



NEIGHBORHOOD & INSPECTION SERVICES DEPARTMENT

BUSINESS PLAN

2022-2026

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VISION & MISSION

VISION STATEMENT

To provide the highest quality of life for all Lewisville residents, businesses, and visitors through compassionate, professional customer service and programs that support a safe, thriving, and sustainable community.

MISSION STATEMENT

We are focused on providing consistent, equitable, and creative responses to community needs that will improve the quality of life in Lewisville through:

- engaging the community by providing education and resources
- protecting and supporting the health and wellness of the community
- building community resiliency and sustainability
- developing policies and programs to ensure public health and safety

INTRODUCTION

The Neighborhood & Inspection Services (NIS) Department has been reorganized several times in the past five years, with the most recent change occurring in FY 2019-2020. NIS currently consists of six divisions: Building Services, Health Services, Code Enforcement, Animal Services, Neighborhood Services, and Community Grants.

These divisions have unique responsibilities but maintain a shared vision of community service. Due to the diverse perspectives, the divisions utilized a collaborative approach to develop the Business Plan. NIS staff were asked to describe the department's mission in one word. Responses are reflected in the word cloud below, where the size of each word indicates its frequency or importance.



DEPARTMENT OVERVIEW

The Neighborhood & Inspection Services Department consists of the following divisions,

- Neighborhood Engagement
- Community Grants/ CDBG
- Animal Services
- Code Enforcement
- Building Services
- Health Services

NEIGHBORHOOD ENGAGEMENT

The Neighborhood Engagement Programs encourage volunteerism and engagement, empowering and motivating residents to improve the quality of life in their neighborhoods. We want to build strong neighborhoods in Lewisville for today and tomorrow, and ensure long-term vitality in our neighborhoods. The programs under Neighborhood Engagement support the goals and objectives identified under “Diverse & Thriving Neighborhoods”.



DEPARTMENT OVERVIEW

COMMUNITY GRANTS / CDBG

Community Grants plans and executes community development projects, housing activities and community service programs using federal and local funds. Funds and programs are administered directly by staff or through grants made to nonprofit agencies for services to Lewisville residents. Staff supports the Community Block Grant Advisory Committee in its capacity to recommend project selection and a budget to the City Council. The planning process includes outreach for public input, releasing and Requests for Proposals, reviewing applications, guiding committee discussion and presenting committee recommendations to Council. Administration of grant funds involves training grant subrecipient, goal-setting, contract management, reporting, financial management and monitoring. Construction project delivery requires releasing bids, oversight of a construction management process, ensuring federal labor and procurement rules are followed, and financial administration. Housing and program activities creating guidelines, marketing, application eligibility determinations and execution of construction activity or



Property Enhancement
— Program —



Love Your Block



Neighborhood Enhancement
— Program —

DEPARTMENT OVERVIEW

program payments.

ANIMAL SERVICES

The Animal Services Division handles field response, shelter care, limited veterinary care for shelter animals, and extensive customer service and education programs.

Field response includes responding to animals at large, including injured and aggressive animals, investigating nuisance complaints from residents, animal welfare and cruelty investigations, rabies vaccination and City registration compliance, wildlife concerns and education, animal bite investigation and quarantine, deceased animal removal, community outreach and education in general, and training and maintaining continuing education for staff certifications.

Shelter services include intake vaccinations and other care for all impounded animals, sterilization surgeries, medical care, and continued limited health assessments of adoptable animals, microchipping and microchip registration for shelter and public animals, monitoring and recording lost and found animal reports, animal marketing and adoptions, shelter animal behavioral assessments and enrichment, owner requested euthanasia, dispatching service requests and customer service, intake diversion and education, volunteer program supervision, and tours and events.



GENE CAREY ANIMAL SHELTER
AND ADOPTION CENTER

DEPARTMENT OVERVIEW

CODE ENFORCEMENT

The Code Enforcement Division proactively investigates, tracks, and coordinates zoning and code cases in the City of Lewisville. Our goal is to ensure code compliance by educating and communicating clearly with the public to achieve voluntary compliance to create a Lewisville everyone can enjoy. The programs housed within this division include programs such as: Neighborhood Proactive Code Enforcement Program, Neighborhood Enhancement Team (partnered with the Police Department), Single- Family Rental Inspection Program, and Multi- Family Inspection Program.



DEPARTMENT OVERVIEW



BUILDING SERVICES

Building Services ensures that all structures are designed and built to meet the City's ordinances and building codes so that they are safe to occupy. Building Services staff are involved in the development process beginning with the initial Development Review Committee meetings the the developer through the completion of construction and the issuance of the certificate of occupancy. Staff reviews plans, issues permits, and performs inspections on all types of construction including multi-story apartment complexes and high tech manufacturing facilities down to storage sheds and privacy fences. We also verify that contractors have the required licenses necessary to perform their work and carry liability insurance as prescribed by ordinance.

