

Strategic Plan 2024								
Key Focus Area	Guiding Principles	Strategies	Goals	Action Steps	Budget	Timeline	Lead	Team
1. Leadership/Governance	Create opportunities for leadership and development. Address governance issues for the organization.	City Manager						
		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.	1. Create a committee to review charter every five years. 2. Hold multiple meetings to discuss sections. 3. Committee to provide the final recommendation to council. 4. Council will decide if they want to accept committee's decisions and/or add their own. 5. If council decides to accept or add their own, plan for charter election.	Committee is unpaid. Staff time (if exempt) will be no additional cost. If charter election is held costs can be combined with general election scheduled.	If charter election is for 2027, committee needs to be selected (Dec 2025), meetings of committee (Feb-June 2026), Council review (Aug/Sept 2026), Call special election Jan/Feb 2027, Election May 2027.	City Secretary	City Sec's Office, City Mgr.'s Office, Jim, Directors as needed
		** Establish a legislative advocacy program.	Have a more active role in legislative activities; visiting Austin/state officials; find municipal partners with common issues/ground. Become more active with org.'s like the Chamber and Economic Alliance; ex.: the EA has monthly public policy meetings and distributes white papers. Create a true "program"; develop a "Legislative Committee" of Council members and key City staff.	1. Become more active with org.'s like the Chamber and Economic Alliance; ex.: the EA has monthly public policy meetings and distributes white papers. 2. Create a true "program"; develop a "Legislative Committee" of Council members and key City staff.	TBD	-Have committee created by June 2024. -Engage with area partners by September 2024. -Minimum of bi-annual committee meetings; to present a report to City Council.	City Manager's Office	City Manager's Office
		Improve the public engagement/communication program to curb misinformation and misunderstandings.	N/A	N/A	N/A	N/A	N/A	N/A
			Expand proactive informational program on social media	1. Utilize prior experiences and data to determine what areas of social media need improvement. 2. Utilize software such as placr.ai to determine how to improve informational programing. 3. Determine underserved informational needs and create a marketing plan to address those needs annually. 4. Establish a quarterly review of informational needs for social media.	TBD	1 year (FY24-25)	Communications/Mktg Administrator	Kaitlyn, Jacob
			* Target markets with different forms of social media.	1. Identify target markets for each social media page. 2. Identify Demographics associated and develop campaigns based on said markets. 3. Create a set of engagement opportunities for citizens to build trust and engage with content.	Advertisement dollars as needed - TBD	1 year (FY24-25)	Communications/Mktg Administrator	Kaitlyn
			Utilize utility bills for information distribution.	Ongoing.	approx. \$350 per insert	Currently in practice	Finance Director	Central Collections
			Improve use of digital signs for information.	1. Create entry signs for major roads crossing into City Limits 2. Consider lit signage for night time visibility. 3. Review samples of crosswalks/street identification at intersections.	TBD	2 years (FY 25-26)	PW Director	David, Dilcia, James
			Establish an "adult" version of Student Government Day	Explore partnering with programs like the Chamber or Rotary, and develop a program similar to Citizen's Police Academy OR some sort of internally created annual or bi-annual program with advertising and application process.	TBD	4 years (FY 27-28)	City Manager's Office	Jay, Sara, Angela
2. Quality of Life/Image	Elevate the community's quality of life to be a vibrant community of choice in which to live, work and play.	P&R Director						
		Establish intersection lighting and signage throughout the city. (2019)	N/A	N/A	N/A	N/A	N/A	N/A
			*** Improve signage at intersections	Establish comprehensive signage standards that distinguish Deer Park from other cities (meet as a group [beautification? Ad hoc?] and develop plan).	TBD	-Have comprehensive signage standards developed by EOY 2025. -Have all signage at intersection updated per the created plan by EOY 2028.	PW Director	David, Jay

