



2026 WHITE DEER STRATEGIC PLAN



BUILT ON RESILIENCE. DRIVEN BY COMMUNITY.





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I. INTRODUCTION & BACKGROUND



BUILT ON RESILIENCE. DRIVEN BY COMMUNITY.

A MESSAGE FROM THE STRATEGIC PLANNING COMMITTEE

Dear Residents, City Staff, and Community Partners,

The Strategic Planning Committee is pleased to present the City of White Deer Strategic Plan, which reflects a collaborative effort to define a clear and practical path forward for our community. This plan represents the collective input of City leadership, staff, and community stakeholders who share a commitment to preserving what makes White Deer special while preparing for the future.

Throughout this process, the Committee worked to carefully evaluate current conditions, identify key challenges, and recognize the strengths that continue to support our community. The feedback gathered highlighted a strong sense of pride in White Deer, along with a shared understanding of the need to address infrastructure, strengthen operations, and plan responsibly for long-term sustainability.

This Strategic Plan is designed to serve as a guide for decision-making over the next several years. It outlines priorities that are both realistic and actionable, with a focus on maintaining essential services, improving infrastructure, enhancing quality of life, and ensuring responsible financial management. The plan also emphasizes transparency, accountability, and collaboration as key components of effective local governance.

The Committee recognizes that successful implementation will require continued coordination and commitment from City leadership, staff, and the community. This plan is intended to be a living document that evolves as conditions change and new opportunities arise.

We appreciate the time, input, and dedication of everyone who contributed to this process. Through continued partnership and shared responsibility, we are confident that White Deer will remain a strong, resilient, and thriving community for years to come.

Respectfully,

Strategic Planning Committee
City of White Deer



EXECUTIVE SUMMARY

The City of White Deer Strategic Plan provides a clear and actionable framework to guide the City's priorities, investments, and organizational direction over the next five years. Developed through collaboration among City leadership, staff, elected officials, and community stakeholders, this plan reflects a shared commitment to maintaining White Deer's strong community identity while preparing for future growth and sustainability.

This plan is grounded in a comprehensive review of current conditions, including stakeholder input and SWOT analysis, which identified key strengths, challenges, and opportunities facing the City. The findings highlight a community that is engaged, resilient, and proud, yet facing increasing demands related to infrastructure, operational capacity, and long-term planning.

The Strategic Plan is organized around six Emerging Focus Areas that represent the City's most critical priorities:

- Infrastructure Resilience and Utility Sustainability
- Organizational Capacity and Operational Effectiveness
- Financial Strategy and Grant Readiness
- Community Services, Quality of Life, and Public Assets
- Communication, Governance, and Public Trust
- Strategic Partnerships and Regional Collaboration

Each focus area includes clearly defined goals, objectives, and performance metrics to support implementation and accountability. Together, these elements provide a structured and realistic path forward for the City.

By implementing this plan, the City of White Deer will strengthen its ability to deliver essential services, make informed financial decisions, invest in critical infrastructure, and maintain the high quality of life that defines the community. This plan serves as both a roadmap and a commitment to ensuring White Deer remains a resilient, well-managed, and thriving city for future generations.





CITY OVERVIEW



The City of White Deer is a proud and resilient rural community located in east-central Carson County along U.S. Highway 60 in the Texas Panhandle. Established in the late 1800s and officially incorporated in 1921, White Deer’s history is rooted in agriculture, ranching, and regional commerce. From its origins as a cattle ranching hub and railroad supply town to its growth during the early oil and gas boom, the City has demonstrated a long-standing tradition of adaptability, perseverance, and community pride.

Today, White Deer remains a close-knit and family-oriented community known for its strong school system, civic engagement, and quality of life. With a projected 2025 population of approximately 1,037, the City has experienced steady growth in recent years, reflecting renewed interest in rural living and small-town values.

White Deer benefits from a stable local economy supported by agriculture, energy, and regional employment opportunities. The workforce is primarily white-collar, with a relatively low unemployment rate compared to state and national averages. The community also maintains strong educational outcomes, with local schools recognized for their performance and contribution to community identity.



The City operates under a Mayor-Council form of government, where elected officials provide policy direction and oversight while City staff manage daily operations and service delivery.

This structure emphasizes accountability, responsiveness, and stewardship of public resources, ensuring that services are delivered efficiently and aligned with community priorities.

White Deer provides a range of essential municipal services designed to support public health, safety, and quality of life, including:

- **Public Works:** Maintenance of streets, water, wastewater, and solid waste systems
- **Public Safety:** Coordination of fire protection, law enforcement partnerships, and emergency services
- **Community Services:** Management of parks, community facilities, and public spaces
- **Administrative Services:** Finance, utility billing, code enforcement, and general government operations

The City's identity is deeply rooted in its strong sense of community pride, volunteerism, and local leadership. Residents and businesses alike demonstrate a willingness to invest time and resources into maintaining and improving the community, which continues to be one of White Deer's greatest strengths.

Looking ahead, White Deer is at a pivotal moment. With a debt-free financial position, engaged leadership, and a clear desire to improve, the City is well-positioned to make strategic investments in infrastructure, operations, and community assets. At the same time, the City faces challenges common to rural communities, including aging infrastructure, limited staffing capacity, and increasing service expectations.

The City of White Deer Strategic Plan reflects a commitment to addressing these challenges while preserving the values that define the community. By balancing tradition with forward-thinking planning, White Deer aims to remain a safe, sustainable, and thriving place to live, work, and raise a family for generations to come.



STRATEGIC PLANNING PROCESS



The 2026 City of White Deer Strategic Plan was developed through a structured and collaborative process designed to ensure alignment with community priorities, operational realities, and long-term sustainability.

The planning process included the following key phases:

- 1. Initial Assessment and Data Review:** City leadership and planning staff conducted an initial review of existing conditions, including infrastructure, operations, and community characteristics.
- 2. Stakeholder Input and SWOT Analysis:** Input was gathered from City Council, staff, and community stakeholders through surveys and discussions. This input was compiled into a SWOT analysis to identify strengths, weaknesses, opportunities, and threats.
- 3. Thematic Analysis and Issue Identification:** SWOT findings were analyzed to identify recurring themes and critical issues impacting the City's operations, infrastructure, and service delivery.
- 4. Strategic Planning Focus Group Meetings:** A facilitated strategic planning session was conducted to define the City's mission, vision, and priority focus areas.
- 5. Goal and Objective Development:** Strategic goals, objectives, and performance metrics were developed for each focus area to ensure clarity, accountability, and feasibility.
- 6. Drafting and Review:** The Strategic Plan was compiled and reviewed to ensure alignment with community priorities and organizational capacity.

This process ensured that the plan is grounded in data, shaped by stakeholder input, and structured to support long-term implementation.



II. FOUNDATIONAL ELEMENTS



BUILT ON RESILIENCE. DRIVEN BY COMMUNITY.



VISION

The City of White Deer will thrive as a modern, resilient city that values its community pride while investing boldly in its people, infrastructure, and future.

MISSION

To serve the residents of White Deer with integrity and dedication, by providing essential services, sound fiscal management, maintaining safe infrastructure, protecting natural resources, enhancing quality of life, while fostering community pride, and sustaining growth to ensure White Deer remains a great place to live, work, and raise a family for future generations.

CORE VALUES

- 1 Community Pride
- 2 Strong Leadership
- 3 Growth
- 4 Stewardship
- 5 Resilience
- 6 Hospitality



III. SITUATIONAL ANALYSIS



BUILT ON RESILIENCE. DRIVEN BY COMMUNITY.



SITUATIONAL ANALYSIS



EXECUTIVE OVERVIEW

Across all SWOT survey responses and interviews conducted, several consistent patterns emerge:

- There is strong pride in White Deer’s community identity and school system, and in the willingness of residents and businesses to invest time, money, and effort in the City.
- Respondents demonstrate a clear-eyed understanding of capacity limits, particularly related to infrastructure, staffing, and technical expertise.
- There is a shared recognition that planning, especially for water, sewer, and capital assets, has become essential, not optional.
- The City is at an inflection point: debt-free, motivated leadership, and growing interest in improvement, but facing aging systems and increasing service demands.

These themes suggest a community that is engaged and willing, but in need of structure, prioritization, and technical support.

SWOT

STRENGTHS, WEAKNESSES,
OPPORTUNITIES, AND THREATS





STRENGTHS

Community and Culture

- Strong small-town pride and identity, particularly tied to the school system.
- High levels of community involvement, volunteerism, and willingness to invest.
- Positive working relationships among Council, Mayor, staff, and residents.
- A shared desire among newer leadership and staff to learn, improve, and operate more effectively.