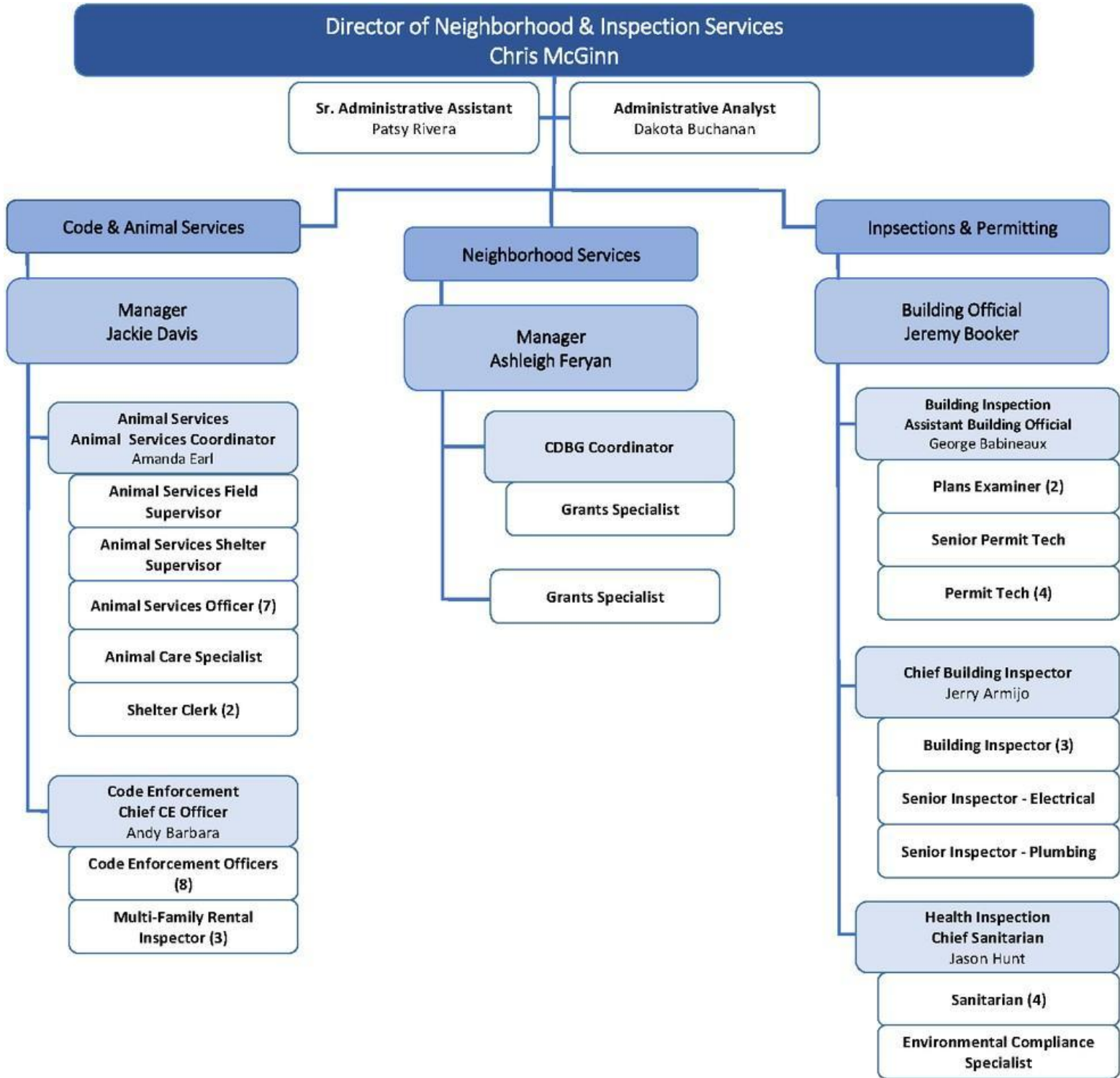
DEPARTMENT OVERVIEW

HEALTH SERVICES

The primary focus of Health Services is the prevention of foodborne illness. Licensed inspectors permit and inspect all food establishment types including restaurants, mobile food units, temporary food establishments and snow cone stands. Inspection frequencies are based upon the public health risks associated with each type of establishment. A lot of our focus is spent on education and support to our local restaurant operators. Our department also oversees the cross-connection control program to ensure the public water supply is protected from actual and potential contamination. Health Services also regulates the transportation of regulated liquid waste within the City of Lewisville.



ORGANIZATION CHART



PROCESS OVERVIEW

In order to achieve a balanced representation of the multiple divisions of NIS, both management and supervisors participated in the initial meetings. To incorporate feedback from all levels of the department, a google survey was sent to all employees to provide inspiration and focus on the department's common goals. The vision and mission statements were drafted utilizing the word cloud generated by staff's response to the survey. The NIS Budget SWOT was used to identify strengths, weaknesses, opportunities, and threats related to business competition or project planning. The team analyzed the department's past SWOT to find common topics to distill overarching themes.

