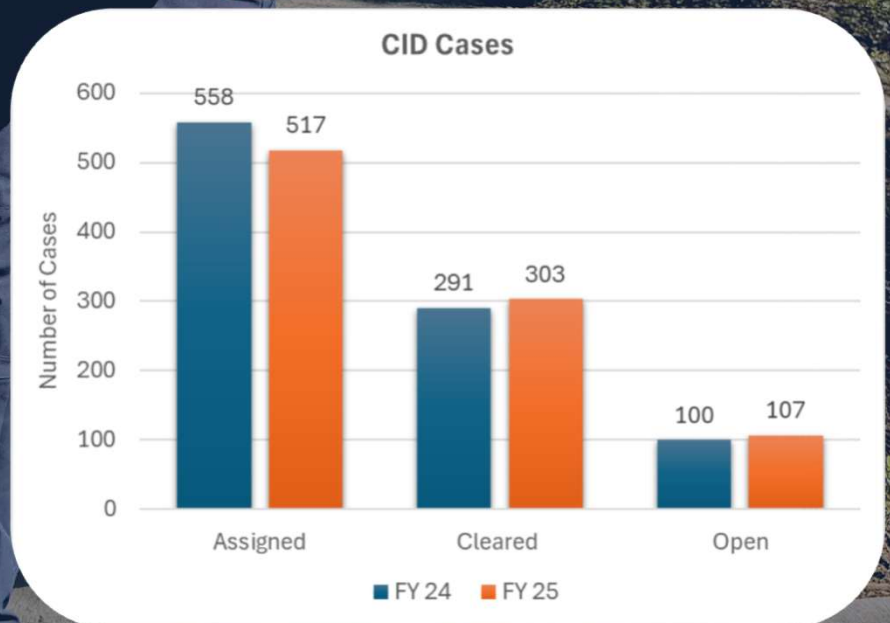
**\$0**

**\$39,918**

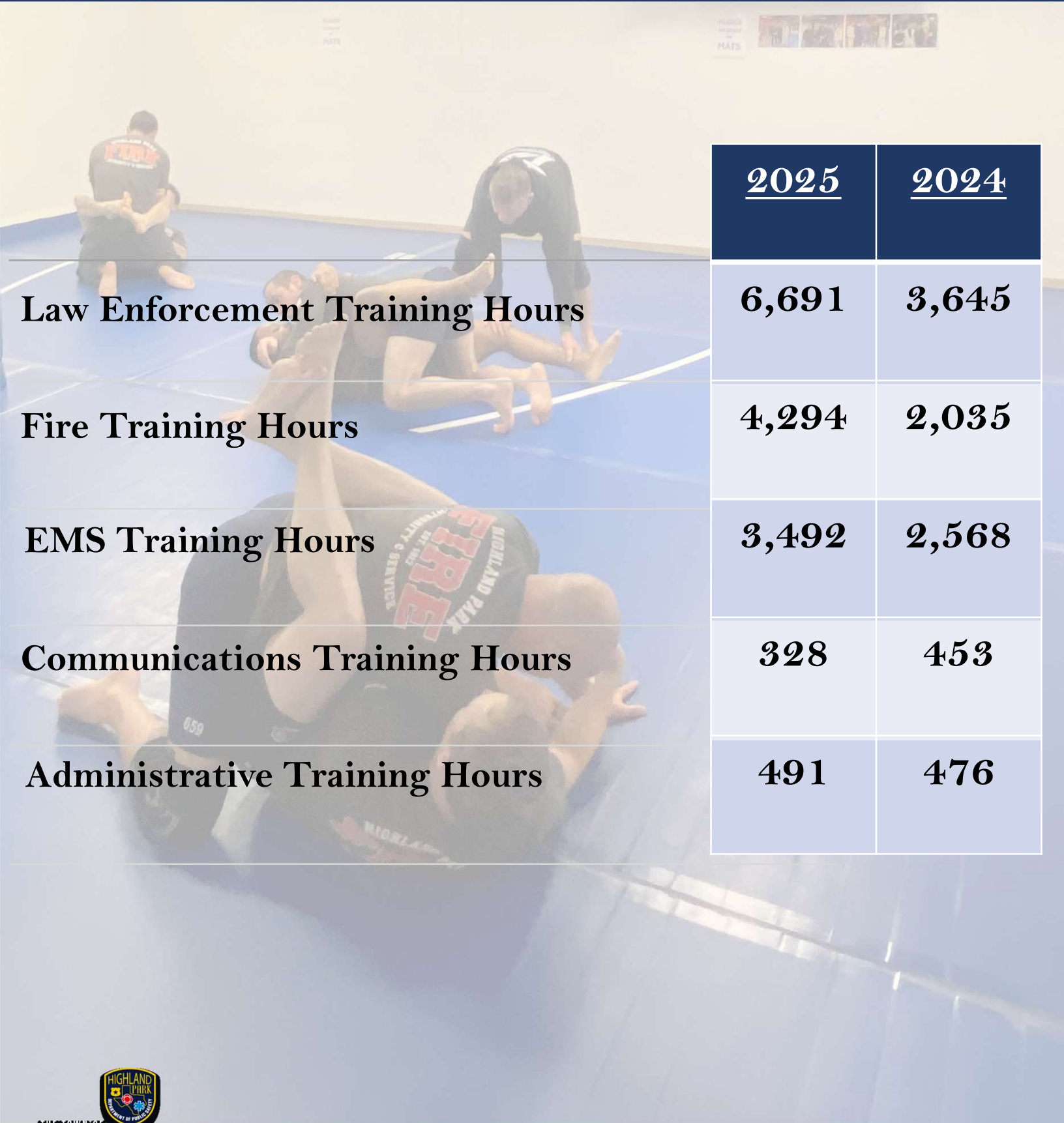
**Cases Assigned**

**517**

**558**

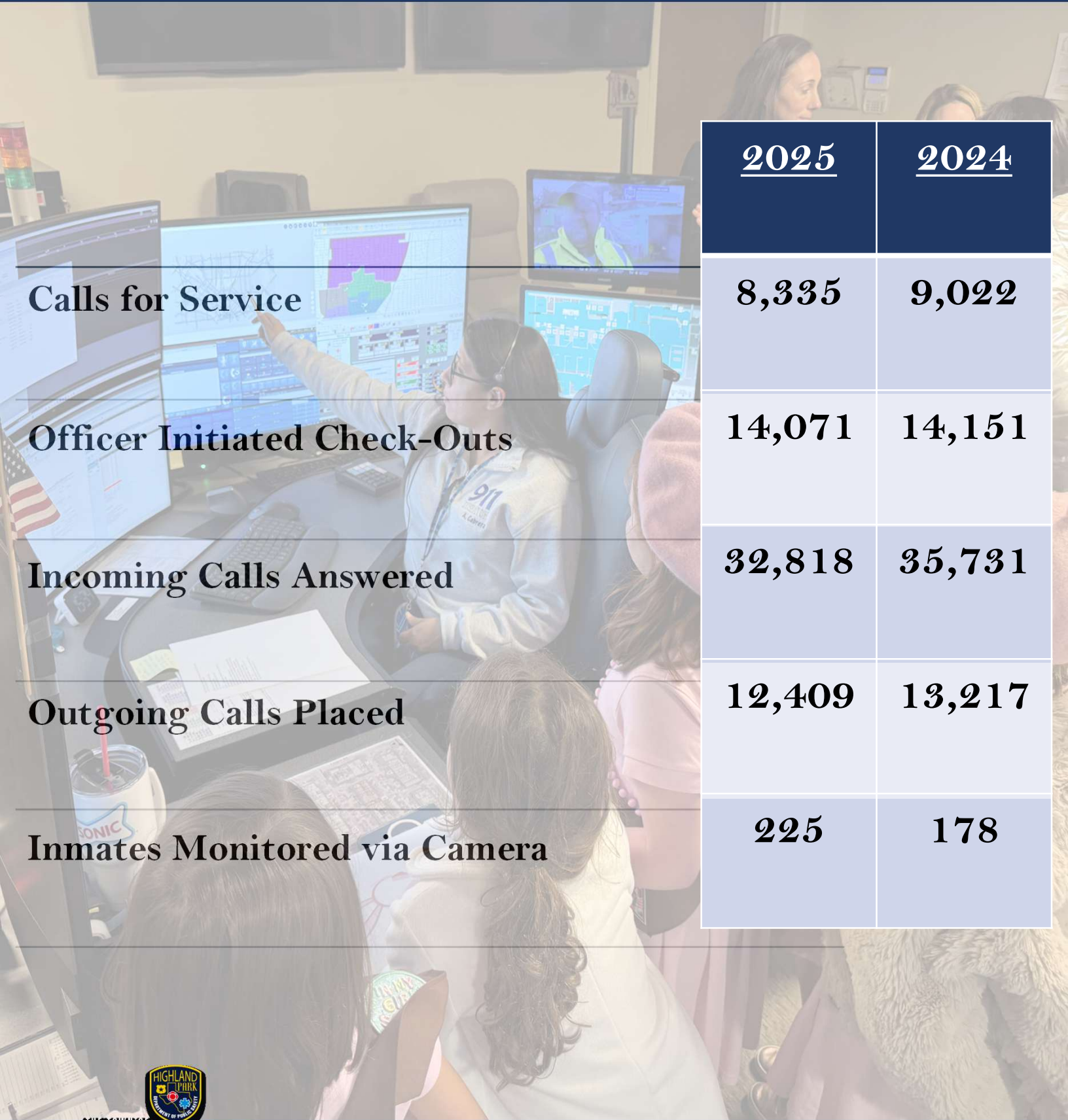


# Training



	<u>2025</u>	<u>2024</u>
<b>Law Enforcement Training Hours</b>	<b>6,691</b>	<b>3,645</b>
<b>Fire Training Hours</b>	<b>4,294</b>	<b>2,035</b>
<b>EMS Training Hours</b>	<b>3,492</b>	<b>2,568</b>
<b>Communications Training Hours</b>	<b>328</b>	<b>453</b>
<b>Administrative Training Hours</b>	<b>491</b>	<b>476</b>

# Communications Division



	<u>2025</u>	<u>2024</u>
<b>Calls for Service</b>	<b>8,335</b>	<b>9,022</b>
<b>Officer Initiated Check-Outs</b>	<b>14,071</b>	<b>14,151</b>
<b>Incoming Calls Answered</b>	<b>32,818</b>	<b>35,731</b>
<b>Outgoing Calls Placed</b>	<b>12,409</b>	<b>13,217</b>
<b>Inmates Monitored via Camera</b>	<b>225</b>	<b>178</b>