Physical and Operational Assets

- City-owned water wells and backup power capabilities.
- Recent investments include a new water tower, generators, trailers, and lawn equipment.
- Decent street conditions relative to peer communities.
- Ownership of key utilities rather than reliance on purchased services.

Organizational Momentum

- Recent or ongoing upgrades to accounting, utility billing, code management, and digital storage systems.
- Increased use of tools such as iWorQ, eCode360, and updated websites.
- Recognition that formal planning has been lacking historically—and a strong appetite to change that.





WEAKNESSES

Weaknesses identified were consistent and candid, and largely structural rather than cultural.

Infrastructure and Capital Assets

- Aging water and sewer systems with limited documentation on capacity, condition, and remaining useful life.
- Sewer ponds approaching capacity as utility taps increase.
- Inadequate fire hydrant coverage affecting insurance rates.
- Deteriorating roads, pool, community center, and older equipment (trash truck, backhoe, sewer cleaner).
- Lack of adequate facilities for equipment storage and protection.

Organizational Capacity

- Limited staffing, with key certifications concentrated in only a few individuals.
- City management capacity constraints, particularly for day-to-day operations.
- Lack of formal work tracking and asset management systems.
- Manual processes (e.g., meter reading) that consume staff time.

Technical and Grant Readiness

- Limited institutional knowledge regarding grants, funding requirements, matching funds, and compliance.
- Uncertainty about which funding programs are realistic for a small municipality.
- Concern that lack of planning may hinder the City's ability to pursue external funding effectively.





OPPORTUNITIES

Respondents identified several realistic and potentially sustainable opportunities:

- Development of a comprehensive water and sewer infrastructure plan, including condition assessments and phased improvements.
- Pursuit of state and federal funding, particularly through the Texas Water Development Board and other infrastructure programs.
- Exploration of regional partnerships, including CRMWA water connections, Carson County collaboration, and shared emergency services.
- Adoption of digital solutions such as smart meters, mobile billing, and internal work tracking systems.
- Strategic reinvestment of the City's debt-free financial position to leverage future grants and capital improvements.
- Targeted beautification and Main Street improvements to support quality of life and community pride.





THREATS/CHALLENGES

- Continued decline pressures faced by rural communities statewide.
- Risk of utility system failures due to unknown asset conditions or capacity limits.
- Public perception challenges, particularly related to emergency services and code enforcement.
- Rising service expectations without corresponding increases in staff or funding.
- Community disagreement or resistance to specific projects, even with a plan in place.
- Balancing immediate needs (e.g., equipment, fire apparatus) with long-term capital and grant-matching obligations.



STRATEGIC IMPLICATIONS DERIVED FROM SWOT

Based on these responses, initial strategic planning priorities include:

- Infrastructure Planning and Asset Management must be a central focus.
- Organizational Capacity and Management Structure will need to be addressed realistically.
- Grant Readiness and Financial Strategy should be formalized rather than ad hoc.
- Communication and Public Trust, especially around emergency services and code enforcement, will be critical.



EMERGING STRATEGIC FOCUS AREAS (STRATEGIC THEMES)

The following Emerging Focus Areas were developed based on input from City leadership, staff, Council, and community members through the SWOT review process. These focus areas reflect clear areas of alignment, recurring concerns, and opportunities identified across responses.

White Deer is at a critical moment: strong in community pride and leadership momentum, yet facing infrastructure aging, capacity limitations, and increasing service expectations. These focus areas are designed to provide a clear, realistic framework for action over the next five years.

INFRASTRUCTURE RESILIENCE & UTILITY SUSTAINABILITY

- **Intent:** Ensure the City's core infrastructure systems are safe, reliable, and capable of supporting current needs and responsible future growth.
- **Why This Matters:** The SWOT revealed consistent concern around aging water and sewer systems, unknown asset conditions, and capacity constraints, particularly related to water supply, sewer ponds, and fire protection (hydrants). White Deer's long-term viability depends on moving from reactive maintenance to proactive planning.

KEY FOCUS AREAS:

- Water and wastewater system condition and capacity.
- Sewer pond limitations and regulatory risk
- Fire hydrant coverage and fire protection impacts
- Street conditions and long-term maintenance
- Aging equipment, vehicles, and facilities

STRATEGIC DIRECTION:

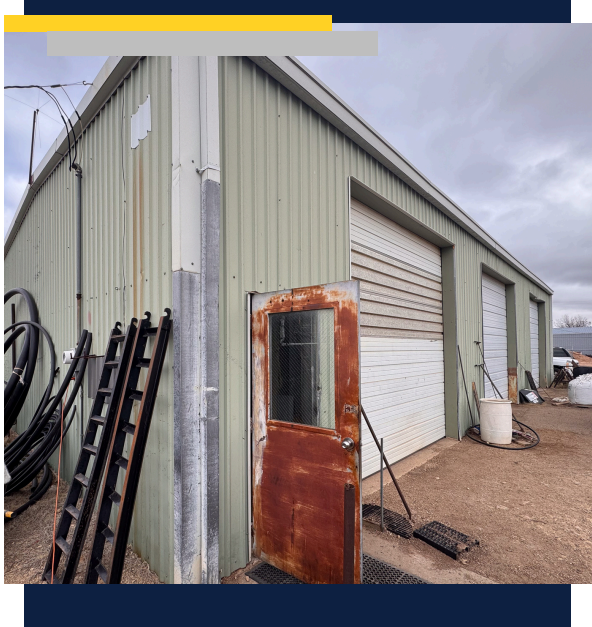
- Establish a clear understanding of system conditions and risks
- Prioritize phased capital improvements
- Align infrastructure investments with funding opportunities
- Reduce risk of service disruptions and emergency failures.





EMERGING STRATEGIC FOCUS AREAS (STRATEGIC THEMES)

ORGANIZATIONAL CAPACITY & OPERATIONAL EFFECTIVENESS



- **Intent:**
 - Strengthen internal operations to ensure the City can function efficiently and sustainably with limited staff and resources.
- **Why This Matters:**
 - The SWOT analysis highlighted **limited staffing, a concentration of certifications, and a lack of operational systems** as key constraints.
 - Without operational clarity, even well-funded initiatives will struggle to succeed.

KEY FOCUS AREAS:

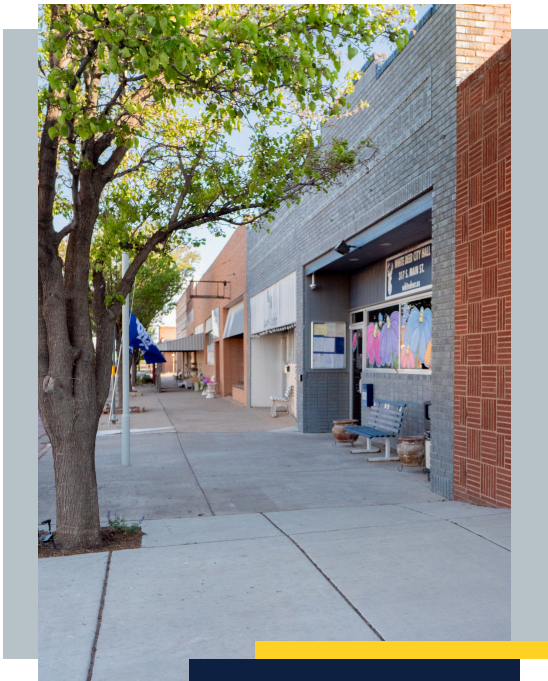
- Staffing capacity and role clarity
- Day-to-day management structure
- Work tracking and accountability systems
- Manual and time-intensive processes

STRATEGIC DIRECTION:

- Define clear roles, responsibilities, and workflows
- Improve visibility into daily operations and workloads to enhance accountability.
- Implement practical tools for tracking work and assets
- Maximize the efficiency of existing staff capacity

FINANCIAL STRATEGY & GRANT READINESS

- **Intent:**
 - Position the City to strategically invest in resources while effectively pursuing and managing external funding.
- **Why This Matters:**
 - White Deer is in a rare and advantageous position: debt-free with leadership motivated to invest.
 - However, the SWOT analysis reveals gaps in grant knowledge, funding strategy, and readiness, posing a risk of missed opportunities.





EMERGING STRATEGIC FOCUS AREAS (STRATEGIC THEMES)

FINANCIAL STRATEGY & GRANT READINESS (CONTINUED)

KEY FOCUS AREAS:

- Understanding realistic funding opportunities
- Planning for matching funds and reserves
- Avoiding reactive financial decision-making

STRATEGIC DIRECTION:

- Develop a clear, proactive funding strategy
- Prioritize projects based on funding alignment
- Build internal understanding of grant processes
- Leverage financial position to support long-term capital needs

COMMUNITY SERVICES, QUALITY OF LIFE, AND PUBLIC ASSETS

• Intent:

- Enhance and maintain community spaces, services, and amenities to support quality of life and reinforce civic pride.

