

2025 Strategic Plan

6 Areas of Emphasis



Leadership and Governance

3 Strategies



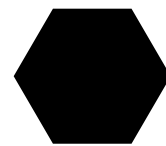
Quality of Life

4 Strategies



Comprehensive Planning

4 Strategies



Economic Development

4 Strategies



Public Safety

11 Strategies



Organizational Excellence

8 Strategies

Strategy 1

1st step to be decided is if a Charter Review Committee will be appointed by City Council or if it will just be City Council reviewing the charter. City staff suggested to be included are City Attorney, City Manager, Assistant City Manager and City Secretary. Research on other cities: City of Alvin has seven residents on their committee and they appoint every fourth year. City of League City not less than once each two years following an election to amend their charter and each two years after, Council conducts a review to determine if anything needs to be changed. Their council may, but are not required, to create a charter commission. City of Pearland appoints every sixth year a charter review commission of seven citizens. City of La Porte has a mandatory review at least every 10 years. Their last review was in 2020 by a charter review committee of nine citizens.

Fiscal Impact: None.

Strategy 2

The Legislative Affairs Committee, consisting of three council members and three members of city staff, was very active in 2025 and met regularly with the City's hired lobbyist throughout the legislative sessions to stay up to date on all relevant bills. City staff plans to attend TML's legislative session wrap-up webinars/workshops.

Fiscal Impact: 2025 Lobbyist cost \$25,000

Strategy 3 – G1

The Communications Committee has conducted 2 webinar trainings for Canva 101 and Social Media and Rumor Control. These webinars will continue to expand into various topics like the usage of AI and other technology related items to better educate the workforce.

Fiscal Impact: None

Leadership and Governance

Facilitator Jay Stokes

Strategy 1

Establish a system for regular review of the City Charter. (2019)

Strategy 2

****Establish a legislative advocacy program.**

Strategy 3

Improve the public engagement/communication program to curb misinformation and misunderstandings.

- G1 – Expand proactive informational program on social media.
- G2 – Target markets with different forms of social media.
- G3 – Utilize utility bills for information distribution.
- G4 – Improve use of digital signs for information.
- G5 – Establish an “adult” version of Student Government Day.



Strategy 3 – G2

Through the training mentioned in G1, we will implement a comprehensive social media strategy for City of Deer Park social media admins to enhance public engagement and combat misinformation. By targeting specific demographics on various platforms, we will create and disseminate accurate information. This approach will enable us to proactively address emerging issues, fostering a more informed and engaged public.

Fiscal Impact: None.

Strategy 3 – G3

Central Collections has had one request this year to distribute information, and that was for the annual water quality report. Finance utilized utility billing inserts to distribute information regarding credit card processing fees and the new utility billing rate structure. This has resulted in 81 customers signing up for bank draft since the communication went out, validating that this method of communication is effective.

Fiscal Impact: Approximately \$300 to \$600 per mailout, depending on paper size and color vs. black and white.

Strategy 3 – G4

Public Works utilizes digital signage to inform the public of road closures, upcoming events and emergencies. This year we moved bag distribution to the old fire station #2. We renamed it The Distribution Center and used our digital signs to let residents know in advance that bag distribution would be at the DC. During the month of October we used the same signs to keep residents informed and help with the flow of traffic. The distribution of bags this year was more efficient, we used less personnel to accomplish the goal. We did not budget for more digital signs in FY26.

Fiscal Impact: \$10,000

Strategy 3 – G5

The Chamber of Commerce’s Leadership Academy fulfilled the intention of this goal for 2025. For future years, staff is brainstorming different possibilities to expand the program, using concepts like Pearland's "UniverCity of Pearland" as an example: <https://www.pearlandtx.gov/departments/city-secretary/univercity-of-pearland>.

Fiscal Impact: To be determined.

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Strategy 1 – G1

Public Works has completed the installation of 82 decorative street signs and poles along Luella Avenue. The new signs feature Deer Park maroon coloring and display the City logo on the right side, enhancing both visibility and community identity. The posts are also decorative, providing a consistent and attractive streetscape. In addition, Public Works has been in discussion with RRP Consulting Engineers for engineering designs for new intersection masts, signage, and technology upgrades for intersections along Center Street. Based on the success of the Luella project, the department is evaluating the possibility of installing similar decorative signage and poles in the Deer Park Terrace subdivision as part of an ongoing neighborhood improvement effort. Looking ahead to FY26, Public Works plans to develop a standard specification and scope of work for City intersections and begin the design for one new intersection, establishing a consistent look and standard across Deer Park’s transportation network.

Fiscal Impact: \$150,000 for decorative signage. \$350,000 CIP for design and construction for one intersection.

Strategy 1 – G2

During the May 6th council meeting, we received positive feedback from Mayor and Council to proceed with new signage on Luella for 68 new decorative signs at each intersection. Each sign will cost \$1,100. This will be funded by the money earmarked for beautification. We also received positive feedback on replacing signs at intersections on Center Street. This will be funded in FY26 Budget and/or our CIP. We are getting quotes for engineering and hope to begin in FY26.

