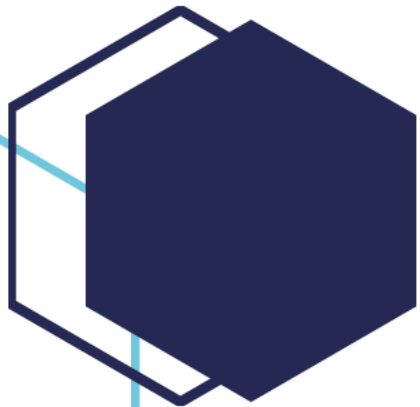
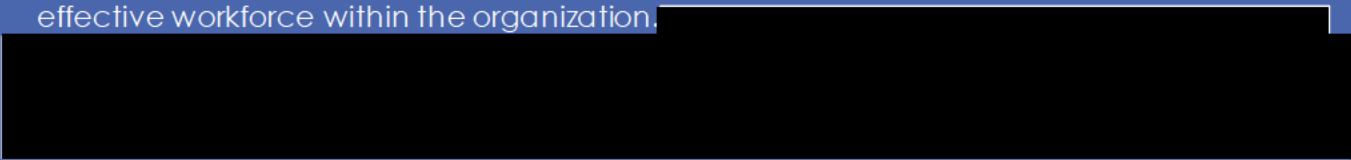




City of Lake Dallas, TX Internal/External Assessment

SWOT Analysis and Leadership Action Plan

Organizations today must contend with an environment of constant and accelerating change. Outstanding performance in such an environment demands a healthy and effective workforce within the organization.





City of Lake Dallas, TX Internal/External Assessment

SWOT Analysis and Leadership Action Plan

Introduction

The Lion Strategy Group specializes in your organization's most valuable asset -- people. Our mission is to help our clients identify and resolve challenges and recognize opportunities by providing valuable, long-lasting tools that foster a healthy work environment that establishes a sustainable trajectory for success.

Utilizing decades of experience in municipal government, law enforcement, military service, education, technology, and the legal community, our team is uniquely qualified to identify and deconstruct complex organizational challenges—that you may or may not already recognize. We then partner with you to design and execute a road map to not only address them, but to flip them to your advantage, strengthening your human resources in each of our founding principles: **L**oyalty, **I**ntegrity, **O**ptimism, and **N**obility.

Our process is uniquely grounded in love of service to others, dignity, and respect. These are the three elements required for the growth and development of the human personality. Woven into every human relationship, whether in the workplace, community or other areas of life, is the desire to have others acknowledge and affirm our presence, appreciate the fruits of our labor, and recognize and respond to the contributions we make. Incorporating these elements while engaging the human system within your organization you realize enhancements throughout the organization ecosystem yielding increases in motivation, performance, and workplace satisfaction.

