

Key Focus Area #1: Leadership/Governance	Facilitator: City Manager
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Guiding Principle: Create opportunities for leadership and development. Address governance issues for the organization.

	Goals	Team Leads	Team Members
Strategy 1: Establish a system for regular review of the City Charter. (2019)	Establish a Charter Review Process/Policy that sets the timeframe for regular 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 engagement/communication program to curb misinformation and misunderstandings.	Expand proactive informational program on social media.	Public Information and Marketing Manager	Kaitlyn, Jacob
	*Target markets with different forms of social media.	Public Information and Marketing Manager	Kaitlyn
	Utilize utility bills for information distribution.	Finance Director	Central Collections
	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	Facilitator: Parks & Recreation Director
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Guiding Principle: Elevate the community's quality of life to be a vibrant community of choice in which to live, work and play.

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

Key Focus Area #3: Comprehensive Planning	Facilitator: Public Works Director
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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 and beautification master plan. (2019; moved from Quality of Life)	Enhance the aesthetic appearance and elegance of the City's landmarks, facilities, facades, landscaping, etc.	Public Works and Parks & Recreation Directors	David, Kenny, Jacob, Sara
	Create a beautification plan that improves the overall image and aesthetics of the City through redevelopment, code enforcement, and new development citywide.		
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**Facilitator: Assistant City Manager**

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

	Goals	Team Leads	Team Members
Strategy 1: *****Develop a revitalization master plan for beautification and redevelopment of Center Street.	Explore removal/relocation of power 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.	Parks & Recreation Director	Kenny, Jacob
	Establish an annual historic reenactment at Patrick's Cabin.	Assistant to the CMO	Cristina, Kenny
	Reinvigorate Fall Fest.	Parks & Recreation Director	Kenny, Jacob
	Establish a monthly Farmers Market.	Parks & Recreation Director	Kenny, Jacob
	Establish marketing and programming for the new civic center facilities.	Public Information and Marketing Manager	Kaitlyn, Kenny
Strategy 4: Seek out niche-boutique businesses to support Deer Park.	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.

	Goals	Team Leads	Team Members
Strategy 1: Develop organizational processes and programs after analysis of work/life balance. (2019)	Determine current status of city's WLB to 'Market' and ensure WLB benefits are competitive to market.	Human Resources Director	Sandra, Angela, Nicole
Strategy 2: *****Prepare a more robust succession planning program.	5-year plans. Strong Focus on Development Plans that are actively managed (where the rubber meets the road). Review plans more often than once a year. Procedures, expectations, and check-ins for cross training, shadowing, development of a director's or supervisor's staff, etc.	HR Director	Sandra
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 Council or appointed to other boards. Work with Marketing team to develop a advertising campaign/enhance current processes.	City Manager's Office	Jay, Sara, Angela, Cristina
Strategy 4: Establish a historical reference library of policies and procedures for each department.	Have a centralized location with a user friendly key/legend for all policies and procedures citywide.	Assistant to the CMO	Cristina, Angela, Rebecca
Strategy 5: Improve communications among department/staff.	Have regular meetings to understand what each department does.	Human Resources Director	Directors
	Have Lunch & Learn meetings between departments.	City Secretary	Angela, Rebecca, Nicole
	Prepare videos on departmental responsibilities.	City Secretary	Directors
	Establish a mentoring program.	Human Resources Director	Sandra, Angela, David
	Establish a program to trade positions for a day.	Human Resources Director	Sandra, David, Nicole
Strategy 6: Develop a networking protocol with area jurisdictions.	Encourage involvement amongst staff and Council to be active in relevant and beneficial organizations.	Human Resources Director	Sandra, Angela, Jay, Sara
Strategy 7: Enhance strategic planning processes.	Conduct department level planning sessions.	Assistant to the City Manager	Cristina
Strategy 8: Establish a leadership development program for all levels of operations.	Define who "Leadership" is and consider means to get aligned content for varied needs of Leaders.	Assistant City Manager	Sara, Sandra, Angela
	Consider Municipal Leadership Academy for second level leadership.	Human Resources Director	Directors
	Develop cross-training program for departments to implement.	Human Resources Director	Sandra
	Identify opportunities to utilize employees to step into acting supervisory positions.	Human Resources Director	Sandra, David, Kenny