Fiscal Impact: \$150,000

Strategy 1 – G3

Marketing has supplied Pantone and logos for the marquees and entry ways. Public Works is in the process of doing the Luella signs and Center Street Intersections. The IT Department is working with city departments and electronic sign vendors to transition sign controls to cellular service for any existing signs that are scheduled for a refresh.

Fiscal Impact: To be determined.

Quality of Life

Facilitator Kenny Walsh

Strategy 1

Establish intersection lighting and signage throughout the city. (2019)

- G1 – ***Improve signage at intersections.
- G2 – Utilize City logo in and on messaging, signage, assets, etc. in a way that highlights the city’s unique culture.
- G3 – Update signage standards established by City Manager/Mktg on all wayfinding, electronic marque and entryway signage.

Strategy 2

***Create additional recreational programming for kids/teens.

Strategy 3

Establish iconic staples for Deer Park.

Strategy 4

Beautify the city’s gateways.



Strategy 2

The DAC opened in August 2025. Adaptive water aerobics, ballroom dancing and personal training have been piloted with the opening of the building. An adaptive initiative, Rec for All, is also piloting this year spearheaded by Kristen at the Maxwell Center. This includes partnering with Special Strong on certifications and classes specific to the adaptive community. New adaptive programs that have started this summer include Croquet, Bocce, line dancing, Lego play, BINGO and adaptive fitness. The DAC opening has also lead to new aerobic fitness classes being offered such as Zumba, Pilates, Yoga, and pickleball classes.

The Library continues to offer programming directed at teens with our monthly anime club, movie matinee, teen game day, and CreativiTeen crafts. We offer volunteer opportunities during the summer through our VolunTeen program and year around with our T.A.B. (Teen Advisory Board) program. We also work with Next Step Transition Center to provide volunteer opportunities, as well as Lubrizol's intern programs.

Fiscal Impact: To be determined.

Strategy 3

The Beautification Committee has selected two additional locations for murals: one at the racquetball court next to the Dow Park Pool and one inside the Dow Active Complex. The committee also chose to continue the mini-mural project via electrical box murals. This is an ongoing effort.

Fiscal Impact: Within approved budget.

Strategy 4

City staff is planning to visit the proposed site locations to determine the feasibility of these locations. We are still working to determine the feasibility of these locations. If so, a budget request is planned for FY26-27 for design and construction of new gateway locations.

Fiscal Impact: To be determined.

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Strategy 1 – G1

Public Works has installed signage on all lift stations for residents to identify and use the emergency number to report malfunctioning lift stations. Public Works has installed 5 fences and poured concrete slabs at lift stations to improve the look of the lift stations and improve security. The Avon Water Tower is being repaired, in that project we are including the replacement of the damaged fence. We have completed the Coy, Pasadena and P Street fence replacements. The Surface Water Plant will move funds into FY26 to replace the entire fence. The Surface Water Treatment has removed all overgrown vegetation on the front fence and replaced all landscaping.

Fiscal Impact: Collection Distribution (LS Fences) \$50,000 SWP (Avon) \$10,000, \$125,000 new fences at water plants.

Strategy 1 – G2

Beautification committee has identified electrical boxes along Center Street and East Boulevard to be painted. Themes were discussed at the last meeting and staff and the committee are reviewing a final plan for implementation. New landscaping beds at the DAC location in highly visible areas improve aesthetic viewing.

Fiscal Impact: Within approved budget.

Comprehensive Planning

Facilitator David Van Riper

Strategy 1

Establish a comprehensive redevelopment and beautification master plan. (2019; moved from Quality of Life)

G1 -Enhance the aesthetic appearance and elegance of the City's landmarks, facilities, facades, landscaping, etc.

G2 - Create a beautification plan that improves the overall image and aesthetics of the City through redevelopment, code enforcement, and new development citywide.

Strategy 2

Establish a financial master plan.

G1 – Create a 5-year revenue and expenditure forecast to include in the annual budget document for each major fund.

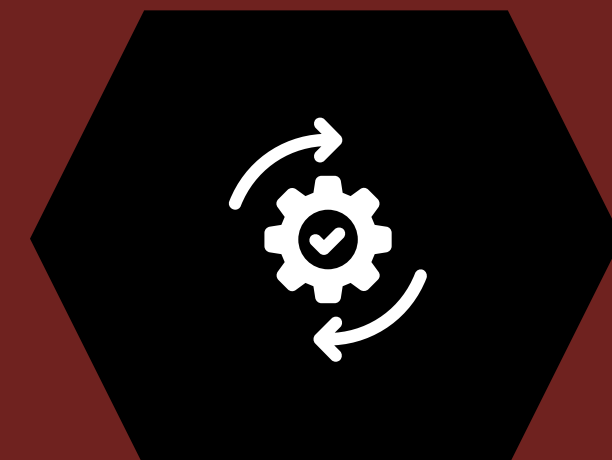
G2 -Create an Asset Replacement Schedule for all assets currently on the City's asset listing.

