

**COUNCIL MISSION STATEMENT**


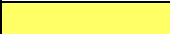

**Build a vibrant inclusive community driven by a commitment to democratic principles and service above self.**

**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. Preserve the historic Main Street and City Center areas**
- 4. Create multi-modal transportation alternatives**
- 5. Grow Duncanville (Culture, Sports, Tourism)**
- 6. Become a "best practices" organization**

	= Objectives not started
	= Objectives still IN PROGRESS
	= Complete

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	iCompass – Revise the SOP; Incorporate new agenda process for specific City's Boards and Commissions i.e. P&Z, ED, BOA, and refine Council Process.	City Secretary	Staff Liaisons and Secretaries of P&Z, ED, BOA	Continue to refine iCompass and the SOP, the new agenda management process now in use by City Council and incorporate use by City's Boards and Commissions i.e. P&Z, ED, BOA including training and support provided by City Secretary staff to the staff Liaisons and secretaries of the boards and commissions.	1	No Funding Required
1.02	Training/refresher for Department Records Management Representatives through webinars and on-site classes offered by Texas State Library and Archives Commission and City Secretary Department	City Secretary	All Departments	Contact the Texas State Library and Archives Commission for training opportunities for City's Departmental Records Management Representatives, including free webinars and a possible on site seminar, to increase their knowledge and efficiency of both paper and electronic records management resulting in a more effective Records Management Program for the City.	6	No Funding Required
1.03	Create a Procedures Manual for City Secretary Office	City Secretary	City Secretary	Create and/or update procedure manual for the various City Secretary functions i.e. Elections, Boards & Commissions appointment process, Records Management, Ordinance and Resolutions processing and record keeping, contracts processing, Open Records Requests, preparing for City Council meetings, City Council travel arrangements and record keeping, AFP's, etc.	6	No Funding Required
1.04	Research, Identify, and Implement Contracts Software providing for searchable documents and standards for all departments	City Secretary	City Secretary / Purchasing / IT	In order to improve the electronic records management of previous and current contracts and providing for a more convenient and efficient retrieval by all staff as well as training of staff to adhere to the new process. This will assist in the purchasing process, responding to Open Records Requests, Records Management, etc.	6	No Funding Required
1.05	Delinquent Property Tax Collection	Finance	Code Enforcement and CMO	Examine best practices for delinquent property tax collections and liens.	6	No Funding Required
1.06	Implementation of new finance software to replace BANNER	Finance/Purchasing	All Departments	Organize site visits for Tyler Technology users and implement software conversion to Tyler Technologies.	6	\$400,000 budgeted
1.07	Finance	CMO		Undertake an internal audit focusing on cash handling practices and policies.	6	General Fund
1.08	Develop a formalized volunteer / internship Program	HR	All Departments	Currently, departments handle their own recruitment efforts and identify areas of need. The intention of this program is to unify the efforts, identify the needs and pursue underutilized areas of City departments that could benefit from having volunteers. Implement unified process for interested citizens to apply and be screened by HR (or PD if PD related) and identify areas within the city that could benefit from interns and the specific projects or tasks that could be performed.	NA	No Funding Required
1.09	Implement local modifications to classification system	Library		To enhance the navigability and location of resources in the Library's material collections.	6	No Funding Required. Carryover from FY17.
1.10	Utilize GPS and irrigation software to create a master map of our irrigation infrastructure	Parks and Recreation	Public Works	A comprehensive irrigation map will be utilized by staff and other departments to ensure the City has a complete inventory of irrigation controllers, valves, and master valve locations.	6	General Fund

