

Alyssa Linenkugel, Place 1
Tomas Mendoza, Place 2
John Mounce, Place 3



James Castle, Place 4
Daniel Dennis, Place 5
Shelby St. Claire, Mayor Pro Tem, Place 6

**James Clark, Mayor
CITY OF JUSTIN
CITY COUNCIL AGENDA
JANUARY 13, 2025
415 N. COLLEGE AVE.
5:30 PM**

A) CALL TO ORDER

Convene into Session:
Invocation and Pledge of Allegiance
American Flag

Texas Flag: *“Honor the Texas Flag; I pledge allegiance to thee, Texas, one state, under God, one and indivisible”*

B) WORKSHOP ITEM(S)

1. Governance Training for City Council Members
2. Discuss and Review the Strategic Plan

C) FUTURE AGENDA ITEMS

D) EXECUTIVE SESSION

Any item on this posted agenda could be discussed in Executive Session as long as it is within one of the permitted categories under sections 551.071 through 551.076 and Section 551.087 of the Texas Government Code.

1. Under Section 551.074, to deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee. (City Manager review)

E) ADJOURN

I, the undersigned authority, do hereby certify that the above notice of the meeting of the City Council of the City of Justin, Texas, is a true and correct copy of the said notice that I posted on the official bulletin board at Justin Municipal Complex, 415 North College Avenue, Justin, Texas, a place of convenience and readily accessible to the general public at all times, and said notice posted this 1/8/25 at 2 p.m., at least 72 hours preceding the scheduled meeting time.

Amy Piukana

Amy Piukana, TRMC, City Secretary



13 Ways to Kill a Community



01

FORGET THE WATER

Impact of Poor Water Quality



Community Appearance and Safety

Communities with poor water quality often appear neglected, with visible signs of decay such as empty lots and unsafe drinking conditions.



Long-term Sustainability Issues

Without addressing water quality, communities face long-term health risks and environmental degradation, making recovery increasingly difficult.



Decline in Business and Housing

Poor water quality leads to business closures and a decrease in property values, as residents and businesses relocate to areas with better resources.

Strategies for Improvement

Enhancing Water Supply Systems

Invest in modern water treatment facilities and infrastructure to ensure a reliable and safe water supply for all community members.

Regular Quality Checks

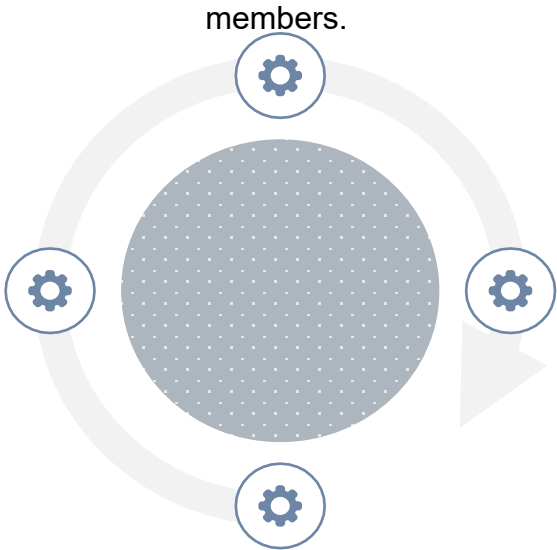
Implement routine water quality testing and public reporting to maintain transparency and trust in the water supply.

Community Awareness Programs

Educate residents on the importance of water conservation and the impact of pollution on water quality through workshops and campaigns.

Government and Private Sector Roles

Foster partnerships between government agencies and private companies to fund and manage water quality improvement projects.