• Why This Matters:

- White Deer's identity is deeply rooted in community pride, engagement, and small-town culture, which emerged as one of the strongest themes in the SWOT analysis.
- Maintaining visible, functional public assets is critical to sustaining that identity.

KEY FOCUS AREAS:

- Community center and pool improvements
- Main Street and neighborhood appearance
- Parks, public spaces, and beautification
- Animal control and humane facility improvements

STRATEGIC DIRECTION:

- Prioritize high-impact, visible improvements
- Maintain and reinvest in key public assets
- Align services with community expectations
- Reinforce pride in the appearance and function of the City



EMERGING STRATEGIC FOCUS AREAS (STRATEGIC THEMES)

Communication, Governance, and Public Trust

- **Intent:**
 - Improve communication, decision-making clarity, and transparency to strengthen trust between the City and its residents.
- **Why This Matters:**
 - The SWOT analysis identified perception challenges, unclear communication, and blurred lines between governance and operations.
 - In a small community, trust is one of the City's most important assets.

KEY FOCUS AREAS:

- Public understanding of City decisions and constraints
- Communication around priorities and tradeoffs
- Council vs. staff roles and responsibilities
- Perceptions of emergency services and code enforcement

STRATEGIC DIRECTION:

- Establish consistent and proactive communication practices
- Clarify governance vs. operational roles
- Improve transparency in decision-making
- Build community understanding and trust over time

Strategic Partnership and Regional Collaboration

- **Intent:**
 - Leverage partnerships to expand capacity, improve service delivery, and reduce long-term risk.
- **Why This Matters:**
 - As a small city, White Deer cannot sustainably provide every service independently. The SWOT highlighted opportunities for regional collaboration and shared services.
 - Partnerships are essential for long-term sustainability without overextending resources.

KEY FOCUS AREAS:

- Regional water supply coordination (e.g., CRMWA)
- Collaboration with Carson County
- Shared emergency services and facilities
- Interlocal and nonprofit partnerships

STRATEGIC DIRECTION:

- Identify and evaluate realistic partnership opportunities
- Define roles, expectations, and benefits clearly
- Reduce operational burden through collaboration
- Strengthen long-term service sustainability



FOCUS AREA ALIGNMENT OUTLINE

Strategic Focus Area	Primary Departments Represented	Core Themes & Priorities
Infrastructure Resilience & Utility Sustainability	Water Production, Wastewater, Streets, Public Works, Administration	Water and sewer system planning and capacity; capital improvement planning; preventative maintenance; hydrant coverage and fire protection; equipment and facility replacement; long-term asset management.
Organizational Capacity & Operational Effectiveness	All Departments Administration, Public Works, Utility Operations, All Departments	Staffing capacity and role clarity; standard operating procedures; work tracking and accountability; cross-training; process improvements; reducing manual and time-intensive tasks.
Financial Strategy & Grant Readiness	Administration, Finance, City Council	Capital planning and budgeting alignment; grant identification and readiness; funding strategy development; reserve planning; leveraging debt-free position; aligning projects with funding opportunities.
Community Services, Quality of Life & Public Assets	Parks, Community Center, Animal Control, Code Enforcement, Administration	Community facility improvements (pool, center); Main Street and neighborhood beautification; public asset maintenance; animal control improvements; community events and engagement; maintaining small-town pride.
Communication, Governance & Public Trust	Administration, City Commission, All Departments	Transparent communication; public engagement; clarifying Council vs. staff roles; consistent decision-making; improving perceptions of services; building trust through accountability and responsiveness.
Strategic Partnerships & Regional Collaboration	Administration, City Commission, Public Works, Emergency Services	Regional water coordination; partnerships with Carson County; shared emergency services; interlocal agreements; expanding service capacity through collaboration; reducing operational burden.



REVIEW OF CRITICAL ISSUES IDENTIFIED

PER FOCUS AREA: INCLUDING EVIDENCE AND RAMIFICATIONS DERIVED FROM SWOT ANALYSIS



1. INFRASTRUCTURE RESILIENCE & UTILITY SUSTAINABILITY

Issues Identified:

- Aging water and wastewater systems with limited documentation on condition and capacity.
- Sewer pond capacity constraints as utility connections increase.
- Inadequate fire hydrant coverage is impacting fire protection and insurance ratings.
- Aging equipment, vehicles, and facilities require replacement or rehabilitation.
- Limited long-term capital improvement planning and reliance on reactive maintenance.

Evidence & Justification:

- SWOT responses identified uncertainty around system condition, capacity, and remaining useful life.
- Respondents noted sewer ponds nearing capacity and concerns about regulatory compliance.
- Fire protection limitations were cited as affecting community safety and insurance costs.
- Aging equipment (e.g., vehicles and maintenance tools) and facility needs were consistently referenced.
- Lack of a formal Capital Improvement Plan limits proactive infrastructure investment.

Ramifications if Unaddressed (5–10 years):

- Increased risk of system failures, service interruptions, and emergency repairs.
- Escalating maintenance and replacement costs due to deferred investment.
- Regulatory compliance risks, particularly for wastewater systems.
- Reduced capacity for growth and new development.
- Decline in service reliability and public confidence.



REVIEW OF CRITICAL ISSUES IDENTIFIED

PER FOCUS AREA: INCLUDING EVIDENCE AND RAMIFICATIONS DERIVED FROM SWOT ANALYSIS

2. ORGANIZATIONAL CAPACITY & OPERATIONAL EFFECTIVENESS

Issues Identified:

- Limited staffing with key certifications concentrated in a small number of individuals.
- Lack of formalized roles, workflows, and standard operating procedures.
- Absence of work tracking and asset management systems.
- Reliance on manual and time-intensive processes.

Evidence & Justification:

- SWOT responses highlighted staffing constraints and dependency on specific individuals.
- Lack of operational systems limits visibility into workloads and priorities.
- Manual processes such as meter reading and informal tracking reduce efficiency.
- Leadership noted challenges in coordinating day-to-day operations effectively.

Ramifications if Unaddressed (5–10 years):

- Increased risk of service disruption due to staff turnover or absence.
- Reduced operational efficiency and delayed response to service needs.
- Staff burnout and difficulty retaining qualified personnel.
- Limited ability to scale services or implement new initiatives.

3. FINANCIAL STRATEGY & GRANT READINESS

Issues Identified:

- Lack of a formal long-term financial strategy for capital investment and reserves.
- Limited knowledge of grant programs, eligibility requirements, and compliance obligations.
- Uncertainty regarding matching fund requirements and funding feasibility.
- Risk of reactive or uncoordinated financial decision-making.

Evidence & Justification:

- SWOT responses emphasized limited familiarity with funding programs and application processes.
- Leadership expressed concern about pursuing projects without clear funding alignment.
- The City's debt-free status presents an opportunity, but without a defined strategy.
- No structured prioritization exists to align projects with funding opportunities.

Ramifications if Unaddressed (5–10 years):

- Missed opportunities for state and federal funding.
- Increased reliance on local funds for major infrastructure projects.
- Financial strain from unplanned or reactive capital expenditures.
- Inability to implement high-priority projects due to a lack of preparedness.
- Reduced ability to compete for grants due to lack of readiness.



REVIEW OF CRITICAL ISSUES IDENTIFIED

PER FOCUS AREA: INCLUDING EVIDENCE AND RAMIFICATIONS DERIVED FROM SWOT ANALYSIS

4. COMMUNITY SERVICES, QUALITY OF LIFE & PUBLIC ASSETS

Issues Identified:

- Aging or underperforming public facilities, including the community center and pool.
- Need for improved Main Street appearance and neighborhood cleanup.
- Gaps in animal control facilities and services.
- Ongoing need to maintain and enhance public spaces and amenities.

Evidence & Justification:

- SWOT responses consistently emphasized community pride and desire for visible improvements.
- Respondents identified facility upgrades and beautification as high priorities.
- Animal control operations and facilities were noted as needing improvement.
- Public asset conditions were identified as impacting the overall quality of life.

Ramifications if Unaddressed (5–10 years):

- Decline in community satisfaction and civic pride.
- Reduced attractiveness for new residents and businesses.
- Continued deterioration of public assets leads to higher long-term costs.
- Misalignment between City services and community expectations.

5. COMMUNICATION, GOVERNANCE & PUBLIC TRUST

Issues Identified:

- Inconsistent communication with residents regarding City decisions and priorities.
- Public perception challenges related to emergency services and code enforcement.
- Overlap between governance and operational roles.
- Limited clarity around decision-making processes and constraints.

