



**5-Year Vision**

**Strategic  
Action Plan**



**Duncanville**  
*City of Champions*

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# Message from Leadership



from left to right: Joe Veracruz (1), Don McBurnett (2), Jeremy Koontz (3), Mayor Barry D. Gordon, Patrick Harvey (At-Large), Karen Cherry (4), Greg Contreras (5)

As your elected leaders, we are pleased to present the Five-Year Strategic Action Plan.

This is our first five-year strategic plan as a community, and we are prepared and stronger than ever to achieve our shared vision as a vibrant city to live, work, and raise a family. We have bountiful parks and nationally ranked sports programs and are centrally located in the fastest-growing region in the country. As a City of Champions, we are committed to excellence in education, business, and good governance. The more aligned we are as a community, the greater the likelihood of accomplishing this commitment, and the strategic plan is the roadmap to guide and support us along the way. The plan is also a communication tool for residents, explicitly outlining their government's intentions for the next five years.

Thanks to strong leadership and participation from the people and businesses that call Duncanville home, we will continue prospering.



City Manager  
Aretha R. Ferrell-Benavides

Having a collective vision and a plan for achieving that vision is a quality of a high-performing organization, and this five-year strategic plan empowers City personnel to actualize Duncanville's vision. It will guide decision-making for the annual budget and policy and allocate resources to further the five strategic pillars. The plan reinforces our commitment to transparency for our residents entrusting us to continue making Duncanville a great place to live. Thank you to the City Council and staff that have thoughtfully contributed to developing the City's strategic plan.





## *Mission Statement*

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

A strategic action plan (SAP) outlines a city's goals, priorities, and vision and serves as a policy document on how to achieve them. The City of Duncanville's SAP aims to complement and align public funding with the City Council's vision and priorities and provide direction to present and future staff regarding the City's developmental trajectory and general governance. As the City's first SAP, it holds significant value in pivoting potential projects and programs affecting residents and visitors by establishing a foundation to guide their administration.

Council developed the City's strategic priorities at a planning and goal-setting retreat in September 2019. Councilmembers, the Mayor, and members of the City Executive Team discussed the City's current state and the City's potential with Strategic Government Resources, a consulting organization for local governments. These conversations established a SWOT (strengths, weaknesses, opportunities, and threats) analysis, determining the context and framework for priorities, goals, and actions. SGR asked Council to identify its top five priorities or strategic pillars that will guide the SAP's actions. Resolution No. 2019-099 formally adopted the City's vision and priorities assembled from the council retreat in 2019.

In response to the devastating effects of the COVID-19 pandemic, Council delayed long-term planning to instead focus on protecting residents.

Council, the Mayor, and City Executive team members would meet again in November 2021 to revisit the strategic goals and priorities originally proposed and adopted two years earlier. Desired outcomes from the vision and priorities were discussed, along with reintroducing the SWOT analysis developed from the council retreat in 2019. Exchanges from both retreats, and a work session in February 2022, helped codify the strategic priorities and develop the City's vision statement, stated in Resolution No. 2022-018. The finalized strategic priorities are:

**Reimagine:** high quality of life

**Develop:** infrastructure improvement strategy

**Emphasize:** government accountability, customer service, efficiency, and process improvements

**Innovate:** innovative ideas for development and redevelopment

**Advance:** marketing strategy of the City and community engagement plan

Council recognized that to transform the City's vision into a reality, a plan is required to guide efforts. Each priority has assigned goals and contains action plans to foster accomplishment and success. Departments responsible for implementing a goal will also devise and execute action plans. Resources, including financial and personnel, will be identified during that time. Assessment is critical to track progress, impact, and effectiveness, and each goal identifies an action plan to establish metrics to define and measure success. Additionally, objectives from the comprehensive, city work, and community enhancement plans, and results from an internal staff survey, will help steer the SAP's actions, creating a layered effect that infuses cohesion and collaboration.



# Vision and Priorities



## DEVELOP

### Infrastructure Improvement Strategy

Ensure the viability and adaptability of the city's infrastructure, facilities, and transportation network through thoughtful financial and long-term planning.



## RE-IMAGINE

### High Quality of Life

Develop, maintain, and encourage safe, attractive, viable family-oriented neighborhoods that embrace diversity and pride, promoting economic vitality.



## INNOVATE

### Innovative ideas for Development and Redevelopment

Pursue a diverse and robust economy through various business, housing, and employment opportunities that encourage forward-thinking community and economic development.



