

the

VISION to make

LAKEJACKSON

an ideal community to live, work and play for all.

LAKEJACKSON **STRATEGIC PLAN 2018 Update**



The Lake Jackson City Council began strategic planning work sessions in 2006. The purpose of these sessions is to focus on the results of the previous year and prepare a new Plan for the upcoming three years.

There are five Vision Elements that make up the Strategic Plan. Each Vision Element contains a series of objectives set by the City Council. Each objective has a series of goals prepared by the City staff and approved by the City Council. The goals are action steps intended to move the City toward implementation and completion of the stated Council Objectives.

MISSIONSTATEMENT

It is the MISSION of the City of Lake Jackson to be a leader among cities and in the region at large in delivering outstanding quality services to all citizens through innovative and efficient use of resources.

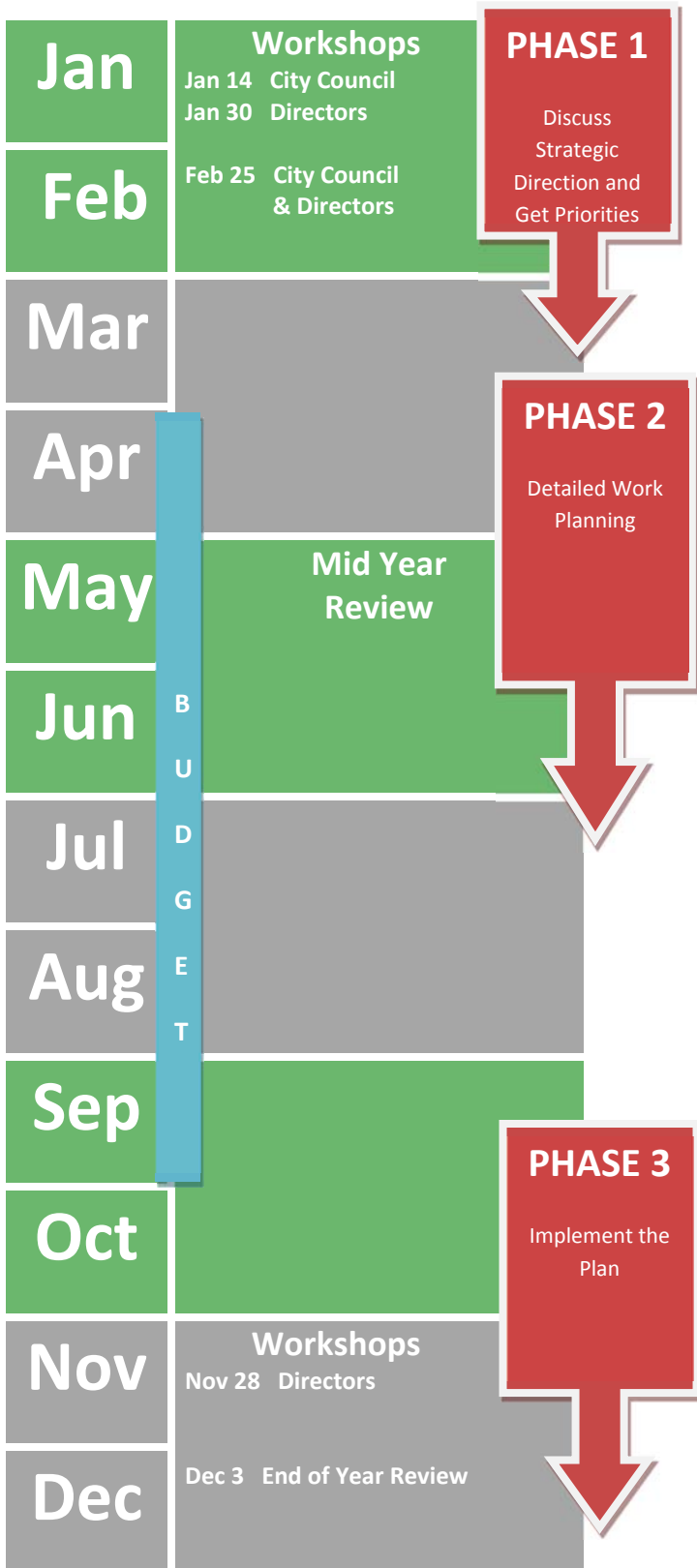
VISIONSTATEMENT

Our Vision is to create an ideal community to live, work and play for all.

