

Steve Presley, Mayor
Larissa R. Loveless, Council District #1
Mitchell Jordan, Council District #2
Vickey L. Chivers, Council District #3
Joe Baxter, Council District #4
Dana Goolsby, Council District #5
Ann Connor, Council District #6



Leslie Cloer, City Manager
Teresa Herrera, City Secretary
Gary Landers, City Attorney

**NOTICE OF TELECONFERENCE MEETING
CITY COUNCIL AGENDA
July 28, 2020
Work Session @ 1:30 p.m.
Town Hall Meeting @ 5:30 p.m.
City Council Chambers
504 N. Queen Street
Palestine, Texas**

Notice is hereby given in accordance with Order of the Governor issued March 16, 2020, the Palestine City Council will conduct its meeting by telephone/video conference in order to advance the public health goal of limiting face-to-face meetings (also called "social distancing") to slow the spread of the COVID-19. There will be public access to the location described above. All attendees are required to wear a face covering.

Zoom Link Work Session 1:30 p.m.:

<https://us02web.zoom.us/j/82384532711?pwd=ZnVEK0pWYTlpNXczYzg2Z0pSUHVyZz09>

Meeting ID: 823 8453 2711

Password: 121380

One tap mobile

+13462487799,,82384532711#,,,0#,,121380# US

Zoom Link Town Hall Meeting 5:30 p.m.:

<https://us02web.zoom.us/j/86992234060?pwd=cEYwNnNjZzNITzAwZD1o1MXRUQ0VSZz09>

Meeting ID: 869 9223 4060

Password: 782122

One tap mobile

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You can also dial in using your phone. United States: 346-248-7799 Meeting ID: , Password:

Note: when you are joining a Zoom meeting by phone, you can use your phone's dial pad to enter the commands *6 for toggling mute/unmute and *9 to "raise your hand." [Learn more here.](#)

Follow us live at: facebook.com/palestinety/

The public will be permitted to submit public comments electronically as provided by the agenda and as permitted by the presiding officer during the meeting.

WORK SESSION

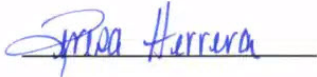
1. Call to Order

2. Discussion and update regarding Proposed Budget for Fiscal Year 2020 - 2021. Leslie Cloer, City Manager and Edena Atmore, Assistant City Manager/CFO
3. Discussion and update regarding the Strategic Plan for 2020 - 2025. Leslie Cloer, City Manager and Edena Atmore, Assistant City Manager/CFO
4. Adjournment

TOWN HALL MEETING

1. Call to Order
2. Discuss sales tax and property tax rates for Fiscal Year 2020 - 2021
3. Discuss proposed budget including revenues and expenses for Fiscal Year 2020 - 2021
4. Adjournment

I certify that the above Notice of Meeting was posted on the outdoor bulletin board at the main entrance to City Hall, 504 N. Queen Street, Palestine, Texas, in compliance with Chapter 551 of the Texas Government Code on **Friday, July 24, 2020, at 1:30 p.m.**



Teresa Herrera, City Secretary

IN ACCORDANCE WITH THE PROVISIONS OF THE AMERICANS WITH DISABILITIES ACT (ADA) PERSONS IN NEED OF SPECIAL ACCOMMODATION TO PARTICIPATE IN THIS PROCEEDING SHALL, CONTACT THE CITY SECRETARY'S OFFICE VIA EMAIL AT therrera@palestine-tx.org or 903-731-8414.



Agenda Date: July 28, 2020
To: City Council
From: Leslie Cloer, City Manager
Agenda Item: Discussion and update regarding Annual Budget for Fiscal Year 2020 - 2021
Date Submitted: 07/23/2020

SUMMARY:

Discussion and update regarding Proposed Budget for Fiscal Year 2020 - 2021.

Discussion and update with City staff regarding the Fiscal Year Budget for October 1, 2020 - September 30, 2020.

RECOMMENDED ACTION:

CITY MANAGER APPROVAL:



Agenda Date: July 28, 2020
To: City Council
From: Leslie Cloer, City Manager
Agenda Item: Discussion and update regarding the Strategic Plan for 2020 - 2025
Date Submitted: 07/23/2020

SUMMARY:

Discussion and update regarding the Strategic Plan for 2020 - 2025

Discussion and update with City staff regarding the Strategic Plan for October 1, 2020 - September 30, 2025.

RECOMMENDED ACTION:

CITY MANAGER APPROVAL:

Attachments

Strategic Plan



Palestine, Texas

STRATEGIC PLAN

October 1, 2020 - September 30, 2025

City Manager

2019 – 2020 Accomplishments (October 1, 2019 – September 30, 2020)

- Supported the goals of the Mayor and City Council to meet the challenges facing the City
- Provided centralized direction and leadership to effectively manage the efficient delivery of City services
- Adopted 2019 – 2020 Annual Operating Budget
- Adopted 2019 – 2020 Capital Improvement Program
- Created Strategic Plan for 2020 – 2025
- Represented Palestine's position to local, regional, state, and federal entities including: East Texas Council of Governments (ETCOG), Anderson County Commissioners Court and neighboring jurisdictions
- Represented Palestine's interest regarding the continued study of regional transportation initiatives through close communication and participation with ETCOG, Texas Department of Transportation (TXDOT), and Anderson County
- Worked with Anderson County, Elected Officials, and Palestine Economic Development Corporation Board to welcome new developers to the City
- Completed the first new apartment complex in more than two decades for Palestine
- Sold City-owned properties (Civic Center, Palestine Mall)
- Increased support for infrastructure (streets and utilities)
- Completed the Connected Nation Texas Broadband Survey and Data Analysis
- Worked with the Mayor and City Council to implement the Inclusion, Diversity, Equity Alliance (IDEA) Committee

Year One Short-Term Goals (October 1, 2020 – September 30, 2021)

- Support the goals of the Mayor and City Council to meet the challenges facing the City
- Provide centralized direction and leadership to effectively manage the efficient delivery of City services
- Approve the 2020 – 2021 Annual Operating Budget
- Approve the 2020 – 2021 Capital Improvement Program
- Monitor and update the Strategic Plan for 2020 – 2025
- Represent Palestine's position to local, regional and state entities including the 86th State Legislature, East Texas Council of Governments, Anderson County Commissioners Court and neighboring jurisdictions
- Represent Palestine's interest regarding the continued study of regional transportation initiatives through close communication and participation with ETCOG, Texas Department of Transportation (TXDOT), and Anderson County.
- Continue to review long-term capital needs while evaluating long-term financial capabilities
- Continue the sale of City-owned properties to get them back on the property tax roll
- Work with Connected Nation Texas, ETCOG, and regional broadband service providers to evaluate increasing connectivity in our community

- Complete several economic development projects

Years Two to Five Short-Term Goals (October 1, 2021 – September 30, 2025)

- Support the goals of the Mayor and City Council to meet the challenges facing the City
- Provide centralized direction and leadership to effectively manage the efficient delivery of City services
- Approve Annual Operating Budget
- Approve Annual Capital Improvement Program
- Monitor and update the Strategic Plan for 2020 – 2025
- Create Strategic Plan for 2025 – 2030
- Represent Palestine's position to local, regional and state entities including the 86th State Legislature, East Texas Council of Governments, Anderson County Commissioners Court and neighboring jurisdictions
- Represent Palestine's interest regarding the continued study of regional transportation initiatives through close communication and participation with ETCOG, Texas Department of Transportation (TXDOT), and Anderson County.
- Continue to review long-term capital needs regarding long-term financial capabilities
- Work with Connected Nation Texas, ETCOG, and regional broadband service providers to evaluate increasing connectivity in our community

Years Six to Ten Long-Term Goals (October 1, 2025 – September 30, 2030)

- Support the goals of the Mayor and City Council to meet the challenges facing the City
- Provide centralized direction and leadership to effectively manage the efficient delivery of City services
- Approve Annual Operating Budget
- Approve Annual Capital Improvement Program
- Monitor and update the Strategic Plan for 2025 – 2030
- Create Strategic Plan for 2030 – 2035
- Represent Palestine's position to local, regional and state entities including the 86th State Legislature, East Texas Council of Governments, Anderson County Commissioners Court and neighboring jurisdictions
- Continue to review long-term capital needs regarding long-term financial capabilities
- Work with Connected Nation Texas, ETCOG, and regional broadband service providers to evaluate increasing connectivity in our community

City Secretary
In Progress

Human Resources

2019 – 2020 Accomplishments (October 1, 2019 – September 30, 2020)