**Calls for Service**

**Officer Initiated Check-Outs**

**Incoming Calls Answered**

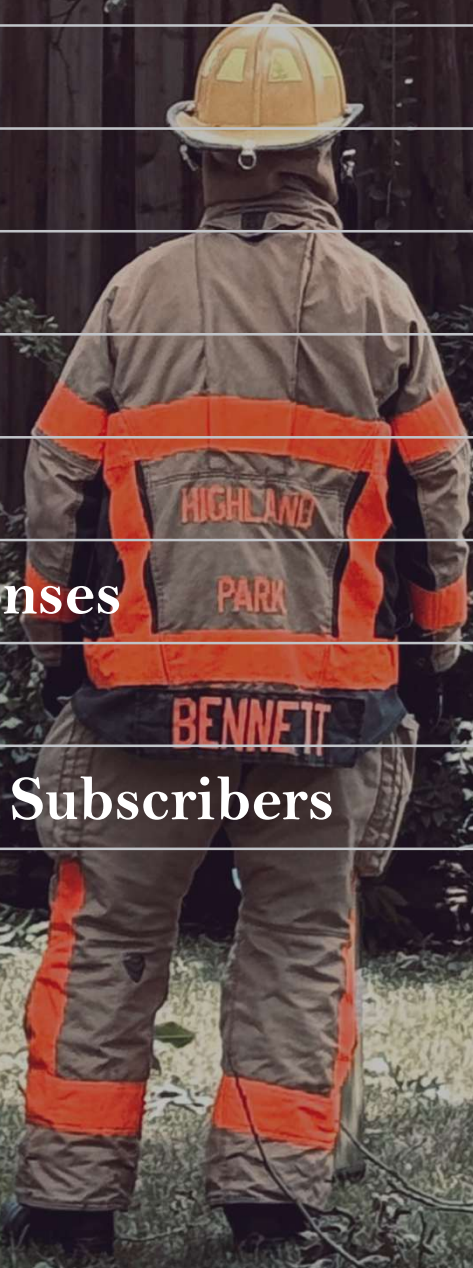
**Outgoing Calls Placed**

**Inmates Monitored via Camera**



# Alarm Operations

	<u>2025</u>	<u>2024</u>
<b>Valid Intrusion</b>	<b>3</b>	<b>2</b>
<i>False Intrusion</i>	<b>1,294</b>	<b>1,354</b>
<b>Valid Fire</b>	<b>4</b>	<b>23</b>
<i>False Fire</i>	<b>1,122</b>	<b>942</b>
<b>Valid Medical</b>	<b>5</b>	<b>4</b>
<i>False Medical</i>	<b>37</b>	<b>33</b>
<b>Alarms Canceled</b>	<b>786</b>	<b>967</b>
<b>Total Alarm Responses</b>	<b>3,251</b>	<b>3,325</b>
<b>Alarm Permits</b>	<b>2,087</b>	<b>2,079</b>
<b>Direct Monitoring Subscribers</b>	<b>1,368</b>	<b>1,334</b>

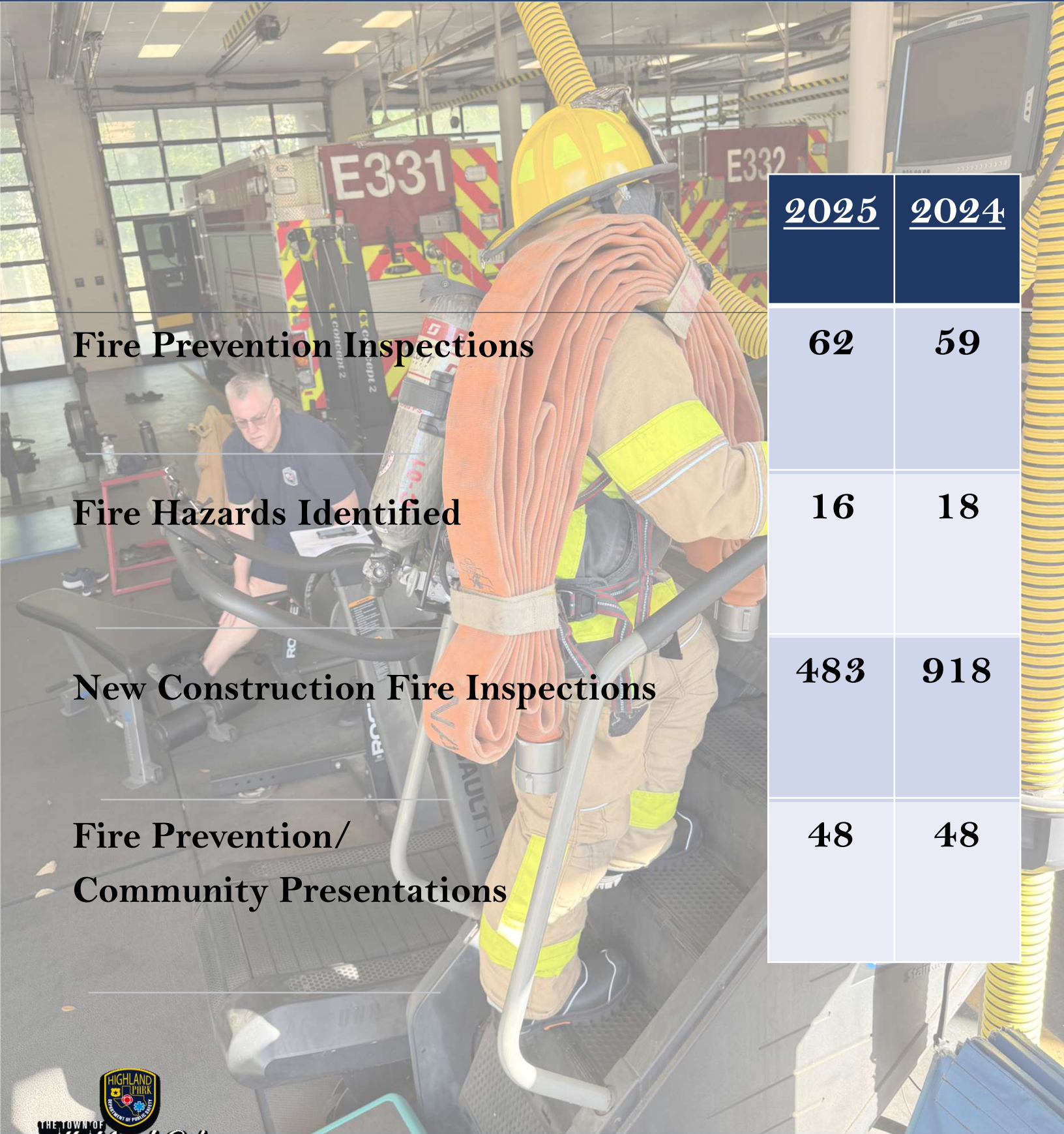


# Fire Suppression



	<u>2025</u>	<u>2024</u>
Fire Incidents	1,028	1,073
Estimated Property Loss	\$151,500	\$400,000
Response Time	2.9	2.6
Fire Personnel Injuries	1	1
Citizens Injuries	0	0

