

The background features abstract, overlapping geometric shapes in various shades of blue, ranging from light sky blue to deep navy blue. These shapes are primarily located on the left and right sides of the slide, framing the central white area where the text is placed.

2019 Strategic Plan City Council Prioritization

Results - Phase 1 and Phase 2

2019 Strategic Plan

- ▶ Over the course of several months, City Council, City Administration and Directors worked with Ron Cox to develop the 2019 Strategic Plan.
- ▶ The final plan includes six areas of emphasis:
 - ▶ Area of Emphasis 1: Leadership and Governance
 - ▶ Area of Emphasis 2: Quality of Life/Image
 - ▶ Area of Emphasis 3: Comprehensive Planning
 - ▶ Area of Emphasis 4: Economic Development
 - ▶ Area of Emphasis 5: Public Safety
 - ▶ Area of Emphasis 6: Organizational Excellence - NEW!

Prioritization approach

- ▶ During the June 18 City Council workshop, Council was presented with a two-part prioritization process for ranking the strategies in each area of emphasis.
- ▶ Phase 1 would allow the Council members to prioritize the strategies within each specific area. Strategies ranked at a level representing Council majority support or higher would move on to Phase 2.
- ▶ Phase 2 would allow the Council members to prioritize the highest-ranked strategies from each area of emphasis in a single pool, providing a picture of the group's overarching goals.
- ▶ The mechanism chosen to provide the surveys to Council was Survey Monkey, an online platform with which the City has a current contract.

Directors' testing period

- ▶ Prior to providing Council with links to the Phase 1 survey, Directors and Administrators were given an opportunity to review the strategies as written, make any final adjustments.
- ▶ This period also allowed time to test the Survey Monkey platform for any potential concerns.
- ▶ The final strategies - reviewed by staff for optimal structure - were presented to Council as the Phase 1 survey on July 8.

Phase 1 – July 8-19

- ▶ City Council completed the Phase 1 survey between July 8 and July 19.
- ▶ Results were compiled during the following week, July 22-26, and presented to City Administration and the Directors on July 29.
- ▶ Out of a total of 38 possible strategies, a total of 20 were ranked highly enough by the Council as a whole to move onto the overall prioritization phase (Phase 2).
- ▶ The following are the strategies assessed by the Council during Phase 2, organized by Area of Emphasis.

Phase 2 strategies: Leadership and Governance

- ▶ Develop a public meeting format to address specific issues.
- ▶ Establish a proactive process to fill positions to volunteer or be on a Board/Commission.
- ▶ Update Communication Plan to address continuing misinformation in social media.
- ▶ Establish a proactive legislative platform.

Not assessed as Part of Phase 2:

- ▶ *Establish strategies for intergovernmental relations (Area Mayors, Harris County Precinct 2, DPIISD and other entities).*
- ▶ *Establish a system for regular review of the City Charter.*

Phase 2 strategies:

Quality of Life/Image

- ▶ Establish a comprehensive redevelopment and beautification master plan.
- ▶ Review, revise and enforce code enforcement policies/ordinances including animal control.
- ▶ Complete Type B projects and evaluate needs for its continuation and operations.

Not assessed as Part of Phase 2 :

- ▶ *Achieve "Scenic City" designation.*
- ▶ *Review and develop strategies to address changing demographics of the community.*
- ▶ *Establish a master traffic signalization plan, including traffic preemption devices, and intersection lighting and signage throughout the city.*

Phase 2 strategies - Comprehensive Planning

- ▶ 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 Deer Park Public Library; the Avon and Kingsdale Centers; the replacement of Fire Stations #1 and #2; a review of the facilities maintenance program, with an eye toward consolidation and centralization.
- ▶ Upgrade Drainage Plan and establish implementation plan.

Not assessed as Part of Phase 2 :

- ▶ *Develop a comprehensive street assessment program (including condition of pavement, signage, traffic signals, etc.)*
- ▶ *Develop a utilities master plan to include a master water plan of the entire city, and a cost recovery strategy.*
- ▶ *Establish a financial master plan.*
- ▶ *Update the Master Technology Plan to include, but not be limited to, utilities and facilities.*

Phase 2 strategies

Economic Development

- ▶ 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.
- ▶ Promote quality of life as a component of economic development and tourism.

Not assessed as Part of Phase 2 :

- ▶ *Establish revenue from user fees to assist with cost recovery.*
- ▶ *Establish a plan to promote the city's historical assets.*

Phase 2 strategies - Public Safety

- ▶ Improve emergency operations center and disaster recovery for critical function capabilities to include both expansion and/or relocation.
- ▶ Update commodity flow study.
- ▶ Upgrade community warning systems.
- ▶ Develop plan for volunteer firefighter recruitment and retention, including increasing pension benefits, applying response stipends and preparing/promoting a recruitment video.
- ▶ Improve emergency management planning with dedicated staff.
- ▶ Harden critical infrastructure facilities.

Not assessed as Part of Phase 2 :

- ▶ *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 Fire Drill Field.*

Phase 2 strategies

Organizational Excellence

- ▶ Establish a Workforce Master Plan.

Not assessed as Part of Phase 2:

- ▶ *Conduct an organizational review of work/life balance and respond accordingly.*
- ▶ *Review and update personnel policies on a regular basis.*

Phase 2 results

- ▶ During Phase 2, each Council member ranked the 20 priorities included from highest to lowest.
- ▶ Of the 20, 10 strategies ranked at a level representing Council majority support or higher.

1. (2.86 rating)

- ▶ 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 Deer Park Public Library; the Avon and Kingsdale Centers; the replacement of Fire Stations #1 and #2; a review of the facilities maintenance program, with an eye toward consolidation and centralization.

2. (3.14 rating)

- ▶ Upgrade Drainage Plan and establish implementation plan.

3. (4.71 rating)

- ▶ Complete Type B projects and evaluate needs for its continuation and operations.

Phase 2 results, continued

4. (6.86 rating)

- ▶ Develop a public meeting format to address specific issues.

5. (8.43 rating)

- ▶ Improve emergency operations center and disaster recovery for critical function capabilities to include both expansion and/or relocation.

6. (8.86 rating)

- ▶ Review, revise and enforce code enforcement policies/ordinances including animal control.

7. (9.43 rating)

- ▶ Update community warning systems.

Phase 2 results, continued

8. (10.14 rating)

- ▶ Develop plan for volunteer firefighter recruitment and retention, including increasing pension benefits, applying response stipends and preparing/promoting a recruitment video.

9. (10.29 rating)

- ▶ Harden critical infrastructure facilities.

10. (10.57 rating)

- ▶ Promote quality of life as a component of economic development and tourism.

Next steps

- ▶ As with the 2014 Strategic Plan, each department will integrate the goals detailed in the 2019 Strategic Plan into their ongoing operations.
- ▶ Council will be provided with annual updates on the status of each Area of Emphasis and the associated strategies.
- ▶ While the results of the Prioritization exercise provide insight, they in no way preclude any of the strategies from being addressed as funding, resources including staff time, and other factors, allow.
- ▶ Going forward, City Council agendas via the Legistar system will feature the capability to denote and track tasks included in the Strategic Plan.