- Developed Pay Range for Budget Preparation
- Developed structured Orientation process
- Developed and organized filing system
- Implemented and Support for LocalGovU training with all City employees
- Completed mandatory Cyber Security Training with all City employees
- Completed review of Safety SDS manuals across all City Depts.
- Managed and administered all Civil Service entrance and promotional exams
- Hired 13 Civil Service employees, 29 non-Civil Service employees
- Promoted 7 Civil Service employees

Year One Short-Term Goals (October 1, 2020 – September 30, 2021)

- Implement Employee Safety/Accident Review Committee
- Streamline new hire training
- Update and complete SDS Binders
- Implement follow-up system for vehicle inspections sheets
- Work with Emergency Management Coordinator on evacuation plans and procedures
- Begin to enter Workman's Comp information into INCODE as occur
- Implement Culture/Team training

Years Two to Five Short-Term Goals (October 1, 2021 – September 30, 2025)

- Continue to enter all personnel related information to INCODE not previously entered
- Implement Training Tracking for all training
- Implement Time and Attendance Management System for employees
- Research Well-Being Options for City employees
- Research Remote Work options and policies for eligible employees
- Implement peer to peer learning-cross training

Years Six to Ten Long-Term Goals (October 1, 2025 – September 30, 2030)

- Strive to automate and streamline personnel information
- Look at succession planning for all departments

Finance Municipal Court Customer Service In Progress

Police Department

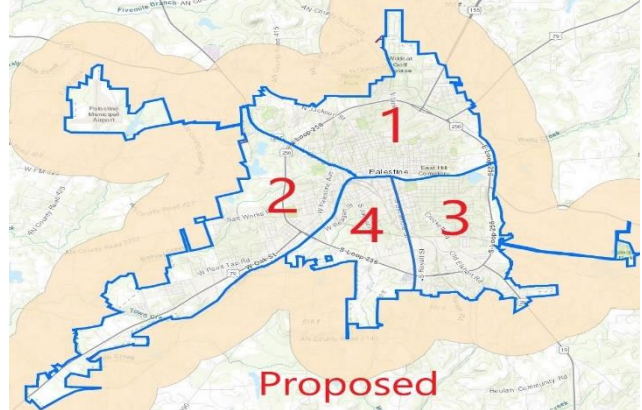
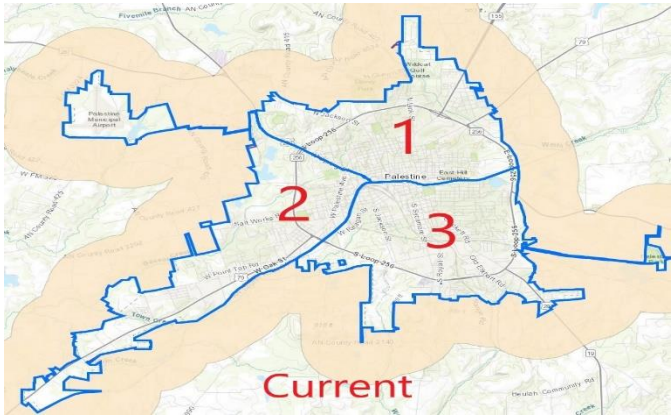
2019 – 2020 Accomplishments (October 1, 2019 – September 30, 2020)

- Recruited new staff and retained current staff to reach full capacity, while increasing diversity throughout the department.
- **17%** reduction in the total number of traffic accidents with injuries, following a **26%** reduction in the 2018-2019 year.
- **5%** reduction in violent crimes.
- **14%** reduction in property crimes.
- Increased social media presence and information sharing, with the PPD page surpassing 11,000 followers.
- Continued community engagement through PPD community programs Citizens on Patrol, Youth Corps, Unidos, Chief's Clergy Coalition and Neighborhood Crime Watch.

Year One Short-Term Goals (October 1, 2020 – September 30, 2021)

- Increase Officer staffing to meet the needs of the community and department.
 - Since 2017, number of sworn positions in the Police Department has been reduced from 41 officers to 37 Officers through budget cuts.
 - Although Officer positions have been cut, the Police Department has since absorbed duties from other departments, such as Code Enforcement and Municipal Court bailiff/warrant services.
 - Police call volume has increased from **15,437** calls for service in 2018 to **19,051** calls for service in 2019.
 - Police staffing must increase as the development within the city and call volume increases.
- Continue to develop a Police Department that mirrors the diverse community of which we serve.
- Update/upgrade technology systems to improve efficiency, internal/external processes and transparency.
- Continue development of staff through professional training and continued education
 - Emphasis on de-escalation, mental health awareness and use of force.
 - Implementation leadership development program with skill and needs assessment.
- Establish a Police substation on the south side of Palestine.

- Establishing a substation on the southern side of the city would decrease officer response times, while increasing overall Police presence in the districts with the highest call volume.
- Create 4th Police district.
 - The city of Palestine is currently divided into 3 police districts. The creation of a 4th district would allow for the assignment of an additional Officer to the growing area on the south side of Palestine. Two additional housing developments are being built in district 3, along with numerous retail developments. District 3 has the highest call volume in the city.



- Evaluate department salaries and compare to similar area departments, to remain competitive in recruiting and retention.
- Continue to decrease number of traffic accidents through visibility, enforcement and education, including the addition of the second motorcycle traffic enforcement/accident response unit.
- Continue proactive crime fighting efforts through increased visibility and community engagement.

Years Two to Five Short-Term Goals (October 1, 2021 – September 30, 2025)

- New Police Facility
 - With continued Growth, the Police Department will need additional space to meet the needs of the department and the community.
 - The current Police station was built in the 1970's, to house a much smaller department with half of the call volume we have today.
 - While the current department was once centrally located, expansion of the city has changed the layout.
- Evaluate the need for additional staff, including Officers, Dispatchers and Code Enforcement to meet the demands of the city.
- Evaluation and update on PPD policies and operating procedures.
- Evaluate the need for fleet growth to match the growth of personnel.
- Evaluate department technology needs and compare to latest developments to improve safety and efficiency.

- Work with area law enforcement agencies to re-establish narcotics/organized crime task force.
- Continue focus on retaining and recruitment.

Years Six to Ten Long-Term Goals (October 1, 2025 – September 30, 2030)

- Evaluate staffing numbers and adjust as needed.
- Continued emphasis on staff training and community engagement.
- Evaluate and adjust employee salaries to remain competitive and retain staff.
- Re-evaluate the technology needs of the department to improve department efficiency, communication, and transparency.
- Evaluation and update on PPD policies and operating procedures.
- Continued emphasis on employee retention and recruitment.
- Update training standards and practices to meet the needs of policing in the future.

Fire Department

2019 – 2020 Accomplishments (October 1, 2019 – September 30, 2020)

- Hose testing – Hydro tested all attack and supply hose in department
- Hydrant testing – Flow testing of all city fire hydrants
- Community Involvement – Parades (birthday, nursing homes, etc.)
- Swift Water Rescue Training – 3 personnel attended
- 17 F.D. personnel have Instructor One certifications (Most we have ever had)
- New Positions – Interim Emergency Management Coordinator, Assistant Fire Marshal
- Ladder 1 – Put into service July 6, 2020
- Personnel increase – 3 new Firefighter positions
- Advancements:
Promotion to Captain – 2 employees
Promotion to Lieutenant – 1 employee
Promotion to Driver/Operator – 2 employees

Year One Short-Term Goals (October 1, 2020 – September 30, 2021)

- Bunker Gear – Add two (2) sets of bunker gear per firefighter to reduce risk of cancer exposure and to equip personnel with an extra set of gear in the event gear becomes damaged or is exposed to hazardous chemicals.
- Communications – Upgrade portable radios, mobile radios, and station consoles to a digital operating system
- Internet at Station 4 - Increase internet speed to a more suitable speed for daily operations for Fire Administration

Years Two to Five Short-Term Goals (October 1, 2021 – September 30, 2025)

- Replace Engine 2 – Engine 2 is a 2004 pumper with 127,990 miles and 5,568.1 operating hours. The horsepower of the engine is a little under rated for this apparatus resulting in delayed response times. Lighting package is minimal which makes it difficult to see during emergency response. Random air leaks render the apparatus inoperable at times.
- Emergency back-up generators for Stations 2, 3, and 4
- One additional Cascade Air System for refilling air tanks at Station 3 or 4.