		Utilize City logo in and on messaging, signage, assets, etc. in a way that highlights the city's unique culture.	1. Identify and incorporate city logos into city signage. 2. Identify and incorporate city logos into City publications and social media. 3. Educate local partners to assist with the distribution and incorporation of the City's identity. 4. Create a media campaign that educates the public on the City's identity and encourages tourism.	TBD; Electrical box - \$2,000 per box (Beautification Budget)	-For action steps 2-4: 2 years. -For action step 1: EOY 2028. - Electrical boxes 3 years (FY 26-27)	Communications/Mktg Administrator	Kaitlyn, Jacob, Sara, Jay
		Update signage standards established by City Manager/Mktg on all wayfinding, electronic marque and entryway signage.	Expand entryway signage to all entrances into the city; Consider iconic (with deer and street names, for example) across city, near parks or city entrances. Develop long term plan to phase out and replace outdated signage/imaging on existing wayfinding, electronic marque, and entryway signs. Consistent aesthetic on all new construction signs.	TBD	2 years (FY 25-26)	PW & ENG Directors	Jay, David, Dilcia, James, Kaitlyn
	*** 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.	1. Identify additional programming by surveying surrounding libraries and recreation departments, reviewing professional literature, and attending continuing education programs. 2. Utilize professional organizations such as NRPA, TRAPS, and TLA to identify recent trends in parks and recreation and library services and evaluate the feasibility of offering these programs to the local community. 3. Explore joint programming between recreation and library. 4. Provide opportunities for community engagement to give Deer Park residents the opportunity to suggest programs and services they would like the departments to offer. 5. Develop a needs assessment that highlights underserved populations within the community, considering potential joint programming options to address those needs. 6. Hold seasonal meetings to develop additional programming that is either joint in nature or complimentary to both departments' offerings.	\$0 (staff time) to identify opportunities; cost implementation TBD	Ongoing. Maintain current planning schedule for programming in both departments. Beginning in Fall 2024, add quarterly meetings between the recreation department and the library to consider additional programming for kids and teens.	P&R and Library Directors	Kenny, Rebecca
	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	Identify resources we currently have, and identify new concepts to illustrate throughout Deer Park. This will include all electrical boxes, blank walls, business façade incentive projects (tying back into economic development area of emphasis research) and unpurchased sculptures and placements. Utilize the Beautification Committee and identify other municipal beautification and Quality of Life incentives. Develop a standardized grant application through the San Jacinto Texas Historic District for matching \$5,000 grants and research additional grant opportunities through tourism programs. As well, develop an overall marketing campaign including press releases, videos, high quality images and promotional items.	TBD	4 years (FY 27-28)	Communications/Mktg Administrator	Kaitlyn
	Beautify the city's gateways.	Identify, enhance, and establish City gateways so that they are iconic and visually appealing.	1. Identify current gateways and determine which gateways are most utilized. 2. Determine what constituents want to see in gateways. 3. Determine enhancements for existing gateways and which new gateways to create. 4. Hire architect to design new gateways and probable costs. 5. Explore possible conflicts with locations for gateways. 6. Propose designs and costs to City Council for consideration and action.	TBD	3 years (FY 24-25, FY 25-26, FY 26-27)	P&R Director	Jay, Kenny, Jacob, Kaitlyn

3. Comprehensive Planning		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 funding options.							PW Director	
		Establish a comprehensive redevelopment and beautification master plan. (2019; moved from Quality of Life)	1. Enhance the aesthetic appearance and elegance of the City's landmarks, facilities, facades, landscaping, etc. 2. Create a beautification plan that improves the overall image and aesthetics of the City through redevelopment, code enforcement, and new development citywide.	1. Replace fencing on lift stations, surface water plant, and water booster stations. 2. Install/replace signs on all lift stations and at surface water plant. 3. Paint clear wells at surface water plant. 4. Define beautification with the input of City Council, Beautification Committee, P&Z, PARC, and City staff. 5. Identify the aspects of the plan that will include and address landscaping, urban canopy, building codes, public art, City logo, etc. 6. Research and utilize existing codes, ordinances, master plans, etc. to assist with the development of the plan. 7. Develop an outline for the comprehensive plan and involve various City staff members to focus on areas of expertise. 8. Identify areas that are "low hanging fruit" for landscaping and public art. 9. Finalize plan and present for approval.	TBD	Have completed comprehensive redevelopment and beautification master plan by EOY 2026	PW & P&R Directors	David, Kenny, Jacob, Sara		