Evidence & Justification:

- SWOT feedback identified concerns about transparency and communication gaps.
- Respondents noted confusion around the roles of the Council versus the staff.
- Community disagreement on priorities highlights the need for clearer messaging.
- Perceptions of service delivery impact trust in local government.

Ramifications if Unaddressed (5–10 years):

- Decreased public trust and confidence in City leadership.
- Increased community resistance to projects and investments.
- Inefficient decision-making and operational challenges.
- Reduced the effectiveness of long-term planning efforts.





REVIEW OF CRITICAL ISSUES IDENTIFIED

PER FOCUS AREA: INCLUDING EVIDENCE AND RAMIFICATIONS DERIVED FROM SWOT ANALYSIS

6. STRATEGIC PARTNERSHIPS & REGIONAL COLLABORATION

Issues Identified:

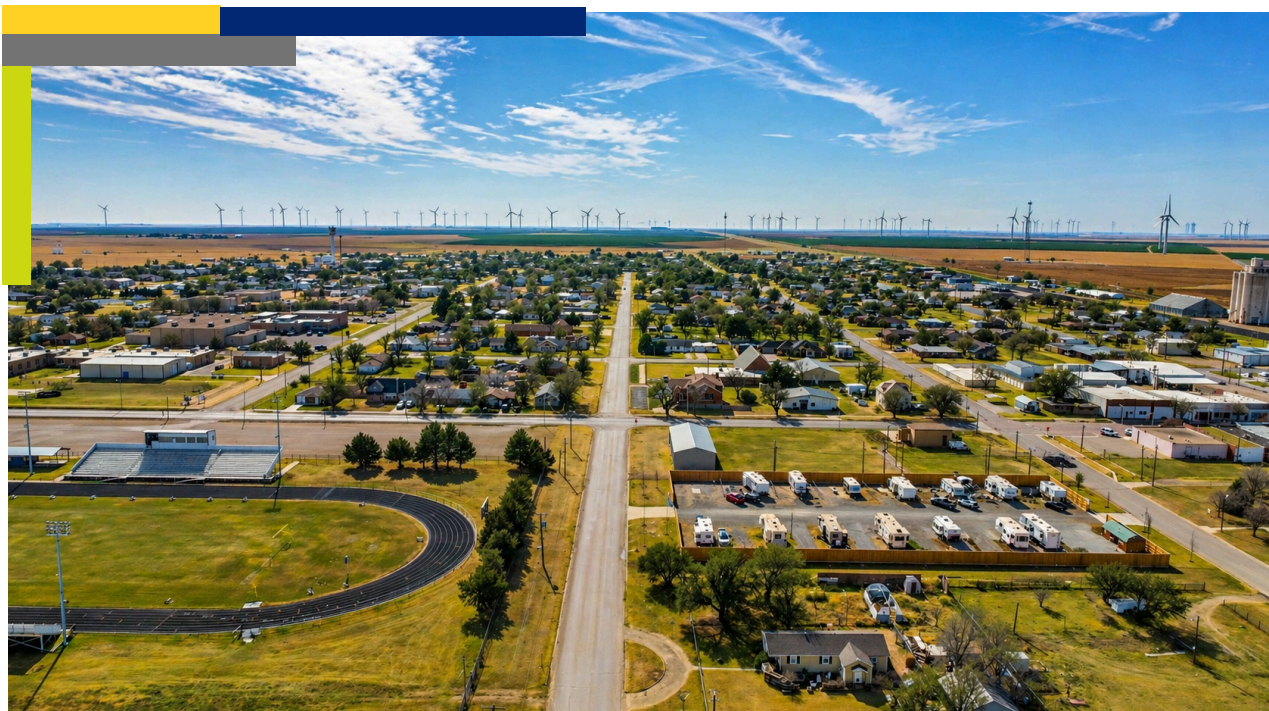
- Limited capacity to independently deliver all services due to staffing and resource constraints.
- Lack of clearly defined partnership strategies or evaluated opportunities.
- Need for coordination in areas such as water supply, emergency services, and regional planning.

Evidence & Justification:

- SWOT responses identified interest in partnerships with Carson County and regional entities.
- Potential collaboration opportunities (e.g., water supply, shared services) remain underdeveloped.
- Small city size limits ability to expand services without external support.

Ramifications if Unaddressed (5–10 years):

- Increased operational strain on limited staff and resources.
- Higher long-term costs from duplicative or inefficient service delivery.
- Missed opportunities to improve service levels through collaboration.
- Reduced ability to respond to regional challenges and opportunities.





IV. STRATEGIC GOALS & OBJECTIVES



CLEAR GOALS. STRONG LEADERSHIP. MEASURABLE RESULTS.



1. INFRASTRUCTURE RESILIENCE & UTILITY SUSTAINABILITY

STRATEGIC GOAL 1.1: ESTABLISH A CLEAR UNDERSTANDING OF INFRASTRUCTURE SYSTEMS

This goal establishes the foundation for informed decision-making by addressing the City's limited visibility into the condition, capacity, and lifecycle of its infrastructure. By conducting system assessments and developing an asset inventory, the City will move from reactive maintenance to proactive planning, helping leadership prioritize investments, reduce risk, and compete more effectively for state and federal funding.

STRATEGIC OBJECTIVES

- Conduct a professional assessment of water and wastewater systems
- Inventory all major infrastructure assets (water, sewer, streets, facilities)
- Identify capacity limits, conditions, and replacement timelines

POTENTIAL METRICS

- Completion of water and wastewater system evaluation (Yes/No, Year)
- Percentage of assets documented in inventory
- Asset condition ratings established (baseline completed)

STRATEGIC GOAL 1.2: IMPLEMENT A PHASED CAPITAL IMPROVEMENT STRATEGY

This goal creates a structured, forward-looking approach to infrastructure investment by replacing reactive spending with prioritized, data-driven planning. A Capital Improvement Plan will allow the City to align projects with risk, cost, and funding opportunities while ensuring long-term financial and infrastructure sustainability.

STRATEGIC OBJECTIVES

- Develop a 5 to 10-year Capital Improvement Plan (CIP)
- Prioritize projects based on risk, cost, and funding opportunities
- Align capital projects with grant eligibility

POTENTIAL METRICS

- CIP adopted (Yes/No)
- Percentage of priority projects with defined cost estimates
- Annual capital investment compared to plan



1. INFRASTRUCTURE RESILIENCE & UTILITY SUSTAINABILITY

STRATEGIC GOAL 1.3: IMPROVE RELIABILITY AND REDUCE INFRASTRUCTURE RISK

This goal focuses on strengthening system reliability and public safety by addressing high-risk infrastructure and improving maintenance practices. By reducing emergency repairs and proactively managing assets, the City can lower long-term costs while ensuring consistent service delivery.

STRATEGIC OBJECTIVES

- Address high-risk infrastructure such as sewer capacity and hydrant gaps
- Replace or rehabilitate aging equipment and vehicles
- Improve preventative maintenance practices

POTENTIAL METRICS

- Number of emergency repairs per year
- Percentage improvement in fire hydrant coverage
- Percentage of equipment replaced or upgraded per plan
- Preventative maintenance schedule implemented (Yes/No)

2. ORGANIZATIONAL CAPACITY & ORGANIZATIONAL EFFECTIVENESS

STRATEGIC GOAL 2.1: STRENGTHEN DAY-TO-DAY OPERATIONS

This goal improves operational consistency and accountability by establishing clear roles, procedures, and coordination practices. Strengthening internal structure reduces inefficiencies, improves workflow clarity, and supports sustainable service delivery in a limited-staff environment.

STRATEGIC OBJECTIVES

- Define roles and responsibilities
- Establish standard operating procedures
- Improve coordination

POTENTIAL METRICS

- Standard Operating Procedures (SOPs) documented
- Staff role clarity – Development of job descriptions or a similar form to formalize roles
- Identification and reduction of duplicated work



2. ORGANIZATIONAL CAPACITY & ORGANIZATIONAL EFFECTIVENESS

STRATEGIC GOAL 2.2: IMPROVE WORK TRACKING AND OPERATIONAL VISIBILITY

This goal enhances decision-making and responsiveness by improving visibility into daily operations and workload distribution. Implementing tracking systems allows the City to better prioritize work, monitor progress, and communicate effectively.

STRATEGIC OBJECTIVES

- Implement work tracking system
- Track maintenance and service requests
- Improve reporting

POTENTIAL METRICS

- Ticket or project management system implementation
- Percentage of work tracked
- Reporting frequency

STRATEGIC GOAL 2.3: MAXIMIZE EFFICIENCY WITH LIMITED STAFF

This goal focuses on optimizing available resources by improving processes, cross-training staff, and reducing manual tasks. These efforts increase flexibility, reduce dependency on individuals, and support consistent service levels.