Years Six to Ten Long-Term Goals (October 1, 2025 – September 30, 2030)

- Relocate Fire Station One to a location further away from Railroad. Station One has limited storage which causes us to store our PPE (Bunker Gear) in the engine bay which exposes the gear to diesel exhaust fumes (carcinogens). Several roof leaks have been repaired. ASAP Roofing has given an estimate for roof replacement in the amount of \$67,000. ASAP Roofing has stated that the roof has other issues that will eventually lead to failure of roofing components. Station One has no floor drains, eye wash stations, deep sinks, or a “clean room” to prevent contamination of living quarters. ADA compliance is also an issue with Station One. Although I have put this project in the 6-10-year goal, I have mentioned the need to relocate for several years.
- Replace Engine 4

Emergency Management In Progress

Public Works Streets

2019 – 2020 Accomplishments (October 1, 2019 – September 30, 2020)

- Durham St. between Louisiana St. and W. Lacy St. relay asphalt.
- Wells St. between Head St. and Birch St. rehab and lay asphalt.
- Colorado St. from S. Sylvan St. rehab and lay asphalt.
- Tip St. Rehab and lay asphalt.
- W. Point Tap Rd. From W. Oak St. to Bassett Rd.
- 6,761 potholes fixed.
- 73 utility cuts fixed.
- 8,527 ft. of ditches dipped.
- 31 trees removed from roadways.

Year One Short-Term Goals (October 1, 2020 – September 30, 2021)

- Highland St. from Crockett Rd. to dead-end rehab and lay new asphalt.

- Lamar St. from Crockett Rd. to Lakeview St. rehab and lay new asphalt.
- W. Reagan St. from May St. to S. Jackson St. rehab and lay new asphalt.

Years Two to Five Short-Term Goals (October 1, 2021 – September 30, 2025)

- W. Reagan St. from S. Jackson St. to Variah St. – Rehab and lay new asphalt.
- Jolly St. from Hunter St. to S. Sycamore St. – Rehab and lay new asphalt.
- Granberry St. from Main St. to Spring St. – Rehab and lay new asphalt.
- Camden St. from Queen St. to S. Sycamore St. – Rehab and lay new asphalt.
- Ferguson Rd. from Westwood Rd. to Yorkshire St. – Rehab and lay new asphalt.
- Sequoia St. from Shamrock St. to Evergreen St. – Rehab and lay new asphalt.
- Seldon St. from Lacy St. to Market St. – Rehab and lay new asphalt.
- Yorkshire St. from Thomas Rd. to Lelia St. – Rehab and lay new asphalt.
- Gay St. from Crockett Rd. to S. Sylvan St. – Rehab and lay new asphalt.
- Bermuda St. from Springdale St. to Springdale St.

Years Six to Ten Long-Term Goals (October 1, 2025 – September 30, 2030)

- Memory Ln. from Crockett Rd. to Old Elkhart Rd. – Rehab and lay new asphalt.
- Crestline St. from Loop 256 to Crockett Rd. – Rehab and lay new asphalt.
- Woodbine Dr. from Ridgewood Dr. to Lone Oak Dr. – Rehab and lay new asphalt.
- Lone Oak St. from Woodbine Dr. to Ridgewood Dr. – Rehab and lay new asphalt.

Water Distribution and Wastewater Collection Strategic Plan

I would like to see the Utilities Department continue to increase job productivity, customer support and infrastructure improvements. The Utility Department is looking to make the City of Palestine better than it has ever been. With continued support from our City leadership and the Community this is a reality we can hope to see.

2019 – 2020 Accomplishments (October 1, 2019 – September 30, 2020)

- 42-Water leaks fixed
- 748- On-call Hours worked
- 17- Water taps installed
- 65-Sewer stops, unstopped
- 9-Fire Hydrants installed/replaced
- 14-Manholes replaced
- 667-Total meters installed
- Sewer main on Donniebrook replaced
- Water line on N. Jackson replaced
- Water line on West Point Tap replaced
- Complete cycle 3 Meter replacement

Year One Short-Term Goals (October 1, 2020 – September 30, 2021)

- Water line on Link St. from Loop 256 to Country Club Rd.
- 2nd feed to Westwood (water line)
- Water and Sewer lines Highland St. from Crockett Rd. to Dead end.
- Water line on Saltworks Rd. from Bassett Rd. to Thomas Rd.
- Water and Sewer lines on Lamar St. from Crockett Rd. to Lakeview Ave.
- Start cycle 4 on meter replacement

Years Two to Five Short-Term Goals (October 1, 2021 – September 30, 2025)

- Water line on S. Jackson St. from South St. to Reagan St.
- Water and Sewer line on Sylvan St. from Park St. to Gay St.
- Sewer Force Main on Fayway St.
- Court water line from Loop 256 to Bassett Rd.
- Water line on Indian Creek from Anderson to Forest
- Water line on Park from Loop to W. side of Crockett
- Water and Sewer line on 5Th St. from Ave D to W. Oak
- Water line from Loop 256 To Railroad Park
- Water line on W. Oak from Florence to Woodridge
- 10" sewer from Reagan St across Oak St.
- 10" Sewer from Oak St to Joe Lewis
- Water line on Saltworks ROW from Bassett Rd to Chancellor Rd.
- Gillespie Park ROW 10" Sewer line
- Water line on Church St. from Park to Palestine Ave.
- Water and Sewer line on MLK from Washington Rd. to Texas then to Debard St.
- Water and sewer line on Dorrance From Dye to Cook
- Water and Sewer line on Debard from Texas to N. Tennessee
- 12" Water line on Loop from Palestine Ave. to Crockett
- Complete water meter replacement in all cycle's

Wastewater Treatment Plant (WWTP) Accomplishments 2019/2020

Town Creek Wastewater Treatment Plant

- Completed the construction and installation of a new S.S. Rake arm, stilling well, scum beach and rake arm supports on clarifier 1 and a new S.S. scum beach on the number 2 clarifier.
- Purchased a new Kubota tractor for loading sludge into the ANRA box's and to be able to mow the Wells Creek facility and other lift station properties with an attached brush hog that was also purchased.
- Had our centrifuge taken to Houston cleaned out and rebuilt which included new bearings, seals, o rings installed as well as all new carbide tiles replaced and silver

soldered in. We also had the program in the control panel revised and updated to alleviate the VFD faults which have been occurring over the last two years and remote equipment installed to be able to adjust and modify the program over a cell phone/WIFI connection to better suit our needs without having to shut down the entire system.

- Have had four of the nine blowers (and motors) we have at the plant rebuilt, balanced and installed.
- Have had an equipment shed built onto to the side of the digester to keep our tractor, back-hoe, implements and work truck out of the sun and weather.
- Had the 36" pipe connecting contact chamber 1 with chamber 2 repaired where the pipe goes thru the concrete walls therefore stopping the leaks. We also had the gate repaired and modified where the gate had busted the concrete wall going into Chamber 2, and two other gates in the cl₂ splitter box repaired as well. We can now isolate chamber 1 for needed repairs.
- Modified the Weir-Wolf brushes on the #3 clarifier and added an extra brush for the outside concrete wall to improve the cleaning efficiency.
- Replaced the CL₂ injector and all the old piping and fittings with new sched 80 PVC and Chemical resistant tubing and fittings as well as replaced our two oldest CL₂ regulators in the inventory.
- Had 4 trees removed around the perimeter of the plant that had died and were threatening falling over our perimeter fence.
- Rotated out two of our testing devices in the lab (Our Dissolved Oxygen meter and Our PH meter) that were becoming unreliable and replaced them with Hach equipment that will link with each other in the future.

Lift Stations

- Purchased a 150KW portable generator that is large enough to meet the demand of any lift station pump that the city has in any one of our lift stations during power failures or outages. We also bought a 11.5KW generator that will more efficiently serve the emergency power needs of our smaller single-phase lift stations and have all the power cords needed for either generator or for any one of the lift stations.
- In order to run the Southview lift station on emergency power we had to buy VFD's with soft start technology that slowly starts the pumps to keep from "Across the Line" full amperage pump starts that would overwhelm the 150KW generators abilities. We have also purchased a 400 Amp docking station/ transfer switch to enable safe power generation to the Southview station and 10 smaller 30 Amp transfer switches for the single-phase stations we power with the small generator. At this present time, we have the ability meet the power requirements at any lift station during any power failures. We are waiting for the docking station to ship the second week of August to complete the installation of the Southview LS, but we can if needed have a licensed electrician hard wire leads straight into the controls until the installation is finished by the end of August.