Mike Wilson, CEO/CFO

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Project Scope



Phase I Abasement–
Comprehensive
Evaluation and
Assessment of the
Organization

Phase II Raid–
Diagnostic Meetings
with Internal/External
Stakeholders

Phase III
Reconstruction –
Deliverables

SWOT Analysis

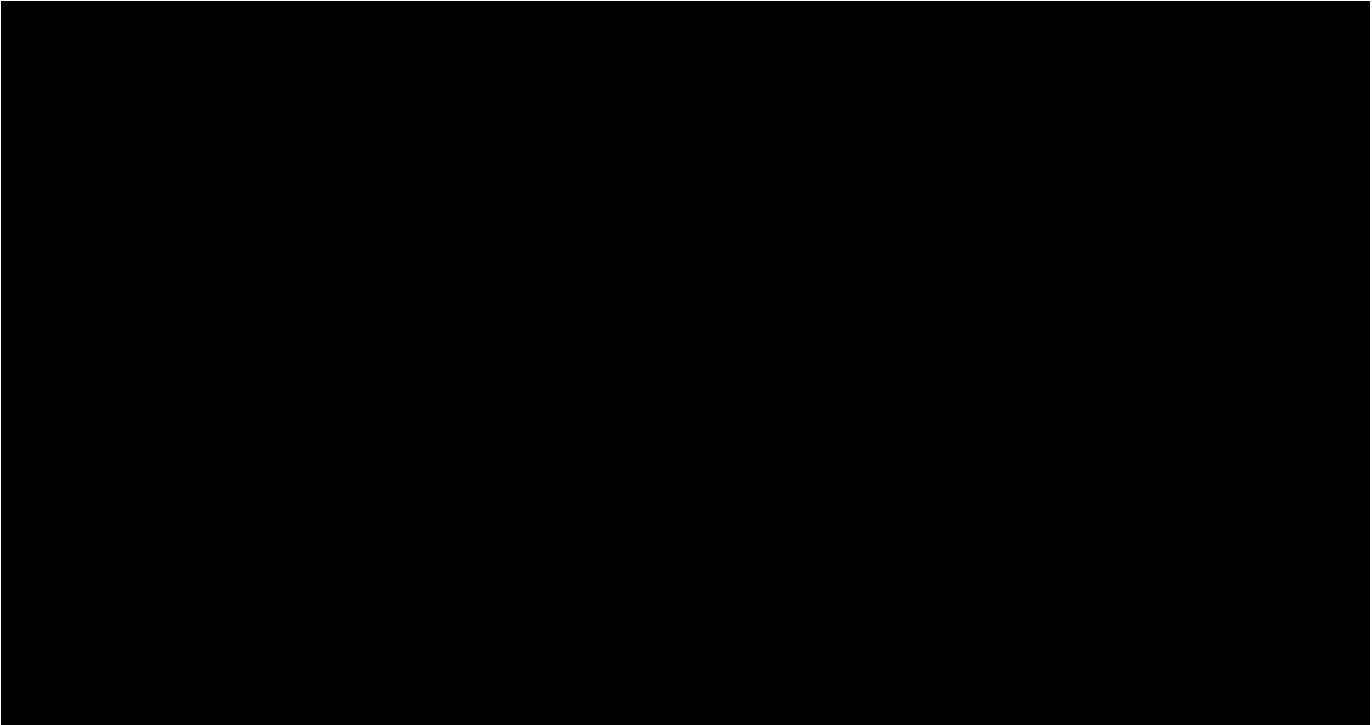
Leader Transition
Plan

Training

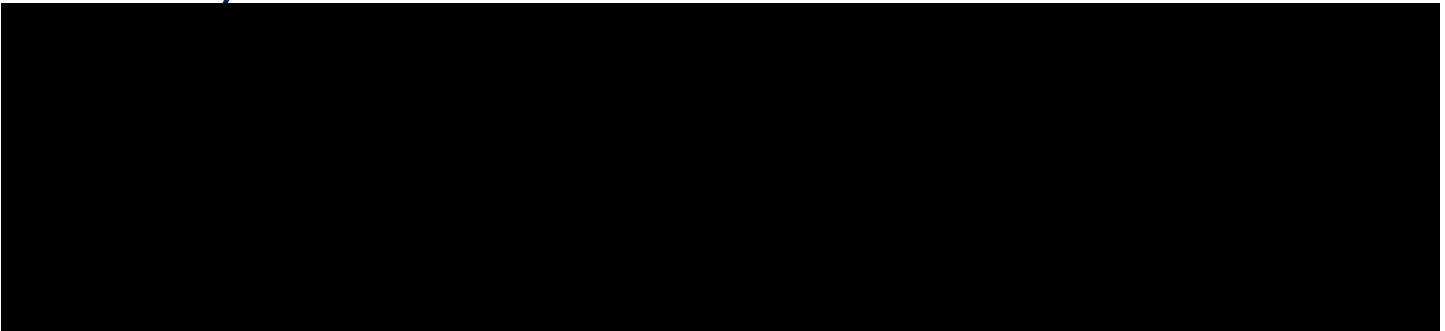
System/Process
Improvements



Methodology



Summary



On December 14, 2020, LSG began its assessment of the City of Lake Dallas. This assessment consisted of a review and identification of the organization's strengths, weaknesses, opportunities, threats, organizational structure, processes, and tools for personal and professional development of team members. Additionally, the assessment engaged external stakeholders to gauge levels of engagement and progress toward achieving the strategic goals of the City of Lake Dallas.



SWOT Analysis

Aim

The aim of this analysis is to assist decision makers share and compare ideas.

