



MINUTES OF THE CITY COUNCIL WORKSHOP MEETING

A WORKSHOP MEETING OF THE CITY COUNCIL OF THE CITY OF DEER PARK, TEXAS HELD AT CITY HALL, 710 EAST SAN AUGUSTINE STREET, DEER PARK, TEXAS ON MAY 07, 2024 BEGINNING AT 6:15 P.M., WITH THE FOLLOWING MEMBERS PRESENT:

JERRY MOUTON	MAYOR
SHERRY GARRISON	COUNCILWOMAN
TJ HAIGHT	COUNCILMAN
TOMMY GINN	COUNCILMAN
BILL PATTERSON	COUNCILMAN
RON MARTIN	COUNCILMAN
GEORGETTE FORD	COUNCILWOMAN

OTHER CITY OFFICIALS PRESENT:

JAMES STOKES	CITY MANAGER
SARA ROBINSON	ASSISTANT CITY MANAGER
JIM FOX	CITY ATTORNEY
ANGELA SMITH	CITY SECRETARY

CALL TO ORDER – Mayor Mouton called the workshop to order at 6:15 p.m.

COMMENTS FROM AUDIENCE – No comments received.

1. TAMU PRESENTS PARKS & RECREATION MASTER PLAN UPDATE TO COUNCIL – Grace Canady with Texas A&M University, gave an overview of the project process and schedule along with the outline for the final master plan report. Ms. Canady spoke in detail of the proposed goals that included keeping the core values of community, equity and inclusion, healthy lifestyles, safety and sustainability in the forefront. She spoke of ensuring that all park systems and facilities are essential within the city, revitalize park infrastructure with unique features, create a vibrant culture and art hub, establish citywide connectivity and promote to enhance the identity of the city. Ms. Canady expressed the idea was to correlate with the vision of the city in delivering exemplary municipal services that provide a high quality of life consistent with the history, culture and sense of community. (Exhibit A1-A10)
2. PRESENTATION OF THE PARKS AND RECREATION DEPARTMENT 2023 ANNUAL REPORT – Marketing/Technical Coordinator Nicole Garvis gave a summary of the 2023 annual report that mentioned national awards and achievements, CAPRA accreditation and revenues. Ms. Garvis spoke of the community outreach and marketing campaigns that helped increase enrollment to the many programs offered by the Parks and Recreation Department. (Exhibit B1-B6)

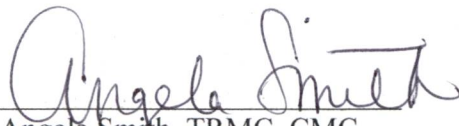
3. DISCUSSION OF NAMING/BRANDING OF NEW RECREATION CENTER – City Manager James Stokes discussed the name (acronym) that was brought forth for the new recreation center. Councilwoman Garrison, Councilwoman Ford and Councilman Martin all spoke of their involvement in the discussion of choosing the acronym D.A.C., which stands for the Dow Active Complex, as the best choice and the recommendation for Council’s approval.

It was the consensus of the Council to move forward with staff creating potential D.A.C. logos for Council to review at the next meeting on May 21, 2024.

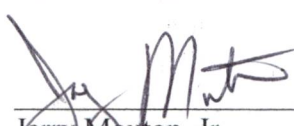
4. DISCUSSION OF ISSUES RELATING TO THE 2024 STRATEGIC PLAN – Assistant City Manager Sara Robinson stated that clarification on specific key focus areas for the 2024 Strategic Plan was given and enabled staff to begin creating action steps and timelines to finalize the plan. Ms. Robinson expressed that the vision for the 2024 Strategic Plan did not change but indicated that the mission statement was updated to read, “The Mission of the City of Deer Park is to deliver exemplary municipal services that provide a high quality of life consistent with our history, culture, and unique sense of community.” An addition was included in the Strategic Plan as the “Secret Sauce” of Deer Park’s Good Governance that pertains to the values, practices and work ethic the staff collectively strive to provide the community. Ms. Robinson discussed the expectations staff has for each other and the expectations staff has of Council along with the other action steps that will be utilized to enhance the community as a safe place to work, play and live. (Exhibit C1-C9)

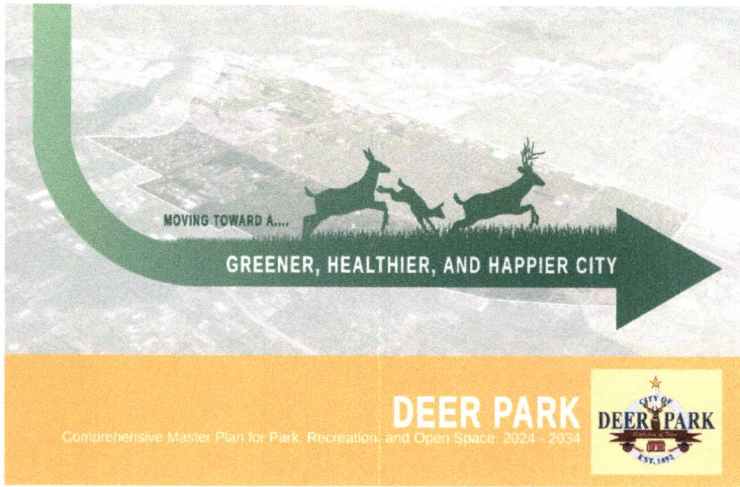
ADJOURN – Mayor Mouton adjourned the workshop meeting at 7:07 p.m.

ATTEST:


151 Angela Smith, TRMC, CMC
City Secretary

APPROVED:


Jerry Mouton, Jr.
Mayor



PRESENTATION OUTLINE

1. ACKNOWLEDGMENTS
2. PROJECT PROCESS AND SCHEDULE
3. THEORETICAL FOUNDATION AND GUIDING DESIGN PRINCIPLES
4. KEY ISSUES, MISSION, CORE VALUES, AND GOALS
5. MASTER PLAN FRAMEWORK
6. RECOMMENDED IMPROVEMENT AND RENOVATION FOR EXISTING PARKS AND RECREATION FACILITIES
7. SITE DESIGNS FOR TARGET PARK SITES



ACKNOWLEDGMENTS

MAJOR AND CITY COUNCIL

Jimmy Morrison, Jr. Mayor
 Sherry Gammeter, Council Position 1
 Liz Wright, Council Position 2
 Tammy Orr, Council Position 3
 Bill Peterson, Council Position 4
 Ben Marsh, Council Position 5
 Gordon Ford, Council Position 6

PARKS AND RECREATION DEPARTMENT

Claire Hensberg, Director of Parks and Recreation
 Jacob Torgal, Assistant Director of Parks and Recreation
 Heidi Carver, Marketing and Technical Coordinator
 Dakota Cobb, Athletics and Aquatics Supervisor

PROJECT COORDINATORS: TEXAS TARGET COMMUNITIES

Janna Hoch-Matthewson, Director of Texas Target Communities
 Jennifer Theiss, Senior Program Coordinator

TEXAS A&M UNIVERSITY

PARTICIPATING CLASSES AND STUDENTS:

MASTER OF LANDSCAPE ARCHITECTURE STUDENTS

LAND 655: Lora Jantz, Noah Young, Jodya Kasper, Justine Webb, Rosemary

BACHELOR OF LANDSCAPE ARCHITECTURE STUDENTS

LAND 311: Ryleigh Nunnally, Lauren Kasper, Chase Tinsley, Katelyn Bennett, Riley Simmons, Jovanna Carillo,
 Hannah Brinson, Bailey Armstrong, Cole Bishop, Ryan Schmitt, Sam Pickett,
 Christopher Landon, E. Anthony, K. Kyle, John Pritch, Quinlan Cook, Christa Medina, Kaylee Anderson,
 Lisa Luffegan, Lindsay Tuley, Daphne Pate, Kaiti Ashmore, Kara Wilson, Cassidy Summers,
 Emma Daniels, Shelby Ingram, Sydney Newman

FACULTY ADVISORY TEAM

Dr. Chang Shun-Hsiang, Project Coordinator/Committee Chair
 Dr. Dingding Li, Member of LAND 311/Committee Member
 Dr. Shuping Xu, Instructor of LAND 655/311
 Dr. Scott Shultz, Department of Parks, Recreation and Tourism/Committee Member
 Dr. Michael Arnold, Department of Recreation/Committee Member

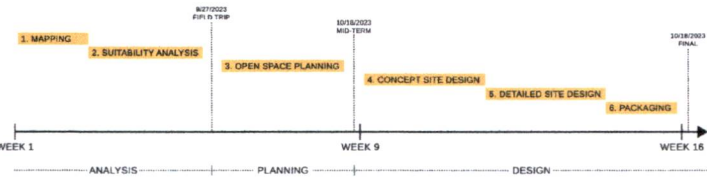
PROJECT PROCESS AND SCHEDULE

Semester/ Year	Fall 2023				Spring 2024				Summer 2024			
	09	10	11	12	01	02	03	04	05	06	07	08
Month												
Courses involved	LAND 311 (3 rd year BLA studio)				LAND 621 (2 nd year MLA studio)				LAND 684 (MLA Internship)			
Data collection and analysis	LAND 693 (MLA final study)/LAND 685 (MLA directed study)											
Master Plan Development												
Individual park designs												
Final Report Production												

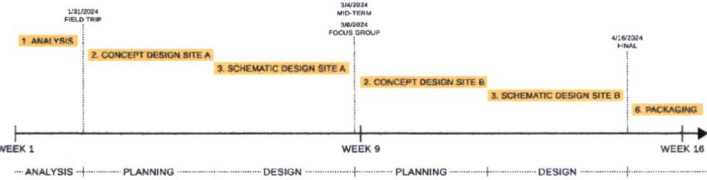


PROJECT PROCESS AND SCHEDULE

FALL 2023 - LAND 311



SPRING 2024 - LAND 621



OUTLINE FOR THE FINAL MASTER PLAN REPORT

Section/Chapter No.	Title/Topic	Key Points of Content
Executive Summary Introduction		Summary of achievements since last master plan (2012-20)
Chapter 1	Community Profile of Deer Park	Major changes, opportunities and challenges of Deer Park Scope, focus and approach of this master plan Planning process and community engagement Location and Regional Context of Deer Park History of Deer Park Demographic and economic profile Physical environment profile Community infrastructures and facilities
Chapter 2	Inventory and Evaluation of Existing Park & Recreation Facilities in Deer Park	Summary: Overall Community Character Inventory of existing park and recreation facilities Level of service Natural resources and open spaces Historical and cultural resources Summary: Key issues/problems to be addressed
Chapter 3	Community Park and Recreation Needs Assessment	Community Engagement Workshops Multi-visit Questionnaire Survey Survey result analysis - major findings Summary: Major Community Needs
Chapter 4	Values, Vision, Mission, Goals, Objectives, and Guiding Principles for the Master Plan	Summary: Major Community Needs Core value Vision and mission statements Goals and Objectives

Section/Chapter No.	Title/Topic	Key Points of Content
Chapter 5	City-wide Parks, Recreation and Open Space System Framework	Guiding Principles Concept for City-wide Parks, Recreation and Open Space System Framework Recommendations for Improvement • Connectivity/accessibility: Trail, walkway, bikeway system • Wayfinding and Signage system • Themed districts/neighborhoods with major nodes and landmarks • Community identity/legibility • Gateway corridors: Center Street and Augustin Street
Chapter 6	Recommendations for Individual Park Improvements	Classification of individual Park Improvements and Priority List List of suggested new facilities and features in the existing list Schematic designs for prioritized individual parks
Chapter 7	Implementation Strategies	• Priority/Phasing Strategies • Funding Strategies • Community Engagement and Participation • Marketing and Promotion

THEORETICAL FOUNDATION AND GUIDING DESIGN PRINCIPLES - HOLISTIC DESIGN

HOLISTIC DESIGN APPROACH

The relationship between humans and nature was once thought to be independent of each other but with research development and implementation it is understood, the relationship is deeply interdependent. The interaction humans have with nature, parks, or natural environments, plays an essential role in humans' overall health and well-being.

When there is a large emphasis on park systems in cities, their main goal is to make sources of nature more readily available to the public because nature is a vital component to human overall health. Parks are an essential part of a city's infrastructure because of their ability to provide nature access and provide health benefits. Due to parks varying in size, shape, and character, parks can provide a spectrum of opportunities for the public based on their natural environment levels. Opportunities that can be seen through evidence-based research are improved physiological, psychological, social, and overall well-being.

Parks can be sourced as a holistic health engagement process due to their overall benefits to humans' health.

EVOLUTION OF URBAN PARKS IN USA

Galen Cranz asserts that parks are vital to cities, serving as essential communal spaces for recreation, relaxation, and community interaction. The book traces the evolution of parks from picturesque landscapes in the 19th century to more functional, multipurpose spaces in the 20th and 21st centuries, reflecting changing societal values and urban development trends. Despite these shifts, parks continue to be crucial components of urban planning, contributing to the health, well-being, and vitality of communities.

1982, "The Role of Parks in the City," The Politics of Park Design: A History of Urban Parks in Review, Galen Cranz



THEORETICAL FOUNDATION AND GUIDING DESIGN PRINCIPLES - INTERGENERATIONAL DESIGN

INTERGENERATIONAL DESIGN APPROACH

Intergenerational design is a design approach that emphasizes engagement between generations of people. The design approach first gained popularity in the 1990's with its idea of meeting the needs of both the young and elderly in public environments.

