

COUNCIL MISSION STATEMENT

Build a vibrant inclusive community driven by a commitment to democratic principles and service above self.

ORGANIZATIONAL MISSION STATEMENT

Build a vibrant, inclusive organization driven by a commitment to value added customer service.

COUNCIL "CAPSTONES" FOR DUNCANVILLE'S FUTURE VISION:

- 1. Most engaged citizens in America**
- 2. Create high quality neighborhoods and parks**
- 3. Be a youth sports tourism destination**
- 4. Build a "tech forward" community**
- 5. Create multi-modal transportation alternatives**
- 6. Preserve the historic Main Street and City Center areas**

1. **INTERNAL: Foster a values-based environment where employees are supported and encouraged to develop, in order to achieve and sustain a healthy relationship between the organization's stakeholders.**

Item #	Project / Initiative	Resp. Party	Partner(s)	Rationale / Intended Outcome	Capstones	Funding
1.01	Build and curate a directory of local organizations	Library	Economic Development, Chamber of Commerce	To aid in quick reference for library visitors who need assistance in seeking a particular community resource.	2,4	No funding necessary
1.02	Conduct inventory and analysis of library collections, their use, and collection development processes	Library		A complete and current snapshot of the collections, and a study of how they are used and the processes by which they are developed over time, would inform future steps to ensure their continued utility and relevance to citizens.	2,4	No funding necessary
1.03	Implement local modifications to classification system	Library		To enhance the navigability and findability of resources in the Library's material collections.	2,4	No funding necessary
1.04	Explore and develop new recruiting initiatives to increase the number of qualified police and fire applicants	Fire, Police	HR	Recruit experienced and certified Firefighter/Paramedics/Police Officers and Fire/EMS/Police students attending training academies; post openings on websites, advertise openings on social media sites, create a focus group/forum that identifies steps to becoming a firefighter/paramedic/police officer, and maintain an organized website.	2	No funding necessary - Continuation of previous work plan item for Fire Department 2.7
1.05	Recruiting incentive pay	Fire Administration	HR	Initiate an incentive plan for current employees who recruit potential candidates that complete their probationary period.	2	Plan development in FY17, request for funding in FY18
1.06	Create a comprehensive equipment replacement program	Fire Administration; Fire Operations Battalion Chief	Vendors; Trade Shows; fire service related articles; networking; National Institute of Science & Technology (NIST)	Plan for replacement of equipment based on manufactures recommended service life as well as current condition of equipment based upon NFPA standards and new technology. (i.e. Thermal Imaging Cameras (TIC), Rescue Tools, ePCR (electronic patient care reports) to include data entry and on-line bill pay.)	2	General Fund
1.07	Electronic Resource Planning (ERP) Software	IT	Finance, Courts, Utility Billing, HR, Public Works Fleet	City-wide, integrated software will reduce amount of "double entry" necessary to get information from all departments to post automatically to our Finance system, increasing efficiencies. The process of launching all systems will be a multi-year.	OMS	No funding necessary - Research stage
1.08	Employee of the Month recognition program	HR	All Departments	Establish an Employee of the Month program to recognize employees who have gone above and beyond including a values-based component, publically recognizing employees by their supervisors for a specific task/service that displayed one of 6 core values. The purpose is to encourage, promote, and reward the every day positive HABITS of our core values.	OMS	General Fund
1.09	New Manager Orientation / Roundtable	HR	Finance	Implement a new manager orientation program that will train new and seasoned managers in HR/employment policies, performance management, finance and purchasing procedures/policies. The purpose of the orientation will provide the necessary training and resources for managers to lead their staff effectively, legally, and with our city values in mind. In addition to the orientation establish a round table exercise for a group of managers to come together with HR and discuss best practices within the department, what is working, what is not working, and engage with HR for solutions.	OMS	General Fund