# Fire Prevention



**Fire Prevention Inspections**

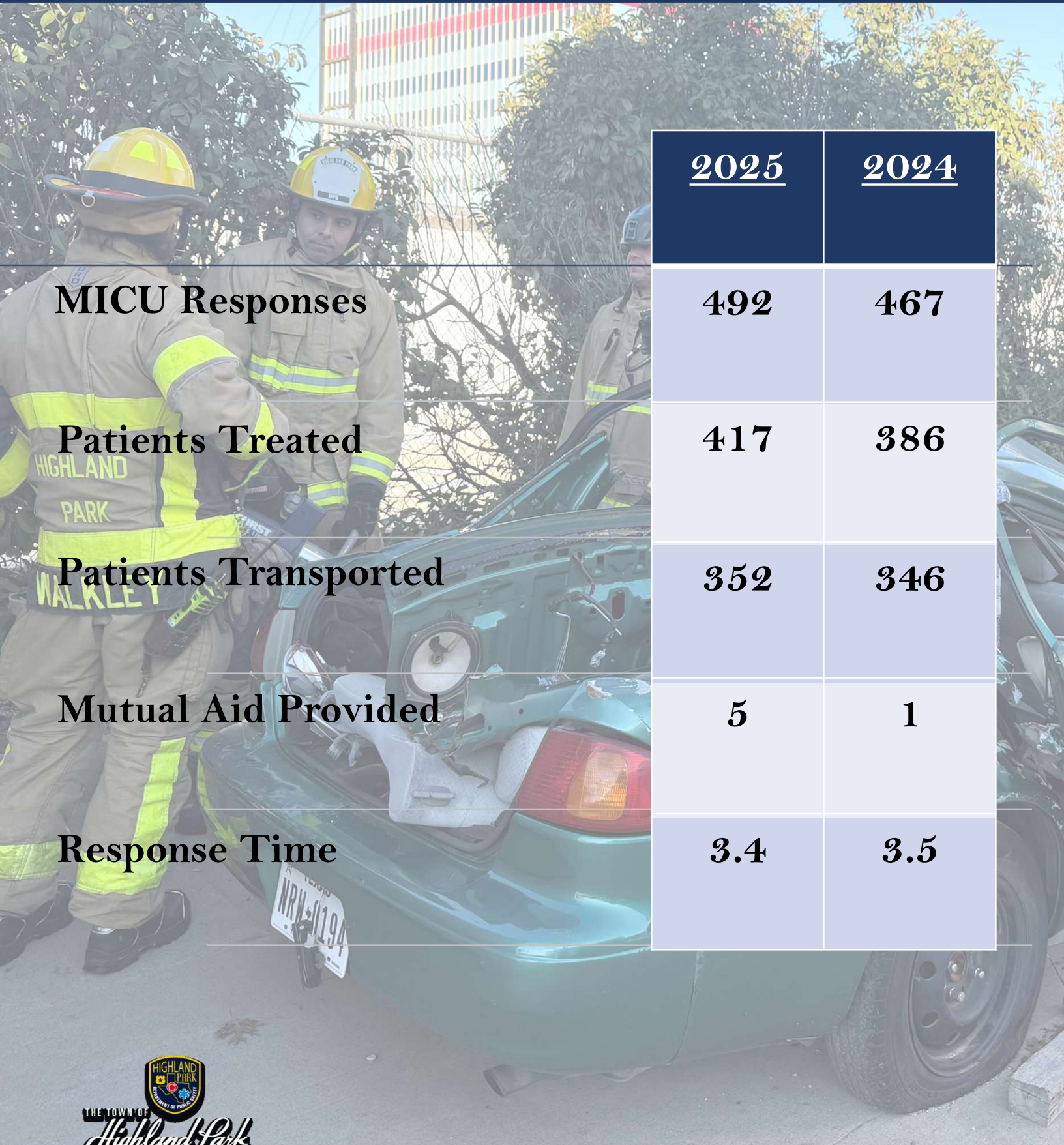
**Fire Hazards Identified**

**New Construction Fire Inspections**

**Fire Prevention/  
Community Presentations**

<b><u>2025</u></b>	<b><u>2024</u></b>
<b>62</b>	<b>59</b>
<b>16</b>	<b>18</b>
<b>483</b>	<b>918</b>
<b>48</b>	<b>48</b>

# Emergency Medical Services



**MICU Responses**

**Patients Treated**

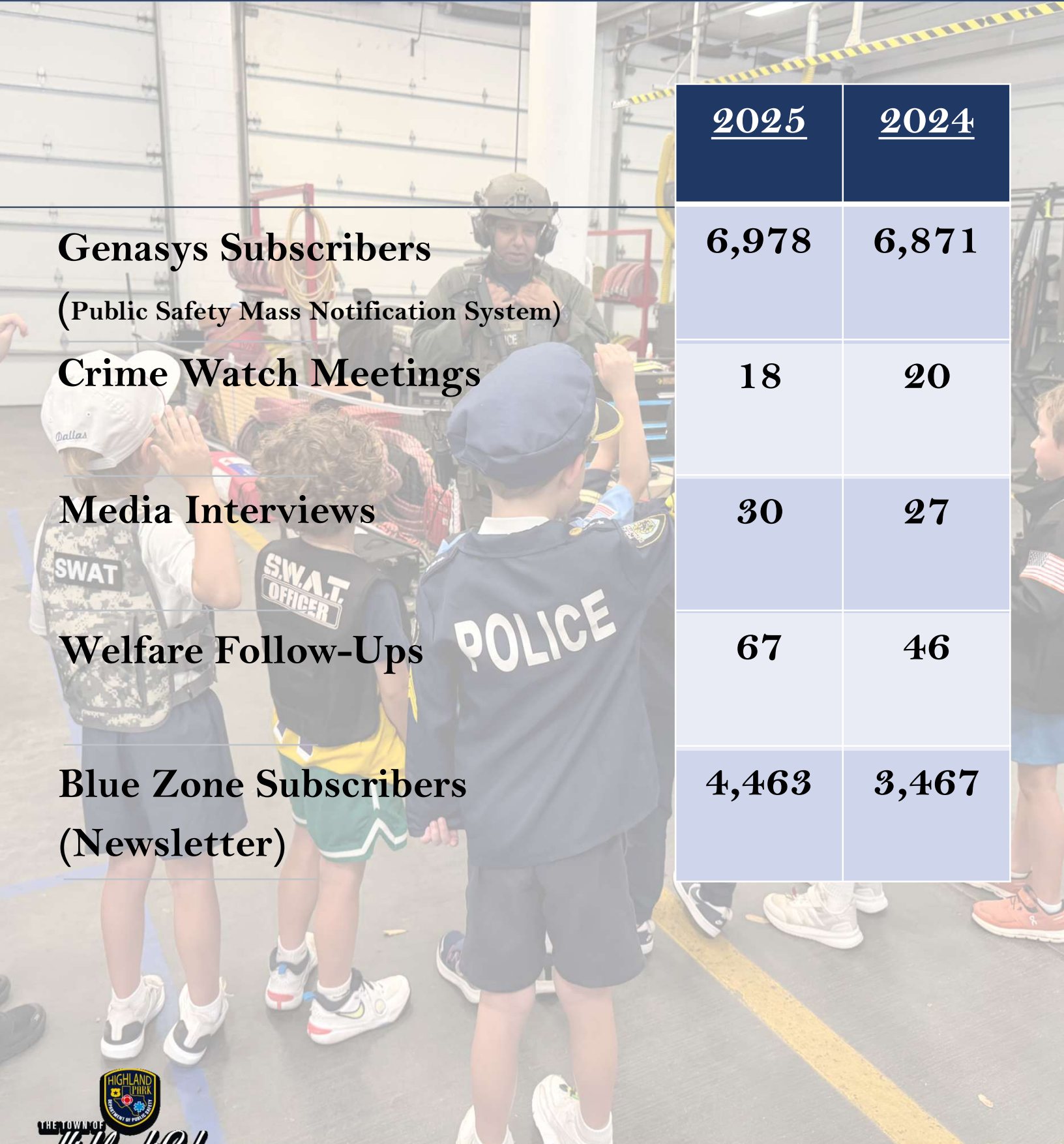
**Patients Transported**

**Mutual Aid Provided**

**Response Time**

<u>2025</u>	<u>2024</u>
<b>492</b>	<b>467</b>
<b>417</b>	<b>386</b>
<b>352</b>	<b>346</b>
<b>5</b>	<b>1</b>
<b>3.4</b>	<b>3.5</b>

