



# City of Lewisville Human Resources Department

## *Business Plan*

### **INTRODUCTION**

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The Human Resources Department Strategic Business Plan for 2026-2030 emerges from an inclusive planning process involving all HR staff in an updated SWOT analysis and taking into consideration each of the human resources functions.

This Business Plan presents a mission, along with strategic goals and the strategies (tasks) to help achieve success for the city and its employees. The plan incorporates the City Council priorities; the Lewisville 2025 Plan; and prioritizes the Lewisville Way and its values of Value, Serve, and Build.

This Strategic Plan includes a:

- Department Overview
- SWOT Analysis
- Mission Statement
- Strategic Goals
- Tasks and Timeline
- Performance Metrics
- Completed Tasks Archive

## **DEPARTMENT OVERVIEW**

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The Human Resources Department of the City of Lewisville serves as a strategic partner in managing the city's most valuable asset, our employees. The department is dedicated to attracting, retaining, and developing a diverse and skilled workforce to support the city's mission "to enhance the quality of life for our community and provide effective municipal services," in alignment with the Lewisville 2025 Plan and City Council priorities.

The Human Resources Department provides services and support in the areas of recruitment and selection; benefits; leave; wellness; pay administration; compensation; risk management and safety; employee training and development; employee relations; employee engagement; policy administration and consultation; and commitment to embodying The Lewisville Way.

The Human Resources Department is staffed by 12 FTE positions, filled by 13 professional employees consisting of:

- Human Resources Director (1)
- Human Resources Manager (2)
- Senior Human Resources Analyst (2)
- Human Resources Analyst (2)
- Payroll Coordinator (1)
- Human Resources Technician (2)
- Administrative Assistant (.5)
- Volunteer Coordinator (.5)
- Temporary Human Resources Technician (1)

This team supports 933 full-time positions and approximately 150 part-time and seasonal employees.

## SWOT ANALYSIS

A SWOT analysis is a useful tool for evaluating the business unit by zooming in on its strengths, weaknesses, opportunities available, and potential threats.



The graphic is a green rectangular box containing two sections. The top section is titled 'STRENGTHS' and features a purple circular icon with a white 'S' and a gear with a lightning bolt. The bottom section is titled 'WEAKNESSES' and features a purple circular icon with a white 'W' and a hand pointing to a gear with a lightning bolt. Both sections contain a list of bullet points.

### STRENGTHS

- Job family progression opportunities for thirty-six job titles
- Dedicated, energetic, collaborative & knowledgeable HR staff
- Employer 401a deferred compensation match of 3.76%
- Wellness Works employee health center, including counseling
- Wellness program & health benefit offerings
- Competitive pay, maintained annually
- Hiring practices minimizing bias
- Lewisville leadership academies
- Training rooms located in city hall
- Regular HR Communications to the organization
- 48% engaged employees per Gallup survey results
- Active WAY team with dozens of annual engagement events
- Youth Action Council (YAC) program developing future leaders
- Established, collaborative relationships with internal departments
- Well-developed foundation of policies and procedures
- Experienced and effective HR leadership and management team
- Supervisor Roundtable

### WEAKNESSES

- Need for improved technology innovation for HR processes
- Effectiveness of employee evaluation process
- Reliance on manual processes, resulting in delays and occasional duplicate work
- Limited cross-functional understanding of roles and responsibilities within the department
- Inconsistent communication impacting both daily operations and larger projects
- Lack of regular audits to assess process compliance and efficiency
- Insufficient SOPs and internal task checklists
- Limited bilingual capacity, with only one bilingual staff member available
- Need for more intentional coordination between HR and budget team