STRATEGIC OBJECTIVES

- Improve processes or automate tasks
- Cross-train staff
- Reduce manual work

POTENTIAL METRICS

- Hours saved on work orders
- Staff cross-trained
- Reduction in manual processes (i.e. digital water meter implementation)





3. FINANCIAL STRATEGY AND GRANT READINESS

STRATEGIC GOAL 3.1: ESTABLISH A PROACTIVE FINANCIAL STRATEGY

This goal enhances decision-making and responsiveness by improving visibility into daily operations and workload distribution. Implementing tracking systems allows the City to better prioritize work, monitor progress, and communicate effectively.

STRATEGIC OBJECTIVES

- Define reserve targets
- Align budget with priorities
- Plan for infrastructure funding

POTENTIAL METRICS

- Reserve policy development and adoption
- Budget alignment
- Capital funding allocation

STRATEGIC GOAL 3.2: IMPROVE GRANT READINESS AND FUNDING UTILIZATION

This goal positions the City to compete for and secure external funding by improving preparedness and alignment. By identifying opportunities and preparing projects in advance, the City increases its ability to fund critical improvements.

STRATEGIC OBJECTIVES

- Identify grant programs
- Build internal knowledge
- Prepare projects

POTENTIAL METRICS

- Grants identified
- Applications submitted
- Funding awarded
- Projects grant-ready





3. FINANCIAL STRATEGY AND GRANT READINESS

STRATEGIC GOAL 3.3: LEVERAGE FINANCIAL POSITION FOR LONG-TERM INVESTMENT

This goal uses the City’s financial strength strategically to support long-term priorities while minimizing risk. It emphasizes planned investment and disciplined financial management.

STRATEGIC OBJECTIVES

- Set aside and utilize funds for matching grant funds based on program
- Avoid reactive spending
- Evaluate financing options

POTENTIAL METRICS

- Matching funds reserved
- Number of projects aligned with strategy
- Quantification and reduction in unplanned spending

4. COMMUNITY SERVICES, QUALITY OF LIFE, AND PUBLIC ASSETS

STRATEGIC GOAL 4.1: MAINTAIN AND IMPROVE PUBLIC FACILITIES

This goal ensures that public facilities remain functional, accessible, and aligned with community expectations. Strategic reinvestment in these assets supports long-term livability and resident satisfaction.

STRATEGIC OBJECTIVES

- Assess facility conditions
- Prioritize upgrades
- Improve usability

POTENTIAL METRICS

- Assessments completed
- Improvements completed
- Community satisfaction





4. COMMUNITY SERVICES, QUALITY OF LIFE, AND PUBLIC ASSETS

STRATEGIC GOAL 4.2: ENHANCE COMMUNITY APPEARANCE AND PRIDE

This goal ensures that public facilities remain functional, accessible, and aligned with community expectations. Strategic reinvestment in these assets supports long-term livability and resident satisfaction.

STRATEGIC OBJECTIVES

- Support cleanup efforts
- Improve code enforcement practices
- Invest in beautification and city quality of life amenities

POTENTIAL METRICS

- Number of projects identified and completed
- Code enforcement response times
- Visible improvements
- Participation in TPIA and regional networking to learn how to enhance code enforcement practices

STRATEGIC GOAL 4.3: ALIGN SERVICES WITH COMMUNITY NEEDS

This goal ensures City services remain responsive and aligned with resident expectations. By evaluating and adapting services, the City can improve satisfaction and maintain strong community relationships.

STRATEGIC OBJECTIVES

- Evaluate service areas for effectiveness and their impact on the community
- Support community engagement through diversifying communication and enhancing opportunities for input.

POTENTIAL METRICS

- Service improvements – measured through department-level metrics that address identified needs
- Number of community events supported
- Resident satisfaction survey



5. COMMUNICATION, GOVERNANCE, AND PUBLIC TRUST

STRATEGIC GOAL 5.1: IMPROVE TRANSPARENCY AND COMMUNICATION

This goal builds trust by ensuring residents are informed about City priorities, decisions, and constraints. Clear communication supports engagement and strengthens community confidence.

STRATEGIC OBJECTIVES

- Provide updates to stakeholders and the general public
- Improve communication tools
- Communicate vision and strategy for the future of White Deer

POTENTIAL METRICS

- Identification of key communication stakeholders and communication needs
- Update frequency and method of updates to the public and/or stakeholders
- Website activity statistical analysis (Data Analytics)
- Engagement levels measured

STRATEGIC GOAL 5.2: CLARIFY GOVERNANCE AND OPERATIONAL ROLES

This goal ensures City services remain responsive and aligned with resident expectations. By evaluating and adapting services, the City can improve satisfaction and maintain strong community relationships.

STRATEGIC OBJECTIVES

- Evaluate service areas for effectiveness and their impact on the community
- Support community engagement through diversifying communication and enhancing opportunities for input.

POTENTIAL METRICS

- Service improvements – measured through department-level metrics that address identified needs
- Number of community events supported
- Resident satisfaction survey



5. COMMUNICATION, GOVERNANCE, AND PUBLIC TRUST

STRATEGIC GOAL 5.3: BUILD PUBLIC TRUST AND CONFIDENCE

This goal strengthens long-term community support through consistent, responsive service delivery and improved public perception.

STRATEGIC OBJECTIVES

- Address community or stakeholder concerns
- Improve consistency with response of services and unified messaging
- Continue strengthening relationships with community and key stakeholders

POTENTIAL METRICS

- Public feedback trends
- Response times
- Trust indicators over time

6. STRATEGIC PARTNERSHIPS AND REGIONAL COLLABORATION

STRATEGIC GOAL 6.1: IDENTIFY AND EVALUATE PARTNERSHIP OPPORTUNITIES

This goal expands the City's capacity by identifying opportunities to collaborate and deliver services more effectively.

STRATEGIC OBJECTIVES

- Assess partnerships
- Evaluate feasibility
- Prioritize opportunities

POTENTIAL METRICS

- Number of opportunities identified and pursued
- Feasibility evaluation completion



6. STRATEGIC PARTNERSHIPS AND REGIONAL COLLABORATION

STRATEGIC GOAL 6.2: STRENGTHEN REGIONAL COORDINATION

This goal enhances long-term sustainability by improving coordination with regional partners and aligning efforts across jurisdictions.

STRATEGIC OBJECTIVES

- Engage regionally in regional associations, planning groups and organizations (i.e. PRPC)
- Participate in regional planning efforts
- Coordinate services with regional partners and stakeholders

POTENTIAL METRICS

- Engagement frequency
- Joint initiatives

STRATEGIC GOAL 6.3: IMPROVE SERVICE DELIVERY THROUGH COLLABORATION

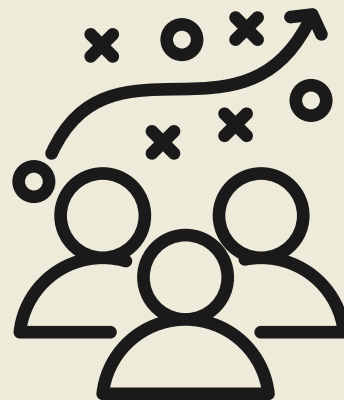
This goal improves efficiency and outcomes by leveraging shared resources and reducing service duplication.

STRATEGIC OBJECTIVES

- Implement agreements
- Reduce duplication of efforts
- Improve coverage of services and resources available

POTENTIAL METRICS

- Agreements executed
- Cost savings
- Service improvements





Priority	Project / Initiative	Focus Area	Why This Matters	Primary Funding Strategy	Key Next Steps (0–12 months)
1	Water System Assessment & Asset Management Plan	Infrastructure	Establishes baseline for condition, capacity, and lifecycle; unlocks funding eligibility	Texas Water Development Board (Planning Grant), Texas Department of Agriculture (TxCDBG Planning)	Procure engineering; complete inventory and condition ratings; adopt plan
2	Wastewater & Sewer Capacity Improvements (incl. ponds)	Infrastructure	Addresses capacity constraints and regulatory risk; supports growth	Texas Water Development Board (CWSRF), U.S. Department of Agriculture Rural Development	Preliminary engineering report (PER); cost estimates; identify match; submit funding
3	Citywide Capital Improvement Plan (5–10 year CIP)	Infrastructure & Finance	Moves City from reactive to planned investment; aligns projects with funding	Local policy + TxCDBG Planning; leverage TWDB readiness	Develop project list, costs, phasing; adopt CIP with Council
4	Fire Hydrant Expansion & Fire Flow Improvements	Infrastructure & Public Safety	Improves fire protection and insurance ratings; reduces risk	Texas Department of Agriculture (TxCDBG), Office of the Governor of Texas	Map gaps; define scope; engineer design; bundle with water projects for funding
5	Street Maintenance & Priority Reconstruction Program	Infrastructure	Preserves roadway network; avoids higher future costs	Texas Department of Transportation (local programs), TxCDBG	Condition assessment; prioritize segments; annual maintenance plan
6	Public Works Equipment Replacement Plan	Operations	Reduces downtime and emergency costs; improves service reliability	USDA Community Facilities; local funds; phased purchases	Inventory fleet; set replacement schedule; develop budget and specs



