



1111 Bayou
La Marque, Texas 77568
409.938.9202

Mayor Bobby Hocking
Mayor Pro- Tem Keith Bell- District A

Councilmember Chris Lane- District B
Councilmember Robert Michetich- District C
Councilmember Clint Brown- District D

OFFICIALLY POSTED ON THE
WEB:
DATE: **8.07.2015** TIME: **5:45 p.m.**

ORDINANCE O-2015-0017
RESOLUTION R-2015-0028

Revised 8.10.2015 4:48 p.m. to include backup

AGENDA

Notice is hereby given that the City Council of the City of La Marque, Texas will conduct a Regular Meeting on **Monday, August 10, 2015 at 6:00 p.m. at 1109-B Bayou Road for the purpose of considering the following agenda:**

- (1) CALL MEETING TO ORDER**
- (2) ROLL CALL**
- (3) INVOCATION AND PLEDGE OF ALLEGIANCE**
- (4) MINUTES**
 - a. Minutes of Workshop Meeting of July 27, 2015
 - b. Minutes of Regular Meeting of July 27, 2015
 - c. Minutes of Special Called Workshop Meeting of July 30, 2015
 - d. Minutes of Special Called Meeting of July 30, 2015
- (5) PROCLAMATIONS/PRESENTATIONS**
 - a. Introduction of new Employee- Sydni Jackson- Municipal Court Clerk
 - b. Proclamation – DSW Homes
 - c. Proclamation – Drake Jackson
 - d. Presentation – 2015-2022 City of La Marque Strategic Economic and Community Plan - Bix Rathburn
- (6) CITIZEN’S PARTICIPATION**

Comments from the public (at this time, any person with city-related business who has signed up may speak to Council (limited to three (3) minutes.) In compliance with Texas Open Meeting Act the City Council may not deliberate on comments. Personal attacks will not be allowed, and personnel matters should be addressed to the City Manager during normal business hours.
- (7) NEW BUSINESS- PRESENTATION**



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- a. Discussion/possible action to accept the 2015-2022 City of La Marque Strategic Economic and Community Plan – Alex Getty

(8) PUBLIC HEARING

- a. Conduct Public Hearing to hear public input regarding the proposed City of La Marque FY 2015-2016 Budget

(9) OLD BUSINESS

- a. Discussion/possible action regarding an appointment of member to City of La Marque Boards and Commissions (Clean City Commission) – Councilmember Michetich

(10) NEW BUSINESS

- a. Discussion/possible action regarding Resolution No. **R-2015-0027**, reappointing Mayor Bobby Hocking to the Galveston County Transit District
- b. Discussion/possible action regarding Resolution No. **R-2015-0028**, opposing the proposed increase in the annual fee from the City of La Marque to the Galveston Central Appraisal District (GCAD) for fiscal year 2015-2016 – City Manager C. Buttler
- c. Discussion/possible action to maintain the City of La Marque current Tax Rate of 0.490764 – Finance Director S. Kou
- d. Discussion/possible action to schedule Public Hearings on the proposed Tax Rate for August 17, 2015 and September 1, 2015 – Finance Director S. Kou
- e. Discussion/possible action regarding changing the office hours from 8:00 a.m. to 5:00 p.m. Monday through Friday to 7:30 p.m. until 5:30 p.m. and 8:00 until noon on Fridays – Councilmember C. Lane

(11) CITY MANAGER’S REPORT

- **Police Department**
- **Fire Department**
- **Library**

(12) EXECUTIVE SESSION

The City Council for the City of La Marque, Texas reserves the right to adjourn into executive session at any time during the course of this meeting to discuss any of the matters listed above, as authorized the Texas Government Code Section 551.071 (Consultation with Attorney), 551.072 (Deliberations about Real Property), 551.073 (Deliberations about Gifts and Donations), 551.074 (Personnel Matters), 551.076 (Deliberations about Security Devices) and 551.086 (Economic Development)



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- a. Council will adjourn into Executive Session in accordance with the Texas Government Code Section: City Council will adjourn into Executive Session in accordance with the Texas Government Code Section 551.071 (Consultation with Attorney/Closed Meeting) - Discuss and provide update on Case of USOR Site PRP Group v. A&M Contractors, Inc., et al.

- (13) Discussion/possible action regarding Case of USOR Site PRP Group v. A&M Contractors, Inc., Case No. 4:14-cv-02441 U.S. District Court, Houston, Texas

(14) REQUESTS AND ANNOUNCEMENTS

Requests by Mayor and Council Members for items to be placed on future City Council agendas and announcements on city events/community interests TEX. GOV'T CODE §551.415. (b), "items of community interest" includes:

- (1) expressions of thanks, congratulations, or condolence;
- (2) information regarding holiday schedules;
- (3) an honorary or salutary recognition of a public official, public employee, or other citizen, except that a discussion regarding a change in the status of a person's public office or public employment is not an honorary or salutary recognition for purposes of this subdivision;
- (4) a reminder about an upcoming event organized or sponsored by the governing body;
- (5) information regarding a social, ceremonial, or community event organized or sponsored by an entity other than the governing body that was attended or is scheduled to be attended by a member of the governing body or an official or employee of the municipality or county; and
- (6) announcements involving an imminent threat to the public health and safety of people in the municipality or county that has arisen after the posting of the agenda.

(15) ADJOURNMENT

CERTIFICATION:

I hereby certify that the above notice of meeting was posted at 1109-B Bayou Road, La Marque, Texas on or before August 7, 2015 before 6:00 p.m.

Robin Eldridge, TRMC
City Clerk

This Agenda was removed from the Bulletin Board by _____ on _____.

••••• This facility is wheelchair accessible and accessible parking spaces are available. Request for accommodations or
••••• interpretive services must be made 48 hours prior to this meeting. Please contact the City Clerk's office at (409) 938-
••••• 9259, or Fax (409) 935-0401, or e-mail cityclerk@cityoflamarque.org for further information. •••••



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**City of La Marque
Regular Meeting Minutes
July 27, 2015**

Minutes of the Regular Meeting of the City Council of the City of La Marque, Texas that was conducted on Monday, July 27, 2015 at 6:00 p.m. at 1109-B Bayou Road for purpose of considering the following agenda:

(1) Mayor Hocking called the meeting to order at 6:00 pm.

(2) ROLL CALL

Mayor Hocking
Mayor Pro-Tem Bell
Councilmember Lane
Councilmember Brown
Councilmember Michetich
City Attorney Ortego
City Manager Buttler
City Clerk Eldridge

(3) INVOCATION AND PLEDGE OF ALLEGIANCE – Mayor Hocking administered the invocation and led the Pledge of Allegiance.

(4) MINUTES

- a. Minutes of Special Called Meeting of July 8, 2015
 - b. Minutes of Regular Meeting of July 13, 2015
- Councilmember Lane made a motion to approve the Special Called Meeting minutes of July 8, 2015 and the Regular Meeting minutes of July 13, 2015. Councilmember Bell seconded. **MOTION CARRIED UNANIMOUSLY.**

(5) PRESENTATIONS

- a. Mayor's Challenge – Twila Lindblade- T. J. Aulds introduced himself and that he is present as the President of the Galveston County Food Bank. The Executive Director, Twila Lindblade, was unable to attend as she is closer to giving birth of her third child. He pointed out that "Each and every day, the food banks' efforts in every part of the County, including La Marque, on average, there are 403 persons every single month, through one way or another, residents of the City of La Marque that are receiving assistance from the Galveston County Food Bank."

He then said that they have asked each city within the County to engage a in a little competition among the cities. "We ask each City to embrace a challenge in the month of September to come forward and encourage everyone in their communities to come together through donations straight to the food bank or through monetary donations. As I pointed out the Mayor a few weeks ago at the Mayors and Councilmembers Association



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Meeting. We have a point weight system, so that some of the smaller cities can compete with some of the larger communities. We have already had the City of Texas City, the City of Galveston and League City to step up to the plate that have pledged their support for the month of September to kick off the Mayor and Community Challenge. I hope we can come back in September and get things going and even do a proclamation in honor of the month of this challenge.”

(6) CITIZEN’S PARTICIPATION

1. Rick Harman, said that he noticed that they have repaved Texas Avenue and asked when and where Cedar Drive runs into it, he asked when and if the City were going to pave the few blocks there and the second issue was to ask why the city was having so much trouble with the trash pickup, that brush piles were stacked everywhere, and that it is a fire hazard. He had heard that there would be a fee for the grabber to come and pick up the poles he feels like older citizens and handicapped citizens should be exempt from paying a fee.

2. Patty Shipley, spoke about the trash service. “It sucks plain and simple. We have to get out and retrieve all the trash cans on my block from the middle of the street. A lot of times, I have to stand down there and make sure that they are getting all of my trash bags in the trash can. In 2011 and 2012, we were on a really good basis with the trash collectors. But now, it is bad,”

3. Geraldine Sam, “I am very disappointed with the trash pick-up. We pay for our trash to be picked up twice per week, and it is not happening. It is like they pick up trash whenever they feel like it. Trash bags are being left in the cans, I, too have stood out there until all of the bags are taken out of my trash can. We don’t have consistent trash pickup. As for the brush on Lake Road, the brush piles are almost as they were after Hurricane Ike. If you are taking about increasing the fees on trash service, I am against it, until we get what we are paying for right now, you can’t expect me to agree to an increase when you are not giving me the service that I am already paying for.”

(7) PUBLIC HEARING

- a. Discussion/possible action regarding Ordinance No. **O-2015-0015**, amending City of La Marque Fiscal Year 2015 Budget by decreasing Fund Balance Fire Reserve Account 48-2401-00-00 in the amount of \$29,119.81 and increasing appropriation to Fire Expenditure Account 48-7040-06-00 by \$5,176.50 and Fire Expenditure Account 48-2060-06-00 by \$13,840.62 and Fire Expenditure Account 48-3020-06-00 by \$10,102.69 for Repair & Maintenance of Buildings and Furnishings and acquisition of Small Tools. **THIS IS THE SECOND AND FINAL READING.**
- b. Conduct Public Hearing to hear public comments regarding Ordinance No. **O-2015-0016**, amending City of La Marque Fiscal Year 2015 Budget by decreasing Fund Balance PEG Account 88-2401-00-00 in the amount of \$33,000.00 and increasing appropriation to PEG Expenditure Account 88-7040-08-00 by \$33,000.00, decreasing Library Memorial



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Fund Balance 06-2401-00-00 in the amount of \$10,000.00 and increasing appropriation to Library Memorial Expenditure Account 06-7040-08-00 by \$10,000.00 and increasing Donations Fund revenue account 51-3816-00-00 by \$4,000.00 and increasing appropriation to Donations Fund expenditure account 51-7040-08-00 by \$4,000.00.

Mayor Hocking closed the Regular Meeting and opened the Public Hearings at 6:15 p.m.

There were no comments on either Public Hearings.

Mayor Hocking closed the Public Hearings and reconvened the Regular Meeting at 6:15 p.m.

(8) OLD BUSINESS

- a. Discussion/possible action regarding Ordinance No. **O-2015-0015**, amending City of La Marque Fiscal Year 2015 Budget by decreasing Fund Balance Fire Reserve Account 48-2401-00-00 in the amount of \$29,119.81 and increasing appropriation to Fire Expenditure Account 48-7040-06-00 by \$5,176.50 and Fire Expenditure Account 48-2060-06-00 by \$13,840.62 and Fire Expenditure Account 48-3020-06-00 by \$10,102.69 for Repair & Maintenance of Buildings and Furnishings and acquisition of Small Tools. **THIS IS THE SECOND AND FINAL READING.**

** Councilmember Bell made a motion to adopt Ordinance No. O-2015-0015.

** Councilmember Lane seconded the motion. **MOTION CARRIED UNANIMOUSLY.**

- b. Discussion/possible action regarding Ordinance No. **O-2015-0016**, amending City of La Marque Fiscal Year 2015 Budget by decreasing Fund Balance PEG Account 88-2401-00-00 in the amount of \$33,000.00 and increasing appropriation to PEG Expenditure Account 88-7040-08-00 by \$33,000.00, decreasing Library Memorial Fund Balance 06-2401-00-00 in the amount of \$10,000.00 and increasing appropriation to Library Memorial Expenditure Account 06-7040-08-00 by \$10,000.00 and increasing Donations Fund revenue account 51-3816-00-00 by \$4,000.00 and increasing appropriation to Donations Fund expenditure account 51-7040-08-00 by \$4,000.00 – Library Director A. Miller **THIS IS THE SECOND AND FINAL READING.**

** Councilmember Bell made a motion to adopt Ordinance No. O-2015-0016.

** Councilmember Michetich seconded the motion. **MOTION CARRIED UNANIMOUSLY.**

(9) NEW BUSINESS

- a. Discussion/possible action regarding acceptance of a formal property appraisal for a sixty (60) foot wide road easement in the amount of \$5,126.00 in conjunction with the previous approval of the abandonment in compliance with the abandonment process.

** Councilmember Lane made a motion to accept the formal property appraisal for a sixty (60) foot wide road easement in the amount of \$5,126.00 in conjunction with the previous approval of the abandonment in compliance with the abandonment process.

** Councilmember Michetich seconded the motion. **MOTION CARRIED UNANIMOUSLY.**



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- b. Discussion/possible action regarding Resolution No. **R-2015-0027**, providing Praxair, Inc. a fifteen (15) foot wide easement for the installation of two pipelines across parcels of land owned by the City of La Marque.
- ** Councilmember Bell made a motion to adopt Resolution No. R-2015-0027.
- ** Councilmember Michetich seconded the motion. **MOTION CARRIED UNANIMOUSLY.**
- c. Discussion/possible action regarding trash, recycling, brush service issues with Republic Services

Brian Gonzales, the General Manager of Republic Services introduced himself, as the representative of Republic Services in the greater Galveston County area.

“After being privy to most of the correspondence relative to most of the missed trash pickups and a lot of the brush issues, I tend to agree that we kinda do suck right now. We are not doing ourselves any favors right now. We are not giving good intel to the City, relative to compliance to put out protocol. I don’t believe we are being as good as partner as we have been historically. I can tell you that two of the reasons why it has become the way it is; we have had some truck availability issues and when we go from an automated program to a rear load collection give persons unfamiliar with the pickup protocol and the different neighborhoods. So we’ve gotten a little more rigor around that process. We have a dedicated resource that is going to be starting next week, to drive the City every single morning. What we are going to do is we are going to collect data regarding put-out patterns, because people get into patterns. We may take a long time to get to the City on a Monday or Tuesday, because everybody puts out their trash on a Monday or a Tuesday. So, on Thursday or Friday on your second pickup days, we may be zipping through the City a whole lot faster. We want to gather a list of any non-compliant brush piles and look for opportunities where we may have some people not complying with getting the garbage out before they go to work or getting it out too late, which will cause us to miss it. We will arm the City with a list of those who didn’t have their trash out on time, so that when you get the phone, call you can say that they didn’t have their trash out on time. We think we have a good plan. In regards to the brush, I think that there is a wide spread of misunderstanding of the protocol for brush piles. If you have it cut in less than four feet and in bundles less than forty-five pounds, we are required to pick it up. If it is anything beyond that, not only is it not safe but, it is outside of our compliance for our collection program. If you have bigger brush piles, you can get on a list and we will bring out the grapple truck. We have been knocking out that list. Most of what we are seeing is that no one is using this process, so we are just going out and picking up everything. I am pleased to say that we have a City-Wide Clean up that will begin August 25, where we are going to go and say it is a free for all. Put out anything. We are going to work in the four quadrants of the City, and we think this will put a big dent in it. Obviously hazardous waste is excluded from this pickup, but we are including tires. I would suggest that the tree trimmers remove the brush after they do their jobs or leave it on the yards in the way that it is in compliance with the City ordinance and this will give us a lot of help in that direction.”



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Councilmember Michetich referred to the August 25th date and “Does this mean we have to wait until August 25th for these brush piles to be picked up?”

Mr. Gonzales replied, “I may have misspoke, it may be August 31st. I will double check that. I was working with Alex Getty to coordinate that”

Mayor Hocking commented, “If I may interject, EDC is actually sponsoring the City-Wide Clean Up and paying for it. It is a push, pull or drag event, where anything you have in your yard, your neighbors’ yard, a vacant lot, whatever it is, if you can get it to the curb, on those two recurring days then there will be two more days to follow, in case someone misses the first two. That is what EDC is going to do for the City.”

Mayor Hocking continued, “I will let you address the question of Councilmember Michetich of whether the City will have to wait until August 25th for the brush piles.”

Mr. Gonzales replied, “No, we have had over two hundred a fifty people to call in our list for brush piles and we are knocking them out as fast as we can. We are contracted to run one truck on Wednesdays, and we have been running three. There is a limit to the amount that they can collect on one truck. I think we have gotten a little bit ahead of it.”

Councilmember Michetich continued, “I will say that most of the brush piles aren’t going to be bundled. We have to kind of take into consideration, our citizens here, and not all of them are capable of that, so a lot of times, they’re not the ones’ that are doing the cutting, it is being done for them. I would like to review your policy of the picking up of brush piles. There are several piles along Main Street that need to be picked up. That’s not the only street, there are other streets, but they have been there for quite some time. Do we need to adjust our contract to do this, and quite frankly, if we have to adjust our contract there should be penalties subjected to.”

Mr. Gonzales replied, “We are prioritizing, and the priority is going to go the list that the City provides, for us to try to keep up with that list. I don’t want someone to a call in and report it and not get their brush collected. We cannot go grab every pile that we see. We are limited in our resources. Similarly, when the branches get beyond six to eight feet, we literally cannot get them in the compactor, so now we are at an impasse. The brush collection truck is limited in its resources and can only work and pick up so much throughout the City.”

It was suggested to try to knock out the piles on the same streets, rather than the chronological list, to optimize this process.

Councilmember Michetich, “It was noted, that once your company started recycling, a lot of these problems began to occur. Maybe Republic has stretched themselves a little thin with resources and trucks.”



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Councilmember Bell “Mr. Gonzales, I am having some trouble with your outfit and your operation. Earlier, you gave us a laundry list of things that you felt were problematic with your operation. One of those being a truck availability issue.” It was determined that Republic Waste had just recently entered into contracts with both the City of League City and the City of Dickinson. “Could this possibly be the cause of your truck availability issues or your manpower issues?”

Mr. Gonzales replied, “No, Sir, the type of truck that we use in La Marque are different from the types of trucks we use in those cities.”

Discussion further continued regarding some of the wear and tear on their vehicles being primarily stemmed from servicing La Marque; the problem being bigger than just truck availability issues; the fact that they have expanded their operations within the County; Councilmember Bell stated that he believed that Republic Waste has breached their contract; it was reminded that the City pays them for a service, and that there was a problem with the business relationship. The scheduled days of pickup were also discussed briefly.

Councilmember Bell further stated, “Truck availability issues have nothing to do with the customer service of your company. We have tried to get you to answer our phones calls and emails, how does truck availability have anything to do with this? In my mind, you have bigger cities that you are dealing with and because of that you have put La Marque on the back burner. When our Mayor is trying to look for grapple trucks to pick up our bush piles, you all have an operations problem. You all have bit off more than you can chew, and that is a problem for me. We need to know how you all are going to make La Marque feel like we are valuable again. I don’t want to hear about your Intel guy or anything about what you are proposing. What I want to hear is how you are going to put more men and women, more equipment on the streets, so that these residents that are calling us can have a resolution to their problems.”

Mr. Gonzales replied, “We are going to insure, through very rigorous supervision, and morning crews that we have adequate resources to get through the City. We are going to be monitoring that process throughout the City, throughout the day. We will make sure that we are getting all of the homes served every single day. I know you don’t want to hear about my Intel guy, but he is a very critical to this solution, by not only ensuring the service of the homes in La Marque but also noticing the ennobles in residential behavior, and when the trash isn’t out, so we can inform the City, so they can provide feedback to the residents if they have questions. This will give us the opportunity to explain the perceptions. We may be running late, but we are still collecting trash. There are a lot of factors as to why we may be running late in picking up the trash. With the new protocol, we will be able to find out the root cause to the problems of reported misses of homes, to see if there really is an operational issue. Sometimes it is something beyond our control. I am not offering an excuse, I take full responsibility for every fault and issue. We are now going to have a robust level of communication with the City staff. I admit we have failed the City. It was not



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due to any other municipality. We ran into some other operational issues, we have made some personnel changes, and we didn't babysit it over that crossover."

Councilmember Michetich asked how many trucks and equipment were in La Marque and how many times a week was brush piles being picked up in the City, to which he was told, once a week, as per their contract. "It's going to be a long time if you are trying to catch up picking up brush, only once a week. I would like to see that number increased until we can get this under control.. What I am looking for is for something from your company and for you all to step up and to say that you want to stay in business with us."

Councilmember Brown stated, "I believe that you all should have more trucks running in the City than what you do. You need a contingency plan to take care of what you don't have. You don't have enough trucks to do this. People are complaining to me out on the streets about the poor service they receive from you all. It is time for you all to do something."

Mayor finished by stating, "Brian, thank you for being here." He then reiterated to what had earlier been said about the current trash pickup service. "How do we fix this partnership, this business agreement going forward is the question tonight. I have done some Intel myself, while sitting on the porch, I observed a pile of trash that the truck has driven by at least five times. There are other brush piles on the street that my grandchildren could put on your truck. I put the item on the agenda of the grapple truck, enough is enough. Our city is ugly. This is not going to happen on my watch. It is not going to happen on the watch of this Council. With all due respect, it just has to be fixed sooner, rather than later. "

He then called Elizabeth Ferguson to the podium to address some of the issues that were discussed at a meeting that was held the prior Friday, that might clarify some points in the contract that many were not aware of. "I am thinking there me a gap in communication between Republic and the City.

Elizabeth Ferguson began by first of all agreeing that the resources that Mr. Gonzales mentioned earlier would actually help to see what the citizens are seeing, and that he may be unaware of what is happening in the City. "You had mentioned that sometimes you have different drivers that may be unfamiliar with the City, and that might be some of our problems with collection. I, personally, had trash out on my street for five weeks, consistently, twenty-four hours a day, so I don't care who you are, if you know the City or not, driving down my street, seeing the trash, you know that, that needs to be collected. So, I feel like, while your presence here is appreciated, we are getting some more excuses and that makes me nervous. In your contract, your obligation is to provide people and trucks to pick up trash. I understand that there are issues, there, I pay my bill on time. One of the things that you mentioned, is that we maybe should pay the tree trimmers to take the brush with them, so I am paying the tree trimmers to take away the trash, while paying the trash people not to take away the trash. Do we still need to get on a list to let you know that we want our trash picked up? I think the word brush is creating some confusion. There are several definitions of brush within your contract."



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Further discussion referred to the once a week pickup at no charge defined as “bulky waste”, is defined as being stoves, refrigerators with all of the cfc’s removed, water tanks, washing machines, furniture and other similar items and materials with weights or volumes greater than those allowed for bins or containers as the case may be other than construction debris debris and other items specifically excluded within the contract, which is your hazardous waste.

Ms. Ferguson continued, “So “bundled” items would not fall under “bulky waste”, “bundled items” are listed under garbage and rubbish, and yard waste. So, your Wednesday collection should be furniture and things like that, that two people can pick up, but my tiny little thing of sticks should be picked up with the rubbish, yard waste and trash twice a week. Now, if you are talking about giant limbs, then that is a whole separate thing. But, for the most part, the residents that have been fussing about their stuff not being picked up is not talking about the giant tree limbs they drug out to the road. They are talking about the things that they have taken the time to either cut and put in trash cans, that are smaller than two inches are shorter than two feet or the things that are less the thirty-five pounds less than for feet in reasonable stacks. So, those should be being picked up twice a week, according to your contract.”

Further discussion concerned the definitions and areas of the contract that had some discrepancies of what was and was not being picked up of up on certain days and areas and briefly discussed recycling.

Mr. Gonzales stated, “The bulky waste should be put out on the second pickup day of the Week. Everyone usually puts out the majority of their trash either on Mondays or Tuesdays, so the volume I much greater. Many people don’t put out on the second collection day so it adjusts the time of how quickly we get through the City. I can speak with the teams about the really small brush piles, if you can place it in the can, that might be helpful. I agree there is a ton of ambiguity relative to the definition of brush, throughout this contract, which is not standard Republic Services contract.”

Steve Carroll clarified, “When the contract was amended, in 2010 or 2011, I believe, to switch from what we call rear-load service to cart service, basically, we amended the contract to include ninety-six gallon carts as the primary method of collection and to introduce the automated trucks into the City, At that time, the question was what were we going to do with the heavy trash? We had a sheet that we passed out to all of the residents and we placed on the website, that said that we were going to have cart contents only on the pickup for trash and then on Wednesdays of each week, I believe, we would pickup heavy trash with the rear load. The heavy trash would be a “take all” service. But, there seems to be a little bit of ambiguity there, because we did not actually replace the contract, we amended it. So, the ninety-six gallon carts design as part of the primary receiver for the trash, but we did make allowance for the heavy trash, actually bulky items, white goods, couches, furniture, things like that. We also made allowances for brush, cut and bundled or not cut and bundled. Then there was a whole other issue of what we call heavy trash, or big limbs that required the picker truck, or grapple truck which were on a



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separate line item. But, I just wanted to say that there was some clarification when we did enter into the agreement and the amendment and introduced the carts.”

Ms. Ferguson said she had seen the last amendment, to which none of the items that Mr. Carroll had mentioned were in that amendment. The amendments were then discussed. The amendment was done before the City signed the contract was determined. The City would be bound by the terms of the current contract. There was a discrepancy between the ordinance and the contract. The clarity of the current contract was said to very clear and and that we as residents are defining bags and bundles to be rubbish and the contract and exhibit “C” defines that Wednesdays are for bulky waste, which the contract specifically defines. I feel like Republic is defining that to mean that they will empty cans two days a week and on Wednesdays they will pick up everything else.