Strategy 3

*Establish a Capital Improvements Plan for infrastructure redevelopment.

Strategy 4

*Develop a GIS asset management inventory system.



Strategy 2 – G1

A 5 year revenue and expenditure forecast for the General Fund has been created; however, it is in need of fine tuning. Further analysis is being done to establish a forecasting methodology that will provide accurate results for the upcoming years. This is currently being worked on and is expected to be an addition to the FY 2027 budget document.

Fiscal Impact: None.

Strategy 2 – G2

Accounting has a capital asset listing. It is being reviewed in preparation for final audit. After that review, Finance will assign useful life values and an expected replacement date for each asset. This is scheduled to be completed by Q2 2026 to be used in the FY 2027 budget process.

Fiscal Impact: None.

Strategy 3

A five year CIP plan has been completed and was included in Council's FY 2026 Workbook. This was discussed with City Council in greater detail at the Budget Workshop on June 23, 2025. The CIP Plan was adopted by City Council on September 16, 2025.

Fiscal Impact: There are no costs involved with the creation of the CIP plan as it was completed in-house.

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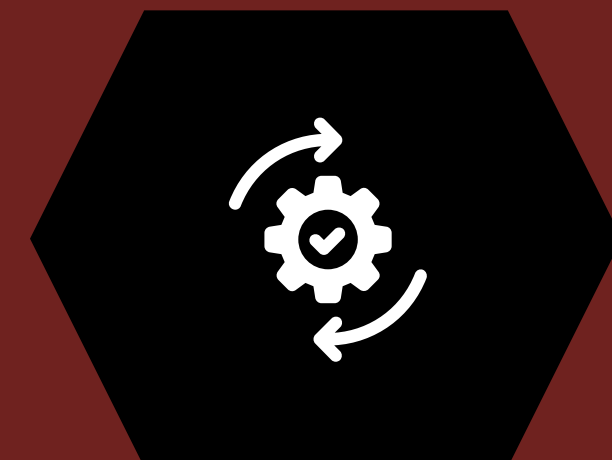
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Strategy 4

Building upon the groundwork established in 2025, IT, Public Works, and Engineering have officially selected OpenGov as the vendor to provide a comprehensive GIS-based asset management system to support City infrastructure management and asset tracking. The implementation phase is underway, with a projected completion date of August 2026. This system will serve as the backbone for managing infrastructure data, maintenance operations, and long-term asset planning across multiple City departments.

As part of this initiative, IT is collaborating closely with OpenGov's implementation team, Public Works leadership, and Engineering staff to configure system modules tailored to the City's operational needs—including asset inventory, maintenance scheduling, service request tracking, and cost analysis. The system will integrate with existing GIS databases to ensure accurate spatial representation of all City-owned infrastructure, and it will provide dashboards and analytics to support data-driven decision-making by City management.

In addition, IT is in the process of hiring a dedicated GIS Analyst who will play a critical role in maintaining spatial data accuracy, managing integrations, and supporting ongoing GIS-related projects citywide. Once fully implemented, the OpenGov platform will enable the City to streamline maintenance workflows, improve interdepartmental coordination, enhance reporting transparency, and establish a sustainable framework for proactive infrastructure management in future years.

Fiscal Impact: The FY 25-26 City budget included funds for the purchase of OpenGov software in: GL ACCT# 010-403-42771 Amount: \$38,759.72 & GL ACCT# 400-501-42770 Amount: \$38,759.73.

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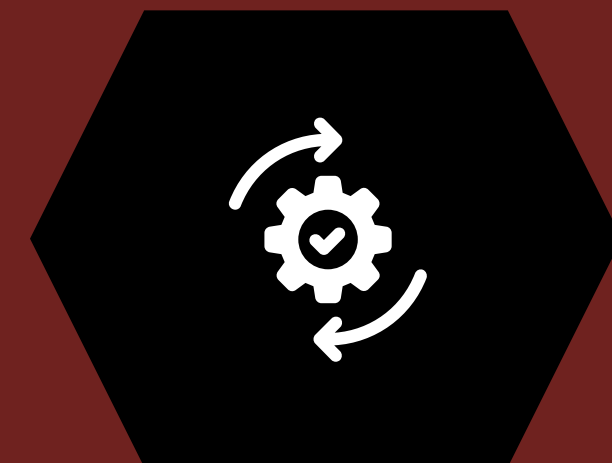
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Strategy 1

Staff has engaged a grant consultant about the possibility of exploring alternate funding options and eligibility for this project.

Fiscal Impact: To be determined.

Strategy 2 – G1

A new Code Enforcement process has been drafted and established, as the previous process was not rendering the needed outcome. So far, with the new procedure, compliance has improved. In addition, during Woofstock, City staff handed out flyers with a QR Code for the "Report a Concern" tab on the City's website. Citizens were encouraged to use our website to report hard-to-detect violations, such as high grass in backyards or stagnant pool water.