# Community Relations



**Genasys Subscribers**

(Public Safety Mass Notification System)

**Crime Watch Meetings**

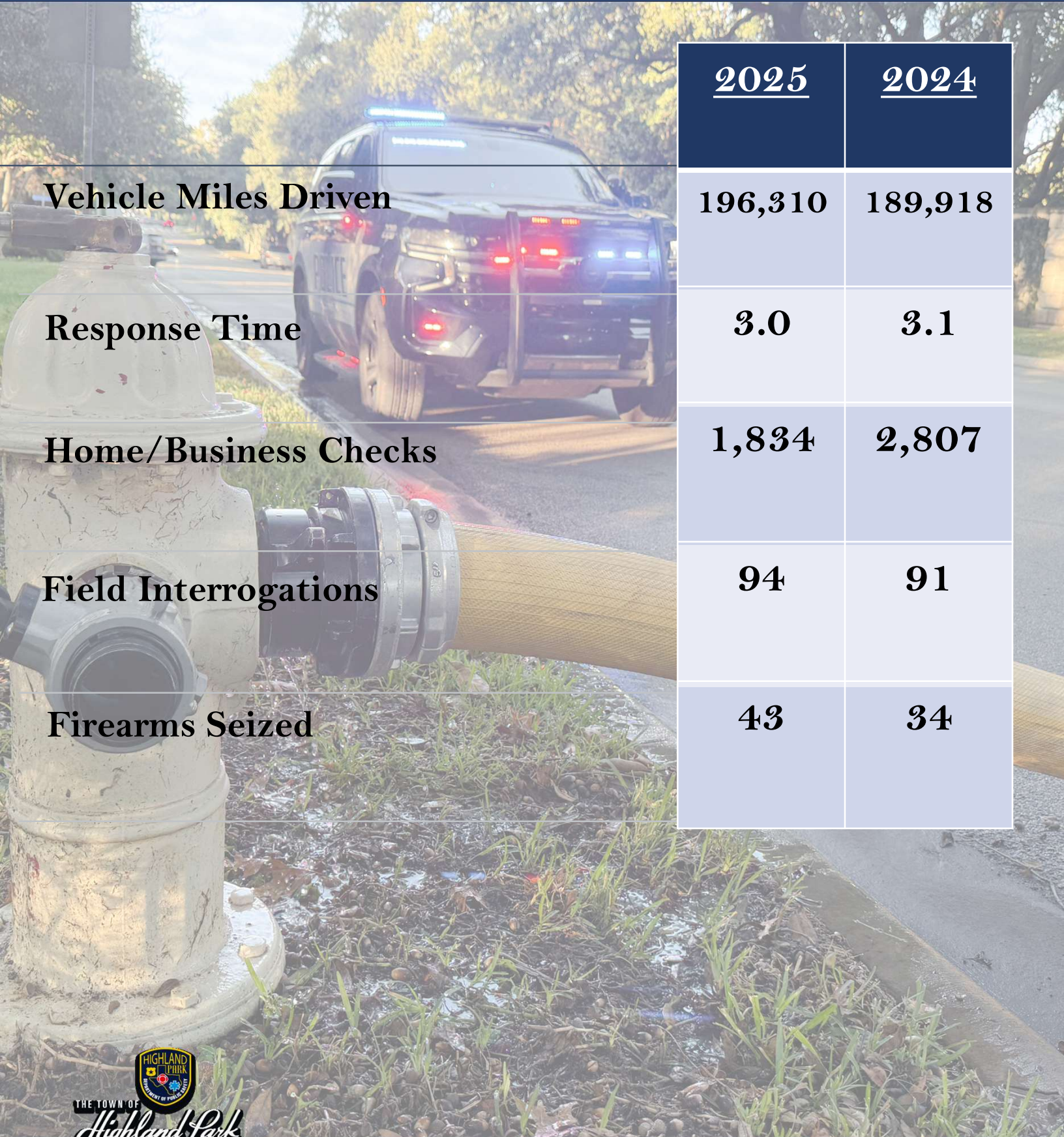
**Media Interviews**

**Welfare Follow-Ups**

**Blue Zone Subscribers**  
(Newsletter)

<u>2025</u>	<u>2024</u>
<b>6,978</b>	<b>6,871</b>
<b>18</b>	<b>20</b>
<b>30</b>	<b>27</b>
<b>67</b>	<b>46</b>
<b>4,463</b>	<b>3,467</b>

# Crime Prevention



**Vehicle Miles Driven**

**Response Time**

**Home/Business Checks**

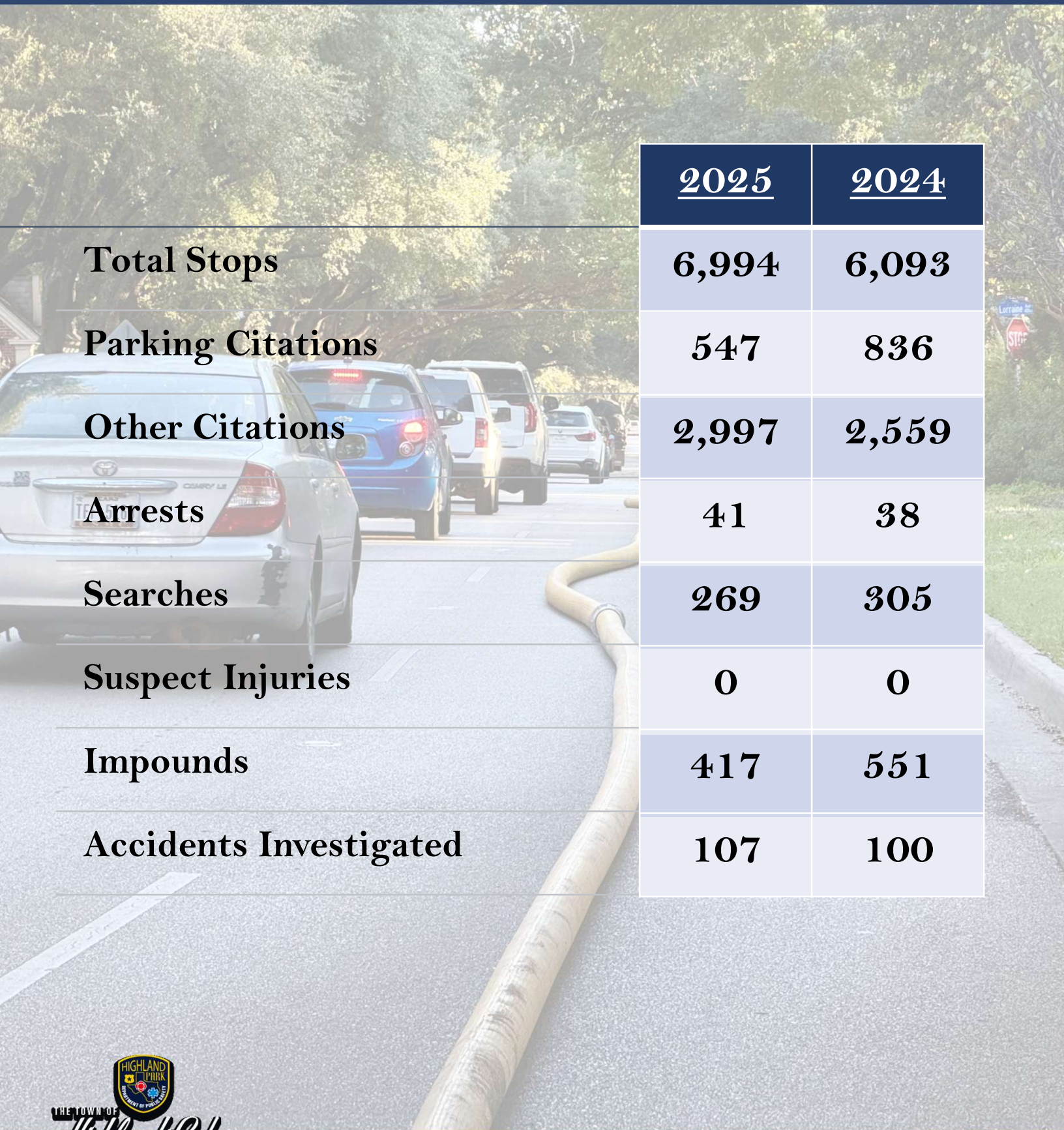
**Field Interrogations**

**Firearms Seized**

	<u>2025</u>	<u>2024</u>
Vehicle Miles Driven	196,310	189,918
Response Time	3.0	3.1
Home/Business Checks	1,834	2,807
Field Interrogations	94	91
Firearms Seized	43	34