- Replaced eight failed pumps this year out of our lift stations. Inwood, Crestline, Hospital and the Railroad Park each had one pump each. The Redwood/Cypress and Lori lift stations had two replaced each.
- Had several problematic trees removed and power lines cleared of branches at the Cummins, Southview and Armory Rd lift stations. And had the lot cleared at the Reagan street manhole location where we used to inject chemicals to help with odor control on the Loop.
- Replaced 90% of the float balls in the cities lift stations with a newer, less problematic and cheaper alternative than the old-style floats eliminating the need for added weights to the power cord to get the floats to pivot. Each lift station has 4 floats each.
- Replaced the 6" check valves and 6" gate valves for the Hospital lift station due to failures. We also replaced the 6" gate valves that control the flow from the retention pond at the Wells Creek facility and removed the problematic bypass valves.
- Purchased new safety harnesses, climbing rope, lifting pulleys and traveling blocks for entering lift stations and implemented new safety guidelines and training for the use of the new safety equipment.

Year One Short-Term Goals (Oct 1, 2020 – Sept 30, 2021)

- ***The addition of a second centrifuge for de-watering at the WWTP.*** The building and slab are already built out for a second unit, the controls would have to be relocated downstairs and the polymer room converted to a motor control room to keep the sensitive controls out of the harsh elements. This would also include an inspectable lifting hoist to move the units up and down during maintenance (our old hoist is not certifiable or inspectable)
- ***The addition of a 50' x 50' slab for the ANRA Roll offs.*** This slab would be connected to the centrifuge slab and would keep from tearing up the old asphalt/ base road while loading the roll off and the loading and unloading of the roll off on the ANRA truck. It will also provide more containment for sludge and keep sludge from spilling onto the ground which is a TQEC violation.
- ***The addition of a double gated automatic opener to the main entrance of the plant.*** We need to be planning for more security at both the water treatment plant and the wastewater treatment plant. We are both involved in RMP, Tier II, Homeland Security and the EPA with the amount of highly hazardous chemicals we have on hand and we do not need the public to just be able to walk or drive into either plant.
- ***Upgrade the Process Control Monitoring Capabilities at the plant.*** We currently have the capability to remotely monitor flows, equipment overloads, and power failures at the plant. We need to add upgrades to be able to monitor 24 hours a day the process control factors of the plant such as ammonia levels, dissolved oxygen levels in the track, PH levels and CL₂ residuals. These are paramount in the treatment process and it is easier to avert disasters when problems start to arise rather than several hours or days later.
- ***The relocation of the Armory Rd and Redwood/ Cypress Lift Station s.*** All of our lift stations must have a 6' intruder proof fence per TCEQ rules and there is no feasible way

to fence either location. The Armory Rd station is hanging onto the side of the road and the creek keeps getting closer and closer with every hard rain event. It needs to be relocated 100 yards up the road closer to the Athletic Center to get it off the creek and a perimeter fence installed. At the Redwood/ Cypress station the controls and power pole are in one citizen's front yard and the wet well is in their neighbors' front yard. The station needs to be relocated further down at the end of Cypress Rd. *See Pictures 1 and 2*

- ***The addition of a 60" Grasshopper mower.*** We would like to keep the 72" mower we currently have and add a second mower to our department. We have a large plant and 25 lift stations we are responsible for maintaining. The big mower is hard to load and maneuver in the tighter locations.

Years Two to Five Short-Term Goals (Oct 1, 2021 – September 30, 2025)

- Drain, clean, and apply epoxy to Contact Chamber 1 at WWTP
- Replace the auto bar screen at the head of the plant
- Add Landia air jets to Wells Creek Pond
- Replace Rotors 1 and 3 in the racetrack at WWTP
- Add a 50' x 50' concrete slab for the Waste Connection roll offs at WWTP
- Remodel/ Update Laboratory with new flooring countertops and bathroom.
- Have the Racetrack dredged at WWTP
- Replace old perimeter fence on the N/NW and S/SE side of the WWTP
- Add VFD's to all for pumps at the Wells Creek 2 lift station
- Replace Unit 804 and the 4000 Lb. Crane hoist
- Purchase land and upgrade the size of the Southview lift station
- Replace Sodium Bisulfite with Sulfur Dioxide System for de-chlorinating at the WWTP
- Replace samplers for the in-flow and out-flow of the WWTP
- Replace the CL₂ building, upgrade the regulators and auto flow valves and install a new 2-ton crane system for moving 1-ton cylinders.
- Purchase land and add a 3 ACRE Retention Pond and pumps to the WWTP
- Purchase an engineering study for the Town Creek Treatment Plant per the 75% Rule, TCEQ compliance
- Purchase and integrate a new Cloud based SCADA system for the WWTP
- Upgrade clarifiers to a flooded suction RAS system
- Purchase more land for the WWTP upgrades the engineering study will determine -or- Begin making plans to build a new treatment plant at the Wells Creek Facility.

Years Six to Ten Long-Term Goals (Oct 1, 2026 – September 30, 2031)

- The building of a new wastewater treatment plant at the Wells Creek facility -or- the major upgrades to the Town Creek plant. Additional clarifiers, extending the racetrack, larger contact chambers, additional blowers for the chambers and the racetrack.

- Additional 3 to 4 operators added to staff to either man the new WWTP at Wells Creek or man the extra workload of a major upgrade to Town Creek WWTP.
- Additional trucks added to fleet.
- Additional Pretreatment positions added to staff.
- Major upgrades and additional lift stations built-in fast-growing areas of the city.

Water Treatment Plant Accomplishments 2019/2020

Water Treatment Plant

- Trees cleared from power lines to prevent power outages from the trees towering above the main power supply.
- Had both Flygt Pumps rebuilt for our lift station that pump back wash and sedimentation basins sludge to the drying ponds.
- Replumbed the Sodium Permanganate at the Raw Water Station so it was no longer getting fed into the wet well to maintain TCEQ compliance requirements,
- Painted signs at the front entrance of the Water Treatment Plant so that Water Plant information was more legible.
- Completed clean out of our Clearwell to remove sediment covered by our tank maintenance contract.
- Tanks at South Sycamore and North Jackson have been repainted covered by our tank maintenance contract.
- Replaced all tools that were broken, as well as purchased tools needed for plant and distribution maintenance at the Water Treatment Plant,
- All turbidimeters and CL17s have been calibrated by Hach, as required by manufacturer.
- Repaired and re-wound River Pump 3 due to motor failure.
- Repaired recycle pump for recycling water back into the flash mixer as required for TCEQ compliance.
- Had all electrical circuits changed for operation in a power outage with a 480-volt portable generator at North Jackson and South Sycamore.
- Replaced the overflow flap at the North Jackson elevated tank covered by our tank maintenance contract.
- Got 2 new winches to lift Trac-Vacs 2 and 3 for maintenance and repairs.
- Repaired Powder Activated Carbon (PAC) silo for running if water needs to be treated for taste and odor issues.
- Got a new phone system and new computers with Windows 10.
- Cleared off and maintained fence line at the WTP, South Sycamore Pump Station and North Jackson Pump Station.
- All 3 vehicles were replaced with rental units this year.
- We are in the process of plugging Wells 3A and 4, which is in accordance with TCEQ requirements.

Water Treatment Plant

Year One Short-Term Goals (Oct 1, 2020 – Sept 30, 2021)

- Get two new Class B water licenses.
- Seek prices to enclose filter area to prevent contaminants from making contact with the filtered water.
- Add a powered gate at plant entrance to maintain better security.

Years Two–Five Short-Term Goals (Oct 1, 2021–September 30, 2025)

- Find alternate method for dewatering pond sludge.
- Two new lawn mowers.

Years Six – Ten Long-Term Goals (Oct 1, 2026 – September 30, 2031)

- Add one contact chamber at Raw Water Pump Station
- Sell property on Hamlet Street, which is no longer used for City services.
- Replace all four Trac Vacs.

Palestine Municipal Airport

2019 – 2020 Accomplishments (October 1, 2019 – September 30, 2020)

- In process of AWOS Replacement.
- Water line replacement with more adequate availability of water to maintain TCEQ compliance requirements.
- We have addressed maintenance issues at Airport, such as lights, mowing, ground-keeping, and potholes.

Year One Short-Term Goals (Oct 1, 2020 – Sept 30, 2021)

- Airport runway striping replacement.
- Security system replacement.
- Minor office upgrades/repairs.

Years Two to Five Short-Term Goals (Oct 1, 2021–September 30, 2025)

- Aircraft parking ramp pavement and striping.
- Metal roof over fuel tanks

Years Six to Ten Long-Term Goals (Oct 1, 2026 – September 30, 2031)

- Repave and repair runways.
- Upgrade runway lighting system.