Fiscal Impact: None other than man-hours.

Strategy 2 – G2

Regarding Citizen involvement, we are working on a plan to use space during Woofstock to educate and engage the public in different subjects related to compliance (including subjects related to the MS4).

Fiscal Impact: \$500

Strategy 3 – G1

Dance for disabilities was very successful. Live band Skittlez performed. Concert in the Park series continues to be well attended and live bands are continually scheduled for Fourth Fest. As new events are being added, live band performances will be considered.

Fiscal Impact: Within approved budget.

Economic Development

Facilitator Sara Costlow

Strategy 1

*****Develop a revitalization master plan for beautification and redevelopment of Center Street.

Strategy 2

Establish a greater emphasis on community-wide code enforcement.

G1 – Review current processes and ordinances, and strengthen items to ensure the City is enforcing code enforcement to a high standard of excellence.

G2 – Promote more citizen and Code Enforcement Officers' involvement.

Strategy 3

Promote community events.

G1 – Host more concerts.

G2 – Establish an annual historic reenactment at Patrick's Cabin.

G3 – Reinvigorate Fall Fest.

G4 – Establish a monthly Farmers Market.

G5 – Establish marketing and programming for the new civic center facilities.

Strategy 4

Meet with start-up small business owners and reach out to unique local businesses outside of Deer Park.



Strategy 3 – G2

Kenny met with Susan Mele to discuss potential options for a reenactment at Patrick’s Cabin. They determined that incorporating a “Day in the Life” reenactment into the annual Tree Lighting event would be an ideal approach. Susan consulted with Sherry Garrison, Chair of the City of Deer Park Historical Committee, to secure approval for the concept. The Parks and Recreation Department and the Tree Lighting Committee are collaborating on decorations, activities, vendors, entertainment, volunteer coordination, and marketing to deliver an engaging and historically enriching community event.

Susan has written ten original sketches, completed the casting process, and is directing rehearsals with both student and adult performers from the Art Park Players program. She is partnering with the Texas Historical Commission and local artisans to showcase demonstrations of traditional crafts, including spinning, ironwork, and woodworking. Children will enjoy participating in historic games and sack races, while volunteers—many dressed in period costumes—oversee the petting zoo and engage visitors throughout the event area. The reenactment space spans from the front of Patrick’s Cabin to the construction fence of the new Municipal Court building.

To highlight the historical narrative, Susan is including portrayals of two beloved figures from Deer Park’s early days—Simeon West (Founder of Deer Park) and Pansy (Spiritual Guide). Visitors are to be provided with double-sided historical cards for each reenactment station and character. One side features educational information about the trade or historical figure, while the other includes Patrick’s Cabin Cash, which can be redeemed at the Earl Dunn General Store. Students who collect five or more cards receive a 2025 commemorative pin, encouraging annual participation as designs evolve each year.

Fiscal Impact: Not yet determined.

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Strategy 4

Meet with start-up small business owners and reach out to unique local businesses outside of Deer Park.



Strategy 3 – G3

Tree lighting and Reindeer Park are planning on merging into one event for fall 2025. The fall carnival was held in October with very good attendance. Attendance will be monitored at Tree lighting with combining the events this year to determine if it's feasible to add another Fall Fest event earlier in the fall season. Also, we are adding a winter snow event. With addition of Día and these other events, fall fest may not be practical.

Fiscal Impact: None at this time.

Strategy 3 – G4

After some consideration, City staff has concerns due to the existing construction projects. The City does not have an ideal location to host a farmers market with goals of growth and future success. Expect this to be re-evaluated with the completion of JBAC.

Fiscal Impact: None at this time.

Strategy 3 – G5

Parks and Recreation has completed a market analysis on membership pricing for other similar facilities. In addition, Marketing and Parks and Recreation have worked together to produce a social media marketing plan for the amenities that the DAC offers. Next step is to determine pricing structure for the JBAC facility.

Fiscal Impact: None at this time.

Economic Development

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Strategy 4

Meet with start-up small business owners and reach out to unique local businesses outside of Deer Park.



Strategy 4

Tourism has pieced together social media campaigns to promote local businesses to visitors. Economic Development spoke at a Bay Area Commercial Real Estate Network (BACREN) event, promoting Deer Park's support and services, as well as unique available locations. Promoted Deer Park to these commercial brokers so they could pass the information on to their small business clients. Continued community outreach through HREDA, BAHEP and the Deer Park Chamber of Commerce. Served as liaison with new small businesses including Deer Park I.T., Bass Bros' Bees, Snakebelly, Popp Space and Scandalous Soap. Began local news submission showcasing Deer Park to Around the Bay newspaper, as well as continued submission to Around La Porte newspaper.

Fiscal Impact: None at this time.

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Strategy 4

Meet with start-up small business owners and reach out to unique local businesses outside of Deer Park.



Strategy 1

Training information is distributed to the EOC TEAM. OEM meets with PW team for preparedness activities. Held Crisis Leadership Class & Whole Community Emergency Management Planning Class. Conducted Tabletop Exercise.