## ADVANCE

### Marketing Strategy of the City and Community Engagement Plan

Strengthen communication and engagement within the community while championing the City of Duncanville regionally, nationally, and internationally.





## EMPHASIZE

### Government Accountability, Customer Service, Efficiency and Process Improvements

Develop a high performing organization that encourages innovation, transparency, and collaboration while delivering exceptional customer service.

In addition to the City's mission, vision, and priorities, we believe in six core values guiding our daily decisions and actions to accomplish our goals and outlined action plans. They are **honesty, accountability, be fair, integrity, transparency, and service above self**, otherwise known as:

## HABITS

Aristotle said, "we are what we repeatedly do. Excellence, then, is not an act but a habit."



## VALUES

### ***Vision Statement***

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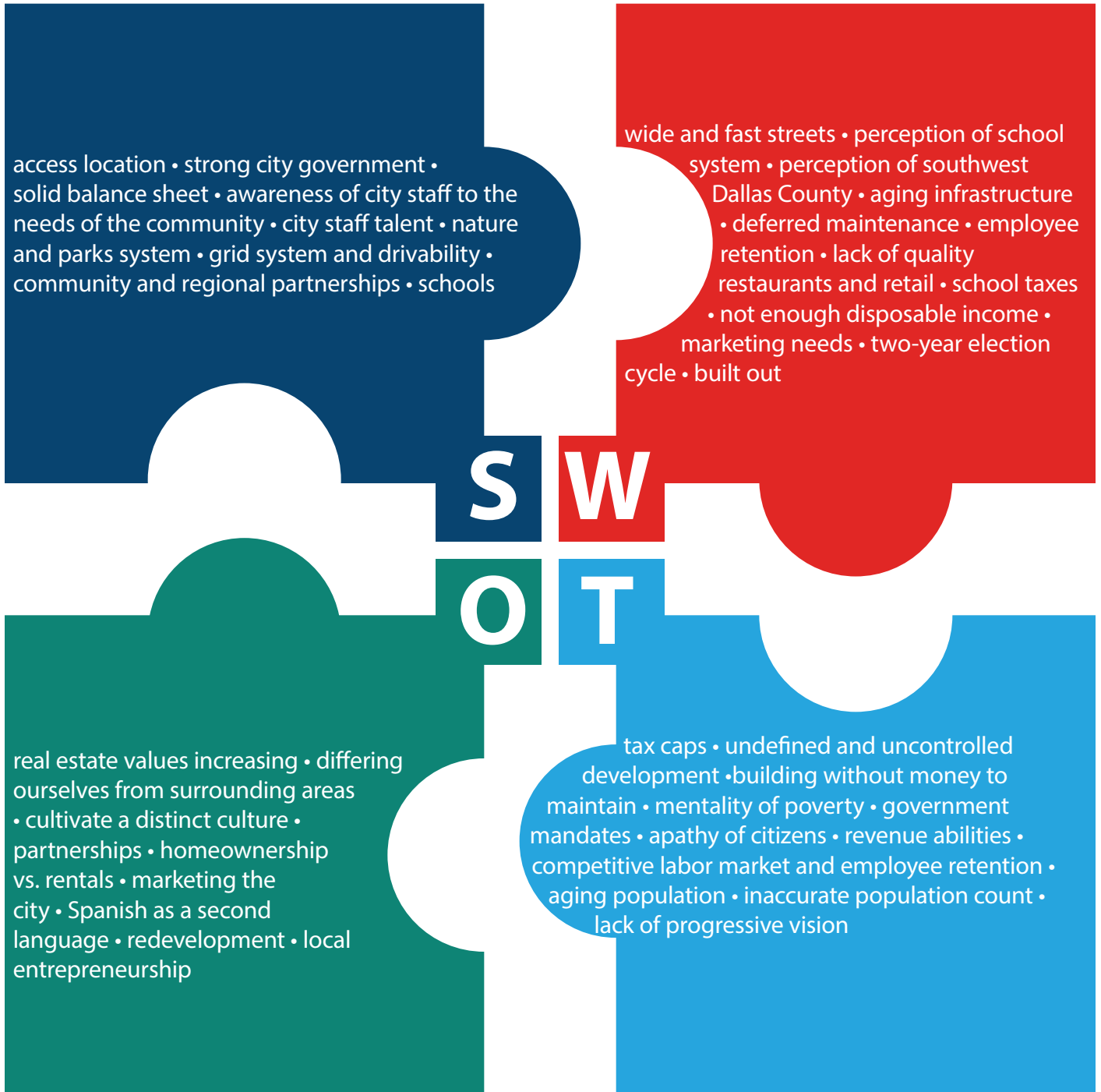
Duncanville, a City of Champions, is a safe, vibrant, diverse community committed to excellence in education, business, and good governance.