VISIONELEMENTS

- Enable Growth and Revitalization
- Enhance Communication
- Maintain Infrastructure
- Maintain a Well Managed City
- Enhance Quality of Life

STRATEGIC PLAN PROCESS & CALENDAR



Since 2006, the City Council has met, deliberated and established new priorities for the coming three-years. The establishment of new priorities sets the stage for budget formation beginning in April of each year.

The strategic planning process is used to develop, implement and monitor the actions necessary to achieve the results outlined in the City's Strategic Plan.

The following pages highlight the City's priorities and show how each of the goals align with Lake Jackson's vision for the future.

VISION ELEMENTS

- Enable Growth & Revitalization
- Enhance Communication
- Maintain Infrastructure
- Maintain A Well Managed City
- Enhance Quality of Life

1

Enable Growth & Revitalization

Promote quality growth following the established Master Plan

1. Facilitate the Development of New Housing

Status

- 1.1.1 Convert TEEX findings into marketable data to assist in the recruitment of residential land developers.
- 1.1.2 Study the feasibility of extending North Yaupon to aid residential development.

2. Expand City's Economic Development Initiatives

- 1.2.1 Convert TEEX findings into marketable data that will assist in telling the success and opportunities for businesses in Lake Jackson. LJDC approved preliminary marketing information
- 1.2.2 Pursue retail business prospects identified in Buxton Study. On-going

3. Facilitate the Revitalization of Downtown

- 1.3.1 Design Phase 3 infrastructure improvements for the Downtown Area (That Way, N. Parking Place, and Circle Way from Oak Drive to That Way. 30% Plan January 2019
- 1.3.2 Begin conceptual design of Madge Griffith Park that includes regional amenities and study desirability & feasibility of expanding the park. Fund Plan in FY 19-20

4. Facilitate Development of Property Surrounding the Airport

- 1.4.1 Work with County to support development of airport business park. County Connecting to Utilities
- 1.4.2 Construct new water well and elevated water tank near airport. 2020

5. Facilitate Redevelopment of Older Neighborhoods

- 1.5.1 Reduce the number of substandard structures to create safer neighborhoods.
- 1.5.2 Target Neighborhood & Code Enforcement Clean-ups to reduce code violations. Held Cleanup Events at Bois D' Arc & Hickory
- 1.5.3 Incentives to encourage reinvestment in older **residential** properties.
- 1.5.4 Complete street, water and sewer improvements in the Woodland Park subdivision. Work begins Jan 2019
- 1.5.5 Consider incentives/infrastructure to assist Lake Wood Manor redevelopment.
- 1.5.6 Implement single-family rental inspection program. Became Voluntary Program per City Council

2

Enhance Communication

Build relationships through communication, technology and training

1. Improve Communication Externally & Internally

Status

- | | | |
|-------|---|--|
| 2.1.1 | Collaborate with BISD to create content that informs citizens through video. | In Progress |
| 2.1.2 | Establish annual meeting with TXDOT Area Engineer's Office | Attend Chamber Transportation Meetings |
| 2.1.3 | Establish a civic leadership training academy | BISD Internship program |
| 2.1.4 | Build relationships with local builders & contractors through public education. | Code Update Meeting held on 10/08/2018 |
| 2.1.5 | Improve the usability and readability of the City's Website. | Completed |
| 2.1.6 | Supplement printed newsletters with electronic one-page updates to residents. | |
| 2.1.7 | Create Public Information Officer to improve communication efforts | |

2. Improve Interaction between City Council & Boards

- | | | |
|-------|--|---------------|
| 2.2.1 | Continue to maintain Council Liaisons for all Boards and Commissions | On-going |
| 2.2.2 | Report regularly on progress of the Strategic Plan to City Council and Boards and Commissions | December 2019 |