Further discussion continued on the discrepancies of the contents of the ordinance and the contract.

Mr. Gonzales stated that he would be happy to take the ordinance and the contract and overlay them and collectively agree on the way to do it.

Mayor Hocking then stated that the City could either amend or rescind the ordinance and that the City goes off of the Contract. Then he referred to the meeting that was held the previous Friday about the trash issues, where it was discussed to try to find solutions to the problems with trash pickup. “But five weeks of trash in cans and missing entire sub-divisions is unacceptable and it need to be remedied or we will call the thirty day clause in your contract and fire you and we will find another solid waste company. That is just as plain as I can say it.”

The Mayor also said that contrary to word on the street, that the City can obtain sponsors for Bayou Fest, that the City isn’t married to Republic Waste. He said that Bayou Fest could also be completely funded through the Hotel Motel taxes.

Public Services Director Les Rumburg stated that he wanted to let Council be aware of what his staff has been contributing to the removal of the brush piles lately. “Management has asked Public Works to help clean up brush piles in their spare time, which we have done so, over the past week. We have two roll-off dumpsters in the yard at public works that we have filled with brush, that needs to be emptied out. We have been promised to get a few drivers and some help to have those emptied.” This was referred to Republic Waste representatives at the meeting.

Ms. Gonzales stated, “I just wanted to thank you all for your time. We are going to get hard at work to help to achieve our mutual goals, to get ahead of this problem. The next time I stand up here, I hope you will say that we are doing a whole lot better.”

- d. Discussion/possible action regarding re-appointments and appointments to the Clean City Commission.



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Mayor Hocking appointed Elizabeth Ferguson to the Clean City Commission.

All of the members whose terms were due to be reappointed, were reappointed for another two years by each of the Districts, as follows: Ingrid Selzer- reappointed until 2017 (Lane);

Councilmember Michetich said the he would like to appoint his appointee at the next City Council meeting.

- e. Discussion/possible action regarding authorizing the City Manager to extend an agreement for contract Fire Chief services with Gerald Grimm for up to one (1) additional year with the provision for automatic annual renewal unless otherwise terminated by either party in accordance with the terms and conditions of the agreement.
- ** Councilmember Bell made a motion authorizing the City Manager to extend an agreement for contract Fire Chief services with Gerald Grimm for up to one (1) additional year with the provision for automatic annual renewal unless otherwise terminated by either party in accordance with the terms and conditions of the agreement.
- ** Councilmember Lane seconded the motion. **MOTION CARRIED UNANIMOUSLY.**
- f. Discussion/possible action regarding the appointment of an Alternate to the Galveston County Animal Services Advisory Committee.
- ** Mayor Hocking made a motion to appoint Police Chief Kirk Jackson as Alternate to the Galveston County Animal Services Advisory Committee.
- ** Councilmember Bell seconded. **MOTION CARRIED UNANIMOUSLY.**
- g. Discussion/possible action regarding purchasing or leasing a self-contained brush hauler, including mounted grapple hook, and contracting with personnel for removal and disposal of brush piles within the city limits of La Marque

Mayor Hocking asked the City Attorney if by doing so, would violate the City's contractual obligation with Republic Waste, so which the City Attorney replied, "I think the contract provision deals with third parties. I don't think it would effect the City in taking it's own action to provide brush pickup.

Mayor Hocking made the motion to authorize the City Manager and Public Works Director to begin looking at this equipment, and personnel costs. "It would cost an additional \$12,000.00 a month for Republic Waste to do it on a routine basis."

Councilmember Michetich seconded. **MOTION CARRIED UNANIMOUSLY.**

(10) CITY MANAGER'S REPORT

- **Development Services**



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- **Police Department**
- **Fire Department**
- **Library**
- **HOT**
- **Public Services**
- **Animal Services**
- **Administration**

(11) EXECUTIVE SESSION – There was no executive session

(12) REQUESTS AND ANNOUNCEMENTS

Councilmember Brown- thanked all or attending.

Councilmember Michetich thanked residents of Omega Bay for attending, Thanks Ms. Ferguson, “Thank you.”

Councilmember Lane thanked all for coming out.

Councilmember Bell congratulated Ms. Ferguson on her appointment and thanked her for working with other residents and staff for trying to help find a resolution for the trash collection issues. Reminded all of the budget workshops that would begin the following week.

Mayor Hocking congratulated Councilmember Chris Lane on starting and attending the beginnings of a Toastmasters Club in the City. (Tuesdays at 7:00 in the Community Room). “I think it is a very worthy and important cause that he is spearheading, along with Terry Pettijohn.” Thanked all for attending.

(13) ADJOURNMENT

Councilmember Lane made a motion to adjourn, Councilmember Bell seconded. Meeting adjourned at 7:23 p.m.

Bobby Hocking, Mayor

ATTEST:

Robin Eldridge, City Clerk



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**City of La Marque
Special Called Workshop Minutes
July 30, 2015**

Minutes of the Special Called Workshop of the City Council of the City of La Marque, Texas that was conducted on Thursday, July 30, 2015 at 2:00 p.m. at 1109-B Bayou Road for purpose of considering the following agenda:

(1) Mayor Hocking called the meeting to order at 2:00 pm.

(2) ROLL CALL

Mayor Hocking
Mayor Pro-Tem Bell
Councilmember Lane
Councilmember Brown
Councilmember Michetich
City Attorney Ortego
City Manager Buttler
City Clerk Eldridge

(3) NEW BUSINESS

- a. Presentations – by Health Benefit Brokers selected by Employee Benefits Committee after reviewing Requests for Proposals

City Manager Carol Buttler began by stating, “As we have indicated to Council for the past few years, we wanted to check the market and go out for proposals to see what employee health benefits were out there at a price that we could afford.”

The Employee Benefits Committee met earlier after going through the RFP process and after consideration narrowed the selection down to three (3):

Rust Ewing- Bob Senter, a Partner of Rust Ewing along with Brent Barkley and Rhonda Mc Meekin were in attendance.

Mr. Senter began, “We were founded in 1925 in Texas City. We are the largest independent agency in Galveston County, with fifty-five employees. We are a full-service agency with a property and casualty division, a personal division and of course an employee benefits division and we have a surety bond division. It is more cost effective for a City to have a consultant than an agent. An agent generally receives 5% on the premiums paid by the insured. If you look through your past history, that would have amounted to \$40,000 to \$50,000. Since 2010, we have charged the City \$20,000 to handle the consulting charges and the post enrollment services of the City.”



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Further discussion included the service provided, and that is currently being provided, the convenience of the location to the City for adaptability and flexibility and assistance given by going through mounds of medical claims and helping with the filing of them.

Mr. Senter continued, “We scour the market for you annually. We have always tried to work for what is in the best interests of the cities and the taxpayers. Through the years, we have held quarterly quorums, had someone come to speak with the employees about the online capabilities and offered discounts to a local health and fitness studio. We want continue to educate the employees to get the most out of their employee benefits. Our fees will remain at \$20,000.00. We would like to continue to serve the City, the City employees, the taxpayers, and to do the best we can to get the best health insurance for the City employees while keeping within the budget restraints that we know we live with.”

Questions arose concerning the point of contacts and whether they were licensed Health Care Counselors, which was said that two of them carry this license. The working with the company, whether it was a good or a great relationship. The employees mostly deal with Rhonda and enjoy doing so, and said that this relationship would be considered great. Other members of staff referred to the relationship as being good. There was a question as to how many large claims reports could be supplied to the City, and it was said by State law there were only two (2) allowed. This has been limited in the past and has caused issues when the City was wishing to seek bids from other carriers.

City Manager Carol Buttler referred to a time last year when the City had to get help elsewhere with the health reimbursement account, Rust Ewing didn’t have the capabilities of helping with that. It was said that there had been some contention, once they found out that we were going out for RFP’s. They spoke of maybe having better customer service in the area of training sessions, receiving the Affordable Care Act information, and provide legal services, relating to, if possible.

Councilmember Bell stated, “We need to be transparent. While reviewing these companies, we need to know if there are any issues. If there is a rumble of issues, then when everyone is face to face, people act like there are no issues. I really want to know if there are any issues, so that when I do vote, I can have the entire story.”

Mayor Hocking stated, I will humbly submit, in a decade of services, there is going to be some rumblings. We have two companies that have no records of service. How will be rumbling in ten years from them?”

Councilmember Lane asked “How many municipal accounts do you have? Would you be audit compliance? How many accounts does the account manager currently service? Would you be consistent in assisting us to be audit compliant? If you do not comply with our standards would you be willing to put your fee up? What services could you provide



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to help us with the retention of employees? How many lawyers do you have in-house to help us with the Affordable Health Care Act?”

Mr. Senter answered, “Within the Business Concepts Partnership there are three municipalities, Richmond, Hitchcock and City of La Marque. I’m not sure how many accounts our Accounts Representative handles. I would have to look that up, and I will be taking a shot in the dark, but I would say less than thirty. Those accounts ranging from two people to one hundred and fifty persons. Yes, we will be able to assist the City in audit compliance. We have kept our fee the same since 2010, and I would have to see what standards those are, and what kind of negotiation that would entail, before we would put up any of our fees. I think that we are under the market. I hope that you will ask the other two vendors what their fee is also, since it was taken out of the RFP. I think that you all offer a benefit plan that is above the norm. On so many occasions, when it comes down to actual pay, when pay is close between entities, benefits weigh a great deal. We do not have any in-house Attorneys. Our Managing Director Brent Barkley is our go-to guy for the Affordable Care Act.”

It was asked what the predominant carrier, was, among the other entities, which was Blue Cross, and the normal deductible being close to \$5,000.00. A Plan could be put in place by asking the City to put up part of the deductible, or to continue handling the large claims.

The City Attorney Ellis Ortego asked if they were all licensed Counselors, Two of which were said to be licensed. But, the records showed that these were not available. Mr. Senter said that this information would be faxed over to the City. They briefly discussed an email that was sent to the City Manager by one of their employees that was very unprofessional; some maneuvering that has been taking place for the last few years that could have kept the City from reaching out to other carriers, by limiting the number of high claim reports that have been limited to the City. The insurance company takes out the net of commissions.

At 2:47 p.m., Mayor Hocking recessed the meeting for a break.

At 3:06 p.m., Mayor Hocking reconvened the Workshop.

Brian Wilson, the Account Manager from IPS began by informing City Council that the company began in 1978 that specializes as an independent consulting and brokerage firm. IPS manages over 300 clients, with direct access to underwriters, as well as managing sales person. There are five members of the ISP Advisors Team. They have over thirty five cities within the state of Texas that they provide their services to, and they range from twenty five employees to seven thousand employees, which is for the City of Fort Worth. He then listed all of the local cities, including League City, the City of Seabrook, Pearland, and Tomball, to name a few. He said that he could get and provide large claim data on a monthly basis. They do benchmark analysis and compare employee benefits with these surrounding cities. The company has an Actuarial Team, providing budget projections, contribution modeling, and benefit design modeling. They implement



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alternative funding strategies (GAP Plan, partial self-funding). The company would provide assistance in negotiating and drafting contracts with providers. He further outlined what the company provides: Setting up biometric screening and HRA initiatives; assists in tobacco cessation and weight loss programs; incentive plan designs; on-sight health and wellness clinics; executive physicals and concierge medicine; value based plan designs; direct contracting with the local hospital to get better rates.

Councilmember Bell asked for him to explain about the biometric screening and incentive plan design.

Mr. Wilson explained, “We would either align ourselves with your current vendor or use an outside third party person to come in with nursing stations. They will do the finger prick, your BMI, height and weight analysis. After collecting the data, they will report it back to the City. It will not be employee specific, it will be given in ranges or groups according to their reports. On the incentive plan design, a plan could be put together where the City may put up some of the cost and by outlining some of the rules or setting parameters pertaining to the biometric screening.”

Councilmember Bell, said “So you could start with 100%, and if a person does his biometric screening, then reduce their premium but if not, then they would have to pay the 100%.”

It was said that for the most part, in the private sector is where most of the Executive Physicals and concierge medicine came into play. Consumer driven health plans, enables employees to get an idea of really health care costs, by comparing stand-alone imaging centers to other more expensive alternatives, just because their doctor recommends that they go to a certain place.

Mr. Wilson continued, “We will help to ensure that the City is in compliance with Health Care Reform. There are two lawyers associated with this team, one is in Dallas and one is in Austin.”

Councilmember Michetich asked whether there would be employee assistance in the filing of claims, to which the answer was yes.

Then he further explained the benefits that IPS provided; seminars and webinars pertaining to the updates of laws and provide employees with access to a customizable employee benefits communication website which will provide year-round on-line enrollment; aggregated billing, total compensation statements, full service COBRA and HIPAA administration, and a call center for employee support. Advise and assist in the RFP process; supplying a total compensation packages (annually); conduct benefit surveys.



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Councilmember Brown asked if there was a plan under the medical plans, for the compensation of those who do not smoke or drink alcohol. Mr. Wilson said that they are discussing this now through Washington for medical rates, so that people are not being discriminated against. However, it is in play right now on the life insurance side.

Mr. Wilson went over what the company would provide within the next thirty days if they were chosen by the City to provide the consulting services which included: develop a 5 year plan for employee benefits plan strategy; coordinate competitive purchasing process; implement a benefit program; as well as ongoing services (keeping staff advised on new developments in their employee benefits plan; act as liaison between carriers and service providers; assist in resolution of claim problems; keep employees informed of state and/or federal legislation effecting the City's retiree benefit plans; be available and meet with and provide reports to various City representatives. He provided the extent of the assistance during enrollment periods.

Councilmember Michetich spoke of the ambiguity between the recipients and the health care provider when it comes to what is really covered. Clarification with the providers needs to be covered with the employees, before the doctor visit.

Attorney Ellis Ortego reaffirmed individual group licenses. Then the company license is where each are covered. But he would have to check to see if there were anyone with the company that was a license for Health Care Counselors.

Mayor Hocking thanked him for coming and said he provided an excellent presentation.

At 3:54 p.m., Mayor Hocking recessed the meeting for a break.

At 4:08 p.m., Mayor Hocking reconvened the Workshop.

Robert Treacy, a Life and Health Insurance Counselor with the Gallagher Benefits & Services, a division of the Arthur J. Gallagher & Company began, "We are housed in the Galleria area, which is the largest office with Gallagher across the country. In the City of Houston alone, we have about one hundred and sixty employees. Today's market place is just a very chaotic market place. There isn't one variable in this whole industry that is working in favorable in health benefits today. Whether it is utilization issues, or cost issues, legislation, the federal government, or big pharmacy, it is attacking health plans at a very rapid level. The team that we are bringing you today, which is myself, Nick Long and Burke Sunday, we do public nitch. We do counties, cities, school districts, and water authorities. It is something that is quite different from your standard private employer. We need to continue a very high level of benefits because of compensation. On the government side, this is really part of their compensation. Sometimes, a city can only afford to raise employee's rates by 3%, which is being eaten by health insurance. We are more and more where the compensation package is part of the benefits package and there is no longer a separation. With your help, we want to lay out a blueprint for the next five years."



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Spoke briefly of the Cadillac Tax that will come into play in 2018, which is a new tax that the federal government will be placing on our benefit plan. Right now you are being taxed at a 4% rate and it is going to grow. If you don't keep your current cost of the plan underneath a certain threshold, the federal government is going to come in a tax anything over a certain amount at 40%. We are the only firm that you will talk to today that has six, full-time Compliance Attorneys right here in Houston. We will bring one of these attorney's to go through what is called a gap analysis. We are one of the largest consulting firms in Texas that do nothing but employee health benefits. We have over one hundred and sixty employees just in Houston. We handle the City of Dickinson, Webster, and Friendswood to name a few. The biggest issue right now is getting control of utilization. You are already going to receive good discounts from any provider out there. But the biggest driver of health care costs are the health care costs, meaning the hospitals, the doctors, and big pharmacies. Pharmacy is almost 25% of your health care costs. The only way that we are going to get around this is to promote the culture of wellness and ownership. You will have access to a complete Wellness Department, at no extra cost. We have to help employees regress back to the meaning to get well and if we can keep them away from doctors and big pharmacies and going to hospitals, this is really how we are going to attack health care costs."

Further discussion referred to a local city that is paying lower in health care costs today than they were six years ago, after the implementation of their Wellness Program. Stating that it cannot be done overnight, but the results are real.

Mr. Treacy continued, "I don't know how we measure up on our fee, I think we are on the high end." After being asked, he said the fee is \$40,000. "We bring a number of value added services that you need. We feel so strong about compliance, that we have six Compliance Attorney's. One of the things about this fee is something that you currently are not doing. Right away, I will be able to save you about 1.75% on your premium, by placing your plan within an Employee Benefit Tax Trust. What this is, is a Chapter 222, it is little known. We are one of the few that found it. We didn't invent this, it is Local Government Code. What it does is it allows single entity municipalities to put their health plan inside this Trust. It is very simple to do. Again, this is no added charge, it is part of what we do. I will draw up the Trust documents for you. By placing the plan inside of the Trust, you pay less on your state premium tax. All of our clients use it, it is simple to do. We will form an Employee Benefits Tax Committee."

Councilmember Michetich asked, "Does this in any way dictate the benefits or design of the plan and what if we wanted out of it?"

Mr. Treacy answered, "No, we award the contract before filing the trust documents. To get out of it, basically you just get out of it, you dissolve the Committee."

"They are becoming so popular, we may no longer have to do it this way. They know you are a City."



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Councilmember Bell said, “So you are telling me that we could save up to \$10,000.00 right now for taking advantage of a state law?”

Mr. Treacy answered, “Yes, we can also do it for the dental and for the health plans.”

Councilmember Lane asked who would lead the account for the City, to which it was said to be Nick Long who is out of League City. Then asked who would be the contact person for Ms. Rees, which was said to be Patsy Mc Clellen Then asked how many accounts they were in charge of directly which were ten at the most.

Mr. Treacy continued, “We have a Gallagher newspaper, information is going out to your staff, with daily, weekly and monthly changes.”

Discussion continued as to what their company supplies, he further explained further the Cadillac Tax; and structuring RFQ’s; when Nick Long came into the Company; how many accounts that the team has (30); named some of the carriers; number of staff member vs. accounts the company services.

Mr. Treacy ended with, “We have a passion, we love public business, this is all we do, and we will be here for you.”

Mayor Hocking stated, “Thank you sir, thank you for being here.” Then continued, “We will breaking for lunch shortly, but when we come back at six we will be voting between two groups, being IPS and Gallagher. After ten years, we checked the statutes, and because of lack of proper licenses, the first, Texas First will be disqualified.”

(4) ADJOURNMENT

The meeting adjourned at 5:28 p.m.

Bobby Hocking, Mayor

ATTEST:

Robin Eldridge, City Clerk



2015 - 2022

La Marque, Texas

**Strategic Economic and
Community Development Plan**

Message from the La Marque Mayor and Chairman of the La Marque Economic Development Corporation

La Marque has a proud history of leadership, accomplishment and success. Recent difficult economic times and hurricane IKE recovery has impacted every community in Galveston County and especially La Marque, however the current economic strength of the county and the state provides a pathway for economic renewal. It is with this vision and commitment that the City of La Marque and the La Marque Economic Development Corporation began an open and honest review of our community's present conditions, assets and opportunities to serve as a foundation for a bold new Strategic Plan to guide our community to a brighter future.

Economic and community development is more than just infrastructure, jobs, and buildings. It is a pathway to self-sufficient neighborhoods and a fiscally sound City. As the economy continues to improve in the coming years, it is essential that La Marque is recognized for its location, assets and business friendly environment at city hall and across the community.

This Strategic Economic and Community Development Plan is the initial step in a strategy to accomplish this mission. Through the focused use of the City's human and capital resources the community will see planned and sustainable economic growth and the generation of revenues to address many of the infrastructures and support services needs of our community. The Plan's activities will result in decisions and investments that are intended to have a catalytic effect on La Marque's overall economy and City revenues. At the same time, the workforce development partnerships and the community events will help to ensure that economic growth is leveraged to create opportunities and lifestyle improvements for La Marque's residents, and to develop good-paying jobs available to a well-prepared and educated workforce.

Economic and community development is the responsibility of all of our city's paid staff and volunteer resources. To be successful every decision, action, plan and procedure engaged in by the City of La Marque and the various community organizations, communities and commissions must have as a prime consideration our city's future. Success is not measured just in revenues and investment but in the improvement of the quality of life and livelihood for all La Marque residents.

We look forward to working with all of our partners to make this plan a reality. Thank you for your support to this end.

Bobby Hocking
Mayor
City of La Marque

Ron Crowder
Chair
La Marque
Economic Development Corporation



La Marque Community and Economic Development Strategic Plan

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1. Planning Process and Citizen Participation

A. Setting

La Marque is a community committed to engaging its citizens and leaders in charting a vibrant and prosperous future. The city of La Marque, Texas was founded as a premier residential community for citizens working in Galveston or the petrochemical complex in Texas City. These founding principles remain as strong today as they did during the peak expansion period of the 1960's and 1970's. Unfortunately a series of events including hurricanes and economic challenges coupled with the expansion of residential communities to the north and west in Galveston County have inhibited the continual growth and development of the city.

The La Marque Economic Development Corporation in conjunction with the La Marque City Council took the bold step in 2015 to undertake a comprehensive assessment of their community and the creation of a strategic plan to direct their future development and redevelopment efforts. This process was embraced by the city elected and informal leadership with great candor about the challenges they face as well as great optimism and commitment for a brighter future. The participation in this process through the focus group sessions, key informant interviews and the planning charrette was open, honest and energetic. The plan developed was embraced with great consensus and energy for action.

B. Citizen Participation Process

The participation in this planning process was exceptional engaging nearly 100 individuals through a series of eight focus groups, a number of individual interviews with key stakeholders and a 3 hour planning charrette engaging over 30 participants. In addition individuals, both group participants and other citizens, provided written feedback to a series of questions and assessment activities as a part of the citizen participation phase. All of this feedback was condensed into a report that was presented to the participants of the charrette process to serve as a foundation for the prioritization of the critical issues and the establishment of community goals. Please see the appendices for additional information on these processes.

C. Focus Group Meetings

The foundation of the community participation phase in this strategic planning process was the focus group process. The leadership of the City Council and the La Marque EDC engaged in an extensive process to identify a diverse group of community leaders



from every walk of life, political affiliation and setting to participate in one of the focus group sessions. Through these sessions critical input was received from:

- The business community
- The faith based community
- The nonprofit community
- The education community
- Long term residents
- Galveston County leadership
- Retirees
- And numerous other community segments

In addition, a focus group session was held with the City Manager and her direct reports to gain the perspective of the staff leadership of the city for this process. The participants represented great diversity along racial, social, economic and political lines and included both long term and short term residents.

Strict confidentiality of individual responses during the focus group sessions was pledged to the participants and maintained in the reporting of the findings. This confidentiality was critical to insuring that the participants felt comfortable to be “brutally honest” in their discussions and responses. Each session lasted two to three hours with additional feedback provided in response to the Focus Group Handout provided in advance the group participants (See appendix 1).

The focus group sessions were open discussions guided by an environmental assessment or **SWOT** analysis (Strengths, Weaknesses, Threats and Opportunities). Participants were asked to honestly and openly share their assessment of the city’s internal strengths and weaknesses either orally through the discussions or in writing on the form provided. In addition the participants were asked to identify the external opportunities or trends that the City could capitalize on for greater success as well as the external threats that must be addressed that could negatively impact success if the City and the plan.

In addition to the **SWOT** analysis, the focus group participants were asked to provide orally or in writing their responses to a series of key assessment questions detailed below.

1. What makes La Marque special?
2. Where **do you** see La Marque in five years?
3. Where **would you** like to see La Marque in five years?



4. What are the critical issues that the City needs to face over the next five years?
5. What do you see as the key priorities the City should establish in its strategic economic development plan?
6. What economic development issues are most important to you?

The feedback and responses from the eight focus group sessions and the associated written responses were aggregated into a presentation presented at the planning charrette (See Appendix 2).

D. Interview Process

A number of key informants and critical community leaders were engaged in this strategic planning process through individual interviews. The interview format was similar to the process used in the focus group sessions and the same guarantees of confidentiality were secured. The feedback received from the interviews were aggregated with the focus group responses and reported to the charrette participants.

E. Charrette

On May 19, 2015 a planning charrette was held in the workroom behind city council chambers in La Marque. Thirty one individuals representing a cross section of the city leadership including elected officials, city staff leadership, La Marque EDC representatives and key representatives from city boards and commissions participated in this process. These individuals were selected due to the fact that they will be responsible for implementing the goals and recommendations of the plan. Appendix 2 contains the report presented to the participants of the charrette.

The charrette process included a presentation and group discussion of the results from the focus groups and interviews and a brief review of the trend demographic data as a foundation for the subsequent group processes. Following the presentation the group was divided up into five sub groups to complete the following two assignments.

Assignment 1 Critical Issues: Each group was asked to identify the top four critical issues that they determine will have the most profound and sustainable impact on the future of La Marque from each of these perspectives.

- Community Development and Quality of Life Issues
- Community Infrastructure Issues
- Economic Development Issues



Each group was given 15 minutes to identify their four critical issues. Each sub group reported back to the larger group their responses and a consolidated listing of these critical issues was developed.

Assignment 2 Community Goals: Each sub group was asked to identify their top six goals that need to be accomplished over the next seven years addressing the identified critical issues. The groups were asked to focus their goals on strategies designed to create a stronger, healthier, economically prosperous La Marque.

The groups were asked to focus on goals that were:

1. **Attainable** with existing and predicted resources.
2. **Measurable** – providing measurement criteria to determine the success of the goal.
3. **Sustainable** - goals that will make the greatest impact long term.
4. **Comprehensive** – addressing the following perspectives
 - Community Development and Quality of Life Issues
 - Community Infrastructure Investment
 - Economic Development Priorities

Each group was given 15 minutes to identify their goals. Each sub group reported back to the larger groups their responses and a consolidated listing of these goals was developed.