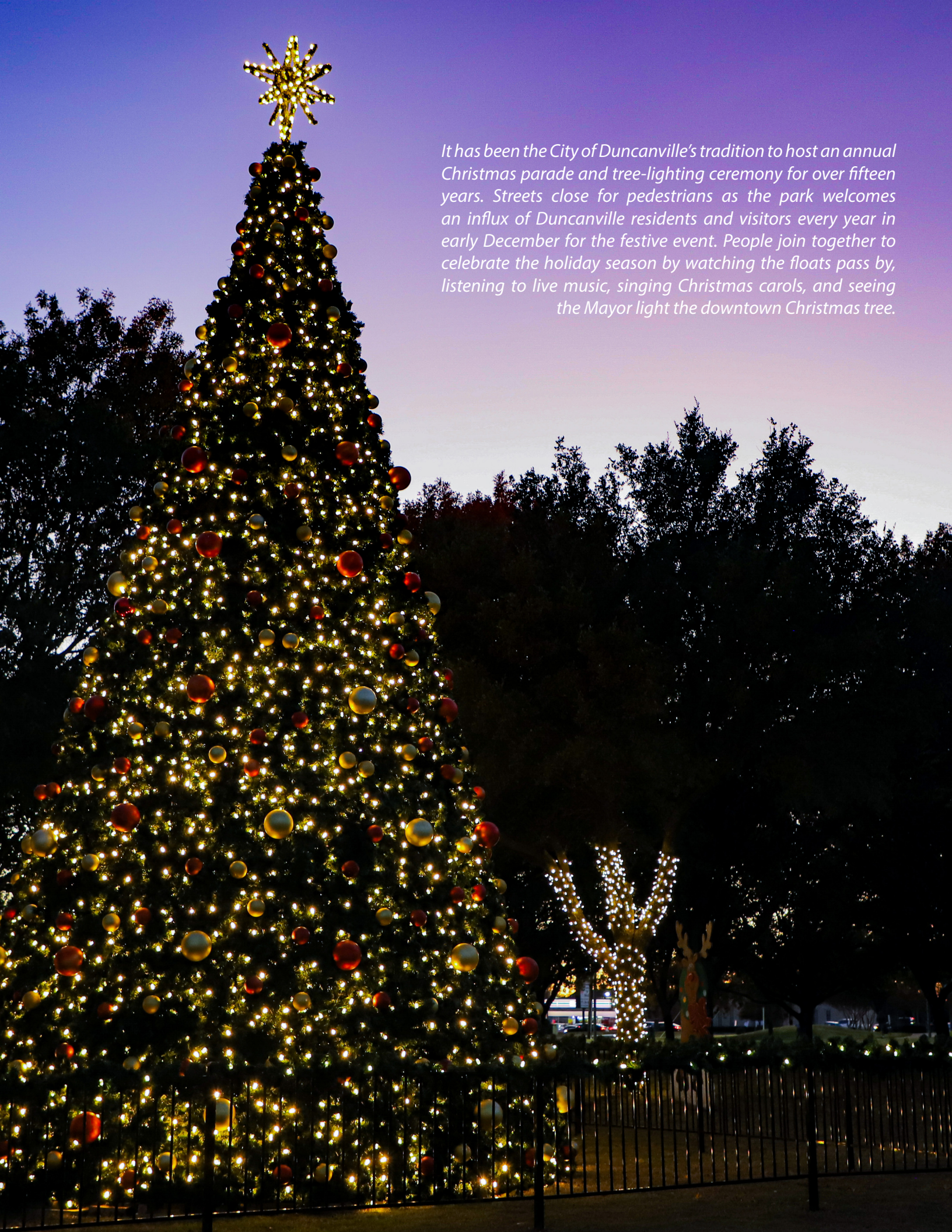
# SWOT Analysis



The City's SWOT Analysis (strengths, weaknesses, opportunities, and threats) was created when Council first met to formulate the plan's priorities and vision. The analysis informs the "current state" of the City and the essential framework for developing the vision and priorities. The SWOT analysis was initiated by City Council at the council retreat in 2019.