1.10	Employee engagement activities	HR	City Manager's Office	The purpose of this project is to look into new ideas of engaging and bringing employees together through activities and events, like the Employee Christmas Party	OMS	No funding necessary
1.11	Employee Satisfaction Survey	HR	All Departments	Create an annual employee satisfaction survey. The purpose would be to gather feedback, share results, and create a plan of action to make improvements where possible.	OMS	No funding necessary
1.12	Employee Clinic	HR	City Manager's Office	Work with the benefits broker, as well as engage with community employers such as DISD, about the possibility of establishing an employee clinic.	OMS	No funding necessary - Research stage
1.13	Create Employee Intranet System	HR, PIO, IT	All Departments	Create a password protected interactive Employee Intranet System to inform and provide access to HR documents and resources.	OMS	No funding necessary - Research stage
1.14	New agenda process	GG / City Secretary	All Departments	Create a new agenda management process that will be most effective for our organization, that leverages available technologies, and increases efficiencies so there is less focus on process and more focus on content	1	iCompass budgeted and purchased. Training of key personnel begun.
1.15	New records retention process	GG	All Departments	Evaluate our current records retention program, including costs, and consider whether or not it would be more efficient and cost effective to employ a technology to assist us	OMS	No funding necessary - Research stage
1.16	Communication / Transparency	Finance	All Departments	To conduct "roundtable" Purchasing 101 and Contracts Administration Training to be provided in the field at respective "standing" Departmental staff meetings.	1,2	No funding necessary
1.17	Efficiency Team	Finance	All Departments	To consider an "Efficiency Team" or "E-Team" (formerly done by the City of Dallas) of employees from across the organization to "trouble shoot" across departmental lines and to consider major efficiency initiatives.	1,2	No funding necessary
1.18	Research options for paperless warrants for courts	Finance	Courts	Connection between Regional Dispatch and Municipal Court reduces time, errors, and increases efficiencies	2	No funding necessary - Research stage - Continuation of previous work plan item 1.9
1.19	Create a plan for departmental roles to provide primary and secondary coverage in the Building Inspection/Code Enforcement departments	Public Works		Establish a cross-training program to allow continuation of customer service in all areas in the case of vacancies and/or absence of employees. An additional code enforcement officer is being hired to help provide this coverage.	2	General Fund - \$ 51,366 Salary & Benefits; Innovation Fund - \$27,600 for Vehicle & Expenses
1.20	New electronic fuel tracking system	Public Works		The fuel monitoring system update will replace the control units at the fuel pumps, provide surge protection for those control units and transfer storage from a separate fuel computer to a server at City Hall, creating a more reliable fuel tracking system regarding distribution and storage.	2	Innovation Fund - \$20,000
1.21	Facility Maintenance Checklists	Parks/Rec		Create a daily, weekly, monthly, quarterly, and yearly checklist of job duties and responsibilities for the janitorial staff to help ensure city facility cleanliness and provide clear direction on expectations.	2	No funding necessary - Will be deployed first quarter
1.22	Outdoor storage facility	Parks/Rec		Implement an outdoor storage facility for chemicals and materials to prolong their useful life and provide safe storage away from the main service center building.	2	Innovation Fund - \$35,000
1.23	Comprehensive on-boarding process	Parks/Rec		Develop a comprehensive on-boarding process at the departmental level to quickly assimilate new employees into the Duncanville Parks and Recreation/City culture	2	No funding necessary

1.24	Facility Improvements	Parks/Rec		Implement facility improvements as approved in the FY17 Budget targeting enhanced egress at the Fire Station #1, air conditioning equipment replacements, and renovations to the City Council Chambers.	2	Innovation Fund - \$82,230
1.25	Create Suggestion Box	GG	All Departments	Create an atmosphere where employees are encouraged to brainstorm ideas for improving service	1,2	No funding necessary