Following the creation of the combined listing of critical issues and community goals each charrette participant was provided 20 colored dots to use in voting for the critical issues and goals that they personally felt were most important for the future of La Marque. Ten of the dots were to be used to express preference among the listing of critical issues with no more than four dots used to vote for any single issue. Ten of the dots were to be used to express preference among the listing of community goals with no more than four dots used to vote for any single goal. Following this voting process a priority listing of critical issues and community goals was developed.



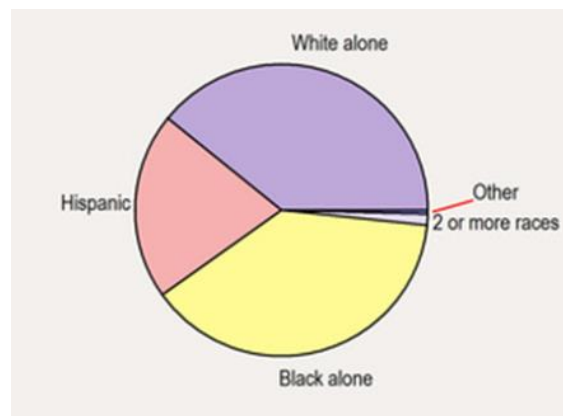
2. La Marque Summary Demographic Data Review

La Marque compared to Texas state averages

- Median house value below state average.
- Unemployed percentage below state average.
- Black race population percentage significantly above state average.
- Median age above state average.
- Foreign-born population percentage below state average.
- Length of stay since moving in above state average.
- House age above state average

A. Population in 2013: 15,154 (97% urban, 3% rural).

- Males: 7,465 (49.3%)
- Females: 7,689 (50.7%)
- Median resident age: 33.9 years
- Texas median age: 34.0 years
- Population density: 1,065 people per square mile
- For population 25 years and over in La Marque
 - Unemployed: 10.1%
 - Mean travel time to work (commute): 25.8 minutes
- 1,402 residents are foreign born (7.7% Latin America).
 - La Marque: 9.2%
 - Texas: 16.5%



B. Income and Employment

Estimated median household income in 2013: \$41,679

Compared to Texas statewide \$51,704

(Compared to \$34,841 in 2000)

Estimated per capita income in 2013: \$20,050

(Compared to \$17,518 in 2000)

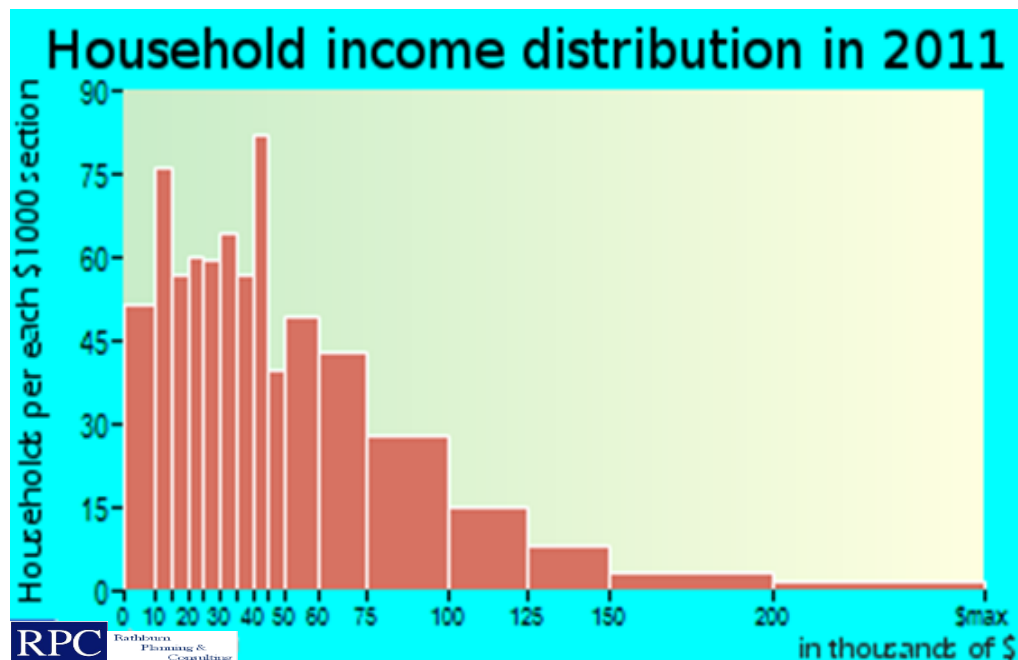
Percentage of residents living in poverty in 2013: 20.1%

(15.5% for White Non-Hispanic residents, 16.7% for Black residents, 29.1% for Hispanic or Latino residents, 4.1% for other race residents, 27.9% for two or more races residents)

Unemployment in June 2014:

La Marque: 6.0%

Texas: 5.5%



MEDIAN EARNINGS IN THE PAST 12 MONTHS (IN 2013 INFLATION-ADJUSTED DOLLARS) BY SEX BY EDUCATIONAL ATTAINMENT Universe: Population 25 years and over with earnings 2009-2013 American Community Survey 5-Year Estimate Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey	La Marque, Texas	
	Estimate	Margin of Error
Total:	31,833	+/-4,039
Less than high school graduate	16,061	+/-7,370
High school graduate (includes equivalency)	16,389	+/-4,068
Some college or associate's degree	36,953	+/-3,205
Bachelor's degree	57,308	+/-13,456
Graduate or professional degree	52,648	+/-10,031
Male:	30,732	+/-5,625
Less than high school graduate	20,174	+/-7,570
High school graduate (includes equivalency)	16,497	+/-7,573
Some college or associate's degree	38,178	+/-3,950
Bachelor's degree	76,719	+/-27,021
Graduate or professional degree	53,520	+/-20,162
Female:	32,716	+/-5,500
Less than high school graduate	9,597	+/-3,899
High school graduate (includes equivalency)	16,189	+/-5,231
Some college or associate's degree	35,056	+/-5,446
Bachelor's degree	52,688	+/-13,514
Graduate or professional degree	40,313	+/-28,065

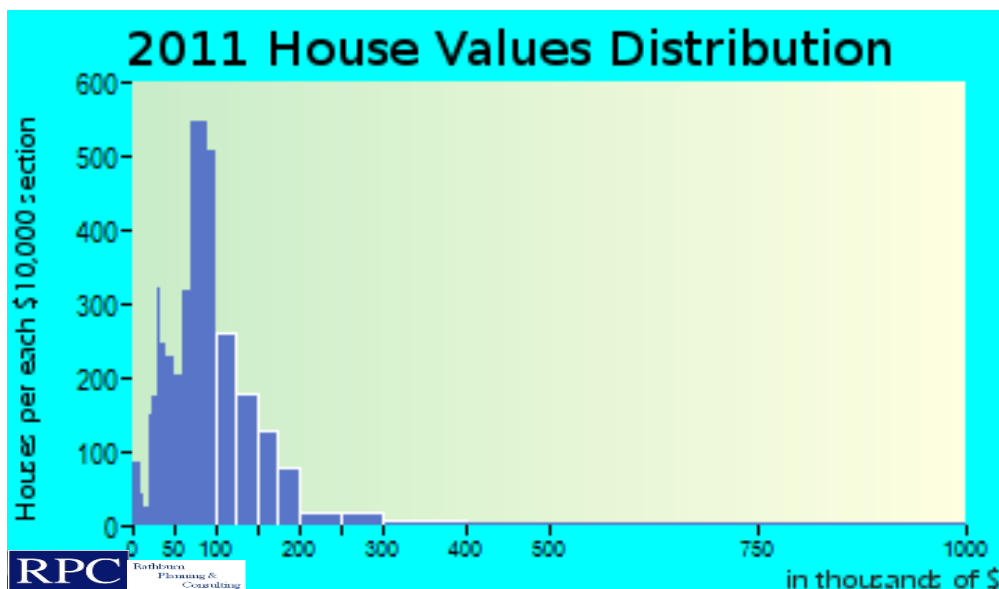
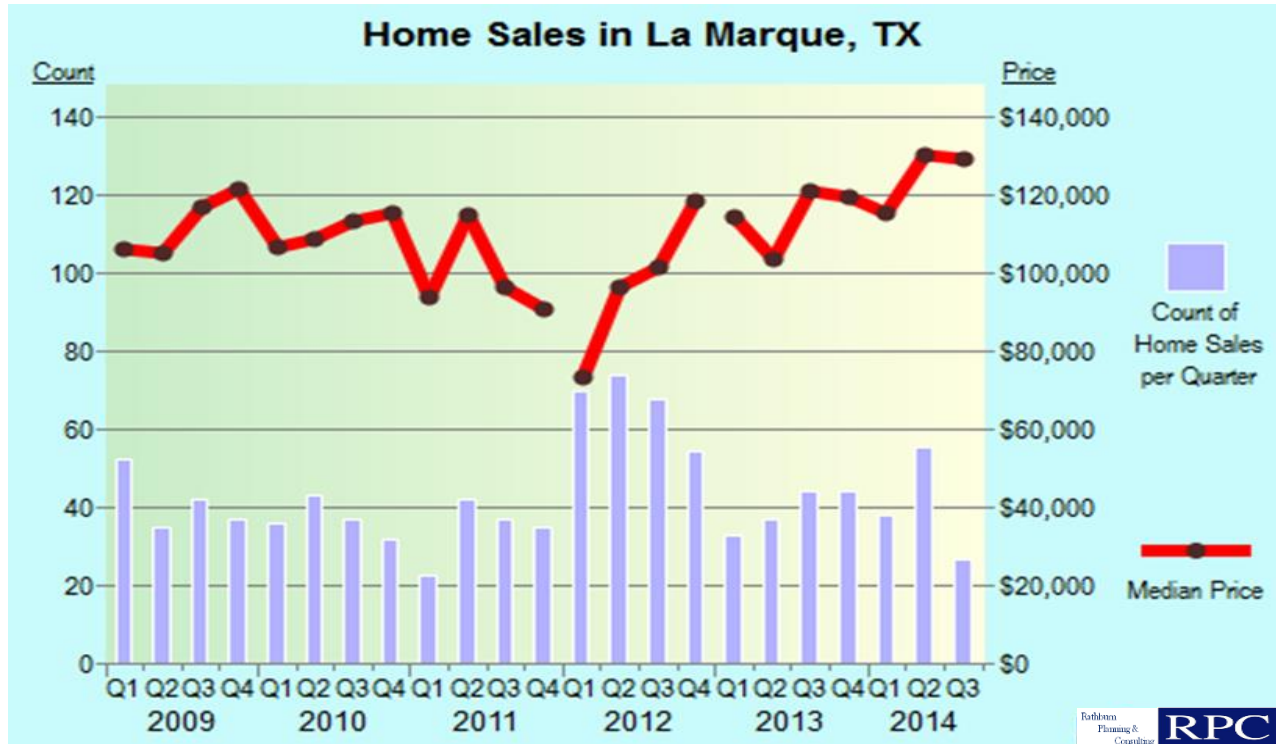


C. Housing and Cost of Living

Estimated median house or condo value in 2013: \$84,571

(Compared to \$57,800 in 2000 in La Marque)

Compared to Texas statewide: \$132,000



Median real estate property taxes paid for housing units with mortgages
in 2013: \$1,794 (1.8%)

Median real estate property taxes paid for housing units with no mortgage
in 2013: \$1,208 (1.5%)

March 2013 cost of living index in La Marque: 91.9 less than average
(U.S. average is 100)

D. Educational Attainment (%) in 2013

Level	La Marque	Texas
Less than high school	15.4%	18.1%
High school or equivalent	29.9%	25.2%
Less than 1 year of college	7.4%	6.2%
1 or more years of college	21.8%	16.4%
Associate degree	10.2%	6.5%
Bachelor's degree	9.9%	18.3%
Master's degree	3.4%	6.7%
Professional degree	1.5%	1.5%
Doctorate degree	0.5%	1.0%

E. United States Census Data

United States Census Data *

* Please note - This data differs in great detail from other data but is presented as the official baseline

Demographics	La Marque	Galveston County	State of Texas
Geography			
Land area in square miles, 2010	13.91	378.36	261,231.71
Persons per square mile, 2010	1,042.8	769.9	96.3
Population			
Population, 2013 estimate:	15,154	307,465	26,505,637
Population, 2010 (April 1) estimates base:	14,511	291,304	25,146,104
Population, percent change - April 1, 2010 to July 1, 2013:	4.4%	5.5%	5.4%
Population, 2010:	14,509	291,309	25,145,561



Age

Persons under 5 years, percent, 2010/2013	7.3%	6.5%	7.3%
Persons under 18 years, percent, 2010/2013	25.2%	24.8%	26.6%
Persons 65 years and over, percent, 2010/2013	13.8%	12.4%	11.2%

Gender

Female persons, percent, 2010/2013	51.9%	50.5%	50.3%
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Race

White alone, percent, 2010/2013	52.5%	80.2%	80.3%
Black or African American alone, percent, 2010/2013	36.7%	13.7%	12.4%
American Indian and Alaska Native alone, percent, 2010/2013	0.8%	0.8%	1.0%
Asian alone, percent, 2010/2013	0.7%	3.3%	4.3%
Native Hawaiian and Other Pacific Islander alone, percent, 2010/2013	Z	0.1%	0.1%
Two or More Races, percent, 2010/2013	2.4%	1.9%	1.8%
Hispanic or Latino, percent, 2010/2013	22.5%	23.5%	38.4%
White alone, not Hispanic or Latino, percent, 2010/2013	38.7%	58.3%	44.0%

Household:

Living in same house 1 year & over, percent, 2009-2013	82.5%	82.5%	82.8%
Foreign born persons, percent, 2009-2013	9.5%	9.7%	16.3%
Language other than English spoken at home, pct age 5+, 2009-2013	18.3%	19.3%	34.7%

Education:

High school graduate or higher, percent of persons age 25+, 2009-2013	83.9%	87.1%	81.2%
Bachelor's degree or higher, percent of persons age 25+, 2009-2013	14.9%	28.5%	26.7%

Income

Per capita money income in past 12 months (2013 dollars), 2009-2013	\$20,544	\$30,926	\$26,019
Median household income, 2009-2013	\$42,369	\$61,877	\$51,900
Persons below poverty level, percent, 2009-2013	20.1%	13.3%	17.6%



Business

Total number of firms, 2007	989	22,869	2,164,852
Black-owned firms, percent, 2007	32.0%	7.6%	7.1%
American Indian- and Alaska Native-owned firms, percent, 2007	F	S	0.9%
Asian-owned firms, percent, 2007	F	5.9%	5.3%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	S	0.1%
Hispanic-owned firms, percent, 2007	S	10.3%	20.7%
Women-owned firms, percent, 2007	31.2%	30.0%	28.2%
Manufacturers' shipments, 2007 (\$1000) (1)	0	23,480,817	593,541,502
Merchant wholesaler sales, 2007 (\$1000)	82,750	1,761,558	424,238,194
Retail sales, 2007 (\$1000)	168,991	2,750,294	311,334,781
Retail sales per capita, 2007	\$12,136	\$9,700	\$13,061
Accommodation and food services sales, 2007 (\$1000)	19,774	590,991	42,054,592

1: Counties with 500 employees or less are excluded.

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information

F: Fewer than 25 firms

FN: Footnote on this item for this area in place of data

NA: Not available

S: Suppressed; does not meet publication standards

X: Not applicable

Z: Value greater than zero but less than half unit of measure shown

Source: U. S. Census Bureau: State and County QuickFacts, Data derived from Population

Estimates, American Community Survey, Census of Population and Housing,

County Business Patterns, Economic Census, Survey of Business Owners,

Building Permits, Census of Governments



3. Citizen Input: Focus Group and Interview Findings

The focus groups and interviews were organized to gather strategic input from each of the major sectors of the community including:

- The business community
- The non-profit and faith based communities
- Civic organizations leadership
- City of La Marque staff leadership
- Countywide current and former elected leaders
- Current and former La Marque elected leaders.
- Active community and city volunteer leaders
- Educational leaders

The focus group attendees were reflective in age, race and community tenure of the general La Marque community and represent, individually or through organizations, a commitment to invest their time and resources in the successful economic future of La Marque. Their opinions and visions of the community varied widely as did their evaluation of various community assets and opportunities. Participation in the group sessions varied from a low of four participants to a high of nine. The groups participated actively in the process and expressed open and honest opinions (brutal facts) within a commitment to individual and group confidentiality. What was said in any session was to remain confidential to the participants in the session. All results are presented in the aggregate with no comments, assessments or opinions identified with any individual participant or focus group.

Each of the focus group participants was asked to provide their open and honest responses in an environmental assessment of La Marque or **SWOT** analysis (Strengths, Weaknesses, Opportunities and Threats). The following provides a combination of the input, suggestions, opinions and thoughts shared during the environmental assessment portion of the focus groups activities. The input is organized into groupings of similar thoughts.



Strengths

La Marque's Location

- Hub or Center of Galveston County
- The protection afforded by the levy
- Vacant land to develop especially along I-45
- Development opportunities west of I-45
- Proximity to area industry
- Proximity and Access to UTMB
- Access to the beaches and area recreation
- Land to redevelop in the interior of the city especially along already developed major transportation routes (e.g. FM 1765)
- Great climate – ability to recruit from the north

Community Commitment and Pride

- A genuine love and appreciation for La Marque as their home town – a sense of community pride and ownership among some residents
- Commitment to restore La Marque to the past glory
- Small town pride
- Community desire to change, improve and grow
- A clear understanding of what type of community La Marque desires to be and what types of jobs and investment we desire to recruit and expand
- La Marque history and tradition
- La Marque Cougar football
- A strong sense of ownership and pride especially in the long term residents
- Folks proud to call La Marque home
- La Marque Cougar Pride in the city not just the schools and team
- A history or legacy of accomplishment and success to build upon

La Marque Human Capital

- Visionary citizens
- Good, committed leaders and citizens that want to see and help facilitate needed change for a better future for La Marque
- Good potential labor pool
- Active LMISD Board of Trustees
- Active and committed community volunteers
- Committed Mayor
- New folks with new ideas coming to the new residential development areas



La Marque Community

- The right size community – not too small – not too big
- Small town size and feeling
- Strong faith based community
- Low crime rates
- Strong Civic Clubs
- Diversity - racial, social, economic
- Great potential as a retirement town
- Community “ripe” for and encourages business development

City Management and Operations

- Aggressive, well supported, well respected and talented city economic development staff and structure (La Marque Economic Development Corporation)
- Small town feeling and operation including limited traffic and ease of getting things done at city hall.
- Low tax rates
- Good City Manager
- Good Police Chief
- Good public safety operation
- Good and effective city management
- Good city department heads in the new administration
- Pro economic development mindset

City Resources

- Good foundation infrastructure
- Highland Bayou park
- Carbide Park
- The La Marque EDC
- Tax incentives available from the EDC/City
- Beautiful trees
- Omega Bay development

General

- Bayou fest
- Good work environment and culture
- College of the Mainland
- New housing developments in the city providing new residents
- A community ripe for internal redevelopment



- Business development (Walmart, Sam's, etc.)
- The potential to redevelop the older outlet mall
- No traffic congestion
- Low property values – La Marque is a good buy for residential and commercial property and buildings
- Low cost of Living

Weaknesses

City Appearance and Infrastructure

- Blight is rampant
- Poor water, sewer and drainage infrastructure
- La Marque looks “scary” giving the perception of an unsafe, high crime community.
- Appearance of Texas Avenue and the interior of the city including city facilities.
- Too many vacant buildings
- Too many dilapidated structures that need to be torn down
- Condition/appearance of city homes, streets, sidewalks, businesses, and government buildings especially the landscaping
- Lack of a landscaping code and enforcement
- Too many dead end streets
- Poor condition of roads
- Ugly City - nothing looks good – no point of pride physically in the city.
- The condition of the FM 1765 and Highway 3 intersection
- Lack of adequate street lighting

La Marque Independent School District

- The poor performing La Marque Independent School District including the image, board of trustees, faculty and staff (exclusive of Superintendent Watkins), facilities, performance and overall perception
- LMISD enrollment decline especially in the younger age classifications
- LMISD leadership and Board of Trustees failing to recognize and be truthful about the academic quality and performance of the schools
- Local politics infused into the LMISD issues
- Ineffective school board leadership
- Racial issues driving the LMISD issues



- LMISD leadership and Board of Trustees failing to put the education of the students as a higher priority than saving their jobs or their school district
- Old and empty LMISD campuses and building are an eye sore and send the message of a declining community

Community Attitudes and Commitment

- Inner city culture and vision
- Tolerant of the current state and of disorder
- Decline in city pride and interest
- Older community leaders resistant to change - desire to go back to the “good old days” in La Marque
- Residents who have given up on La Marque
- Lack of interest in the future of La Marque
- Racial divide – growing cancer impacting every issue and plan in La Marque
- A lack of commitment or desire to work for a better La Marque among many especially the younger families and shorter term residents. A flight as opposed to fight mentality.
- Complacency
- Lack of unity
- Lack of drive
- Lack of a sense of community
- Lack of hope
- Apathy for the future of La Marque by the population under the age of 65
- Tunnel vision
- Divided community effort and vision racially, socially, economically and by age
- Too many personal agendas among various groups within the city.
- Silo mentality – only interested in my issues or my priorities.

City Elected and Appointed Leadership

- City Council infighting producing negative results
- Poor community perception of the city council
- City leaders do not follow the letter and spirit of the City charter – role of the City Council and Mayor not respected and followed
- No new emerging leaders – same folks serving over and over again in city leadership – no new ideas or commitment – no leadership transition or succession plans
- Lack of new or younger candidates for boards and elected positions
- City Staff and City leaders (elected and appointed) not always on the “same page” on priorities and issues



- Negative perception and lack of trust of the elected and appointed leaders by the staff and negative perceptions and lack of trust of the staff of the elected and appointed leaders - not universal but often stated.
- Poor inner-city communication between the city and the residents and within the city
- Lack of transparency in city government.
- Zoning and building codes not enforced

City Staff and Operations

- City staff is being held accountable for items and goals that they are not their responsibility
- Poor city management and staff leadership
- Poor inner-city communication between the city and the residents and within the city
- Lack of capability, experience and skills of city staff
- Lack of transparency in city government.
- Negative perception and lack of trust of the elected and appointed leaders by the staff and negative perceptions and lack of trust of the staff of the elected and appointed leaders - not universal but often stated.
- Performance is discouraged within city management
- Lack of staff training and professional development
- Hiring the “best folks we can afford”
- High staff turnover
- Lack of scheduled maintenance
- Zoning and building codes not enforced
- City Staff and City leaders (elected and appointed) not always on the “same page” on priorities and issues
- Diversity of the city staff
- City staff feels ‘beat up” by city leadership and residents
- Difficulty in the development process – paperwork processes difficult and follow-up support lacking

Demographics

- Income divide
- Low income of majority of the residents
- The attraction of low income population due to cheap housing
- Too many residents living one government check at a time
- Lack of programs/service leading to residents self sufficiency
- High unemployment



- Like refugees from public housing in La Marque
- The “you owe me” mentality of some residents
- Aging of the community
- No new young families moving to La Marque
- Younger folks especially young families moving away
- Educational attainment of residents
- Social divide of the city
- Racial divide of the city

Community Perceptions

- The poor current La Marque “Brand” or Image
- Long term poor perception from those outside the community of La Marque based on the problems and performance of the LMISD
- Poor perception of the city by the long term residents
- Perception as a bedroom community
- Poor external perception of the City of La Marque
- La Marque is an embarrassment
- Perception of and/or reality of high crime

General

- Failure to share/communicate our successes
- Lack of primary residential support businesses including grocery stores, restaurants, health care, retail
- Primary support sales tax revenue going to adjacent communities
- Drug use and crime
- Lack of water reuse plans
- No true economic drivers
- Lack of planning
- Reactive not proactive policies and actions
- No regional thought
- Limited land - cannot expand - land locked
- Lack of Galveston County interest, support and involvement

Residential Resources

- Declining real estate values
- Age of homes
- Lack of residential redevelopment efforts
- Lack of new residential opportunities
- Limited housing inventory



- Inability to sell a home - no buyers
- Limited home ownership Lack of family involvement
- No family culture
- Decline in youth sports programs
- Decline in service club activity
- Nothing for older youth to do

Family Support

- Limited home ownership
- Lack of family involvement
- Decline in youth sports programs
- Decline in service club activity
- Nothing for older youth to do

Opportunities

Location

- Vacant, affordable land with great access especially the old golf course land and adjacent tracks.
- Outstanding transportation opportunities through I-45, Highways 146, 6 and 3. The best transportation corridor and location in the entire region.
- Proximity to Houston
- Dual rail access and service provided by BNSF and UP producing competitive rates.
- I-45 trickle down investment - the gradual movement of residential/service and retail opportunities along the corridor from Houston past 646 to La Marque. (long term prospect)
- Proximity to good paying jobs.
- “Leakage” development from Lago Mar and other surroundings cities including Galveston.

Trade

- Proximity to the regional ports (Houston, Texas City and Galveston) and the potential future container port and rail bridge to Pelican Island as well as the potential of the expanded Panama Canal.



Oil, Gas and Petrochemical Related

- Proximity to abundant sources of oil and natural gas from the regional shale operations
- DOW expansion and redevelopment and use of the adjacent land in La Marque

Medical and Health Care

- Proximity to University of Texas Medical Branch-Galveston and the opportunity to develop medical related business and industries along the I-45 corridor on sites protected by the levy possibly in conjunction with the regional specialty chemicals industries
- Opportunities for medical supply/support and biomedical related business opportunities in conjunction with UTMB and UT Health Houston.