*It has been the City of Duncanville's tradition to host an annual Christmas parade and tree-lighting ceremony for over fifteen years. Streets close for pedestrians as the park welcomes an influx of Duncanville residents and visitors every year in early December for the festive event. People join together to celebrate the holiday season by watching the floats pass by, listening to live music, singing Christmas carols, and seeing the Mayor light the downtown Christmas tree.*



# Forming Goals & Planning Action

The focus of the City's strategic action plan is to be a foundation to support and guide long-term goals, strengthen communication between the City and citizens, complement existing efforts and future initiatives, and fuse together the mission, vision, and City's pillars. In particular, the plan intends to drive deliberate action that is consistently measured, transparent, and responsive.

## **Living Document**

The strategic action plan outlines a five-year vision for the City. It recognizes the importance of anticipating potential needs, enabling the possibility for modifications that initiate future action items while providing a blueprint to guide change. With this view, the plan will be a living document to offer a space inclusive of public input that encourages collective action. Furthermore, it acknowledges the urgency of adaptability in crises, evidenced by the COVID-19 pandemic.

The plan honors existing efforts, including the Comprehensive Plan, the City's land development plan, and the City's Work Plan, a yearly report outlining organizational goals. The vision is to complement the hard work already in effect by reinforcing that work into a single, streamlined form.

## **Establishing a Foundation**

Ideas for the City's direction spurred from the Council Retreat 2022, supplemented by information learned from community input sessions held during the Comprehensive Plan's planning process. These insights shape the plan's action items, establishing a foundation to support broader, extensive projects.

## **Intentional Community Engagement**

Community engagement is intentionally embedded in the document, conveying our commitment to outreach, awareness, and understanding the needs of our residents. Partnerships with Duncanville ISD and local organizations are essential to execution, as well as our continued regional collaboration with the Best Southwest Partnership and North Central Texas Council of Governments.

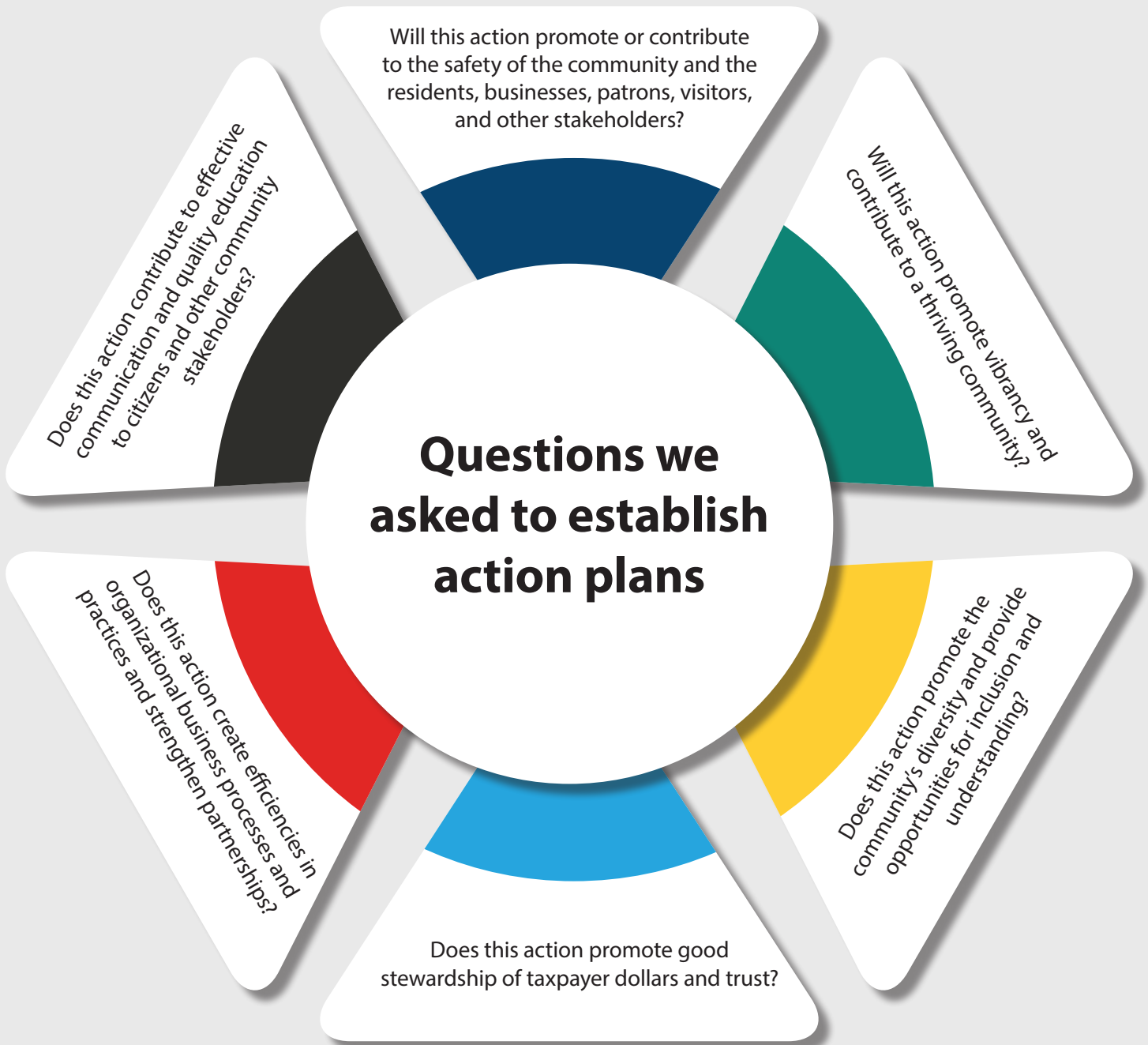
Annual resident surveys will capture the pulse of the City, presenting another opportunity to engage the public. Business roundtables and town halls with Council are further examples of our commitment to intentional community engagement.

