## Key Focus Area #1: Leadership/Governance

Guiding Principle: Create opportunities for leadership and development. Address governance issues for the organization.

Facilitator: City Manager

	Goals	Team Leads	Team Members
Strategy 1: Establish a system for regular review of the	Establish a Charter Review Process/Policy that sets the timeframe for regular		
City Charter. (2019)	review by a Charter Committee to be appointed by the City Council.	City Secretary	City Sec.'s Office, City Mgr.'s Office, Jim Fox, Directors as needed
Strategy 2: **Establish a legislative advocacy program.	Have a more active role in legislative activities: visit Austin/state officials, find municipal partners with common issues/ground, as well as become more active with organizations like the Chamber and Economic Alliance. The Economic Alliance has monthly public policy meetings and distributes white papers. Develop a "Legislative Committee" of Council members and key City staff to create a true program.	City Manager's Office	City Manager's Office
Strategy 3: Improve the public	Expand proactive informational program on social media.	Public Information and Marketing Manager	Kaitlyn, Jacob
engagement/communication program to curb	*Target markets with different forms of social media.	Public Information and Marketing Manager	Kaitlyn
misinformation and misunderstandings.	Utilize utility bills for information distribution.	Finance Director	Central Collections
mismormation and misunderstandings.	Improve use of digital signs for information.	Public Works Director	David, Jacob, Kaitlyn, Andrew, Nicole Garvis, Rebecca
	Establish an "adult" version of Student Government Day.	City Manager's Office	Jay, Sara, Angela

## Key Focus Area #2: Quality of Life/Image

Guiding Principle: Elevate the community's quality of life to be a vibrant community of choice in which to live, work and play.

Facilitator: Parks & Recreation Director

	Goals	Team Leads	Team Members
Strategy 1: Establish intersection lighting and signage	***Improve signage at intersections	Public Works Director	David, Jay
throughout the city. (2019)	Utilize City logo in and on messaging, signage, assets, etc. in a way that highlights	Public Information and Marketing Manager	Kaitlyn, Jacob, Sara, Jay
	the city's unique culture.	Public information and Marketing Manager	Raitiyii, Jacob, Sara, Jay
	Update signage standards established by City Manager/Mktg on all wayfinding,	Public Works & Engineering Directors	Jay, David, Dilcia, James, Kaitlyn
	electronic marque and entryway signage.	Public Works & Engineering Directors	Jay, David, Diicia, James, Kaitiyii
Strategy 2: ***Create additional recreational	Provide a variety of additional programming for kids and teens through the Parks &		
programming for kids/teens.	Rec department and the Library designed to entertain, educate and involve them in	Parks & Recreation and Library Directors	Kenny, Rebecca
programming for masy teems.	community activities.		
Strategy 3: Establish iconic staples for Deer Park (i.e.	Identify the types of icons (statues, art, etc.) that might be appropriate for Deer	Public Information and Marketing Manager	Kaitlyn
Seabrook pelicans, umbrella alley, etc.).	Park and budget for implementation.		
Strategy 4: Beautify the city's gateways.	Identify, enhance, and establish City gateways so that they are iconic and visually	Parks & Recreation Director	Jay, Kenny, Jacob, Kaitlyn
	appealing.	raiks & necreation birector	Jay, Kellily, Jacob, Kaltiyii

#### **Key Focus Area #3: Comprehensive Planning**

Facilitator: Public Works Director

Guiding Principle: The City of Deer Park will develop and maintain a comprehensive plan to address its infrastructure and facility needs including zoning, streets, drainage, utilities, and city facilities to be supported by a strategic financial plan that considers all available.

	Goals	Team Leads	Team Members
Strategy 1: Establish a comprehensive redevelopment	Enhance the aesthetic appearance and elegance of the City's landmarks, facilities,		David, Kenny, Jacob, Sara
and beautification master plan. (2019; moved from	facades, landscaping, etc.	Public Works and Parks & Recreation	
Quality of Life)	Create a beautification plan that improves the overall image and aesthetics of the City through redevelopment, code enforcement, and new development citywide.	Directors	
Strategy 2: Establish a financial master plan. ( 2019)	Create a 5-year revenue and expenditure forecast to include in the annual budget document for each major fund.	Finance Director	Nicole, Sara
	Create an Asset Replacement Schedule for all assets currently on the City's asset listing.		
Strategy 3: *Establish a Capital Improvements Plan for infrastructure redevelopment.	Create a 5 year CIP Plan to include in the annual budget document.	Finance Director	Nicole, David, Dilcia
Strategy 4: *Develop a GIS asset management inventory system.	Make current GIS more robust. Find a vendor that can provide a GIS based asset management application for City assets and infrastructure.	Engineering Director	Dilcia, James

## **Key Focus Area #4: Economic Development**

Guiding Principle: The City of Deer Park will develop strategies to promote economic development.