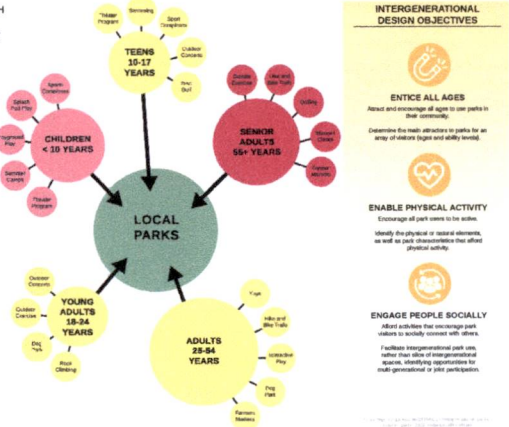
The design method focuses on the creation of green spaces that respond to age-based needs, enhance livability, enable generations to meet, interact, and understand each other through shared space. Interactions between generations can lead to individual health benefits, social inclusions, and overall community benefits.

CHILDREN AND TEEN BENEFITS

- Improved academic achievement through senior mentoring.
- Feeling loved and enjoying dedicated attention.
- Gaining confidence through non-judgmental companionship.
- Emotional Bonding
- Exposed to knowledge and demeanor of older adults.

SENIOR BENEFITS

- Improved Communication
- Enhanced Self-Esteem
- Better Decision-Making Skills
- Improved Memory
- Feeling Appreciated and Valued
- Assisting the next generation and making a difference in a future society.



KEY ISSUES, MISSION, CORE VALUES, AND GOALS

KEY ISSUES

- 1. CONNECTIVITY CHALLENGES**
 - Limited Sidewalk and Bike Lanes
 - Accessibility Issues
 - ADA Standards
- 2. VARIETY AND QUALITY OF EXISTING PARK AND RECREATION FACILITIES**
 - Insufficient Infrastructure
 - Lack of Diverse Recreation Opportunities within City Parks for Special Needs of Each Group
 - Lack of Focus on Cultural and Historical Experiences
 - Stated Insufficiency
- 3. INCLUSIVITY AND EQUITY**
 - Lack of Park Facilities in the Underserved Neighborhoods
 - Lack of Use of the Golf Course
- 4. COMMUNITY BEVITY**
 - Lack of Visual Identity
 - Lack of Wayfinding Signage System
 - Lack of Beautification Efforts
- 5. SUSTAINABILITY CONCERNS**
 - Air Pollution
 - Noise Pollution
 - Visual Impact
 - Flood Hazard Zones
 - Natural Disasters
 - Urban Heat Index
- 6. LAND AVAILABILITY**
 - Limited Available Land for Existing Park Expansion or Adding New Parks because of Landlocked Conditions
 - Financial Concerns

MISSION STATEMENT

The Mission of the City of Deer Park is to deliver exemplary municipal services that provide a high quality of life consistent with our history, culture, and unique sense of community.

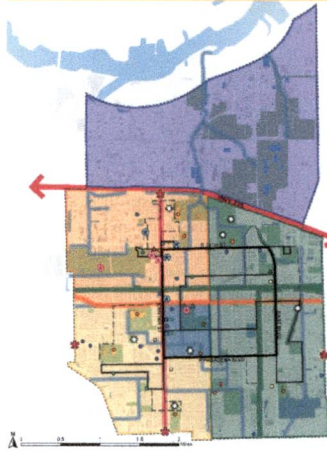
DEER PARK CORE VALUES

- COMMUNITY**
We embrace the uniqueness of the City of Deer Park and recognize that in honoring the health and well-being of our customers and residents through parks and recreation opportunities.
- EQUITY AND INCLUSION**
We endeavor to increase accessibility and inclusivity of parks, facilities, programs, and services for all citizens.
- HEALTHY LIFESTYLE**
We inspire our citizens to pursue healthier lifestyles, which will create a more vibrant community.
- SAFETY**
We strive to provide well-maintained and safe parks and facilities to all citizens.
- SUSTAINABILITY**
The city prioritizes sustainability through strategic urban planning, renewable energy adoption, waste reduction initiatives, and the promotion of green transportation, fostering a resilient and environmentally conscious community.

PROPOSED GOALS FOR MASTER PLAN

- GOAL 1**
Ensure all park systems and facilities are an essential part of the city.
- GOAL 2**
Revitalize Park Infrastructure with unique features for each neighborhood character.
- GOAL 3**
Create a vibrant cultural and arts hub within the city limits.
- GOAL 4**
Establish city wide connectivity.
- GOAL 5**
Promote and enhance the unique identity of the city.

PARKS, RECREATION, AND OPEN SPACE MASTER PLAN FRAMEWORK



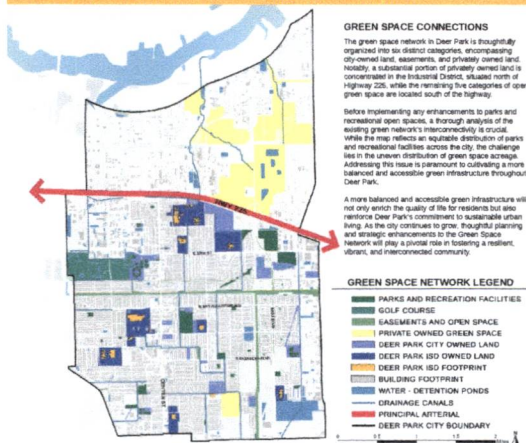
FRAMEWORK LEGEND

- GREEN SPACE NETWORK**
- DEER PARK ISO FOOTPRINT**
- BUILDING FOOTPRINT**
- WATER - DETENTION PONDS**
- PRINCIPAL ARTERIAL**
- DEER PARK CITY BOUNDARY**
- (1) DISTRICTS**
 - INDUSTRIAL DISTRICT
 - CULTURAL-ARTS DISTRICT
 - LEARNING DISTRICT
 - NATURE DISTRICT
 - CENTER DISTRICT
- (2) GATEWAY ENTRANCES**
 - INDUSTRIAL DISTRICT
- (3) CORRIDORS**
 - DRAINAGE CANAL CORRIDOR
 - CIVIC CORRIDOR
 - COMMERCIAL CORRIDOR
 - GREEN OPEN SPACE CORRIDOR
- (4) COMMUNITY HUBS**
 - CULTURAL ARTS HUB
 - CIVIC AND COMMUNITY HUB
 - EAF CARES
 - FIRE STATIONS
 - SENIOR LIVING
 - COMMUNITY CENTERS
 - CITY HALL BUILDING
 - LIBRARY
 - DEER PARK ISO SCHOOLS
 - THEATER BUILDING
 - POLICE STATION
 - TEXAS HISTORIC MARKERS
 - DEER PARK HISTORIC MARKERS
- (5) INTERCONNECTED TRAIL SYSTEM**
 - PRIMARY TRAIL LOOP
 - SECONDARY TRAIL LOOP
 - TERTIARY TRAIL LOOP
 - EXISTING HIKE/BIKE TRAIL
 - PROPOSED POCKET PARK

CITY LEGIBILITY

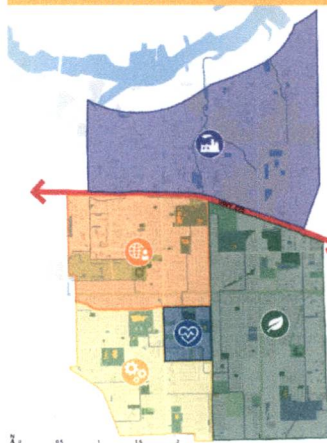
- Kevin Lynch's concept of city legibility, as presented in his influential book "The Image of the City," refers to the ease with which individuals can navigate and comprehend urban environments. Lynch argued that legible cities possess distinct landmarks, clear pathways, and recognizable nodes that contribute to a cohesive mental map for residents. This idea underscores the importance of urban design in creating cities that are not only physically navigable but also psychologically accessible, enhancing the overall quality of life for their inhabitants.
- 5 ELEMENTS FOR A CITY**
- PATH**
 - Primary Loop
 - Secondary Trail
 - History Trail
 - Drainage Corridor
 - Ocean Corridor
 - EDGE**
 - Highway 225
 - City Boundary
 - Buffalo Bayou Canal
 - District Boundaries
 - LANDMARK**
 - Historic Markers
 - City Hall Building
 - Fire Stations
 - School Districts
 - DISTRICT**
 - Industrial District
 - Learning District
 - Nature District
 - Center District
 - NODE**
 - Major Intersections
 - Deer Park ISO
 - Schools
 - Diner
 - Shops and Recreation Facilities

GREEN SPACE NETWORK AND PRIORITY AREAS FOR NEW PARKS



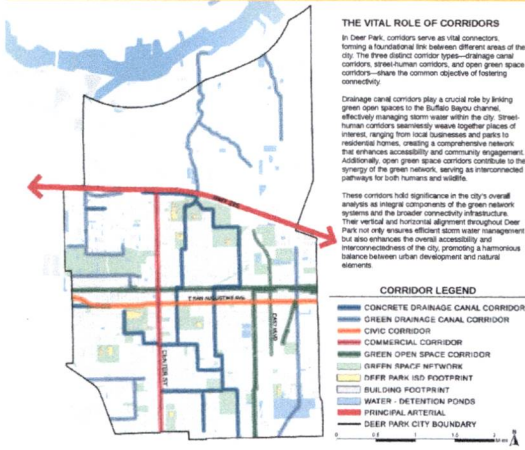
- GREEN SPACE CONNECTIONS**
- The green space network in Deer Park is thoughtfully organized into six distinct categories, encompassing city-owned land, easements, and privately owned land. Notably, a substantial portion of privately owned land is concentrated in the Industrial District, situated north of Highway 225, while the remaining five categories of open green space are located south of the highway.
- Before implementing any enhancements to parks and recreational open spaces, a thorough analysis of the existing green network's interconnectivity is crucial. While the map reflects an equitable distribution of parks and recreational facilities across the city, the challenge lies in the uneven distribution of green space acreage. Addressing this issue is paramount to cultivating a more balanced and accessible green infrastructure throughout Deer Park.
- A more balanced and accessible green infrastructure will not only enrich the quality of life for residents but also reinforce Deer Park's commitment to sustainable urban living. As the city continues to grow, thoughtful planning and strategic enhancements to the Green Space Network will play a pivotal role in fostering a resilient, vibrant, and interconnected community.
- GREEN SPACE NETWORK LEGEND**
- PARKS AND RECREATION FACILITIES
 - GOLF COURSE
 - EASEMENTS AND OPEN SPACE
 - PRIVATE OWNED GREEN SPACE
 - DEER PARK CITY OWNED LAND
 - DEER PARK ISO OWNED LAND
 - DEER PARK ISO FOOTPRINT
 - BUILDING FOOTPRINT
 - WATER - DETENTION PONDS
 - DRAINAGE CANALS
 - PRINCIPAL ARTERIAL
 - DEER PARK CITY BOUNDARY
- PRIORITY AREAS LEGEND**
- GREEN SPACE NETWORK
 - VERY HIGH PRIORITY
 - HIGH PRIORITY
 - MODERATE PRIORITY

FIVE THEME DISTRICTS



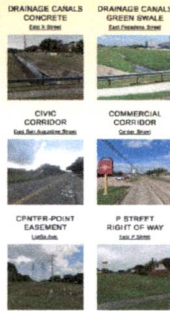
DISTRICT	DESCRIPTION	AREA (SQUARE MILES)	PARKS
INDUSTRIAL DISTRICT	The Industrial district is a dynamic and vital part of a city, contributing significantly to its economic growth while posing unique challenges related to infrastructure, environment, and community planning.	~ 4.6 SQUARE MILES	0
CULTURAL-ARTS DISTRICT	Through a sustained blend of the past and present, the district endeavors to amplify the significance of its heritage, offering both visitors and residents an immersive experience that honors and celebrates the unique history that defines this charming community.	~ 2.6 SQUARE MILES	5
LEARNING DISTRICT	The Learning District in Deer Park actively involves residents in educational programs within neighborhood parks. Tailored for the community, it introduces new programming to foster social bonds and community strength. By utilizing educational initiatives, the Learning District seeks to enhance both individual skills and collective connections among the residents.	~ 2.3 SQUARE MILES	5
CENTER DISTRICT	Situated at the heart of Deer Park, the Center District believes in the city's true spirit. This central hub reinvigorates Deer Park, optimizing the community bond and underscoring the significance of outdoor programming for both residents and visitors. As the heartbeat of the city, the Center District embraces a sense of shared identity and a commitment to fostering a vibrant and inclusive community environment.	~ 0.4 SQUARE MILES	1
NATURE DISTRICT	The Nature District initiative in Deer Park underscores the pivotal role of nature in enhancing the city's fabric. By introducing a greener landscape, the initiative not only elevates the quality of life for residents but also establishes a sustainable legacy for Deer Park in comparison to neighboring communities.	~ 4.4 SQUARE MILES	24 (17.6% more)

CHARACTERISTIC AND FUNCTIONAL CORRIDORS

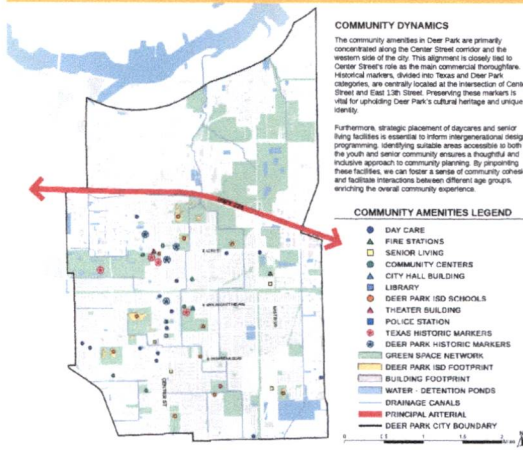


TYPES OF CORRIDORS

Deer Park features a diverse array of corridors, including Concrete vs. Green drainage canals, Civic vs. Commercial corridors, and green open space corridors. Each corridor type plays a vital role in the seamless interconnectedness of the city—facilitating the efficient movement of storm water, linking people to various destinations, and connecting green spaces for both aesthetic and environmental benefits.