1.11	Create a desk reference manual for the executive assistant to include all duties, responsibilities, and departmental procedures	Parks and Recreation		Create a binder of standard operating procedures to capture the duties and responsibilities of the executive assistant to include departmental procedures.	6	General Fund
1.12	Create a digital file for all parks to include history, purchasing	Parks and Recreation		Create a digital file system for each park that will include all pertinent information about that park to include its history, purchasing documents,	6	General Fund
1.13	Recruiting/Retention	Police	International Association of Chiefs of Police, HR, Citizens	To recruit and retain the kind of personnel who will bring to the department and to the community a strong commitment to, and talent for the job. Community safety can be compromised when substantial experience and training is lost through staff turnover and vacancy. Utilize expanded tools such as referral bonus, hiring bonus, lateral entry, and revised social media policy to attract applicants.	1, 2	No Funding Required
1.14	Create and implement Standard Operating Procedures manuals for the City's website, as well as the Public Information Officer position.	Public Information	Public Information	Create and/or update procedure manual for the guidelines for all website administrators and editors when doing updates, maintenance and additions to ensure consistency and making sure processes are being followed. Create and/or update procedure manual to outline the job functions of the Public Information Officer, i.e., how to handle press releases, media, LED sign, social media, City Council meeting presentations, etc.	6	No Funding Required
1.15	Review, Develop and/or Update Internal Public Works Processes	Public Works		Update Standard Operating Procedures to ensure they are in alignment with the most recent ordinance changes and laws. Also, make sure new employees have a good understanding of our work processes.	6	No Funding Required
1.16	Review Utility Winter Months Average City-Wide	Utility Billing	Finance	Update Ordinance to reflect new city-wide wastewater average. Adjust lost revenue. Review methodology for calculating winter months averaging.	2	No Funding Required
1.17	Employee Video Spotlights	Human Resources / Public Information	All departments	Implement through the Employee Recognition Program or separately, interview/record and spotlight employees to put on website/social media as a way to introduce employees to the public.	1	No Funding Required
1.18	Implement new State law to educate defendants.	Municipal Court	Municipal Court	Educating defendants on all options to discharge fines and costs per SB 1913.	1	No Funding Required

**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	Develop a "dashboard" system for key city services	CMO		Develop a system to inform the public of key city service performance indicators/status.	1	No Funding Required
2.02	Develop bond package for citizen approval	CMO		Work with City Council and advisory committee to develop bond package and/or additional long term funding initiatives.	2, 3, 5	No Funding Required
2.03	Explore opportunities to acquire additional properties adjacent to Main Street/Downtown area to enhance future Economic Development	CMO	Economic Development	Acquire parcels as they may become available for future development.	3, 5	Identify funding as necessary
2.04	Vacant Building Registration Ordinance	CMO	Public Works	Develop and implement an ordinance requiring any vacant commercial/industrial buildings to be registered and adhere to established guidelines for maintenance and care of the property.	2	No Funding Required
2.05	Single Family Rental Registration Ordinance	CMO	Public Works	Develop and implement an ordinance requiring any single family property being used as a rental property to be registered and adhere to established guidelines for maintenance and care of the property.	2	No Funding Required

