



Report

and

Strategic Plan

Adopted
May 7, 2024

Prepared and Facilitated
By
Ron Cox Consulting



REPORT AND IMPLEMENTATION PLAN

CITY COUNCIL/STAFF PLANNING SESSION

City of Deer Park

March 1, 2024

Introduction

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 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).
- 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.

- 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

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.

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

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

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

	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.

- 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.

- 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

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.

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.



**City
Of
Deer Park

Strategic Plan**

May 7, 2024

**Facilitated by
Ron Cox
Ron Cox Consulting**

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.

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

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 marque and entryway signage.
- *** Create additional recreational programming for kids/teens.
 - Provide a variety of additional programming for 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.

- 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.

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.

- 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.