### **Facilitator: Assistant City Manager**

	Goals	Team Leads	Team Members
Strategy 1: *******Develop a revitalization master plan for beautification and redevelopment of Center Street.	I Explore removal/relocation of nower lines	City Manager, Assistant City Manager, Public Works and Parks & Recreation Directors	Jay, Sara, David, Kenny
Strategy 2: Establish a greater emphasis on community wide code enforcement.	Review current processes and ordinances, and strengthen items to ensure the City is enforcing code enforcement to a high standard of excellence.  Promote more citizen and Code Enforcement Officers' involvement.	Engineering Director	Dilcia, Jay
Strategy 3: Promote community events.	Host more concerts.  Establish an annual historic reenactment at Patrick's Cabin.  Reinvigorate Fall Fest.	Assistant to the CMO	Kenny, Jacob Cristina, Kenny Kenny, Jacob
	Establish a monthly Farmers Market.	Parks & Recreation Director	Kenny, Jacob Kaitlyn, Kenny
•	Meet with start-up small business owners and reach out to unique local businesses outside of Deer Park.	Economic Development Administrator	Debbie, Kaitlyn, Cristina

# Key Focus Area #5: Public Safety Facilitator: Police Chief

Guiding Principles: Provide for the safety of the citizens. Enhance emergency operations. Build capacity in service delivery. Provide collaborative/cooperative responses.			
	Goals	Team Leads	Team Members
Strategy 1: *****Refamiliarize staff with EOC protocols and training.	Provide annual EOC training to staff assigned to these duties. Distribute quarterly regional training information.	EMS Director	Jamie, David
Strategy 2: ****Establish a mental health social media campaign with information for available resources.	Work alongside different health care organizations, wellness committee, charity organizations, and religious organizations to better target the mental health demographic.	Public Information and Marketing Manager	Kaitlyn
Strategy 3: Establish a wildlife education campaign.	Contact TPWD to identify education electronic brochures and wildlife rehabilitators and presenters.	Police Chief	Chief
Strategy 4: Mitigate the stray animal population.	Implement more proactive protocols by Humane for stray animals.	Police Chief	Chief
Strategy 5: Conduct a commodity flow study to determine hazardous traffic issues.	A commodity flow study for rail will begin in 2024. Continue to pursue CFS grants and information costs for a private company to perform.	EMS Director	Jamie, Chief
Strategy 6: Expand the Police DOT program.	Prepare budget request to increase staffing.	Police Chief	Chief
Strategy 7: Improve radio and tower communications.	Refresh WAN Ring Infrastructure by replacing end-of-life microwave (wireless) links as identified in the Strategic Technology Master Plan (2020). The new system should be licensed frequency and CJIS compliant.	IT Director	James
Strategy 8: Develop relationships with neighboring community shelter providers.	Develop a shelter operations plan.	EMS Director	Jamie, Kenny, Jacob
Strategy 9: Establish continuous emergency management training for staff.	Provide quarterly training info. Offer classes locally.	Office of Emergency Management	Chief, Jamie, Angela, David
Strategy 10: Establish a process for providing personal supplies to people in times of emergency.	A regional point of distribution plan is in place and reviewed annually. Explore the concept of a logistics warehouse for nonperishable items.	EMS Director	Jamie
Strategy 11: Develop a webinar education series for residents' on emergency preparedness.	Develop and distribute educational programs for the public for all hazards incidents. Work alongside Emergency Operations and Police Department to establish a routine webinar series discussing how to better prepare our residents in the event of an emergency.	EMS Director	Jamie, Chief, Kaitlyn

#### **Key Focus Area #6: Organizational Excellence Facilitator: Human Resources Director** Guiding Principle: Review, evaluate, and anticipate organizational growth, challenges, and personnel transitions. **Team Leads Team Members** Goals Strategy 1: Develop organizational processes and programs after Determine current status of city's WLB to 'Market' and ensure WLB benefits are Human Resources Director Sandra, Angela, Nicole competitive to market. analysis of work/life balance. (2019) 5-year plans. Strong Focus on Development Plans that are actively managed Strategy 2: \*\*\*\*\*\*Prepare a more robust succession planning where the rubber meets the road). Review plans more often than once a year. program. HR Director Sandra Procedures, expectations, and check-ins for cross training, shadowing, development of a director's or supervisor's staff, etc. Strategy 3: \*Identify option for adding volunteers. From perspective of various committees/commissions. Currently don't have a great pool of applicants or volunteers for committees and/or getting involved with the City; this participation has a lot of influence on those who eventually are elected to City Manager's Office Jay, Sara, Angela, Cristina Council or appointed to other boards. Work with Marketing team to develop a advertising campaign/enhance current processes. Strategy 4: Establish a historical reference library of policies and Have a centralized location with a user friendly key/legend for all policies and Assistant to the CMO Cristina, Angela, Rebecca procedures for each department. procedures citywide. Strategy 5: Improve communications among department/staff. Have regular meetings to understand what each department does. Human Resources Director Directors

City Secretary

City Secretary

**Human Resources Director** 

Human Resources Director

Human Resources Director

Assistant City Manager

Human Resources Director

Human Resources Director

Human Resources Director

Assistant to the City Manager

Angela, Rebecca, Nicole

Sandra, Angela, David

Sandra, David, Nicole

Sara, Sandra, Angela

Sandra, David, Kenny

Sandra, Angela, Jay, Sara

Directors

Cristina

Directors

Sandra

Have Lunch & Learn meetings between departments.

Encourage involvement amongst staff and Council to be active in relevant and

Define who "Leadership" is and consider means to get aligned content for varied

Identify opportunities to utilize employees to step into acting supervisory positions.

Consider Municipal Leadership Academy for second level leadership.

Develop cross-training program for departments to implement.

Prepare videos on departmental responsibilities.

Establish a program to trade positions for a day.

Conduct department level planning sessions.

Establish a mentoring program.

beneficial organizations.

needs of Leaders.

Strategy 6: Develop a networking protocol with area

Strategy 8: Establish a leadership development program for all

Strategy 7: Enhance strategic planning processes.

iurisdictions.

levels of operations.