2.06	Create a Tourism Program	Economic Development	Parks & Recreation	Contract with consultants to perform feasibility study for a conference center/co-working center/arts center. Second step towards creating a CVB.	5	CVB - HOT Funds - \$50,000
2.07	Increase / Improve Marketing and Branding	Economic Development	Parks and Recreation, PIO	Contract with marketing consultants to develop a new logo. This is the first step in improving the marketing of Duncanville.	5	The City Council has selected the firm Misfit Brands to design the new logo. Economic Development will be funding this
2.08	Increase Visitor Transportation Options to Downtown	Economic Development	Parks and Recreation	Coordinate with Fieldhouse events and hotel conferences for Downtown transportation to encourage more visitors to the Downtown area. Staff will work with event planners to provide this option.	5	CVB - HOT Funds - This is an approved expenditure under State Law, but it has not been budgeted for in FY 17-18.
2.09	Work with EON to create a list of company leads.	Economic Development		Economic Development will work with EON to provide them with possible business leads for internal development projects.	5	No Funding Required
2.10	Review, research and update property tax exemptions	Finance		Explore and recommend property tax exemptions for disabled, over 65, first responders.	5	Some loss of tax revenue
2.11	Paperless Warrants	Finance	Municipal Court, Police Department	Work with UDS (court software vendor) to establish and implement paperless warrants.	6	Estimated cost is \$3,500.00 (non-budgeted)
2.12	Community Paramedic Program Phase II	Fire	Texas Department of State Health Services, Biotel, Parkland Health Services, DISD	Expand upon partnerships with DISD, County Social Worker, local home health care services, Charlton Methodist Hospital, etc. to identify individuals in the City of Duncanville that require special medical and social assistance. The department will send three additional paramedics through the Community Paramedicine Program in 2018. The program goal: "Helping those who can't help themselves"	2	General Fund - \$7,244.00
2.13	Duncanville Arts Council	General Government	Economic Development and Parks and Recreation	Research the options of creating a formal Duncanville Arts Council.	1, 5	No Funding Required
2.14	Employee Community Workday	HR	All Departments	Develop and implement an employee workday program. The idea is to have a day or half day where employees volunteer to work on a <u>community work project</u> .	1, 2	No Funding Required
2.15	Research/Develop a plan(s) on what it means to be a Smart City and what it means to our Citizens.	IT	All Departments	Becoming a "Smart City" is on the mind of many Cities across the metroplex and the nation. We will research on what it means to be a smart city and how it will help advance and improve the lives of our Citizens. After research is complete, we will begin to develop a plan to integrate our findings into our City infrastructure.	2, 5	No Funding Required
2.16	Citizen Cybersecurity Education/Tech Fair	IT	Desoto and Cedar Hill Departments	Coordinate with Desoto and Cedar Hill IT Departments in the execution of a "traveling" Technology Fair that will help educate the Citizen's of all three cities on what services are offered from a technology standpoint, such as online bill pay, community calendar, library services, and report a concern. It will allow for ours and the other communities to engage our citizen's in the DHS "Stop. Think. Connect." campaign helping to create a safe, secure, and resilient cyber environment. This fair will help to develop a more engaged citizenship and foster the ideal of building a "tech forward community" as envisioned by Council. IT Departments looking to make this into a Tech Fair.	1, 5	No Funding Required
2.17	Replace PC Reservation/print software	Library	IT	Improve services to patrons	1, 6	Innovation Fund
2.18	Add credit card processing software to the circulation desk	Library	IT, Finance	Provide service that have been requested by patrons	1, 6	Innovation Fund
2.19	ILS (Integrated Library System) research and possible replacement	Library	IT	Provide better service to patrons by reviewing potential ILSes (Integrated Library Systems) and selecting a more efficient system	1, 6	No Funding Required
2.20	Replace and update Library furniture	Library	Building Maintenance	Improve Library spaces	1	Innovation Fund

2.21	Coordinate and host an expanded series of Adult Literacy Classes	Library	Area Community Colleges, other community partners. PIO	To offer free ESL, GED and other adult literacy classes to all community members in regularly occurring and scheduled sessions. GED classes failed to make in 2016 due to limited enrollment Will seek grant funding from community partners and expand promotion and advertisement of the program.	1	Carried over from FY17.
2.22	Develop display on history of Duncanville community	Library	DISD, Chamber of Commerce, Sports Legacy Commission, Multicultural Social Engagement Partnership	To preserve and curate the history of the community for current and future generations. Continuation of previous work plan item 4.22 from "Ash+Lime" Strategies	1, 5	General Fund - Carried over from FY17.
2.23	Implement rotating display of artwork in and around Library	Library	Duncanville Design Studio	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, 5	General Fund. Carried over from FY17.
2.24	Host and present an expanded slate of community focused cultural programs	Library	PIO	Present a larger variety of culturally focused community programs exploring the diversity of Duncanville through dance, music, and storyteller performances - to foster greater understanding and awareness of our diverse community.	1, 5	General Fund
2.25	Expand programming at the Senior Center by adding a minimum of 3 new classes/programs.	Parks and Recreation		Increased programming at the Senior Center will provide additional activities for our senior citizens and encourage more participation in the center.	2, 5	No Funding Required
2.26	Expand programming at the Recreation Center by adding a minimum of 5 new classes/programs.	Parks and Recreation	Library	Increase recreational programming at the recreation center which also might include partnering with the Library.	2, 5	No Funding Required
2.27	Create a community event and recreation program sponsorship program	Parks and Recreation		Establish a sponsorship program for large community events and recreation activities to help offset expenses and expand community partnerships.	2, 5	No Funding Required
2.28	Create an in-house youth basketball league at the Fieldhouse	Parks and Recreation		Create a local youth basketball league for area youths to be played at the Fieldhouse	5	No Funding Required
2.29	Create a formal sponsorship program for the Fieldhouse	Parks and Recreation	Economic Development, PIO	With the addition of a Marketing Coordinator, establish a formal sponsorship program for the Fieldhouse along with appropriate marketing materials.	5	No Funding Required
2.30	Complete facility upgrades approved in the FY18 Innovation Fund	Parks and Recreation		Facility improvements include parking lot lighting for Fire Station #1, exterior painting and furniture replacement at the Library, painting at the fire stations and jail, and replacement of conference room chairs.	2	Innovation Fund
2.31	Complete park improvements approved in the FY18 Innovation Fund	Parks and Recreation		Park improvements include shade canopies for the DBBI baseball fields, light pole replacement at Lakeside Park, entry gates at Harrington Park, irrigation controller replacement, parking lot repaving and tennis court conversion.	2	Innovation Fund
2.32	Complete the replacement of cardio equipment in the fitness room at the Recreation Center	Parks and Recreation		Replace the cardio equipment in the fitness room at the Recreation Center with leased equipment.	2	General Fund
2.33	Youth Action Council	Parks and Recreation		Research the creation of a youth action council to encourage youth engagement and leadership for the future of our city. If supported by the City Council, submit a supplemental budget request for FY19.	1, 2	No Funding Required
2.34	Online RecTrac Services	Parks and Recreation	IT and PIO	Implement the online version of RecTrac software to allow citizens to sign up for programs and events as well as reserve park facilities without coming to the Recreation Center. This will also include the online recreation brochure to be updated quarterly.	2, 6	No Funding Required (This module was purchased in FY17 with the RecTrac software.)