2. EXTERNAL: Maximize city and community resources to improve quality of life in a sustainable manner.

Item #	Project/Initiative	Resp. Party	Partner(s)	Rationale/Intended Outcome	Capstones	Funding
2.01	Coordinate and host a series of standardized test preparation classes	Library	DHS, area Community Colleges	To offer additional support to teens and adults preparing for college and career advancement.	1,2,4	No funding necessary
2.02	Develop and implement "Librarian on the Loose" program	Library		To increase community awareness of (and facilitate broader access to) Library resources, programs, and services.	1,2,4	No funding necessary
2.03	Develop and host events and exhibits celebrating various cultures, ethnicities, heritages	Library	Duncanville Community Multicultural Commission, International Museum of Cultures	To promote intercultural awareness and understanding, and thereby help realize the vision of a vibrant community characterized by inclusivity and pride.	1,2,4	No funding necessary
2.04	Implement circulation of Laptop computers and Wi-Fi hotspots	Library		To increase availability of computer and Internet technology to citizens without access to such technologies in their homes, and to allow a wider range of options in the types of instructional classes that the Library can offer on technology-related topics.	2,4	Innovation Fund - \$14,500
2.05	Develop STEAM-related events and enrichment opportunities	Library	DHS, area Community Colleges, EON Reality, Dallas MakerSpace, individual experts	To promote active learning in the areas of science, technology, engineering, arts, and mathematics.	2,4	No funding necessary
2.06	Develop gardening club and series of gardening classes	Library	Parks, KDB, Dallas County Master Gardeners	To encourage neighborhood beautification and sustainability.	1,2,4	No funding necessary
2.07	Develop display on history of Duncanville community	Library	DISD, Chamber of Commerce, Sports Legacy Commission, Duncanville Community Multicultural Commission	To preserve and curate the history of the community for current and future generations.	4	General Fund - Continuation of previous work plan item 4.22 from "Ash+Lime" Strategies
2.08	Implement rotating display of artwork in and around Library	Library	Duncanville Community Multicultural Commission	To increase the cultural value of the Library space, and to encourage and promote creative artistic expression, by providing a venue for local artists to showcase their work.	1,2,4	General Fund
2.09	Implement "People of Duncanville" Project	Library	Duncanville Community Multicultural Commission	To increase community engagement, and preserve local history and culture, by highlighting personal stories from the lives of citizens.	1,4	No funding necessary
2.10	Implement E-Reference using IM (instant messaging) technology	Library		To provide users of library's in-house computer technology, as well as visitors to the Library's website, convenient access to library personnel for informational or technological assistance	2,4	General Fund
2.11	Implement a progressive response plan for daily emergency calls	Fire Administration, ALS		Increase daily minimum staffing to implement a Squad/Community Paramedic unit which would respond in the place of the Engine/Quint for EMS calls (i.e. breathing difficulties, chest pain, and other similar EMS calls). This unit would respond on structure fires and other fire related incidents to allow for a quicker fire attack, meeting the 2-in, 2-out state law.	2	General Fund - Must achieve 13 on-duty personnel; being fully staffed will reduce overtime concerns.