SWOT ANALYSIS

	Favorable	Unfavorable
Current	<p><u>Strengths</u></p> <ol style="list-style-type: none"> 1. Community Partnerships 2. Unity/Teamwork 3. Experienced/Qualified Staff 4. Innovation 5. Ability to Positively Impact the Community 	<p><u>Weaknesses</u></p> <ol style="list-style-type: none"> 1. Lack of Resident Engagement 2. Neighborhood Services Program Funding Uncertainty 3. Standard Operating Procedures 4. Space/Office Limitations 5. Career Opportunities/Advancement
Future	<p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1. Staff Development/Support 2. Technology Resources 3. Lewisville's Increasing Population 4. Public Outreach 5. Supportive Cross-Training 6. Interdepartmental Collaborations 	<p><u>Threats</u></p> <ol style="list-style-type: none"> 1. Economic Conditions 2. Legislative Changes 3. Staffing Needs/Vacancies 4. Maintaining Service Delivery Expectations 5. CDBG Funding Uncertainty 6. Staff and External Partners Expectations of Legal Review/ Requirements

GOALS

1

Optimizing responsiveness to
community needs

2

Developing and enhancing equitable
community engagement

3

Educating and empowering NIS staff

4

Encouraging innovation and
stewardship in creating a sustainable
and resilient community

STRATEGIES & TASKS

GOAL 1: OPTIMIZING RESPONSIVENESS TO COMMUNITY NEEDS

Strategy 1.1: Improve residents' ease of access to resources and information by diversifying outlets across multiple platforms (websites, social media, etc.).

Task - Adding to Rock Solid's internal menu

Task - Utilize reports in Petpoint and add Metrics to the city website

Task: Create Neighborhood Services Communication Plan, including calendar, social media, events, etc.

Strategy 1.2: Provide nonprofit support and connect them to financial and resource partners.

Task - Compile potential resource list/calendar of funding cycles

Task - Look for opportunities for a nonprofit incubator space with Serve Lewisville or other incubator spaces in Lewisville

Task - Find opportunities and connect our partners to Center for Nonprofit Management trainings

Strategy 1.3: Utilize the 5-year Community Needs Assessment to update current programs and policies.

Task - Update Neighborhood Services programs to better meet community needs by leveraging insights from the updated Community Needs Assessment

Task - Review percentage of monetary value awarded per Social Services category by ranking for Community Development Block Grant (CDBG) and City Fund

Strategy 1.4: Optimize time to respond to concerns and complaints.

Task - Ensure each division in the department has the resources, equipment, software, etc. necessary to optimize response.

STRATEGIES & TASKS

GOAL 1: OPTIMIZING RESPONSIVENESS TO COMMUNITY NEEDS

Strategy 1.5: Create established plan review times for different review types.

Task - Work with plan review team to determine realistic review times and create strategies to meet those times

Task - Create public education "how to" resources that will help shorten the review process

Strategy 1.6: Complete building inspection requests by end of the next business day.

Task - Ensure that methods are developed and in-place to cover daily workloads, even on days with high numbers of inspections requests

Task - Create strategy to cover all inspection requests on Fridays, so none are rolled to Monday

Task - Create public/private partnerships with third-party firms to allow for expedited plan reviews and unique inspection needs

Strategy 1.7: Utilize more efficient software for operators.

Task - Implement Laserfiche Forms payment portal for health permits, certificate of occupancy, multifamily complex license, alcohol permits, etc.

Strategy 1.8: Increase positive animal outcomes and offer intake diversion options at the animal shelter

Task - Website design, social media presence, and community engagement

Task - Donations, low cost vaccination alternatives, microchipping, other resources and partnerships

STRATEGIES & TASKS

GOAL 2: DEVELOPING AND ENHANCING EQUITABLE COMMUNITY ENGAGEMENT

Strategy 2.1: Actively seek engagement opportunities out in the community.

Task - Identify opportunities to partner with community organizations or other city departments already meeting out in the community, including multi-family complexes

Task - Organize pop up city hall events with opportunities to apply for grants and bring other departments into the community

Task - Code Officers provide information on Rock the Block, Love Your Block, Property Enhancement Program and other programs

Task - Multifamily inspection to provide education opportunity to apartment communities

Task - Create community education classes to provide residents with educational programs on animal welfare

Strategy 2.2: Include and engage smaller nonprofit organizations with events, trainings, and resources.

Task - Invite partners to participate in the Community Resource Expos and Quarterly Agency Roundtables

Task - Leverage Serve Lewisville capacity building to increase resources for smaller nonprofits including: Identify or organize Marketing/ Canva Training

Task - Explore other training that would be beneficial to smaller nonprofits (grant writing, marketing, etc.)

Task - Identify larger nonprofit partners that would be willing to mentor smaller nonprofits

Task - Explore the opportunity with City Fund to have a "kickstarter" program for new nonprofits

STRATEGIES & TASKS

GOAL 2: DEVELOPING AND ENHANCING EQUITABLE COMMUNITY ENGAGEMENT

Strategy 2.3: Conduct an annual assessment of demographic data for participants in Property Enhancement Program (PEP), Neighborhood Enhancement Program (NEP), Love Your Block (LYB) programs.