3

Maintain Infrastructure

Maintain existing facilities and infrastructure at current high standards

1. Upgrade and Maintain Infrastructure, Facilities & Equipment		Status
3.1.1	Complete Willow/Blossom Drainage Project.	Waiting to go out for bids
3.1.2	Provide safe, well maintained, and energy efficient facilities.	Delete
3.1.3	Conduct feasibility study of expansion of City Hall, new Animal Shelter & PD Evidence	In-Progress
3.1.4	Perform condition assessment of sanitary sewer basin 1 & 6 and initiate repairs to reduce infiltration and inflows.	Basin 6 Repairs
3.1.5	Complete Plantation Bridge Crossover near Sea Center.	Complete
3.1.6	Prepare for next revenue bond issue for Utility Infrastructure Priorities, ie. Water tower & well at Airport.	
3.1.7	Review and begin to plan for expansion needs at City Service Center for Utilities, Public Works, PD and Southern Brazoria County Transit.	Initial Design Phase
3.1.8	Focus on key facilities in need of remodeling updates so that their appearance and useful life is improved	On-going
3.1.9	Prepare for next G.O. bond election (i.e. City Hall, Animal Shelter and other identified projects).	Bond Task Force Spring/Summer 2019; Election 2020
2. Improve Drainage in existing neighborhoods and watersheds		
3.2.1	Complete Master Drainage Plan for the East side of Lake Jackson.	December 2019
3.2.2	Participate in Brazos River Study	Initial Draft Received
3.2.3	Participate in Bastrop Bayou Study	April 2019
3.2.4	Improve drainage at Jackson Oaks II, Northwood and Brazos Canal	Jackson Oaks II Complete

4

Maintain a Well Managed City

Promote a culture of innovation and service.

1. Hire and Retain Qualified Employees

Status

- | | | |
|-------|--|--|
| 4.1.1 | Study and recommend improvements to employee leave benefits that assist in employee retention (vacation, sick leave, longevity pay, retirement, etc.). | Vacation Changes 12/18 |
| 4.1.2 | Provide in-house training to improve manager skills in three key areas: interviewing, evaluating employees, and goal setting. | On-going |
| 4.1.3 | Maintain merit increase ranges at 2-3-4 percent. | Implemented |
| 4.1.4 | Study the feasibility of a Police Cadet Program to improve recruitment of Sworn Personnel. | Implemented |
| 4.1.5 | Benchmark salary midpoints from 50 th to 65 th percentile over next 5 years. | Salary Survey Kickoff
November 30, 2018 |

2. Provide Training Opportunities for Employees

- | | | |
|-------|---|-------------|
| 4.2.1 | Offer preparatory supervision classes to prepare potential managers. | |
| 4.2.2 | Work with other local entities to provide regional training at a shared cost. | CDL Classes |

3. Improve Areas of Operations

- | | | |
|-------|---|--|
| 4.3.1 | Expand use of handheld computers to improve productivity in the field, i.e. code enforcement, inspections, playground inspections, etc. | |
| 4.3.2 | Continue to improve GIS database of water, sanitary, and storm water facilities. | |
| 4.3.3 | Maintain 3 to 5 - year Staffing Plan to address service improvements | On-going |
| 4.3.4 | Review competitiveness of Certificate Pay Policy | Salary Survey Kickoff
November 30, 2018 |
| 4.3.5 | Study updates to service fees: water & sewer taps, building codes, park and rec. | Complete |

5 Enhance Quality of Life

Provide an excellent quality of life for all Lake Jackson citizens.

		Status
1. Enhance the Safety of Our Citizens		
5.1.1	Increase Traffic Safety on roadways, i.e. - continue to install signal preemption systems for emergency vehicles (Opticom).	2023
5.1.2	Continue to improve efforts to retain & recruit volunteer firefighters and explore feasibility of daytime shift coverage with full-time personnel.	On-going
5.1.3	Integrate Text to 911, will expedite need for additional Dispatcher.	Complete
2. Assist BISD in Addressing Issues Facing the District		
5.2.1	Explore possibilities with BISD of shared sports/park facilities and playgrounds.	
3. Provide Quality Parks and Recreation Opportunities		
5.3.1	Implement a 5-year plan that aggressively improves existing Park and Recreation facilities.	On-going
5.3.2	Contract additional mowing so that Park crews can improve the maintenance of sports recreational facilities.	
4. Provide Community with Affordable-Family Oriented Activities		
5.4.1	Expand use of Hotel Occupancy Tax revenues to offer more activities and events for visitors.	Preparing Marketing Plan
5.4.2	Continue to expand special event and program offerings.	On-going
5.4.3	Develop scholarship program for low-income children to attend recreation programs, i.e. swim lessons.	Implemented
5.4.4	Open Farmers Market at Carriage Square Spring 2019.	Working with Fred Ortiz
5.4.5	Explore feasibility of Children’s Science Museum	
5.4.6	Explore feasibility of minor-league baseball facility	
5. Provide Citizens with Reliable Public Transportation System		
5.5.1	Work with Southern Brazoria County Transit to develop 30-minute routes.	Planned for next 24-36 Months
5.5.2	Work with Southern Brazoria County Transit to develop plan to house their administrative offices and bus fleet at the City Service Center.	In the design/grant phase