2.12	Implement a Regional Training Officer with Cedar Hill and DeSoto	Fire	DeSoto Fire Rescue; Cedar Hill Fire Department	Because we participate in an extensive automatic mutual aid assistance agreement, all three cities must incorporate and support the same fire safety training program to ensure safe, effective, and efficient operational tactics are performed on scene.	2	General Fund
2.13	Develop, plan, and implement a Community Paramedic Program	Fire		Develop a program to comply with the Affordable Care Act to specially train community health paramedics to perform in-home delegated tasks to improve the transition from hospital to home and improve care plan adherence.	1,2	General Fund - Continuation of previous work plan item 4.39
2.14	Increase high hazard occupancies from annual to semi-annual inspections	Fire		Provides higher level of safety in high hazard occupancies such as restaurants, day care facilities, and nursing homes to ensure code "compliance through education" and enforcement if needed.	1,2	Annual on-going program. Fire Marshal and Inspector in process of identifying all hazardous occupancies - Continuation of previous work plan item 4.44
2.15	Conduct a feasibility study to determine the cost of conversion to RF meter reading	Finance	Utility Billing	Increased accuracy, reliability and efficiencies for utility bills	2	Feasibility study completed – estimated conversion cost is 3-4 million dollars to fully convert - evaluate finance options - Continuation of previous work plan item 4.24
2.16	Citizen CyberSecurity Education	IT	PIO, Library	Implement a program that will train/inform the citizens in cyber security to increase overall knowledge of computer use while remaining safe to emerging and ongoing threats.	1	No funding necessary - Use library space to host classes
2.17	Mobile City Hall	IT	Utility Billing, Courts, Finance, Permitting	Research the mobile provision of billing, permits, courts, and other services at remote locations to increase convenience to our citizens and stakeholders	1,2	No funding necessary - Research phase
2.18	Internship Program	HR	IT, PIO, ED, Police, Public Works, Emergency Management	Explore partnering with DISD and other educational institutions on the possibilities of creating a Work/Study program throughout the organization.	1,3,4	No funding necessary - Research phase
2.19	Social Media Citizen Engagement	PIO	All Departments	Launch a Social Media Public Relations Campaign, utilizing all accessible communication platforms, to gain citizen participation and increase overall communication between the City and its citizens.	1,3,4	No funding necessary
2.20	Create A City Business Outreach Program	ED	ED, Library, Public Works, IT, Chamber of Commerce, Colleges	Create a City initiative for providing small business assistance with business start up, business plan assistance, grant options, site location, and assistance with the development process.	2	No funding necessary
2.21	Create a Tourism Program	ED	ED, Parks	Promote Duncanville by developing a tourism marketing plan and implement a tourism website and Facebook Page, develop and tourism floating display that can go to different events internally and externally to promote the community and its assets, working with the various groups to encourage event consolidation during the month to help encourage overnight visitors and a higher rate of return on events, and assist with package negotiations with hotels and restaurants and needed for visitors. First step towards creating a CVB Program.	1,3	CVB / HOT Funds Budget
2.22	Camp Wisdom / Industrial Area TIF	ED	ED, Public Works	Perfect and present to City Council for consideration the TIF along the Camp Wisdom corridor and industrial area to create a funding source for redevelopment opportunities	1,2	TIF Creation Funded by DCEDC
2.23	Update the Duncanville Thoroughfare Plan	ED	Public Works, ED	Continue to work with Public Works and City Management staff as needed to help bring commuter rail to Duncanville	2,5	Funded as Part of Comprehensive Plan

2.24	Create a One-Stop-Shop	ED	Public Works, ED, IT, Fire, Police	Research the development of a "one-stop-shop" for all business development needs. Continue to work with the Public Works Department on creative ways to streamline the development process. Continue to assist developers as needed through the development process	1	No funding necessary - Research phase
2.25	Create an economic development marketing plan	ED		Marketing the City of Duncanville in a strategic manner allows us to capture previously unrecognized revenues. Create a Facebook Page, Twitter Page, and an ED web page and display to keep residents updated on developments.	1,2	DCEDC is currently working on finalizing strategic plan, which includes the marketing plan - Continuation of previous work plan item 4.28
2.26	Develop a destination in Duncanville using cutting-edge technology, including an iDome, that will attract tourism to the City	ED	GG, Parks/Rec, Public Works	Stimulate and educate our stakeholders through advanced technologies in order to establish the City of Duncanville as the "Edutainment" capital of Texas	1,3,4	No funding necessary - research phase - Continuation of previous work plan item 4.21
2.27	Re-design and update all economic development and marketing materials	ED		Promote the City of Duncanville to be the best city to start and sustain a business	1,2	ED "pitch deck" completed, grant materials updated. Other print items in progress of being completed - Continuation of previous work plan item 3.10
2.28	Develop a marketing plan to brand Duncanville as "The City of Champions" including a national sports-brand sponsorship	ED	Parks/Rec	Sustaining a national sport brand sponsorship, recognizing the City of Duncanville as the Basketball and Sports Tourism Capital of Texas, will be an important validation of Duncanville as "The City of Champions"	2,3	Sports Legacy Commission, Parks and Recreation, Economic Development Director are working to address this task. Sponsorship consultants were engaged. Fieldhouse sponsorships are being explored - Continuation of previous work plan item 3.1
2.29	Community Wi-Fi Project	GG	Police, Fire, Parks/Rec	Expand the use of the public Wi-Fi project to include self-service, public safety, and information	1,2	No funds needed for initial contract and deployment - contract currently before DISD Board
2.30	Community Event Planning	GG	Police, Fire, Parks/Rec, Library	Create a community event planning process that will cover 2 to 3 days worth of events, in order to maximize our economic development/impact of these events	2,3,6	No funding necessary
2.31	Public/Private property improvement program	GG	ED, City Planner	Using the DIY Garland concept as a model, formulate a plan to implement a similar concept in Duncanville	1,2	No funding necessary - Currently using PIP Days as a potential "springboard" for the project
2.32	Develop a comprehensive and objective system for evaluating 5-year CIP and other long term projects	Public Works	All Departments	An objective criteria and scoring system to evaluate and rank high cost, long term projects will ensure transparency in the process and the projects are being done in a logical and methodic manner	1,2,5,6	No funding necessary - Research phase
2.33	Identify and Engage Groups to Partner	Finance	All Departments	To increase partnership between the Purchasing Division and the Chamber of Commerce in an effort to improve awareness about "Doing Business with the City of Duncanville".	1,2	No funding necessary
2.34	Achieve State Comptroller Transparency Stars Award	Finance	All Departments	Maintain a website with updated information that will provide clear and meaningful financial information regarding transparency, contracts/procurement, economic development, retirement, and debt obligations.	1,2	No funding necessary
2.35	Develop an interactive GIS map available to the public	Public Works	Public Works, Economic Development, IT	Develop interactive GIS maps to communicate information regarding property within the city to the public, improving the ready access of this data.	1	Utilities Fund - \$15,000