Parks and Recreation

2019 – 2020 Accomplishments (October 1, 2019 – September 30, 2020)

- Purchase ADA swing for Reagan Park
- Resurfaced the splash pad
- Resurface pool and put new coping down
- Replace ADA chair in pool Aquatic Center
- Put 2 truckloads of fall surface down at Reagan Park playground with assistance from PEDC/ROTARY CLUB
- Install 4 ADA picnic tables for Reagan Park with assistance from ROTARY CLUB
- Purchased 4 ADA grills for Reagan Park with assistance of ROTARY CLUB
- Removed bleachers at Mitchell Campbell, Calhoun
- Tore down small pavilions at Reagan Park on Eastside of park (These were not ADA compliant with height)
- Tore down small pavilions on NW side of Upper Lake (These were not ADA compliant with height)
- Removed old concrete picnic table at Blue Lake
- Removed picnic tables and trash cans from Fitzhugh Park, made into green space
- Cleaned out inlets at Lower Lake, Upper Lake and Blue Lake with assistance from Utilities Dept
- Cleaned front side of dams at Lower Lake, Upper Lake, Blue Lake and Wolf Creek Lake
- Removed water fountain from Reagan Park (Was not ADA compliant)
- Removed cross sections from pavilions at Upper and Lower Lakes (Was considered a protruding object by ADA standards)
-

Year One Short-Term Goals (October 1, 2020 – September 30, 2021)

- **REAGAN PARK:** Put up ADA swing Reagan Park. (Our division can put up.)
- **ALL PARKS:** Make new signs for each park. (This can be done in-house by City Staff.)
- **LOWER LAKE, WILLIE MYERS, CALHOUN AND ATHLETIC COMPLEX:** Put bollards in at different locations. (This can be done by our staff)
- **Willie Myers, Greens Park, Calhoun, Larry and Athletic Complex:** Put in ADA tables and grills. (This can be done by our staff.)
- **REAGAN PARK:** Remove and replace expansion joint material Splash Pad. (This can be done by our staff.)
- **REAGAN PARK:** Remove old pea gravel from Sand Volleyball court and replace with new sand. (This can be done by our staff.)
- **REAGAN PARK, LARRY STREET, CALHOUN, WILLIE MYERS:** Look at putting up LED solar lights playground areas. (Can be done by our staff.)

- Replace fencing in front of warehouse to make more user friendly. (Can be done by our staff.)
- **ALL LAKES:** Build more fishing tables and benches. (Can be done by our staff.)
- **GREENS PARK:** Replace missing step on playground equipment at Greens Park. (Can be done by our staff.)
- **LARRY STREET, GREENS PARK, CALHOUN, WILLIE MYERS:** Put in new fall surface. (Can be done by our staff.)
- **GREENS PARK:** Put up new signage for disc golf. (Can be made inhouse and put up by our staff.)
- **GREENS PARK:** Repaint stripes on basketball court. (Can be done by our staff.)
- **ALL PARKS INCLUDING ALL BALL FIELDS:** Put more dirt around pavilions where there is a level change. (Can be done by our staff.)
- **LARRY STREET PARK:** Move playground equipment around and redo setup of Larry Street Park. (Can be done by our staff.)
- **REAGAN PARK:** Move concrete dolphin to flower bed. (Can be done by our staff)
- **REAGAN PARK:** Move benches from front flower bed to edge of concrete walkway. (Can be done by our staff)
- **GREENS PARK, LARRY STREET, CALHOUN PARK:** Install more ADA friendly equipment. (Can be done by our staff.)
- **UPPER AND LOWER LAKES:** Work on boardwalks/docks. (Our staff can replace boards)
- **ATHLETIC COMPLEX:** Remove all bleachers from complex. (Can be done by our staff)
- **UPPER AND LOWER LAKES:** Add ADA tables and grills to pavilions. (Can be done by our staff)
- **REAGAN PARK:** Remove concrete table and benches from east side of park, make green space. (Can be done by our staff)
- **VETERANS PARK:** ADA parking. (Can be done by our staff)
- **ALL PARKS AND BALL FIELDS:** Put new bathroom signs up with braille. (Can be done by our staff)
- **ALL LAKES:** Move life jacket stations closer to roadway (Can be done by Staff)
- **GREENS PARK, CALHOUN:** Replace borders around playground equipment. (Can be done by Staff/Volunteers)
- **UPPER AND LOWER LAKE:** Remove cross sections out of pavilions. (Can be done by Staff)

- **ALL PARKS:** Put in dispensers and changing tables right height for ADA (Can be done by staff)

To Be Completed by Contractor and/or Engineers

- **ATHLETIC COMPLEX:** Build new stall doors at upper bathrooms and reconfigure the toilets, lower mirrors, and replace hand towel dispensers. (Contractor)
- **ATHLETIC COMPLEX:** Move plumbing down at flush valve, install ADA compliant urinals, make ambulatory stall in women's and men's with doors that are compliant. (Contractor)
- **CALHOUN, LARRY STREET, GREENS PARK:** Replace water fountains. (Will need plumber)
- **REAGAN PARK:** Replace or rebuild boardwalk. (Engineers/Contractor)
- **LARRY STREET:** Pour more concrete in front of bathrooms for wider turn radius. (Contractor)
- **WILLIE MYERS:** Fix bathroom fixtures, ADA toilet, sink, grab bars. (Plumber/Contractor)
- **MITCHELL CAMPBELL BALL FIELD:** Revamp entire bathroom. (Contractor)
- **MITCHELL CAMPBELL BALL FIELD:** Rebuild roof. (Contractor)
- **LARRY STREET:** Repair broken concrete walkway. (Contractor)
- **REAGAN PARK:** Put in new walkway to corn hole games. (Contractor)
- **ALL BATHROOMS IN PARKS AND BALL FIELDS:** Have automatic lights for all park bathrooms. (Electrician)
- **MITCHELL CAMPBELL, CALHOUN, ATHLETIC COMPLEX:** Widen the entrances to gates and dugouts. (Contractor)
- **GREENS PARK:** Add walkway to 1st disc hole at Green's Park. (Contractor)
- **SPRING STREET:** Fix or replace lights shining on trees. (Contractor)
- **PHILLIPS PARK:** Put in walkways. (Contractor)
- **GREENS PARK, WILLIE MYERS:** Repair security lights on basketball court. (Contractor)
- **BLUE LAKE, UPPER, LOWER, WOLF CREEK LAKES:** Removal of trees backside of dams. (Contractor)
- **ALL PARKS AND BALL FIELDS:** Work on grades and cross grades. (Contractor)
- **AQUATIC CENTER:** Update fixtures, toilets, urinals (Contractor)

- **FARMERS MARKET:** Update fixtures, add new ADA toilets, Grab bars. (Contractor)
- **CALHOUN PARK:** Rebuild both bathrooms (Contractor)
- **ATHLETIC COMPLEX:** Lower concession stand windows. (Contractor)
- **ATHLETIC COMPLEX:** Install bars in between railing to prevent falls (Contractor)
- **ATHLETIC COMPLEX:** Redo pathways and driveways for ADA (Contractor)
- **REAGAN PARK:** Entrance to multi use court (Contractor)
- **ALL PARKS/BALL FIELDS:** Install bathroom doors/widen entrances (Contractor)
- **STEVEN BENNETT PARK:** Removed remaining bleachers (Can be done by staff)

Years Two to Five Short-Term Goals (October 1, 2021 – September 30, 2025)

***Items for Years Two to Five and Six to Ten will depend on Budget and Priority**

- **GREENS PARK, LARRY STREET, CALHOUN, REAGAN:** Replace some playground equipment (Can be done by City Staff)
- **UPPER AND LOWER LAKES:** Investigate making camp sites (Can be done by City Staff)
- **UPPER LAKE:** Update the walking trail at Upper Lake (Boy Scouts and City Staff)
- **REAGAN PARK:** Put in possible exercises stations around trail (Can be done by City Staff)
- **ALL PARKS:** Look at building gaga pit (Can be done by City Staff)
- **ALL PARKS/EXCEPT REAGAN:** Look at purchasing more corn hole games for other parks (Can be done by City Staff)
- **ALL PARKS:** Get bids for solar lights and installation all parks (Can be done by City Staff)
- **ALL BALL FIELDS:** Order 60/40 sand for all ball fields (Can be done by City Staff)
- **ALL BALL FIELDS:** Order turf for ball fields (Can be done by City Staff)
- **AQUATIC CENTER:** Redo floor (Can be done by City Staff)
- **STEVEN BENNETT PARK:** Remove all boardwalks (Can be done by City Staff)
- **TDCJ, REAGAN PARK:** Replace all plants that have died in flower beds (Can be done by City Staff)
- **ATHLETIC COMPLEX:** Fill in wash out areas (Can be done by City Staff)