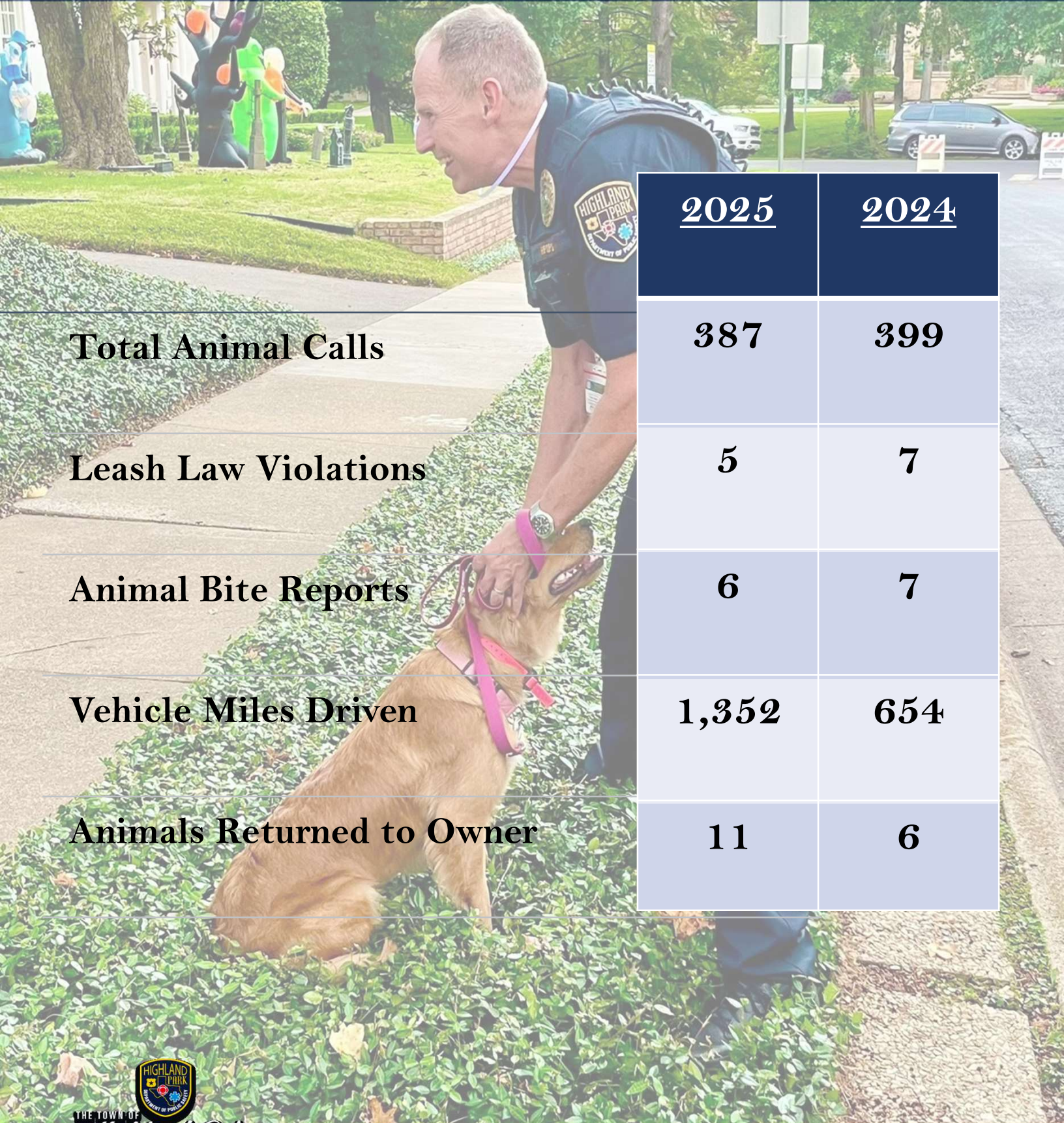


# Traffic Enforcement



	<u>2025</u>	<u>2024</u>
<b>Total Stops</b>	<b>6,994</b>	<b>6,093</b>
<b>Parking Citations</b>	<b>547</b>	<b>836</b>
<b>Other Citations</b>	<b>2,997</b>	<b>2,559</b>
<b>Arrests</b>	<b>41</b>	<b>38</b>
<b>Searches</b>	<b>269</b>	<b>305</b>
<b>Suspect Injuries</b>	<b>0</b>	<b>0</b>
<b>Impounds</b>	<b>417</b>	<b>551</b>
<b>Accidents Investigated</b>	<b>107</b>	<b>100</b>

# Animal Control



	<u>2025</u>	<u>2024</u>
<b>Total Animal Calls</b>	<b>387</b>	<b>399</b>
<b>Leash Law Violations</b>	<b>5</b>	<b>7</b>
<b>Animal Bite Reports</b>	<b>6</b>	<b>7</b>
<b>Vehicle Miles Driven</b>	<b>1,352</b>	<b>654</b>
<b>Animals Returned to Owner</b>	<b>11</b>	<b>6</b>



**INDICATIONS:**

- ① FAILURE TO PROTECT AIRWAY
  - PRESENT LAC REFLEX
  - PRESENT PHARYNX (SPRINK/SOUND)
  - UNABLE TO SWALLOW (MUSCLE)
- FAILURE TO OXYGENATE
  - IE: FLEET IN LUNGS (ALVEOLI ISSUE - POSITIVE PRESSURE)
- FAILURE TO VENTILATE
  - FAILURE TO VENT = FAILURE TO MOVE AIR
  - IE: - ANGIOEDEMA
  - APNOEALYSIS
  - INFLAMMATION (SUDDEN/BURN)
  - TRAUMA (GUN SHOT)
  - HEMATOMA

TRAUMA

LOW 14%

94% - 3 MIN PRIOR

PREPARED

OR ↓ 20 BPM

**METAL BLADE:**

- MILLER (STRAIGHT)
- MHC (CURVE)