## **Process and Performance**

Investigating internal processes and updating them helps ensure we continue to operate efficiently and effectively.

Nearly all goals include an action item that establishes metrics to measure progress and define success.

Performance will be transparent and frequently updated to evaluate results and navigate future actions. Annual review and measurement are managed by departments responsible to each goal, benchmarking progress, and communicated to the public.



*All proposed actions are examined through a series of questions through the lens of the City's vision. The questions asked are bolstered by the pillars that further support the values in which all Duncanville residents and staff aim to achieve.*





# RE-IMAGINE

Goal 1: The City is a safe place to live, work, and play.

Goal 2: Neighborhoods and businesses are attractive and well maintained.

Goal 3: The City offers a variety of high-quality leisure and recreational programs and activities.

Goal 4: The City is an inclusive community that encourages and promotes cultural awareness, art programs, and events.



**High Quality of Life**

# Goal 1 • ○ ○ ○ ○



The City is known as a safe place to live, work, and play.

Community engagement and data analytics are vital to understanding the gaps in safety and the perception of safety. Targeted outreach and education in crime and fire prevention, and emergency preparedness can reduce demand of resources and build resiliency.



- Identify safety gaps and formulate a plan to address barriers to feeling safe and inclusive.
- Identify unsafe environments and high-risk groups and target education and outreach efforts.
- Evaluate and modify the Certificate of Occupancy process as it pertains to safety.
- Increase the use of data-analytics to improve deployment and resource utilization.
- Strengthen regional partnerships with City of Dallas and Dallas County to collaboratively address homelessness and criminal activity that cross city borders.
- Continue to recruit, hire, and retain high quality employees.
- Establish metrics to measure progress and define success.



# Goal 2 ●●○○



Neighborhoods and businesses are attractive and well maintained.

Neighborhood revitalization improves communities and impacts the quality of life of its residents. Clean, well-maintained properties add value to the City's beauty and curb appeal and spur economic growth in the community.



- Define and develop a long-term planning strategy for neighborhood revitalization.
- Establish a Neighborhood Leadership Network.
- Increase Property Improvement Program (PIP) opportunities and partnerships.
- Create and fund a housing rehab program.
- Create a tree-sharing program.
- Promote and educate waste diversion practices.
- Establish metrics to measure progress and define success.

# Goal 3 ●●●○



The City offers a variety of high-quality leisure and recreational programs and activities.

Leisure and recreational activities play an essential role in communities and add to the quality of life for residents. There are many benefits, including improving health and well-being, contributing to individuals' empowerment, and promoting inclusive communities' development. There is no "one size fits all" approach, and offering various programs will ensure something for everyone.