Priority	Project / Initiative	Focus Area	Why This Matters	Primary Funding Strategy	Key Next Steps (0-12 months)
7	Work Order & Asset Tracking System (Lightweight)	Operations	Improves visibility, prioritization, and reporting with minimal burden	TxCDBG Planning/Capacity; local implementation	Select simple system; train staff; begin tracking core activities
8	Community Center & Pool Improvements	Quality of Life	Visible improvements that support community pride and use	Texas Parks and Wildlife Department (TPWD), TxCDBG	Concept plan; cost estimates; confirm site control; prepare grant application
9	Main Street & Neighborhood Beautification Initiative	Quality of Life	Enhances appearance, safety, and local investment	TxCDBG Downtown Revitalization; local match: TxDOT programs, Historical Preservation Programs, coordination with nonprofit organizations	Identify target areas; define scope; coordinate code enforcement and cleanup
10	Grant Readiness Program (Project Pipeline + Matching Fund Policy)	Finance / Partnerships	Increases success rate for external funding; reduces missed opportunities	TWDB Planning; TxCDBG Planning; USDA predevelopment	Create priority list; set match reserve; develop PERs and scopes; track deadlines



FUNDING STRATEGY OVERVIEW

- **Lead with Readiness:** Complete planning items first (Projects 1, 3, 10) to unlock eligibility for larger capital grants and loans.
- **Bundle Projects:** Pair related items (e.g., hydrants with water system upgrades) to strengthen applications and efficiency.
- **Phase Investments:** Sequence projects to match funding cycles and local capacity.
- **Leverage Match:** Use the City's financial position to meet match requirements and improve competitiveness.
- **Pursue Multiple Sources:** Combine state, federal, and local funds where appropriate to fully fund projects.

IMPLEMENTATION NOTE

These projects represent a practical starting point based on current needs, capacity, and funding opportunities. Priorities should be revisited at least annually through the City's monitoring and budgeting process.





V. PLAN IMPLEMENTATION & STRATEGY



CLEAR GOALS. STRONG LEADERSHIP. MEASURABLE RESULTS.



PLAN IMPLEMENTATION & STRATEGY

Successful implementation of the City of White Deer Strategic Plan will require thoughtful alignment of financial resources, staffing capacity, and external partnerships. As a small community with limited personnel but strong leadership and a stable financial position, the City must take a strategic and phased approach to meeting its resource needs.

This section outlines key considerations and approaches to ensure that priorities identified in this plan can be realistically achieved over time.

FINANCIAL RESOURCES AND INVESTMENT STRATEGY

State and federal agencies offer competitive and formula-based programs that support municipal improvements across transportation, water, public safety, facilities, and community development. The following programs align with the needs identified in the strategic focus areas of Infrastructure & Asset Management, Economic Development, Public Safety, Neighborhood Revitalization, and Financial Sustainability.

TEXAS DEPARTMENT OF TRANSPORTATION (TXDOT)

- **Transportation Alternatives Set-Aside (TASA)** - Supports sidewalks, safe-routes-to-school projects, multi-use trails, and safety improvements.
- **Statewide Transportation Improvement Program (STIP)** - Funds eligible roadway and bridge projects through regional planning processes.

TEXAS WATER DEVELOPMENT BOARD (TWDB)

Supports waterline replacement, wellfield expansion, wastewater plant upgrades, and asset management plans. Prioritizes applicants with adopted Asset Management Plans, capital improvement planning, and adequate rate structures.

- **Drinking Water State Revolving Fund (DWSRF)**
- **Clean Water State Revolving Fund (CWSRF)**
- **Texas Water Infrastructure Fund (WIF)**





TEXAS DEPARTMENT OF AGRICULTURE (TDA) – COMMUNITY DEVELOPMENT BLOCK GRANT (TXCDBG)

- **Community Development Fund** – water, sewer, streets, drainage.
- **Downtown Revitalization/Main Street Program** – commercial infrastructure, sidewalks, pedestrian lighting.

U.S. DEPARTMENT OF AGRICULTURE (USDA) – RURAL DEVELOPMENT

Often supports smaller communities where municipal revenues limit bond capacity.

- **Community Facilities Direct Loan & Grant Program** – public safety buildings, equipment, EMS, civic centers.
- **Water & Waste Disposal Program** – water and sewer infrastructure improvements.

TEXAS PARKS & WILDLIFE DEPARTMENT (TPWD)

- **Local Park Grants (Outdoor Recreation, Small Community, Trails)** - Funds improvements to parks, recreation facilities, playgrounds, and trails. Strongly favors cities with adopted Master Parks Plans.

U.S. DEPARTMENT OF HOMELAND SECURITY / FEMA

- **Assistance to Firefighters Grant (AFG)**
- **Staffing for Adequate Fire & Emergency Response (SAFER)**
- **Hazard Mitigation Grant Program (HMGP)**

FEMA requires:

- Updated Hazard Mitigation Plans,
- Documented equipment needs and risk assessments, and
- Demonstrated financial and procurement compliance.

U.S. ENVIRONMENTAL PROTECTION AGENCY (EPA)

- **Brownfields Assessment & Cleanup Grants** - Supports redevelopment of blighted or contaminated sites, aligned with the strategic focus on Neighborhood Revitalization.





STEPS REQUIRED FOR ELIGIBILITY AND COMPETITIVENESS

Many grant programs require specific planning documents, compliance standards, or organizational practices before a city can apply. The strategic goals and objectives within this plan intentionally target these prerequisites to strengthen White Deer’s eligibility for future funding.

Key steps include:

A. ADOPT PLANNING DOCUMENTS

Several initiatives in this Strategic Plan exist specifically to make the City grant-eligible:

- **Water/Wastewater Asset Management Plan** – improves ranking in TWDB programs.
- **Master Parks Plan** – required or strongly preferred for TPWD park grants, depending on which program is pursued.
- **Hazard Mitigation Plan** – required for FEMA HMP, AFG, SAFER, and related programs.
- **Capital Improvement Plan (CIP)** – strengthens competitive grant applications across all infrastructure categories.

The plan’s objectives call for adopting these documents to empower the City to pursue large-scale funding opportunities rather than relying solely on local resources.

B. MAINTAIN ACCURATE FINANCIAL AUDITS AND INTERNAL CONTROLS

Grant programs require:

- Up-to-date annual audits,
- Strong procurement policies,
- Transparent financial reporting systems, and
- Clear cost-allocation methods.

The upgrade from Incode 9, improved financial controls, and development of multi-year forecasting directly address these needs.

C. STRENGTHEN TECHNICAL CAPACITY AND DATA READINESS

Competitive applications require:

- Condition assessments of assets,
- Engineering reports,
- Environmental reviews,
- Cost estimates,
- Operational data demonstrating need.

Objectives in Infrastructure & Asset Management, calling for preventive maintenance programs, asset inventories, and modernization of monitoring systems, provide the data required for funders to evaluate need and readiness.



D. DEMONSTRATE COMMUNITY ENGAGEMENT AND STRATEGIC ALIGNMENT

Programs increasingly prioritize:

- Community input,
- Public meetings,
- Surveys,
- Strategic alignment with long-term plans.

The Communication & Public Engagement focus area strengthens this requirement by establishing comprehensive outreach strategies and documentation.

E. BUILD CAPACITY FOR GRANT MANAGEMENT

Cities must show they can manage funds responsibly, including:

- Timely reporting,
- Compliance with labor and procurement standards,
- Monitoring of contractors,
- Maintenance of grant files.

Investments in leadership development, training, and internal coordination support this long-term capacity.

ROLE OF THE PANHANDLE REGIONAL PLANNING COMMISSION (PRPC)

A partnership with PRPC significantly enhances White Deer's ability to pursue, secure, and administer competitive state and federal grants. PRPC's benefits include:

TECHNICAL SUPPORT

- Assistance with grant writing, narrative development, and application assembly.
- Preparation of required demographic, economic, and regional planning data.
- Support developing required planning documents such as:
 - Hazard Mitigation Plans
 - Capital Improvement Plan elements
 - Environmental risk assessments
 - Regional collaboration documentation

PROJECT DEVELOPMENT AND COMPLIANCE

- Coordination of public hearings, surveys, and community engagement.
- Ensuring applications align with state and federal regulatory requirements.
- Assistance with Davis-Bacon, procurement standards, environmental rules, and audit documentation.