Appendix

Major

ACCOMPLISHMENTS

2012 - 2018

2018	Major Accomplishments & Successes
Enable Growth & Revitalization	<ul style="list-style-type: none"> Selected Kimley Horne to design next phase of Downtown – This Way, N. Parking Place and Circle Way from Oak Drive to This Way Staybridge Suites opens at Brazos Mall as part of Hotel Tax Agreement TJ Maxx, Home Goods and Ashley Furniture open as part of Brazos Mall Sales Tax Agreement South Parking Place, portion of the Downtown Revitalization Program completed. Open Urban Air in Brazos Mall December 2018 Planet Fitness opened in former Hastings building Modified Parking Requirements allowing new retail space: Jimmy Johns; Gigi’s Cupcakes; Smoothie King Provided ability for County Airport to connect to City water and sewer system Purchased property at 217 Center Way as part of Madge Griffith revitalization.
Enhance Communication	<ul style="list-style-type: none"> Implemented Ever Bridge System for Emergency Notification Completed Update of City Website
Maintain Infrastructure	<ul style="list-style-type: none"> Repaired golf course bunkers, satellite restroom and irrigation system damaged during Hurricane Harvey Additional 2 lanes added to the Plantation Drive bridge Installed new traffic signal at Oak Drive and Circle Way Refurbished Oak Drive Water Tower Repaired Historical Museum fascia Basin 6 sewer line repairs/replacement ongoing Replaced Water Well No. 5 Dow Water Tower line project completed Completed repairs to Oak Drive South Refurbished 1 of 3 water wells at the Wilderness Golf Course Identified and replaced old Rockwell water meters (2”- 18; residential – 67) Completed Jackson Oaks drainage improvements
Maintain a Well Managed City	<ul style="list-style-type: none"> Selected PGAL to prepare space needs analysis for new Animal Shelter, City Hall expansion and PD large-evidence storage. Implemented final year of Compensation Plan Updated Vacation Policy Moody’s upgraded General Fund Bond Rating to AA1 from AA2 Replaced meter reading hardware and software Purchased Animal Shelter trailer
Enhance Quality of Life	<ul style="list-style-type: none"> Began construction of BASF Dog Park at MacLean Park Constructed crushed granite trail along Circle Way between Oyster Creek Dr. and Oak Dr. Completed fence replacement at Adult Softball fields Added Priority Signal Preemption for emergency vehicles at 3 intersections Completed artificial Tee drive at Wilderness Golf Course

2017	Major Accomplishments & Successes
Enable Growth & Revitalization	<ul style="list-style-type: none"> • Hired Buxton Corporation to assist in retail recruitment • Courtyard by Marriott Opens at Brazos Mall as part of Hotel Tax Agreement • Ulta Beauty opens as part of Brazos Mall Sales Tax Agreement • Extension of sewer to Airport is completed. • New Sewer Force Main serving Brazos Mall is completed • Purchased property at 202 Winding Way as part of Madge Griffith revitalization.
Enhance Communication	
Maintain Infrastructure	<ul style="list-style-type: none"> • Repaired golf course bunkers, satellite restroom and cart barn damaged by Brazos River Flood. • Rehabilitated Beechwood water tower
Maintain a Well Managed City	<ul style="list-style-type: none"> • Completed Compensation Study Recommendations Phase 3 • Negotiated partnership with Brazoria County Employee Health Clinic • Initiated Volunteer Fire Department “Pay per Call” program • Implemented Body Camera program for Patrol Division
Enhance Quality of Life	<ul style="list-style-type: none"> • Completed design of BASF Dog Park at MacLean Park • Rehabilitated Junior Service League, Plantation Oaks and Jasmine playgrounds • Renovated Jasmine Tennis Complex • LED lighting at MacLean Pavilion

2016	Major Accomplishments & Successes
Enable Growth & Revitalization	<ul style="list-style-type: none"> • Voters approve \$9.9M bond issue for Downtown Phase 3 • Comprehensive Master Plan is completed • Second 380 Agreement with Brazos Mall • Extension of water to Airport is completed • Completed TEEX Study • LJDC Strategic Plan • Hotel Tax Agreement Staybridge – redevelop old movie theater site
Enhance Communication	<ul style="list-style-type: none"> • Economic Development Website is created
Maintain Infrastructure	<ul style="list-style-type: none"> • LED lighting at Recreation Center gym and natatorium completed • Renovated City Council Chambers • Begin major drainage study for east side of town • Renovated Morrison Park restroom • HVAC repairs to Recreation Center completed
Maintain a Well Managed City	<ul style="list-style-type: none"> • Initiated Compensation Study Recommendations Phase 2 • 2% - 8% market and 2% merit • Two employees obtain National Recreation Parks Association Certification • Public CNG / Electric Station opens at City Service Center • Use of Hotel Occupancy Tax funds expanded • Hotel Occupancy Tax Committee appointed
Enhance Quality of Life	<ul style="list-style-type: none"> • Parks & Recreation Master Plan completed • Design of Dog Park begins • Installed automatic doors at Recreation Center