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## **OPPORTUNITIES**

- Transition to Workday ERP system, consolidating systems and streamlining processes
- Supervisor training
- Expand internal HR cross-training
- Align department strategic goals/tasks with 2035 plan
- Annual meeting alignment between HR and budget teams
- Optimize risk management information tracking across systems
- AI – emerging HR tech for automation, tracking, & service delivery
- Maximize centralized volunteer coordinator & volunteer time off program opportunities
- HR process training for users regarding recent policy updates
- Collaborate with Finance on internal audit priorities related to this department
- Enhance current HR Playbook (an internal document that addresses FAQs for each HR function and role) to stay current with changing procedures, improve cross-functional understanding of roles, and to include more SOPs
- Strategic storytelling to educate employees and directors on benefits



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## **THREATS**

- Falling behind in market-competitive compensation
- Staff turnover and retirement
- State/Federal law and policy changes
- Rising medical costs, premiums, and event costs
- Cybersecurity threats
- The city's future fiscal capacity related to our competitive compensation philosophy

## **MISSION STATEMENT**

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The City of Lewisville Human Resources Department's mission defines why we come to work and what we do every day.

*The mission of the Human Resources Department is to recruit, develop, care for, partner with, and empower a high-performing workforce that embodies the Lewisville Way.*



## **STRATEGIC GOALS**

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The City of Lewisville Human Resources Department's mission defines why we come to work and what we do every day. The following broad goals generally express how we achieve our mission in alignment with City Council priorities, the Lewisville 2025 Plan, and the Lewisville Way.

### **Strategic Goal 1: RECRUITING & ONBOARDING**

Finding and retaining talent is key to organizational success. We bring in the right talent by telling our story and providing a quick and professional hiring process. We help new employees assimilate into the organization through intentional onboarding. Recruitment and onboarding include effective:

- Job classifications
- Marketing to job candidates
- Selection and hiring processes
- Onboarding

*City Council Mission Objective: Employee Recruitment, Development, and Retention - Prioritize recruitment of the best available candidates for all vacancies.*

*The Lewisville Way: Value our People, Serve Every Day, & Build our Future*

### **Strategic Goal 2: GROWTH & DEVELOPMENT**

Employees expect the organization to invest in them. We develop our employees for success in current and future roles through effective training and career ladders. Growth and development include effective:

- Career progression design and communication
- Performance evaluation and development planning
- A variety of training opportunities accessible to all employees
- Leadership and supervision training opportunities
- Mentorship opportunities

*City Council Mission Objective: Employee Recruitment, Development, and Retention – Provide ample training opportunities throughout the organization.*

*The Lewisville Way: Value our People, Serve Every Day, & Build our Future*

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### **Strategic Goal 3: TOTAL REWARDS**

Market competitive pay and benefits are key to retaining talent. We retain and reward our employees assuring pay and benefits remain market competitive and accurate. Total Rewards include effective:

- Compensation practices
- Benefits practices
- Retirement programs
- Pay administration

*City Council Mission Objective: Employee Recruitment, Development, and Retention – Offer fair and competitive compensation and benefits.*

*The Lewisville Way: Value our People, & Build our Future*

### **Strategic Goal 4: BUILD CULTURE**

Our workforce is differentiated from other employers by our focus on serving our community and exemplifying The Lewisville Way. Building Culture includes effective:

- Employee engagement, education, & events reinforcing The Lewisville Way
- Commitment to embracing our diverse workforce
- Recognition programs
- Philanthropic and community service opportunities

*City Council Mission Objective: Employee Recruitment, Development, and Retention – Create a positive work environment for staff in accordance with the Lewisville Way. AND Recognize and reward excellence.*

*The Lewisville Way: Value our People, Serve Every Day, & Build our Future*

**Strategic Goal 5: CARE**

We are called to care for our employees. We help employees engage in useful health, wellness, and safety programs. Care includes effective:

- Wellness program, counseling, and Employee Assistance Program
- Occupational Health & Workers' Compensation program
- Safety program
- Leave administration

*The Lewisville Way: Value our People, Serve Every Day, & Build our Future*

**Strategic Goal 6: THE EMPLOYEE EXPERIENCE**

Employees will only take advantage of opportunities and programs that they are aware of. The Human Resources team focuses on effective organization and messaging of our programs and events. The employee experience includes but is not limited to effective:

- Organizational messaging, HR communications, and repositories of information
- HR technology integration through HRIS
- HR business processes and customer education
- Policy and Administrative Directive updates and availability
- Professional, proactive HR team members supporting employees and departments

*City Council Mission Objective: Employee Recruitment, Development, and Retention – Continually educate employees on available benefits and how to access them.*

*The Lewisville Way: Value our People, Serve Every Day, & Build our Future*

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## TASKS AND TIMELINE

Executing our strategic goals with excellence requires thoughtful allocation of staff resources beyond daily operational activities to achieve key strategic tasks promptly.

Task	Task Owner	Target Date	Notes
<b>Strategic Goal 1: Recruitment &amp; Onboarding</b>			
Complete job descriptions phase of the compensation study	L De La Luz	2026	
Enhance new hire experience through quarterly in-person sessions and a one-year onboarding guide	E Ortega	2026	
Develop interviews, selection guidance & training for hiring managers	E Ortega	2027	
<b>Strategic Goal 2: Growth &amp; Development</b>			
Update administrative directives for promotions, reclassifications, and job family progressions	L De La Luz	2026	
Leading the Lewisville Way is integrated into the supervisor training curriculum	T Miller	2026	
Redesign the performance evaluation process	K Henry	2026	
FY26 learning calendar	T Miller	2026	
Support for executive leadership training	T Miller	2026	
<b>Strategic Goal 3: Total Rewards</b>			
Comp Time directive review and possible implementation in Police	C Reeves	2026	
2026 Market Review to include Top Third methodology, car allowance, cell allowance, and add pays	L De La Luz	2026	
Open enrollment	C Reeves	2026	
Align the compensation and budget process	C Reeves	2026	
Compensation multiyear planning	C Reeves	2026	
January 2026 Roth roll out	C Reeves	2026	
Realign the payroll workweek	C Reeves	2028	
<b>Strategic Goal 4: Build Culture</b>			
Volunteer Time Off – increase options and weekday offerings to enhance participation	A Stamey	2026	
Volunteer coordinator program launch, including system deployment, stakeholder interviews, and program roadmap creation	A Stamey/T Phillips	2026	
Employee engagement survey year 3	T Miller	2026	
Way Day reimagination – increase employee engagement	T Miller	2027	

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Develop “City Connect” that outlines departmental responsibilities and job qualification requirements for current employees	E Ortega	2027	
Created an updated Lewisville Way video for culture and recruitment purposes	T Miller	2028	
<b>Strategic Goal 5: Care</b>			
Subrogation plan mapping and improvement	M Perry	2026	
Annual employee drivers’ license checks	M Perry	2026	
Update workers’ compensation policy to reflect state law changes for public safety employees’ lost time.	T Phillips	2026	
Issue a medical RFP	C Reeves	2026	
FMLA partner implementation	L De La Luz	2026	
Establish a deferred compensation committee with regularly scheduled meetings	C Reeves	2026	
Issue RFP for deferred compensation providers	C Reeves	2027	
Study ways to optimize risk management information tracking across systems	M Perry	2027	
Implement risk management information tracking improvements	M Perry	2028	
<b>Strategic Goal 6: The Employee Experience</b>			
Update the employee appeal administrative directive in order better align with other employer practices.	K Henry	2026	
Update the discipline directive to clarify roles and authority	K Henry	2026	
Leverage AI tools for the exit interview process	K Henry	2026	
Maintain and update the HR playbook	J Ates	2026	
Deploy ERP phase 1 – Core Human Capital Management, Benefits, Absence Management, Recruiting, Messaging, Time Tracking, Payroll, and Scheduling	All	2026	
Create and deploy phase 1 ERP user training	All	2026	
Oversee ERP Phase 1 Organizational Change Management including communications and training	T Phillips	2026	
Deploy ERP phase 2 – Talent Optimization (including performance evaluations), Learning, Help, Journeys, and Prism Analytics	All	2027	
Create and deploy phase 2 ERP user training	All	2027	
Oversee ERP Phase 2 Organizational Change Management including communications and training	T Phillips	2027	
Update employee handbook to reflect current directives and policies.	K Henry	2027	
Train users on HR processes and directives	K Henry	2027	