- Create a programming plan integrating Library, Recreational, and Parks programs.
- Develop a marketing plan to increase Recreation Center and Senior Center memberships and participation.
- Review fee structure and develop a marketing plan to increase rentals of parks and city facilities.
- Develop and implement a marketing strategy for re-imagining the Senior Center.
- Expand recreational opportunities in the community.
- Explore the possibility of a "Friends of the Parks" program and an "Adopt a Park" program.
- Establish metrics to measure progress and define success.

# Goal 4 ••••



The City is an inclusive community that encourages and promotes cultural awareness, art, programs, and events.

Arts bring different people together, and culture helps to appreciate each other with their diversity. They bring about understanding. Additionally, a permanent arts presence and cultural events and activities can boost economic vitality.



Create a programming plan for Arts and Cultural events and activities.

Explore "Age-Friendly Communities".

Re-imagine the purpose and utilization of the Multicultural Commission.

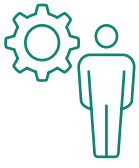
Explore the feasibility of establishing a cultural district.

Create a donation/sponsorship program for an alternative funding source of special events.

Explore and define Diversity, Equity, and Inclusion and incorporate DEI into business practices.

Establish metrics to measure progress and define success.





# EMPHASIZE

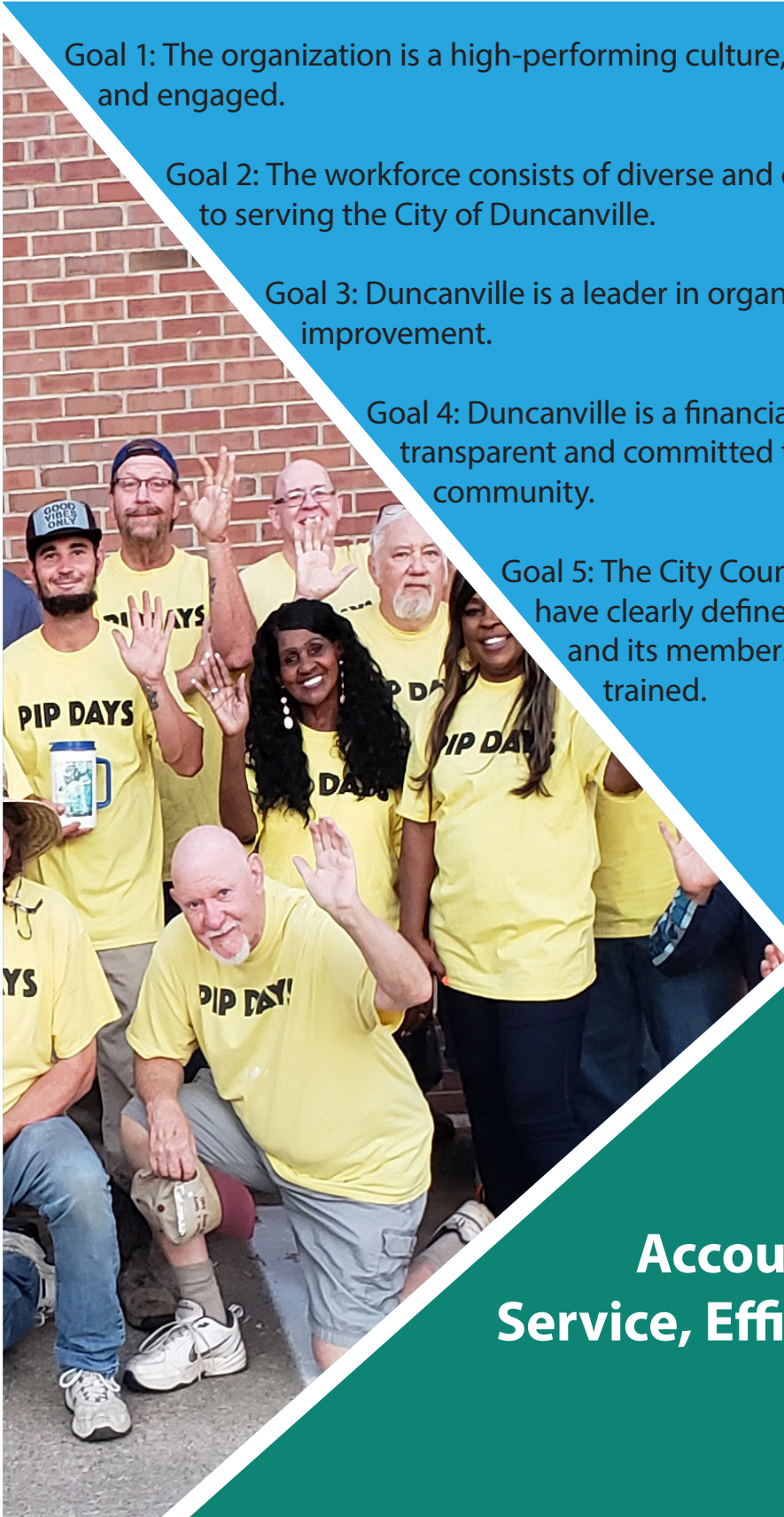
Goal 1: The organization is a high-performing culture, where employees are innovative and engaged.