COMMUNITY AMENITIES AND HUBS



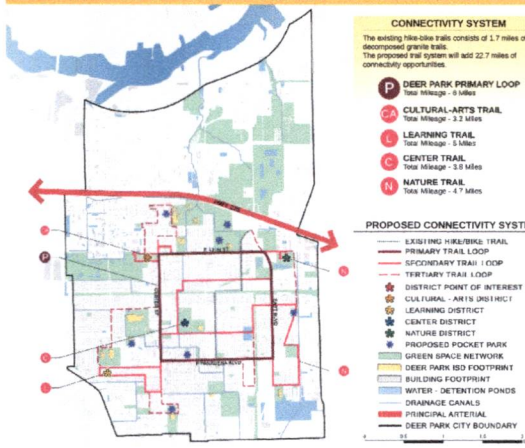
IMPORTANCE OF COMMUNITY

Community amenities are vital contributors to the overall quality of life for residents, playing a pivotal role in bolstering the well-being of a community. Community amenities collectively shape a community into a multifaceted and thriving environment. Beyond meeting basic needs, these amenities contribute to a community's identity, social cohesion, and the overall happiness and satisfaction of its residents, creating a space that people are proud to call home.

ROLE OF COMMUNITY AMENITIES

- PUBLIC SAFETY**
 - Fire Stations
 - Police Stations
- PUBLIC EDUCATION**
 - Library
 - Deer Park ISD Schools
 - Day Care
 - Community Centers
- SOCIALIZATION**
 - Day Care
 - Senior Living
 - Community Centers
 - Deer Park ISD Schools
- HISTORICAL PRESERVATION**
 - Historical Markers
 - Deer Park Historic Markers
- CULTURAL ENRICHMENT**
 - Theater Stations
 - Deer Park Historic Markers
- CIVIC ENGAGEMENT**
 - Community Centers
 - City Hall Building
 - Fire Station
 - Police Station

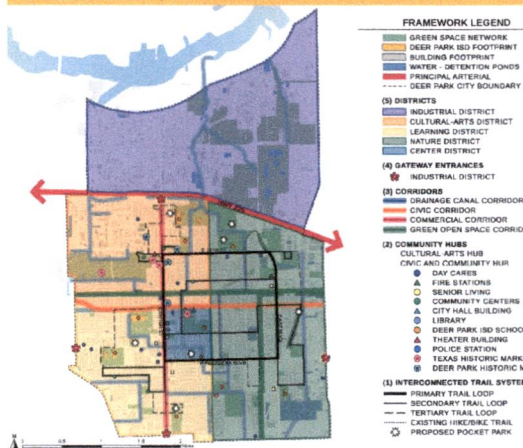
CONNECTIVITY AND MULTI-LEVEL TRAIL SYSTEM



POINTS OF INTEREST



PARKS, RECREATION, AND OPEN SPACE MASTER PLAN FRAMEWORK



CITY LEGIBILITY

Kevin Lynch's concept of city legibility, as presented in his influential work "The Image of the City," refers to the ease with which individuals can navigate and comprehend urban environments. Lynch argued that legible cities possess distinct landmarks, clear pathways, and recognizable nodes that contribute to a cohesive mental map for residents. This idea underscores the importance of urban design in creating cities that are not only physically navigable but also psychologically accessible, enhancing the overall quality of life for their inhabitants.

5 ELEMENTS FOR A CITY

- PATH**
 - Primary Loop
 - Secondary Trail
 - Tertiary Trail
 - Orange Corridor
 - Green Corridor
 - Highway 225
- EDGE**
 - City Boundary
 - Buffalo Bayou Canal
 - District Boundaries
- LANDMARK**
 - Historical Markers
 - City Hall Building
 - Fire Stations
 - School Buildings
- DISTRICT**
 - Industrial District
 - Learning District
 - Nature District
 - Center District
 - Cultural Arts District
- NODE**
 - Major Entrances
 - Deer Park ISD
 - Schools
 - Senior Park
 - Trails and Recreation Facilities

CULTURAL-ARTS DISTRICT - ART PARK



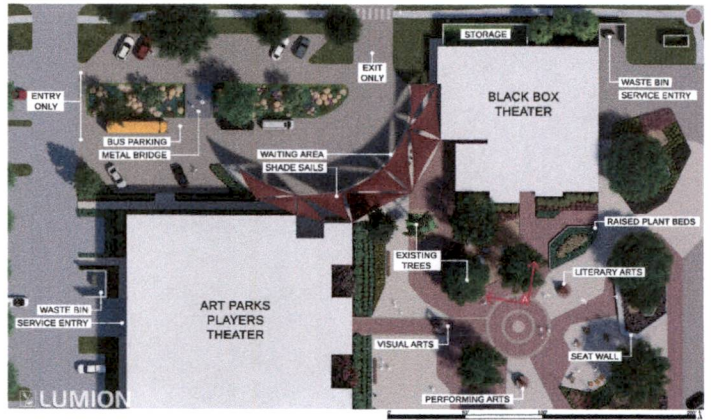
PROGRAMMING OPPORTUNITIES

1. DUAL PURPOSE PARKING LOT
 Purpose: 1) Permissible Parking Purpose 2) Festival Grounds
 Features: 1) Flanking Spots, 8 ADA Parking Spots, 8 Bus Parking Spots, and Semi-Circle Drive Off
 Programming: Competition Vehicle Parking
 Features: Foot Truck Parking and ~20,000 Square Feet of Event Space
 Programming: Farmers Markets or Music Festivals

2. SHADED DANCE PLAZA
 Features: Large Shade Sail and ~4000 Square Feet of Event Space
 Programming: Two-Step Dancing
 Programming: Mexican Folk Dancing

3. ARTIFICIAL TURF AND AMPHITHEATER
 Features: ~6000 Square Feet of Turf and Amphitheater can Accommodate 200 People
 Programming: Concerts
 Programming: Theater Shows

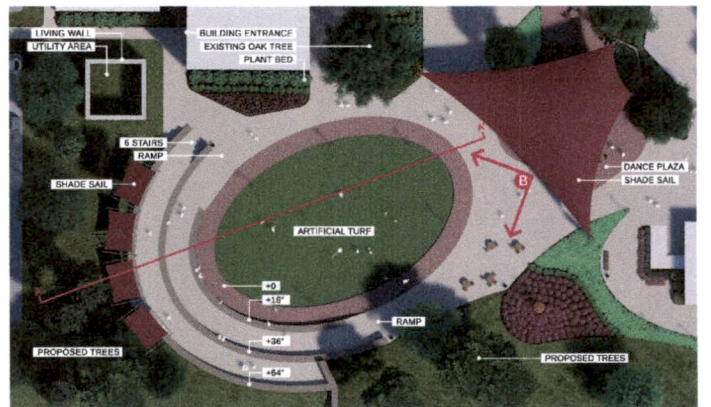
CULTURAL-ARTS DISTRICT - ART PARK



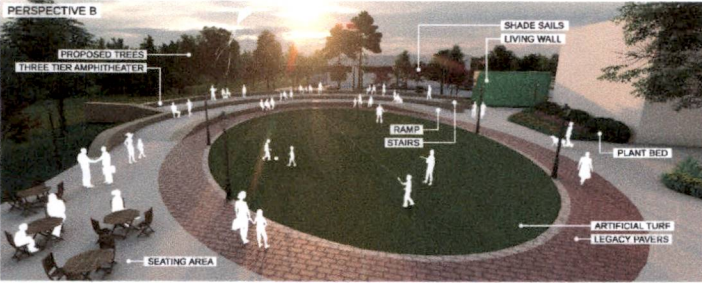
CULTURAL-ARTS DISTRICT - ART PARK



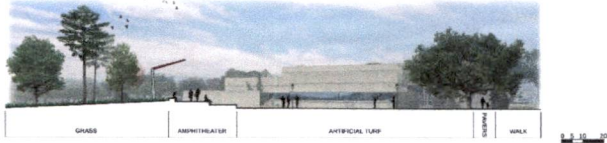
CULTURAL-ARTS DISTRICT - ART PARK



CULTURAL-ARTS DISTRICT - ART PARK



SECTION CUT



NATURE DISTRICT - WHITE TAIL PARK, PATRICK'S BAYOU

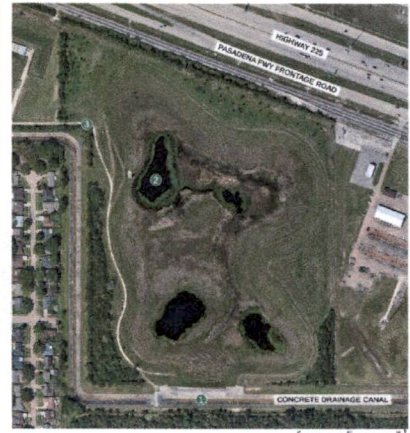
PATRICK'S BAYOU DETENTION POND
 In the planned nature district, the main goal is to conserve natural elements while incorporating more green spaces, vegetation, and educational opportunities about nature. The detention pond, situated at the northern end under the 205 Highway, currently serves to manage water during stormflooding. Eventually, stormwater will flow north to the Buffalo Bayou Canal.

The White Tail Park proposal aims to enhance recreational opportunities by preserving its natural elements and introducing additional green spaces for public enjoyment and exploration.



TARGET SITE DESIGN DISTRICT

- NATURE DISTRICT
- PATRICK'S BAYOU DETENTION POND
- PRINCIPAL ARTERIAL
- DEEP PArk CITY BOUNDARY



- 1 PATRICK'S BAYOU**
ELEMENT
 New Inlet Concrete Channel Canal with Overflow Sucker
FUNCTIONS
 Provide flow control at Buffalo Bayou Canal
- 2 DETENTION POND**
ELEMENT
 Nature Land
 Detention Pond with 4 Detention Ponds
FUNCTIONS
 Designed to Manage an Inlet stormwater flow with Natural Infiltration Practices with vegetation and soil
- 3 SERVICE ROAD**
ELEMENT
 Gravel Sliver 12 Foot Service Road
FUNCTIONS
 Provide Throughway and Access for Maintenance Personnel

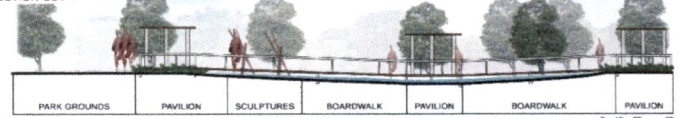
NATURE DISTRICT - WHITE TAIL PARK, PATRICK'S BAYOU



NATURE DISTRICT - WHITE TAIL PARK, PATRICK'S BAYOU



SECTION CUT

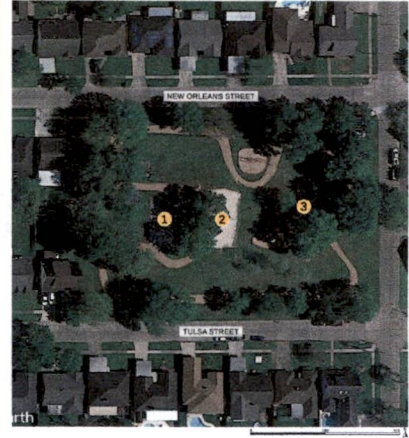


NATURE DISTRICT - WHITE TAIL PARK, PATRICK'S BAYOU



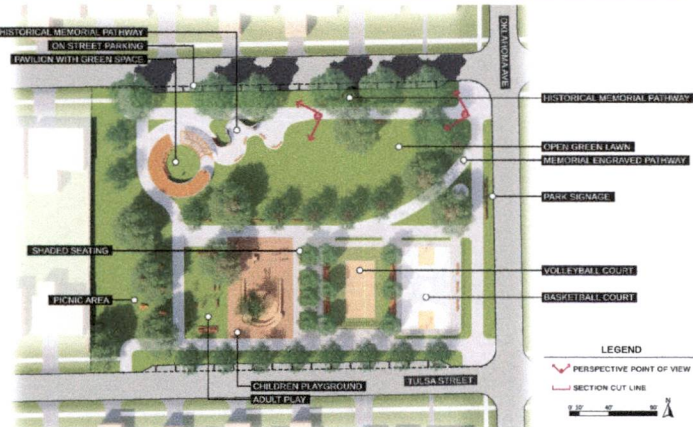
LEARNING DISTRICT - DEER MEADOWS PARK

DEER MEADOWS PARK
 In the planned learning district, our objective is to foster a culture of lifelong learning within the community. Deer Meadows, a frequently visited area due to its orientation and amenities, offers various physical activity programming such as volleyball, basketball, and playgrounds. The renovation of Deer Meadows seeks to maintain these recreational elements while also enhancing learning opportunities, particularly by delving into the rich history of the City of Deer Park.