Fiscal Impact: None other than staff time.

Strategy 2

We'll continue our collaboration with the Wellness Committee and local health organizations to promote mental health initiatives for employees. This ongoing effort will include raising awareness, coordinating outreach, and sharing resources, with a focus on accessible support services.

Fiscal Impact: None.

Strategy 3

Social media was used throughout the year to post up-to-date information easily accessible to the public. The postings included information on how citizens can deal with wild animals and wildlife. Humane, reached out to the Texas Parks and Wildlife Department for guidance on how to properly handle wildlife issues within our city. We were advised to utilize the services of the Wildlife Center of Texas, located in Houston and operated by the SPCA. A link to their website has been shared on our official Facebook page for public access. When residents contact us or bring in wildlife, we refer them directly to the Wildlife Center. In cases where transportation is not possible for the individual, our shelter assists by safely picking up and transporting the animals ourselves.

Fiscal Impact: None.

Public Safety

Strategy 1

Facilitator Greg Grigg

*****Refamiliarize staff with EOC protocols and training.

Strategy 2

****Establish a mental health social media campaign with information for available resources.

Strategy 3

Establish a wildlife education campaign.

Strategy 4

Mitigate the stray animal population.

Strategy 5

Conduct a commodity flow study to determine hazardous traffic issues.

Strategy 6

Expand the Police DOT program.

Strategy 7

Improve radio and tower communications.

Strategy 8

Develop relationships with neighboring community shelter providers.

Strategy 9

Establish continuous emergency management training for staff.

Strategy 10

Establish a process for providing personal supplies to people in times of emergency.

Strategy 11

Develop a webinar education series for residents' on emergency preparedness.



Strategy 4

The Shelter now has three full time Animal Control Officers, and a part time employee. The Animal Shelter hosted a traveling veterinarian clinic on April 5, 2025, to provide low cost vaccinations for anyone in the area, and another clinic on June 28, 2025, to provide more vaccinations as well as microchipping of animals. Humane increased proactive patrols in key areas to locate and retrieve stray animals. Pets with identifiable owners were returned, and citations were issued when necessary. We also shut down several unauthorized feral cat colonies, preventing further overpopulation and identifying those responsible. Our shelter employees educated residents about the impact of feeding strays and worked with individuals exceeding animal limits to ensure compliance. We also partner with AZ pet Vaccinations to have most of our adoptable pets spayed or neutered before adoption, promoting responsible pet ownership and reducing any future breeding.

Fiscal Impact: None other than staff time.

Strategy 5

Explore vendors to provide a commodity flow study every 5 years for truck traffic. HGAC conducted a vehicle count in 2024, and concluded there were 22,000 18 wheel trucks traveling on SH 225 per day. Applied for a Commodity Flow Study Grant. However, the grant was not funded. Plan to reapply in 2026.

Fiscal Impact: \$175,000 per study

Strategy 6

A request for a 20 year Crime Control Prevention District was passed by the voters in May of 2025. Included in the budget request to the CCPD Board and the City Council is all the funds required to field two additional DOT Officers after October 1, 2025. Two officers have been selected. One has been through classroom training, and now must conduct 35 inspections with a certified officers in DOT. The other officer goes to training in December 2025. Their vehicles are being ordered and outfitted.

Fiscal Impact: \$588,555

Public Safety

Facilitator Greg Grigg

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Strategy 7

As part of the 2020 Strategic Technology Master Plan, Deer Park is upgrading its WAN Ring Infrastructure by replacing aging microwave links with a modern, licensed-frequency wireless system from Ceragon (Pointlink Access). This turnkey project, launching in June 2025, significantly enhances network capacity—from under 1 Gbps to 10 Gbps—while improving hardware quality, eliminating interference through licensed spectrum, and ensuring full CJIS compliance to support secure, high-performance public safety communications. The project was successfully completed in September 2025, delivering comprehensive upgrades across all primary locations. With the project now fully closed out, preliminary testing has demonstrated significant improvements in network speed, hardware performance, and full CJIS compliance. Additionally, the 2025 Strategic Technology Master Plan identified the need for a new communications tower at the Wastewater Treatment Plant to further enhance system reliability and operational stability. Funding for this tower, estimated at \$150,000, is planned for inclusion in the FY 2026–2027 budget.

Fiscal Impact: The total cost for this project is \$256,220.00 and was approved as part of the City of Deer Park 2024–2025 budget in GL Acct# 010-200-49040.

Strategy 8

Set meetings with Red Cross and DPISD to discuss and identify potential shelter locations and execute MoU or Interlocal Agreements. Identifying training and volunteer requirements for shelter operations is in progress. Scheduled Whole Community Emergency Management in October. Plan is in development.

Fiscal Impact: \$0 conducted in house.

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Strategy 9

Public Works continues to assess training and exercise needs to strengthen the department’s operational readiness.

To enhance emergency response capabilities, the department is working to hire and train additional CDL drivers. This will increase staff flexibility and improve debris removal operations during emergency situations.