Task - Create internal map of awarded projects to find gaps in service

Task - Target outreach to under engaged populations

Strategy 2.4: Launch neighborhood engagement trainings and workshops.

Task - Create training for neighborhoods (Examples: forming neighborhood groups, running social media groups, etc)

Task - Schedule workshops and roundtables for neighborhoods (Neighborhood Grants, HOA legal clinics, etc)

Task - Organize Neighborhood Summit

Task - Partner with the Office of Emergency Management to promote Map My Neighborhood/ Neighborhood Emergency Response Plan

Strategy 2.5: Utilize Community Inclusion Task Force (CITF) funds and partnerships to create innovative ways to connect and engage with underrepresented populations.

Task - Analyze successful programs awarded CITF funds

Task - Partner with Economic Development and Purchasing to connect with minority-owned businesses to learn about bids and opportunities with the City

Task - Consider utilizing the CITF contacts and partners for all community engagement opportunities

Strategy 2.6: Encourage community participation in animal services programs.

Task - Promote and enhance on volunteer program

Task - Expand and implement animal foster program

Task - Focus on and promote special events at shelter

STRATEGIES & TASKS

GOAL 2: DEVELOPING AND ENHANCING EQUITABLE COMMUNITY ENGAGEMENT

Strategy 2.7: Develop stakeholder education and outreach strategies to inform the community about programs and initiatives.

Task - Actively promoting programs in multiple languages

Task - Proactive education through the information available on the website

Task - Team up with Community Relations and Tourism to promote each division on social media

Task - Plan or participate in community education classes with information from each division

Strategy 2.8: Ensure all future business owners have the resources available to understand the development and Certificate of Occupancy (CO) process.

Task - Update web pages and brochures that give detailed step-by-step instructions

Task - Streamline the non-permitted CO and permitted CO processes through inter-departmental efforts

Strategy 2.9: Provide additional guidance and education from Health Services for food service operators in Lewisville.

Task - Implement routine after-hours inspections into program to promote education and ensure compliance during off-hour operations

Task - Develop coaching system for low scoring establishments

STRATEGIES & TASKS

GOAL 3: EDUCATING AND EMPOWERING NIS STAFF

Strategy 3.1: Encourage ongoing development of staff's technical and administrative knowledge, identifying certifications to earn and maintain where possible in order to maintain program consistency.

Task - Gather staff feedback on desired learning points

Task - Review annual benchmarks to note learning points

Task - Review current positions and create professional development plan

Task - Propose professional development progressions for each position

Task - Develop and maintain internal monthly training programs and classes for Animal Services staff

Task - Establish training budget for individual employees to use at their discretion

Task - Propose certification pay for national credentials

Task - Propose advancement opportunities within department

Task - Explore Code Officer 2 certifications in our survey cities

Strategy 3.2: Identify opportunities for cross-training within city and NIS department

Task - Schedule rotational ride-outs with field staff

Task - Empower permitting staff through plan review and building inspector engagement

Task - Create mentoring opportunities for management growth

STRATEGIES & TASKS

GOAL 3: EDUCATING AND EMPOWERING NIS STAFF

Strategy 3.3: Encourage and provide external professional trainings, memberships, certifications, and other educational opportunities.

Task - Review professional certifications: National Community Development Association (NCDA), NeighborWorks, Grant Professionals Certification Institute (GPCI), and Certified Grants Management Specialist (CGMS).

Task - Utilize NEOGOV training opportunities.

Task - Encourage staff to attend indirect trainings and sign up for Lewisville Leadership Academy

Task - Send Animal Services staff to Texas Animal Control Association, Texas Unites, and other professional conferences for training

Task - International Property Maintenance Certification for Code Officers and Multifamily Inspectors

Task - Identify and take advantage of no cost/ low cost training from HUD and NCDA

Task - Review upcoming HUD and NCDA trainings (HUD Exchange, CDBG training, NCDA website) and create a plan for staff to attend

Task - Incentivize International Code Council certifications

Task - Provide opportunities to attend chapter meetings

Task - Pursue FDA Standardization of Health Services staff and program

Task - Pursue community leadership opportunities such as sitting on boards, committees, etc.

STRATEGIES & TASKS

GOAL 4: ENCOURAGING INNOVATION AND STEWARDSHIP IN CREATING A SUSTAINABLE AND RESILIENT COMMUNITY

Strategy 4.1: Diversify funding opportunities for programs and staffing

Task - Explore other Department of Housing and Urban Development or State grant opportunities

Task - Explore opportunities with partner agencies

Strategy 4.2: Learn and benchmark best practices from other cities

Task - Create a space for running benchmarks, surveys, ideas, and future projects

Task - Create a running list of professional organizations, websites, partners, survey cities, etc to utilize

Task - Send benchmarking surveys to survey cities and utilize data to enhance shelter programs

Strategy 4.3: Leverage current technology to provide efficient and economically feasible program responses

Task - Provide more Animal Services staff training to use PetPoint shelter software and utilize more readily available modules

Task - Work with the ITS department to complete metrics tracking website

Task - Further develop and optimize current software options, such as Laserfiche, MyGovernment Online, etc.