- 1 BASKETBALL COURT**
 USER GROUP: Park Visitors, Deer Park Residents, General Public
 ELEMENTS: Full Court, 7 Basketball Court Post
- 2 VOLLEYBALL COURT**
 USER GROUP: Park Visitors, Deer Park Residents, General Public
 ELEMENTS: Sand Volleyball Court, 1 Volleyball Net
- 3 PLAY AREA**
 USER GROUP: School Kids, Children, Deer Park Residents, General Public
 ELEMENTS: Playground Area, Swing Set
- SQUARE FOOTAGE**
 Program Area: ~1,000 SF

LEARNING DISTRICT - DEER MEADOWS PARK



LEARNING DISTRICT - DEER MEADOWS PARK



LEARNING DISTRICT - DEER MEADOWS PARK

PERSPECTIVE B



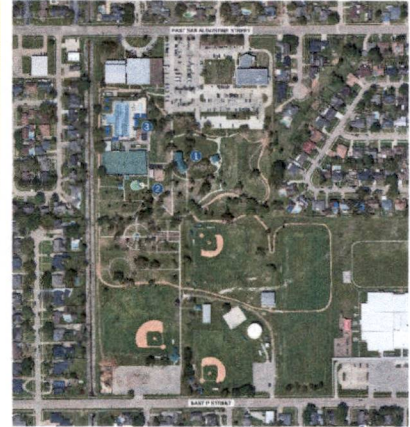
CENTER DISTRICT - DOW PARK

DOW PARK

Situated at the heart of the city, the Center District is anchored by Dow Park, a sprawling 40-acre greenspace serving as the quintessential central park for both visitors and residents of Deer Park. Dow Park is home to vital community hubs such as the Aquatics Center, City Hall, and Community Center. The proposed renovations for Dow Park are poised to integrate community engagement while seamlessly integrating natural elements into the landscape. The design ethos revolves around revitalizing existing park features and infusing innovative programming ideas throughout the park grounds, ensuring a vibrant and dynamic space for all.

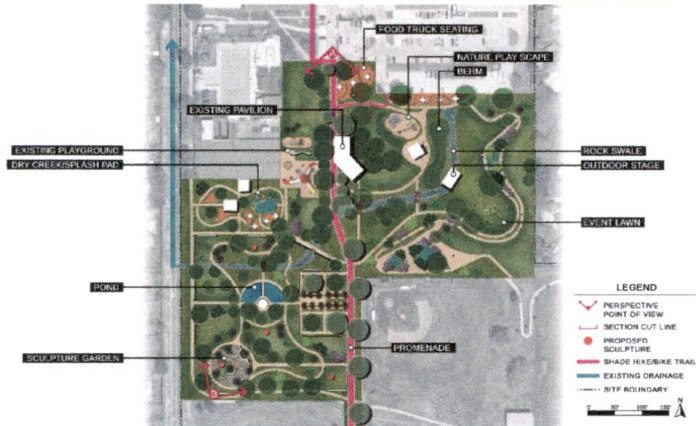


- TARGET SITE DESIGN DISTRICT
- CENTER DISTRICT
 - DOW PARK
 - PRINCIPAL ARTERIAL
 - DEER PARK CITY BOUNDARY



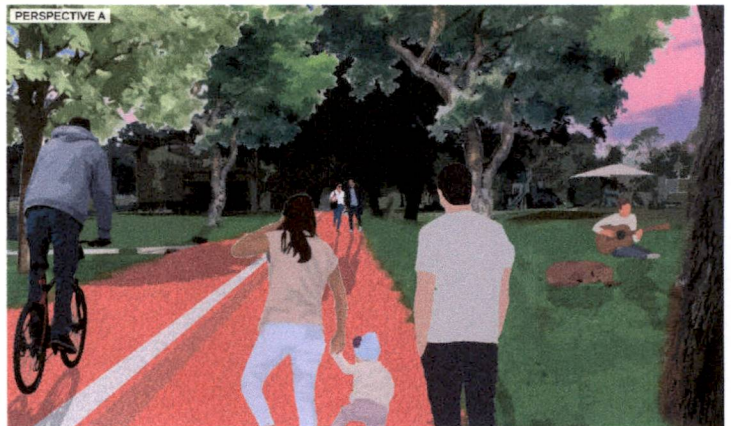
- OPEN-AIR PAVILION
- USER GROUP: Park Visitors, General Public, Individuals Group
 - EVENTS: Markets, Meet & Greet, Beer Garden by Nature
 - SQUARE FOOTAGE: 1 Acre Pavilion - 4,000 SF, Open Pavilion - 400 SF
- PLAY AREA
- USER GROUP: Sports/Recreation, Children, General Public
 - ELEMENTS: Playground, Canopy, Soccer Field
 - SQUARE FOOTAGE: Playground - 10,000 SF, Meet Pavilion - 12,000 SF
- COMMUNITY CENTER
- USER GROUP: Park Visitors, Deer Park Residents, General Public
 - ELEMENTS: Community Center Building, Aquatics Center, Events Center

CENTER DISTRICT - DOW PARK



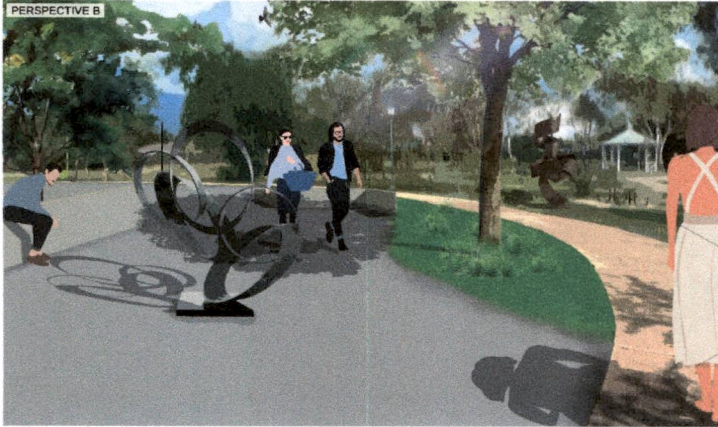
CENTER DISTRICT - DOW PARK

PERSPECTIVE A



CENTER DISTRICT - DOW PARK

PERSPECTIVE B

A graphic design featuring a map of a city in the background. A large green arrow points from the left towards the right. Inside the arrow, there are silhouettes of three deer running. Above the deer, the text reads "MOVING TOWARD A...". Below the deer, the text reads "GREENER, HEALTHIER, AND HAPPIER CITY".

MOVING TOWARD A...
GREENER, HEALTHIER, AND HAPPIER CITY

DEER PARK

Comprehensive Master Plan for Park, Recreation, and Open Space: 2024 - 2034





DEER PARK
Both place of Texas

Phone: 281-478-2050
 E-mail: recreation@deerparktx.org
 Website: deerparktx.gov/parksandrec
 Address: 709 E. P Street
 Deer Park, Texas 77536

Charlie Sandberg, Parks & Recreation Director



THE 2023 ANNUAL REPORT

An Extraordinary Year in Deer Park, Texas

CONTENT & RETIREMENT

Content

3	From the Director	13	CAPRA Accreditation
4	Who We Are	14	Community Outreach
6	Organizational Chart	19	Facility Services & Customer Service Committee
8	Mission, Vision & Core Values	20	2023 Projects
9	Parks & Greenspaces		
10	2023 Tornado & Drought		
11	Notable Achievements		
12	Financials & Staff		

Director, Charlie Sandberg, Retires

Time has flown remarkably fast, with thirty-one years passing more quickly than I could have ever imagined. I want to express my deep gratitude to every member of our staff—whether full-time, part-time, or temporary—for their exceptional contributions to our community. Your work in providing quality buildings, parks, events, and customer service has been invaluable to Deer Park, and its importance cannot be overstated.

I am equally thankful to the City Council, the Parks and Recreation Commission, and our administration for their unwavering support and guidance,

which has been the lubricant keeping our department's machinery smoothly in motion.

The year 2023 has been an extraordinary journey, marked by destruction, deconstruction, and plentiful opportunities. It began with the tumultuous 2023 tornado, instilling fear, yet our community and staff stood resilient and hopeful, tackling every challenge head-on. Our teams, particularly in parks, performed miraculous feats from clearing debris to tree donations, helping our community to regain its footing. Your tireless efforts have been the backbone of our recovery, and for that, I am immensely grateful.

2



The planning for the new community center has been a thrilling experience for me. Despite the sadness of saying goodbye to the old, the anticipation of the spectacular new facility promises a future of enhanced success and programming for our department. I eagerly look forward to its completion in the summer of 2025, when we can celebrate together with the community.

A highlight of 2023 was the introduction of the Día de los Muertos event, marking Deer Park Parks and Recreation's first cultural festival. The significance of this program to our community was immediately apparent, and I am incredibly proud of the team that made it happen.

Reflecting on the past, several moments stand out, such as the inaugural Reindeer Park at Dow Park, where the attendance exceeded all expectations. Witnessing the evolution since then has been gratifying,

especially the joy of seeing families and visitors relishing Dow Park, affirming the impact of our collective efforts. Another poignant memory is from Tropical Storm Allison, when we embarked on a mission to evacuate a special needs resident to safety, a testament to our commitment to the community.

It fills me with warmth to have served in various capacities, and I feel blessed to have worked with such an outstanding team over the years. As I approach retirement, I am excited for the future of Deer Park Parks and Recreation Department and am confident of the remarkable achievements that lie ahead. I will continue to cheer for you and thank God for the blessings experienced here in Deer Park.

Charlie Sandberg

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CITY OF DEER PARK LEADERSHIP

"Leadership is not about being in charge. It's about taking care of those in your charge" – Simon Sinek

To access more information on the Deer Park Community Development Corporation and Parks and Recreation Commission including meeting dates and times, visit the City of Deer Park website – deerparktx.gov – scroll over the "Government" tab, and click on "Agendas & Minutes" in the "Mayor & Council" column.

WHO WE ARE



City Leadership
 Jay Stokes, City Manager
 Sara Robinson, Assistant City Manager



Parks & Recreation Commission
 Alan Cliburn, Chairman
 Eric Ripley, Vice Chairman
 Glenda Jo Kiefer
 Sherry Redwine
 Jamie Cox



City Council
 Mayor Jerry Lee Mouton, Jr.
 Council Member Position 1: Sherry Garrison
 Council Member Position 2: TJ Haight
 Council Member Position 3: Tommy Ginn
 Council Member Position 4: Bill Patterson
 Council Member Position 5: Ron Martin
 Council Member Position 6: Georgette Ford



Community Development Corporation
 Laura Hicks, President
 Eric Ripley, Vice President
 Justin League, Secretary
 Jeff Lawther, Treasurer
 Fajlene DeFrancis
 Les Ellard
 Doug Burgess

FORM OF GOVERNMENT

Deer Park, Texas has a council-manager form of government. The city also has five boards and commissions, including the Board of Health, Library Board of Trustees, Parks and Recreation Commission, Planning and Zoning Commission, and Senior Citizens Commission.