		Establish a financial master plan. (2019)	1. Create a 5 year revenue and expenditure forecast to include in the annual budget document for each major fund. 2. Create an Asset Replacement Schedule for all assets currently on the City's asset listing.	1a. Begin with General Fund, create a 5 year forecast for the FY 24-25 budget. 1b. Add 5 year forecast for Water/Sewer, Debt Service, HOT, Stormwater, CCPD, FCPPEMSD, DPCCDC for the FY 25-26 Budget. 1c. Add 5 year forecast for CIP and ARF to the FY 26-27 Budget. 2a. Verify that the City's current asset listing is up to date. 2b. Determine the useful life of each asset. 2c. Create a spreadsheet combining both the asset listing and useful life to determine when replacement of assets are necessary.	N/A	(1a) 1 year; (1b) 2 years; (1c) 3 years; (2a) 6 months (2b) 1 year (2c) 1.5 years	Finance Director	Nicole, Sara		
		* Establish a Capital Improvements Plan for infrastructure redevelopment.	Create a 5 year CIP Plan to include in the annual budget document	1. Meet with key staff to determine projects to be completed in the next 5 years, establish costs and funding sources. 2. Create a spreadsheet outlining the projects, estimated cost, completion timeline, and funding sources.	N/A	(1) 1-2 years (2) 1-2 years	Finance Director	Nicole, David, Dilcia		
		* 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.	The GIS & Public Works teams have setup demos of City Works We hope to have a vendor selected for FY 24-25 budget time. We currently have multiple assets in the ERP Pro X Fixed Asset module that we can import into the new solution. Continue developing our GIS by adding missing assets. Establish a process to gather field information regarding age, repairs, etc. Explore software and/or software integration with current GIS to facilitate input and maintenance of information.	Field GIS Specialist" - \$80K; Software (if needed) - TBD	Started, ongoing. Figure out if we are going to be using another software (3-6 months); A meeting took place yesterday to look into Cityworks software.	ENG Director	Dilcia, James		
4. Economic Development		The City of Deer Park will develop strategies to promote economic development.							Assistant City Manager	
		***** Develop a revitalization master plan for beautification and redevelopment of Center Street.	Explore removal/relocation of power lines.	1. Get pricing estimates. 2. Conduct feasibility study. 3. Take preliminary report to Council. 4. Formal creation of master plan, if conclusion is to move forward.	TBD	Have items completed in order to present to Council by Spring 2025.	CMO, PW & P&R Directors	Jay, Sara, David, Kenny		

	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.	1. Ensure proper staffing and adequate staff training. 2. Establish a system for regular periodic reviews (parking violations, junk cars, etc.) 3. Enhance City ordinances to more aggressively address code enforcement issues. 4. Provide more visibility to the "Report a Concern" tab in the City's website through the use of social media. 5. Produce videos for DPTV on what constitutes a violation. 6. Make necessary changes to the drop-down menu for ease of use (IT Dept). 7. Review current Ordinances (outdated/ conflicting/confusing/incomplete) and make necessary changes. 8. Submit to Council for approval.	TBD	1 year; Visibility in social media - within 1 month. Videos on what is a violation - 6 months to 1 year. Drop-down menu - within 3 months. Review of Ordinances - 3 year process.	ENG Director	Dilcia, Jay
	Promote community events.	N/A	N/A	N/A	N/A	N/A	N/A
		Host more concerts.	1. Review current concert offerings and identify additional concert opportunities. 2. Host new or enhanced concerts that offer more recognized musical talent. 3. Engage community partners to help host or fund additional concert opportunities. 4. Review current events to see opportunities to add musical components to further enhance the overall experience for citizens.	TBD	2 years (FY 24-25 and FY 25-26)	P&R Director	Kenny, Jacob
