



Final Report To City Council

June 18, 2019



Schedule of Events

- ✓ Pre-retreat conference – January 3, 2019
- ✓ Staff Session – February 21, 2019
- ✓ Council/Staff Session – March 7, 2019
- ✓ Staff Follow up – (March 26, 2019) May 17, 2019
- Final Report – June 18, 2019



Agenda

Council/Staff Planning Session

March 7, 2019

- ✓ Governance Discussions
- ✓ Issues and Challenges for 2019 and beyond
- ✓ Successes and Victories from 2014
- ✓ Next steps



Agenda

Staff Follow up Session

May 17, 2019

- ✓ Governance discussions
- ✓ Mini SWOT - Issues and Challenges for 2019 and beyond
- ✓ Strategies for 2019
- ✓ Next steps
 - ✓ Council prioritization
 - ✓ Final Report



Agenda

Council Final Report

July 23, 2019

- Review Governance discussions
- Review Mini SWOT - Issues and Challenges for 2019 and beyond
- Review Strategies for 2019
- Council prioritization

Council Governance Model

- ✓ Vision
- ✓ Mission
- ✓ Leadership
- ✓ Communication
- ✓ Expectations
- ✓ Core Values



Vision Statement

(2014)

Deer Park is a vibrant, sustainable community; a safe place to work, play, and **live**, offering growth and opportunity to all residents and businesses.



Mission Statement

(2014)

The Mission of the City of Deer Park is to deliver exemplary municipal services that provide the community a high quality of life consistent with our history, culture, and unique character.



Council Core Values

Respect
Integrity
Honesty
Fairness
Responsibility
Hope
Faithfulness



Governance Discussions

- Reviewed Governance Model – A few changes
- Council Expectations added
 - Able to forgive and learn.
 - Trust the process.
 - Ask yourself, “What is the right thing to do?”
- Staff eExpectations of Council added
 - Treat staff with respect.
 - Appreciate their role.



Council Leadership Philosophy

The City Council will lead...

With integrity and honesty (doing the right thing when no one is looking).

By communicating decision and telling why.

Humbly.

As a team- together- with cooperation.

Within the laws (not above the law).

Earn respect among the team and the employees.

By owning the decision – no matter the vote.

Do not “throw each other under the bus.”

Don’t speak for other people – only one’s self.

By helping to shape decisions together.

Become informed, then speak, then decide.

Inspiring others.

With personal conviction and passion.

Council Communication Philosophy

The council will communicate by...

- Sharing ideas.
- Working together in informal settings where possible.
- With an open mind.
- To express and understand ideas and how they impact others.
- Listen to staff and then make decisions.
- Within the Open Meetings Act.

Council Expectations

- The City Council expects the following of each other.
 - Honesty from one another.
 - Listen to each other.
 - Be respectful of
 - Other's opinions.
 - Those who have the floor.
 - Patience

Council Expectations

- The City Council expects the following of each other.
 - Availability
 - Focus
 - Preparation
 - Sympathy and kindness toward one another
 - Respectful of individual and personal priorities (family obligations)
 - Be aware of others' sacrifice for their sake (spouse and family)

Council Expectations

- What does Council expect of staff?
 - Honesty.
 - Be well prepared.
 - Provide excellent work.
 - Communicate with the Council and other employees all issues fully from beginning to end of process.
 - Realize that staff has limitations they have to work within.
 - Provide all recommendations through the City Manager.
 - Trust the Council.
 - Provide full disclosure.
 - Be empathetic toward the Council and their decision making.
 - Provide pros/cons and alternatives.

Council Expectations

- What does Council believe staff expects of them?
 - Staff has limitations imposed by budget or legal constraints.
 - “There are some things staff just can’t fix.”
 - Staff will make mistakes.
 - Defend them.
 - Do not micromanage.
 - Understand the hierarchy
 - Respect administrative protocols.



Staff Governance Model (established 2019)

- Vision (City)
- Mission (City)
- Leadership
- Communication
- Expectations
- Core Values (Quality Policy Statement revised)



Staff Governance Model

Leadership - Our city leadership should treat citizens and staff with respect, encourage and mentor based on experience, and create an environment of consistency and structure.

- By example – Do the right thing; Expect that of everyone; Actions speak louder than words.
- Treat everyone with respect and respectfully in all circumstances with the public, with each other, with co-workers – Don't belittle or be condescending.
- With understanding and compassion.
- Ethically – adhering to principles of good behavior (Core Values)
- Listen
- Be consistent
- Be creative
- Encourage and mentor
- Do the "best" job possible, not just a "good" job.
- Know we serve a greater purpose

Staff Governance Model

Communication – To consistently communicate with kindness, openness and fairness, with the goal of reaching complete understanding and actionable results.