2.35	Neighborhood Block Party Trailer	Parks and Recreation	Public Works	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.	2	Special Activities Fund
2.36	Partner with a private vendor to obtain body-worn cameras for Police Officers, Public Service Officers, and Animal Control Officers that are durable and reliable.	Police	ARQ Digital	Our current body-worn cameras have a higher than average failure rate. The intended outcome is to equip Police Officers, Public Service Officers, and Animal Control Officers with dependable and durable body-worn cameras. The City has entered into a Memorandum of Understanding with ARQ Digital to jointly develop a Center of Excellence. Duncanville will test, evaluate, and offer feedback to ARQ Digital in exchange for cameras and back end software at no charge. Body-worn cameras are being provided at no cost by ARQ Digital.	1, 6	No Funding Required
2.37	Improve Police Department building and parking lot security.	Police	Public Works, Parks and Recreation	Increase the safety and security of the Police Department physical plant in order to better maintain care, custody, and control of all law enforcement related materials contained within. Provide a more secure work environment for police personnel.	6	General Fund Asset Forfeiture Fund
2.38	Identify, evaluate, and partner with a company that is capable of installing police equipment in Police Department vehicles in an efficient and timely manner.	Police	Siddons-Martin Emergency Group, Equipment Services, Purchasing	Improve the dependability and completion time for equipment installation and outfitting of police vehicles.	6	General Fund
2.39	Evaluate the feasibility of developing a K-9 capability within the Police Department	Police	Finance	The DPD has not had an in house K-9 capability since 2008. Contracting with neighboring agencies for K-9 services is no longer a viable alternative. Grant funding has been located for a K-9, as well as training for both the animal and the handler. A funding source for a vehicle and other equipment has not been located.	2	No Funding Required
2.40	Correct public misperceptions regarding crime rates	Police	PIO	Work with PIO to utilize media (Spotlight, Champion, etc.) and social media (Facebook, Next Door, etc.) to better educate the public and correct public misperceptions about rising crime rates.	1, 2, 5	No Funding Required
2.41	Expand social media and citizen engagement	Public Information	All Departments	Continue with a Social Media Public Relations Campaign utilizing all accessible communication platforms, while researching and implementing other communication outreach options to gain citizen participation and increase overall communication between the City and its citizens.	1, 5	No Funding Required
2.42	Photo Contest to create a city-wide Calendar, photos for City image library	Public Information		Develop and implement a yearly photo contest for Duncanville residents to submit Duncanville specific photos showcasing life in Duncanville. Winning photos will be used for a city-wide calendar, as well as used in marketing materials. Do a digital version for FY18 and gather feedback if it is something to pursue and print. Will look at additional funding source opportunities.	1, 6	No Funding Required
2.43	Work with DISD to expand community outreach through various media	Public Information	All Departments and DISD	Work with the DISD to utilize their equipment and students to create videos to showcase City Departments, do PSA's, etc. to reach different demographics. This will highlight a partnership and involvement with our students and DISD personnel working together to create a positive impact/footprint. Explore feasibility of joint radio station for community news.	1, 2, 5, 6	No Funding Required
2.44	Improve city's parking ordinance	Public Works	CMO	Explore, research and recommend different strategies to address concerns pertaining to residential parking issues.	2	No Funding Required
2.45	Complete Phase II engineering design for Main Street this FY	Public Works	Economic Development	Seek funding options and contract for engineering design of Main Street Phase II.	3, 5	Identify source for funds