Goal 2: The workforce consists of diverse and quality people that are dedicated to serving the City of Duncanville.

Goal 3: Duncanville is a leader in organizational efficiency and process improvement.

Goal 4: Duncanville is a financially sound organization that is transparent and committed to education of its business to the community.

Goal 5: The City Council and Boards & Commissions have clearly defined roles, rules, processes, and its members are adequately trained.



**Governmental  
Accountability, Customer  
Service, Efficiency, and Process  
Improvement**

# Goal 1 • ○ ○ ○ ○ ○



The organization is a high-performing culture, where employees are innovative and engaged.

A high-performing workplace works well. Employees are highly productive, motivated, and engaged. Employees who feel trust and respect can feel empowered to participate in decision-making processes, freely contribute ideas, and share feedback.

## ACTION PLANS

Develop an annual, mandatory, city-wide training plan.

Evaluate and improve communication strategies among staff.

Develop and implement an innovative grant program.

Develop and implement customer service standards.

Establish metrics to measure progress and define success.

# Goal 2 ●●○○○



The workforce consists of diverse and quality people, dedicated to serving the City of Duncanville.

To attract quality people, the organization needs to be a place where people can learn new skills, take on new challenges, and advance their careers. The work culture actively demonstrates care for growth and development, as well as openness and honesty.

## ACTION PLANS

Establish professional development plans for each position and a succession planning system for each department.

Develop and implement a mentorship program.

Establish meaningful ways to recognize outstanding employee performance.

Develop a sustainable compensation and benefits strategy for recruitment and retention.

Establish metrics to measure progress and define success.



# Goal 3 ●●●○○



Duncanville is a leader in organizational efficiency and process improvement.

Every organization has a set of formal and informal processes, a series of actions that are completed to create a desired outcome. Improving the efficiency and effectiveness of the organization's processes can significantly influence its success and the services provided to the community.

## ACTION PLANS

- Develop institutional knowledge and "capture" techniques to document processes and procedures.
- Establish data/metric standards for organizational performance management.
- Conduct a process and procedures assessment with each department.
- Research, develop, and implement operational best practice standards.

# Goal 4 ●●●●○



Duncanville is a financially sound organization that is transparent and committed to education of its business to the community.

Financial transparency means more than published reports with numbers available to the public. It provides education and interactive tools where numbers are straightforward, helping to minimize misperceptions.



- Pursue new, alternative revenue sources and cost elimination strategies.
- Develop and implement a cost recovery model for setting user fees.
- Develop and implement an educational program strategy on City topics for the public.
- Develop and host a Citizens Academy program.
- Develop and implement a long-range financial planning process.
- Establish metrics to measure progress and define success.

# Goal 5 •••••



The City Council and Boards/Commissions have clearly defined roles, rules, processes, and its members are adequately trained.

City Council has a crucial role in establishing policies and bears the initial responsibility for the integrity of governance. Boards and Commissions serve in advisory roles to the Council. Regardless of the individual serving, the rules, roles, and processes will have regular reviews and adequate training provided to ensure there is business continuity and smooth transition.



- Evaluate and enhance the utilization of Boards and Commissions and partnership with City Council.
- Develop and implement Council annual processes, such as review rules and set calendars.
- Develop and implement an annual training program for all Boards and Commission members.
- Conduct a Home Rule Charter review.
- Update and publish a handbook for Boards/Commissions and City Council.
- Establish metrics to measure progress and define success.





# INNOVATE

Goal 1: Area businesses and developers are supported, educated, and engaged in a positive manner by the City.

Goal 2: The City is forward-thinking with strategies that promote community collaboration, growth, and innovation.