2.36	Create a "City Government 101" workshop for citizens to learn about the roles and responsibilities of various departments in the City	GG	All Departments	This half-day workshop could consist of booths for each department with employees disseminating information and communicating their roles and responsibilities in the city and/or hold a mock City Council meeting where participants could fill in as council and have a vote on mock scenarios.	1	No funding necessary
2.37	Inform/Influence Citizens on Water Conservation	Public Works	Stakeholders, Utility Billing, Library, Parks, Fieldhouse	Create awareness of conservation by classes, workshops, events, utility bill inserts, news articles, pamphlets/ handouts, and electronic informational resources.	1,2	No funding necessary
2.38	Develop and present a pilot program for the use of recycling and trash roll carts	Public Works	Stakeholders, Utility Billing, Republic Services	The use of recycling and trash roll carts would serve to eliminate a large portion of litter by confinement of trash and recycling items within a closed container or cart.	2	Solid Waste Fund - \$2,100.00
2.39	Develop a city-wide program to expand the installation of non-visual accessible pedestrian pushbuttons at all signalized intersections	Public Works	Stakeholders	Non-visual accessible pedestrian pushbuttons are integrated devices that communicate information about the WALK and DON'T WALK intervals at signalized intersections in non-visual formats (i.e. audible tones and vibrotactile surfaces) to pedestrians who are blind or have low vision.	1, 2	Transportation Improvement & Safety Fund - \$75,000
2.40	Create a comprehensive development checklist/guide	Public Works	City Planner, ED, Fire, Building Inspections	An exhaustive checklist that provides information about code regulations, regulatory board approvals, permits, and any additional caveats will assist developers and property owners in navigating the unique requirements of the City of Duncanville regarding property development. The checklist should provide adequate information and reference sources to successfully pass all the critical gates in the life of a project.	1,2	Engineering & Planning - \$250 (web-based program): Projections are to have everything completed by the end of December. Developer roundtable held and survey sent out to receive input from the development community; continuing to work toward creation of the Development Guide and updated applications/checklists; began implementation of Technical Review Meetings with applicants to discuss plan review comments in detail to identify and resolve potential problems and to ensure resubmittals address all comments to streamline plan review process - Continuation of previous work plan item 5.8
2.41	Video Detection Conversion	Public Works		This the third and final year of the conversion program to increase the quality of vehicle detection city-wide	2	Transportation Improvement & Safety Fund - \$152,000
2.42	Street Name Sign Conversion	Public Works		This the second of a four-year conversion program to create higher visibility for motorists. New signs will comply with state minimum reflectivity standards.	2	Transportation Improvement & Safety Fund - \$95,000
2.43	Wintergreen Road Project	Public Works		Coordinate with Dallas Water Utilities and Dallas County to ensure the needs of Duncanville Citizens are met with minimal impact and be proactive partners in the process. This will be a multi-year project.	1,2	Monthly coordination between Dallas County, Dallas Water Utilities, and affected cities. A county-led committee has been formed to value engineer the project as it has exceeded available funding. 60% design plans due end of June - Continuation of previous work plan item 1.10