- Actively listen and be open minded.
- Evaluate the discussion. Give opportunity for feedback
- Set a proper tone – Be cordial; don't push buttons; don't let your buttons be pushed; maintain self-control.
- Check the message for understanding.
- Maintain the ability to say "no" properly.
- Know your audience
- Provide a balance of information.
- Prepare, know your facts, anticipate the questions, don't assume.
- Engage, remain attentive, seek understanding, be honest, clear and concise
- Be aware of our nonverbal communication – body language.

Staff Governance Model

Expectations – We expect to act with respect, honesty, and integrity, learning from mistakes and working cooperatively to serve the public.

- Show respect, be respectful.
- Be honest.
- Be outwardly focused.
- Work together to meet everyone's deadlines.
- Do our part – do our share.
- Understand that mistakes will be made – admit them, learn from them, fix them, apologize for them
- Stay in our lane – recognize our areas of expertise and focus our efforts.
- Work cooperatively with teamwork. Maximize our efforts to achieve.

Staff Governance Model

Core Values (Principles of Behavior)

- We serve the public.
- We consider the ideas of others.
- We act ethically with honesty, fairness, equality, and trust.
- We get to “yes” – be willing to compromise.
- We are accountable – to ourselves, the team, citizens. Be relentless; provide 360 feedback to others
- We ask: Is it serving the community or is it serving us?



Staff Governance Model

Staff Core Values Statement

Our core values center around ethical behavior, honesty, trustworthiness, and fairness. We pledge to use sound policies and procedures to recognize common goals and direct all efforts toward public service.

Quality Policy Statement

- City of Deer Park Employees will perform defect-free work for our citizens, suppliers and co-workers. We will fully understand the requirements of our jobs and will conform to those requirements at all times.
- Management will commit the resources and create an environment in which each employee can contribute skills, talents and ideas to a never-ending process of improvement and innovation in all aspects of our organization.
- Building quality into our workplace and services will be essential to the successful future of our citizens, employees, suppliers and elected officials.



Agenda

Council Final Report

July 23, 2019

- ✓ Review Governance discussions
- Review Mini SWOT - Issues and Challenges for 2019 and beyond
- Review Strategies for 2019
- Council prioritization



- Mini SWOT
 - Strengths
 - Weaknesses
 - Issues and Challenges

2019 Areas of Emphasis

Leadership/Governance

Quality of Life/Image

Comprehensive Planning

Economic Development

Public Safety

Organizational Excellence (new)



Leadership/Governance

Policy Statement- Create opportunities for leadership and development; address governance issues for the organization.

2019 Issues and Challenges

Leadership/Governance

- Succession planning.
- Workforce development.
- Changing workforce.
- Volunteer recruitment and retention.
- Legislative restrictions.
- Boards and Commissions policies need updating.
- Meetings with school representatives.
- Leadership and supervisor training.

Leadership/Governance

2019 Strategies

- Establish a proactive process to fill positions to volunteer or be on a Board/Commission.
- Establish a proactive legislative platform.
- Establish strategies for intergovernmental relations (Area Mayors, Harris County Precinct 2, DPISD and other entities).
- Establish a system for regular review of the City Charter.
- Develop ~~a town hall meeting~~ format to address specific issues. (moved from Quality of Life)
- Develop strategies to address declining volunteerism.
- Update Communication Plan to address continuing mis-information in social media.



Quality of Life/Image

Policy Statement – Elevate the community’s quality of life. To be a vibrant community of choice in which to live, work and play.

2019 Issues and Challenges

Quality of Life/Image

- Changing demographics/aging of the community.
- Social media response.
- Community apathy
- Beautification on the north end of the city.
- Code enforcement
- Meeting community expectations. Redevelopment.
- Master plan for library.
- Master plan update.
- Perception of transparency.
- Lack of improved street signage.
- Updated traffic signals.
- Updated street lights.

Quality of Life/Image

2019 Strategies

- Establish a comprehensive redevelopment and beautification master plan.
- Review, revise and enforce code enforcement policies/ordinances including animal control.
- Achieve “Scenic City” designation.
- Review and develop strategies to address changing demographics of the community.
- ~~• Develop strategies to address declining volunteerism. (duplicated in other areas) move to Leadership/Governance~~
- ~~• Update Communication Plan to address continuing mis-information in social media.~~
- Establish a master traffic signalization, including traffic preemption devices, and intersection lighting and signage throughout the city ~~replacement program.~~
- Complete Type B projects and evaluate needs for its continuation.

Comprehensive Planning

- Policy Statement - 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.