		Establish an annual historic reenactment at Patrick's Cabin.	Obtain details on the reenactment in 2010 at the cabin to determine what worked and what could be improved on; Meet with Historical Committee for ideas on proposed program for reenactment; research ideas for similar events in the surrounding area; Discuss promotion of the event with Marketing and costume ideas/rentals with Theater Dept.; Develop a plan to determine needed resources and cost estimates.	Unknown at this time.	Annual event; planning estimated to be about one year in advance, depending on how big the event is expected to be; internally meet at least once a month to discuss any issues, ideas, and progress.	Assistant to the CMO	Cristina, Kenny
		Reinvigorate Fall Fest.	1. Research and determine the history of the original Fall Fest and why it is no longer offered. 2. Determine the feasibility of the Fall Fest in today's market. 3. Develop a programming plan for the festival and a proposed budget.	TBD	1 year (FY 24-25)	P&R Director	Kenny, Jacob
		Establish a monthly Farmers Market.	1. Research and determine the reason(s) of a farmers market within the community. 2. Review logistics and availability for hosting a Farmers Market. 3. Explore the timeliness of the event and determine if it is feasible.	TBD	1 year (FY 24-25)	P&R Director	Kenny, Jacob
		Establish marketing and programming for the new civic center facilities.	1. Conduct meetings with City Council and Administration to determine vision for hosting events at the new Civic Center. 2. Continue researching similar venues in the area and their marketing efforts to determine the competitive market. 3. Utilize Placer AI to view traffic patterns of patrons visiting similar venues. 4. Work alongside PARD to establish proactive marketing for programming. 5. Identify all events in advance to develop program demographics and retention of previous attendees. 6. Redefine scope of who we are trying to reach through these programs and potentially shape marketing campaigns and channel distribution to better market to the audiences we are trying to reach.	TBD	1 year (FY 24-25)	Communications/Mktg Administrator	Kaitlyn, Kenny
	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.	Work with San Jacinto College Small Business Development Center and the Deer Park Chamber of Commerce to identify niche businesses; provide information on available tenant space/opportunities through social media and newsletters; increase awareness of City-driven promotion benefitting Deer Park businesses through social media, newsletters and videos; EDC and Tourism to continue to research opportunities to solicit niche businesses; explore retail attraction programs to determine if any are feasible and effective for Deer Park.	\$0 (staff time only)	Monthly meetings with SJSBDC and Chamber; monthly newsletter solicitations	Economic Development Administrator	Debbie, Kaitlyn, Cristina

5. Public Safety	Provide for the safety of the citizens. Enhance emergency operations. Build capacity in service delivery. Provide collaborative/cooperatives responses.	Police Chief						
		***** Refamiliarize staff with EOC protocols and training.	Provide annual EOC training to staff assigned to these duties. Distribute quarterly regional training information.	Provide information on course offerings, Conduct Annual EOC 101 training, TDEM training	Most courses are at no cost	Annually	EMS Director	Jamie, David
		**** 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.	Research available resources and organizations that have programs tailored to aid in mental health awareness. Develop a video series/campaign to recommend when and where to seek help as well as a “Mindset Matters” campaign with local gyms.	TBD	2 years (FY 25-26)	Communications/Mktg Administrator	Kaitlyn
		Establish a wildlife education campaign.	Contact TPWD to identify education electronic brochure and wildlife rehabilitators and presenters.	Partner with TPWD and area wildlife rehabilitators to produce monthly Facebook releases concerning wildlife and handling of injured. Discuss during public library presentations.	\$0	2 years (FY 25-26)	Police Chief	Chief
		Mitigate the stray animal population.	Implement more proactive protocols by Humane for stray animals.	1. Maintain full staff within the Humane department. 2. Replace unreliable rolling stock to have the ability to facilitate more patrols.	TBD	2 years (FY 25-26)	Police Chief	Chief
		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.	Seek Grants for study (currently scheduled); explore costs to outsource a CFS.	\$0-\$10,000	Every 5 years	EMS Director	Jamie, Chief