Tourism

- Potential La Marque tourism support. Build upon and partner with Galveston in supporting their growing cruise and tourism industry.
- Support Hotels and parking.
- Proximity to and opportunity for tourism support development including casinos if legalized
- Support and build upon the potential of the dog track as a destination venue.
- Build, market, brand in conjunction with the La Marque and surrounding community festivals including Mardi Gras and Dickens on the Strand

Residential

- Development opportunities for senior living with affordable land protected by the levy, close to the medical resources of UTMB and Houston and a good safe quality of life.
- West side residential development opportunities

Commercial

- Opportunities for alternative energy projects and related green technologies
- Opportunities for distribution, sub assembly and light manufacturing.
- Good support from area commercial and industrial partners
- Distribution, Warehouse and storage facilities protected by the levy.
- Technology/NASA related business development



General

- The strong and growing regional and Texas economy especially in trade and petro/specialty chemicals
- The opportunity to rebrand La Marque
- Small changes produce a big result in a small town like La Marque
- The opportunity to fix, eliminate and/or merge the La Marque Independent School District. The opportunity to remove this barrier to local community and economic development success and move forward especially with residential development.
- The opportunity to attract foreign investment due to the proximity to Houston, the regional industrial complexes, transportation hubs (land and rail and port) and inexpensive land
- Opportunity to engage the community's youth and regional young professionals in the redevelopment of La Marque.
- Water including (effluent) reuse for commercial purposes and desalination potential.

Threats

Community Perceptions and Attitudes

- Overall external poor perception of the city
- Negative talk and perceptions becoming the reality
- The external "Toxic City" Perception
- Too many residents focused on the past and trying to regain the "Old La Marque"
- Local community resistance to change
- Those individuals and groups working against La Marque's future for their own personal gain or position of power.
- Perception that La Marque is on "life support"
- Community fear from crime and negative trends.

General

- Lack of accountability
- Changing demographic trends of the city
- High percentage of city and school district employees do not live in La Marque or call this community "home"
- Unreported crime
- Small size of the city and the resources required to make systematic and substantial change and investment



- The community of La Marque getting older (age of population) and gradually the community just dies off.

LMISD

- LMISD future - either dissolution of the school district or, if the district, is saved the long term outside negative perception of poor performance that will linger regardless of improvements
- LMISD Board unwilling to change
- LMISD poor campus leadership
- LMISD losing school campuses

Environmental

- Hurricanes – the reality of the impact of loss of life and property and the external perception that investment or living close to the coast is not wise.
- Hazardous cargo moving through the city
- Problems or major events at the area chemical/fuel plants
- Ability to respond to natural or industrial disasters including financial, physical and emotional needs

Economic

- Labor Unions and Strikes
- Growth in Dickinson, Santa Fe, Hitchcock and Lago Mar further impacting the retail and residential viability of La Marque
- Expansion of the Lago Mar development restricting the development of the I-45 frontage in La Marque
- Weak tax base getting weaker
- Limited commercial tax base
- I-45 development bypassing La Marque
- Lack of demand for La Marque commercial and residential real estate depressing further the local tax base and limiting the ability to sell or lease property in La Marque

Resources

- Water treatment and water distribution system needs and regulations
- Availability and/or future cost of water
- Cost/environmental requirements of sewer treatment



State and National

- Divided community, state and nation on racial and economic lines
- Stricter environmental policies impacting area industry
- Unfunded federal and state mandates especially environmental and water
- Higher windstorm and flood (Biggert-Waters) insurance rates due to the federal policies restricting area development

International

- Extended low crude prices limiting investment in new plants
- Terrorism especially at the area plants

Questions posed by the Focus groups to be considered included:

- What are the needs for the businesses, residents and visitors/travelers along I-45 in La Marque?
- Why Visit La Marque?
- Why should I live in La Marque?



4. Planning Charrette Results

The La Marque Economic Development Corporation in conjunction with the La Marque City Council hosted a planning charrette Tuesday May 10, 2015 from 6 pm to 9 pm in the City Council Chamber work room. Thirty community leaders representing the La Marque City Council, the La Marque Economic Development Corporation and a variety of city boards, commissions, neighborhoods and employers gathered for the event. The charrette is an intensive planning session providing participants the opportunity to collaborate on a vision for the city as well as establish priority goals for accomplishing this vision. The participants were engaged, active and honest in their assessment and feedback. The results, as presented below, were received with consensus support.

The purpose of the event was to receive a presentation of the results from the various focus groups, interviews and data reviews completed as a part of the strategic planning process from February 2015 through May 2015. In addition the Charrette was designed to identify critical issues that will impact the future of La Marque and to identify priority community goals to direct community investment, strategies and decisions.

The outline of the charrette can be found in appendix 2 and is contained in the PowerPoint slides used to guide the event. The following is a presentation of the results of the charrette and associated group processes.

A. Critical Issue Identification

Following a presentation of the environmental assessment results (SWOT Analysis – Strengths, Weaknesses, Threats and Opportunities) completed during the focus group and interview process, the participants in the charrette divided up into groups of four to six participants to discuss and clarify the critical issues or facts impacting the positive and progressive future for La Marque. Each of the groups were asked to utilize the results reported from the focus groups and interviews as presented as well as the reported trend data to identify the top three to five critical issues facing La Marque. The groups were asked to identify issues that do or would have a profound and sustainable impact on the future of La Marque from the perspective of:

- Community Development
- Quality of Life
- Community Infrastructure Investment
- Future Economic Development Success



Following the development of the list of critical issues from each group a master list of issues were developed representing all the participants. Each individual was given the opportunity to prioritize these issues by placing votes (via colored dots) on the issues they felt constituted the greatest challenge or need for the community at that must be addressed with priority investment and action to improve the future for La Marque. Each participant was provided 10 total votes to be used during this prioritizing process with a maximum of four votes to be place on any single issue. A master listing of rank order critical issues was developed through this process.

- **Critical Issue 1: Blight Reduction** (receiving 41 total votes).
- **Critical Issue 2: The Future of the La Marque Independent School District (LMISD) and quality public education opportunities in La Marque** (receiving 39 total votes).
- **Critical Issue 3: Infrastructure Needs** (receiving 32 total votes).
- **Critical Issue 4: Community Image** (receiving 29 total votes).
- **Critical Issue 5: Economic Development** (receiving 25 total votes).
- **Critical Issue 6: City Human Resources** (receiving 23 total votes).
- **Critical Issue 7: Communication** (receiving 19 total votes).
- **Critical Issue 8: Youth Engagement** (receiving 18 total votes).
- **Critical Issue 9: Volunteer Engagement and Development** (18 total votes):
- **Critical Issue 10: Quality of Life Issues** (16 total votes):
- **Critical Issue 11: New Leadership Development Efforts** (15 total votes):
- **Critical Issue 12: Residential Plan** (5 total votes):

The following issues were identified as the most critical and are presented in priority order.

Critical Issue 1: Blight Reduction (receiving 41 total votes).

The overall appearance of the city was determined to be the most critical barrier to future development and success of La Marque. The groups expressed concern that initial negative perspectives and opinions of La Marque were often developed and reinforced by the excessive blight and that these inaccurate and negative opinions of the city were detrimental to the city's future success. The blight generated a perception of high crime, high poverty and a city that was declining both in the minds of visitors and residents alike. The groups also expressed the opinion that the blight was a disincentive for responsible property owners to maintain their properties to a higher standard due to the fact that the appearance of their properties was negatively impacted by the poor condition of neighboring properties. The concern of the ability to create a positive first impression of La Marque or mitigate a negative first impression due to the



blight was also expressed. The potential remedy of enhanced code enforcement for both land and improvements was discussed as a critical blight reduction related strategy.

Of special note and discussion were the following blight characteristics:

- **Condemned and vacant and dilapidated buildings:** Clearly the top priority was addressing this component of blight. These structures were identified both as unsightly and unsafe and a breeding ground for criminal behavior. The demolishing and removal of these structures especially along the major community arteries of FM 1765 (Texas Avenue), Highway 146, Highway 3, Bayou Road, Cedar Drive, Interstate 45 and FM 519 was expressed as the major blight related concern. In addition the discussion of the vacant La Marque Independent School District campuses was identified as a significant concern sending a negative message regarding the “health” of the La Marque community. The limited potential for efficient reuse of these specialized facilities fostered discussions of demolition or renovation should enrollment warrant.
- **Landscaping:** The condition of vacant lots and the resulting “eyesore” was discussed in great length. The ability via stronger code enforcement and direct city intervention (cleaning) to improve the appearance of unimproved property was discussed in great length. Of particular noted was the appearance of road right of way, ditches and other properties owned or managed by the city. The groups suggested that this could be an initial area of priority with the city leading by example to reduce blight.
- **Other Issues:** The groups identified a number of other blight related issues that needed attention including broken and overgrown sidewalks; need for stronger signage ordinances and approval processes; the potential for a paint partnership to address private property conditions and the need for a substantial, well lighted and landscaped welcome sign along Interstate 45.

Critical Issue 2: The Future of the La Marque Independent School District (LMISD) and quality public education opportunities in La Marque (receiving 39 total votes).

The future of La Marque is directly tied to the provision of quality public education within the city. This was the clear and unanimous opinion of all charrette participants. The ability to address this issue is in the hands of a limited group of individuals including the



State of Texas, the LMISD Trustees and the LMISD teachers/administrators and students. General community support for the future of LMISD was shared by the charrette participants but an equally important message of bringing this issue to closure regardless of the final outcome was also shared. The clear priority expressed was the need for a definitive long term plan for quality educational opportunities within the city limits of La Marque and closure to the uncertainty and negative media surrounding this highly visible and media driven process. The issue is larger than quality education and the future for the local students and includes branding/marketing the La Marque community for economic and community development opportunities as well as fostering La Marque as a location for residential development especially for families.

Critical Issue 3: Infrastructure Needs (receiving 32 total votes).

The charrette participants expressed concern for the current and future infrastructure needs for the city of La Marque. Included in these discussions were roads, water, sewer, drainage and amenities. These discussions included the investments that must be made to both support current operations (residents and businesses) as well as new infrastructure that must be installed to foster expanded development.

Of special note and discussion were the following infrastructure issues:

- **Water:** The discussions regarding water centered on the availability of water sources and the needed improvement for water distribution to current and future developments.
- **Sewer:** The potential cost for environmentally required changes to the treatment plant and the maintenance of existing pumps and lift stations. In addition the cost to extend sewer for potential new development was expressed as a concern
- **Roads:** The condition of current roads especially in the older neighborhoods was expressed as a critical issue
- **Drainage:** The condition of drainage ditches and the need for continual maintenance and clearing was discussed both from an aesthetic and operational perspective.
- **Amenities:** A general discussion of community amenities was discussed as a critical issue related to overall community development. Of particular interest and concern were amenities for youth especially older youth and the need for a youth community center.



Critical Issue 4: Community Image (receiving 29 total votes).

The top two critical issues identified by the participants had both a primary and secondary component. The secondary component in both cases impacted negatively the image of La Marque both for current residents and for individuals/business interests outside the city. The participants indicated that the perceived negative image of La Marque due to both external appearance of the city and the recent negative publicity surrounding the LMISD was a critical factor that needed to be addressed. The image of La Marque was identified by the group as a barrier for both residential and commercial/business expansion.

Critical Issue 5: Economic Development (receiving 25 total votes).

The participants expressed support and positive encouragement for the work of the La Marque Economic Development Corporation and the leadership involved. The critical issue expressed however was over the lack of success measured in both foundational jobs created and tax (sales and property) revenue. The stagnate tax base both in terms of new property added to the tax rolls and declining values severely limits the ability of the city to address priority issues such as blight and infrastructure improvements. The need to grow the tax base with new investment through expanded and aggressive economic development efforts and incentives was expressed as a critical issue for the future of La Marque.

Critical Issue 6: City Human Resources (receiving 23 total votes).

The participants expressed concern for the balance between the demands placed on the La Marque city employees and the size of the city workforce. The consensus of the participants was that the limited city budget simply does not provide sufficient human resources to meet the expected demand for productivity and outcomes. In addition the current city salary structure does not adequately compensate the current city workforce leading to high levels of employee turnover and great difficulty in attracting talented and experienced employees to La Marque. It is noted that the participant group included a number of current full time city employees.



Critical Issue 7: Communication (receiving 19 total votes).

Frustration was expressed by the participants that a lack of communication and communication tools were present in La Marque to inform the residents and outside interests of the plans, opportunities and “good news” in La Marque. The participants discussed the success of previous communication strategies and tools in keeping the residents informed and involved and the positive outcomes resulting from these efforts. A lack of effective communication was perceived to impact community image, teamwork, partnerships, community involvement and overall community success

Critical Issue 8: Youth Engagement (receiving 18 total votes).

The participants expressed concern over the lack of opportunity for and engagement of the youth in La Marque. The future of the city is predicated on the development of the next generation and the ability to attract new resident families to La Marque. Both these assessments require an active, successful and comprehensive youth engagement strategy. Issues such as the decline in youth team sports participation, the challenges with the LMISD and the lack of a facility and programming directed at children and especially older youth were noted for action. Lack of youth engagement programming was also cited as a potential reason for both declining school populations and limited growth in the attraction of new families to La Marque.

Critical Issue 9: Volunteer Engagement and Development (18 total votes):

Tied with youth engagement for the number of votes (18), the participants expressed concern over the declining number and engagement of volunteers in efforts focused on the improvement of La Marque and the community's quality of life. It was noted that volunteer engagement has declined nationwide (see note 1) over the last decade across the country and that this trend is not unique to La Marque. The trend was especially acute in city efforts including the participation in boards, committees and commissions. Most of the volunteer members serving the city have extended experience in multiple settings over extended periods. While this was also noted as a strength in terms of experience, the lack of "new faces and fresh ideas" was expressed as a hindrance to long term city success. The lack of volunteers to support youth and civic engagement activities and the lack of participation in local civic clubs was noted as a trend of major concern.

Note 1: Recent study (2014) by the Corporation for National and Community Service indicates that Texas ranks 43 out of 50 states in volunteerism with less than 23% (national average of 36%) of residents indicating that they volunteer in civic, religious, educational or social events or organizations a 3% drop from figures reported in 2011.



Critical Issue 10: Quality of Life Issues (16 total votes):

Closely aligned with Critical Issue 8 (youth engagement) was a concern addressed by the participants for the development of various venues, programs and services focused at enhancing the quality of life factors in La Marque. Of particular concern were venues and programs designed to serve families especially younger families. Participants expressed the competition from other communities within Galveston County with perceived enhanced "quality of life" opportunities and the impact this can have on business and residential recruitment efforts. Participants recognized the value of amenities such as Highland Bayou Park and programming such as Bayou Fest as examples of efforts to be enhanced and replicated. The lack of a youth center was expressed by numerous participants as a significant weakness in quality of life resources in La Marque.

Critical Issue 11: New Leadership Development Efforts (15 total votes):

Closely aligned with Issue #9 (Volunteerism) and Issue #8 (Youth Engagement) was the concern with leadership development. The participants indicated that "the same leaders are used over and over again". The lack of formal or informal efforts to insure effective leadership succession in critical efforts in La Marque was noted. The ability to attract, engage, mentor and prepare the next generation of La Marque leadership was cited as a concern. The participants indicated a perceived lack of interest in individuals within the community to aspire to leadership roles in the community.

Critical Issue 12: Residential Plan (5 total votes):

Clearly the lowest rated critical issue by the participants was the lack of a plan to encourage individuals to move to La Marque or to incent expanded residential development in the community. Many participants indicated that addressing the issues of blight and the school district will result in residential growth. Participants indicated a desire to develop a residential plan including various stages of housing (price, square footage, amenities, etc.) from starter homes through family homes to "empty nesters" to foster residential growth in a variety of categories.



B. Community Goals

Following the identification of the critical issues facing La Marque, the participants in the charrette divided up into groups of four to six participants to identify the critical community goals that must be accomplished to insure a strong future for La Marque. Each group was asked to identify their top six goals that they determined must be accomplished over the next five to seven years to create a stronger, healthier, economically prosperous La Marque. The groups were directed to provide goals that were:

- **Attainable** with existing resources
- **Measurable** providing recommended evaluation criteria to determine the success of the goal
- **Sustainable** with existing or realistically projected resources and revenue providing long term impact
- **Comprehensive** addressing community development, quality of life, community infrastructure investment and economic development priorities.

Following the development of the list of community goals from each group and consolidating similar goals a master listing was developed. Each individual was given the opportunity to prioritize these goal statements by placing votes (via colored dots) on the goals they felt most critical and that posed the greatest opportunity for the future of La Marque. Each participant was provided 10 total votes to be used during this prioritizing process with a maximum of four votes to be placed on any single issue. A master listing of rank order goals was developed through this process. The listing is as follows:

1. Infrastructure Repair and Replacement Plan (37 votes)
2. Blight Reduction (36 votes)
3. Update and Enforce Code of Ordinances (30 votes)
4. Interstate 45 Plan (30 votes)
5. Communication Plan (27 votes)
6. Water/Sewer/Road Annual \$1 Million Investment (16 votes)
7. Community Center Plan (14 votes)
8. Consolidation of LMISD into TCISD (13 votes)
9. Blight Reduction Plan (12 votes)
10. Grocery Store Plan (11 votes)
11. Expanded Tax Base Strategy (9 votes)
12. Economic Development Plan (9 votes)
13. Compensation Improvement Plan (9 votes)



14. Expanded Youth Recreation Program (7 votes)

15. Lemonade Day Plan (6 votes)

The following provides a prioritized listing of the agreed upon community goals:

Priority 1: Infrastructure Improvement Plan

Clearly the topic that received the greatest attention during the goals discussion with the participants was in the area of infrastructure needs. Each of the groups ranked this area of attention at or near the top of their goal recommendations. Two separate goal infrastructure statements were identified during the process including:

- Priority 1: Infrastructure Repair and Replacement Plan (37 votes)
- Priority 6: \$1 Million Annual Water/Sewer/Road Investment (16 votes)

As these priorities are obviously linked they are presented together.

Goal I. A.

- **Develop and approve by City Council a five year prioritized listing of infrastructure repair, replacement and expansion priorities of not less than \$1 million per year by December 31, 2015.**
- **This plan will include projected sales tax revenues for five years as a primary source of revenue for financing these expenditures.**
- **Evaluate the plan annually as a part of the city's budgeting process and reestablish priorities as needed.**

Responsible Parties: Mayor, City Manager, City Council

Resources Required: staff time, engineering resources

Evaluation Measurements:

1. Plan completed, approved by City Council, posted on the City's web page by the approved deadline.
2. Annual review, modification and approval of the plan by the City Council no later than September 1 of each subsequent fiscal year through FY 2022

Goal I. B.

- **Implement the five year Infrastructure Improvement Plan by investing not less than \$1 million per year beginning with FY 2017 through FY 2021 in road, water and sewer major repairs, improvements and expansion.**



Responsible Parties: Mayor, City Manager, City Council

Resources Required: \$1 million annually, staff time, engineering resources

Evaluation Measurement: Annual report presented to City Council by the City Manager and posted on the city's web page documenting the actual infrastructure projects completed or under contract and the amounts invested.

Priority 2: Blight Reduction

Equal to the commitment to infrastructure improvement was the commitment to making La Marque a more attractive place to live and work through a focused effort to remove blight. The following goal statements related directly to this effort

- Priority 2: Blight Reduction Program (36 votes)
- Priority 3: Update and Enforce Code of Ordinances (30 votes)
- Priority 9: Blight reduction Plan (12 votes)

As these priorities are obviously linked they will be presented together.

Goal 2. A.

- **Develop and approve by City Council a comprehensive, priority based, blight reduction plan for La Marque by December 31, 2015 through the active participation of the La Marque Clean City Commission.**
- **Evaluate the plan annually as a part of the city's budgeting process and reestablish priorities as needed.**

Responsible Parties: Mayor, City Manager, City Council

Resources Required: staff time, engineering resources

Evaluation Measurements:

1. Plan completed, approved by City Council, posted on the City's web page by the approved deadline.
2. Annual review, modification and approval of the plan by the City Council no later than September 1 of each subsequent fiscal year through FY 2022

Goal 2. B.

- **Based on the priorities established in the approved blight reduction plan, demolish and remove not less than 20 vacant and dilapidated structures each year beginning in FY 2016 through FY 2021.**



- Develop and implement a plan to maintain the vacant lots to appropriate standards.
- Develop and implement a plan to recoup the cost of the demolition/clean up from the respective property owners through assessments or sale of the property.

Responsible Parties: Mayor, City Manager, City Council

Resources Required: budgeted resources, staff time, engineering resources

Evaluation Measurements: Annual report presented to City Council by September of each year beginning with September 2017 providing a listing and photograph of each structure removed and each lot cleared along with a detail of the expenses associated with the processes.

Goal 2. C.

- Complete a comprehensive review of all La Marque city codes and ordinances related to appearance and safety of facilities and grounds for both residential and commercial including both compliance and fines.
- Provide recommendations for City Council consideration for improving the codes and ordinances to strengthen and streamline the city's ability to address issues of blight.
- Complete the code and ordinance review process by June of 2016.

Responsible Parties: Mayor, City Manager, City Council City Staff

Resources Required: staff time

Evaluation Measurement:

1. Approval by City Council by June 2016 of a revised set of coted and ordinances designed to enhance enforcement of issues related to blight.

Goal 2. D.

- Develop, fund and implement a plan to enhance code enforcement of issues related to blight reduction in the City of La Marque beginning with the FY 2017 fiscal year.

Responsible Parties: Mayor, City Manager, City Council City Staff

Resources Required: Additional budget resources for additional staff and operations



Evaluation Measurement:

Annual report presented by the City Manager in September of each year beginning with September, 2018 providing a listing of all code enforcement actions completed during the year including an accounting of expenses incurred and income realized through fines and sales.

Priority 3: Interstate 45 Plan (30 votes)

Participants discussed the present and future potential of the Interstate 45 frontage within the city limits of La Marque especially as it relates to commercial and retail development. The desire to protect and manage this valuable resource for the future economic impact to the city was a high priority for the participants

Goal 3. A.

- **Develop for approval by Planning and Zoning Commission and City Council appropriate zoning and development guidelines to protect and enhance development along the La Marque Interstate 45 corridor by March 2016.**
- **Implement the revised guidelines by May 2016.**

Responsible Parties: Director of Economic Development, La Marque EDC, City Manager, Planning and Zoning Commission, City Council

Resources Required: staff time

Evaluation Measurement:

Revised guidelines approved by the EDC, City Council and Planning and Zoning Commission.

Priority 4: Communication Plan (27 votes)

The participants indicated great frustration in the inability to communicate with the residents of La Marque and other interested parties the plans, needs and activities within the city. The website was noted as one source of information with limited usage. Many individuals shared the value of the former La Marque newsletter. The need for a comprehensive communication strategy was noted to support many of the other priority goals of the city.



Goal 4. A.

- **Develop a comprehensive communication strategy including but not limited to web, social media, advertising and print (newsletters) to enhance the ability to communicate the positive news and opportunities available in La Marque.**
- **Complete the strategy development by November 2015**
- **Evaluate the implemented communication strategies annually.**

Responsible Parties: Mayor, City Staff TBD

Resources Required: staff time, printing, postage, consultant services

Evaluation Measurements:

1. Communication strategic plan developed and presented to the City council for approval by December 1, 2015.
2. City Manager to provide a written report annually in December of each year evaluating the effectiveness of the communication strategic plan.

Goal 4. B.

- **Develop a community newsletter to be distributed not less than 3 times each year beginning with FY 2016.**

Responsible Parties: City Staff TBD

Resources Required: staff time, printing, postage,

Evaluation Measurement:

1. City Manager to provide a written report annually in December of each year evaluating the distribution and effectiveness of the community newsletter

Priority 5: Community Center Plan (14 votes)

The participants discussed the need for a community center to address numerous quality of life and youth services/engagement concerns. The need for a "Community Center" location that provides identity to the La Marque community and recreational and social opportunities for the residents was deemed an important priority. Concerns over funding the acquisition, construction and operation of such a center were noted. .

Goal 5. A.

- **Create a Community Center Exploration Task Force charged with the responsibility of exploring opportunities for the development of a La Marque community center no later than December 2015.**



- **Charge the task force with exploring issues related to the potential community center to include but not be restricted to:**
 1. **Purpose and uses by age group**
 2. **Recommended resources, amenities and capabilities in priority order**
 3. **Suggested models**
 4. **Estimated construction/renovation budget**
 5. **Estimated operational budget**
 6. **External grant and private funding opportunities**
 7. **Potential partnerships**
 8. **Potential sites or locations including vacant LMISD facilities**
- **The Community Center Exploration Task Force will report their findings and recommendations to the City Council by September 2016.**

Responsible Parties: Mayor, City Manager, City Council, City Staff TBD

Resources Required: Staff time, local/area travel to see other centers

Evaluation Measurement:

The Community Center Exploration Task Force will present their recommendations for city council review by September 1, 2016

Priority 6: Consolidation of LMISD into TCISD (13 votes)

Clearly the most significant critical issue impacting the future of La Marque is the future of the La Marque Independent School District. The participants expressed a great need for closure in this issue as well as frustration in the inability to directly engage in this state driven process. The participants presented a desire to include closure to this issue as a priority goal in this process however neither the City of La Marque, the La Marque EDC or residents in general have little to no direct engagement in this process. As such, no goal is presented in this plan directly related to the future of the La Marque Independent School District with the caveat that this plan will be amended once this critical issue is resolved at the state level.

Priority 7: Grocery Store Plan (11 votes)

The desire to have a grocery store located within the city limits of La Marque in addition to the Walmart and Sam's development was paramount in the minds of many of the participants. This issue transcends the convenience for this retail service to a



foundational hole in the fabric of the community. Many small cities in the region most notably Santa Fe and Hitchcock are struggling with this same concern. The participants indicated a desire for the city of La Marque to implement a campaign directed at attracting a grocery store in the manner that has proved success for other communities of similar size.