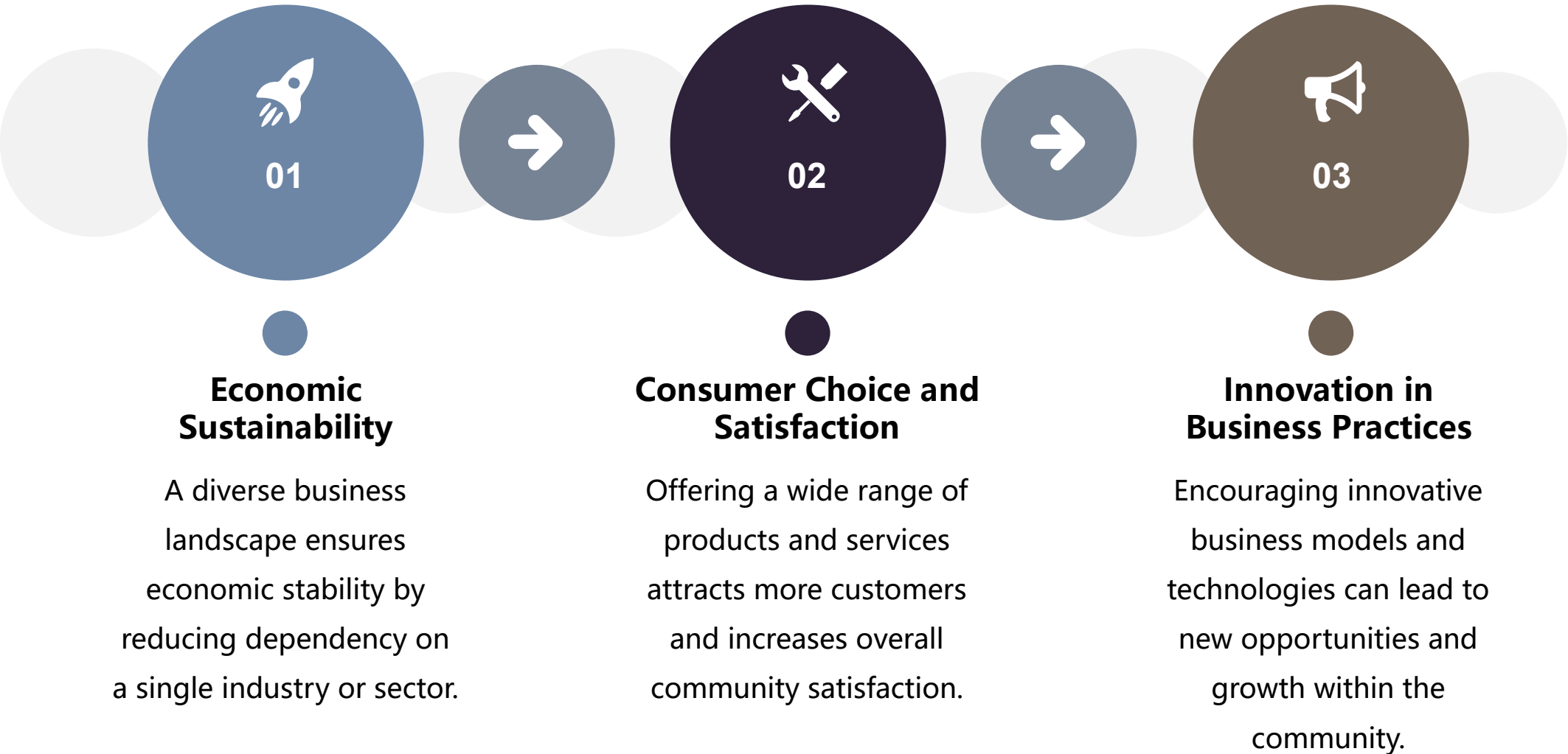


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02

DON'T ATTRACT BUSINESSES

Importance of Business Variety



Encouraging Local Business Growth

Support for Existing Businesses

Offer training programs, networking events, and marketing assistance to help existing businesses thrive and expand.



Incentives for New Businesses

Provide tax breaks, grants, and low-interest loans to attract new businesses and support their initial setup.

Community Engagement in Business Planning

Involve local residents in business planning processes to ensure that new developments meet community needs and preferences.

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03

DON'T ENGAGE YOUTH

Role of Young People in Community Development



Energy and Fresh Ideas

Young people bring enthusiasm and innovative ideas that can drive community projects and revitalization efforts.



Participation in Recreation and Culture

Encouraging youth involvement in cultural and recreational activities fosters a sense of belonging and community pride.



Influence on Community Affairs

Engaging young people in decision-making processes ensures that their perspectives are considered in shaping the community's future.

Creating Opportunities for Youth



01

Programs and Activities

Develop youth-focused programs such as sports leagues, art classes, and volunteer opportunities to keep them engaged and active.



02

Encouraging Youth Leadership

Provide leadership training and mentorship programs to empower young people to take on roles in community organizations.