The Water and Wastewater Divisions have successfully cross-trained employees, ensuring that essential services remain available even during staffing challenges or emergencies.

Public Works has also implemented a new preventive maintenance program for both portable and permanent generators. A new contractor has been hired to perform routine load testing, and all maintenance records are now tracked in Collective, the same asset management system used for the City’s vehicle fleet.

Additionally, three new permanent generators have been installed at the Railroad, East Meadows, and Underwood Lift Stations, further improving system reliability and emergency preparedness. Scheduled TExC Crisis Leadership & Whole Community Emergency Management for staff in July & October.

Fiscal Impact: \$0 conducted in house.

Strategy 10

Review the need for a logistics warehouse to store basic items. Continue to evaluate logistical needs, monitoring the status of FEMA and TDEM ability to provide commodities. Continue to update resource lists and update POD plan with Harris County.

Fiscal Impact: \$200,000

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Develop a webinar education series for residents' on emergency preparedness.



Strategy 11

Slideshow for hurricane preparedness is airing on DPTV. We are expanding our commitment to community preparedness by developing a comprehensive webinar education series for residents that is accessible through DPTV. The Emergency Management Department will continue to provide essential content to build onto the existing emergency preparedness slides. The Public Information and Marketing Division plans to acquire advanced broadcasting equipment (in FY 2025-26) to enhance the reach and quality of these informational series, ensuring both the general public and city employees receive critical emergency communications effectively. This initiative aims to empower residents with the knowledge and resources needed to respond to various emergencies, fostering a more resilient community.

Fiscal Impact: To be determined.

Public Safety

Facilitator Greg Grigg

Strategy 1

*****Refamiliarize staff with EOC protocols and training.

Strategy 2

****Establish a mental health social media campaign with information for available resources.

Strategy 3

Establish a wildlife education campaign.

Strategy 4

Mitigate the stray animal population.

Strategy 5

Conduct a commodity flow study to determine hazardous traffic issues.

Strategy 6

Expand the Police DOT program.

Strategy 7

Improve radio and tower communications.

Strategy 8

Develop relationships with neighboring community shelter providers.

Strategy 9

Establish continuous emergency management training for staff.

Strategy 10

Establish a process for providing personal supplies to people in times of emergency.

Strategy 11

Develop a webinar education series for residents' on emergency preparedness.



Strategy 1

The WLB comparison tool remains in development as an ongoing initiative and will be finalized in coordination with the 2025/2026 Salary and Benefit Compensation Study. The City achieved significant progress in 2025 in enhancing work life balance through the implementation of the alternative 9/80 work schedule in September 2025, as well as promoting its partnership with Next Level Prime Urgent Care to further strengthen employee wellness support.

Fiscal Impact: Staff time only.

Strategy 2

HR is evaluating leadership development initiatives and current succession planning processes to ensure they are strategic, actionable, and aligned with organizational goals. In July 2025, the City was presented with an opportunity to send several mid-level leaders to attend the TML Tony Koriath Leadership Training Academy. Directors nominated participants and three employees were selected which was a key investment in developing future municipal leaders. The City is also slated to host this leadership academy in the future allowing additional leadership to participate locally. Moving forward, the City will continue to identify leadership gaps and changes to strengthen its overall development strategy.

Fiscal Impact: None.

Strategy 3

Continue to expand information provided on open positions utilizing all means of communication, i.e. social media, word of mouth, City's website, flyers at Library and front of city hall bulletin board. Also utilized the city's electronic signage in town to communicate openings.

Fiscal Impact: No cost involved.

Strategy 1

Develop organizational processes and programs after analysis of work/life balance. (2019)

Strategy 2

*****Prepare a more robust succession planning program.

Strategy 3

*Identify option for adding volunteers.

Strategy 4

Establish a historical reference library of policies and procedures for each department.

Strategy 5

Improve communications among department/staff.

- G1 – Have regular meetings to understand what each dept. does.
- G2 – Have Lunch & Learn meetings between departments.
- G3 – Prepare videos on departmental responsibilities.
- G4 – Establish a mentoring program.
- G5 – Establish a program to trade positions for a day.

Strategy 6

Develop a networking protocol with area jurisdictions.

Strategy 7

Enhance strategic planning processes.



Strategy 4

In response to the challenges identified with the current P: drive, we considered creating a comprehensive spreadsheet with hyperlinks or a key/legend to facilitate navigation and access to key information. However, the maintenance on those presented its own set of challenges. After a discussion with Nathan Bell in I.T. Services, we were informed that they were already evaluating Microsoft SharePoint, which offered a more efficient and scalable solution.