Goal 7

- **Develop and implement a communication campaign directed at decision makers who site new locations for small grocery stores.**
- **Utilize broad based community support, social media, direct communication and leadership intervention to share the desire to work with grocery store chains to select La Marque as a location for development**
- **Create a La Marque Grocery Store Team to plan and conduct this effort in conjunction with area civic groups and the chamber of commerce.**
- **Develop a plan for review by the La Marque EDC by December 2015 for implementation in 2016.**

Responsible Parties: La Marque EDC

Resources Required: Volunteer Task Force Members, Staff Time, Printing

Evaluation Measurements: Campaign implemented by January 2016 with a successful decision secured for a new grocery store by January 2018

Priority 8: Expanded Tax Base Strategy (9 votes)

Recent stagnation in the tax base for La Marque has negatively impacted the city's ability to invest in needed services and infrastructure. The participants indicated a desire to see a targeted effort to increase the city's tax base by 20% by 2020.

Goal 8

- **Develop a plan with specific strategies designed to incent investment in La Marque's commercial and residential tax base.**
- **Identify and address barriers to now development and construction in La Marque**

Responsible Parties: La Marque EDC, Mayor, City Manager,

Resources Required: staff time



Evaluation Measurement: Certified tax rolls for the FY 2021 year will report a 20% increase in the tax base for La Marque compared to FY 2016

Priority 9: Economic Development Plan (9 votes)

Participants indicated a strong desire to expand efforts to incent job growth and capital investment in La Marque. While the work of the La Marque EDC and staff was respected and appreciated, the participants desired to see increased investment in these efforts and a definitive incentive plan developed that could be marketed to potential investors and site selectors.

Goal 9 Economic Development and Incentive Plan

- **Develop and present for approval to the La Marque EDC a focused economic development plan including basic incentive guidelines for distribution to various site selectors, developers and project managers by December 2015.**

Responsible Parties: La Marque EDC, Economic Development Director

Resources Required: Staff Time

Evaluation Measurement: Economic Development Plan developed and approved by the La Marque EDC.

Priority 10: Compensation Improvement Plan (9 votes)

Participants indicated a desire to address the human resources challenges of the City of La Marque both in terms of adequate compensation and employee recruitment and retention. Participants indicated that the best way this issue could be addressed was by developing a new compensation improvement plan for the City of La Marque.

Goal 10

- **Develop and present for approval to City Council by June 2016 a revised compensation plan for the city employees along with a proposed multiyear compensation adjustment plan to bring current employees in alignment with the new compensation schedules.**

Responsible Parties: Mayor, City Manager, City Council City Staff

Resources Required: Staff Time, Consultant



Evaluation Measurements: The new compensation plan and implementation schedule will be presented to the City Council by June 1, 2016

Priority 11: Expanded Youth Recreation Program (7 votes)

The decline in youth recreation programs and opportunities was cited by the participants as a major deficiency in the quality of life metrics for La Marque. In addition to the resources required to run these programs the lack of volunteer leaders and coaches was identified as a major barrier to the success of these efforts.

Goal 11

- **Establish a La Marque Youth Recreation Task Force by October 2015 to develop strategies to enhance youth recreation programs and volunteerism to support this effort. Plan to be developed and presented to City Council and invited community leaders by May 2016 with implementation by August 2016.**

Responsible Parties: Mayor, City Manager, City Staff

Resources Required: Staff Time, Volunteer Task Force Members

Evaluation Measurements: Plan is completed and approved by the La Marque Youth Recreation Task Force and City Council by May 2016.

Priority 12: Lemonade Day Plan for La Marque (6 votes)

This idea was presented by one of the groups during the session. Lemonade Day is a national effort to develop business and entrepreneurial skills in elementary aged children. The program serves over 1 million children each year teaching business skills, life skills and mentorship. Galveston is home to one of the largest Lemonade Day programs in the country serving nearly 1000 children in 2015. The program in La Marque would be supported by this effort.

Goal 12

- **Develop a Lemonade Day program in cooperation with the chamber of commerce, local schools and local business to engage 200**



elementary kids annually in this nationally recognized strategy to teach business and life skills by May 2016.

Responsible Party: City Manager

Resources Required: Volunteer Leaders, Volunteer Mentors, Program Materials

Evaluation Measurements: The active participation of 200 children in the La Marque Lemonade day program by May 2017.



5. Recommendations and Conclusions

A. Draft Vision Statement

The La Marque is recognized as the hub of Galveston County and a desirable, progressive and business-friendly community within which to locate and conduct business.

B. Draft Mission Statement

We will achieve our vision by:

- 1) Ensuring efficient and predictable business planning, zoning and permitting processes and focused and effective economic development incentives and services.
- 2) Creating and sustaining a safe, clean, green, and fiscally sound business environment that benefits residents, businesses, and the region;
- 3) Promoting La Marque for its central location, prime business sites, great climate, and excellent transportation, water, and public safety services; as well as for other strengths that distinguish La Marque from other municipalities, such as its proximity to the petrochemical complex, the regional international ports and the city of Houston; civic participation; and history.
- 4) Actively recruiting and retaining businesses, especially supporting emerging sectors that create quality, good-paying jobs.
- 5) Fostering an educated and job-ready local workforce by driving the improvement of the academic performance of La Marque students and by connecting businesses, learning institutions, and community agencies.

C. Conclusion

The elected officials, civic leaders and citizens of La Marque have many assets and opportunities upon which to build a vibrant and prosperous community. The participants in this study demonstrated great honesty and candor in recognizing and clarifying their weaknesses and challenges. The participants also demonstrated a deep love and commitment to do the work to build and rebuild the foundation and community of La Marque. As this commitment is sustained, La Marque will see the desired outcomes.



Appendices

Appendix 1: Focus Group and Charrette Handouts

Appendix 2: Charrette Report



Appendix 1: Focus Group and Charrette Handouts



La Marque, Texas Strategic Planning Process 2015 Focus Group Handout

The La Marque Economic Development Corporation in conjunction with the Mayor and City Council reached consensus on the need for a new strategic plan to guide the economic and community development efforts of our hometown. In support of this strategic planning effort we appreciate your participation in this focus group session. Please find below the questions we will consider during the focus group session.

As an important leader in our community your input is critical to the success of this process and the effectiveness of the resulting plan. Your **honest and thoughtful** input is appreciated. Please add additional sheets if necessary.

Your **individual responses will be kept confidential** and viewed only by our planning consultant Dr. C. B. Rathburn. Only collective responses without names will be reported. Please email your completed responses to C. B. Rathburn at RathburnPlanning@gmail.com or place your completed questionnaire in a sealed envelope and address it to:

*Alex Getty
Executive Director
La Marque Economic Development Corporation
La Marque City Hall
1111 Bayou Road
La Marque, TX 77568*

Thank you for your participation in this important process guiding the future of our city.



Environmental Assessment or *SWOT* analysis

(*Strengths, Weaknesses, Threats and Opportunities*)

Please share your assessment of the city's internal strengths and weaknesses in the space provided. Please also share your opinions on the external opportunities or trends that the City could capitalize on for greater success as well as the external threats that must be addressed that could negatively impact our success.

1. **Strengths** - Strengths are the internal qualities, resources and abilities of the City and community that enable us to accomplish our goals. How can we utilize each *Strength*?
2. **Weaknesses** - Weaknesses are the internal qualities, characteristics and resource limitations of the City and community that limit us from accomplishing our goals and achieving our full potential. How can we mitigate or eliminate each *Weakness*?
3. **Opportunities** - Opportunities are those trends or activities external to the city that will enhance our success in achieving our goals. How can we make use of each *Opportunity*?
4. **Threats** - Threats are those trends or activities in our environment external to the city that limit or inhibit our success in achieving our goals. How can we mitigate or limit the impact of each *Threat*?



Focus Group Discussion Questions

1. What makes La Marque special?

4. What are the critical issues that the City needs to face over the next five years?

2. Where **do you** see La Marque in five years?

5. What do you see as the key priorities the City should establish in its strategic economic development plan?

3. Where **would you** like to see La Marque in five years?

6. What economic development issues are most important to you?

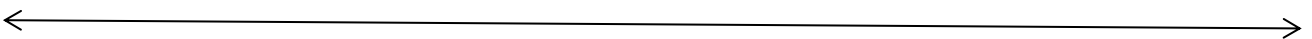


Parking Lot Issues

Issues of concern that you feel need to be addressed in La Marque so that the community can reach its full potential

Other Comments, Suggestions, Additions or Concerns

Any other input you would like to provide that you feel is important the development of a comprehensive economic development plan for the City of La Marque



Please feel free to send your responses to this questionnaire and any other additional comments to C. B. Rathburn at RathburnPlanning@gmail.com at your convenience.

Thank you for your input and participation





La Marque Strategic Planning Charrette Session Group Assignments



#1 Critical Issues

You have heard the results from the focus groups and interviews and a brief review of the trend data that represents La Marque today. From all this input identify the top three critical issues that will have the most profound and sustainable impact on the future of La Marque from each of these perspectives.

Top three issues only!

You have 12 minutes to complete this task.

- Community Development and Quality of Life Issues
- Community Infrastructure Issues
- Economic Development Issues

#2 Community Goals

From the presentation of the top critical issues facing La Marque, please identify your group's **top six goals that need to be accomplished** over the next seven years to create a stronger, healthier, economically prosperous La Marque? Focus on goals that are:

1. **Attainable** with existing and predicted resources?
2. **Measurable** – please give the measurement criteria you would recommend to determine the success of this goal.
3. **Sustainable** - Goals that will make the greatest impact long term.
4. **Comprehensive** – addressing the following perspectives
 - Community Development and Quality of Life Issues
 - Community Infrastructure Investment
 - Economic Development Priorities

Top 6 only! You have 14 minutes to complete this task.





La Marque Strategic Planning Charrette Session



Parking Lot - Unfortunately the time allotted for the charrette does not allow for detailed discussion of specific ideas, issues, or concerns that may come up. To insure that your critical issues or great ideas are not lost we invite you to take a few minutes to describe your issue, idea or concern on this sheet and submit it to the facilitator along with your name, email address and phone number so that we can get additional information following the session. All ideas are encouraged and are appreciated.

Dr. C. B. "Bix" Rathburn at RPC can be reached at RathburnPlanning@gmail.com



Appendix 2: Charrette Report

La Marque Strategic Planning Charrette Session



RPC

La Marque Strategic Planning Charrette Session



What is a Charrette?

A charrette is an **intensive planning session** where citizens collaborate on a vision for development. It provides a forum for ideas and offers the unique advantage of giving immediate feedback to the plan developers. More importantly, **it allows everyone who participates to be a mutual author of the plan**



RPC



La Marque Strategic Planning Charrette Session



RPC

- ***Thank You for your time***
- ***Purpose***
- ***Two Hours Max***
- ***Confidentiality***
- ***Stockdale Paradox***
- ***Handout Written Responses***
- ***Parking Lot***
- ***Limitations***



Strategic Planning Compared to City and Town Planning



RPC

1. Strategic planning isn't as focused on maps, physical conditions, design, etc.
2. Strategic planning is focused on identifying assets and opportunities and mitigating weaknesses and threats to our future success.
3. A 50,000 foot - long term view
4. Strategic planning inherently leads to implementation discussion.

La Marque Charrette Session

Parking Lot



RPC

Unfortunately the time allotted for the charrette does not allow for detailed discussion of specific ideas, issues, or concerns that may come up. **To insure that critical issues or great ideas are not lost** we invite you to take a few minutes to describe your issue, idea or concern on one of the blank sheets of paper in the room and to submit it to the facilitator **along with your name, email address and phone number** so that we can get additional information following the session. **All ideas are solicited and are appreciated.**

Dr. C. B. "Bix" Rathburn can be reached at RathburnPlanning@gmail.com



La Marque Strategic Planning Charrette Session



- ***Basic Data Review***
- ***Focus Group Session Results***
- ***Draft Vision Statement***
- ***Critical Issues***
- ***Goals***
- ***Priorities***
- ***Next Steps***





La Marque Strategic Planning Charrette Session Session



- **Where Are We?**
- **What are our Assets?**
- **What are our Liabilities?**
- **Where are we Headed?**
- **Where do we Want To Go?**
- **How do we get There?**
- **What are our Priorities?**



La Marque Strategic Planning Charrette Session



RPC

- **Where Are We?**
- **What are our Assets?**
- **What are our Liabilities?**
- **Where are we Headed?**
- **Where do we Want To Go?**
- **How do we get There?**
- **What are our Priorities?**

La Marque Strategic Planning Charrette Session

The Data Speaks



Demographics



	La Marque	Galveston County	State of Texas
Age			
Persons under 5 years, percent, 2010/2013	7.3%	6.5%	7.3%
Persons under 18 years, percent, 2010/2013	25.2%	24.8%	26.6%
Persons 65 years and over, percent, 2010/2013	13.8%	12.4%	11.2%
Gender			
Female persons, percent, 2010/2013	51.9%	50.5%	50.3%
Geography			
Land area in square miles, 2010	13.91	378.36	261,231.71
Persons per square mile, 2010	1,042.8	769.9	96.3
Population			
Population, 2013 estimate:	15,154	307,465	26,505,637
Population, 2010 (April 1) estimates base:	14,511	291,304	25,146,104
Population, percent change - April 1, 2010 to July 1, 2013:	4.4%	5.5%	5.4%
Population, 2010:	14,509	291,309	25,145,561

RPC



Demographics

	La Marque	Galveston County	State of Texas
Race			
White alone, percent	52.5%	80.2%	80.3%
Black or African American alone,	36.7%	13.7%	12.4%
American Indian and Alaska Native alone, percent,	0.8%	0.8%	1.0%
Asian alone, percent	0.7%	3.3%	4.3%
Native Hawaiian and Other Pacific Islander alone,	Z	0.1%	0.1%
Two or More Races, percent,	2.4%	1.9%	1.8%
Hispanic or Latino, percent,	22.5%	23.5%	38.4%
White alone, not Hispanic or Latino, percent,	38.7%	58.3%	44.0%
Household:			
Living in same house 1 year & over, percent,	82.5%	82.5%	82.8%
Foreign born persons, percent,	9.5%	9.7%	16.3%
Language other than English spoken at home,	18.3%	19.3%	34.7%



Demographics

	La Marque	Galveston County	State of Texas
Education:			
High school graduate or higher, percent of persons age 25+, 2009-2013	83.9%	87.1%	81.2%
Bachelor's degree or higher, percent of persons age 25+, 2009-2013	14.9%	28.5%	26.7%
Income:			
Per capita money income in past 12 months (2013 dollars), 2009-2013	\$20,544	\$30,926	\$26,019
Median household income , 2009-2013	\$42,369	\$61,877	\$51,900
Persons below poverty level , percent, 2009-2013	20.1%	13.3%	17.6%

RPC



MEDIAN EARNINGS
IN THE PAST 12 MONTHS (IN 2013 INFLATION-ADJUSTED DOLLARS)
BY SEX BY EDUCATIONAL ATTAINMENT
FOR THE POPULATION 25 YEARS AND OVER

Universe: Population 25 years and over with earnings
2005-2010 American Community Survey 5-Year Estimates

	La Marque city, Texas	
	Estimate	Margin of Error
Total:	31,833	+/-4,039
Less than high school graduate	16,061	+/-7,370
High school graduate (includes equivalency)	16,389	+/-4,068
Some college or associate's degree	36,953	+/-3,205
Bachelor's degree	57,308	+/-13,456
Graduate or professional degree	52,648	+/-10,031
Male:	30,712	+/-5,925
Less than high school graduate	20,174	+/-7,570
High school graduate (includes equivalency)	16,497	+/-7,573
Some college or associate's degree	38,178	+/-3,950
Bachelor's degree	76,719	+/-27,021
Graduate or professional degree	53,520	+/-20,162
Female:	32,716	+/-5,500
Less than high school graduate	9,597	+/-3,899
High school graduate (includes equivalency)	16,189	+/-5,231
Some college or associate's degree	35,056	+/-5,446
Bachelor's degree	52,688	+/-13,314
Graduate or professional degree	40,313	+/-28,065

Source: U.S. Census Bureau, 2009-2010 5-Year American Community Survey

Demographics

	La Marque	Galveston County	State of Texas
Business			
Total number of firms, 2007	989	22,869	2,164,852
Black-owned firms, percent, 2007	32.0%	7.6%	7.1%
American Indian- and Alaska Native-owned firms, percent, 2007	F	S	0.9%
Asian-owned firms, percent, 2007	F	5.9%	5.3%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	S	0.1%
Hispanic-owned firms, percent, 2007	S	10.3%	20.7%
Women-owned firms, percent, 2007	31.2%	30.0%	28.2%
Manufacturers shipments, 2007 (\$1000) (1)	0	23,480,817	593,541,502
Merchant wholesaler sales, 2007 (\$1000)	82,750	1,761,558	424,238,194
Retail sales, 2007 (\$1000)	168,991	2,750,294	311,334,781
Retail sales per capita, 2007	\$12,136	\$9,700	\$13,061
Accommodation and food services sales, 2007 (\$1000)	19,774	590,991	42,054,592

Data Sources

1: Counties with 500 employees or less are excluded.

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information

F: Fewer than 25 firms

FN: Footnote on this item for this area in place of data

NA: Not available

S: Suppressed; does not meet publication standards

X: Not applicable

Z: Value greater than zero but less than half unit of measure shown

Source: U. S. Census Bureau; State and County QuickFacts, Data derived from Population

Estimates, American Community Survey, Census of Population and Housing, County Business Patterns, Economic Census, Survey of Business Owners, Building Permits, Census of Governments

RPC

**La Marque Strategic Planning
Charrette Session**

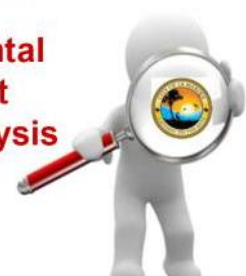
The Data Speaks



RPC

**La Marque Strategic Planning
Focus Group Session**

**Environmental
Assessment
SWOT Analysis**



RPC

**La Marque Strategic Planning
Focus Group Session**

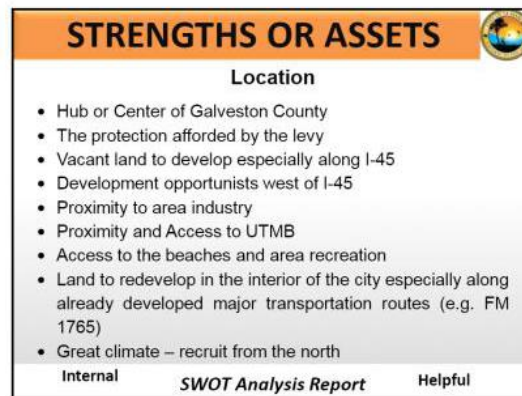
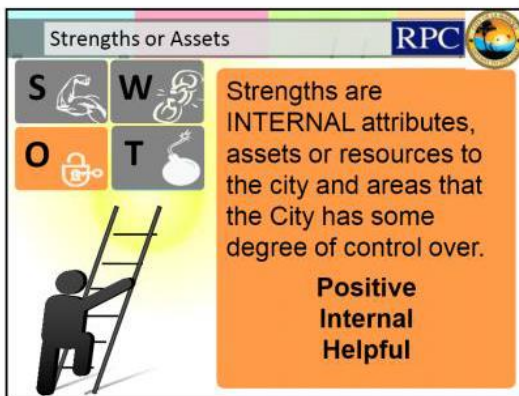
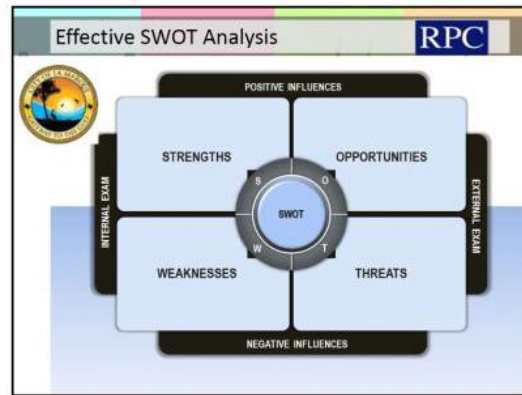
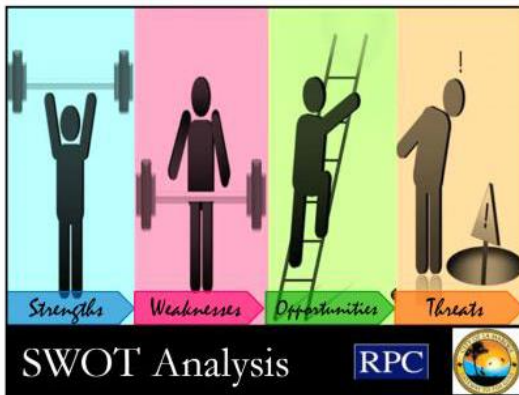
SWOT Assessment

- Raw Responses
- Beliefs
- Perceptions
- Feelings VS Facts



RPC





STRENGTHS OR ASSETS

La Marque Community

- Diversity - racial, social, economic
- The right size community – **not too small – not too big**
- **Small town size** and feeling
- **Strong faith based community**
- Great potential as a retirement town
- Strong Civic Clubs
- Community “ripe” for and encourages business development
- Low crime rates?

Internal *SWOT Analysis Report* Helpful

STRENGTHS OR ASSETS

City Management and Operations

- Aggressive, well supported, well respected and talented economic development staff and structure (**La Marque Economic Development Corporation**) - Pro economic development mindset
- Small town feeling and operation including limited traffic and **ease of getting things done at city hall.**
- Low tax rates
- Good City manager - Good and effective city management
- Good Police Chief - Good public safety operation
- Good city department heads in the new administration

Internal *SWOT Analysis Report* Helpful

STRENGTHS OR ASSETS

City Resources

- Good foundation infrastructure
- Highland Bayou and Carbide Parks
- The La Marque EDC
- Tax incentives available from the EDC/City
- Beautiful trees
- Omega Bay development

Internal *SWOT Analysis Report* Helpful

STRENGTHS OR ASSETS

General

- **No traffic congestion**
- **Low Cost of Living**
- **Good work environment and culture**
- **Low property values** – La Marque is a good buy for residential and commercial property and buildings
- **College of the Mainland**
 - New housing developments in the city providing new residents
 - Bayou Fest
 - A community ripe for internal redevelopment
 - Business development (Walmart, Sam's, etc.)
 - The potential to redevelop the older outlet mall

Internal *SWOT Analysis Report* Helpful

Weaknesses or Liabilities

S

W

O

T

Weaknesses are **INTERNAL** attributes, assets or resources to the city and areas that the City has some degree of control over.

**Internal
Negative
Harmful**

Internal *SWOT Analysis Report* Harmful

WEAKNESSES OR LIABILITIES

City Appearance and Infrastructure

- **Blight is rampant**
- Poor condition of roads, water, sewer and drainage infrastructure
- **La Marque looks “scary”** giving the perception of an unsafe, high crime community.
- Too many vacant buildings and dilapidated structures that need to be torn down
- Appearance of Texas Avenue and the interior of the city including city facilities.