2.44	Main Street water tank water quality equipment	Public Works		Increased water safety and quality, along with lowered costs of purchase, allows significant savings to stakeholders in overall water purchases.	2	Enterprise Fund - \$780,000: Will use \$50,000 FY15 Carryover \$730,000 to FY16 (Fund 017 - \$195,000, remainder on hold): Phase I is complete, but the design for Phase II is only 75% complete, due to a broken water valve having to be replaced before Phase II could begin. Design will be complete, but construction will take place in FY17 - Continuation of previous work plan item 4.5
2.45	Sidewalk repair / rehabilitation	Public Works		Provide public safety and significant cost savings to stakeholders by rehabilitating rather than replacing sidewalks	1,2	Innovation Fund - \$80,000: First year complete. Second year to be completed in FY17 - Continuation of previous work plan item 4.6
2.46	Provide additional American with Disabilities Act accessible sidewalks in the Downtown Main Street area	Public Works		Provide a safe route for pedestrians in the Downtown District to encourage visitation, shopping and participation in community events in order to better stimulate economic development	1,2,5,6	Transportation Improvement & Safety Fund- \$50,000: We have not been able to secure railroad approval for this project. We will continue efforts in FY17 - Continuation of previous work plan item 4.9
2.47	Perform water line improvements on West Daniel Street from Main Street to Avenue C	Public Works		Improve system with replacement and enlargement of existing water line to maintain the city infrastructure	2	Utilities - \$75,000: Design complete, construction to begin 2017 - Continuation of previous work plan item 4.16
2.48	Perform water line improvements on West Vinyard Road from Main Street to Avenue C	Public Works		Improve system with replacement and enlargement of existing water line to maintain the city infrastructure	2	Capital Improvement Program - \$86,000: Design complete, construction to begin 2017 - Continuation of previous work plan item 4.18
2.49	Perform water line improvements on West Red Bird Lane from Hill City Drive east 850 feet	Public Works		Improve system with replacement and enlargement of existing water line to maintain the city infrastructure	2	Capital Improvement Program- \$170,000: Design complete, construction to begin 2017 - Continuation of previous work plan item 4.19
2.50	Southern Gateway US HW-67 Project	Public Works	ED	Ensure the citizens of Duncanville are considered during the development/construction of the project and that we communicate both to TxDOT and our community during every phase and stage of the process	1,2	General Fund: Working with Dallas County to finalize the design of the highway through Duncanville - Continuation of previous work plan item 4.32
2.51	Install new traffic signal at North Duncanville Road and Redbird Lane	Public Works		Improve safety of the traveling public, both motorized and cyclist, by improving the city infrastructure	2	Transportation Safety Fund - \$200,000: We have tentatively scheduled a December start date with the contractor due to lack of material availability. Also, Oncor will need to relocate some utility poles prior to beginning construction - Continuation of previous work plan item 4.34
2.52	Perform alley reconstruction between Madrid Drive and San Juan Drive	Public Works		Improve alley by replacing existing asphalt alley with concrete to provide a smooth driving surface and maintain the city infrastructure	2	Alley Capital Improvement Program - \$195,000: Design complete. Construction will begin in FY17 - Continuation of previous work plan item 4.35
2.53	Perform Storm Drainage Utility System Rate Study	Public Works		Assign more equitable fees between commercial and residential drainage customers, increasing revenues to perform much needed drainage projects throughout the city	2	Drainage Fund - \$75,000: Waiting on scope and fee proposal from consultant. Due to timing, study will begin in FY17. - Continuation of previous work plan item 4.36
2.54	Senior Center Re-Branding	Parks/Rec		Implement a re-branding effort to be guided by the Senior Advocacy Commission	1,2	Innovation Fund - \$59,300