Cristina met with Nathan on June 26, 2025 to discuss SharePoint, a web-based platform within Microsoft 365 designed to support collaboration, content management, and intranet development. SharePoint provides a centralized location for storing, organizing, and sharing documents, thus enhancing teamwork and improving information sharing across the organization. To assess whether SharePoint met our needs, we considered several factors including flexibility, user-friendliness, and ongoing maintenance requirements. For the City of Deer Park, it means:

- No extra cost associated with using Microsoft SharePoint. It's part of the Microsoft 365 suite. No additional software is needed. It is already included on all of our city desktop computers and laptops.
- A small learning curve is anticipated. Little training will be needed for end users.
- Flexibility/ongoing maintenance is mainly associated with content management.
- Timeframe is about 3 months to set up once all documents and policies are in place on the P: drive. Anticipate approximately 1 year to have it fully functional.

In the 4th quarter of 2025, Nathan provided Cristina with a temporary account to facilitate a “hands-on evaluation” of the SharePoint system in the coming months. More in-depth conversations are anticipated with the City Manager and Assistant City Manager to determine key documentation for inclusion and establish clear expectations for department-specific usage.

Fiscal Impact: No additional cost for program.

Organizational Excellence

Facilitator Sandra Wilson

Strategy 1

Develop organizational processes and programs after analysis of work/life balance. (2019)

Strategy 2

*****Prepare a more robust succession planning program.

Strategy 3

*Identify option for adding volunteers.

Strategy 4

Establish a historical reference library of policies and procedures for each department.

Strategy 5

Improve communications among department/staff.

- G1 – Have regular meetings to understand what each dept. does.
- G2 – Have Lunch & Learn meetings between departments.
- G3 – Prepare videos on departmental responsibilities.
- G4 – Establish a mentoring program.
- G5 – Establish a program to trade positions for a day.

Strategy 6

Develop a networking protocol with area jurisdictions.

Strategy 7

Enhance strategic planning processes.



Strategy 5 – G1

A fully integrated Staff Organizational Development Program is currently in development, designed to educate employees on departmental operations and strengthen cross-departmental collaboration. The program will be incorporated into new hire orientation and expanded through regular meetings throughout the year, including Department Spotlights that showcase operations, Lunch & Learn sessions for interactive discussions, Trade Positions for a Day opportunities, and a Department Video Library highlighting each department's work. Public Works has already initiated collaboration by inviting Directors from other departments to attend monthly Supervisor's meeting to provide training and share insights on current operations. Finance also held meetings this year educating departments and employees on processes and procedures that affect all departments and employees. Together, these efforts will connect key components of employee growth and leadership readiness through cross-training, acting supervisor assignments, mentoring, trade days, and succession planning.

Fiscal Impact: To be determined.

Strategy 5 – G2

Public Works and Engineering have had lunch & learn sessions for their departments. Public Works also hosted a Microsoft Excel class for staff. This project will be implemented in coordination with several other training-related initiatives as part of a unified effort. See detailed explanation under "Have Regular Meetings" item.

Fiscal Impact: Not this year.

Strategy 5 – G3

Content, type and purpose is still being evaluated for this program. This project will be implemented in coordination with several other training-related initiatives as part of a unified effort. See detailed explanation under "Have Regular Meetings" item.

Fiscal Impact: To be determined.

Strategy 1

Develop organizational processes and programs after analysis of work/life balance. (2019)

Strategy 2

*****Prepare a more robust succession planning program.

Strategy 3

*Identify option for adding volunteers.

Strategy 4

Establish a historical reference library of policies and procedures for each department.

Strategy 5

Improve communications among department/staff.

- G1 – Have regular meetings to understand what each dept. does.
- G2 – Have Lunch & Learn meetings between departments.
- G3 – Prepare videos on departmental responsibilities.
- G4 – Establish a mentoring program.
- G5 – Establish a program to trade positions for a day.

Strategy 6

Develop a networking protocol with area jurisdictions.

Strategy 7

Enhance strategic planning processes.



Strategy 5 – G4

This initiative aligns with the City’s broader “Regular Meetings” goal, reinforcing efforts to enhance interdepartmental communication, collaboration, and operational awareness. City will review current mentorship program to strengthen its structure and effectiveness. This effort includes defining the program's purpose, identify participants, establish clear roles and responsibilities, and create action plan for implementation. Additional details will be outlined under "Have Regular Meetings" initiative.

Fiscal Impact: None.

Strategy 5 – G5

This initiative also aligns with the City’s broader “Regular Meetings” goal, reinforcing efforts to enhance interdepartmental communication, collaboration, and operational awareness. The City will identify opportunities to leverage and align goals to support cross-departmental learning and collaboration. As part of this effort, departments will determine which positions are suitable for participation in the “Trade Positions for a Day” program. Employees will be eligible to sign up after completing foundational activities, such as Department Spotlight Meetings, and Lunch & Learn sessions. This phased approach will promote operational understanding, strengthen communication, and foster appreciation for the roles and responsibilities across the organization.

Fiscal Impact: Staff-time only.

Organizational Excellence

Facilitator Sandra Wilson

Strategy 1

Develop organizational processes and programs after analysis of work/life balance. (2019)

Strategy 2

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Strategy 3

*Identify option for adding volunteers.

Strategy 4

Establish a historical reference library of policies and procedures for each department.