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Establish HR playbook SOPs	TBD	2027	
Conduct cross-training using the HR playbook	TBD	2027	
Build & deploy a brief HR experience survey via Gallup and begin tracking overall results as part of HR metrics	L De La Luz	2028	

**PERFORMANCE METRICS**

Use of performance metrics is under development in the Human Resources Department. The following list includes a mix of currently utilized metrics and those we envision utilizing as we transition and integrate HR technologies.

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Strategic Goal	Metric	Target	FY22	FY 23	FY 24	FY 25
1: Recruitment & Onboarding	Vacancy rate*	<5%	12.2%	8.7%	4.4%	3.3%
1: Recruitment & Onboarding	Turnover*	<10%	19.5%	14.6%	11.6%	13.0%
1: Recruitment & Onboarding	Turnover in first 12 months**	<20%	27.7%	25.2%	26.6%	14.2%
1: Recruitment & Onboarding	Time to offer in days (from application)***	<40				40
2: Growth & Development	Lewisville Leadership Academy graduates	30	27	49	34	18
2: Growth & Development	Total hours of employee training undertaken	1,000			711	1,936
3: Total Rewards	TBD					TBD
4: Build Culture	Percent of Engaged Employees****	50%			47%	48%
4: Build Culture	Volunteer Time Off hours utilized	250			70	166
5: Care	Wellness Incentive Program Participation	300	194	305	297	659
6: The Employee Experience	(Develop HR customer service measure?)					TBD

\*measured in the last week of the fiscal year

\*\*percent of full-time hires in the prior fiscal year who left for any reason during their first 12 months

\*\*\*tracking began in January of 2025

\*\*\*\*as defined by Gallup

Regularly reviewing these metrics will help track progress and adjust strategies as needed to align with the department's objectives.

This plan aims to position the HR department as a strategic partner in achieving the City of Lewisville's goals by recruiting, developing, caring for, partnering with, and empowering a high-performing workforce that embodies the Lewisville Way.

## COMPLETED TASKS ARCHIVE

Executing our strategic goals with excellence requires thoughtful allocation of staff resources beyond daily operational activities to achieve key strategic tasks promptly.

<b>Task</b>	<b>Task Owner</b>	<b>Completion Date</b>
<b>Strategic Goal 1: Recruitment &amp; Onboarding</b>		
Clarify and align recruiting Analyst and Specialist roles and update business process.	T Phillips	6/2024
Outsource HR drug tests.	T Phillips	7/2024
Develop recruitment marketing strategy focus on our culture.	E Ortega	6/2024
Update hiring guide and train supervisors on improvements to the hiring process.	E Ortega	2/2025
Leverage turnover within 12 months data to develop options for and onboarding improvements including a mentor/partner program for new hires.	E Ortega	6/2025
Update job descriptions in NEOGOV.	E Ortega	6/2025
Enhance metrics by establishing consistent way to measure time to fill	E Ortega	9/2025
<b>Strategic Goal 2: Growth &amp; Development</b>		
Complete job family progression project and implement in phases.	L De La Luz	7/2024
Develop draft annual training plan for city management review including a training calendar, supervisory trainings focused on leading The Lewisville Way, executive succession planning efforts, executive leadership training, microlearning efforts as reinforcement of formal training programs, and various training opportunities for front line employees for upcoming fiscal year.	T Miller	4/2024
Research evaluation tools used for Council Appointed Positions (CAPs) and report options to CAPs and City Council.	T Phillips	9/2024
Finalize FY25 Learning Calendar inclusive of FY25 actions step topics and achieve City Management buy-in	T Miller	2/2025
Improve current performance evaluation content and delivery.	B Boyce/T Miller	6/2025
Deploy monthly hybrid supervisor roundtable including sharing of best practices by supervisors and learning objectives tied to supervisor role	T Miller	1/2025