**AIRQ3**

ESOPHAGUS

TRACHEA

MONTH

EPIGLOTTIS

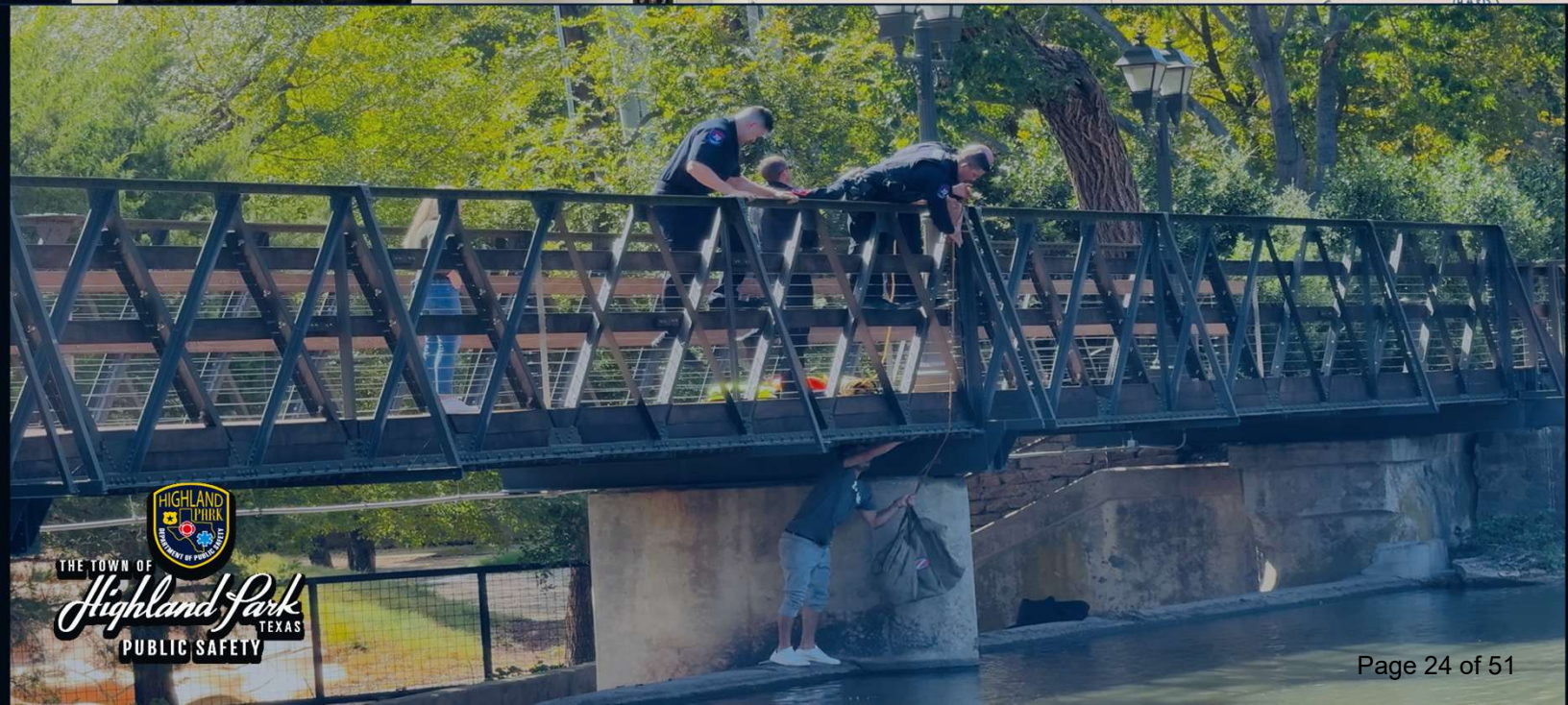
**Vision Pro**

**AIRWAY PREP**

- BVM
- O<sub>2</sub>
- ADJUNCT (NPA/OPA)

**INTUBATION EQUIPMENT**

- ET TUBE (SIZE?)
- DOUGIE
- SYRINGE
- LUBE
- TUBE TAPER



# Administrative Achievements

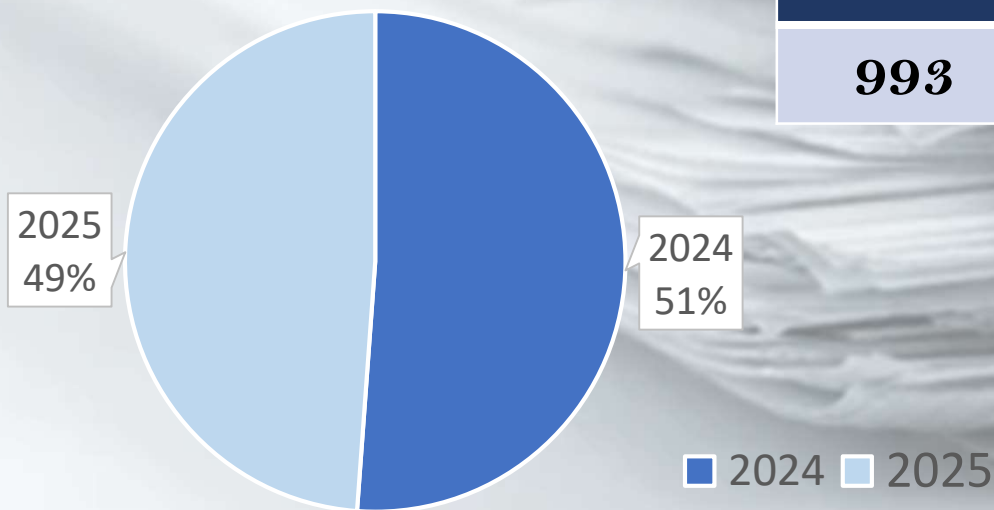
- Installation and Implementation of FLOCK
- Positive 2025 Racial Profiling Report
- Policy Written – Cowboy Hats – Money Secured – Hats fitted and ordered
- Policy Change – Rifle Program – Team selected rifle platform to be used – Money secured – rifles built and procured – ammunition for training and qualification secured
- Continued progress on Rifle training program
- New Ambulance ordered
- Water Tower Project and radio equipment move
- Progress made in Communication's Center to comply with NexGen 911 mandate through utilization of a grant procured by Communication's Manager
- Brazilian Jiu-Jitsu program builds through implementation into mini academy
- All personnel trained in ALERT 1 by the deadline mandated by the Texas Commission on Law Enforcement
- Resident Only Parking Program implemented in Southeast part of Town
- Justified and procured a Parking Enforcement Officer
- Justified and procured a Records Manager
- EMS division sent group to EMERGICON conference
- Continued progress in Fire Policy creation to meet Best Practice
- Hired and onboarded (3) PSO's and (2) Communication Specialists
- Held our first annual DPS Awards Banquet

# Administrative Achievements

	2025	2024
Open Record Requests	1,115	1,077
Attorney General Ruling Requests	50	29
Attorney General Rulings Received	36	26
Discovery Requests	14	16
Video Requests	39	36
Videos Exported	89	87
Subpoenas Processed	13	7
Petition of Expunctions	15	9
Expunction Orders	8	15

## Cases Reviewed - NIBRS

2025	2024
993	1,040



# Personnel Transitions

## Retirement



**#583** Captain Chuck Gore retired after 29 years of loyal and dedicated service. Throughout his career, he made significant contributions to his community and ensuring justice, leaving behind a legacy of commitment, integrity, and hard work.

## Retirement

**#630** Sergeant Cody Simpson retired after 19 years of loyal and dedicated service. Sergeant Simpson's commitment to service and leadership leaves a lasting impact as he begins his retirement focused on family and the next chapter of his life.



## Retirement

**#648** Janice Brown retired after 17 years of loyal and dedicated service. As a dispatcher, her steady presence and hard work helped support officers and citizens alike. Her contributions will be remembered and appreciated for years to come.



# Personnel Transitions



## Promotion

**#695 Hali Key was promoted to serve as the Department of Public Safety's first Records Manager, marking a significant milestone in the establishment of the Records Management Division. She previously served as the Secretary to the Director and brings valuable experience and insight to the position.**

## Position Establishment

**#727 Corey Edwards was selected as the Department of Public Safety's newly established Parking Enforcement Officer. This position is designed to support effective parking management, promote compliance with parking regulations, and help ensure safe and organized parking throughout the area.**



# Staffing Highlights

## New Hires

- #722 Doss Whetstone - PSO
- #723 Andrea Cabrera - Communication Specialist
- #724 Nicholas Perez- PSO
- #725 Nicholas Martinez – PSO
- #726 Mackenzie Tatum – Communication Specialist
- #727 Corey Edwards – Parking Enforcement Officer

## Graduations

- #611 Deputy Chief Marc Rossini – LECOP #158
- #636 Deputy Chief Ryan Pursley – FEMT #10
- #649 Lieutenant Aaron Wallace – FEMT #10
- #651 Captain Randy Riddle – LECOP #106
- #686 Fernando Caballero – Paramedic School
- #703 David Brown – Paramedic School
- #704 Ryan Jaurequi – Paramedic School
- #705 Andrew Kintner – Paramedic School
- #715 Korie Walkley – Police Academy
- #716 Lauren Thompson – CICA Certification 2025
- #718 Manoj Sewal – Police Academy
- #719 James Ness – EMT School & Fire Academy
- #720 Colton Leonard – EMT School & Police/Fire Academy
- #722 Doss Whetstone – EMT School & Fire Academy

# Accolades

## 2024 Employees of the Year



### Civilian

Hali Key  
Secretary to the  
Director



### Public Safety Officer

Larry Creighton



### Supervisor

Sergeant  
Jeff Ramos

## Service Milestones

Lieutenant Lance Koppa – 25 years

Lieutenant Joe Garber– 25 years

Public Safety Officer Chris Velasquez– 20 years

Public Safety Officer Jeff Hightower – 20 years

Public Safety Officer Mark Shearer– 20 years

Captain Randy Riddle – 15 years

Public Safety Officer Larry Creighton– 15 years

Public Safety Officer Jason Hubbard – 10 years

Sergeant Jeff Ramos – 10 years

Public Safety Traffic Officer Peter Gardner – 10 years

Communications Specialist Viveca Patterson – 5 years

Public Safety Officer Korie Walkley– 1 year

Crime Analyst Lauren Thompson – 1 year

Public Safety Officer Shane Greuel – 1 year

Public Safety Officer Manoj Sewal – 1 year

Public Safety Officer Colton Leonard – 1 year

Public Safety Officer James Ness– 1 year

Public Safety Officer Doss Whetstone – 1 year



# Highland Park DPS

Highland Park DPS participated in the Fire Truck Pull on June 14, 2025, a community focused team building event benefiting Special Olympics Texas. The Fire Truck Pull is part of the Law Enforcement Torch Run, one of the largest fundraising efforts supporting Special Olympics athletes, bringing together law enforcement and the community for a fun and meaningful cause. As part of the fundraising goal, Highland Park DPS raised \$550.00.