Internal *SWOT Analysis Report* Harmful



WEAKNESSES OR LIABILITIES

City Appearance and Infrastructure

- The condition of the FM 1765 and Highway 3 intersection
- Lack of adequate street lighting
- Lack of a landscaping code and enforcement
- Condition/appearance of city homes, streets, sidewalks, businesses, and government buildings especially the landscaping
- Ugly City - nothing looks good – no point of pride physically in the city.
- Too many dead end streets

InternalSWOT Analysis ReportHarmful

WEAKNESSES OR LIABILITIES

Demographics

- Income divide
- Social divide of the city
- Racial divide of the city
- Low income of majority of the residents
- The attraction of low income population due to cheap housing
- Too many residents living one government check at a time
- Lack of programs/service leading to residents self sufficiency

InternalSWOT Analysis ReportHarmful

WEAKNESSES OR LIABILITIES

Demographics

- High Unemployment - High Underemployment
- Ike refugees from Galveston in La Marque
- The “you owe me” mentality of some residents
- Aging of the community
- Limited new young families moving to La Marque
- Younger folks especially young families moving away
- Educational attainment of residents

InternalSWOT Analysis ReportHarmful

WEAKNESSES OR LIABILITIES

La Marque Independent School District

- The poor performing La Marque Independent School District including the **image**, Board of Trustees, faculty and staff (exclusive of Superintendent Watkins), **facilities**, student performance and **overall perception**
- LMISD **leadership** and Board of Trustees failing to recognize and be truthful about the academic quality and performance of the schools
- LMISD **enrollment decline** especially in the younger age classifications

InternalSWOT Analysis ReportHarmful

WEAKNESSES OR LIABILITIES

La Marque Independent School District

- Racial issues driving the LMISD issues
- Local politics infused into the LMISD issues
- **Old and empty LMISD campuses** and building are an eye sore and send the message of a declining community
- LMISD leadership and Board of Trustees failing to put the education of the students as a higher priority than saving their jobs or their school district

InternalSWOT Analysis ReportHarmful

WEAKNESSES OR LIABILITIES

Community Attitudes and Commitment

- **Inner city culture and vision**
- **Divided community** effort and vision racially, socially, economically and by age
- **Decline in city pride and interest**
- **Silo Mentality** – only interested in my issues or my priorities.
- Residents who have given up on La Marque/Lack of interest especially the younger families and shorter tem residents. A flight as opposed to fight mentality.
- Older community leaders **resistant to change** - desire to go back to the “good old days” in La Marque

InternalSWOT Analysis ReportHarmful



WEAKNESSES OR LIABILITIES		
Community Attitudes and Commitment • Tolerant of the current state and of disorder • Complacency • Lack of unity • Lack of drive • Lack of a sense of community • Lack of hope • Tunnel vision		
Internal	SWOT Analysis Report	Harmful

WEAKNESSES OR LIABILITIES		
City Elected and Appointed Leadership • City Council infighting producing negative results • Poor community perception of the city council • City leaders do not follow the letter and spirit of the City charter – role of the City Council and Mayor not respected and followed • No new emerging leaders – same folks serving over and over again in city leadership – no new ideas or commitment – no leadership transition or succession plans • Staff - Elected Leaders Relationship Negative perception and lack of trust.		
Internal	SWOT Analysis Report	Harmful

WEAKNESSES OR LIABILITIES		
City Elected and Appointed Leadership • City Staff and City leaders (elected and appointed) not always on the “same page” on priorities and issues • Poor inner-city communication between the city and the residents and within the city • Lack of transparency in city government. • Zoning and building codes not enforced regularly		
Internal	SWOT Analysis Report	Harmful

WEAKNESSES OR LIABILITIES		
City Staff and Operations • Limited city management and staff leadership - Hiring the “best folks we can afford” • Diversity of the city staff • High staff turnover • City staff sometimes feels ‘beat up’ by city leadership and residents • Lack of transparency in city government. • Lack of staff training and professional development • Lack of scheduled maintenance • City staff is being held accountable for items and goals that they are not their responsibility • Difficulty in the development process – paperwork processes difficult and follow-up support lacking		
Internal	SWOT Analysis Report	Harmful

WEAKNESSES OR LIABILITIES		
Community Perceptions • The poor current La Marque “Brand” or Image • External perception of La Marque based on the problems, publicity and performance of the LMISD • Poor perception of the city by the long term residents • Perception as a bedroom community • Poor external perception of the City of La Marque • Perception of and/or reality of high crime		
Internal	SWOT Analysis Report	Harmful

WEAKNESSES OR LIABILITIES		
General • Limited land - cannot expand • Lack of primary residential support businesses including grocery stores, restaurants, health care, retail • No true economic drivers • Primary support sales tax revenue going to adjacent communities • Lack of planning • Drug use and crime • Reactive not proactive policies and actions • Failure to share/communicate our successes • No regional thought • Lack of Galveston County interest, support and involvement		
Internal	SWOT Analysis Report	Harmful



WEAKNESSES OR LIABILITIES



Residential Resources

- Declining real estate values
- Inability to sell a home - no buyers
- Age of homes
- Lack of residential redevelopment efforts
- Lack of new residential opportunities
- Limited housing inventory
- Limited home ownership
- Declining family culture
 - Decline in youth sports programs
 - Decline in service club activity
 - Nothing for older youth to do

Internal
SWOT Analysis Report
Harmful

Opportunities



S


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Opportunities are:

- External
- Positive
- Helpful
- Not under direct control by the city



OPPORTUNITIES



Location

- Vacant, affordable land with great access especially the old golf course land and adjacent tracks.
- Outstanding transportation opportunities through I-45, Highways 146, 6 and 3. The best transportation corridor and location in the entire region.
- Proximity to Houston
- Dual rail access and service provided by BNSF and UP producing competitive rates.
- I-45 trickle down investment - the gradual movement of residential/service and retail opportunities along the corridor from Houston past 646 to La Marque. (long term prospect)
- Proximity to good paying jobs.
- "Leakage" development from Lago Mar and other surroundings cities including Galveston.

External
SWOT Analysis Report
Helpful

OPPORTUNITIES



Trade

Proximity to the regional ports (Houston, Texas City and Galveston) and the potential future container port and rail bridge to Pelican Island as well as the potential of the expanded Panama Canal.

Oil and Gas and Petrochemical Related

- Proximity to abundant sources of oil and natural gas from the regional shale operations
- DOW expansion and redevelopment and use of the adjacent land in La Marque

External
SWOT Analysis Report
Helpful

OPPORTUNITIES



Medical and Health Care

- Proximity to University of Texas Medical Branch-Galveston and the opportunity to develop medical related business and industries along the I-45 corridor on sites protected by the levy possibly in conjunction with the regional specialty chemicals industries
- Opportunities for medical supply/support and biomedical related business opportunities in conjunction with UTMB and UT Health Houston.

External
SWOT Analysis Report
Helpful

OPPORTUNITIES



Tourism

- Build upon and partner with Galveston in supporting their growing cruise and tourism industry.
- Support hotels and parking.
- Support and build upon the potential of the dog track as a destination venue.
- Build, market, brand in conjunction with the La Marque and surrounding community festivals including Mardi Gras and Dickens on the Strand

External
SWOT Analysis Report
Helpful



OPPORTUNITIES

Residential

- Development opportunities for **senior living** with affordable land **protected by the levy**, close to the **medical resources** of UTMB and Houston and a good safe quality of life.
- **West side residential** development opportunities

External *SWOT Analysis Report* **Helpful**

OPPORTUNITIES

Commercial

- **Expanded support** from area commercial and industrial partners
- **Opportunities for distribution, sub assembly and light manufacturing.**
- **Distribution, Warehouse and storage facilities protected by the levy.**
- Technology related business development related to NASA
- Opportunities for alternative energy projects and related green technologies

External *SWOT Analysis Report* **Helpful**

OPPORTUNITIES

General

- The **strong and growing regional and Texas economy** especially in trade and petro/specialty chemicals
- The **opportunity to rebrand La Marque**
- **Small changes produce a big result** in a small town like La Marque
- The **opportunity to improve the La Marque Independent School District.** The opportunity to remove this barrier to local community and economic development success and move forward especially with residential development.

External *SWOT Analysis Report* **Helpful**

OPPORTUNITIES

General

- The opportunity to **attract foreign investment** due to the **proximity to Houston**, the regional industrial complexes, transportation hubs (land and rail and port) and inexpensive land
- **Opportunity to engage the community's youth and regional young professionals in the redevelopment of La Marque.**
- Water including (effluent) reuse for commercial purposes and desalination potential.

External *SWOT Analysis Report* **Helpful**

Threats

S

W

O

T

Threats are:

- **External**
- **Negative**
- **Harmful**
- **Competitive**
- **Not under direct control by the city**

RPC

THREATS

Internal/External Perceptions and Attitudes

- The external "Toxic City" poor perception - negative talk and perceptions becoming the reality
- **Fear from crime and negative trends** - Perception that La Marque is on "**life support**"
- Too many residents focused on the past and trying to **regain the "Old La Marque"**
- Local community **resistance to change**
- Those individuals and groups working against La Marque's future for their own personal gain or position of power.

External *SWOT Analysis Report* **Harmful**



THREATS

General

- Small size of the City and the resources required to make systematic and substantial change and investment
- Changing demographic trends of the City
- The community of La Marque getting older (age of population) and gradually the community just dies off.
- Lack of accountability
- High percentage of city and school district employees do not call this community “home”
- Unreported crime

External

SWOT Analysis Report

Harmful

THREATS

LMISD

- LMISD future** - either dissolution of the school district or, if the district, is saved the long term outside negative perception of poor performance that will linger regardless of improvements
- LMISD resources, demographics, leadership, staffing, facilities, loosing campuses

External

SWOT Analysis Report

Harmful

THREATS

Environmental

- Hurricanes** – the **reality** of the impact of loss of life and property and the **external perception** that investment or living close to the coast is not wise. **Is La Marque ready for another Ike?**
- Hazardous cargo moving through the city
- Problems or major events at the area chemical/fuel plants
- Ability to respond to natural or industrial disasters including financial, physical and emotional needs

External

SWOT Analysis Report

Harmful

THREATS

Economic

- Recession**
- Growth** in Dickinson, Santa Fe, Hitchcock and Lago Mar further impacting the retail and residential viability of La Marque
- Expansion of the Lago Mar** development restricting the development of the I-45 frontage in La Marque
- Weak tax base** possibly getting weaker
- Limited commercial tax base**
- I-45 development bypassing La Marque
- Labor Union Problems and Strikes
- Lack of demand for La Marque commercial and residential real estate** depressing further the local tax base and limiting the ability to sell or lease property in La Marque

External

SWOT Analysis Report

Harmful

THREATS

Resources

- Water treatment and water distribution system needs and regulations
- Availability and/or future cost of water
- Cost/environmental requirements of sewer treatment

External

SWOT Analysis Report

Harmful

THREATS

State and National

- Divided community**, state and nation on **racial and economic lines**
- Stricter **environmental policies** impacting area industry – **Clean Air Act Changes Coming**
- Unfunded** federal and state **mandates** especially environmental and water
- Higher windstorm and flood (**Biggert-Waters**) insurance rates due to the federal policies restricting area development

External

SWOT Analysis Report

Harmful



THREATS

International

- Extended low crude prices limiting investment in new plants
- Terrorism especially at the area plants

External SWOT Analysis Report Harmful

THREATS

Internal/External Perceptions and Attitudes

- The external "Toxic City" poor perception - negative talk and perceptions becoming the reality
- Fear from crime and negative trends** - Perception that La Marque is on "life support"
- Too many residents focused on the past and trying to regain the "Old La Marque"
- Local community **resistance to change**
- Those individuals and groups working against La Marque's future for their own personal gain or position of power.

External SWOT Analysis Report Harmful

Final Thoughts and Input

SWOT Analysis

La Marque Strategic Planning Focus Group Discussion Questions

RPC

La Marque Strategic Planning Focus Group Session Discussion Questions

- What Makes La Marque Special?
- Where do you see La Marque in five years based on the current trends?
- Where would you like to see La Marque in five years?
- What are the critical issues that La Marque needs to face over the next five years?
- What do you see as the key priorities that La Marque should establish in a strategic economic development plan?
- What economic development issues are most important to you?

RPC

Final Thoughts and Input

Questions posed by the Focus groups to be considered included:

- What are the needs for the businesses, residents and visitors/travelers along I-45 in La Marque?
- Why Visit La Marque?
- Why should I live in La Marque?

SWOT Analysis



Final Thoughts and Input

What is the Balance or Bottom Line?

Strengths Weaknesses Opportunities Threats

SWOT Analysis




We have some work to do.



La Marque Strategic Planning Charrette Session

DRAFT Vision Statement




La Marque Strategic Planning Charrette Session

DRAFT

VISION STATEMENT

*The La Marque is **recognized** as the **hub** of Galveston County and a desirable, progressive and business-friendly community within which to locate and conduct business and raise a family.*




La Marque Strategic Planning Charrette Session

DRAFT

We will achieve our vision by:

- Ensuring **efficient and predictable business planning, zoning and permitting processes** and **focused and effective economic development incentives and services.**
- Promoting La Marque** for its **central location, prime business sites, great climate, and excellent transportation, water, and public safety services;** as well as for other strengths that distinguish La Marque from other municipalities including its proximity to the petrochemical complex, the regional international ports and the city of Houston, civic participation and history.




La Marque Strategic Planning Charrette Session

DRAFT

We will achieve our vision by:

- Creating and sustaining a safe, clean, green, and fiscally sound business environment** that benefits residents, businesses, and the region;
- Actively recruiting and *retaining* businesses,** especially supporting emerging sectors that create quality, good-paying jobs like???? To be determined
- Fostering an educated and job-ready local workforce** by driving the improvement of the academic performance of La Marque students and by connecting businesses, learning institutions, and community agencies.





La Marque Strategic Planning Charrette Session

Group Assignments



La Marque Strategic Planning Charrette Session

Group Assignments



#1 Critical Issues

You have heard the results from the focus groups and interviews and a brief review of the trend data that represents La Marque today. From all this input identify the **top three critical issues that will have the most profound and sustainable impact on the future of La Marque** from each of these perspectives. **Top three issues only!** You have 12 minutes.

- Community Development and Quality of Life Issues
- Community Infrastructure Issues
- Economic Development Issues



La Marque Strategic Planning Charrette Session

Group Assignments



#2 Community Goals

From the presentation of the top critical issues facing La Marque, please identify your group's **top six goals that need to be accomplished** over the next seven years to create a stronger, healthier, economically prosperous La Marque? Focus on goals that are:

1. **Attainable** – with existing and predicted resources?
2. **Measurable** – please give the measurement criteria you would recommend to determine the success of this goal.
3. **Sustainable** – Goals that will make the greatest impact long term.
4. **Comprehensive** – addressing the following perspectives
 - Community Development and Quality of Life Issues
 - Community Infrastructure Investment
 - Economic Development Priorities

Top 6 only! You have 14 minutes to complete this task.



La Marque Strategic Planning Charrette Session

Group Assignments



#3 Prioritize the Critical Issues and Community Goals

You have two sets of dots 10 dots each. Use the dots to prioritize the critical issues and the dots to prioritize the community goals. You can place as many as 4 dots on any single issue or community goal to indicate your preference for this selection. You must use all 10 dots.

You have 5 minutes to complete this task.



La Marque Strategic Planning Next Steps



- *Thank You*
- *Report Preparation*
- *LMEDC and City Council Review*
- *Metrics Established*
- *Final Report*
- *Parking Lot Issues*

La Marque Strategic Planning Charrette Session



Endless
Planning
Coaching





CITY COUNCIL AGENDA FORM

Meeting Date: August 10, 2015
Prepared by: Robin Eldridge
Department: City Clerk

Agenda item: 9a
Reviewed by: Carol Buttler

AGENDA ITEM DESCRIPTION: Discussion/possible action regarding an appointment of member to City of La Marque Boards and Commissions (Clean City Commission)

- ☒ Attachments for reference
1. District Appointment
2. Application

Staff Briefing: Per Resolution 1032 – Section 3 Nominations and Appointments

- This is an appointment of District “C”

History:

- Appointments to the various Boards and Commissions have traditionally been done at a certain time of the year, or as vacancies occur on each of the Boards or Commissions as per Section 3, of Resolution 1032

Target Implementation: As soon as practicable

Significant Action Dates:

7.27.2015 – There were two (2) appointments to fill the vacancies to be made to the Clean City Commission – Mayor appointment, which he appointed Elizabeth Ferguson to the Commission and Councilmember District “C”, this appointment to be appointed at the following meeting.

8.10.2015 – Councilmember from District “C” appoints

Action:

- | | |
|--|---|
| ☐ Ordinance | ☐ Resolution |
| ☐ Proclamation | ☐ Special Presentation |
| ☐ Finance Report | ☐ Public Hearing |
| ☒ Other -Appointment | |
| ☒ Check box if there is no conflict with City Charter, ordinances, resolutions, or policies. | |

Cost Details:	
Budgeted	NA
Actual Bid	NA
Estimated Expenditure	NA
Acct. Name	NA
Line Items #	NA
Other Funding	NA

Staff's Recommendation: Motion to appoint _____ a member to City of La Marque Boards and Commissions (Clean City Commission).

Fiscal Impact: Boards and Commission members serve without pay.

5 –CLEAN CITY COMMISSION – July 2015 (updated)

CLEAN CITY COMMISSION ORD. #857 CITY COUNCIL APPT. 7 MEMBERS		Two Year Terms	
1 Ingrid Selzer	2614 Meadow Lane	17	B
2 Carlos Flores	509 Wisteria	16	D
3 Joe A. Compian	1020 Duroux	17	A
4 Elizabeth Ferguson	1511 Dalian	16	M
5 Nancy Polk	1503 Brazos	17	B
6 Catherine Polk	620 Studio Drive	16	M
7 Vacant		15	C

All seven (7) commissioners appointed by the City Council serve two (2) year staggered terms, except that appointment to vacancies shall be for the unexpired term of the position to which the appointment is made.

**CANDIDATE APPLICATION FORM
FOR COUNCIL-APPOINTED BOARDS & COMMISSIONS
OF
THE CITY OF LA MARQUE**

City Council will review applicants interested in serving on a City Board and/or City Commission. Information disclosed on this application or any other attached documents may be disclosed in public meetings.

Please type or print information

Board Preference 1: Clean City Commison

Board Preference 2: _____

Name: GREGORY EAKINS

Home Address: 809 ROCKY ROSE CT

City: LA MARQUE Zip: 77568 La Marque Resident: 2 yrs

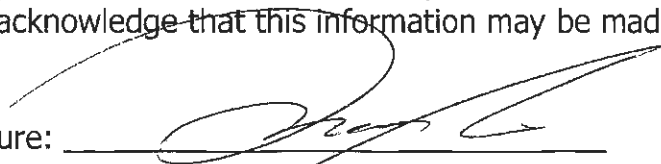
Home Telephone: 252-6192757 Home E-mail: GERSEAKINS@YAHOO.COM

Profession: NIGHT MANAGER BUCKED

Special Knowledge or Experience applicable to City Board/Commission function: _____
SERVICE 20 YRS U.S. COAST GUARD

Other Information (Civic Activities):

I verify that the information I have provided on this application to be true and correct.
I also acknowledge that this information may be made available to the public.

Signature: 

Date: 8-4-15

PLEASE RETURN COMPLETED APPLICATION TO THE CITY CLERK'S OFFICE, 1111 BAYOU RD,
LA MARQUE, TEXAS 77568. APPLICATIONS WILL REMAIN ON FILE FOR TWO YEARS.



CITY COUNCIL AGENDA FORM

Meeting Date: August 10, 2015

Prepared by: Robin Eldridge

Department: Mayor/City Council

Agenda item: 10a

Reviewed by: Carol Buttler

AGENDA ITEM DESCRIPTION: Discussion/possible action regarding Resolution No. **R-2015-0027**, reappointing Mayor Hocking to the Galveston County Transit District for the next two (2) fiscal years.

☒ X

Attachments for reference

1. **Resolution**
2. **Email**

Staff Briefing:

- The Galveston County Transit District was formed in 2010 to allow the County to speak with one voice in dealing with state and federal agencies on transportation issues.
- The District is comprised of representatives of most of the municipalities within Galveston County.
- The District was formed in 2010 to allow the county to speak with one voice in dealing with state and federal agencies on transportation issues.

History:

- At the September 26, 2011, City Council approved the appointment of Mayor Bobby Hocking to the Galveston County Transit District Board of Directors, to replace past Mayor Geraldine Sam.

Target Implementation: August 10, 2015

Significant Action Dates:

9.26.2011- First appointed to the GCTD Board of Directors

Action:

☐

Ordinance

☒ X

Resolution

☐

Special
Presentation

☐

Proclamation

☐

Finance Report

☐

Public Hearing

☐

Other

Cost Details:

Budgeted	
Actual Bid	
Estimated Expenditure	
Acct. Name	
Line Items #	
Other Funding	

☒ X

Mark if this does not conflict with any Resolution, Ordinance or City Charter



CITY COUNCIL AGENDA FORM

Staff's Recommendation: Motion to adopt Resolution No. **R-2015-0027**, reappointing Mayor Hocking to the Galveston County Transit District for the next two (2) fiscal years.

Fiscal Impact: NA

RESOLUTION NO. R-2015-0027

RESOLUTION OF THE CITY OF LA MARQUE, TEXAS APPOINTING A REPRESENTATIVE TO THE GALVESTON COUNTY TRANSIT DISTRICT BOARD OF DIRECTORS FOR THE FY 2016 – FY 2017 PERIOD.

WHEREAS, the Galveston County Transit District (GCTD) is a Rural and Urban Transit District created pursuant to Chapter 458 of the Texas Transportation Code; and

WHEREAS, on April 13, 2010, pursuant to Chapter 458 of the Texas Transportation Code, the Galveston County Commissioners' Court formally called a Rural Public Transportation Conference and invited all incorporated cities within Galveston County to discuss the potential benefits of a county-wide urban-rural transit district; and

WHEREAS, the City of Galveston and the Gulf Coast Center provide urban and rural transit services within Galveston County; and

WHEREAS, the GCTD was created to promote and facilitate regional public transit services within Galveston County; and

WHEREAS, the City of La Marque, Texas is a participating municipality within the GCTD; and

WHEREAS, the Bylaws of the GCTD require that every two (2) years each participating entity shall appoint by Resolution an elected or appointed representative to the Board of the GCTD; and

WHEREAS, the City of La Marque, Texas desires to continue to provide representation to serve on the Board of the GCTD; and

WHEREAS, the City of La Marque, Texas, by this resolution designates the Mayor of La Marque to serve as a Board as a member of the Governing Board of the GCTD for the FY 2016 – FY 2017 time frame.

NOW THEREFORE BE IT RESOLVED by the City Council of the City of La Marque, that by approval of this Resolution, the City of Texas City appoints the Mayor of the City of La Marque, Texas as a member of the Governing Board of the Galveston County Transit District for the FY 2016 – FY 2017 period.

PASSED AND ADOPTED this ____ day of ____, 2015.

Bobby Hocking, Mayor
City of La Marque, Texas

ATTEST:

Robin Eldridge, TRMC
City Clerk

APPROVED AS TO FORM:

Ellis J. Ortego
City Ortego

Robin Eldridge

From: Bobby Hocking
Sent: Tuesday, July 21, 2015 5:27 PM
To: Carol Buttler; Ellis Ortego (work); Robin Eldridge
Subject: Fwd: Draft Resolution reappointing Mayor Hocking to the GCTD
Attachments: La Marque Texas appointment to GCTD Board of Directors 7-16-15.doc; ATT00001.htm

First meeting in August please. Thank you!

Sent from my iPhone

Begin forwarded message:

From: Kellie Buchanan <kbuchanan@thegoodmancorp.com>
Date: July 21, 2015 at 4:55:41 PM CDT
To: "Bobby Hocking (b.hocking@cityoflamarque.org)" <b.hocking@cityoflamarque.org>, "bobbyhocking@gmail.com" (bobbyhocking@gmail.com)" <bobbyhocking@gmail.com>
Cc: "cityclerk@ci.la-marque.tx.us" <cityclerk@ci.la-marque.tx.us>
Subject: Draft Resolution reappointing Mayor Hocking to the GCTD

Mayor Hocking

I hope you are staying cool For the convenience of the City, Barry drafted the attached Resolution for consideration by the La Marque City Council reappointing you to the GCTD for next two fiscal years. Thank you very much for your assistance. Kellie

Kellie Buchanan, Ph.D.
The Goodman Corporation
Manager of Business Development and Community Engagement
3200 Travis St. Suite 200
Houston, TX 77006
(713) 951-7951
www.thegoodmancorp.com



CITY COUNCIL AGENDA FORM

Meeting Date: August 10, 2015

Agenda item: 10b

Prepared by: Carol Buttler

Reviewed by: Carol Buttler

Department: Administration

AGENDA ITEM DESCRIPTION: Discussion/possible action regarding Resolution No. **R-2015-0028** opposing the proposed increase in the annual fee paid by City of La Marque to Galveston Central Appraisal District (GCAD) for Fiscal Year 2015-2016.

☒ X

Attachments for reference

1. Resolution
2. Proposed Budget - Galveston Central Appraisal District (GCAD)
3. Notice of Public Hearing and Workshop

Staff Briefing:

- Galveston Central Appraisal District relies on funding a percentage of its annual budget from the City of La Marque's annual budget

History:

Target Implementation: January 1, 2016

Significant Action Dates:

August 12, 2015 – Budget Workshop and Public Hearing

January 1, 2016 – GCAD Budget Year begins

Action:

☐

Ordinance

☒ X

Resolution

☐

Special
Presentation

☐

Proclamation

☐

Finance Report

☐

Public Hearing

☐

Other

Cost Details:	
Budgeted	28,149.82
Actual Bid	
Estimated Expenditure	32,850.52
Acct. Name(s)	Professional Fees
Line Items #	01-4040-02-04
Other Funding	

☒ X

Mark if this item does not conflict with any Resolution, Ordinance or City Charter

Staff's Recommendation: Motion to adopt Resolution No. **R-2015-0028** opposing the proposed increase in the annual fee to be paid by City of La Marque to Galveston Central Appraisal District (GCAD) for Fiscal Year 2015-2016

Fiscal Impact: 0.5332% of \$3,178,306 levy amount. Increase of \$4,700.70 (16.70%)

RESOLUTION NO. R-2015-0028

RESOLUTION OF THE CITY OF LA MARQUE, TEXAS OPPOSING THE PROPOSED INCREASE IN THE ANNUAL FEE TO BE PAID BY CITY OF LA MARQUE TO GALVESTON CENTRAL APPRAISAL DISTRICT (GCAD) FOR FISCAL YEAR 2015-2016 SERVICES

WHEREAS, Galveston Central Appraisal District provides appraisal and other services of properties within La Marque city limits on behalf of the City of La Marque; and

WHEREAS, Galveston Central Appraisal District relies on funding a percentage of its annual budget from the City of La Marque's annual budget; and

WHEREAS, the City of La Marque must rely on limited resources to fund its budget; and

WHEREAS, the City of La Marque believes the proposed increased annual fee will be burdensome to the City of La Marque's budget and consequently its taxpayers.

NOW THEREFORE BE IT RESOLVED by the City Council of the City of La Marque, that by approval of this Resolution, the City Council of the City of La Marque opposes the proposed increase in the annual fee to be paid by City of La Marque to Galveston Central Appraisal District (GCAD) for Fiscal Year 2015-2016 services.

PASSED AND ADOPTED this _____ day of _____, 2015.

Bobby Hocking, Mayor
City of La Marque, Texas

ATTEST:

Robin Eldridge, TRMC
City Clerk

APPROVED AS TO FORM:

Ellis J. Ortego
City Attorney



GALVESTON CENTRAL APPRAISAL DISTRICT

Tommy Watson, Chief Appraiser

9850 Emmett F Lowry Expressway Ste. A Texas City, Texas 77591
Telephone: (409) 935-1980 or toll free (866) 277-4725
Fax: (409) 935-4319

July 27, 2015

The Honorable Bobby Hocking
Mayor, City of La Marque
1111 Bayou
La Marque, TX 77568

RE: Proposed Operating Budget for the Year 2016

Dear Mayor Hocking:

On June 11, 2015, Chief Appraiser Tommy Watson submitted to you Galveston Central Appraisal District's Proposed Operating Budget for the year 2016.