- **ATHLETIC COMPLEX:** Clean bone yard at complex (Can be done by City Staff)
- **ALL PARKS:** Make new walking trails (Can be done by staff/Contractor/Volunteers)
- **ATHLETIC COMPLEX:** Place bollards around lower concession due to protruding objects

To Be Completed by Contractor and/or Engineers

- **ALL BALL FIELDS:** Look at replacing lights and poles (Contractor/Engineer)
- **REAGAN PARK:** Put in walking trail (Contractor/Engineer)
- **ALL LAKES:** Get bids for composting toilets (Contractor)
- **GREENS PARK:** Get bids to rebuild bathrooms (Contractor)
- **PHILLIPS PARK:** Look at getting electricity installed. (Electrician)
- **ALL LAKES:** Put in safety rails on fishing docks. (Contractor)
- **REAGAN PARK:** Fix lighting under flag (Electrician)
- **REAGAN PARK:** Make entrance into Multi use court (Contractor)
- **ALL LAKES:** Make needed repairs to all dam embankments (Contractor)
- **REAGAN PARK:** Get bid to repaint train at splash pad (Contractor)
- **ATHLETIC COMPLEX, REAGAN PARK, LARRY STREET:** Repair concrete issues at walkways (Contractor)
- **ATHLETIC COMPLEX:** Replace fencing in front of complex with 6' fence (Contractor)
- **ATHLETIC COMPLEX:** Work on expanding security system (Contractor)
- Look into establishing a dog park (City Staff/Contractor)
- Look into establishing a skate park (City Staff/Contractor)
- **ALL PARKS/BALL FIELDS:** Resurface parking lots and walkways (Engineer and City staff)
- **ALL PARKS AND BALL FIELDS:** Repaint and regrade, plus put up new signs for ADA parking all Parks. (Contractor and City Staff.)
- **ALL PARKS/BALL FIELDS:** Have grades and cross grades repaired. (Contractor/Engineers)
- **AQUATIC CENTER:** Repair washout under concrete at entrance and down sidewalk (Contractor)

- **REAGAN PARK:** Install walkway from upper brick pavilion to playground (Contractor)
- **ATHLETIC COMPLEX:** Installation of grease traps at concession stands
- **ATHLETIC COMPLEX:** Replace hand dryers with ADA compliant dryers

Years Six to Ten Long-Term Goals (October 1, 2025 – September 30, 2030)

***Items for Years Two to Five and Six to Ten will depend on Budget and Priority**

- **GREENS PARK, LARRY STREET, CALHOUN, REAGAN:** Replace some playground equipment (Can be done by City Staff)
- **UPPER AND LOWER LAKES:** Investigate making camp sites (Can be done by City Staff)
- **UPPER LAKE:** Update the walking trail at Upper Lake (Boy Scouts and City Staff)
- **REAGAN PARK:** Put in possible exercises stations around trail (Can be done by City Staff)
- **ALL PARKS:** Look at building gaga pit (Can be done by City Staff)
- **ALL PARKS/EXCEPT REAGAN:** Look at purchasing more corn hole games for other parks (Can be done by City Staff)
- **ALL PARKS:** Get bids for solar lights and installation all parks (Can be done by City Staff)
- **ALL BALL FIELDS:** Order 60/40 sand for all ball fields (Can be done by City Staff)
- **ALL BALL FIELDS:** Order turf for ball fields (Can be done by City Staff)
- **AQUATIC CENTER:** Redo floor (Can be done by City Staff)
- **STEVEN BENNETT PARK:** Remove all boardwalks (Can be done by City Staff)
- **TDCJ, REAGAN PARK:** Replace all plants that have died in flower beds (Can be done by City Staff)
- **ATHLETIC COMPLEX:** Fill in wash out areas (Can be done by City Staff)
- **ATHLETIC COMPLEX:** Clean bone yard at complex (Can be done by City Staff)
- **ALL PARKS:** Make new walking trails (Can be done by staff/Contractor/Volunteers)
- **ATHLETIC COMPLEX:** Place bollards around lower concession due to protruding objects

To Be Completed by Contractor and/or Engineers

- **ALL BALL FIELDS:** Look at replacing lights and poles (Contractor/Engineer)
- **REAGAN PARK:** Put in walking trail (Contractor/Engineer)
- **ALL LAKES:** Get bids for composting toilets (Contractor)
- **GREENS PARK:** Get bids to rebuild bathrooms (Contractor)
- **PHILLIPS PARK:** Look at getting electricity installed. (Electrician)
- **ALL LAKES:** Put in safety rails on fishing docks. (Contractor)
- **REAGAN PARK:** Fix lighting under flag (Electrician)
- **REAGAN PARK:** Make entrance into Multi use court (Contractor)
- **ALL LAKES:** Make needed repairs to all dam embankments (Contractor)
- **REAGAN PARK:** Get bid to repaint train at splash pad (Contractor)
- **ATHLETIC COMPLEX, REAGAN PARK, LARRY STREET:** Repair concrete issues at walkways (Contractor)
- **ATHLETIC COMPLEX:** Replace fencing in front of complex with 6' fence (Contractor)
- **ATHLETIC COMPLEX:** Work on expanding security system (Contractor)
- Look into establishing a dog park (City Staff/Contractor)
- Look into establishing a skate park (City Staff/Contractor)
- **ALL PARKS/BALL FIELDS:** Resurface parking lots and walkways (Engineer and City staff)
- **ALL PARKS AND BALL FIELDS:** Repaint and regrade, plus put up new signs for ADA parking all Parks. (Contractor and City Staff.)
- **ALL PARKS/BALL FIELDS:** Have grades and cross grades repaired. (Contractor/Engineers)
- **AQUATIC CENTER:** Repair washout under concrete at entrance and down sidewalk (Contractor)
- **REAGAN PARK:** Install walkway from upper brick pavilion to playground (Contractor)
- **ATHLETIC COMPLEX:** Installation of grease traps at concessions
- **ATHLETIC COMPLEX:** Replace hand dryers with ADA compliant dryers

Library

2019 – 2020 Accomplishments (October 1, 2019 – September 30, 2020)

- Completed remediation of mold in Special Collections/Closed Stacks area.
- Increased followers using social media
- Performed a system-wide inventory and weeding of the children's non-fiction collection
- Phone tree software was installed to notify patrons to return materials on time.
- Conducted an annual analysis to determine strengths, weaknesses, and turnover of the collection.

Year One Short-Term Goals (October 1, 2020 – September 30, 2021)

Recommendations call for a wide range of change, including initiatives to educate the public concerning the role and value of libraries, to meet the challenge of e-resources, to develop enhanced collaborations with other libraries and organizations, to support open content, and to oppose censorship.

- The relocation of the Palestine Public Library from its current location within the Palestine Mall to a new or refurbished freestanding facility.
 - Research existing buildings for possible renovation as a free-standing library.
 - Research available property for appropriate location to build a new library facility.
 - Conduct a review of all spatial needs for a new/renovated library building to include staffing, technological upgrades and spacing for library/community events.
 - Explore potential funding resources including Palestine Memorial Board, grants, City Finance Department and governmental resources, and community-wide fund drive.
 - Set a tentative date for relocation.
- Review trends in public libraries as they affect planning for Palestine Public Library such as early learning development (children services); positive youth development (teen services); distance learning; lifelong learning; balancing electronic, digital and traditional collections; community adult services; and reference services
- The Palestine Public Library will provide a welcoming, comfortable environment that meets the physical needs for patrons and staff.
- Library will maintain adequate staffing to accommodate patron needs for programming.
- Rebrand the current marketing plan to reflect the Palestine Public Library's commitment to community and community services.

Years Two to Five Short-Term Goals (October 1, 2021 – September 30, 2025)

- The Palestine Public Library will provide a welcoming, comfortable environment that meets the physical needs for patrons and staff.
- Library will maintain adequate staffing to accommodate patron needs and daily operations.

- Provide resources by which to educate and train staff to ensure staff is knowledgeable on current changes within the scope of their job descriptions.
- Library patrons and staff will have access to the Internet, training, and other technology and creative resources with no unnecessary restrictions.
- Continue to initiate and maintain services and programming that supports the library's mission and meets community needs for the personal enrichment, enjoyment, and educational endeavors for patrons of all ages.
- Deliver current, high-demand materials in both physical and digital format to meet patrons' informational, educational, and recreational needs.
- Add "Information Center" to the name of the library (Palestine Public Library and Information Center)
- Expand the marketing of library services to all clientele and communities by rebranding the library while addressing the inaccurate perceptions about the need for libraries in a digital world.