2015	Major Accomplishments & Successes
Enable Growth & Revitalization	<ul style="list-style-type: none"> Upgraded capacity of lift station 13 to support development of Creekside subdivision Restructured Economic Development Board HEB, Starbucks, Panda Express, Buffalo Wild Wings and Altus open Provide \$300,000 for new Brazos Mall entry Creekside subdivision phase 1 and 2 open Supplementary study data provided to FEMA for Flood Plain Mapping to assist development in northern corridor Hotel Tax Agreement Courtward by Marriott, meet Corporate needs
Enhance Communication	<ul style="list-style-type: none"> Annual update of Strategic Plan presented to City employees
Maintain Infrastructure	<ul style="list-style-type: none"> New Police Station roof Installed water production SCADA radio control system Sky Logix remote lighting controls installed at Girls Softball fields
Maintain a Well Managed City	<ul style="list-style-type: none"> Completed independent Compensation Study with Arthur Gallagher 2% - 5% market and 2% merit Restored Drainage Laborer, Mechanic and Civic Center Custodian position Completed independent Utility Rate Study
Enhance Quality of Life	<ul style="list-style-type: none"> Planted 1,200 trees on SH 288 with Governor's Achievement Award Grant Install new Playground at Shy Pond Replaced aging backstops on Circle Way Parkway with HEB Grant

2014	Major Accomplishments & Successes
Enable Growth & Revitalization	<ul style="list-style-type: none"> • Creekside 380 Agreement establishing 240 residential subdivision • Texas Dow Innovation 380 Agreement – relocated 2,000 primary jobs to Downtown and 300 new primary jobs • HEB 380 Agreement – redeveloped Oak Woods subdivision
Enhance Communication	<ul style="list-style-type: none"> • Begin using social media to assist in solving burglary cases
Maintain Infrastructure	<ul style="list-style-type: none"> • Overlay of Old Angleton Road to support Creekside development • Museum flat roof is replaced • Remodel of old court for additional PD space • Repairs to Animal Shelter • Replace Clover water and sewer; replace Shady Oaks sewer • New Fire Truck • Magnolia is completed • Recreation Center ventilation sock and air handlers
Maintain a Well Managed City	<ul style="list-style-type: none"> • 2% market & 2% merit • Restored Assistant Police Chief and Code Enforcement Officer position • Added new Patrol Officer
Enhance Quality of Life	

2013	Major Accomplishments & Successes
Enable Growth & Revitalization	<ul style="list-style-type: none"> Recruited Texas Roadhouse Restaurant
Enhance Communication	<ul style="list-style-type: none"> City Website Updated Upgraded hardware and software for Cable Access Channel
Maintain Infrastructure	<ul style="list-style-type: none"> New Pool Chiller/Heating system installed at Recreation Center Museum metal roof is replaced MacLean Park press box and restrooms remodeled Replaced 800 Hershey Water Meters
Maintain a Well Managed City	<ul style="list-style-type: none"> Planners agenda packet go digital Mosaic Wi-Fi meters installed at Mall New collection agency hired to improve case clearance
Enhance Quality of Life	<ul style="list-style-type: none"> Replaced all ambulance cardiac monitors Reconstructed Shy Pond fishing pier Adopted 2012 Building Codes

2012	Major Accomplishments & Successes
Enable Growth & Revitalization	<ul style="list-style-type: none"> • Negotiated new 15-year Industrial District Agreement with Dow and BASF • Refurbished breezeway connections at This Way and South Parking Place with Community Block Grant Funds
Enhance Communication	
Maintain Infrastructure	
Maintain a Well Managed City	<ul style="list-style-type: none"> • Municipal Court becomes a Court of Record • Public Safety Radio Tower constructed at PD with H-GAC funding • Mosaic Wi-Fi Meters installed downtown
Enhance Quality of Life	<ul style="list-style-type: none"> • Flashing School Zone lights installed at all schools • Refurbished MacLean Park Hike and Bike Trail