In accordance with Section 6.06(b) of the Texas Property Tax Code, a budget workshop regarding the proposed budget will be held in the boardroom of the Appraisal District at 9850 Emmett F. Lowry Expressway, Ste. A, on Wednesday, August 12, 2015, at 2:00 P.M.. A Public Hearing meeting will follow the close of the workshop. The Board of Directors' regular meeting will immediately follow the public hearing.

If you have any questions, please contact Mr. Watson at your convenience.

Sincerely,

A handwritten signature in black ink that reads "Roney McCrary".

Roney McCrary
Secretary, Board of Directors

RM:jw

CC: Ms. Carol Buttler
City Manager

07-31-15 A09:22 IN



GALVESTON CENTRAL APPRAISAL DISTRICT

Tommy Watson, Chief Appraiser

9850 Emmett F Lowry Expressway Ste. A Texas City, Texas 77591

Telephone: (409) 935-1980 or toll free (866) 277-4725

Fax: (409) 935-4319

June 11, 2015

The Honorable Bobby Hocking
Mayor, City of La Marque
1111 Bayou
La Marque, TX 77568

RE: Galveston CAD's Proposed 2016 Operating Budget

Dear Mayor Hocking:

In compliance with Sec. 6.06 of the Texas Property Tax Code, I am submitting to you Galveston Central Appraisal District's Proposed Operating Budget for the year 2016. The District's Board of Directors will evaluate and consider the proposed budget over the next few weeks.

Section 6.06 of the Property Tax Code regulates the CAD's budgeting process. Section 6.06(b) requires the board of directors to hold a public hearing to consider the budget. You will be notified of the date, time and place of the public hearing.

If you have any questions concerning this matter, please contact me at your convenience.

Sincerely,

Tommy Watson
Chief Appraiser

Enc
TW:jw

CC: Ms. Carol Buttler, City Manager



GALVESTON CENTRAL APPRAISAL DISTRICT

Tommy Watson, Chief Appraiser

9850 Emmett F Lowry Expressway Ste. A Texas City, Texas 77591
Telephone: (409) 935-1980 or toll free (866) 277-4725
Fax: (409) 935-4319

YEAR 2016

PROPOSED OPERATING BUDGET

January 1, 2016 to December 31, 2016

Tommy Watson, Chief Appraiser
June 10, 2015

GALVESTON CENTRAL APPRAISAL DISTRICT 2016 PROPOSED OPERATING BUDGET			
ACCOUNT #	NAME	2015 APPROVED BUDGET	2016 PROPOSED BUDGET
10-410-4110	Salaries		
10-410-4186	Chief Appraiser Expenses	2,097,041	2,228,583
10-410-4187	Benefits	1,500	1,500
10-410-4201	Office Supplies	1,110,559	1,179,941
10-410-4205	Postage/Freight	25,000	25,000
10-410-4230	Dues/Books/Subscriptions	40,000	40,000
10-410-4245	Education/Registration	8,500	9,500
10-410-4255	Travel/Auto Allowance	4,000	4,000
10-410-4260	Forms/Printing	85,000	144,000
10-410-4261	Legal News Notices	25,000	25,000
10-410-4265	Insurance	15,000	15,000
10-410-4270	Telephone/Communications	17,500	17,500
10-410-4285	General Office	50,000	50,000
10-410-4317	Professional Appraisal Services	26,500	26,500
10-410-4320	Mapping Services	182,400	182,400
10-410-4325	Computer Supplies	20,000	20,000
10-410-4332	Maintenance/Equipment	40,000	40,000
10-410-4407	Maintenance/Computer	55,000	55,000
10-410-4440	Office Space/Lease	130,500	150,000
10-410-4530	Capital Outlay	250,000	200,000
10-410-4550	Software Enhancement	100,000	745,000
10-410-4560	Janitorial Services/Supplies	2,000	2,000
10-420-4110	Appraisal Review Board Expenses	30,000	30,000
10-420-4135	Annual Audit	45,000	45,000
10-420-4140	Taxpayer Liaison Officer	10,500	15,500
10-420-4145	Contingency	6,000	6,000
10-420-4150	Legal Fees	25,000	25,000
	TOTALS	800,000	900,000
		5,202,000	6,182,424
FINANCIAL METHOD:			
	Taxing Unit Allocations		
	Interest Earned	5,181,000	6,161,424
	Other Income	15,000	15,000
		6,000	6,000
	TOTALS	5,202,000	6,182,424

GALVESTON CENTRAL APPRAISAL DISTRICT					
Salary and Benefit Schedule					
2015 EMPL	POSITION CLASSIFICATION	2015 APPROVED	2016 EMPL	2016 PROPOSED	2016 BENEFITS
1	Chief Appraiser	123,300	1	126,999	47,813
1	Deputy Chief Appraiser	82,978	1	94,245	38,871
4	Department Directors	215,565	5	270,863	139,656
1	Accountant	82,978	1	94,245	38,871
1	Executive Assistant	41,946	1	46,350	22,922
17	Clerical	533,852	16	549,867	358,547
3	GIS Technicians	154,816	3	159,460	89,190
16	Appraisers	775,378	16	798,639	388,835
2	Deed Research Clerks	56,228	2	57,915	55,236
46	TOTAL	2,067,041	46	2,198,583	1,179,941
	Part-time	30,000		30,000	
	TOTAL SALARIES	2,097,041		2,228,583	
BENEFITS:					
	Retirement	400,179		432,022	
	Group Health Insurance	560,250		575,230	
	Texas Workforce Commission	15,210		15,548	
	Workers' Compensation	13,455		13,754	
	Medicare/FICA	121,465		143,387	
	TOTAL BENEFITS:	1,110,559		1,179,941	

**GALVESTON CENTRAL APPRAISAL DISTRICT
SUPPORTING SCHEDULE**

ACCOUNT#	NAME	2015 APPROVED BUDGET	2016 PROPOSED BUDGET
10-410-4110	Salaries/Overtime	2,097,041	2,228,583
	\$30,000 is budgeted for part-time		
	3% increase		
10-410-4186	Chief Appraiser Expenses	1,500	1,500
10-410-4187	Benefits	1,110,559	1,179,941
	Retirement		
	Group Health Insurance		
	Texas Workforce Commission		
	Workers' Compensation		
	Medicare/FICA		
10-410-4201	Office Supplies	25,000	25,000
	Includes ARB Supplies		
10-410-4205	Postage/Freight	40,000	40,000
	Renditions and Exemptions		
	Notices of Appraised Value		
	Scheduling Letters		
	Letters of Determination		
	Regular Office Mail		
	Capitol Appraisal Group		
10-410-4230	Dues/Books/Subscriptions	8,500	9,500
	Aircraft Bluebook		
	Texas Licensing & Regulations		
	Comptroller of Public Accounts		
	Marshall & Swift		
	Texas Association of Appraisal Districts		
	Texas Association of Assessing Officers		
	Institute of C.T.A.'S		
	Texas School Assessors Association		
	Texas City-La Marque Chamber of Commerce		
	Houston/Galveston Area Council of Governments		

**GALVESTON CENTRAL APPRAISAL DISTRICT
SUPPORTING SCHEDULE**

ACCOUNT#	NAME	2015 APPROVED BUDGET	2016 PROPOSED BUDGET
10-410-4245	Education/Registration		
	Tyler Technologies	4,000	4,000
	Texas Association of Appraisal Districts		
	Texas Association of Assessing Officers		
	International Association of Assessing Officers		
10-410-4255	Travel/Auto Allowance		
	Appraisal District Personnel	85,000	144,000
	Appraisal Review Board		
	Board of Directors		
	Chief Appraiser		
10-410-4260	Forms/Printing		
	Appraisal Rolls and Notices	25,000	25,000
	Appraisal Cards		
	Business Cards		
	Envelopes		
	Exemption Forms (Various)		
	Appraisal District Pamphlets		
	Stationery		
10-410-4261	Legal News Notices		
	Galveston Daily News	15,000	15,000
	Houston Chronicle		
	Galveston County Courthouse		
10-410-4265	Insurance		
	Texas Municipal League (Liability, Property)	17,500	17,500
10-410-4270	Telephone/Communications		
		50,000	50,000
10-410-4285	General Office		
	A to Z Trophies	26,500	26,500
	Wal-Mart		
	U-haul Storage Units		
	Great Value Storage Unit		
10-410-4317	Professional Appraisal Services		
	Capitol Appraisal Group	182,400	182,400

GALVESTON CENTRAL APPRAISAL DISTRICT SUPPORTING SCHEDULE			
ACCOUNT#	NAME	2015 APPROVED BUDGET	2016 PROPOSED BUDGET
10-410-4320	Mapping Services	20,000	20,000
	Galveston County Clerk		
	ESRI		
10-410-4325	Computer Supplies	40,000	40,000
	Reliant Business Products		
	Liberty Office Products		
10-410-4332	Maintenance/Equipment	55,000	55,000
	Pitney Bowes		
	TLC Office Systems		
10-410-4407	Maintenance/Computer	130,500	150,000
	Computer Software Maintenance		
	Computer Hardware Maintenance		
	GIS Software Maintenance		
	GIS Hardware Maintenance		
10-410-4440	Office Space/Lease	250,000	200,000
10-410-4530	Capital Outlay	100,000	745,000
	Pictometry		
	New Computer System		
10-410-4550	Software Enhancement	2,000	2,000
10-410-4560	Janitorial Service & Supplies	30,000	30,000
	Sam's Warehouse		
	Reliant Business Products		
10-420-4110	Appraisal Review Board Expenses	45,000	45,000
10-420-4135	Annual Audit	10,500	15,500
	WhitleyPenn		
10-420-4140	Taxpayer Liaison	6,000	6,000
10-420-4145	Contingency	25,000	25,000
10-420-4150	Legal Fees	800,000	900,000
	Greer, Herz & Adams, L.L.P.		
	McLeod, Alexander, Powell & Apfel, P.C.		

Jurisdiction	2014 Levy Amount	Percent	2015 Annual Amt.	2016 Annual Amt.	2016 Qtr Amount
Galveston ISD	58,354,887	9.7891	532,843.38	603,147.76	150,786.94
Dickinson ISD	43,040,585	7.2201	366,394.93	444,861.33	111,215.33
Friendswood ISD	29,963,932	5.0265	257,746.53	309,702.91	77,425.73
High Island ISD	1,229,611	0.2063	9,303.50	12,709.08	3,177.27
Hitchcock ISD	7,747,366	1.2996	65,931.22	80,075.67	20,018.92
La Marque ISD	17,138,608	2.8750	149,047.94	177,142.20	44,285.55
Clear Creek ISD	77,070,035	12.9286	639,407.42	796,584.85	199,146.21
Santa Fe ISD	15,461,829	2.5937	129,117.52	159,811.25	39,952.81
Texas City ISD	50,291,950	8.4365	435,938.77	519,810.40	129,952.60
City of Galveston	22,743,396	3.8152	213,929.10	235,072.49	58,768.12
City of Texas City	22,695,085	3.8071	196,832.98	234,573.15	58,643.29
City of La Marque	3,178,306	0.5332	28,149.82	32,850.52	8,212.63
City of Hitchcock	1,256,010	0.2107	10,748.27	12,981.94	3,245.48
City of Jamacia Beach	643,096	0.1079	5,900.82	6,646.95	1,661.74
City of Dickinson	3,196,920	0.5363	28,209.18	33,042.91	8,260.73
City of Friendswood	14,500,574	2.4325	125,741.33	149,875.86	37,468.96
City of Kemah	637,080	0.1069	5,293.00	6,584.77	1,646.19
City of League City	34,306,065	5.7549	295,421.29	354,582.58	88,645.64
City of Santa Fe	2,027,498	0.3401	17,572.13	20,955.93	5,238.98
Village of Tiki Island	863,551	0.1449	7,271.73	8,925.54	2,231.38
City of Bayou Vista	507,113	0.0851	4,363.33	5,241.45	1,310.36
Drainage District No. 1	1,594,448	0.2675	14,078.09	16,479.99	4,120.00
Drainage District No. 2	867,819	0.1456	7,626.79	8,969.65	2,242.41
Galv Cty Consolidated Drainage	3,213,399	0.5391	28,814.92	33,213.23	8,303.31
Galveston College	9,919,019	1.6639	89,982.26	102,521.56	25,630.39
College of the Mainland	19,602,891	3.2884	177,806.39	202,612.68	50,653.17
Navigation District No. 1	1,318,269	0.2211	11,822.42	13,625.44	3,406.36
WCID No. 1	1,738,014	0.2916	15,602.69	17,963.86	4,490.97
WCID No. 8	402,476	0.0675	3,579.80	4,159.93	1,039.98
WCID No. 12	1,130,463	0.1896	10,651.58	11,684.30	2,921.08
WCID No. 19	57,363	0.0096	502.85	592.90	148.22
GC MUD No. 3	83,477	0.0140	2,860.55	862.81	215.70
Bacliff MUD	999,736	0.1677	6,200.92	10,333.13	2,583.28
Bayview MUD	177,116	0.0297	1,553.06	1,830.65	457.66
San Leon MUD	1,003,682	0.1684	8,515.56	10,373.91	2,593.48
GC MUD No. 6	1,621,671	0.2720	13,270.54	16,761.36	4,190.34
Galv Cty FWSD No. 6	783,205	0.1314	6,179.35	8,095.09	2,023.77
GC MUD No. 12	551,534	0.0925	4,613.60	5,700.58	1,425.14
GC MUD No. 13	712,580	0.1195	6,661.10	7,365.12	1,841.28
GC MUD No. 14	1,265,010	0.2122	11,816.21	13,074.96	3,268.74
GC MUD No. 15	1,429,937	0.2399	12,540.55	14,779.62	3,694.91
South Shore Harbour MUD No. 6	0	0.0000	4,711.99	0.00	0.00
Tara Glen MUD	413,325	0.0693	3,552.47	4,272.07	1,068.02
Westwood Management District	2,101	0.0004	0.00	21.72	5.43
Flamingo Isles MUD	416,270	0.0698	3,399.77	4,302.51	1,075.63
Bay Colony West MUD	1,048,505	0.1759	8,323.43	10,837.20	2,709.30
South Shore Harbour MUD No. 7	1,508,936	0.2531	13,294.77	15,596.15	3,899.04
GC MUD No. 30	239,062	0.0401	2,078.07	2,470.91	617.73
GC MUD No. 31	235,643	0.0395	2,136.21	2,435.57	608.89
GC MUD No. 32	173,079	0.0290	1,490.38	1,788.92	447.23
GC MUD No. 39	2,128,218	0.3570	16,681.23	21,996.96	5,499.24
GC MUD No. 43	2,640,273	0.4429	21,027.13	27,289.48	6,822.37
GC MUD No. 44	726,438	0.1219	5,404.96	7,508.36	1,877.09
GC MUD No. 45	372,490	0.0625	1,755.77	3,850.00	962.50
GC MUD No. 46	1,740,407	0.2920	12,767.12	17,988.60	4,497.15
GC MUD No. 52	245,463	0.0412	1,406.84	2,537.07	634.27
GC MUD No. 54	610,035	0.1023	5,668.67	6,305.23	1,576.31
GC MUD No. 56	658	0.0001	0.00	6.80	1.70
GC MUD No. 66	220,549	0.0370	1,118.99	2,279.56	569.89
GC MUD No. 68	269,510	0.0452	1,421.09	2,785.62	696.40
West Ranch Mgmt #1	1,535,160	0.2575	11,404.29	15,867.19	3,966.80
GC Mgmt #1	67,769	0.0114	587.54	700.45	175.11
County of Galveston	123,254,950	20.6762	1,077,137.17	1,273,945.52	318,486.38
County Road & Flood	1,268,009	0.2127	11,254.04	13,105.96	3,276.49
Emergency Serv. District No. 1	917,263	0.1539	7,702.65	9,480.70	2,370.17
Emergency Serv. District No. 2	761,539	0.1277	6,832.30	7,871.16	1,967.79
TOTAL	596,121,258	100.0000	5,181,000.30	6,161,424.00	1,540,356.00
2015 GCAD PROPOSED BUDGET					"X 4 Quarters
June 10, 2015	6,161,424				6,161,424



**CITY OF LA MARQUE
INTER-DEPARTMENTAL
COMMUNICATION**

**To act in the best interest of the City
To consistently demonstrate respect to Staff
To invest our resources effectively for our future
To handle our disagreements/conflicts in a
Respectful manner that keeps our Image
Positive with the public and each other**

TO: Honorable Mayor Hocking and City Councilmembers
FROM: August 10, 2015
SUBJECT: City Manager Report- July 2015 Activity

a. Police

• **Staffing levels:**

The La Marque Police Department currently has two police officer vacancies. We are in the process of vetting the next three candidates from the last entrance examination. The La Marque Police Department's Telecommunications section has three vacancies. We have one new Telecommunicator in training. The City has posted the openings and is accepting applications for the positions.

Overtime Justification:

Tropical storm Bill, late calls and staff shortages

b. Fire

• **Personnel:**

LMFD is currently at authorized strength. Three (3) new employees have entered an extensive Internship Program for subsequent certification by the Texas Commission on Fire Protection as Structural Fire Fighters and, State Department of Health Services as Emergency Medical Technicians as a condition of employment. They are scheduled to complete training in early August.

• **Operations:**

All apparatus are currently operational. LMFD Fire Apparatus and Medical Units continue to experience an exceptionally high rate of mechanical failures and required unscheduled maintenance and/or service due in large part to aging of our fleet, particularly to our medical unit.

• **Training:**

LMFD currently has one (1) Fire Fighter enrolled in an EMT Intermediate (Advanced) licensure program at Alvin Community College as a condition of employment. Completion is anticipated within two (2) months followed by immediate enrollment in the first available Paramedic licensure program.

LMFD currently has three (3) Fire Fighter Interns enrolled in EMT-Basic licensure program at EMSEC and Basic Fire Fighter Certification curriculum at Fire in Texas Academy. We have five (5) additional Fire Fighters enrolled in a state approved Fire Inspector certification course which will culminate in August with administration of TCFP State Certification Examination and Skills Testing.

Certification of additional Fire Fighters assigned to operations as Fire Inspectors and Fire Investigators ensures seamless 24/7 service availability and enhances our commercial building inspection activities in compliance with the ISO Improvement Plan currently underway.

- **Overtime Utilization:**

Overtime is required to maintain staffing levels depleted by scheduled and/or unscheduled leaves of absence, training, special work assignments, and ongoing vacancies until our “interns” are fully certified and capable of being deployed to operational assignments. Escalating “overtime” is a direct result of leave scheduling and existing personnel vacancies not yet filled with fully certified personnel.

FY2015 YTD: \$108,215.23

July MTD: \$ 11,420.34

- **Other:**

- **Statistical information:**

- **Average Response Times: 9:49**

- **Engine Company Responses for Service:**

- MTD: 115

- YTD: 978

- **Medic Responses for Service:**

- MTD: 180

- YTD: 1,634

- **Mutual Aid Given and Received:**

- MTD Given: 8

- YTD Given: 78

- MTD received: 40

- YTD received: 345

- **Detailed statistical information enclosed**

- c. **Library**

- **See report attached.**

POLICE/OEM

GALVESTON COUNTY SHERIFF

Events by Nature Code by Agency

Agency: LMPD, Event date/Time range: 07/01/2015 00:00:00 - 07/31/2015 23:59:59

Agency Code	Nature Code	Rpt Only	Self Init	CFS	Total	% Total	Avg Disp Time	Avg Resp Time	Avg Scene Time	Total Call Time	Avg Call Time
LMPD	ABANDONED VEHICLE	0	2	3	5	0%	1:08:33	0:14:22	0:19:10	6:53:06	1:22:37
	ALARM	0	1	124	125	7%	0:03:31	0:04:56	0:05:45	28:25:59	0:13:39
	ANIMAL COMPLAINT DOMESTIC	0	1	30	31	2%	0:07:20	0:12:49	0:20:45	20:48:22	0:40:16
	ASSAULT	0	1	23	24	1%	0:08:02	0:04:17	0:47:45	23:57:21	0:59:53
	ASSIST CITIZEN	0	11	21	32	2%	0:06:08	0:09:25	0:11:33	12:07:14	0:22:44
	ASSIST EMS	0	0	11	11	1%	0:00:13	0:02:29	0:23:05	4:43:42	0:25:47
	ASSIST OTHER AGENCY	0	7	40	47	3%	0:05:00	0:17:24	0:27:30	35:15:26	0:45:01
	ATTEMPT TO SERVE WARRANT	0	1	2	3	0%	0:35:43	0:04:05	0:22:34	3:03:04	1:01:01
	BAR CHECK	0	6	0	6	0%	0:00:01	0:00:00	0:04:35	0:27:34	0:04:36
	BONFIRE	0	0	1	1	0%	0:00:11	0:07:35	0:41:03	0:48:49	0:48:49
	BURGLARY OF BUILDING	0	1	6	7	0%	0:11:04	0:06:07	0:17:33	3:46:01	0:32:17
	BURGLARY OF HABITATION	0	0	7	7	0%	0:08:18	0:06:34	0:40:59	6:24:28	0:54:55
	BURGLARY OF MOTOR VEHICLE	0	2	13	15	1%	0:17:31	0:11:36	0:18:15	11:09:49	0:44:39
	BUSINESS CHECK	0	199	7	206	12%	0:00:04	0:06:14	0:09:00	32:45:23	0:09:32
	CHILD CUSTODY	0	0	6	6	0%	0:11:30	0:03:03	0:23:21	3:47:29	0:37:55
	CIVIL MATTER OR STANDBY	0	0	30	30	2%	0:18:00	0:06:12	0:23:05	23:39:02	0:47:18
	CODE ENFORCEMENT INVESTIGATION	0	16	1	17	1%	0:00:48	0:11:19	0:32:26	10:56:44	0:38:38
	CORRECTIONS TRANSPORT	0	2	0	2	0%	0:00:01	0:00:00	2:48:59	5:37:59	2:49:00
	CRIMINAL MISCHIEF	0	0	18	18	1%	0:31:03	0:06:31	0:23:13	18:14:31	1:00:48
	DEAD ON SCENE	0	0	1	1	0%	0:00:06	0:01:26	0:32:42	0:34:14	0:34:14
	DISTURBANCE	0	3	78	81	5%	0:02:05	0:03:58	0:23:45	39:49:33	0:29:30
	DRUNK OR INTOXICATED PERSON	0	0	15	15	1%	0:01:44	0:04:19	0:17:02	5:34:51	0:22:19
	FIRE - NON SPECIFIC	0	0	1	1	0%	0:02:49	0:10:50	0:11:22	0:25:01	0:25:01

Agency Code	Nature Code	Rpt Only	Self Init	CFS	Total	% Total	Avg Disp Time	Avg Resp Time	Avg Scene Time	Total Call Time	Avg Call Time
	FIREWORKS	0	3	19	22	1%	0:06:22	0:06:48	0:04:55	6:11:25	0:16:53
	FRAUD - FORGERY - CC ABUSE	0	0	21	21	1%	0:12:00	0:10:26	0:13:01	12:23:33	0:35:24
	FSGI ACCIDENT	0	0	11	11	1%	0:03:03	0:07:33	0:19:20	5:29:24	0:29:57
	GENERAL INFORMATION CALL	0	2	2	4	0%	0:01:02	0:04:45	0:05:11	0:33:20	0:08:20
	HARASSMENT - ALL TYPES	0	0	11	11	1%	0:15:08	0:09:39	0:18:01	7:41:16	0:41:56
	INJURED PERSON	0	0	1	1	0%	0:00:03	0:00:04	0:31:53	0:32:00	0:32:00
	JUVENILE PROBLEM	0	2	8	10	1%	0:06:42	0:08:59	0:13:15	4:24:44	0:26:28
	LITTERING AND ILLEGAL DUMPING	0	0	2	2	0%	0:03:37	0:18:14	0:08:28	1:00:37	0:30:19
	LOUD MUSIC OR NOISE	0	1	18	19	1%	0:11:02	0:07:01	0:05:20	7:10:50	0:22:41
	MENTAL HEALTH	0	0	14	14	1%	0:04:55	0:06:45	0:18:31	6:55:59	0:29:43
	MISCELLANEOUS	0	2	0	2	0%	0:00:01	0:00:00	5:05:23	10:10:48	5:05:24
	MISSING PERSON ADULT	0	0	1	1	0%	0:02:29	0:23:08	0:09:27	0:35:04	0:35:04
	NARCOTICS CRIMES	0	0	4	4	0%	0:07:59	0:03:35	0:13:52	1:20:58	0:20:15
	OPEN DOOR	0	1	5	6	0%	0:02:25	0:03:20	0:08:06	1:17:27	0:12:55
	OVERDOSE	0	0	3	3	0%	0:01:24	0:04:04	0:24:10	1:28:56	0:29:39
	PERSON WITH WEAPON	0	0	1	1	0%	0:07:50	0:14:21	0:21:46	0:43:58	0:43:58
	PRISONER DETAIL	0	8	9	17	1%	0:00:21	0:02:36	0:49:43	14:33:26	0:51:23
	REPOSESSION OF PERSONAL VEHICL	0	0	2	2	0%	0:04:37	0:04:59	0:06:13	0:31:38	0:15:49
	RESIDENTIAL CHECK	0	91	9	100	6%	0:01:22	0:03:55	0:06:24	12:57:53	0:07:51
	RUNAWAY JUVENILE	0	0	1	1	0%	0:14:01	0:11:43	0:23:43	0:49:27	0:49:27
	SEX CRIME	1	0	1	2	0%	0:01:44	0:00:59	0:43:45	0:46:28	0:46:28
	SHOTS FIRED	0	0	13	13	1%	0:03:48	0:03:42	0:12:44	4:14:48	0:19:36
	STRANDED MOTORIST	0	9	12	21	1%	0:04:41	0:09:38	0:12:52	7:22:10	0:21:03
	STRUCTURE FIRE	0	0	1	1	0%	0:00:10	0:00:05	1:24:50	1:25:05	1:25:05
	SUICIDE ATTEMPTED OR COMPLETED	0	0	2	2	0%	0:03:15	0:04:39	0:34:25	1:24:39	0:42:20
	SUPPLEMENTAL INFO TO PREV CASE	0	15	41	56	3%	0:06:44	0:05:44	0:15:15	22:37:48	0:24:15