Task - Offer remote video inspections to improve efficiency and compliance

STRATEGIES & TASKS

GOAL 4: ENCOURAGING INNOVATION AND STEWARDSHIP IN CREATING A SUSTAINABLE AND RESILIENT COMMUNITY

Strategy 4.4: Promote efforts to increase affordable and energy efficient housing at all income levels (Single-Family Rental, MultiFamily Rentals, etc.)

Task: Explore technologies for best fit and cost benefit in each type of housing program (SIP panels, solar-ready building design, Energy Star, SEER ratings, LEED certification, etc)

Task: Regularly adopt newer versions of the International Code Council's building, electrical, mechanical, property maintenance, and other codes

Strategy 4.5: Increase community resiliency through the identification of partners, locations, funding, etc. to support the creation of a resiliency hub. Resiliency hubs are community-serving facilities augmented to support residents and coordinate resource distribution and services before, during, or after a natural hazard event.

Task: Meet with potential locations and partners, such as Serve Lewisville and UNT Frisco

Strategy 4.6: Leverage and strengthen internal partnerships to expand programs.

Task - Close coordination with Planning & Engineering Departments for a successful "Complete Streets" design on Southwest Parkway

STRATEGIES & TASKS

GOAL 4: ENCOURAGING INNOVATION AND STEWARDSHIP IN CREATING A SUSTAINABLE AND RESILIENT COMMUNITY

Strategy 4.7: Utilizing front line and field staff to proactively identify opportunities and needs in the community

Task - Team with Neighborhood Resource Officers for education on city code and regulations

Task - Design & stock "quick-grab" marketing materials to keep in city vehicles and at the front counter

Task - Create proactive enforcement approach by encouraging Code Enforcement Officers to learn residents' needs within their specific area and neighborhood assignment

Strategy 4.8: Proactive community engagement by Animal Services Officers and shelter staff

Task - Assign staff block-walk target areas to educate and offer services to community

Strategy 4.9: Continue to use Sustainability Action Plan (SAP), ConPlan, and Housing Strategy Plan to drive innovative programs and policies to meet community needs

Task - Department implementation check-ins on specific goals from SAP

Strategy 4.10: Support the creation of a nonprofit center in Lewisville

Task - Complete feasibility study with Serve Denton

Task - Support Serve Lewisville in community meetings, etc.

TIMELINE

Goal 1: Optimizing responsiveness to community needs			
Strategy 1.1: Improve residents' ease of access to resources and information by diversifying outlets across multiple platforms (websites, social media, etc).			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric or Accomplishment</i>
Adding to Rock Solid's menu	Neighborhood Services	Fall 2023	Meet with CRT/IT to add neighborhood programming to Rock Solid
Utilize reports in Petpoint and add Metrics to the city website	Animal Services	Summer 2023	Animal Services Dashboard Current
Create Neighborhood Services Communication Plan, including calendar, social media, events, etc.	Neighborhood Services	Summer 2023	Communication Plan created with CRT
Strategy 1.2: Provide nonprofit support and connect them to financial and resources partners.			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Compile potential resource list/calendar of funding cycles	Neighborhood Services	Fall 2023	Create website/document to compile information
Look for opportunities for a nonprofit incubator space with Serve Lewisville or other incubator spaces in Lewisville	Neighborhood Services	Summer 2023	Determine Serve Lewisville's interest in being an incubator space
Find opportunities and connect our partners to Center for Nonprofit Management trainings	Neighborhood Services	Fall 2023	Promote CNM trainings to partner list
Strategy 1.3: Utilize the 5-year Community Needs Assessment to update current programs and policies.			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Update Neighborhood Services programs to better meet community needs by leveraging insights from the updated Community Needs Assessment	Neighborhood Services	Spring 2023	Update Code Abatement Program
Review percentage of monetary value awarded per Social Services category by ranking for Community Development Block Grant (CDBG) and City Fund	Neighborhood Services	Spring 2023	After new grant cycle recommended budget is created by CDBG Advisory Committee analyze category awards