Strategy 5

Improve communications among department/staff.

G1 – Have regular meetings to understand what each dept. does.

G2 – Have Lunch & Learn meetings between departments.

G3 – Prepare videos on departmental responsibilities.

G4 – Establish a mentoring program.

G5 – Establish a program to trade positions for a day.

Strategy 6

Develop a networking protocol with area jurisdictions.

Strategy 7

Enhance strategic planning processes.



Strategy 6

This City will continue to support Directors and staff in identifying areas of professional involvement and organizations. Several staff members are part of their organizations boards’, which is a great leadership learning tool. Council and Mayor attended the Harris County Mayors Council member meetings recently. In addition,

- 1. City joined BAHEP.
- 2. Mayor Mouton participates in BAHEP committee meetings of regional mayors.
- 3. Mayor Mouton has worked extensively with EHCMA officials to improve communications between industry and municipalities.
- 4. Several city staff members took part in the Deer Park Chamber of Commerce’s 2024-2025 Leadership Deer Park class.
- 5. Debbie Westbeld serves on the Board of Directors and is the 2025 President of the Deer Park Chamber of Commerce.
- 6. Sara Costlow serves as Treasurer of the Deer Park Rotary Club, and Angela Smith is Secretary.
- 7. Angela Smith serves as both President and Treasurer of the Texas Women Leading Government Gulf Coast Chapter, and as Treasurer for her Clerk's Association – Saltgrass Chapter.

Fiscal Impact: Cost varies by association.

Strategy 7

Continue developing a communication plan to support facilitators and team leads in advancing their strategic goals throughout the year. The Strategic Plan is periodically mentioned at Directors Meetings and by e-mail, particularly in the weeks leading up to progress updates, of which we had 2 this year, one in June and one in November. These updates are informal and held during Directors Meetings. Facilitators provide a high-level overview of their respective focus areas, summarize progress to date, and invite team leads to elaborate on specific strategies as needed. For the time being, the communication plan remains a living document—evolving based on lessons learned, feedback, and the effectiveness of our efforts. It will be refined over time to reflect shifting priorities and organizational needs, particularly as we navigate through the challenges of such a diverse and dynamic environment. Ultimately, the goal is to establish a consistent, effective process for strategic planning and communication.

Fiscal Impact: None other than staff time to prepare.

Organizational Excellence

Facilitator Sandra Wilson

Strategy 1

Develop organizational processes and programs after analysis of work/life balance. (2019)

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Strategy 6

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Strategy 7

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Organizational Excellence

Facilitator Sandra Wilson

Strategy 8

Establish a leadership development program for all levels of operations.

G1 – Define who "Leadership" is and consider means to get aligned content for varied needs of Leaders.

G2 – Consider Municipal Leadership Academy for second level leadership.

G3 – Develop cross-training program for departments to implement.

G4 – Identify opportunities to utilize employees to step into acting supervisory positions.

Strategy 8 – G1

Develop Leadership model using various leadership skills/tactics that work for Deer Park. Servant Leadership, Strong EQ leadership, and Situational Leadership come to mind. Conducted 3rd annual Leadership Staff Retreat this year with a more in-depth analysis of our Leadership team.

Fiscal Impact: Leadership Retreat 2025 \$7,846 plus other costs TBD.

Strategy 8 – G2

Begin development of Leadership Academy overview and content. Gain approval of content from ACM and implement.

Participation in the TML Tony Koriath Leadership Training Academy in July 2025 served as an important stepping stone in advancing the City's leadership development efforts and will help guide the structure of the future program.

Fiscal Impact: To be determined.

Strategy 8 – G3

HR will review the current cross-training framework and collaborate with Directors to develop consistent cross-training standards. Directors will identify key positions where cross-training provides most value, along with critical knowledge or skill areas essential for business continuity. Each department will create a plan identifying specific tasks, training hours, and target completion dates, supported by training guides, job aids, and any applicable safety or certification requirements. Training cycles (i.e., quarterly) will be scheduled with HR to assist in monitoring and tracking progress to ensure accountability and consistency across departments.

Fiscal Impact: None.



Strategy 8 – G4

HR will work with Directors to identify employees who demonstrate leadership potential using input from related initiatives like mentoring, trade days, and performance reviews. An "acting supervisor" pool will be established to give employees hands-on leadership experience and targeted development through programs such as the Municipal Leadership Academy. Guidelines will be set for participation, debriefs will occur after assignments, and results will directly tie in with the City's Succession planning program by helping identify employees ready to advance into future leadership roles. This initiative ties closely with the City's broader succession planning strategy connecting key elements of leadership and operational development.

Fiscal Impact: None.

Strategy 8

Establish a leadership development program for all levels of operations.

- G1 – Define who "Leadership" is and consider means to get aligned content for varied needs of Leaders.
- G2 – Consider Municipal Leadership Academy for second level leadership.
- G3 – Develop cross-training program for departments to implement.
- G4 – Identify opportunities to utilize employees to step into acting supervisory positions.