**PULLING IT  
TOGETHER**  
FOR A CAUSE



# Highland Park DPS

Highland Park DPS partnered with Children's Cancer Fund for the 2<sup>nd</sup> year and participated in their annual Gala on April 11<sup>th</sup>, 2025. Children's Cancer Fund matches every patient model with an individual or group to escort them as they walk, pairing each patient with someone whom they admire and/or who represents their interests, hobbies, or future goals.



# Highland Park DPS

Highland Park DPS participated in the C.A.S.T. for Kids event at Lake Lewisville on September 27, 2025. C.A.S.T. for Kids (Catch A Special Thrill) is a non-profit organization that brings volunteers and children with special needs together for a day of fishing and outdoor fun. The event provides children and their families a memorable experience while promoting encouragement, confidence, and community support.



# Highland Park DPS Annual Banquet

Highland Park held its first Annual DPS Awards Banquet. By partnering with the city of University Park to assist in covering calls, and the Dallas Country Club providing an outstanding venue, all DPS employees were afforded the opportunity to attend the event. This allowed employees to be formally recognized for their achievements throughout the year. It was a night that included current and former DPS employees and their significant others, community members, and council members, creating an evening of appreciation. This event was a huge success, and we look forward to it in the years to come.



# Highland Park DPS Annual Ball



# Outreach



The Town of Highland Park prides itself in its involvement in local and non-local charities and volunteer organizations. Some of the things HPCAN (Community Assisting Neighbors) has been involved in...

**1,492** pounds of food for Vickery Meadows Food Pantry

Collected **423** toys for Toys for Tots

Collected **490** clothing items for Vickery Meadows

**50** hours volunteered for the July 4<sup>th</sup> parade

**76** units of blood donated over four blood drives

# Outreach



On March 29<sup>th</sup>, 2025, retired Captain Tom Wendling participated in the Big D Climb benefiting the Leukemia and Lymphoma Society. He represented the Town of Highland Park and Highland Park DPS while climbing this event in full fire bunker gear. He was able to raise funds in support of the Leukemia & Lymphoma Society.

# Highland Park DPS

## Mission Statement and Values

### OUR VISION

TO BE THE COUNTRY'S PREMIER PUBLIC SAFETY DEPARTMENT BY HIRING PEOPLE OF INTEGRITY AND CHARACTER, EQUIPPING THEM WITH SUPERIOR KNOWLEDGE AND SKILLS, AND EMPOWERING THEM TO PROVIDE UNMATCHED POLICE, FIRE, AND EMERGENCY MEDICAL SERVICES TO ALL WHO LIVE, WORK, AND TRAVEL WITHIN OUR COMMUNITY.

### OUR MISSION

HPDPS HIRES FOR CHARACTER, TRAINS FOR PROFICIENCY, AND PROVIDES UNMATCHED SERVICE.

### OUR VALUES

HPDPS PERSONNEL WILL MODEL AND EMBODY THE VALUES OF INTEGRITY AND SERVICE.

### INTEGRITY

*We commit to do the right thing for the right reason.*

*We revere honesty as the foundation upon which all character is built.*

*We strive each day to earn the trust of those we serve.*

*We perform our duty with respect for all persons.*

### SERVICE

*We pursue the highest standards in our calling; service to others.*

*We partner with the community to provide a safe and secure environment.*

*We work and train hard to be the best at what we do.*

*We go above and beyond, not because the community expects it but because we demand it of ourselves.*

***These values, mission, and vision guide every decision  
in our service to this community.***



# Notes





# Highland Park

## Department of Public Safety





**Town of Highland Park  
Town Council Study Session  
Tuesday, March 17, 2026**

**Item Coversheet**

**Review and discuss the Strategic Plan update.**

**PRESENTED BY:** Letecia McNatt, Director of Policy Development and Strategic Initiatives

**BACKGROUND:**

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The Town is currently developing a Strategic Plan to guide organizational priorities and initiatives over the coming years. The process has included community surveys, focus groups with participation from Town Council members, and facilitated discussions led by the Town's consultant to gather input on community priorities.

Internal staff working groups met to develop and refine the Strategic Priority Areas, Goals, and Objectives that form the plan's framework.

This item provides the Town Council with an update on the plan's development and an opportunity to provide feedback. Following this discussion, any final edits will be incorporated prior to presenting the Strategic Plan to the Town Council for formal adoption at the April 7, 2026, Town Council meeting.

Upon adoption, departments will align their annual work plans with the Strategic Plan. The Town also intends to implement a public-facing dashboard to track progress toward strategic goals and provide the community with visibility into implementation.

The Strategic Plan will guide organizational priorities and support transparent reporting on progress toward the Town's strategic goals.

**RECOMMENDATION**

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This item is for discussion and to receive the Town Council's feedback.

**FINANCIAL IMPACT**

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This item has no financial impact.

**ATTACHMENTS**

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Highland Park Strategic Plan v2



THE TOWN OF

*Highland Park*  
TEXAS

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# Strategic Plan



An American Community Making a Difference

# Vision

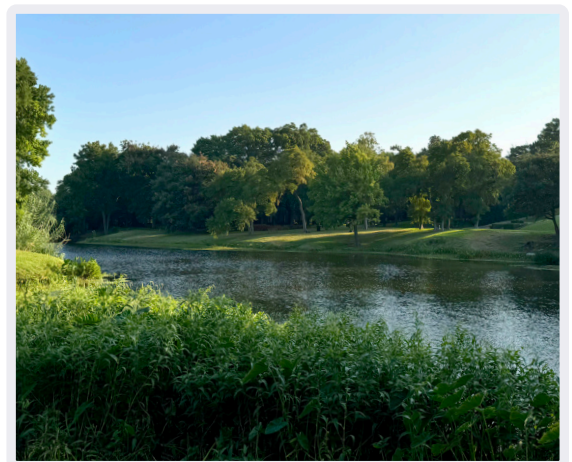
A connected, secure, and tranquil community where families thrive through shared traditions and commitment to service.

# Mission

We strengthen our community in everything we do.

## STRATEGIC PRIORITY AREAS

- 3 | Engagement and Connection**
- 4 | Operational Excellence**
- 5 | Safety and Security**
- 6 | Community Character**
- 7 | Facilities and Infrastructure**
- 8 | Financial Stewardship**



## STRATEGIC PRIORITY AREAS

# Engagement and Connection

### **GOAL: Residents are well informed about Town programs, services, and decisions.**

- ◆ Develop and implement a comprehensive, multi-channel communication strategy
- ◆ Standardize messaging across external platforms
- ◆ Ensure communications are accessible across formats and languages

### **GOAL: Residents have meaningful opportunities to play an active role in shaping Town decisions.**

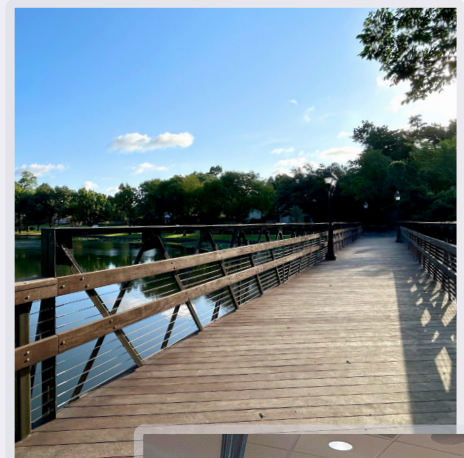
- ◆ Establish standardized and user-friendly engagement methods
- ◆ Integrate resident feedback into policy and service evaluation processes
- ◆ Clearly communicate how resident feedback influences decisions and outcomes