To bring a clearer common purpose and understanding of the factors for success.

To organize the important factors linked to success and failure in the city.

To analyze issues that have led to failure in the past.

To provide linearity to the decision making process allowing complex ideas to be presented systematically.

Areas of Focus

Leadership

Service Delivery

Personnel Growth and Development

Problem Solving and Decision-Making Processes

Efficiency and Effectiveness of work teams

Resource Evaluation

Strategic Planning

Organizational Structure

Wellness Needs

Policy and Procedures





Lion Strategy Group Founders and Contact Information

Mike Alexander

Mike Alexander attended St. Edwards University in Austin Texas where he earned a Bachelor of Arts degree in Criminal Justice and a master's degree in Organizational Leadership from Southwestern Assemblies of God University in Waxahachie Texas. Mike has spent 38 years in law enforcement which began as a Correctional Officer and Deputy Sheriff at the Travis County Sheriff's Office. Mike continued his career at the Austin Police Department as a Patrol Officer and a D.A.R.E. Instructor, teaching adolescents the importance of staying drug free. Mike spent 25 years with the Austin Police Department. Mike worked in patrol, as a patrol officer, corporal and sergeant. Mike also worked as a District Representative where was responsible for developing strategies to effectively address, crime, the fear of crime, and quality of life issues. Mike retired from the Austin Police department as a Sergeant. Mike's last assignment with APD gave him the opportunity to lead the Continuing Education Division and the Leadership Command College. Mike also worked with the Louisiana Community Policing Institute where he evaluated the performance of police departments and sheriff offices in the area of community policing; he made recommendations for implementation. After his retirement from APD Mike was employed as a Major with the Office of Inspector General Internal Affairs Section, where he was in charge of a statewide Internal Affairs investigation division. This division is responsible for investigating State Employees accused of abuse, neglect, and exploitation of the elderly and people who are mentally and physically incapacitated and who reside at state supported living centers, state hospitals and group homes. Mike's team also investigated various other criminal and administrative violations committed by state employees or any outside entity that had an affiliation with state government as it related to Health and Human Services.

Mike retired from the business as a City Manager after serving first as the Interim Police Chief and Interim City Manager in Palestine Texas. Mike later served as the Interim Chief of Police for the City of Corinth Texas. Mike currently serves as the Interim Chief of Police for Jacksonville Texas Police Department. Mike is the founder of LION (Loyalty Integrity Optimism Nobility) Organizational Development Institute. LION is a leadership development institute with a focus on Leadership, Healthy Work Environments, Employee Wellness, Ethics, Emotional Intelligence, and Socialization. Mike is also the Co-founder of Commandpresence.com with a focus on stress management, mental health, and the effects of trauma within emergency services. He is also the co-owner of LION Strategy Group LLC with a focus on organizational audits, organizational development, security—onsite assessment; crime prevention through environmental design; violence in the workplace, active attack, personal safety training, expert witnesses, leadership placement and risk mitigation.

Mike is a National Certified Instructor on Ethics and Integrity through the Federal Law Enforcement Training Center (FLETC). Mike traveled the Nation, training officers and Community members on Ethics and Integrity issues. Mike spent time in Belo Horizonte Brazil as well as the Virgin Islands, teaching and lecturing on Leadership, community policing, ethics, etc. Mike is also a licensed with the Texas Commission on Law Enforcement (TCOLE) as a Master Peace Officer and instructor as well as a national instructor with the Multijurisdictional



Counter Drug Task Force Training Center (MCTFT) located in St. Pete Florida. Mike is a graduate of The University of Texas Leadership Academy, which is a collaborative effort between the Austin Police Department, the University of Texas LBJ School of Public Affairs. Mike attended and graduated from the International Association of Chiefs of Police Leadership train the trainer program on Developing Police Leaders. Mike is a consultant with the Texas Police Chiefs Association on Developing Police Leaders in Texas and various other leadership programs. Mike is also a leadership consultant for Texas Municipal League Intergovernmental Risk Pool working with cities across Texas. Mike is a trainer and executive coach using the Enneagram Narrative Tradition teaching and coaching across the U.S.