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**CITY OF DEER PARK
PARKS & RECREATION
DEPARTMENTAL
LEADERSHIP**

Charlie Sandberg, Director



Jacob Zuniga, Assistant Director



Jazmin Hernandez,
Administrative Supervisor



Debra Culp,
Athletics/Aquatics Supervisor



Susan Mele,
Artistic Managing Supervisor



Nicole Garvis,
Marketing/Technical Coordinator



Kristen Villalovos,
Senior Services Supervisor



Tiffany McGallian,
Park Operations Supervisor

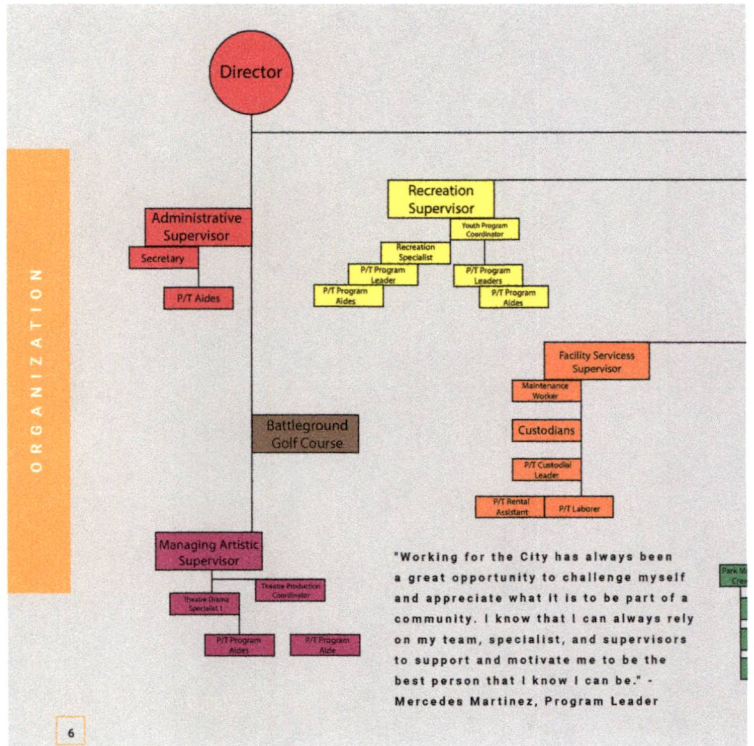


Rene McBride,
Recreation Supervisor



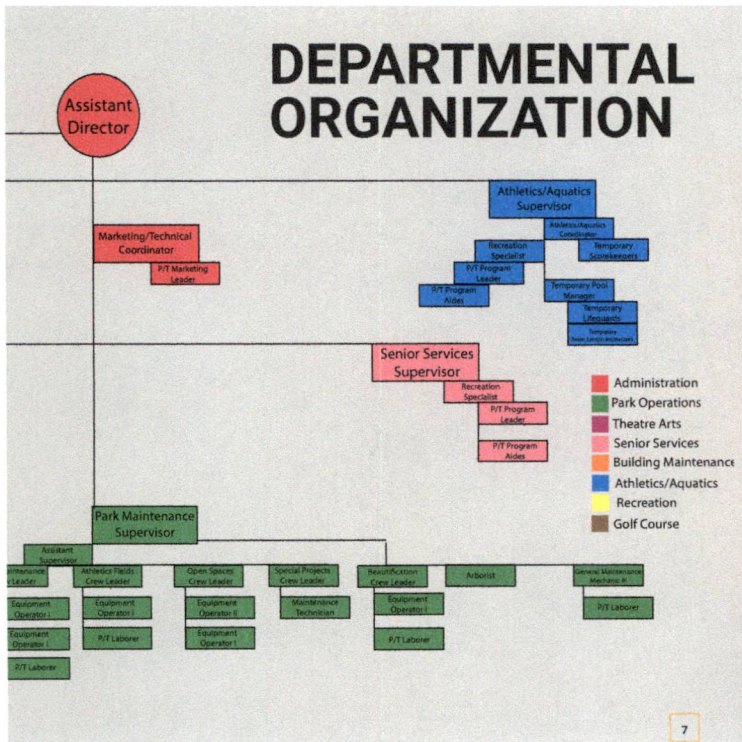
Dawn Crenshaw,
Facility Services Supervisor

WHO WE ARE



ORGANIZATION

"Working for the City has always been a great opportunity to challenge myself and appreciate what it is to be part of a community. I know that I can always rely on my team, specialist, and supervisors to support and motivate me to be the best person that I know I can be." - Mercedes Martinez, Program Leader



DEPARTMENTAL ORGANIZATION

MISSION STATEMENT

The Parks and Recreation Department is dedicated to providing the community with exemplary quality-of-life services and experiences consistent with our history, culture, and unique character.

VISION STATEMENT

The Parks and Recreation Department's vision is to provide innovative and inclusive parks and recreation experiences that foster community growth, promote healthy living, and conserve our natural and historical resources for all residents.

OUR SERVICE

CORE VALUES

- Community**
We embrace the uniqueness of the City of Deer Park and incorporate that in advancing the health and well-being of our customers and residents through parks and recreation opportunities.
- Equity & Inclusion**
We endeavor to increase accessibility and inclusivity of parks, facilities, programs, and services for all citizens.
- Healthy Lifestyle**
We inspire our citizens to pursue healthier lifestyles, which will create a more livable community.
- Safety**
We strive to provide well-maintained and safe parks and facilities to all citizens.
- Stewardship**
We develop and empower our employees to serve the community to increase the relevancy and value of department facilities, programs, and services.

Deer Park PARKS BY THE

Deer Park Sports Complexes

9 Softball Fields

14 Baseball Fields

9 Soccer Fields

OVER THE PAST YEAR,
7,800 hrs.
Were spent on sports fields maintenance

Acreage

Playgrounds

- 18 Facilities
- 12 Shaded Areas
- 4000 sq ft of Shade
- 2 Soccer Ball Goals
- 1500 sq ft of Shade
- 25 Swing Sets
- 4 Star Shaded Courts
- 1000 sq ft of Shade
- 400 sq ft of Shade
- 1000 sq ft of Shade
- 400 sq ft of Shade

PARKS

2023 Improvements

In 2023, the Deer Park Parks division achieved significant improvements across city facilities. Key projects included structural pruning of Oak trees, hiring an additional ISA Certified Arborist, and enhancing the Adult Sports Complex with larger dugouts, new backstops, and improved fencing. Renovations were also made to the baby pool and new UV systems installed at various water facilities. Environmentally focused efforts saw the relocation of a Saucer Magnolia and Chinese Fringe tree to Dow Park. Further enhancements included new parking at the Soccer Complex, a Maintenance barn, and extensive tree planting. Other upgrades included fence replacements, invasive species control at the Nature Preserve, and refurbishments of benches, trails, and the Deer Meadows Volleyball court. Routine maintenance continued with replacements of benches, tables, and trash cans to uphold public space quality.

PARKS & OPEN SPACES

TORNADO & DROUGHT 2023

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Deer Park residents left to rebuild after an EF3 tornado tore through their community

On January 24, 2023, a devastating EF3 tornado hit Pasadena and Deer Park, Texas, with winds reaching 140 miles per hour. Rated as the most severe since 1992, this tornado caused significant damage, particularly as it crossed into Deer Park where it downgraded slightly to EF2. Landmarks such as Walgreens, Deer Park Public Library, and St. Hyacinth Catholic Church sustained heavy damage, while numerous homes were affected, with one losing its roof and walls. In response, the Deer Park Parks and Recreation Department swiftly cleared debris, assisted damaged facilities, and hosted the Texas A&M Forest Service for recovery efforts. This tornado was notably recognized by KTRK-TV as the year's most impactful weather event.

The Deer Park Parks and Recreation Department faced extensive recovery challenges after a tornado struck, necessitating major repairs and replacements across their facilities. Significant work included replacing fences at the tennis courts and Pony/Colt/Brown fields, and installing new MUSCO lights at Dow Soccer and Pony/Colt fields. The Colt field bleachers and the roof on the Brown Field storage building were also replaced. At the Soccer complex, damaged shade structures and soccer goals were replaced. In addition to structural repairs, the department removed 100 damaged trees and processed 985 cubic yards of tree debris from city properties. To aid recovery, damaged Oaks underwent deep root fertilization and aeration, ensuring their health and stability post-tornado. These efforts were crucial in restoring the parks and recreational facilities to their pre-tornado condition.

Extreme Heat Intensifies Drought across Harris County August - November 2023

In 2023, Deer Park experienced a severe drought that began with extreme conditions on August 15, escalating to exceptional levels from September 9 to 18. Prior to the peak drought, the City of Deer Park had already initiated Stage 1 Drought Conditions on August 7. Due to these restrictions, the Deer Park Parks and Recreation Department was unable to water trees and other vegetation in parks and greenspaces until late October. The prolonged lack of water and harsh conditions led to the loss of 61 trees, significantly impacting the local environment and greenery across the community's parks and recreational spaces.

The image above represents drought conditions on September 12, 2023.

U.S. Drought Monitor Category	% of County
D0 - Abnormally Dry	0.0%
D1 - Moderate Drought	0.0%
D2 - Severe Drought	0.0%
D3 - Extreme Drought	75.0%
D4 - Exceptional Drought	25.0%
Total Area in Drought (D1-D4)	75.0%

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Theatre Network Of Texas Adult Textfest Award Winners

Debra Culp - Backstage Award - Statewide Award for Theatre Network of Texas - February 2023

Faylene Defrancis - Friends of the Art Park Players President - Front of House Award - Statewide Award for Theatre Network of Texas - February 2023

Rusty and Betty Gross - Art Park Players Volunteers - Spotlight Award - Statewide Award for Theatre Network of Texas - February 2023

Fred White - Ovation Award - Statewide Award for Theatre Network of Texas - February 2023

Susan Mele - Linda Lee Leadership Award - Theatre Network of Texas Statewide Award - June 2023

2023 Broadway World Regional Awards

The Art Park Players were nominated for Broadway World Regional Awards for several performances. Performers were nominated for Best Performance and the APP Spotlight.

Programmers of the Year

Ruben Martinez & Sherry Rodriguez have clinched the prestigious Programmer of the Year award! Their exceptional skills and innovative contributions to the tech world have set them apart as leading stars in programming.

ASAP Achievements

In 2023, the ASAP team celebrated key achievements: two leads obtained their IDs, two staff members received CPR/AED and First Aid Instructor Certifications, and the program earned a 95% satisfaction rate from parents on the Fall evaluation forms.

Competitive Dance team

12 Dancers, 15 Routines, 3 Competitions, & 55 Awards

Dance Program recognized at City Council - May 2, 2023

Parks Divisions Achievements

In 2023, Deer Park's Parks Division achieved notable recognition. Taylor Sandoval and Matthew Hicks were named Team of the 4th Quarter for their outstanding contributions, while the Parks Division itself was honored as Group of the Year, celebrating their collective efforts in enhancing the city's recreational spaces.

TRAPS East Region Maintenance Rodeo Champions

Overall Team- 1st Place

Brandon Naranjo- 1st Place Backpack Blower Competition

Curly Barker and Matt Hicks- 1st Place in Truck and Trailer Competition

Jason Bergman and Taylor Sandoval- 2nd Place in Irrigation Assembly Competition

Theatre Network Of Texas Youth Theatre Festival Awards

2 All-Star Cast Awards

CharLee Brandon
Serena Gossett

3 Honorable Mention Monologue Competition

CharLee Brandon
Michael Cox
Phoebe McLaughlin

Musical Theatre Ensemble finalist

"Welcome to the Rock" from Come From Away

Kate Coughran
Radiance Crowder
Allison Goetz
Katie Hebert
Star Henderson
Phoebe McLaughlin
Kennedy Meade
Abigail Reeves
Cameron Wilson

2 Todd Hart Teacher's Pet Awards

CharLee Brandon
Erma Trevino

Theatre Trivia Finalists

CharLee Brandon
Katie Hebert
Phoebe McLaughlin
Abigail Reeves

Young Leaders Council

Katie Hebert
Star Henderson

NOTABLE ACHIEVEMENTS

Deer Park Parks & Recreation Revenues 2023 By Division

Total Revenues for 2023: \$407,588

Division	Percentage
Recreation Program Fees	12%
Dance Programs Fee	20%
Theatre Program Fees	15%
Building Rental Fee	21%
School League Fees	19%
Animal Program Fees	13%

Staff Breakdown Per Division

Division	Percentage
ADMINISTRATIVE	5%
RECREATION	10%
THEATRE	12%
PAID PARKS	5%
MAINTENANCE	5%
PLANNING	5%
FINANCE	5%
Other	34%


DEER PARK
EST. 1891
Parks and Recreation

Staff Breakdown Per Division

SUPERHEROES?

"The best part of my job is by far the people I work with. Their passion for what they do is awe-inspiring and it motivates me to keep growing in my position." - Ruben Martinez, Recreation Specialist

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The Deer Park Parks and Recreation Department proudly holds CAPRA Accreditation, signifying our steadfast dedication to excellence in community service. By adhering to the rigorous standards set by the National Recreation and Park Association's Commission for Accreditation of Park and Recreation Agencies (CAPRA), we continuously improve our operations to exceed industry benchmarks.

CAPRA accreditation is more than just a recognition; it's a testament to our dedication to continuous improvement and accountability. By implementing CAPRA's operational management system, we have strengthened our infrastructure, increased efficiency in all our activities, and fostered a culture of excellence within our department.

One of the key benefits of CAPRA accreditation is the enhancement of teamwork among our staff. Through the implementation of CAPRA standards, we have established clear roles and responsibilities, streamlined communication channels, and fostered collaboration across all levels of our organization. This collaborative approach ensures that we leverage the diverse skills and expertise of our team members to deliver exceptional services to our community.

CAPRA accreditation has become ingrained in our department's internal culture. It serves as a guiding framework for decision-making, planning, and resource allocation, ensuring that we consistently uphold the highest standards of quality and service delivery. Every member of our team is committed to embracing the principles of CAPRA and integrating them into their daily practices.

As we look towards the future, we are dedicated to maintaining our CAPRA accreditation and furthering our commitment to excellence. In 2025, we will undergo the reaccreditation process, reaffirming our adherence to the highest standards of operation, management, and service provision. This reaccreditation process is a testament to our ongoing commitment to continuous improvement and our desire to ensure that we always provide our community with the highest level of service.

CAPRA ACCREDITATION

Growing together



aiming for tomorrow

"Working at the Maxwell Center brings me so much joy because I have the opportunity to connect with the incredible senior citizens who frequent our center. Each one of them holds a wealth of wisdom and stories that never fail to touch my heart. I feel privileged to be able to welcome them with open arms and create engaging activities that promote a healthy and fulfilling lifestyle." - Camryn Cardenas, Recreation Specialist - Senior Services

2023 RECREATION

2023 Enrollment Ages

2023 Enrollment Ages: 5-9 (32%), 10-14 (36%), 15-19 (13%), 20-24 (19%)

All Star Activity Program

8% Increase in enrollment from 2022

Resident/Non-Resident Enrollment: Resident 110, Non-Resident 27

2023 Recreation Program Attendance

Call from the North Pole: 158 calls

Spring Break Camp & Archery Camp had a 40% registration increase.

Dance Camp had a 44% registration increase.

Overall Camps had an 18% increase.