### **GOAL: Community partnerships maximize the Town's effectiveness and shared impact**

- ◆ Strengthen partnerships with local media outlets and community organizations
- ◆ Coordinate messaging and outreach efforts to maximize reach and impact
- ◆ Expand collaborative initiatives to leverage shared resources and expertise

### **GOAL: Comprehensive resources and tools equip residents with the information needed to fully engage in the community.**

- ◆ Develop and implement a comprehensive New Resident Welcome Program
- ◆ Ensure educational materials are accessible in multiple formats
- ◆ Advance preservation and accessibility of the Town's historical and archival resources



## STRATEGIC PRIORITY AREAS

# Operational Excellence

**GOAL: Employees receive clear and consistent internal communication that supports shared priorities and accountability.**

- ◆ Evaluate and improve internal communication tools, processes, and expectations
- ◆ Establish consistent standards for information sharing across departments

**GOAL: Technology and data strengthen service delivery and operational performance.**

- ◆ Conduct a comprehensive review of current technology for system gaps and improvement opportunities
- ◆ Enhance data analytics capabilities to support informed decision-making
- ◆ Strengthen workforce capacity to effectively integrate emerging technologies

**GOAL: Employees are inspired to sustain a culture of professionalism and service excellence.**

- ◆ Prioritize ongoing participation in customer service and professional development training programs
- ◆ Monitor and evaluate service performance using best practices and benchmark standards
- ◆ Enhance recognition and incentive programs

**GOAL: Staffing and organizational capacity ensure reliable service delivery.**

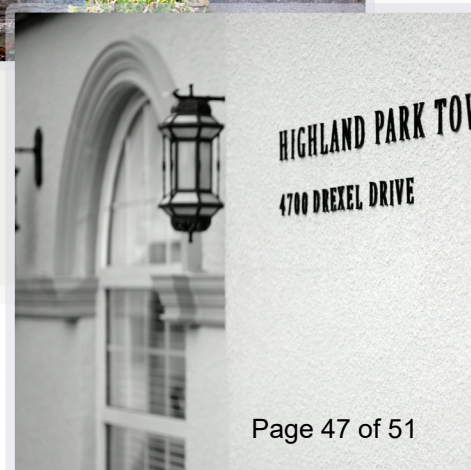
- ◆ Align staffing and service levels through cost-of-service analysis
- ◆ Maintain continuity of operations planning
- ◆ Implement succession planning and cross-training initiatives

**GOAL: Resources align with strategic priorities and service outcomes.**

- ◆ Implement a priority-based budgeting framework
- ◆ Ensure budget decisions directly support strategic plan goals

**GOAL: The Town attracts, retains, and develops a professional workforce committed to service.**

- ◆ Sustain strategic recruitment efforts to attract high-quality candidates committed to service
- ◆ Implement a proactive, data-informed workforce planning model
- ◆ Develop and implement an employee retention program



## STRATEGIC PRIORITY AREAS

# Safety and Security

**GOAL: Public safety operations are strengthened through responsible innovation and well-governed technology.**

- ◆ Ensure all advanced public safety technologies are governed by standardized policies, training, and cybersecurity safeguards
- ◆ Regularly evaluate public safety practices and technologies for effectiveness and efficiency

**GOAL: Public safety services protect life, property, and public trust.**

- ◆ Ensure employees receive appropriate training and equipment
- ◆ Maintain public safety facility that support effective operations
- ◆ Use data and performance metrics to assess outcomes and guide improvements

**GOAL: The Town maintains readiness to respond to emergencies through coordinated partnerships.**

- ◆ Formalize and sustain coordination with local, regional, and state emergency response partners
- ◆ Develop and implement a comprehensive Community Emergency Preparedness Plan
- ◆ Conduct multi-agency training for large-scale and complex incidents

**GOAL: Public safety operations uphold professional standards and public confidence.**

- ◆ Uphold professional standards, accountability, ethics and compliance through clear directives and oversight
- ◆ Maintain recognized accreditation across public safety operations
- ◆ Advance continuous improvement through adoption of recognized industry best practices



## STRATEGIC PRIORITY AREAS

# Community Character

**GOAL: The Town preserves its visual character and enhances its environmental assets.**

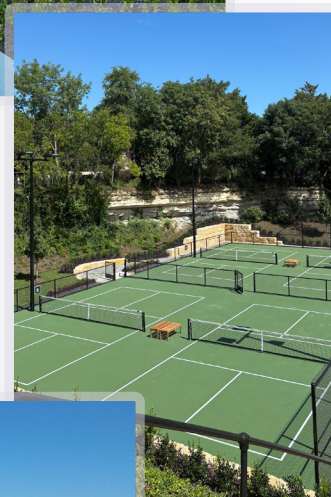
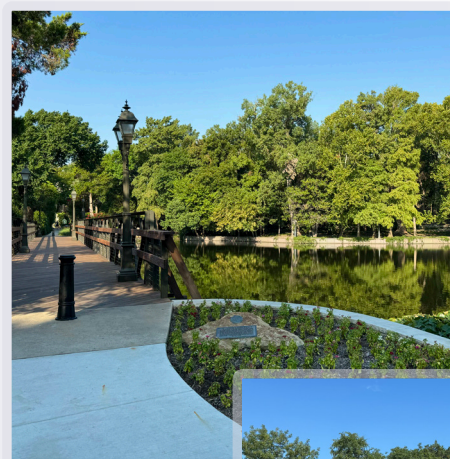
- ◆ Establish and maintain ordinances and enforcement mechanisms that protect the tree canopy
- ◆ Require and sustain green space and key aesthetic features through zoning and development standards

**GOAL: Development reflects the established character and standards of Highland Park.**

- ◆ Ensure development complies with adopted zoning and design standards
- ◆ Regularly review and update the Town Code of Ordinances to uphold community standards

**GOAL: The Town anticipates and addresses impacts from development in adjacent municipalities.**

- ◆ Proactively implement strategies to address boundary-related concerns
- ◆ Strengthen collaboration with adjacent property owners and regional partners



## STRATEGIC PRIORITY AREAS

# Facilities and Infrastructure

**GOAL: Infrastructure and public spaces are maintained to the highest standards to ensure safety and dependability.**

- ◆ Sustain a proactive maintenance approach emphasizing lifecycle planning and risk mitigation
- ◆ Regularly assess the condition and performance of infrastructure assets
- ◆ Minimize service disruptions and respond promptly to infrastructure issue

**GOAL: Capital investments support long-term needs and community expectations.**

- ◆ Maintain a forward-looking Capital Improvement Program
- ◆ Deliver capital projects on schedule, within budget, and with minimal neighborhood disruption
- ◆ Secure funding commitments from partnering agencies

**GOAL: Parks and public spaces exemplify a standard of quality that reflects community pride and enriches quality of life.**

- ◆ Maintain parks and public spaces that exceed resident expectations
- ◆ Regularly evaluate park improvements, amenities and programming
- ◆ Protect and enhance the natural features and landscape quality of parks and public spaces

**GOAL: Facilities integrate modern functionality consistent with the Town's character.**

- ◆ Preserve architectural character while integrating modern functionality and efficiency
- ◆ Improve energy efficiency, safety, and technology capabilities in Town facilities

**GOAL: Mobility and parking systems support safe and accessible circulation within the Town.**

- ◆ Evaluate and enhance parking systems
- ◆ Improve pedestrian, bicycle, and vehicle mobility through innovative solutions
- ◆ Coordinate planning and enhancement efforts with regional partners



## STRATEGIC PRIORITY AREAS

# Financial Stewardship

### **GOAL: Financial information is transparent and accessible.**

- ◆ Provide timely, clear, and accessible financial information
- ◆ Maintain strong audit performance and compliance standards

### **GOAL: Financial systems and processes support efficiency and reliability.**

- ◆ Modernize financial technology infrastructure and system security
- ◆ Reduce manual processes and streamline workflows

### **GOAL: Financial resources are aligned with service demands and long-term needs.**

- ◆ Integrate long-range financial planning with asset and service planning

### **GOAL: Financial policies and controls support accountability and compliance.**

- ◆ Regularly review and update financial policies and internal controls
- ◆ Ensure compliance through training and governance updates