2019 Issues and Challenges

Comprehensive Planning

- Traffic, streets and roads.
- Aging city facilities.
- Legislative restrictions on funding.
- Flooding.
- Need for technology master plan.
- Rising cost of water.
- More needs than finances.
- Need for Automatic Meter Reading (AMR) and SCADA system.
- Need for striping program on roadways.
- No street replacement program.
- Need for a financial master plan.
- Communications.

Comprehensive Planning

2019 Strategies

- Develop a comprehensive street assessment program (including condition of pavement, signage, traffic signals, etc.)
- **Establish a master plan for City facilities** for maintenance and/or replacement of all city facilities **including but not limited to:**
 - A new Activity Center (to include a tourism center).
 - A new Community Center.
 - The Library.
 - The Avon and Kingsdale Centers.
 - The replacement of Fire Stations #1 and #2.
 - **Review facilities maintenance program, with an eye toward consolidation and centralization. (moved from Org. Excellence)**
- ~~Prepare a plan for new classrooms at fire drill field. (is this a strategy or an operation budgetary issue?)~~

Comprehensive Planning

2019 Strategies

- **Develop a utilities master plan to include:**
 - A master water plan of the entire city.
 - Prepare a city-wide hydraulic model.
 - Conduct a water loss audit.
 - Amend the water conservation plan.
 - Establish a cost recovery strategy through
 - New water contract.
 - Review drought contingency plan.
 - Renew water contract with City of Houston.

Comprehensive Planning

2019 Strategies

- Establish a financial master plan.
- ~~Develop~~ Update the Master Technology Plan to include but not be limited to utilities and facilities.
- Update Drainage Plan and establish implementation plan.



Economic Development

Policy Statement – The City of Deer Park will develop strategies to promote economic development.

2019 Issues and Challenges

Economic Development

- Build out of the community will hamper economic development.
- Need for redevelopment on the north side of the city.
- Declining sustainable tax base.
- Need for cost recovery.
- Relationships with hotel partners.
- Need for additional tourism.

Economic Development

2019 Strategies

- Continue building relationships with hotel partners utilizing Hotelier Subcommittee.
- Continue outreach efforts to encourage tourism in partnership with Tourism Committee.
- Create a city-wide redevelopment plan.
- Continually explore economic development incentives and revitalization incentives.
- Establish revenue from user fees to assist with cost recovery.
- Promote quality of life as a component of economic development and tourism.
- Establish a plan to promote the city's historical assets.



Public Safety

Policy Statement – The City of Deer Park will provide for the safety of the citizens; enhance emergency operations; build capacity; and provide collaborative/cooperative response.

2019 Issues and Challenges

Public Safety

- Recruitment and retention of officers and volunteers.
- Natural and manmade disasters.
- Aging infrastructure, particularly buildings and other facilities.
- Limited emergency operations capabilities.

Public Safety

Strategies

- ~~Continue frequent salary and benefits surveys to ensure competitiveness.~~
(moved to Org. Excellence)
- Improve emergency operations center and disaster recovery for critical function capabilities to include both expansion and/or relocation.
- ~~Replace ageing fire stations (Stations #1 and #2).~~ (moved to Comprehensive planning)
- Update commodity flow study.
- Upgrade community warning systems.
- Develop plan for volunteer firefighter recruitment and retention, including increasing pension benefits.

Public Safety

Strategies

- Apply response stipends.
- Prepare and promote a recruitment video.
- Improve emergency management planning with dedicated staff.
- Harden critical infrastructure facilities.
- Look for opportunities to leverage technology to improve public safety.
- Add park Rangers to assist police in patrolling parks throughout city.
- Establish a new classroom facility at the Drill Field.



Organizational Excellence

Policy Statement – Review, evaluate and anticipate organizational growth, challenges and personnel transitions.

2019 Issues and Challenges

Organizational Excellence

- Recruitment/retention of all employees, particularly police.
- **Continue** succession planning and workforce planning.
- Changing workforce.

Organizational Excellence

2019 Strategies

- ~~Review facilities maintenance program, with an eye toward consolidation and centralization. (Move to Facilities Master Plan)~~
- **Establish a Workforce Master Plan to include but not be limited to:**
 - Review and implement succession and workforce planning.
 - Utilize resources including professional organizations to identify and attract qualified talent
 - Identify and utilize leadership training opportunities for all employees at all levels.
- Conduct an organizational review of work/life balance and respond accordingly.
- Review and update Personnel Policies on a regular basis. (moved from Leadership/Governance)



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May 17, 2019

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Council Prioritization Process