		Expand the Police DOT program.	Prepare budget request to increase staffing.	Begin position bid for one DOT officer to run in conjunction with needed training. Increase number of total officers by one to fill new position.	\$147,193.85 including benefits annually	3 years (FY 26-27)	Police Chief	Chief
		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 CJS compliant	Ceragon has been identified as the preferred vendor.	Capital Request of \$206,100 in the FY 24-25 budget for hardware.	1 year (FY 24-25)	IT Director	James
		Develop relationships with neighboring community shelter providers.	Develop a shelter operations plan.	Coordinate with ARC for shelter concerns; train PARD Staff.	\$0-\$25,000	Annually	EMS Director	Jamie, Kenny, Jacob
		Establish continuous emergency management training for staff.	Provide quarterly training info. Offer classes locally.	Conduct lunch & learn webinars or incorporate staff training with safety training sessions for new hires.	Most courses are at no cost	Quarterly	Office of Emergency Management	Chief, Jamie, Angela, David
		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.	Review and update POD plan.	\$100,000	5 years (FY 28-29)	EMS Director	Jamie
		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	Develop informational webinar series. Compile information for webinar series, set up a series of Q&A questions that fit the need moderate the panel discussion, and facilitate the response to resident questions.	\$50,000	Implementation 1 year (FY 24-25); Annually	EMS Director	Jamie, Chief, Kaitlyn
6. Organizational Excellence	Review, evaluate, and anticipate organizational growth, challenges, and personnel transitions.	HR Director						
		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.	Survey other cities/employers and ID deltas to mkt.	\$0	1 year (FY24-25)	HR Director	Bill, Angela, Nicole
		***** 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.	Update to plan overview mandating bi-annual plus reviews and review completed development plans (accountability in addition to identifying those likely to leave within a certain time frame and assign them a risk level). Conduct Succession Kickoff to re-energize initiative.	\$0	2 years (FY 25-26)	HR Director	Bill
		* Identify options 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.	1. Review and strengthen processes for seeking applications and citizen involvement. 2. Work with Marketing team to develop a advertising campaign/enhance current processes.	\$0	3 years (FY 26-27)	CMO	Jay, Sara, Angela, Cristina
		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.	Determine storage location (shared drive; everyone needs access); Create file/organization structure; E-mail open call for directors/team to drop current policies and procedures into the shared structure; Have directors assign contacts (by role, not person) for each department for regular review; Communicate timelines with departments to scrub/update/create policies and procedures as needed.	\$0 (staff time only)	Completion goal: 3 years. Bi-annual meetings with departments to review/discuss status.	Assistant to the CMO	Cristina, Angela, Rebecca
		Improve communications among department/staff.	N/A	N/A	N/A	N/A	N/A	N/A
			Have regular meetings to understand what each department does.	Monthly Staff Meetings, Supervisor Lunches (Monthly) Team Building offsite (annual)	TBD	1 year (FY24-25)	HR Director	Directors

		Create a schedule of sessions so that each department knows when their session is. Create invitation list for attendees. Create template for presentations so remains consistent message. Possible DPTV shareable for citizen knowledge. Hold the sessions quarterly unless more interest then do monthly. Keep attendees to 15-20. Locations would vary each quarter depending upon the topic. Try to make them interactive sessions. Some sessions may be recorded. Some potential topics/ideas: Public Works •Permitting oHow is it handled? oWhat is required? oWho/where/what is needed? •Code Enforcement oWho are the officers? oWhat do they look for? oTickets? oEnforcement? •Building official oWhat does the position responsible for? oWhat is a variance/specific use/rezone? Library •What does the Library provide? •How do I get a card? •What other services are available? •This meeting could be held at the Library with a tour.	Budget line item of 010105-43030 would pay for departmental lunches or doughnuts so the hosting department is not responsible.	Potentially start 1st quarter of 2025 - March, June, September, November of each year.	City Secretary	Angela, Rebecca, Nicole	
	Have Lunch & Learn meetings between departments.						