**Promote Innovative  
Ideas for Development and  
Redevelopment**

# Goal 1 • ○



Area businesses and developers are supported, educated, and engaged in a positive manner by the City.

Regular engagement with the business community and developers can create synergy and spur economic growth. The City has resources to offer that can incentivize development and re-development.

## ACTION PLANS

Develop and implement a marketing strategy to promote available incentives to encourage development and re-development.

Evaluate and improve the development process experience for new and existing businesses.

Engage with new and existing developers to revitalize and expand older commercial areas.

Engage with regional developers and partners and explore the benefits of regional development to the City.

Establish metrics to measure progress and define success.

# Goal 2 ••



The City is forward-thinking with strategies that promote community collaboration, growth, and innovation.

Sustainable growth can be achieved by proactively looking toward the future to identify opportunities that support businesses, workforce, and the quality of life.

## ACTION PLANS

Work with business, educational, and workforce partners to enhance access to careers and job training opportunities.

Execute a plan to enhance partnerships with developers and businesses to build and enhance public infrastructure in targeted areas.

Create a network of local business owners and realtors to collaborate and strategize to foster the growth and beauty of the community.

Evaluate and update the Comprehensive Plan, and in collaboration with the Council and Planning and Zoning Commission, develop project expectations and guidelines to ensure a smooth development process.

Conduct best practice study on use of Hotel/Motel Occupancy Tax funds and tourism.

Establish metrics to measure progress and define success.





# DEVELOP

Goal 1: The City utilizes best practices in capital planning and management and is committed to investing in capital assets.



## Infrastructure Improvement Strategy

# Goal 1 •



The City utilizes best practices in capital planning and management, and is committed to investing in its capital assets.

Maintaining and replacing infrastructure is a long-term, necessary financial commitment. The City must be strategic with limited resources, and to make the safety, well-being, and quality of life of current and future residents means recognizing regular investments toward infrastructure.



- Develop a funding strategy, aggressively pursue external grant opportunities, and prioritization process of projects.
- Develop and implement a Facilities Improvement Master Plan.
- Develop a citywide IT strategic plan, policies, and establish an IT committee to prioritize investments, implementations, training, and cyber security measures.
- Review and update Utilities, Streets, and Park Master Plans.
- Pursue best practices with development and management of Capital Improvement Plan projects.
- Inventory and Catalog current infrastructure and capital assets.
- Establish metrics to measure progress and define success.



# ADVANCE

Goal 1: The City effectively communicates with the community and is committed to improving engagement and outreach efforts.

Goal 2: The City effectively markets its brand, “the City of Champions”, and is well known throughout the region.



**Advance the Marketing  
Strategy of the City and the  
Community Engagement Plan**

# Goal 1 • ○



The City effectively communicates with the community and is committed to improving engagement and outreach efforts.

Community engagement seeks to engage the community better to achieve long-term and sustainable outcomes, processes, relationships, discourse, decision-making, and implementation. Effective communication, intentional outreach, and education will encourage more partnerships and participation and ultimately lead to more engaged citizens.



- Enhance the role of the Boards and Commissions with community engagement strategies and efforts.
- Create and implement a plan for conveying progress and outcomes to all stakeholders.
- Identify outreach and engagement gaps, develop a plan to bridge them, and map all existing and planned community engagement efforts across all departments.
- Conduct regular, quarterly town halls around the City.
- Pursue best practices utilizing social media.
- Create an internal culture excited to tell our story.
- Establish metrics to measure progress and define success.



# Goal 2 ••



The City effectively markets its brand, “The City of Champions”, and is well known throughout the region.

Any brand represents a set of perceptions and images representing a destination, product, or service. Understanding the identity of the City and effectively marketing the brand to all stakeholders involved will positively impact the local economy on various levels. It is essential to market a place based on its quality of living, uniqueness, and business location. The City’s brand should reflect its identity and ideally orient towards the future direction of the City.

## ACTION PLANS

- Develop a marketing and communication policy.
- Develop a marketing strategy aligned with the City’s brand aimed at heightening the profile of the City within the community and region.
- Partner with Duncanville ISD, the Chamber, and the Fieldhouse for collaborative marketing initiatives.
- Explore the possibility of adding signage around the City highlighting various “Champions” from the City.
- Establish metrics to measure progress and define success.



# Onwards we go, Champions.

## Information Requests

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