Publications: Alexander, M. (2007). "Ensuring Integrity" The Society for Public Safety, Vol. 1. Pp. 16-20

Alexander, M. (Winter 2005 – 2006) "Supervision and Integrity" The Florida Police Chief Association Magazine, Vol. 32, Number 2, Pp. 73 – 77

Mike Wilson

Mike Wilson retired from the Keller Police Department after nearly 25 years in policing. During his law enforcement career Mike earned a bachelor's degree in Business Administration, a master's degree in Business Administration with a Finance concentration and is currently 3 hours shy of completing a second master's degree in Communication and Organizational Leadership from Gonzaga University. Mike began his law enforcement service with the Tarrant County Sheriff's Office as a Correctional Officer and upon joining the Keller Police Department in 2001, rose through the ranks from officer to Captain in 2013. In 2015, Mike was selected to lead the Keller Police Department as its Police Chief. Under Mike's leadership, the Keller Police Department was recognized as a trailblazer in community policing, from implementation of technology and taking data-driven approaches to reducing crime, to advancing the department's relationships with public and private partners. Mike's tenure saw the national re-accreditation of the police department at the highest standard in 2015 and again in 2018; rollout of the SirenGPS emergency dispatching and mass notification system in 2016; and in 2018, a full department restructure, body camera implementation, and the first national accreditation awarded to a regional 911 communications center in the State of Texas.

As a regional service provider, Mike renewed and enhanced regional partnerships with the cities of Westlake, Colleyville, and Southlake, and with the Humane Society of North Texas. Mike was integral in the development of the Keller Independent School District's Law Enforcement and Public Safety track at the Keller Center for Advanced Learning, where he served on the advisory board and as its president and laid the groundwork for developing homegrown police officers and firefighters. During his tenure, Keller was continuously ranked as one of the safest communities in Texas and the nation, including achieving the city's best crime stats in more than 25 years in 2016.

"Mike exemplified Keller PD's traditions of servant leadership, creativity and community engagement," City Manager Mark Hafner said. "He truly led this department to a new level of excellence."



Mike has served on the Texas Police Chiefs Association Training Advisory Board, is a licensed TCOLE Instructor, and holds a State of Texas Private Investigations License, along with a Master TCOLE Peace Officer License. Mike has extensive knowledge in regionalizing public safety services, has served as project manager for municipal building projects, played key roles in municipal mergers, including the first merged municipal court in the State of Texas, and has oversaw the design and implementation of software solutions and workflows that facilitate information sharing between multiple agencies and enhance financial controls. Through regional partnership initiatives, Mike helped the City of Keller and partner agencies save over \$1.2 million annually.

Jeff Whitfield

Jeff Whitfield is an Air Force veteran, Fulbright scholar, and highly experienced attorney with a uniquely developed expertise in leadership and conflict resolution. His commitment to serving for the greater good began early in life; he attended the Air Force Academy, where—a standout cadet—he was chosen to argue a case before one of the highest courts in the country and selected to represent the Academy in presentations to national and international leaders in business, the military, and in politics. He earned his Bachelor of Science as a Distinguished Graduate.

Jeff then served as an Air Force officer, where he worked as a legislative liaison; managed contract negotiations with businesses and other governments; and led national efforts to strengthen relationships between communities and the Air Force personnel living nearby. Following active duty military service, he was awarded a Fulbright Scholarship and World Peace Fellowship, which led him to earn a Master of Arts in Conflict Resolution and a Master of Philosophy in Politics from the University of Bradford in England.

Following international studies and work in peace and conflict resolution, Jeff attended the University of Texas School of Law, working as legislative aide to Texas State Senator John Whitmire during his time in law school. He went on to serve as clerk to the prosecutor at the Yugoslavian War Crimes Tribunal in the Netherlands and as clerk to Judge Rhessa Barksdale on the U.S. Fifth Circuit Court of Appeals. Jeff has since built a successful career in the law, using his education and expertise to serve others.

A committed community member and leader, Jeff is involved with numerous organizations across North Texas, including Leadership Fort Worth, Texas Lawyers for Texas Veterans, United Way of Tarrant County, B.H. Carroll Theological Institute, Young Men's Leadership Academy, and the Rotary World Peace and Conflict Resolution program.

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