03

Feedback and Idea Implementation

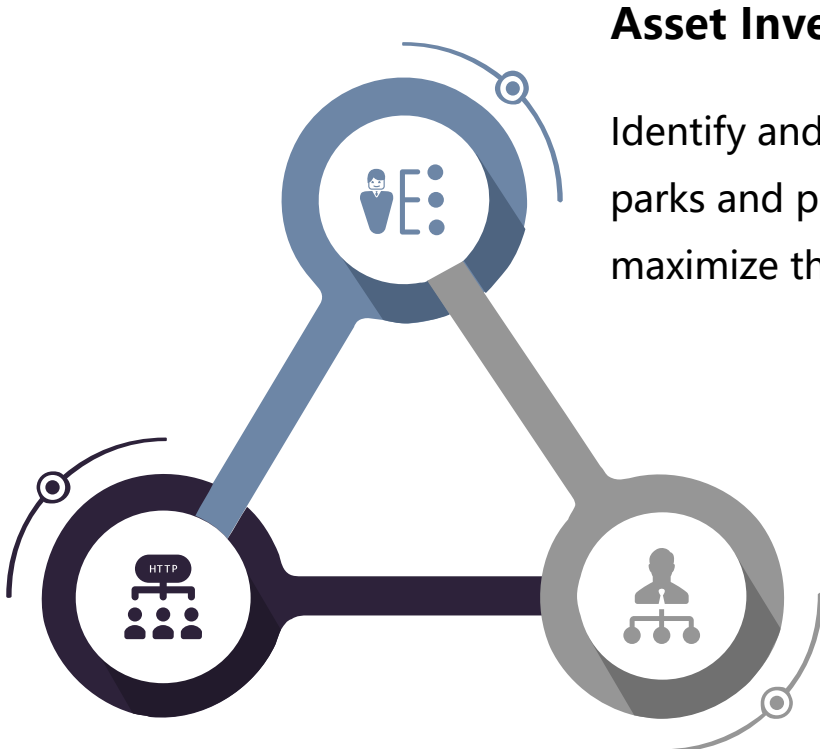
Create platforms for youth to share their ideas and feedback, and actively incorporate their suggestions into community projects.

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04

DECIEVE YOURSELF

Identifying Real Needs and Values



Asset Inventory and Utilization

Identify and catalog community assets, such as parks and public spaces, and develop plans to maximize their use and benefit.

Long-term Planning Strategies

Develop comprehensive, long-term plans that address current needs while anticipating future challenges and opportunities.

Community Assessments

Conduct regular surveys and town hall meetings to gather input from residents on their needs and priorities.

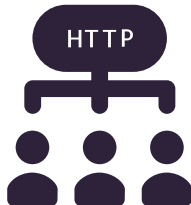
Avoiding Complacency



01

Continuous Improvement

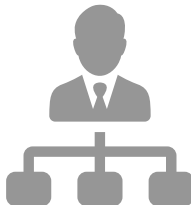
Regularly review and update community plans and policies to ensure they remain relevant and effective.



02

Adapting to Changing Needs

Stay flexible and responsive to shifts in demographics, technology, and economic conditions to maintain community resilience.



03

Community Involvement in Planning

Encourage active participation from all community members in the planning process to ensure diverse perspectives are considered.

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05

SHOP ELSEWHERE

Importance of Local Consumer Engagement



Feedback Mechanisms

Establish channels for customers to provide feedback on products and services, such as surveys and comment boxes.

Service and Product Improvement

Use customer feedback to make informed decisions about product offerings, pricing, and service improvements.

Building Customer Loyalty

Foster strong relationships with customers by responding to their needs and showing appreciation for their patronage.

Encouraging Local Shopping

Competitive Pricing and Quality

Ensure that local businesses offer competitive prices and high-quality products to attract and retain customers.

Clean and Attractive Business Environments

Maintain clean, well-organized, and visually appealing storefronts to enhance the shopping experience.

Positive Community Image

Promote a positive image of the community through marketing campaigns and events that highlight local businesses and their contributions.

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06

DON'T PAINT



Impact of Community Appearance

01

Consumer Behavior and Preferences

Attractive communities with well-maintained public spaces and businesses are more likely to attract shoppers and visitors.

02

Civic Pride and Newcomer Attraction

Aesthetic improvements boost civic pride among residents and make the community more appealing to potential newcomers.

03

Maintenance of Public Spaces

Regular upkeep of parks, streets, and public buildings is essential for maintaining a positive community image and functionality.



Enhancing Community Aesthetics



Regular Maintenance and Upgrades

Implement a schedule for regular maintenance and periodic upgrades of community infrastructure and public spaces.



Community Beautification Projects

Organize community-led beautification projects, such as tree planting and mural painting, to enhance the visual appeal of the area.



Role of Local Businesses in Aesthetics

Encourage local businesses to contribute to community aesthetics by maintaining attractive storefronts and participating in beautification efforts.



07

DON'T COOPERATE

Benefits of Inter-Community Cooperation



01

Shared Resources and Knowledge

Collaborating with neighboring communities allows for the sharing of resources, expertise, and best practices.