2.55	LED lighting	Parks/Rec		Evaluate converting all city lighting to LED for both exterior and interior applications for consideration in the FY18 budget.	2	No funding necessary - Research stage
2.56	Park Improvements	Parks/Rec		Implement park improvements as approved in the FY17 Budget including field improvements at Harrington Park, fencing at Lakeside and Lions parks, and post and cabling at Harrington Park,	2	Innovation Fund - \$106,000
2.57	Update the Park Master Plan to also include a Bike Trail Master Plan	Parks/Rec		Create a 10-year community vision for the development and future re-development of the park and trail system	1,2,3,4,5	Innovation Fund - \$75,000: SOQ have been received and currently being evaluated for selection of a consultant - Continuation of previous work plan item 1.4
2.58	Create/Implement bike trails based on recommendation from Bike Trail Master Plan	Parks/Rec		Implement a system of safe bike and walking trails, removing pedestrians from roadways, while serving the recreational needs of the community.	2,5	Innovation Fund - \$30,000: This is a multi-year objective - Continuation of previous work plan item 1.4
2.59	Implement the recommendations of the business plan for the Fieldhouse	Parks/Rec	ED	Maximize the fiscal well-being and economic benefit of a city facility while assisting the Fieldhouse with the development of a marketing plan and materials to promote it to the public	1,2,3,4	Fieldhouse Fund: Business plan to be presented to Council in October - Continuation of previous work plan item 1.6a. CVB / HOT Funds Budget for marketing materials
2.60	Park map and amenity list	Parks/Rec		Create a one-page park map and amenity listing, with activities and programs including contact information, on the back. They will be placed in city vehicles and city facilities in order to quickly provide basic park and recreation information to our customers.	2	General Fund
2.61	Youth action council	Parks/Rec		Research the creation of a Youth Action Council to encourage youth participation and leadership in the future of our city, and discuss the concept with City Council	2	No funding necessary - Research phase
2.62	Food trucks	Parks/Rec	Public Works, Fire, Health Inspector	Create a Friday Food Truck lunch event in Armstrong Park, accessible by residents, Senior Center members, Recreation Center members, staff, and anyone who wishes to participate.	2	No funding necessary - Seeking sponsors
2.63	Basketball After Dark	Parks/Rec	Police	Explore the creation of a Basketball After Dark program for older teens and include Public Safety personnel to foster a collaborative relationship.	2	No funding necessary - Research phase
2.64	Parks and Recreation Programming Brochure	Parks/Rec		Create a quarterly updated brochure of all Parks/Recreation programming offered both electronically and in print	1	No funding necessary
2.65	Replace Fieldhouse floors	Parks/Rec		Replace aged and damaged floors for both gyms at the Fieldhouse, providing the best playing surface for our customers with a life expectancy of minimum 15 years	1	Innovation Fund - \$500,000
2.66	Establish council revenue expectations and corresponding pricing policies for the recreation center and senior center, including facility rentals	Parks/Rec		Appropriate pricing for services and rentals establishes the level to which the city financially supplements them	2	General Fund: Discussions to be held with City Council FY17 - Continuation of previous work plan item 4.26
2.67	Complete the replacement of the exterior signage at the Duncanville Fieldhouse	Parks/Rec		Clearly identify and brand the Duncanville Fieldhouse for the community and visitors to our city	2,3,4	Innovation/HOT Funds \$200,000: Staff will address the signage with the Business Plan along with the selection of a potential new logo for the facility - Continuation of previous work plan item 3.7
2.68	Create a comprehensive parks and recreation sponsorship and memorial program	Parks/Rec		Establish a community program for citizens and businesses to support parks and recreation activities and events, and provide park amenities in appreciation or memory of a person or group	1,2,3	General Fund: Staff is working on marketing materials for the memorial program - Continuation of previous work plan item 5.3