GRANT ADMINISTRATION

- Management of reporting, financial tracking, contractor compliance, and performance monitoring.
- Serving as a regional partner for multi-jurisdictional grants or shared services agreements.



FUNDING STRATEGY AND PRIORITIZATION

- Guidance on prioritizing projects based on eligibility windows, scoring criteria, and long-term strategic value.
- Identification of new programs and shifts in federal/state policies.

Partnership with PRPC ensures that the City does not need to build all grant expertise in-house and can instead leverage regional capacity and experience to accelerate progress.

ALIGNMENT WITH STRATEGIC GOALS AND OBJECTIVES

Throughout this plan, strategic objectives are intentionally designed to improve White Deer's readiness for state and federal funding.

Examples include:

- **CIP development, preventive maintenance programs, and asset management** elevate the City's priority ranking in TWDB, TXCDBG, and FEMA programs.
- **Leadership and workforce development** enhance internal grant management capacity.
- **Communication and outreach initiatives** meet funder expectations for public involvement.
- **Financial sustainability objectives**, including multi-year forecasting and strengthened internal controls, improve competitiveness and compliance.
- **Neighborhood revitalization goals**, including blight remediation and cross-department coordination, position the City for EPA Brownfields and CDBG opportunities.

Every major focus area of this Strategic Plan reinforces the City's ability to access external funding, reduce reliance on local revenues, and accelerate the implementation of high-impact projects.



PLAN IMPLEMENTATION & STRATEGY REVIEW

FINANCIAL RESOURCES AND INVESTMENT STRATEGY

White Deer is in a strong position as a debt-free community with the ability to make strategic investments. However, the needs identified in this plan, particularly related to infrastructure and public assets, will require careful financial planning and prioritization.

To address these needs, the City will:

- Align annual budgeting with strategic priorities identified in this plan
- Establish or refine reserve policies to support long-term capital investment
- Phase major projects over time to reduce financial strain
- Prioritize high-impact and high-risk infrastructure improvements

A proactive financial strategy will ensure that available resources are used efficiently while maintaining long-term fiscal sustainability.

GRANT FUNDING AND EXTERNAL RESOURCES

Given the scale of infrastructure and capital needs, external funding will play a critical role in implementation. State and federal grant programs provide significant opportunities, but successful participation requires preparation and alignment.

The City plans to focus on:

- Identifying grant programs that align with infrastructure, community development, and planning priorities
- Preparing priority projects in advance to improve competitiveness
- Setting aside matching funds where required
- Leveraging partnerships to strengthen applications and expand eligibility

By improving grant readiness, White Deer can maximize its ability to secure funding and reduce reliance on local resources.





STAFFING AND ORGANIZATIONAL CAPACITY

White Deer operates with a limited number of staff, many of whom serve multiple roles across departments. This structure requires a practical approach to implementation that prioritizes efficiency and flexibility. To support implementation, the City may:

- Focus on achievable priorities that align with existing capacity
- Improve operational efficiency through process improvements and better systems
- Cross-train staff to reduce dependency on individual roles
- Evaluate staffing needs as projects and responsibilities evolve

Recognizing staffing limitations early ensures that the plan remains realistic and sustainable.

CAPITAL PLANNING AND PROJECT READINESS

Many of the City's priorities involve infrastructure improvements that require significant planning before implementation. Developing projects to a "ready" state is essential for both execution and funding. The City could:

- Develop cost estimates and scopes for priority projects
- Conduct necessary engineering or feasibility studies
- Align projects with regulatory requirements
- Sequence projects based on urgency and funding availability

Improving project readiness positions the City to act quickly when funding opportunities arise.

PARTNERSHIPS AND SHARED RESOURCES

As a small municipality, White Deer cannot independently provide every service or meet every need. Strategic partnerships will be essential to expanding capacity and improving service delivery. The City will continue to explore:

- Collaboration with Carson County and neighboring jurisdictions
- Regional partnerships for water, emergency services, and infrastructure
- Interlocal agreements to share services or resources
- Coordination with regional planning organizations and agencies

Leveraging partnerships allows the City to extend its capabilities without overextending its resources.



PRIORITIZATION AND PHASED IMPLEMENTATION

Not all goals and projects identified in this plan can be completed at once. A phased approach to implementation will ensure that resources are used effectively and that progress remains steady. The City considers the following:

- Prioritize projects based on risk, impact, and feasibility
- Focus on foundational efforts, such as planning and assessments, early in the implementation period
- Adjust timelines as funding and capacity allow
- Revisit priorities regularly through the monitoring and evaluation process

This approach ensures that the plan remains both actionable and adaptable.

LONG-TERM SUSTAINABILITY

Addressing resource needs is not only about immediate implementation but also about ensuring that investments can be maintained over time.

The City will consider:

- Ongoing maintenance costs when planning new projects
- Lifecycle costs of infrastructure and equipment
- Financial and operational sustainability of services
- Alignment between growth and available resources

By planning for long-term sustainability, White Deer can protect its investments and maintain service quality for future generations.

PARTNERSHIPS AND SHARED RESOURCES

As a small municipality, White Deer cannot independently provide every service or meet every need. Strategic partnerships will be essential to expanding capacity and improving service delivery. The City will continue to explore:

- Collaboration with Carson County and neighboring jurisdictions
- Regional partnerships for water, emergency services, and infrastructure
- Interlocal agreements to share services or resources
- Coordination with regional planning organizations and agencies

Leveraging partnerships allows the City to extend its capabilities without overextending its resources.



FUNDING MATRIX BY STRATEGIC FOCUS AREA

Aligning strategic priorities with available funding sources ensures that the City of White Deer can implement this plan in a realistic and financially sustainable manner. By preparing projects in advance and pursuing targeted funding opportunities, the City can maximize its resources and achieve meaningful progress over the planning horizon.

Strategic Focus Area	Primary Project Types	Potential Funding Sources	Example Programs	Key Readiness Needs
Infrastructure Resilience & Utility Sustainability	Water and wastewater improvements, sewer capacity, streets, drainage, hydrants	Texas Water Development Board (TWDB), Texas Department of Agriculture (TxCDBG), U.S. Department of Agriculture Rural Development (USDA-RD), Texas Department of Transportation (TxDOT)	DWSRF, CWSRF, TxCDBG Community Development, USDA Water and Waste Disposal, TxDOT local programs	Asset Management Plan, Engineering reports, Capital Improvement Plan, Cost estimates, Updated Financial Audits
Organizational Capacity & Operational Effectiveness	Operational systems, SOP development, equipment, staffing support tools	Texas Department of Agriculture, U.S. Department of Agriculture Rural, Development Office of the Governor of Texas	TxCDBG Planning & Capacity USDA Technical Assistance OOG support programs	Defined projects Operational needs documentation, Basic implementation plan
Financial Strategy & Grant Readiness	Planning, engineering studies, project development, financial policies	Texas Water Development Board, Texas Department of Agriculture, U.S. Department of Agriculture Rural Development	TWDB Planning Grants, TxCDBG Planning Fund, USDA Predevelopment	Priority project list, Preliminary cost estimates, Financial strategy alignment



FOCUS AREA ALIGNMENT OUTLINE

Strategic Focus Area	Primary Project Types	Potential Funding Sources	Example Programs	Key Readiness Needs
Communication, Governance & Public Trust	Communication tools, emergency coordination, public engagement systems	Office of the Governor of Texas, Federal Emergency Management Agency, Texas Department of Agriculture	FEMA preparedness grants OOG public safety grants, TxCDBG planning funds	Defined project scope, Community need justification, Coordination plan
Community Services, Quality of Life & Public Assets	Parks, pool, community center, Main Street, beautification, facilities	Texas Parks and Wildlife Department (TPWD), Texas Department of Agriculture, U.S. Department of Housing and Urban Development	Local Park Grant Program, Recreational Trails Program, TxCDBG Downtown Revitalization	Site control, Concept plans, Cost estimates, Public benefit justification
Communication, Governance & Public Trust	Communication tools, emergency coordination, public engagement systems	Office of the Governor of Texas Federal Emergency Management Agency Texas Department of Agriculture	FEMA preparedness grants OOG public safety grants, TxCDBG planning funds	Defined project scope, Community need justification, Coordination plan
Strategic Partnerships & Regional Collaboration	Regional water, shared services, interlocal agreements, joint facilities	Texas Water Development Board, U.S. Department of Agriculture Rural Development Economic Development Administration	Regional water funding USDA collaboration programs, EDA planning grants	Partnership agreements, Defined scope, Regional coordination, Shared cost structure



VI. MONITORING, EVALUATION, AND ADAPTATION



CLEAR GOALS. STRONG LEADERSHIP. MEASURABLE RESULTS.