TIMELINE

Strategy 1.4: Optimize time to respond to concerns and complaints.			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Ensure each division in the department has the resources, equipment, software, etc. necessary to optimize response.	NIS Admin Staff & NIS Division Managers	Ongoing	Respond to all complaints within one business day
Strategy 1.5: Create established plan review times for different review types.			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Work with plan review team to determine realistic review times and create strategies to meet those times	Building Services	September 2023	100% of plan reviews to be complete within established review times
Create public education "how to" resources that will help shorten the review process	Building Services	Summer 2023	Focus on "mom & pop" types of businesses to provide guidance
Strategy 1.6: Complete building inspection requests by the end of the next business day.			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Ensure that methods are developed and in-place to cover daily workloads, even on days with high numbers of inspections requests	Building Services	Summer 2023	100% of inspections requested on Mon-Thur to be completed on the scheduled date
Create strategy to cover all inspection requests on Fridays, so none are rolled to Monday	Building Services	Summer 2023	Provide flex schedules with inspectors and partner with 3rd parties for Friday inspections
Create public/private partnerships with third-party firms to allow for expedited plan reviews and unique inspection needs	Building Services	October 2023	Formalize third-party program and encourage enrollment of qualified firms
Strategy 1.7: Utilize more efficient software for operators.			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Implement Laserfiche Forms payment portal for health permits, certificate of occupancy, multifamily complex license, alcohol permits, etc	Building & Health Services, Code Enforcement	Fall 2025	Continuous progress in these areas.
Strategy 1.8: Increase positive animal outcomes and offer intake diversion options at the animal shelter			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>

TIMELINE

Website design, social media presence, and community engagement	Animal Services Supervisors	Ongoing	Annually Verify These Items are Complete
Donations, low cost vaccination alternatives, microchipping, other resources and partnerships	Animal Services Supervisors	Ongoing	Number of events per year (goal of 2 per year)
Goal 2: Developing and enhancing equitable community engagement			
Strategy 2.1: Actively seek engagement opportunities out in the community.			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Identify opportunities to partner with community organizations or other city departments already meeting out in the community including multi-family complexes	Neighborhood Services	Ongoing	Meet with other departments to discuss community engagement and how to partner
Organize pop up city hall events with opportunities to apply for grants and bring other departments into the community	Neighborhood Services	Spring 2024	Expand on Nothing but NET event to provide additional city services
Code Officers provide information on Rock the Block, Love Your Block, Property Enhancement Program, and other programs	Code Enforcement	Ongoing	Annually Verify all Code Enforcement Officers are equipped with information on these items
Multifamily inspection to provide education opportunity to apartment communities	Code Enforcement	Ongoing	Meet annually with Apartment Association of Greater Dallas
Create community education classes to provide residents with educational programs on animal welfare	Animal Services Supervisors	Winter 2023	Hold annual class
Strategy 2.2: Conduct an annual assessment of demographic data for participants in Property Enhancement Program (PEP), Neighborhood Enhancement Program (NEP), Love Your Block (LYB) programs.			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Create internal map of awarded projects to find gaps in service	Neighborhood Services	Fall 2022	Work with IT to keep map up to date and add all neighborhood programs
Target outreach to underengaged populations	Neighborhood Services	Ongoing	Create outreach plan for areas with gaps in participation

TIMELINE

Strategy 2.3: Include and engage smaller nonprofit organizations with events, trainings, and resources.			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Invite partners to participate in the Community Resource Expos and Quarterly Agency Roundtables	Neighborhood Services	Summer 2023/Ongoing	Hold an Expo May 2023 Hold a Roundtable March 2023
Leverage Serve Lewisville capacity building to increase resources for smaller nonprofits including: Identify or organize Marketing/ Canva Training	Neighborhood Services/ Serve Lewisville	Spring 2024	Ensure smaller nonprofits know that Serve Lewisville is a resource
Explore other trainings that would be beneficial to smaller nonprofits (grant writing, marketing, etc.)	Neighborhood Services/ Serve Lewisville	Fall 2024	Ensure smaller nonprofits know that Serve Lewisville is a resource
Identify larger nonprofit partners that would be willing to mentor smaller nonprofits	Neighborhood Services/ Serve Lewisville	Summer 2024	Ensure smaller nonprofits know that Serve Lewisville is a resource
Explore opportunity with City Fund to have a "kickstarter" program for new nonprofits	Neighborhood Services	Fall 2023	Additional funding for small nonprofits outside of normal funding cycle
Strategy 2.4: Launch neighborhood engagement trainings and workshops.			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Create trainings for neighborhoods (Examples: forming neighborhood groups, running social media groups, etc)	Neighborhood Services	Fall 2024/ Ongoing	Organize trainings beyond Grant workshops
Schedule workshops and roundtables for neighborhoods (Neighborhood Grants, HOA legal clinics, etc)	Neighborhood Services	Ongoing	Neighborhood Grant Workshops scheduled
Organize Neighborhood Summit	Neighborhood Services	Spring 2023	Host Tri-City Neighborhood Summit March 2023
Partner with Office of Emergency Management to promote Map My Neighborhood/ Neighborhood Emergency Response Plan	Neighborhood Services	Summer 2024	Meet with EM to determine priorities
Strategy 2.5: Utilize Community Inclusion Task Force (CITF) funds and partnerships to create innovative ways to connect and engage with underrepresented populations.			