2.69	Neighborhood / Community Event Trailer	Parks/Rec	Public Works, Police, Fire	Research and if feasible, develop a neighborhood engagement program to include a trailer with city-owned supplies for use at neighborhood and community events with the assistance of key departments to foster community engagement and encourage neighborhood camaraderie.	1,2	No funding necessary - Research phase
2.70	Establish Clergy/Police Partnership	Police		Engage faith based leaders in partnering with law enforcement to build trust between congregations and law enforcement.	1,2	General Fund
2.71	Establish Police Open House Day	Police		Expand opportunities for community engagement, informal interaction, and trust building between the community and law enforcement.	1,2	No funding necessary - Research phase
2.72	Involve Community in Police Oral Interview Board	Police		Involve the community in shaping the future of their police department by participating in the selection of police recruits.	1,2	No funding necessary - Research phase
2.73	Implement "Ask A Cop" Program	Police		Make officers accessible to the public in an informal, informational atmosphere.	1,2	Utilize savings from other programs

3. **LEADERSHIP: Project a credible organizational image, embodying professionalism, compassion, inclusivity, and pride; own our customers' experiences and exceed their expectations.**

Item #	Project/Initiative	Resp. Party	Partner(s)	Rationale/Intended Outcome	Capstones	Funding
3.01	Develop and Establish a Creative Interview Process	HR	All Departments	Develop and create a standard procedure on conducting interviews that would be team driven and peer driven as well as values based.	OMS	General Fund
3.02	Revitalize the Performance Management System	HR	All Departments	Revitalize the performance management system to include individual and team goal setting, feedback on a regular basis, and immediate corrections as necessary. The purpose is to have a system in place that employees can set goals, work with supervisors and managers on creating a work plan to meet those goals, receive regular feedback from managers on the progress, create a coaching approach environment, and be able to efficiently track and measure goals.	OMS	General Fund
3.03	HABITS - core value signage	HR		Add the HABITS of our core values to the back of City business cards as well as develop ideas of other signage possibilities.	OMS	General Fund
3.04	Create an Internal Professional Development Program	HR/GG	All Departments	Provide professional development opportunities and low-cost programs to City employees to continue to build a high quality performing organization with the proper tools to excel in providing quality service to residents.	OMS	General Fund
3.05	Cultural training that focuses on the "why" we do things, as opposed to the "how" we do things	HR/GG	All Departments	Consider creating an ongoing training series that focuses on why the City of Duncanville chooses to handle business and interactions in a particular way (values based), as opposed to how we handle things (rules based)	OMS	Current leadership training funded in HR budget focuses on many of these aspects, new employee orientation also covers these issues
3.06	Establish quarterly department-wide meeting with all staff	Public Works		Expand current staff meetings to include a quarterly department-wide meeting to include all staff rather than just division heads.	1,2	No funding necessary
3.07	Program review	Parks/Rec		Conduct a standardized review of all programs and events, after they are completed, to ensure we are doing the right things, the right way, and the activities continue to provide an enhancement to our community	2	No funding necessary
3.08	Complete a facility audit of the city's public spaces in all city buildings to assist in prioritizing needed maintenance and improvements	Parks/Rec	All Departments	Establish a baseline regarding the appearance of public spaces in city facilities and assist staff in setting priorities for upgrading maintenance standards by establishing a public space replacement plan	1,2	General Fund: Questionnaires will be distributed to city staff in September 2016 - Continuation of previous work plan item 3.6
3.09	Leadership development / Succession Planning	Fire, Police	HR	Develop first line supervisors by identifying specific qualifications for the position within the Fire/Police Department and provide training relative to the position. Ensure critical operational positions within the departments have trained personnel ready to succeed them.	2	General Fund