Camp Crabgrass - 467 registrations.

Art Park Dancers

910 recital tickets sold

195 dances performed in the Year-end Recital

14 dances performed in the Holiday Gala

Christmas Class Performance featured 17 performances.

Dance Camp Mini Recital featured 4 performances.

Princess & Prince

New camp added June 2023 for ages 3-5 brought 9 new students for Fall dance classes

2023 Special Event Attendance

DEER PARK PARKS & RECREATION

COMMUNITY OUTREACH

Easter Egg-stravaganza

Performance in comparison to 2022: decreased by 100

Daddy Daughter Dance

Performance in comparison to 2022: increased by 75

Fourth Fest

Performance in comparison to 2022: increased by 203

Halloween Carnival

Performance in comparison to 2022: decreased by 267

Dia de Los Muertos

(new program)

Reindeer Park

Performance in comparison to 2022: decreased by 51

MAXWELL ADULT CENTER

TEXAS A&M AGRI LIFE EXTENSION

Partnership with Texas A&M AgriLife Extension to provide health and wellness classes to the senior 62+ community participated in 2022.

96% Success rate

Attendance at Day Trips

28% Increase in participation

Attendance at special events

18% Overall cost reduction

Overall cost reduction

Meals Delivered

Recurring Programs

Special Events

Day Trip Attendance

15

DOW PARK POOL RESCUES

64 Females rescued, 72 Males rescued

Rescues in water depth of 0-3 Feet: 2

Rescues in water depth of 3-6 Feet: 135

77% of rescues were due to work activities

COMMUNITY OUTREACH

Rescues by age

Total 2023 rescues: 137

16

Debra Culp
ATHLETICS/AQUATICS SUPERVISOR

Lifeguard Training & Swim Lesson Program Coordinator
Instructed 99 Classes
From 2014 - 2023
417 Participants
99.6% Success rate

DEER PARK

Bridge of Time

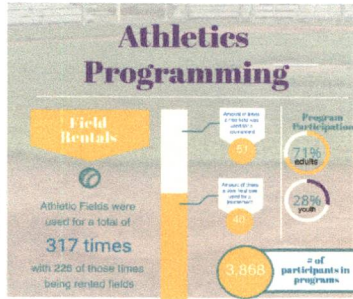
DOW PARK POOL ATTENDANCE

Total Attendance: 7433
Pools Sold: 394

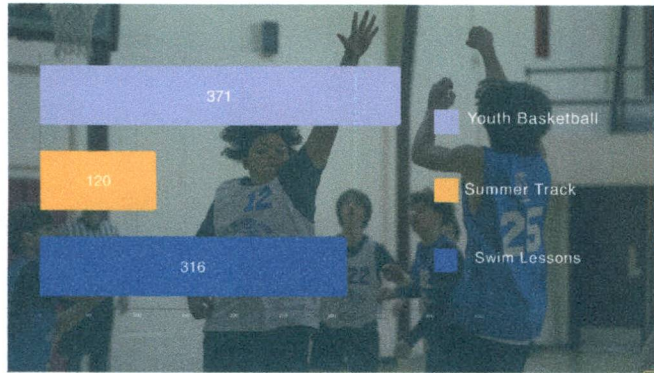


"The City of Deer Park has always been home. It such a blessing that the staff welcomed me back here once I finished college! I get to continue doing what I love with the city that I love."

- Luke Ward, Pool Manager



The theatre division hosted the Theatre Network of Texas Youth Festival, which approximately 500 students and chaperones from theatres all over Texas attended in June of 2023. The City of Deer Park partnered with San Jacinto College and produced one of TNT's highest-rated youth conferences.



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- Employees**
- 1 Supervisor
 - 1 Maintenance Worker
 - 6 Full time employees
 - 9 Part-time employees
- Facilities**
- 12 Facilities
 - 9 Park restrooms (50 hours a week cleaning park restrooms)

- Special Events**
- July 4th
 - Halloween Carnival
 - Tree lighting
 - Reindeer Park
 - Annual Credit Union meeting

"I admire the collaborate spirit. I believe I can make a positive impact here."
- Rosalia Rodriguez, Facility Services Crew Leader

CUSTOMER SERVICE COMMITTEE

The Customer Service Committee Revamped the program during 2023 and awarded three Part-Time Employee of the Quarter awards. They also offered a quarterly employee appreciation projects and quarterly All-Staff Meetings to increase cross-divisional communication.



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Tornado

In January 2023, a devastating tornado swept through Deer Park, wreaking havoc on many of the City's facilities, including the destruction of the Community Center roof and significant damage to the Pool House roof. The Deer Park Parks and Recreation Department dedicated extensive efforts to damage control and repairs in the months following the disaster. After rigorous work, the department has successfully returned all affected facilities to full functionality, completing all necessary replacements and repairs to restore services to the community.



Soccer Building

Due to the construction of the new Community Center, the Parks and Recreation Department (PARD) of Deer Park had to relocate its administrative, recreation, and athletic/aquatic services. After careful consideration, the Soccer Building in Dow Park was chosen as the most suitable location for temporary operations. This move required transferring equipment, files, and various other items. However, the relocation process was complicated by damage from a recent tornado, which necessitated significant structural repairs. Following these repairs, the department thoroughly cleaned the facility, installed new carpet and office equipment, and improved storage solutions. Temporary offices were established for several divisions, accommodating approximately 9-10 employees who now use this space as the operational hub for PARD. The department will continue to function from this location until the completion of the new Community Center.

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Soccer Parking Lot

The City of Deer Park completed a parking lot construction project in collaboration with Texas Wall LLC, which was selected through a competitive Request for Proposal process. The contract was awarded to Texas Wall LLC, and the Public Works Department's Engineering Division handled the project design. The completion of this project was marked by a ribbon-cutting ceremony in the summer of 2023. In October 2023, the City Council officially closed out the project, confirming the successful completion of the new infrastructure.

Community Center

The City is happy to announce its continued collaboration with BRINKLEY SARGENT WIGINTON ARCHITECTS and Durotech, our Construction Manager at Risk, on the Community Center project. The project rises daily from the ground, with every element taking on a tangible form. Recent meetings have unveiled a projected completion date of March 10, 2025, along with discussions covering submittal reviews, design enhancements, RFI reviews, and beyond.



Girls Softball Parking

The Parks and Recreation Department (PARD) of Deer Park, utilizing interest from Type B Funding, prioritized the addition of parking at the Girls Softball Complex. The engineered design for this project, completed by the Public Works Department, set the stage for the next steps. In late fall, the department initiated the procurement process to seek bids for the construction. Bids are scheduled to be opened in January 2024, followed by the start of the construction contract process. Additionally, the project includes contracting with Musco Lighting to provide lighting for the new parking lot of the new Community Center.



Spencerview Bridge

The City of Deer Park has partnered with Cobb Fendley to prepare presentation documents and abutments for the new Spencerview Bridge. In collaboration with Harris County Flood Control and Cenikor, city staff has been actively involved in securing easements to ensure maintenance access to the bridge. Essential preparatory work, including the geotechnical report and the easement documents, has been completed, alongside purchasing a portion of the Cenikor property. With these preliminary steps concluded, the City is nearing the stage to solicit bids for the bridge's construction.



Hike & Bike Trails

The Parks and Recreation Department is advancing the next phase of the Hike and Bike Trails Program, maintaining its commitment to expanding the trail system. In May 2023, the City of Deer Park entered into a partnership with Harris County Precinct 2, which involved a matching grant wherein Precinct 2 contributed \$400,000 and the City matched with \$450,000. An architect was hired by Harris County Precinct 2 to design the trail. Recent discussions have indicated that the projected costs will exceed the initial \$850,000 budget, reaching up to \$1,100,000. To cover this increase, in 2024, the Parks and Recreation Department plans to apply for an additional matching grant of \$100,000. This application will be submitted to Harris County Precinct 2 in February 2024, ensuring continued funding for this vital community project.



Jimmy Burke Activity Center

The Jimmy Burke Activity Center Project, funded by an approved voter General Obligation Fund, has completed the Schematic Design Phase. The City of Deer Park has contracted with Brown, Reynolds & Watford Architects for the design development and construction documents. To ensure the project's success, the City has opted for the Construction Manager at Risk (CMAR) method for building the 55,780-square-foot facility. This new center is set to feature a Historical Museum, a large dog park, an outdoor seating area, convention-like rooms, and meeting breakout classrooms. To oversee the construction, City staff has appointed Rogers-O'Brien Construction as the CMAR for the project, ensuring expert management and execution.



Dow Park Children's Pool

The Dow Park Children's Pool has recently significantly improved its appeal and functionality. These updates, carried out by Kraftzman Commercial Playgrounds and Water Parks through a BuyBoard Contract, included re-plastering the pool and adding new features such as a mushroom maze, over and under nozzles, and a log slide. The total investment for this project amounted to \$86,974.43, ensuring that the pool continues to be a delightful and safe recreational spot for children.



Deer Park Parks & Recreation
Rooted in Community,
Growing Towards Tomorrow



REPORT AND IMPLEMENTATION PLAN

CITY COUNCIL/STAFF PLANNING SESSION

City of Deer Park

March 1, 2024

Introduction

Report and Strategic Plan

Adopted May 7, 2024

Prepared and Facilitated By Ron Cox Consulting

Historical Perspective

On March 3 and 5, 2008, the City Council and staff of the City of Deer Park met for a planning session. The purpose of the planning session was twofold: the first session to meet with City Council, the City Manager and Assistant City Manager on their internal process of governance; the second session to meet with the City Council and all key department directors to develop a strategic plan for the city.

On March 4 and 5, 2014, the City Council and staff met for a planning session. The purpose, as in the first planning session, was twofold: to meet with the Council and executive staff to discuss and reconfirm the Council's governance process; and secondly to develop goals and strategies for the coming years.

Again, on March 7, 2019, the City Council and staff met for their third planning session. Again, they confirmed their governance process and secondly developed goals and strategies for the next five years. In review of their work in 2008 and 2014 they agreed the process has been productive. In addition, all the strategies identified in 2014 had either been completed or address and a new plan is needed.

Now, on March 1, 2024, the Council met to confirm their governance structure and participate with the full staff in a planning session to update their Strategic Plan. For the first time, the full council, all department directors and all first line supervisors met to do the planning. Over thirty participants participated in a SWOT analysis to form the basis of the Plan.

The City Council, City Manager and staff participated in the planning session discussions in a free and open manner. All participants were honest, courteous, and respectful in their responses, and dialogue was excellent in all respects. The purpose of this report is to document the discussion at

the Retreat and provide the basis for implementation plans for the long-term strategies established at the Retreat.

Session 1 Governance

At their 2024 planning session the Council reviewed the governance model they had originally prepared in 2008 and revised in 2014 and 2019. There were some minor additions and corrections, but there were no substantive changes.

All agreed the Mayor and Council operate within the governance model well and it is always good to be reminded of the commitments they have made to each other, the organization, and staff. The new members who had not previously answered this question answered these questions. Their responses are in red.

Why did Council members run? (brought forward from 2019)

- It is important to give back to the community. (Serving has been very good to me.) Issues needed to be addressed - needed to be a part of the solution and not sit on the sidelines. Lived here a long time - there were issues and I stepped forward. Want to serve. Have the time to serve. I know what it is to be a good teammate. I know what it is to be a good servant. Concerned for the future of Deer Park. Was the right time for me to run. I love the community. Wanted to help shape Deer Park for the future. I knew city government from experience - I can help. I have compatible leadership skills. Need someone from my generation to serve. Wanted to be included in the decision-making process. To make a difference. Has no agenda but wants to participate. Experienced in little league baseball and wanted to be helpful at the council level. Served on the P&R Board and wanted to serve on Council. Involved the community. Want to "do my part" for the community. Want to ensure the security, infrastructure and flood protection for the citizens.

What personal attributes does each Council member provide? (brought forward from 2019)

- Bring a female perspective to the group decision making. Small business owner and bring that expertise to the group. Not afraid to speak out. Not afraid to ask questions (there are no dumb questions). Will speak my mind openly. A good listener. Have the ability to "move on" after the decision is made.

- Want to work together as a team. Am an independent thinker. Vote our convictions. Ability to respect others' opinions and thoughts and votes. All members have different perspectives based on different experiences. Wisdom based on experience. We know who we work for - the citizen, taxpayer. Grew up here, have kids at home. Their needs are different than mine were 25 years ago, but our decisions will affect those in the next 25 years. Have a unique outlook since work with employees at the employee credit union every day. Experience with youth sports. Emergency management background. Financial background.

What are the important core values for the organization? (originally developed in 2008; confirmed in 2014, 2019, 2024)

- Respect Integrity Honesty Fairness Responsibility Hope Faith

How will the City Council lead? (originally developed in 2008; reviewed in 2014 and reviewed again in 2019 and 2024)

- With honesty an integrity (doing the right thing when no one is looking). By communicating decision and telling why. Humbly. As a team - together - with cooperation. Within the laws (not above the law). Earning respect among the team and the employees. By owning the decision - not matter the vote. Do not "throw each other under the bus." Don't speak for other people - only oneself. By helping to shape decisions together. Becoming informed, then speak, then decide. Inspiring others. With personal conviction and passion.

How will Council communicate with each other? (originally developed in 2008; reviewed in 2014 and reviewed again in 2019 and 2024)

- Sharing ideas. Working together in informal settings where possible. Respectfully to each other. With an open mind. To express and understand ideas and how it impacts others. Listening to staff and then make decisions.