TIMELINE

<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Analyze successful programs awarded CITF funds	Neighborhood Services	Ongoing	Meet with CITF Staff member to review programs and success of programs
Partner with Economic Development and Purchasing to connect with minority owned businesses to learn about bids and opportunities with the City	Neighborhood Services	Ongoing	Apply for funds to hold workshops/trainings for businesses
Consider utilizing the CITF contacts and partners for all community engagement opportunities	Neighborhood Services	Ongoing	Send all partner communication to CITF listserv
Strategy 2.6: Encourage community participation in animal services programs			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Promote and enhance on volunteer program	Animal Services	Summer 2023	Annual review of program to assess progress
Expand and implement animal foster program	Animal Services	Fall 2023	Annual review of program to assess progress
Focus on and promote special events at shelter	Animal Services	Ongoing	Number of events (goal of 2 per year)
Strategy 2.7: Develop stakeholder education and outreach strategies to inform the community about programs and initiatives.			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Actively promoting programs in multiple languages	Division Managers	Ongoing	Annual check-up to ensure multilingual information is available
Proactive education through information available on the website	Division Managers	Ongoing	Annual check-up to ensure website is updated
Team up with Community Relations and Tourism to promote each division on social media	Division Managers	Ongoing	Annual meeting with the Community Relations division. At least one post per year.
Plan or participate in community education classes with information from each division	Division Managers	Ongoing	Complete Neighborhood Grant workshops, Citizen's University, and continue Neighborhood Services, Emergency Management and Tourism (NET) events

TIMELINE

Strategy 2.8: Ensure all future business owners have the resources available to understand the development and Certificate of Occupancy (CO) process.			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Update web pages and brochures that give detailed step-by-step instructions on the CO process	Building Services	Ongoing	Annual review of web pages to ensure accuracy of information
Streamline the non-permitted CO and permitted CO processes through inter-departmental efforts	Building Services	Summer 2023	Annual meeting with reviewers to discuss process improvement
Strategy 2.9: Provide additional guidance and education from Health Services for food service operators in Lewisville.			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Implement routine after hours inspections into program to promote education and ensure compliance during off hour operations	Health Services	Summer 2023	Complete after hours inspections on an annual basis
Develop coaching system for low scoring establishments	Health Services	Summer 2023	Develop metric to identify low scoring establishments and provide onsite assistance from Health Services
Goal 3: Educating and empowering NIS staff			
Strategy 3.1: Encourage ongoing development of staff's technical and administrative knowledge, identifying certifications to earn and maintain where possible in order to maintain program consistency.			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Gather staff feedback on desired learning points	NIS Admin Staff & NIS Division Managers	2024	Annual survey to gather staff feedback
Review annual benchmarks to note learning points	NIS Admin Staff & NIS Division Managers	2024	Annual survey to gather staff feedback
Review current positions and create professional development plan	NIS Admin Staff & NIS Division Managers	2024	Plans complete and reviewed by department director
Propose professional development progressions for each position	NIS Admin Staff & NIS Division Managers	2025	Submit to HR for review

TIMELINE

Develop and maintain internal monthly training programs and classes for Animal Services staff	Animal Services Supervisors	Ongoing	Complete monthly trainings for Animal Services staff
Establish training budget for individual employees to use at their discretion	NIS Admin	Beginning of each fiscal year	Maintain training budget annually
Propose certification pay for national credentials	NIS Admin Staff & NIS Division Managers	October 2023	Submit to HR for review
Propose advancement opportunities within department	NIS Admin Staff & NIS Division Managers	October 2023	Submit to HR for review
Explore Code Officer 2 certifications in our survey cities	Code Enforcement	Spring 2023	Complete survey

Strategy 3.2: Identify opportunities for cross-training within city and NIS department

<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Schedule rotational ride-outs with field staff	Division Managers	Ongoing	Complete one ride out for each employee here for longer than 1 year
Empower permitting staff through plan review and building inspector engagement	Building Services	Quarterly	Train permit techs to provide OTC reviews on some permit types
Create mentoring opportunities for management growth	NIS Director & Division Managers	Ongoing	Evaluate if opportunities exist annually

Strategy 3.3: Encourage and provide external professional trainings, memberships, certifications, and other educational opportunities.

<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Review professional certifications: National Community Development Association (NCDA), NeighborWorks, Grant Professionals Certification Institute (GPCI), and Certified Grants Management Specialist (CGMS)	Neighborhood Services	Ongoing	Request additional funding for trainings and certifications
Utilize NEOGOV training opportunities.	Building Services	Ongoing	Evaluate opportunities annually
Encourage staff to attend indirect trainings and sign up for Lewisville	NIS Admin Staff & NIS Division	Ongoing	Ensure management promotes programs

TIMELINE

Leadership Academy	Managers		
Send Animal Services staff to Texas Animal Control Association, Texas Unites, and other professional conferences for training	Animal Services	Ongoing	Send staff members to annual conference (goal of at least 1 staff member)
International Property Maintenance Certification for Code Officers and Multifamily Inspectors	Code Enforcement	Summer 2023 Summer 2024	Evaluate annually if certifications are being obtained
Identify and take advantage of no cost/ low cost training from HUD and NCDA	Neighborhood Services	Ongoing	Quarterly review trainings from HUD and NCDA
Review upcoming HUD and NCDA trainings (HUD Exchange, CDBG training, NCDA website) and create a plan for staff to attend	Neighborhood Services	Annually	Create training plan
Incentivize International Code Council certifications	Building Services	October 2023	Provide certification pay
Provide opportunities to attend chapter meetings	Building Services	Ongoing	Attend NTC-ICC, BOAT, and NCTCOG meetings
Pursue FDA Standardization of Health Services staff and program	Health Services	2024	Inspector completes standardization by DSHS
Pursue community leadership opportunities such as sitting on boards, committees, etc.	NIS Division Managers & Supervisors	Annually	Evaluate annually. At least some representation on one board