2.46	Create a Development One-Stop-Shop	Public Works	Public Works, Economic Development, IT, Fire, Police	Create a Development Guide to assist the development community through the development process. Incorporate new Planning Tech and Building Permit Tech into the development review process.	1, 5	No Funding Required
2.47	Update the Duncanville Zoning Ordinance and Related Development Regulations	Public Works	Public Works, Economic Development, Fire, Police	To provide for successful implementation of major components of the Comprehensive Plan. The ordinances that govern development will need to be updated to promote growth and foster redevelopment.	2, 5	Innovation Fund - \$150,000
2.48	Execute FY18 Water / Wastewater Capital Improvements Program	Public Works		Replace Water Pipeline (Open Cut) @ locations city-wide Rehab Tank/Pump Station @ Danieldale Develop Water/Wastewater Master Plan (Synchronize w/ Comp Plan) Replace Wastewater Pipeline (Open Cut) @ locations city-wide Replace Wastewater Pipeline(Pipe Bursting) @ locations city-wide	2, 5	Utility CIP - \$2,249,152 Utility CIP - \$115,000 Utility CIP - \$150,000 Utility CIP - \$291,620 Utility CIP - \$1,430,100
2.49	Execute FY18 Street Capital Improvements Program	Public Works		Develop Landscape Architecture Design @ US-67	2, 4, 5	General Fund - \$150,000
2.50	Execute FY18 Alley Capital Improvements Program	Public Works		Construct Concrete Alley @ Forest Hills (Granada-Flamingo)	2, 5	Alley CIP - \$289,000
2.51	Execute FY18 Drainage Fund Plan	Public Works		Construct Bag Wall/Erosion Control @ locations city-wide Construct Drainage Improvements @ Hill City & Willow Run Park Construct Drainage Measures @ Forest Hills (Granada-Flamingo) Develop Ten-Mile Creek Tributary Drainage Study	2, 5	Drainage Fund - \$60,000 Drainage Fund - \$100,000 Drainage Fund - \$60,000 (in conjunction with alley project, Drainage Fund - \$75,000
2.52	Execute FY18 Street Pavement Management Program	Public Works		Repair Pavement (Slab Lifting, Slab Replacement, Crack Seal, Microsurface, and/or Mill & Overlay) @ locations city-wide. Exact locations based on 2015 pavement study.	2, 4, 5	General Fund - \$1,283,872 Innovation Fund - \$1,000,000 <b>** Future Years funding includes proposed Street</b>
2.53	Develop a comprehensive and objective system for evaluating and prioritizing 5-year CIP and other long-term projects.	Public Works	Parks and Recreation	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 methodical manner	2, 5	No Funding Required
2.54	Establish Street Department Concrete Crew	Public Works		Create a four-man concrete crew devoted to repairing and constructing sidewalks, alley, and concrete paving failures as well as upgrade city sidewalks to meet current ADA standards.	2, 5	General Fund - \$224,989
2.55	Develop a city-wide program to expand the installation of non-visual accessible pedestrian pushbuttons at all signalized intersections	Public Works	Stakeholders	This is the second of a three year conversion program for non-visual accessible pedestrian pushbuttons for integral 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, 4, 6	Transportation Improvement & Safety Fund - \$75,000
2.56	Street Name Sign Conversion	Public Works		This the third 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
2.57	Wintergreen Road Project	Public Works		Coordinate with Dallas Water Utilities and Dallas County on road construction. In FY18, the city will purchase the remaining signal equipment for the new intersection at Wintergreen Rd & Main St.	1, 2	Transportation Improvement & Safety Fund - \$45,000
2.58	Provide additional American with Disabilities Act accessible sidewalks	Public Works		Provide a safe route for pedestrians throughout Duncanville	1, 2, 4, 6	Transportation Improvement & Safety Fund- \$600,000.00
2.59	US HWY-67 Project	Public Works	Economic Development, PIO	Monitor ongoing road construction along US-67 and ensure the residents are informed of lane closures, etc.	1, 2, 4	No Funding Required
2.60	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, 4	Funded FY17
2.61	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. \$75,000.00 FY 16/17	2	No Additional Funding Required