Presentation



Agenda

Staff Follow up Session

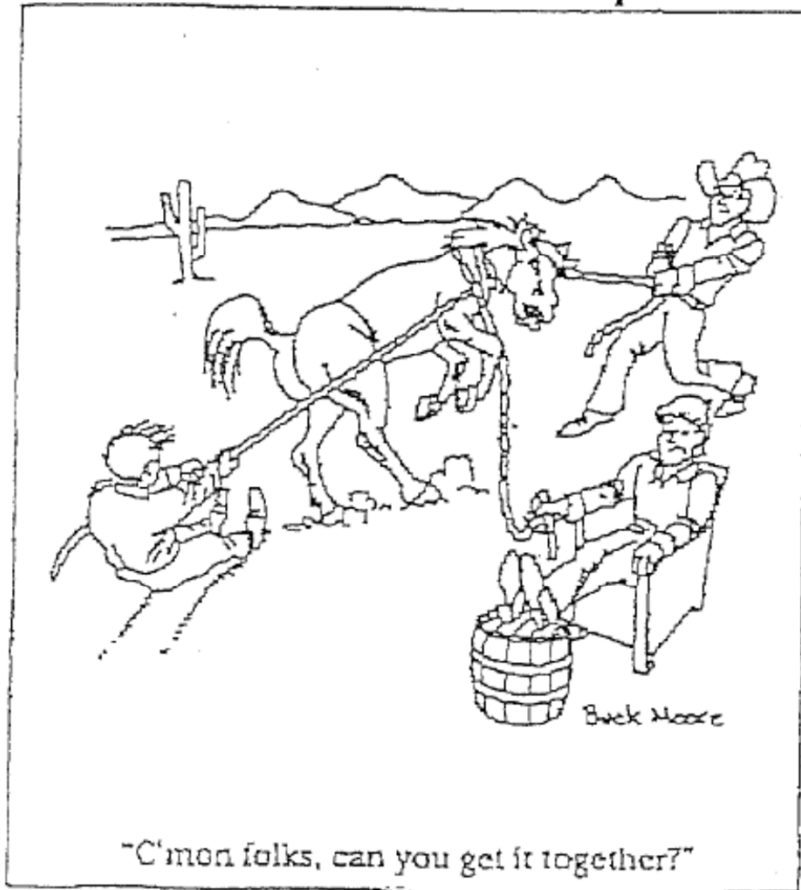
May 17, 2019

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 - ✓ Final Report – June 18 6:00 p.m.

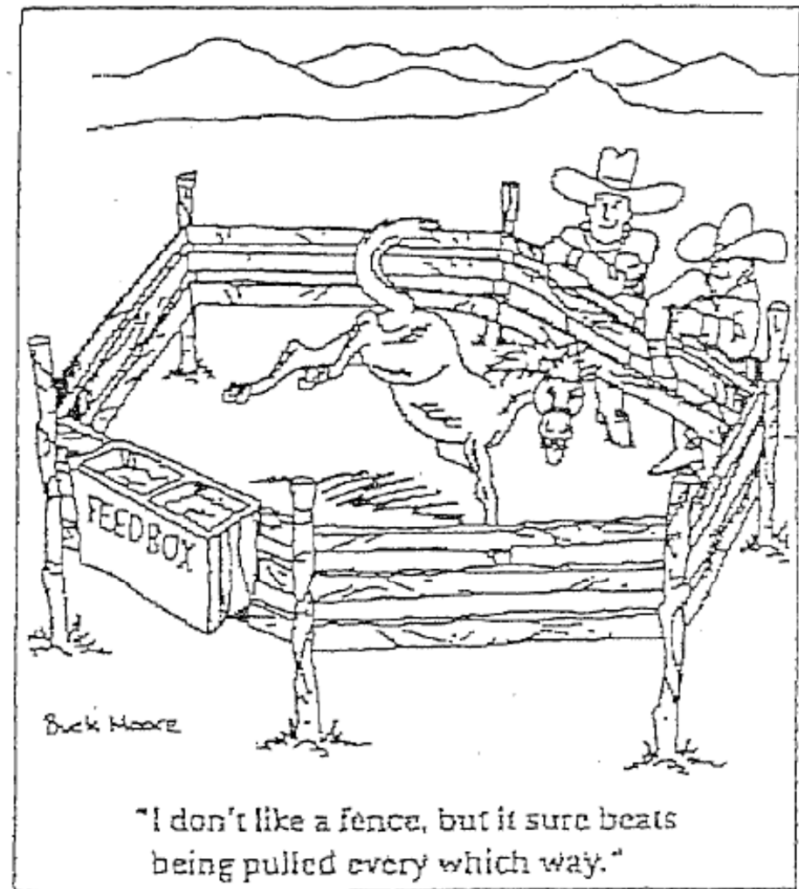
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Don't Use a Rope!



Build a Corral!





Thank you
For
Your Participation