- Within the open meetings act.
- Decided to have more work sessions in an informal setting (away from the dais) to better share ideas around a table.

What does Council expect of each other? (originally developed in 2008; reviewed in 2014 and reviewed again in 2019 and 2024. Items added are in red)

- Honesty from one another.
- Listen to each other.
- Be respectful of
 - Other's opinions.
 - Those who have the floor.
- Patience.
- Availability.
- Focus.
- Preparation.
- Sympathy and kindness toward one another.
- Respectful of individual and personal priorities (family obligations).
- Be aware of others' sacrifice for their sake (spouse and family).
- Able to forgive and learn.
- Trust the process.
- Ask yourself, "What is the right thing to do?"

What does Council expect of staff? (originally developed in 2008; reviewed in 2014 and reviewed again in 2019 and 2024)

- Honesty.
- Be well prepared.
- Provide excellent work.
- Communicate with the Council and other employees all issues fully from beginning to end of process.
- Realize that staff has limitations they have to work within.
- Provide all recommendations through the City Manager.
- Trust the Council.
- Provide full disclosure.
- Be empathetic toward the Council and their decision making.
- Provide pros/cons and alternatives.

What does Council believe staff expects of them? (originally developed in 2008; reviewed in 2014 and reviewed again in 2019 and 2024. Items added are in red.)

- Staff has limitations imposed by budget or legal constraints.
- "There are some things staff just can't fix."
- Staff will make mistakes.
- Defend them.
- Do not micromanage.
- Understand the hierarchy.
- Respect administrative protocols.

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The Mayor and Council identified the key elements of the City's mission.

- To provide quality facilities, amenities and services that offer value.
- To promote the unique values of family and hometown feel.

Mission Statement

The Council then reviewed the existing Mission Statement. The intent was to review it to be consistent and clear in its message. The Mission Statement was revised in 2014. Council agreed this statement continues to be consistent with the philosophy of the organization.

Current

The Mission of the City of Deer Park is to deliver exemplary municipal services that provide the community a high quality of life consistent with our history, culture, and unique character.

Amendments 2024

The Mission of the City of Deer Park is to deliver exemplary municipal services that provide the community a high quality of life consistent with our history, culture, and unique character sense of community.

Amended Statement 2024

The Mission of the City of Deer Park is to deliver exemplary municipal services that provide a high quality of life consistent with our history, culture, and unique sense of community.

Core Values

Council reviewed the Core Values and determined that an explanatory statement about each of the core values would be helpful.

- Respect
- Integrity
- Honesty
- Fairness
- Responsibility
- Hope
- Faithfulness

**Session 2
Mini-SWOT Analysis
Strategic Initiatives**

The City Council members and the city management team spent the balance of their day together. They discussed the strengths, weaknesses, and issues and challenges for Deer Park. Following that discussion, the group created a series of strategies to enhance the strengths and overcome the weaknesses.

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- Treat staff with respect.
- Appreciate their role.

The "secret sauce" of good governance

Council reviewed and analyzed their own performance regarding how they govern. They agreed that their working relationships were exemplary and very few councils perform to the level of this group. They then defined the "secret sauce" to performing at the level they do.

- We place the well-being of the citizens first.
- We have a love for our community.
- We have a spirit of humility.
- We are willing to listen.
- We have no hidden agendas.
- We don't allow the issues to become personal.
- We agree that the majority rules and move on from decisions.
- We have common vision and beliefs about the community.
- We trust in and don't take staff for granted.
- There is trust between the Mayor and City Council and staff.
- There is trust from citizens.

Vision and Mission

Vision Elements

The facilitator asked the members their key elements to the vision for Deer Park.

- Leaving Deer Park, a better place for the future.
- Having quality facilities and amenities that offer and add value to the community.
- Have a quality community and services.
- A safe community.
- A family-oriented community.
- Distinct in appearance and function.
- A premiere community.
- A community with pride that everyone can take pride in.

Vision Statement

The Mayor and Council reviewed the Vision Statement originally prepared in 2014. All agreed it continues to be applicable to the community and to the work of the City Council.

**Deer Park is a vibrant, sustainable community,
a safe place to work, play, and live offering growth and opportunity
to all residents and businesses.**

Mission Elements

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Strengths

The City Council and staff divided into four groups and identified the following as the strengths of the community and the organization of Deer Park, Texas. The Council and staff were divided into three groups. These are the results for each of the groups in no particular order. Because of the size of the group, many different members identified the same strength. To avoid duplication, these are only listed once.

Strengths

Group 1

Strengths	
Community	Organization
Good school district	Trust among co-workers
Great police department	Employee tenure
Safe family environment	Long term vision and strategy
Parks and Recreation facilities	Volunteers for all aspects of city
Transfer station	City stability on Council and tenure of employees
Great industry partners.	Interlocal cooperation between cities
A multi-generational community	Salary and competitive benefits
Very appreciative community	
Upgraded water and wastewater system	
Good employment opportunities	
Business friendly	
New emergency operations center/EOC	

Group 2

Strengths	
Community	Organization
Diversity in the community	Leadership
Involved citizens	A listening attitude
Outspoken citizens	Responsive
Proximity to the big city	Focus on high quality services
Industry partners	Morale
Per capita median income	Financial stability
ISD pride	Transparency
City pride	Accountability
Improved infrastructure	Respectful/harmonious
Available amenities	Sustained values
	Have fun!
	Community engagement
	Emergency preparedness
	Experience/expertise

Group 3

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Strengths	
Community	Organization
Sense of pride of community	Resiliency of staff
Residential longevity	Tenure with staff
Resiliency of community	Continuous improvement of the city
Options for activities within the community	Financially stability
Small town feel	Strong leadership – stable and consistent
Safe environment	Reaching to strong community and industrial partners
Good school district	Innovative
Supportive council	Collaborative with others
Communication in the community	Supportive council
infrastructure	Communication
	Allocating resources
	Infrastructure improvements

Group 4

Strengths	
Community	Organization
Support of the community	Team work
High expectations	High expectations
Helpful nature in times of stress	Pride
School district	Resources
Pride in community	Relationships within and outside the organization
City resources	Level of services
Low crime rate	Placing value in employees
Stable property values	Pay and benefit package for employees
	Stability among leadership

Weaknesses

City Council and staff then identified the following weaknesses and issues and challenges that Deer Park must face. The Council and staff were divided into four groups. These are the results for each of the groups in no particular order.

Group 1

Weaknesses	
Community	Organization
Natural and environmental hazards	Tenure of employees due to retire
City is landlocked for growth	Future benefit challenges for employees
Traffic – freeway trucks	Legislative changes
Property values	Supply chain issues

	Need to freshen up processes
	Staffing levels

Group 4

Weaknesses	
Community	Organization
City is landlocked	Loss of tenured employees
No downtown	Limited number of volunteers
Feeling of complacency	Low on staff
Lack of understanding	Budget constraints
Parts of town need renovation/redevelopment	Aging infrastructure
Center Street needs updating	Lack of communication from the industries
Rumors on social media	Lack of communication at the field level

Weaknesses/Issues and Challenges Grouped

The weaknesses were then grouped into the existing Key Strategic Focus Areas where applicable.

The Key Strategic Focus Areas and the combined weaknesses are as follows.

Key Strategic Focus Areas

Leadership/Governance

- Legislative actions against cities.
- ETJ restrictions.
- Citizen complacency.
- Communication with citizens.
 - Unrealistic citizen expectations.
 - Lack of citizen understanding
- Resistance to change.

Quality of Life/Image

- Aging infrastructure.
- Aging housing and lack of aesthetic appeal.
- Industry aesthetics.
- Need for neighborhood revitalization.
- Need for neighborhood redevelopment.

Comprehensive Planning

- None

Economic Development

- City is landlocked.
- There is no downtown area for the city.
- City is built-out.

Again infrastructure	Changing workforce environment – remote work; not community oriented; short term employees
Redevelopment of neighborhoods is slow	
Lack of citywide beautification	
Drug addiction	
Mental health issues	
Homelessness	
Wild animals (cayotes)	
Social media – Deer Park Talk	

Group 2

Weaknesses	
Community	Organization
Unrealistic expectations	Losing historical knowledge of tenured employees
Legislative threats to the ETJ	Competing resources for increasingly critical needs
Geographical footprint is built-out	Historically slow with leadership inclusion and development
Industry aesthetics and exposure to risk	Tourism opportunities for visitor retention
Perpetuating misinformation	Can be slow to change
Lack of industry transparency	Temporary tension due to construction of facilities
Business retention	Departmental turnover and continued relationship development
Lack of affordable residential inventory	Local, state and federal red tape, restrictions and legalities
Lack of natural geography	
Lack of amenities for tourism	

Group 3

Weaknesses	
Community	Organization
Communication	Communication
Aging population	Planning for the future
Land locked	Propensity for emergency incidents (industrial)
Lack of retail	Old/aging infrastructure
Resistance to change	Tenured management (retiring)
High expectations from citizens	Resistance to change

- There is a lack of industry transparency.
- There is a need to focus on existing business retention.
- There is a need to focus on tourism retention strategies.

Public Safety

- Hazardous traffic on freeways.
- Traffic control on Highway 225.
- Need for additional emergency preparedness.
- Wildlife (cayotes).
- Homelessness/Mental Health issues.

Organizational Excellence

- Loss of historical knowledge with retiring workforce.
- Aging workforce.
- Communication between departments.
- Leadership development.
- Resistance to change.
- Changing workforce.
- Competing for limited resources
- Loss of volunteers.

Developing Strategies

**Key Strategic Focus Areas
Policy Statements
Opportunities**

Finally, the groups were asked to identify opportunities in each area that responded to the weaknesses identified.

Note: Following the identification of all opportunities, each member of the City Council used five dots to vote for their top five priorities. These are noted with a red asterisk (*)

Leadership/Governance

- **Policy Statement-** Create opportunities for leadership and development and address governance issues for the organization.
- **Opportunities**
 - ** Establish a legislative advocacy program.
 - Improve the public engagement/communication program to curb misinformation and misunderstandings.
 - Expand proactive informational program on social media.
 - * Target markets with different forms of social media.
 - Utilize utility bills for information distribution.
 - Improve use of digital signs for information.
 - Develop citywide public information announcements.
 - Establish an adult version of Student Government Day.

- Establish a citywide leadership development/training program for teambuilding, communication, succession planning.

Quality of Life/Image

- **Policy Statement** – To elevate the community’s quality of life. To be a vibrant community of choice in which to live, work and play.
- **Opportunities**
 - *** Improve signage at intersections.
 - * Establish a Capital Improvements Plan for infrastructure redevelopment.
 - * Develop a GIS asset management inventory system.
 - Create schedule for repair/replacement of infrastructure.
 - Establish a street rating system for repair and replacement.
 - Prepare a sidewalk/trails master plan
 - Consider debt funding for CIP.
 - Be more aggressive with code enforcement.
 - Research and make recommendations for a tax abatement program to encourage housing redevelopment.
 - Establish a more robust facilities maintenance program.
 - Establish a more robust parks maintenance program.
 - *** Create additional recreational programming for kids/teens.
 - Establish iconic staples for Deer Park (i.e., Seabrook pelicans, umbrella alley)
 - Beautify the city gateways.
 - Seek out niche/boutique businesses to support Deer Park.

Comprehensive Planning

- **Policy Statement**- The City of Deer Park will develop and maintain a comprehensive plan to address its infrastructure and facility needs including zoning, streets, drainage, utilities, and city facilities to be supported by a strategic financial plan that considers all available funding options.
- **Opportunities**
 - None

Economic Development

- **Policy Statement** – The City of Deer Park will develop strategies to promote economic development.
- **Opportunities**
 - ***** Develop a revitalization master plan for beautification and redevelopment of Center Street.
 - Explore removal/relocation of power lines.
 - Establish redevelopment strategies for the city.
 - Utilize TIRZ and other special districts where applicable.
 - Establish a greater emphasis on community-wide code enforcement.
 - Establish a community engagement program to leverage the Jimmy Burke Center facility.
 - Promote more community events.

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Council and staff identified threats to the process. What are those things that would prevent the council and staff from accomplishing their programs and goals?

- Lack of staff
- Lack of funding and resources
- Resisting change that may come from initiatives.
- Lack of staff time or training to accomplish the tasks.
- Legal and/or legislative constraints
- High turnover at the Council and staff level.
- Lack of follow up.

Council Prioritization Process

Council used colored dots to identify their top five priorities. Although not a complete prioritization process, it did identify those opportunities that were most important to the members. The priorities as denoted by dots are identified in a red asterisk *. See notes in the above section.

2019 Strategic Plan Carry Forwards

There were a few strategies identified in the 2019 Strategic Plan that are to be carried forward to the 2024 Plan. These are as follows. These will be identified in the 2024 Strategic Plan.

- **Leadership/Governance** carry forwards:
 - Establish a system for regular review of the City Charter
- **Quality of Life/Image** carry forwards:
 - Establish a comprehensive redevelopment and beautification master plan (suggested to be in the Economic Development focus area for 2024)
 - Establish a master traffic signalization, including traffic preemption devices, and intersection lighting and signage throughout the City.
- **Comprehensive Planning** carry forwards:
 - Establish a financial master plan.
- **Economic Development** carry forwards:
 - None.
- **Public Safety** carry forwards:
 - None.
- **Organizational Excellence** carry forwards:
 - Develop organizational processes and programs after analysis of work/life balance.