Years Six to Ten Long-Term Goals (October 1, 2025 – September 30, 2030)

- The Palestine Public Library will continue to meet and look for new means by which to be a viable partner and participate in facilitating its patrons: environmentally, technologically, facilities, historical and genealogical content, and community awareness programming.
- Include to the library's existing Special Collections additional historical Palestine and Anderson County materials.
- Continue to market the library services to all clientele and communities by rebranding the library while addressing the inaccurate perceptions about the need for libraries in a digital world.
- With our current/future reality, we need to increase our media presence, particularly offering more programs digitally (Children's programming, book clubs, etc.) that would coincide with or enhance in-person programs.
- Build a streaming content that offers twenty-four-hour availability (without copyright infringement)

Development Services

2019 – 2020 Accomplishments (October 1, 2019 – September 30, 2020)

- Planning and Zoning Commission: Review complete of the new Zoning Ordinance. Ordinance now ready for City Council review and approval.
- Building and Standards Commission: Review of two substandard structures where each had been disputed for over 10-years. Other reviews resulted in at least six other voluntary demolitions.
- Historic Landmark Commission: Reached out to local realtors and spoke at several offices in an effort to educate local stakeholders of historic preservation ordinance.

- Created and posted new maps detailing historic district boundaries in an effort to help educate the public.
- Building Permits: Permit fees were modified to reflect square-footage-based values which resulted in fee increases being taken in.

Year One Short-Term Goals (October 1, 2020 – September 30, 2021)

- Planning and Zoning Commission: Continue to review the newly adopted Zoning Ordinance and make necessary amendments. Create Zoning Districts that will allow an easier path for the approval of manufactured homes or Tiny Homes.
- Building and Standards Commission: Review of 2018 International Building Codes for adoption. Review of at least 24 Substandard Structure cases for the fiscal year.
- Historic Landmark Commission: Address egregious examples of demolition by neglect. Create public education program.
- Building Permits: Create informative handouts or checklists to streamline the building permit process for homeowners. Make available an on-line payment process for Permit fees.

Years Two to Five Short-Term Goals (October 1, 2021 – September 30, 2025)

- Planning and Zoning Commission: Continue to review the newly adopted Zoning Ordinance and make necessary amendments.
- Building and Standards Commission: Continue to review Substandard Structures and increase the number of cases per year by the employment of an additional staff member.
- Historic Landmark Commission: Add demonstration and education videos to HP web page.
- Add street sign toppers or special signage to identify historic districts.
- Building Permits: Continue to review the permit process in an effort provide more assistance to the Public.

Years Six to Ten Long-Term Goals (October 1, 2025 – September 30, 2030)

In Progress

Economic Development

2019 – 2020 Accomplishments (October 1, 2019 – September 30, 2020)

- Fakes Wholesale, the travel center project on Tile Factory Road
- Chick-Fil-A, a new restaurant at one of two mall pad sites
- Tidal Wave Auto Spa project with two supporting projects to follow, Panda Express and Starbucks
- Wildwood Park LLC, ownership of a new building inside Willow Creek Business Park that will relocate 76 administrative workers to Palestine

- Jucy's Taco and a second O'Reilly Auto Parts store were added with no city incentives
- Projects soon to close include sale of the Palestine Mall and a new apartment complex development at Murchison and Loop 256 that includes an approved PEDC incentive of \$70,000. Other projects are in the works but not yet announced to the public
- Downtown Grant of \$75,000 to Sloan Shuffler project, a new office space with three apartments for downtown living, funded grant
- Downtown Grant of \$19,420 to Kaycee Hamilton and Mark Stoup for foundation work of downtown building, to be funded on 7-16-20
- Downtown Grant of \$7,198.63 to Richard Farris, Jr., Old Magnolia for restaurant and store building air conditioner, funded grant
- Downtown Grant of \$21,400 to Chris Keller, Pint and Barrel Restaurant, 302 East Crawford, for kitchen remodel including demolition, construction, plumbing, and electrical work, funded grant
- Connected Nation Community Meeting in March 2020, Anderson County online surveys completed 6-12-20, and reports due to city manager and internet service providers sometime in the month of July 2020
- IEDC Bronze Award for PEDC website general use

Economic Development

Year One Short-Term Goals (October 1, 2020 – September 30, 2021)

Years Two to Five Short-Term Goals (October 1, 2021 – September 30, 2025)

Years Six to Ten Long-Term Goals (October 1, 2025 – September 30, 2030)

In Progress

Main Street

2019 – 2020 Accomplishments (October 1, 2019 – September 30, 2020)

Goal 1: Economic Vitality

- Four (4) new businesses or business expansions
- Raised \$8,000 with Wine Swirl event
- Raised \$13,000 with Hot Pepper Festival (not including staff time)
- Raised \$1,630 from Ornament Sales
- Reinvested \$80,405 into Palestine Main Street with matching grants through Palestine Economic Development Corporation
- Private sector reinvested \$121,000 into Main Street

Goal 2: Promotion

- Increased Social Media followers by (as of 7/21/20)
 - Facebook

- 305 Main Street
 - 136 Farmers Market
 - 301 Hot Pepper
- Instagram 189
- Hosted virtual Imagine the Possibilities Tour

Goal 3: Organization

- Created Farmers Market Handbook with more detailed guidelines on operations of the Palestine Farmers Market (pending leadership approval)
- Maintained Affiliation with Main Street Program
- Logged 66 volunteer hours in support of Palestine Main Street
- Created Main Street Business Connect Facebook group to share ideas, resources, and networking opportunities for our businesses
- Attended Real Places Conference, Texas Downtown Association Conference, and Economic Development Basic Training
- Hosted board training with Opportunity Strategies for Main Street Advisory Board

Goal 4: Design

- Created logo for Palestine Main Street that is in accordance with City logos
- Completed groundwork for permanent plots for Art Tracks Program

Year One Short-Term Goals (October 1, 2020 – September 30, 2021)

Goal 1: Economic Vitality

- Raise \$9,000 towards beautification through Ornament Sales and Wine Swirl
- Approve Main Street grants to 100% of budget to increase building occupancy, sales tax, and beautification in the Main Street District
- Attract two (2) new businesses to Main Street
- Encourage business expansion in Main Street

Goal 2: Promotion

- Partner with Heritage Development Coordinator on building out tours to promote Main Street
- Partner with Heritage Development Coordinator on Historic Architecture video series in the Main Street District
- Increase social media followers by
 - Facebook
 - Main Street 200
 - Farmers Market 50
 - Instagram 75
- Partner with Tourism to maximize a Main Street marketing campaign
- Partner with Heritage Development Coordinator on implementing historic reenactment events and other small promotional events in Main Street that encourage shopping in our businesses

- Partner with Tourism to host a photo walk with amateur and professional photographers
- Attend select trade industry shows
- Coordinate Art Tracks Program
- Attract more locals to Main Street

Goal 3: Organization

- Create a master list of all Main Street properties with contact information
- Create list of Main Street properties that are not up to current City Code requirements
- Update Main Street Advisory Board Handbook
- Begin to review and educate property owners on the Main Street ordinances
- Begin CTE Certification Process
- Host Zoom educational webinars for Main Street business owners

Goal 4: Design

- Partner with Tourism to bring one (1) mural to Main Street
- Complete one (1) beautification project in Main Street
- Maintain the sculpture program throughout the district
- Partner with property owners to provide canvases for murals
- Complete pedestrian signage plan in the Main Street district

Years Two to Five Short-Term Goals (October 1, 2021 – September 30, 2025)

Goal 1: Economic Vitality

- Fill two (2) building vacancies in Main Street

Goal 2: Promotion

- Become a designated Arts & Culture District by 2025
- Attend select trade industry shows

Goal 3: Organization

- Partner with Historic Preservation on education opportunities for Main Street building owners
- Complete CTE certification

Goal 4: Design

- Complete pedestrian signage in the Main Street district
- Complete (2) beautification projects including
 - Curbs/ cross walks/ parking spaces repainted
 -

Years Six to Ten Long-Term Goals (October 1, 2025 – September 30, 2030)

Goal 1: Economic Vitality

- Develop outdoor mixed-use space near Courthouse Square

Goal 2: Promotion

Goal 3: Organization

Goal 4: Design

- Complete one (1) alley project in Main Street

- Complete five (3) beautification projects

Tourism/Marketing

Goal 1: Experience Immersion

- a. Texas State Railroad – Support efforts to enhance the static displays at the Palestine depot, expansion of special events and activities onsite
- b. NASA – Establish a point of contact with NASA to develop an enhanced customer experience
 - i. Gauge interest with them to partner with Visit Palestine
 - ii. Develop agreement and strategies to collaborate
 - iii. Develop document showcasing why this asset merits visitation
- c. Embrace technology for walking and driving tours
 - i. Upgrade the digital platform for augmented reality and enhanced experiences
 - ii. Upload existing tours with visuals and audio
 - iii. Content development
- d. Specialty Tours – Partner with locals to develop tours of existing sites that have marketable content
 - i. Ghost/Jailhouse
- e. Create alternative options for guests to be able to easily social distance and create their own experience for a, b & d.