Agency Code	Nature Code	Rpt Only	Self Init	CFS	Total	% Total	Avg Disp Time	Avg Resp Time	Avg Scene Time	Total Call Time	Avg Call Time
	THEFT / LOST PROPERTY	0	0	63	63	4%	0:10:36	0:13:01	0:27:17	52:37:15	0:50:07
	THREATS ALL CATEGORIES	0	0	26	26	2%	0:11:44	0:07:23	0:16:51	15:05:25	0:34:49
	TRAFFIC COMPLAINT	0	16	53	69	4%	0:05:20	0:05:05	0:09:36	20:35:19	0:18:10
	TRAFFIC STOP	0	202	2	204	12%	0:00:03	0:00:03	0:12:30	42:24:59	0:12:29
	UNCONSCIOUS PERSON	0	0	2	2	0%	0:00:14	0:07:00	1:00:55	2:16:17	1:08:09
	UNDESIRABLE PERSON	0	0	29	29	2%	0:04:26	0:05:20	0:18:17	13:16:43	0:27:28
	UNKNOWN REQUIRES EMS	0	0	1	1	0%	0:00:59	0:00:07	0:23:09	0:24:15	0:24:15
	WARRANT ARREST ON VIEW	0	1	37	38	2%	0:05:49	0:07:10	0:25:02	23:30:49	0:37:08
	WELFARE CHECK	0	2	50	52	3%	0:06:40	0:05:43	0:18:25	25:35:56	0:29:32
	Subtotals for No Summary Code	1	608	913	1522	89%	0:07:07	0:06:58	0:29:06	629:46:21	0:41:19
	INDECENCY WITH A CHILD	0	0	1	1	0%	0:05:03	0:05:32	0:52:05	1:02:40	1:02:40
	Subtotals for CAC	0	0	1	1	0%	0:05:03	0:05:32	0:52:05	1:02:40	1:02:40
	AUTO PEDESTRIAN ACCIDENT	0	0	1	1	0%	0:01:34	0:06:50	2:15:59	2:24:23	2:24:23
	DUP	0	0	2	2	0%	0:00:16	0:07:53	0:40:40	1:37:38	0:48:49
	MAJOR ACCIDENT	0	0	11	11	1%	0:03:10	0:02:30	0:52:04	9:42:41	0:52:58
	MINOR ACCIDENT	0	0	38	38	2%	0:04:27	0:05:45	0:35:01	28:33:35	0:45:06
	Subtotals for MVA	0	0	52	52	3%	0:02:22	0:05:44	1:05:56	42:18:17	1:12:49
	RECOVERED OR FOUND PROPERTY	1	0	7	8	0%	0:09:24	0:05:26	0:04:56	2:38:16	0:19:47
	TRESPASSING	0	0	3	3	0%	0:04:51	0:02:38	0:16:26	1:02:51	0:20:57
	UNAUTH USE OF MOTOR VEHICLE	0	0	7	7	0%	0:05:30	0:09:18	0:37:26	5:56:19	0:50:54
	Subtotals for PROP	1	0	17	18	1%	0:06:35	0:05:47	0:19:36	9:37:26	0:30:33
	SEX OFFENDER VIOLATION	0	0	1	1	0%	0:00:59	0:00:00	0:00:00	0:01:48	0:01:48
	Subtotals for SEX	0	0	1	1	0%	0:00:59	0:00:00	0:00:00	0:01:48	0:01:48
	SEX CRIME	0	0	1	1	0%	0:02:58	0:00:52	0:27:43	0:31:33	0:31:33
	SUSPICIOUS CIRCUMSTANCES	0	2	29	31	2%	0:03:37	0:05:59	0:09:25	9:04:11	0:17:33

Agency Code	Nature Code	Rpt Only	Self Init	CFS	Total	% Total	Avg Disp Time	Avg Resp Time	Avg Scene Time	Total Call Time	Avg Call Time
	SUSPICIOUS PERSON	0	13	37	50	3%	0:05:18	0:03:56	0:10:08	14:17:42	0:17:30
	SUSPICIOUS VEHICLE	0	15	18	33	2%	0:04:32	0:05:12	0:10:03	8:20:10	0:15:38
	VIOLATION OF PROTECTIVE ORDER	0	0	1	1	0%	0:27:24	0:15:41	0:50:25	1:33:30	1:33:30
	Subtotals for SUSP	0	30	86	116	7%	0:08:46	0:06:20	0:21:33	33:47:06	0:35:09
	FAMILY DISTURBANCE	0	0	5	5	0%	0:03:15	0:06:49	0:15:25	2:07:27	0:25:29
	ROBBERY	0	0	2	2	0%	0:01:01	0:02:48	2:26:45	5:01:08	2:30:34
	STABBING	0	0	1	1	0%	0:03:57	0:00:35	2:06:13	2:10:45	2:10:45
	Subtotals for VICR	0	0	8	8	0%	0:02:44	0:03:24	1:36:08	9:19:20	1:42:16
	Subtotals for LMPD	2	638	1078	1718	100%	0:06:40	0:06:38	0:33:14	725:52:58	0:44:21

FIRE/EMS

NET COLLECTIONS

YEAR	2014			2015		
MONTH	10	11	12	1	2	3
	\$32,179.26	\$37,735.44	\$30,339.68	\$31,862.79	\$28,295.58	\$24,606.05

YEAR						
MONTH	4	5	6	7	8	9
	\$37,518.16	\$32,313.48	\$23,837.23	\$6,213.66		

YTD TOTAL: \$284,901.33

YTD FEES PAID TO INTERMEDIX-----COLLECTION RATE

DATE	PAYMENT
10/2/2014	\$2,173.54
11/2/2014	\$3,024.72
12/2/2014	\$1,441.23
1/2/2015	\$ 107.43
2/2/2015	\$1,555.41
3/2/2015	\$2,444.53
4/2/2015	\$1,594.92
5/2/2015	\$1,021.59
6/2/2015	\$1,341.19
7/2/2015	(\$1,583.21)
8/2/2015	\$ 346.26

YTD TOTAL: \$14,420.82
AVERAGE PYMT: \$1,310.98

YTD Average: 24%

***Payments to Intermedix are calculated on collections during the previous month. The amount collected and fees paid to Intermedix may or may not reflect credits, refunds, or adjustments not yet processed and posted.**

YTD RESPONSES – TOTAL CURRENT CHARGES – BILLABLE ACCOUNTS

MONTH	YEAR	RESPONSES	NET CHARGES	BILLABLE
10	2014	138	\$118,325.04	128
11	2014	133	\$120,657.42	114
12	2014	108	\$ 99,934.17	100
01	2015	131	\$100,120.73	116
02	2015	124	\$ 91,092.48	110
03	2015	122	\$ 93,562.26	100
04	2015	136	\$107,559.05	126
05	2015	147	\$110,767.86	117
06	2015	142	\$151,017.62	125
07	2015	140	\$176,651.97	121
YTD TOTALS:		1,321	\$1,169,688.60	1,157

City of La Marque

Fire Department

Month: July 1st to July 31st
Year: 2015

	Current Month: 07/01/15 to 07/31/15	Current Month/ Previous Year: 07/01/14 to 07/31/14	Previous month: 06/01/15 to 06/30/15	Fiscal Year to Date: 2014-2015	Previous Year to Date: 2013-2014
Fires-	6	0	2	53	44
Overpressures/ Explosions-	0	0	0	2	1
Rescue and EMS-	180	158	181	1,606	1,359
Haz-Mat-	6	3	10	76	41
Good Intent-	16	16	23	151	119
False Alarm-	6	1	10	73	70
Mutual Aid Received from(FIRE)-Texas City-	1				
Mutual Aid Given to (FIRE)- Texas City-	0				
Mutual Aid Received from(EMS)- Texas City-	33				
Mutual Aid Given to(EMS)- Texas City-	3				
Mutual Aid Received from(FIRE)-Bayou Vista-	1				
Mutual Aid Given to(FIRE)- Bayou Vista-	0				
Mutual Aid Received from (EMS)-Bayou Vista-	0				
Mutual Aid Given to (EMS)-Bayou Vista-	1				
Mutual Aid Rec'd (FIRE)-Galv. Fire-	0				
Mutual Aid Rec'd (EMS)- Galv. Fire-	1				
Mutual Aid Given to (FIRE)-Galv. EMS	0				
Mutual Aid Given to (EMS)-Galv. EMS	0				
Mutual Aid Rec. from(FIRE)Hitchcock	1				
Mutual Aid Given to (EMS) – Hitchcock	2				
Mutual Aid Rec. (EMS) – Dickinson	0				
Mutual Aid Given (EMS)-Dickinson	1				
Mutual Aid Given to (EMS) – All Others	1				
Mutual Aid Given to (FIRE) – All Others	0				
Mutual Aid Received (EMS)- All Others-	2				
Mutual Aid Received from(Fire)- All Others-	1				

All others=Life Flight, PHI, Tiki Island, San Leon, Santa Fe, etc...

EMS CALL STATISTICS FY 2014-2015
La Marque Fire/Rescue

PATIENT DISPOSITION BY MONTH														
Disposition	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT		
Encounters	128	101	106	131	124	122	136	147	142	140	6			
Transports	116	87	98	118	105	96	124	121	129	122	6			
Aeromedical	0	0	0	0	0	0	0	0	0	0	0			
Dead On Scene	5	1	3	1	5	5	0	1	2	3	0			
Refusals	7	12	5	11	14	21	12	25	11	15	0			
RESPONSE TIMES PER MONTH (minutes)														
Unit Status	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT		
Dispatch - Location	6	5	6	6	5	5	5	5	5	5	7			
Location - To Hospital	15	17	17	16	18	17	16	15	14	15	12			
To Hospital - At Hospital	12	11	10	11	11	11	12	12	12	11	13			
At Hospital - In Service	33	36	31	37	35	38	36	38	35	31	28			
Location - At Hospital	27	27	26	26	27	25	27	25	26	25	25			
Dispatch - At Hospital	34	32	32	32	32	31	33	31	31	31	32			
Dispatch - In Service	64	64	62	68	63	62	66	63	62	58	60			

CALL STATISTICS 2015
La Marque Fire/Rescue

PATIENT TRANSPORTS BY RECEIVING FACILITY													
Facility Code	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOT
CStJoseph	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
MD	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
WomenTx	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
MHSE	1 0%	0 0%	1 1%	0 0%	0 0%	2 1%	0 0%	0 0%					4 0%
UTMBHosp	26 22%	18 17%	21 22%	28 22%	24 19%	31 24%	24 20%	3 50%					175 21%
HouMeStJon	1 0%	1 0%	0 0%	2 1%	3 2%	1 0%	0 0%	0 0%					8 0%
MHPB	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
MHCH	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
CLRH	9 7%	8 7%	4 4%	7 5%	1 0%	10 7%	6 5%	0 0%					45 5%
St John	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
SanJac	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%

Mainlnd	79 68%	76 72%	67 72%	86 69%	88 72%	85 65%	87 73%	3 50%					571 70%
Bellaire	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
Hermann	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
ShrinrBH	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
Methodist	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
St Luke	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
TXChld	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
BayAreaMed	0 0%	2 1%	0 0%	1 0%	5 4%	0 0%	2 1%	0 0%					10 1%
Methodist	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
TOTAL	116 100%	105 100%	93 100%	124 100%	121 100%	129 100%	119 100%	6 100%					813 100%

PATIENT DISPOSITION BY MONTH													
Disposition	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOT
Encounters	131	124	122	136	147	142	140	6					948
Transports	118 90%	105 84%	96 78%	124 91%	121 82%	129 90%	122 87%	6 100%					821 86%
Aeromedical	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%

Dead On Scene	1 0%	5 4%	5 4%	0 0%	1 0%	2 1%	3 2%	0 0%					17 1%
Unfounded	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
Refusals	11 8%	14 11%	21 17%	12 8%	25 17%	11 7%	15 10%	0 0%					109 11%

CALLS BY TIME OF DAY													
Time	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOT
0600-1159	41 31%	28 22%	31 25%	34 25%	36 24%	38 26%	41 29%	0 0%					249 26%
1200-1759	45 34%	46 37%	42 34%	43 31%	50 34%	43 30%	48 34%	2 33%					319 33%
1800-2359	24 18%	32 25%	26 21%	34 25%	32 21%	40 28%	38 27%	4 66%					230 24%
0000-0559	20 15%	18 14%	23 18%	24 17%	29 19%	21 14%	13 9%	0 0%					148 15%

PATIENT AGE BY MONTH													
Years Old	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOT
<1	0 0%	1 0%	1 0%	0 0%	0 0%	0 0%	0 0%	0 0%					2 0%
1-8	4 3%	3 2%	2 1%	4 3%	1 0%	3 2%	0 0%	0 0%					17 1%
9-12	2 1%	3 2%	1 0%	2 1%	1 0%	3 2%	0 0%	0 0%					12 1%

13-17	1 0%	3 2%	1 0%	2 1%	3 2%	3 2%	1 0%	0 0%					14 1%
18-25	13 9%	8 6%	12 9%	11 8%	9 6%	14 9%	10 7%	0 0%					77 8%
26-50	31 23%	29 23%	36 29%	44 33%	51 34%	32 22%	49 35%	3 50%					275 29%
51-75	53 40%	49 39%	45 37%	48 36%	54 36%	68 47%	62 44%	3 50%					382 40%
76-100	27 20%	27 21%	23 19%	21 15%	26 17%	19 13%	18 12%	0 0%					161 17%
>100	0 0%	0 0%	0 0%	1 0%	1 0%	0 0%	0 0%	0 0%					2 0%

DISPATCHED CALL TYPES PER MONTH													
Call Type	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOT
	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
Abd Pain	2 1%	6 4%	2 1%	4 2%	2 1%	2 1%	4 2%	0 0%					22 2%
Allergic Rx	0 0%	2 1%	0 0%	0 0%	0 0%	1 0%	0 0%	0 0%					3 0%
Animal Bite	1 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					1 0%
Assault	0 0%	0 0%	1 0%	1 0%	2 1%	1 0%	1 0%	0 0%					6 0%
Auto Ped	0 0%	1 0%	0 0%	1 0%	1 0%	0 0%	1 0%	0 0%					4 0%

Back Pain	1 0%	2 1%	1 0%	4 2%	3 2%	1 0%	5 3%	0 0%					17 1%
Burns	0 0%	0 0%	0 0%	1 0%	1 0%	0 0%	0 0%	0 0%					2 0%
CO Poison	0 0%	1 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					1 0%
CPR	2 1%	1 0%	0 0%	1 0%	0 0%	0 0%	0 0%	0 0%					4 0%
Cardiac	12 9%	9 7%	13 10%	18 13%	16 10%	20 14%	13 9%	2 33%					103 10%
Childbirth	0 0%	1 0%	0 0%	1 0%	0 0%	0 0%	0 0%	0 0%					2 0%
Choking	0 0%	2 1%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					2 0%
DOS	1 0%	2 1%	3 2%	0 0%	0 0%	2 1%	2 1%	0 0%					10 1%
Diabetic	4 3%	9 7%	7 5%	4 2%	8 5%	3 2%	4 2%	0 0%					39 4%
Drowning	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
Electrocution	1 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					1 0%
Eye Injury	0 0%	1 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					1 0%
Falls	7 5%	8 6%	9 7%	8 5%	18 12%	7 4%	6 4%	0 0%					63 6%
Fire/Hazmat	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%

GSW/Stab	0 0%	1 0%	0 0%	0 0%	1 0%	0 0%	0 0%	0 0%					2 0%
Headache	1 0%	0 0%	0 0%	1 0%	0 0%	1 0%	2 1%	0 0%					5 0%
Heat/Cold	0 0%	0 0%	0 0%	0 0%	0 0%	2 1%	6 4%	0 0%					8 0%
Hemorrhage	0 0%	0 0%	2 1%	0 0%	2 1%	0 0%	2 1%	0 0%					6 0%
Ind Accident	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%					0 0%
MVA	15 11%	9 7%	6 4%	15 11%	9 6%	12 8%	10 7%	0 0%					76 8%
Medical	26 19%	27 21%	19 15%	32 23%	30 20%	42 29%	37 26%	2 33%					215 22%
Other	7 5%	6 4%	5 4%	2 1%	5 3%	4 2%	4 2%	0 0%					33 3%
Overdose	3 2%	1 0%	2 1%	0 0%	3 2%	7 4%	3 2%	0 0%					19 2%
Person Down	1 0%	0 0%	1 0%	0 0%	1 0%	1 0%	3 2%	0 0%					7 0%
Psych	3 2%	0 0%	2 1%	0 0%	3 2%	0 0%	1 0%	0 0%					9 0%
Respiratory	24 18%	16 12%	27 22%	25 18%	21 14%	7 4%	9 6%	0 0%					129 13%
Seizures	8 6%	8 6%	13 10%	6 4%	5 3%	5 3%	10 7%	0 0%					55 5%
Service Call	2 1%	0 0%	0 0%	1 0%	0 0%	1 0%	1 0%	0 0%					5 0%

Stroke	3 2%	2 1%	3 2%	3 2%	3 2%	5 3%	6 4%	0 0%					25 2%
Trauma	3 2%	2 1%	1 0%	2 1%	2 1%	3 2%	4 2%	2 33%					19 2%
Unconscious	3 2%	6 4%	5 4%	5 3%	11 7%	15 10%	6 4%	0 0%					51 5%
Unknown	0 0%	1 0%	0 0%	1 0%	0 0%	0 0%	0 0%	0 0%					2 0%

RESPONSE TIMES PER MONTH (minutes)													
Unit Status	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	AVG
Dispatch - Location	6	5	5	5	5	5	5	7					5
Location - To Hospital	16	18	17	16	15	14	15	12					16
To Hospital - At Hospital	11	11	11	12	12	12	11	13					11
At Hospital - In Service	37	35	38	36	38	35	31	28					35
Location - At Hospital	26	27	25	27	25	26	25	25					26
Dispatch - At Hospital	32	32	31	33	31	31	31	32					32
Dispatch - In Service	68	63	62	66	63	62	58	60					63

La Marque Fire & Rescue

Incident Type Report (Summary)

Alarm Date Between {07/01/2015} And {07/31/2015}

Incident Type	Count	Pct of Incidents	Total Est Loss	Pct of Losses
1 Fire				
111 Building fire	1	0.43%	\$0	0.00%
118 Trash or rubbish fire, contained	1	0.43%	\$0	0.00%
143 Grass fire	1	0.43%	\$0	0.00%
151 Outside rubbish, trash or waste fire	3	1.29%	\$0	0.00%
	6	2.58%	\$0	0.00%
3 Rescue & Emergency Medical Service Incident				
321 EMS call, excluding vehicle accident with	167	71.98%	\$0	0.00%
322 Motor vehicle accident with injuries	9	3.87%	\$0	0.00%
323 Motor vehicle/pedestrian accident (MV Ped)	1	0.43%	\$0	0.00%
324 Motor Vehicle Accident with no injuries	3	1.29%	\$0	0.00%
	180	77.58%	\$0	0.00%
4 Hazardous Condition (No Fire)				
412 Gas leak (natural gas or LPG)	4	1.72%	\$0	0.00%
413 Oil or other combustible liquid spill	1	0.43%	\$0	0.00%
444 Power line down	1	0.43%	\$0	0.00%
	6	2.58%	\$0	0.00%
5 Service Call				
510 Person in distress, Other	2	0.86%	\$0	0.00%
550 Public service assistance, Other	5	2.15%	\$0	0.00%
551 Assist police or other governmental agency	4	1.72%	\$0	0.00%
552 Police matter	1	0.43%	\$0	0.00%
553 Public service	1	0.43%	\$0	0.00%
554 Assist invalid	5	2.15%	\$0	0.00%
	18	7.75%	\$0	0.00%
6 Good Intent Call				
600 Good intent call, Other	3	1.29%	\$0	0.00%
611 Dispatched & cancelled en route	12	5.17%	\$0	0.00%
671 HazMat release investigation w/no HazMat	1	0.43%	\$0	0.00%
	16	6.89%	\$0	0.00%
7 False Alarm & False Call				
700 False alarm or false call, Other	2	0.86%	\$0	0.00%
730 System malfunction, Other	1	0.43%	\$0	0.00%

La Marque Fire & Rescue

Incident Type Report (Summary)

Alarm Date Between {07/01/2015} And {07/31/2015}

Incident Type	Count	Pct of Incidents	Total Est Loss	Pct of Losses
7 False Alarm & False Call				
731 Sprinkler activation due to malfunction	1	0.43%	\$0	0.00%
743 Smoke detector activation, no fire -	1	0.43	\$0	0.00%
745 Alarm system activation, no fire -	1	0.43%	\$0	0.00%
	6	2.58%	\$0	0.00%

Total Incident Count: 232

Total Est Loss:

\$0

La Marque Fire & Rescue

Unit Response Time Analysis

Alarm Date Between {07/01/2015} And {07/31/2015}

Response		Count	Percentage
Hrs	Mins		
	< 01	25	8.5 %
	01	18	6.1 %
	02	36	12.2 %
	03	43	14.6 %
	04	33	11.2 %
	05	34	11.6 %
	06	25	8.5 %
	07	20	6.8 %
	08	16	5.4 %
	09	11	3.7 %
	10	18	6.1 %
	11	4	1.3 %
	12	1	0.3 %
	13	3	1.0 %
	14	2	0.6 %
	15	1	0.3 %
	18	1	0.3 %
	19	1	0.3 %
24	05	1	0.3 %

Overall Average Response Time: 00:09:49

LIBRARY DEPARTMENT

La Marque Public Library

Report for July 2nd – July 29th



Mission: The LMPL provides materials and services to help community residents obtain information to meet their needs: personally, educationally, and professionally. Special emphasis is placed on supporting students at all academic levels to stimulate the minds of young children in reading and learning. "The Library serves as a learning and educational center for all residents of the community." (ALA Planning and Role Setting for Public Libraries, 43)

The LMPL is open to the public 39 hours a week. We had a total of 3,240 visitors in the Library.

Our top 200 members checked out a total of 1,574 items.

This month alone, patrons have saved a total of \$42,229 by checking out items at the LMPL.

Items

LMPL staff processed and added a total of 147 items to our collection.

Circulation Statistics

We had total of 2,447 items circulate this month. Based on our circulation stats, Tuesdays were our busiest days of the week.

Overdrive eBooks – 71

Currently we have a total of 591 items checked out that are not overdue items.

We had a total of 17 ILLs (Interlibrary Loans-Shipped and Received).

Online Catalog Usage

There were 959 external searches performed via our online library catalog (Biblionix).

Computer Usage

Current LMPL patrons are allotted two one-hour sessions based on availability. Library visitors who are not current patrons are allotted a 30 minute session at our stand up computers based on availability.

Guest log-ins are issued to community members and visitors who do not have an active library card. All library visitors that do not have a library card have to show proof of ID to use guest computers. We urge all library visitors to obtain a library card.

There were a total of 1,334 patron log in sessions. Total computer time used by patrons was 832 hours.

Patrons use the library computers for job searches, completing applications, creating resumes, checking emails, accessing various documents (bank statements, tax info, W2 forms, pay checks, etc), and surfing the web.

Reference Assistance

The LMPL staff provides reference assistance to our patrons by answering a variety of questions. We answered a recorded 440 questions this month. Reference questions range from “how do I get a library card” to “where can I locate divorce or tax forms”. We are currently researching a system that will record every reference question in categories.

Volunteers

Our volunteers worked at total of 47 hours.

Training/Professional Development

The Library staff continue to learn and re-inforce policy and procedures of both the City and the Library.

07-22-2-15 – Biblionix Training (3 Hours)

Report updated 07/30/2015 by Tom Hansen

Programs/Outreach

Adult Programs-8
of attendees- 15

Children Programs-7
of attendees- 92

Meetings Attended

Library Director attended regular meetings with City staff.

Library Director conducted one meeting with Library staff.

Library Director attended the Gulf Coast Reads planning meeting in Houston on July 21. La Marque Public Library will be participating with libraries through the gulf coast area to conduct programs and promote the book *The Promise* by Ann Weisgarber. The setting is Galveston Island just before the 1900 hurricane.

Other Services Provided

- Printing
- Faxing
- Copying
- Laminating

Library Happenings

- Annual Summer Reading Club has concluded. The ending party was attended by over 60 people and everyone had a great time with crafts, food, lasers and feats of strength. Kudos to our new Youth Services Librarian, Terri Walker who showed creativity in planning all of the activities and organizing volunteers. Both Terri and Library Assistant Stacy Selby showed contagious enthusiasm by dressing up in superhero gear and keeping all the party goers active and involved. This year's Summer Program had 91 participants and over 2,310 books were read!
- Independence Village visited and checked out books and enjoyed themselves at the library.

Report updated 07/30/2015 by Tom Hansen

- E-book usage continues to be popular.
- Drop-In Workshops
 - The Library offers drop in workshops for patrons on Tuesdays from 12pm-2pm which include:
 - How to use Texshare Databases
 - How to use Overdrive
 - Microsoft Word Tips
 - Intro to Email
- Overdrive usage continues to be popular and increase. OverDrive allows the library to lend eBooks, audiobooks, music and video to your users with a digital lending library from OverDrive.
 - The Library has developed training sessions for library patrons using OverDrive
- The Library is continually working on enhancing our website, Facebook page, Twitter and Flickr pages and email marketing to reach our patrons and the community.