	Prepare videos on departmental responsibilities.	Potentially record the quarterly lunch & learn of each department's meetings. Based on team feedback, create three listings - 1) types of videos that would be standard operating processes and 2) department specific videos for cross training, 3) department spotlight videos for DPTV or social media usage. This will tie into several other goals (cross training and policies procedures). Will need to determine listing of procedures that can be created by computer video capture and those that need to be filmed. What procedures are already created? If procedures change, how will videos be updated? Who will be notified to get updated? Need point of contact for each department and work with IT on computer software needed to record.	Video can be shot on iPhones and edited. Canva is already licensed for some. Computer recording software cost? Additional licenses? Where will they be stored on shared drive or FTP site?	Six months to develop guidelines for program. Next six months to start implementing videos. Year 2-5, continue video creation and offer training sessions for viewing.	City Secretary	Directors	
	Establish a mentoring program.	Consider Pilot of Peer Advisor program and Survey workforce to identify mentoring opportunities and help us understand where mentoring activities will have the most impact.	Staff time only for Peer Advisor	Initial broad estimate is 12 months to implementation	HR Director	Bill, Angela, David	
	Establish a program to trade positions for a day.	Ride along with crews, Operator for a day, ole swaps within departments	\$0	1 year (FY24-25)	HR Director	Bill, David, Nicole	
	Develop a networking protocol with area jurisdictions.	Encourage involvement amongst staff and Council to be active in relevant and beneficial organizations.	1. Work with leadership to promote amongst their teams. 2. Encourage departments to join related groups (ex.'s: GFOAT, City Sec's organization, TWPA, etc.). 3. Be involved with groups such as Harris County Mayors/Councilmembers Association. 4. Mayor Mouton continuing to host regional Mayor meetings.	Dues fees; immaterial.	< 1 year, then ongoing.	HR Director	Bill, Angela, Jay, Sara
	Enhance strategic planning processes.	N/A	N/A	N/A	N/A	N/A	
		Conduct department level planning sessions.	Conduct quarterly or bi-annual check-in's to get status updates on progress/items.	N/A	1 year (FY24-25)	Assistant City Manager	Cristina
	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.	1. Create once annual teambuilding event (after hours) with all Directors. 2. Develop robust plan for annual leadership staff retreat (2-5 year ideas for programming). 3. Survey "Leaders" and ID knowledge gaps for possible program content.	TBD	Completion goal: EOY 2025.	Assistant City Manager	Sara, Bill, Angela
	Consider Municipal Leadership Academy for second level leadership.	Local LEAD Implementation at Supervisor level. Inform and leverage existing Succ Plng program and implement changes as appropriate. Review existing Mun. Leadership Academy materials in addition to survey of Directors to understand needs and areas of focus.	\$42,500	EOY 2024	HR Director	Directors	
	Develop cross-training program for departments to implement.	Consider PD's checklist to ID critical processes with.	N/A	4 months for implementation	HR Director	Bill	

	Identify opportunities to utilize employees to step into acting supervisory positions.	1. Develop leadership training and 5-year planning. 2. Interdepartmental projects centered around budget process, re-orgs, building projects.	N/A	3 years - Have program development, tested, and functioning by EOY 2027. Same timeline as Succ. Plng.	HR Director	Bill, David, Kenny
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