Goal 4: Encouraging innovation and stewardship in creating a sustainable and resilient community

Strategy 4.1: Diversify funding opportunities for programs and staffing

<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Explore other Department of Housing and Urban Development or State grant opportunities	Neighborhood Services	Ongoing	Possible matching funds, continued consultants for federal regulations, funding for grant writing opportunities
Explore opportunities with partner agencies	Neighborhood Services	Ongoing	Review funding sources for partners

Strategy 4.3: Learn and benchmark best practices from other cities

<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
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TIMELINE

Create a space for running benchmarks, surveys, ideas, future projects	NIS Admin	Winter 2023	Create a google drive for benchmark survey information
Create a running list of professional organizations, websites, partners, survey cities, etc., to utilize	NIS Admin Staff & NIS Division Managers	Winter 2023	Create a google drive for lists
Send benchmarking surveys to survey cities and utilize data to enhance shelter programs	Animal Services	Spring 2024	Send out benchmark survey

Strategy 4.3: Leverage current technology to provide efficient and economically feasible program responses

<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Provide more Animal Services staff training to use PetPoint shelter software and utilize more readily available modules	Animal Services	Spring 2023	Training available
Work with ITS department to complete metrics tracking website	NIS Admin Staff & NIS Division Managers	Annually	Each division's metric page is live for public viewing
Further develop and optimize current software options, such as Laserfiche, MyGovernment Online, etc.	NIS Division Managers & Supervisors	Annually	Meetings throughout the year to track progress
Offer remote video inspections to improve efficiency and compliance	Building Services	October 2022	Remote inspections available

Strategy 4.4: Promote efforts to increase affordable and energy efficient housing at all income levels (Single-Family Rental, MultiFamily Rentals, etc.)

<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Explore technologies for best fit and cost benefit in each type of housing program (SIP panels, solar-ready, Energy Star, SEER ratings, LEED, etc)	Neighborhood Services & Sustainability	Summer 2024	Meet with Sustainability to determine feasibility
Regularly adopt newer versions of the International Code Council's building, electrical, mechanical, property maintenance, and other codes	Building Services	Every three years	Adoption of code

Strategy 4.5: Increase community resiliency through identification of partners, locations, funding, etc. to support the creation of a resiliency hub. Resiliency hubs are community-serving facilities augmented to support residents and coordinate resource distribution and services before, during,

TIMELINE

or after a natural hazard event.			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Meet with potential partners and locations, such as Serve Lewisville and UNT Frisco	Neighborhood Services	2024	Review Serve Lewisville's project to determine it is a viable model and review locations in other parts of the city.
Strategy 4.6: Leverage and strengthen internal partnerships to expand programs.			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Close coordination with Planning & Engineering Departments for a successful "Complete Streets" design on Southwest Parkway	Neighborhood Services	2023	RFQ opens for Complete Street project
Strategy 4.7: Utilizing front line and field staff to proactively identify opportunities and needs in the community			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Team with Neighborhood Resource Officers for education on city code and regulations	Code Enforcement & Animal Services	Ongoing	Annual meeting with NROs
Design & stock "quick-grab" marketing materials to keep in city vehicles and at the front counter	Building Services	Summer 2023	Create marketing material (goal of 2)
Create proactive enforcement approach by encouraging Code Enforcement Officers to learn residents' needs within their specific area and neighborhood assignment	Code Enforcement	Ongoing	Encourage voluntary compliance and equip Code Enforcement Officers on Neighborhood Grant programs
Strategy 4.8: Proactive community engagement by Animal Services Officers and shelter staff			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Assign staff block-walk target areas to educate and offer services to community	Animal Services	Spring 2023	Complete one targeted outreach per year
Strategy 4.9: Continue to use Sustainability Action Plan (SAP), ConPlan, and Housing Strategy Plan to drive innovative programs and policies to meet community needs			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Department implementation check-ins on internal goals from SAP	Neighborhood Services	Annually	Set up quarterly review points to determine goals

TIMELINE

			are being met
Strategy 4.10: Support the creation of a nonprofit center in Lewisville			
<i>Task</i>	<i>Task Owner</i>	<i>Target Date</i>	<i>Metric</i>
Complete feasibility study with Serve Denton	Neighborhood Services	2022	Complete
Support Serve Lewisville in community meetings, etc.	Neighborhood Services	Ongoing	Coordinate community meetings with UNT Frisco for resilience hub discussions