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Identify and develop second wave of potential job family progression for FY26 budget proposal	L De La Luz	4/2025
<b>Strategic Goal 3: Total Rewards</b>		
Implement October 2023 market pay changes including changes to all employees and pay structures.	C Reeves	10/2023
Implement October police and fire certification and education pay change.	C Reeves	10/2023
Create lateral entry program for Firefighter/Paramedics.	T Phillips/ C Reeves	10/2023
Transition from a fiscal benefit year to a calendar benefit year, resulting in a one-time transitional 3-month plan year.	C Reeves	1/2024
Deliver benefits offering overhaul to green and purple plans.	C Reeves	1/2024
Introduce new voluntary supplemental insurance offerings through open enrollment.	C Reeves	1/2024
Transition TIFMAS administration tracking to the Fire department.	C Reeves	10/2023
Study retiree medical supplement competitiveness; identify options, costs, and OPEB impact; present to City Management	C Reeves	7/2024
Update annual compensation market review process and coordinate with budget team.	C Reeves	7/2024
Update salary structures and employee pay reflective of FY25 budget	C Reeves	10/2024
Benefits open enrollment	C Reeves	1/2025
Provide City Council with retiree medical supplement premium options	C Reeves	2/2025
In order to establish needed redundancy, train payroll backup.	C Reeves	12/2025
Procure and begin work with deferred compensation consultant for fiduciary and investment strategy, later creating an oversight committee.	C Reeves	9/2025
Offer mandated Roth deferred compensation investment option.	C Reeves	11/2025
<b>Strategic Goal 4: Build Culture</b>		
Conduct Gallup engagement survey and action planning.	T Miller	6/2024
Create DEI&B program refresh plan and roll-out to organization.	T Miller	5/2024
Increase city holidays to include Juneteenth and floating cultural appreciation day.	T Phillips/ C Reeves	10/2023

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Create of volunteer time off program.	T Phillips	11/2023
Establish a volunteer time off eligible activities repository.	B Boyce	3/2024
Host Texas state youth advisory council (YAC) summit in Lewisville utilizing our current YAC members as planners and hosts.	T Miller	2/2024
Parter with a storyteller to convey the history of the Fox/Hembry family as part of centennial celebration	T Miller	6/2025
Employee Engagement Survey Year 2	T Miller	6/2025
Maximize larger WAY team, inclusive of prior smaller teams, to deliver events throughout the year supportive of the Lewisville Way	T Miller	12/2025
<b>Strategic Goal 5: Care</b>		
Establish Occupational health provider option improvement to improve the experience for our injured employees.	M Perry	6/2024
Identify after hours drug test improvement to decrease waiting times for city staff.	M Perry	6/2024
Secure adequate cyber insurance	M Perry	10/2024
Evaluate and implement Wellness Works office expansion.	C Reeves	1/2025
Add behavior health hours for Wellness Works	C Reeves	1/2025
City Hall Gym creation and Crossfit Gym exit	C Reeves/ T Miller	7/2025
Property Appraisals year two	M Perry	9/2025
<b>Strategic Goal 6: The Employee Experience</b>		
Create and communicate a one-page HR staff guide that will clarify HR point of contact for various functions to our customers.	T Miller	3/2024
Create HR Process Maps for all major business processes so that we can fully understand our current state leading to identifying our needs for a future ERP system.	L De La Luz	6/2024
Contribute to an effective ERP system selection process.	T Phillips	9/2024
Complete Human Resources move into East wing of City Hall	T Phillips	2/2025
Initiate ERP Implementation	T Phillips	9/2025
Train up Administrative Assistant on open records procedures and laws	T Miller	5/2025
Fire FLSA cycle change in New World and Executime	C Reeves	12/2025
Distribute updated employee ID badges	E Ortega/ J Luebbert	11/2025