Goal 2: Heritage Development

- a. Develop a resource library of sound clips, vocal narratives, photos and videos
- b. Secure designation as Dogwood Capital of Texas
- c. Establish 6 destinations to develop living history displays
 - i. Sites to consider include Reagan High School, Texas Jailhouse, Courthouse, Eilenberger Bakery, Nickle Manor, Texas State Railroad
- d. Develop tours
 - i. Trolley Tours – ticketed tours sold by Visit Palestine or other organizations
 - ii. Establish guided group tours available for download or as a service to hop onboard
 - iii. Create challenges/scavenger hunts to encourage social distance activity options including murals, sculptures, historic sites, architecture, etc.
- e. Create alternative options for visitors to be able to access information while social distancing
- f. Educate the community on local history through social media outlets

Goal 3: Awareness

- a. Wayfinding signage
 - i. Create cohesive signage throughout the City
 - ii. Develop maps and signage for recreational opportunities at our lakes and parks
 - iii. Identify Main Street districts through distinctive signage including street signs, light pole banners, murals and pedestrian kiosks.
 - iv. Implement historic district boundaries and street signs

- v. Develop a design plan for large identification signage for attractions and city own properties
- b. Explore cooperative advertising opportunities with partners
- c. Provide Texas Friendly Hospitality Training workshop every 2 years
- d. Partner with local attractions to develop residential FAM tours
- e. Explore volunteer managed booths at area events
- f. Attend select trade/industry shows

Goal 4: Nature Tourism Development

- a. Partner with TPWD and the City of Palestine to assess potential tourism opportunities
 - i. Gus Engeling Wildlife Management Area
 - ii. Steven Bennett Park – add trails and signage (pending council decision of the future of the space)
 - iii. ID Fairchild State Park
 - iv. Palestine Community Forest – kayaking, canoeing, paddling trails, camping, hiking/biking trails & swimming
- b. Develop seasonal driving trails
- c. Solicit & cultivate relationships to develop Fall Foliage Bus Tours and Birding Tours
- d. Become a member of the Texas Paddling Trails
- e. Define digital footprint for this guest

Goal 5: Main Street Partnerships

- a. Enhance the entertainment options with additional content and facility improvements
- b. Create Instagram-able moments
 - i. Murals – Establish a mural policy and
 - ii. Standing pucks/ selfie stations
 - iii. Sculptures
 - iv. UGC – utilize user generated content on social media
- c. Review and update ordinance
 - i. Explore ordinance options regarding street paint
 - ii. Partner with Code Enforcement to develop a plan of action to document and enforce code violations
- d. Create a list of Wi-Fi hot spots and promote visitation at those places
- e. Support Main Street in the process to secure a Cultural Arts District Designation
- f. Partner with influencers to generate IRL (in real life) content
- g. Work to create a strong line of communication to enhance community engagement in Main Street.

Goal 6: Historic Preservation

- a. Partner with Historic Landmark Committee, Historic Preservation Officer and Main Street Manager
- b. Reagan High School
 - i. Emergency stabilization of the porticos
 - ii. HVAC to climate control the entire facility
 - iii. Building accessibility
 - iv. Exhibit interpretation/ lighting/preservation of artifacts/marketing materials

- c. Encourage spaces with historical significance to apply for grants
 - i. Multi grant opportunities between HOT and Main Street
- d. Howard House Museum
 - i. Exterior repairs to façade
 - ii. Establish a contract with the managing organization
 - iii. Facility open to the general public with a minimum number of days per month to be established by City leadership
- e. Federal Building
 - i. Explore preservation and use opportunities

Goal 7: Digital Footprint

- a. Continue SEO optimization review
- b. Add recommendations to all attractions
- c. Build and refine destination pages
- d. Create detailed visitor personas
- e. Batch schedule our social media 4x per week
- f. Utilize and build on Vlog, Blog and Pinterest

2019 – 2020 Accomplishments (October 1, 2019 – September 30, 2020)

Goal 1: Experience Immersion

- Upgraded Visit Widget to enable Visit Palestine to utilize push notifications & proximity messaging.
- Converted and uploaded 4 tours to the app/digital platform
- Successfully launched the 2nd annual Fairy Garden Project in Davey Dogwood Park

Goal 2: Heritage Development

- Designed new 82nd annual Dogwood Trails Celebration Guide
- Resource library created for historical photos/videos
- Developed Railroad History Tour
- Updated historic driving tours and digitized in app
- Submitted letters of intent to legislators with our intent to seek the designation as the Dogwood Capital of Texas

Goal 3: Awareness

- Hosted stakeholder meetings and survey to get wide ranging community support and ideas
- Attended 4 trade/industry shows (and countless webinars)
- HGTV Hometown Takeover video submission

Goal 4: Nature Tourism Development

- Received designation for 2 sites to be added to the Texas Paddling Trails program
- Developed seasonal driving trail maps for the north/south routes, Davey Dogwood Park and historic homes.

Goal 5: Main Street Partnerships

- Created tags on visitpalestine.com with Wi-Fi hotspot destinations
- Enhance entertainment options by partnering with facilities
- Partner with 1 influencer to feature Main Street destinations
- Utilize social media and in person meetings to continue to cultivate community engagement
- Built Mural Art Policy and Program for the City of Palestine for review

Goal 6: Historic Preservation

- Revised contract to complete the Emergency stabilization to the porticos at Reagan High School (pending approval from leadership)
- Begin a dialogue with Friends of the Howard House to discuss goals for the City owned space and develop a plan of action for the maintenance and repairs needed.
- Designated Official Best of Texas – Historic Destination – hosted videographer for feature footage for tv air in 2020

Goal 7: Digital Footprint

- Added “You may also like...” links on each attraction and business page to other destinations that the visitor may find interesting
- Created Google Tags Manager account and applied to every page on VisitPalestine.com for tracking the effectiveness of our digital advertising campaigns
- Worked to build a baseline for SEO and Google Analytics using tools including OneSignal, Spyfu & Moz

Year One Short-Term Goals (October 1, 2020 – September 30, 2021)

Goal 1: Experience Immersion

- Create/upload 4 new tours/challenges to the digital platform
- Create social distancing options for 3 items in Goal 1

Goal 2: Heritage Development

- Establish a filing system and begin labeling and documenting files on hand
- Obtain the designation of Dogwood Capital of Texas
- Launch 3-5 challenges/scavenger hunts to encourage social distancing activities
- Research and establish 1 living history event in conjunction with an existing event or festival
- Create print ready booklet for the History of Palestine
- Digitize and publish the African American Heritage information originally published in 1997

Goal 3: Awareness

- Identify key locations for pedestrian kiosks in high traffic walkable areas throughout the City
- Complete design plan for Trailblazing, proximity & pedestrian signage
- Host a Texas Friendly Hospitality workshop
- Partner with attractions for their zip code captures and customer profiles
- Attend 2 trade/industry shows

Goal 4: Nature Tourism Development

- Implement signage in parks/lakes/forest
- Partner with TPWD to develop a plan to promote sites
- Add 2 more hiking/biking trails to Davey Dogwood Park
- Clean up Community Forest Trails for public use

Goal 5: Main Street Partnerships

- Host a photo walk with amateur and professional photographers
- Begin to review and educate property owners on the Main Street ordinances
- Maintain the sculpture program throughout the district
- Partner with property owners to provide canvases for murals
- Complete pedestrian signage plan in the Main Street district for implementation the following year

Goal 6: Historic Preservation

- Complete Emergency Stabilization Study for the Reagan High School and seek resources to facilitate repairs
- Partner with 2 historic sites to consider applying for grant funds through PEDC, HOT and Main Street
- Continue to partner with the Friends of the Howard House to maintain public viewing hours during peak weekends and events.
- Partner with Anderson County to discuss potential opportunities for the Federal Building

Goal 7: Digital Footprint

- Complete 5 detailed visitor personas
- Batch social media posts per a weekly schedule maximizing organic publishing tools
- Utilize social media outlets
 - Facebook: Post strategically engaging content based on carefully reviewed engagement statistics
 - Instagram: Build out page to its full capacity, create stories for highlights, actively seek out follower engagement
 - Pinterest: Tie-in blog posts and flood our page with clickable content to enhance our searchable presence online