MONITORING, EVALUATION, AND ADAPTATION

Effective implementation of the City of White Deer Strategic Plan requires a practical and sustainable approach to monitoring progress, evaluating outcomes, and adapting to changing conditions. Given the City's size and staffing structure, this process is designed to be simple, consistent, and integrated into existing operations rather than creating additional administrative burden.

PERFORMANCE MANAGEMENT FRAMEWORK

Each focus area within this plan includes goals, objectives, and performance metrics that serve as indicators of progress. These metrics are intended to provide a clear understanding of how the City is advancing toward its strategic priorities.

City staff will be responsible for tracking progress within their respective areas of responsibility. This may include:

- Monitoring infrastructure improvements and maintenance activities
- Tracking completion of key projects and initiatives
- Reviewing financial performance and funding outcomes
- Evaluating service delivery and operational efficiency

Progress tracking should be incorporated into routine operations and existing reporting practices wherever possible.

ROLES AND RESPONSIBILITIES

Implementation of the Strategic Plan is a shared responsibility across City leadership and staff.

- City Council and Mayor will provide policy direction, review progress, and ensure alignment with community priorities.
- City leadership and staff will be responsible for carrying out objectives, tracking progress, and identifying operational needs or challenges.
- Department-level coordination will occur informally as needed, recognizing that many staff serve multiple roles within the organization.

This approach reflects the City's structure and ensures accountability without overcomplicating the process.



MONITORING, EVALUATION, AND ADAPTATION

REVIEW SCHEDULE

To maintain progress and accountability, the City will utilize a simple and consistent review cycle:

- **Quarterly Check-Ins (Internal):** City leadership and staff will review progress on key initiatives, identify challenges, and adjust priorities as needed.
- **Annual Strategic Review:** The City will review overall progress toward goals and objectives, including:
 - Completed projects
 - Ongoing initiatives
 - Funding and budget alignment
 - Emerging needs or priorities
- **Mid-Cycle Review (Year 3):** A more comprehensive review will be conducted to evaluate overall plan effectiveness and determine if adjustments are needed.

EVALUATION AND ADAPTATION

This Strategic Plan is intended to be a living document that evolves with the needs of the community.

As conditions change, whether due to funding opportunities, infrastructure needs, or community priorities, the City may:

- Adjust timelines or priorities
- Re-sequence projects based on urgency or funding
- Incorporate new opportunities or partnerships
- Refine goals and objectives as needed

Flexibility is essential to ensure the plan remains relevant and achievable.



INTEGRATION WITH BUDGETING AND DECISION-MAKING

To ensure meaningful implementation, the Strategic Plan will be used as a guide for:

- Annual budgeting decisions
- Capital improvement planning
- Grant application priorities
- Operational and staffing considerations

Aligning day-to-day decisions with strategic priorities will help ensure consistent progress over time.

COMMITMENT TO CONTINUOUS IMPROVEMENT

The City of White Deer recognizes that strategic planning is an ongoing process. Through regular review, open communication, and a willingness to adapt, the City will continue to refine its approach and improve its ability to serve residents effectively.

This framework ensures that the Strategic Plan remains practical, actionable, and aligned with the City's long-term vision.



GLOSSARY OF TERMS

MISSION STATEMENT

A concise statement defining the city's purpose, responsibilities, and role in serving the public.

VISION STATEMENT

An inspirational, long-term statement describing the ideal future state the city aims to achieve for its community or constituents.

CORE VALUES

The fundamental guiding principles that will inform all decisions and behaviors within the city.

ENVIRONMENTAL SCAN

An analysis of the external and internal factors that could influence the city's mission.

- **Internal analysis (Strengths and Weaknesses):** An assessment of the city's internal capabilities, such as employee skills, resources, and operational processes.
- **External analysis (Opportunities and Threats):** An analysis of external factors such as political, economic, social, technological, legal, and environmental influences

CRITICAL ISSUES AND CHALLENGES

A summary of the most significant problems or obstacles identified through the situational analysis that the plan must address.

STRATEGIC THEMES OR FOCUS AREAS

High-level categories that organize the city's work. Examples might include "Fiscal Responsibility," "Service Delivery," or "Community Engagement".

STRATEGIC GOALS

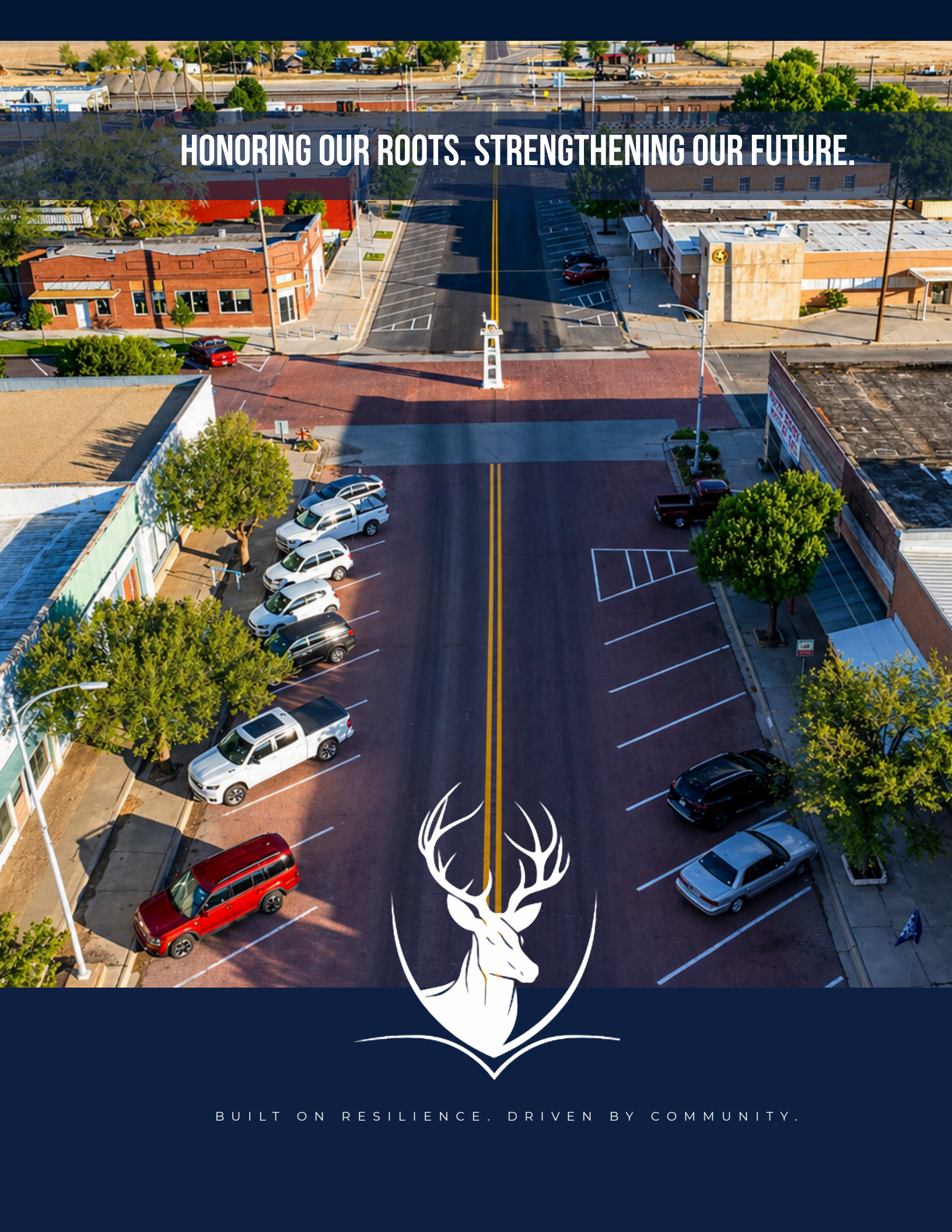
Broad, long-term outcomes the city seeks to achieve over the lifespan of the plan. These should correspond with the city's strategic themes.

STRATEGIC OBJECTIVES

Specific, measurable, achievable, relevant, and time-bound (SMART) objectives that support each strategic goal.

- **Example Objective:** Increase the public's satisfaction with our licensing process from 75% to 85% by the end of fiscal year 2028.

HONORING OUR ROOTS. STRENGTHENING OUR FUTURE.



BUILT ON RESILIENCE. DRIVEN BY COMMUNITY.