2.62	Perform Street Maintenance Rate Study	Public Works		Assign more equitable fees between commercial and residential customers based on road usage, increasing revenues to perform much needed street maintenance throughout the city	2, 4	\$84,000.00
2.63	Increase procurement spending with local businesses and Best SW businesses	Purchasing	Economic Development	Design and implement plan of education and due diligence to obtain bids from Duncanville and Best SW businesses to increase local spend.	1, 5	No Funding Required
2.64	Advanced Metering Infrastructure (AMI) Project	Utility Billing	Utility Billing	Convert all meters to automated read and implement software conversion to support AMI.	1, 6	\$1,500,000 currently reserved in Water Utility Fund Balance
2.65	Design new splash pad park and replacement for Kidsville	Parks and Recreation		Engage architect firm to design a splash pad park and replacement for Kidsville in Armstrong Park	2, 5	Innovation Fund
2.66	Facility needs study	Parks and Recreation/Building Maintenance	CMO	Engage architect to study city facilities and evaluate for long term space needs and functionality	5, 6	Innovation Fund

**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	Texas Fire Chief Academy	Fire	Texas Fire Chiefs Association	The Texas Fire Chiefs Academy is a comprehensive leadership training to develop professional competencies for Fire Administration. Asst Chief Chase & EMS Division Chief Ryan will attend the Texas Fire Chief Academy Oct 8th - Oct 13th.	2, 6	General Fund
3.02	National Fire Academy	Fire	National Fire Academy	Battalion Chief Hancock and Battalion Chief Gideon were selected to attend the National Fire Academy in Emmitsburg, MD in Feb 2018. The National Fire Academy provides senior fire officers with a broad perspective on various facets of fire and emergency services administration, and examines how to exercise leadership when dealing with difficult or unique problems within communities.	2, 6	National Fire Academy pays for majority of cost, remaining cost will come from General Fund \$1,200.00
3.03	Train and develop current and future leaders to ensure an organizational commitment to life-long learning.	Police	HR, FBI National Academy, Local Colleges and Universities, Police Executive Research Forum, The Institute for Law Enforcement Administration, Caruth Police Institute, International Association of Chiefs of Police, Texas Police Chiefs Association, North Texas Police Chiefs Association, North Texas Crime Commission	Develop a group of young leaders who are ready to assume leadership of the Police Department. Leadership development is a life-long Succession planning is important for building leadership continuity. Work with HR to develop an in house leadership training program.	1, 2, 6	General Fund, The Law Enforcement Officer Standards and Education Fund (LEOSE), and Asset Forfeiture Fund
3.04	Explore additional strategies to provide more efficient and effective Code Enforcement services.	Public Works	CMO, PIO	Explore additional strategies, including citizen communication, better reporting, use of COPS volunteers and other tactics.	1, 2, 6	No Funding Required



3.05	Update Citizen Welcome Packets	Utility Billing	PIO	Update citizen welcome packets to ensure most up-to-date information is available to new citizens.	1, 5	No Funding Required
3.06	Succession Planning - Develop objectives for personnel to perform the job functions of a higher classification	Fire	HR, Regional Fire Training, Texas Commission on Fire Protection, Inhouse training, Texas Engineering Extension Service	The Succession Planning Program will provide leadership training for qualified fire personnel who temporarily or permanently promote to a higher position by identifying training opportunities to obtain the knowledge, training, and skill set to perform the functions of the leadership position. It is a proactive approach that ensures that personnel hired, trained and promoted today will have the skills to meet the challenges of tomorrow.	2, 6	No Funding Required
3.07	Leadership Academy	HR	All Departments	The purpose of a leadership academy is to recognize and develop upcoming leaders within staff. The academy will take applicants across all departments/positions, and go through a series of training, learning about the city and the various departments, shadow certain positions, complete a group project. Additionally, an outcome of the academy is to identify potential candidates for succession.	6	No Funding Required