Development of Implementation Plan

April 8, 2024. The facilitator, Ron Cox met with the staff to develop an implementation plan for the various strategies approved by the City Council.

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- Establish more concerts
- Establish an annual historic reenactment at Patrick’s Cabin.
- Reinvigorate Fall Fest.
- Establish a monthly Farmers Market.
- Establish marketing and programming for new civic center facilities.

Public Safety

- **Policy Statement** – Provide for the safety of the citizens; enhance emergency operations, build capacity; and provide collaborative/cooperative response.
- **Opportunities**
 - ***** Refamiliarize staff with EOC protocols and training.
 - ***** Establish a mental health social media campaign with information for available resources.
 - Establish a wildlife education campaign.
 - Conduct a commodity flow study to determine hazardous traffic issues.
 - Expand the Police Department D.O.T. program.
 - Improve radio and tower communications.
 - Develop relationships with neighboring community shelters.
 - Establish continuous emergency management training for staff.
 - Establish a process for providing personal supplies to people in times of emergency.
 - Develop a webinar education series for residents to be prepared for emergencies.
 - Mitigate the stray animal population.
 - Allocate additional time and staff for EOC training.

Organizational Excellence

- **Policy Statement** – TBD
- **Opportunities**
 - ***** Prepare a more robust succession planning program.
 - * Identify options for adding volunteers.
 - Establish a historical reference material of policies and procedures for each department.
 - Improve communications among departments/staff.
 - Have regular meetings to understand what each department does.
 - Have Lunch & Learn meetings between departments.
 - Prepare videos on departmental responsibilities.
 - Establish a mentoring program.
 - Trading positions for a day.
 - Develop a networking protocol with area jurisdictions.
 - Continue regular strategic planning processes
 - Conduct department level planning retreats
 - Establish a leadership development program for all levels of operations.
 - Classes for second level leadership.
 - Cross training in departments.
 - Identify acting supervisory opportunities.

Threats

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These meetings resulted in the preparation of implementation steps, development of anticipated costs, and identification of partners needed to accomplish the steps. In addition, a proposed timeline for the implementation, and development of a schedule for reporting to the City Council.

The Implementation Plan is provided as a separate document.

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**City
Of
Deer Park**

Strategic Plan

May 7, 2024

**Facilitated by
Ron Cox
Ron Cox Consulting**

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Vision
(created 2014)

Deer Park is a vibrant, sustainable community; safe places to work, play, and live, offering growth and opportunity to all residents and businesses.

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Mission
(revised 2024)

The Mission of the City of Deer Park is to deliver exemplary municipal services that provide a high quality of life consistent with our history, culture, and unique sense of community.

**City Council
Core Values**

- Respect**
- Integrity**
- Honesty**
- Fairness**
- Responsibility**
- Hope**
- Faith**

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Council
The “Secret Sauce” of Deer Park’s Good Governance
(added in 2024)

- We place the well-being of the citizens first.
- We have a love for our community.
- We have a spirit of humility.
- We are willing to listen.
- We have no hidden agendas.
- We don’t allow the issues to become personal.
- We agree that the majority rules and move on from decisions.
- We have common vision and beliefs about the community.
- We trust in and don’t take staff for granted.
- There is trust between the Mayor and City Council and staff.
- There is trust from citizens.

City Council
Leadership Philosophy
(revised 2014)

- **With honesty and integrity (doing the right thing when no one is looking).**
- **By communicating decision and telling why.**
- **Humbly.**
- **As a team – together – with cooperation.**
- **Within the laws (not above the law).**
- **Earn respect among the team and the employees.**
- **By owning the decision – not matter the vote.**
- **Do not “throw each other under the bus.”**
- **Don’t speak for other people – only one’s self.**
- **By helping to shape decisions together.**
- **Become informed, then speak, then decide.**
- **Inspiring others.**
- **With personal conviction and passion.**

City Council
Communication Philosophy
(revised 2014)

- **Sharing ideas.**
- **Working together in informal settings where possible.**
- **Respectfully to each other.**
- **With an open mind.**
- **To express and understand ideas and how it impacts others.**
- **Listen to staff and then make decisions.**
- **Within the open meetings act.**

City Council Expectations
(2014; revised 2019)

Expectations of Each other...

- Honesty from one another.
- Listen to each other.
- Be respectful of
 - Other’s opinions.
 - Those who have the floor.
- Patience
- Availability
- Focus
- Preparation
- Sympathy and kindness toward one another
- Respectful of individual and personal priorities (family obligations)
- Be aware of others’ sacrifice for their sake (spouse and family)
- Able to forgive and learn.
- Trust the process.
- Ask yourself, “What is the right thing to do?”

Expectations of Staff

- Honesty.
- Be well prepared.
- Provide excellent work.
- Communicate with the Council and other employees all issues fully from beginning to end of process.
- Realize that staff has limitations they have to work within.
- Provide all recommendations through the City Manager.
- Trust the Council.
- Provide full disclosure.
- Be empathetic toward the Council and their decision making.
- Provide pros/cons and alternatives.

Staff expectations of Council (as defined by Council)

- Staff has limitations imposed by budget or legal constraints.
- “There are some things staff just can’t fix.”
- Staff will make mistakes.
- Defend them.
- Do not micromanage.
- Understand the hierarchy.
- Respect administrative protocols.
- Treat staff with respect.
- Appreciate their role.

City Employees Core Values

Our core values center around ethical behavior, honesty, trustworthiness, and fairness. We pledge to use sound policies and procedures to recognize common goals and direct all efforts toward public service.

Key Strategic Focus Areas and Strategies

Leadership/Governance

Policy Statement

Create opportunities for leadership and development. Address governance issues for the organization.

Strategies

2019 Carry Forward

- Establish a system for regular review of the City Charter.
 - Establish a Charter Review Process/Policy that sets the timeframe for regular review by a Charter Committee to be appointed by the City Council.

2024

- ** Establish a legislative advocacy program.
 - Have a more active role in legislative activities: visiting Austin/state officials; find municipal partners with common issues/ground. Become more active with org's like the Chamber and Economic Alliance; ex: the EA has monthly public policy meetings and distributes white papers. Create a true "program", develop a "Legislative Committee" of Council members and key City staff.
- Improve the public engagement/communication program to curb misinformation and misunderstandings.
 - Expand proactive informational program on social media.
 - * Target markets with different forms of social media.
 - Utilize utility bills for information distribution.
 - Improve use of digital signs for information.
 - Establish an adult version of Student Government Day.

Key Focus Areas and Strategies

Quality of Life/Image

Policy Statement

Elevate the community's quality of life to be a vibrant community of choice in which to live, work and play.

Strategies

2019 Carry Forward

- Establish a master lighting and signage throughout the City.

2024

- *** Improve signage at intersections.
- Utilize City logo in and on messaging, signage, assets, etc. in a way that highlights the city's unique culture.
- Update signage standards established by City Manager/Mktg on all wayfinding, electronic marquee and entryway signage.
- *** Create additional recreational programming for kids/teens.
 - Provide a variety of additional programming or kids and teens through the Parks & Rec Department and the Library designed to entertain, educate, and involve them in community activities.
- Establish iconic staples for Deer Park (i.e., Seabrook pelicans, umbrella alley).
 - Identify the types of icons that might be appropriate for Deer Park and budget for implementation.
- Beautify the city's gateways.
 - Identify, enhance, and establish City gateways so that they are iconic and visually appealing.

Key Strategic Focus Areas and Strategies

Comprehensive Planning

(changed from Planning/Infrastructure 2014)

Policy Statement

The City of Deer Park will develop and maintain a comprehensive plan to address its infrastructure and facility needs including zoning, streets, drainage, utilities, and city facilities to be supported by a strategic financial plan that considers all available funding options.

Strategies

2019 Carry Forward

- Establish a comprehensive redevelopment and beautification master plan (Previously in Quality of Life/Image in 2019.)
 - Enhance the aesthetic appearance and elegance of the City's landmarks, facilities, facades, landscaping, etc.
 - Create a beautification plan that improves the overall image and aesthetics of the City through redevelopment, code enforcement, and new development citywide.
- Establish a financial master plan.
 - Create a 5-year revenue and expenditure forecast to include in the annual budget document for each major fund.
 - Create an Asset Replacement Schedule for all assets currently on the City's asset listing.

2024

- * Establish a Capital Improvements Plan for infrastructure redevelopment.
 - Create a 5-year CIP Plan to include in the annual budget document.
- * Develop a GIS asset management inventory system.
 - Make current GIS more robust.
 - Find a vendor that can provide a GIS based asset management application for city assets and infrastructure.

Key Strategic Focus Areas and Strategies

Economic Development

Policy Statement

The City of Deer Park will develop strategies to promote economic development.

Strategies

2019 Carry Forward

- None.

2024

- ***** Develop a revitalization master plan for beautification and redevelopment of Center Street.
 - Explore removal/relocation of power lines.
- Establish a greater emphasis on community-wide code enforcement.
 - Review current processes and ordinances and strengthen items to ensure the City is enforcing code enforcement to a high standard of excellence.
 - Promote more citizen and Code Enforcement Officers' involvement.
- Promote community events.
 - Host more concerts.
 - Establish an annual historic reenactment at Patrick's Cabin.
 - Reinvigorate Fall Fest.
 - Establish a monthly Farmers Market.
 - Establish marketing and programming for new civic center facilities.
- Seek out niche-boutique businesses to support Deer Park.
 - Meet with start-up small business owners and reach out to unique local businesses outside Deer Park.

Key Strategic Focus Areas and Strategies

Public Safety

Policy Statement

Provide for the safety of the citizens; enhance emergency operations; build capacity; and provide collaborative/cooperative response.

Strategies

2019 Carry Forward

- None.

2024

- ***** Refamiliarize staff with EOC protocols and training.
 - Provide annual EOC training to staff assigned to these duties.
 - Distribute quarterly regional training information.
- ***** Establish a mental health social media campaign with information for available resources.
 - Work alongside different health care organizations, wellness committee, charity organizations, and religious organizations to better target the mental health demographic.
- Establish a wildlife education campaign.
 - Contact TRWD to identify education electronic brochures and wildlife rehabilitators and presenters.
- Mitigate the stray animal population.
 - Implement more proactive protocols by Humane for stray animals.
- Conduct a commodity flow study to determine hazardous traffic issues.
 - Commodity flow study for rail to begin in 2024.
 - Continue to pursue CFS grants and information costs for private company to perform.
- Expand the Police Department D.O.T. program.
 - Prepare budget request for increased staffing.
- Improve radio and tower communications.
 - Refresh WAN Ring Infrastructure by replacing end-of-life microwave (wireless) links as identified in the Strategic Technology Master Plan (2020). The new system should be licensed frequency and CJIS compliant.
- Develop relationships with neighboring community shelter providers.

Key Strategic Focus Areas and Strategies

Organizational Excellence

Policy Statement:

Review, evaluate and anticipate organizational growth, challenges, and personnel transitions.

Strategies

2019 Carry Forward

- Develop organizational processes and programs after analysis of work/life balance.
 - Determine current status of city's WLB to "market" and ensure WLB benefits are competitive to market.

2024

- ***** Prepare a more robust succession planning program.
 - 5-year plans. Strong Focus on Development Plans that are actively managed (where the rubber meets the road).
 - Review plans more often than once a year.
 - Procedures, expectations, and check-ins for cross training, shadowing, development of a director's or supervisor's staff, etc.
- * Identify options for adding volunteers.
 - From perspective of various committees/commissions. Currently don't have a great pool of applicants or volunteers for committees and/or getting involved with the City; this participation has a lot of influence on those who eventually are elected to Council or appointed to other boards.
 - Work with Marketing team to develop an advertising campaign/enhance current processes.
- Establish a historical reference library of policies and procedures for each department.
 - Have a centralized location with a user-friendly key/legend for all policies and procedures citywide.

- Develop a shelter operations plan.
- Establish continuous emergency management training for staff.
 - Provide quarterly training info.
 - Offer classes locally.
- Establish a process for providing personal supplies to people in times of emergency.
 - A regional point of distribution plan is in place and reviewed annually.
 - Explore the concept of a logistics warehouse for nonperishable items.
- Develop a webinar education series for residents' emergency preparedness.
 - Develop and distribute educational programs for the public for all hazards incidents.
 - Work alongside Emergency Operations and Police Department to establish a routine webinar series discussing how to better prepare our residents in the event of an emergency.

- Improve communications among departments/staff.
 - Have regular meetings to understand what each department does.
 - Have Lunch & Learn meetings between departments.
 - Prepare videos on departmental responsibilities.
 - Establish a mentoring program.
 - Establish a program to trade positions for a day.
- Develop a networking protocol with area jurisdictions.
 - Encourage involvement amongst staff and Council to be active in relevant and beneficial organizations.
- Enhance strategic planning processes.
 - Conduct department level planning sessions.
- Establish a leadership development program for all levels of operations.
 - Define who "Leadership" is and consider means to get aligned content for varied needs of Leaders.
 - Consider municipal leadership academy for second level leadership.
 - Develop cross-training for departments to implement.
 - Identify opportunities to utilize employees to step into acting supervisory positions.