02

Strengthened Community Bonds

Joint projects and initiatives foster stronger relationships and a sense of unity among community members.

03

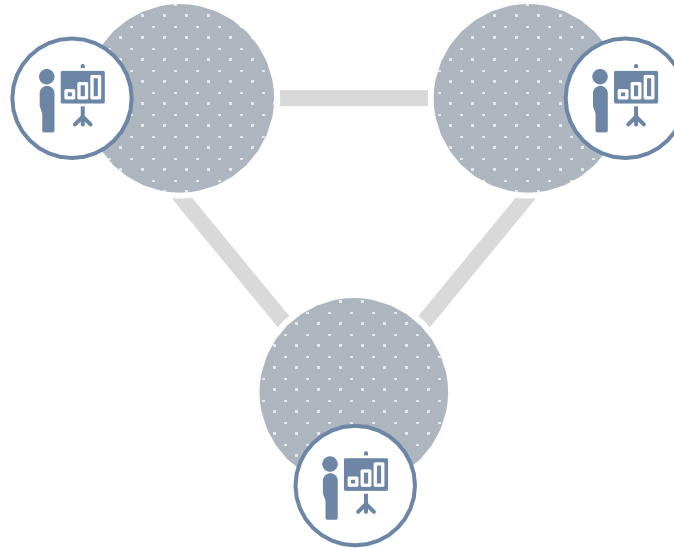
Enhanced Problem-Solving Capabilities

Cooperative efforts enable communities to tackle complex issues more effectively by pooling resources and ideas.

Avoiding Conflict and Hostility

Open Communication Channels

Establish clear and open lines of communication to prevent misunderstandings and resolve conflicts amicably.



Building Trust and Mutual Respect

Foster an environment of trust and respect by honoring commitments and valuing the contributions of all community members.

Collaborative Projects and Initiatives

Engage in joint projects that benefit all parties involved, promoting a spirit of cooperation and mutual benefit.

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08

LIVE IN THE PAST

Dwelling on Past Problems



01

Focus on past mistakes

Continuously bring up past failures and mistakes in discussions, ensuring that the community remains fixated on what went wrong rather than what could go right.

02

Drain energy from forward thinkers

Actively discourage innovative ideas by focusing on past issues, thereby draining the enthusiasm and energy of those who want to move the community forward.

03

Prefer arguing over solutions

Engage in endless debates about past failures rather than seeking constructive solutions, ensuring that no progress is made and the community remains stagnant.

Negative Attitude



Essential for community destruction

Cultivate a pervasive negative attitude that permeates all community interactions, ensuring that optimism and progress are stifled.



Share negative thoughts widely

Spread negativity by vocalizing pessimistic views in meetings, social gatherings, and public forums, ensuring that the community remains demoralized.



Hold onto negativity

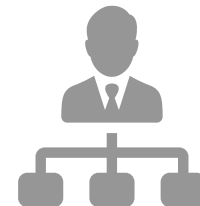
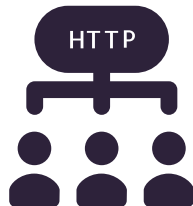
Cling to negative attitudes and refuse to consider positive changes, ensuring that the community remains trapped in a cycle of despair and inaction.

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09

SHUT OUT YOUR SENIORS

Marginalizing Seniors



01

Keep seniors in the background

Ensure that seniors are not involved in community activities or decision-making processes, keeping them isolated and irrelevant.

02

Ignore their potential contributions

Disregard the wealth of experience, time, and resources that seniors can offer, ensuring that their potential contributions are wasted.

03

Warehouse them in old folks' homes

Confine seniors to old folks' homes, ensuring they are out of sight and out of mind, and not involved in the community.

Successful Communities



Attract other seniors

Create an environment that is welcoming to seniors, attracting others to join and contribute to the community.



Involve seniors in community building

Engage seniors in community-building activities, ensuring they feel valued and are active participants in shaping the community's future.



Capitalize on senior population

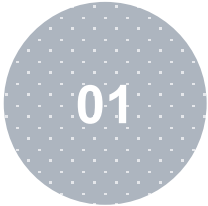
Recognize the value of seniors and actively involve them in community activities, leveraging their experience and resources for the community's benefit.



10

REJECT EVERYTHING NEW

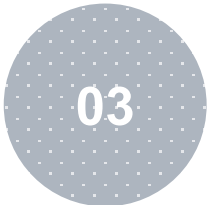
Ignoring Emerging Trends

- 
- **Reject new ideas**

Dismiss any new ideas or suggestions, ensuring that the community remains stuck in outdated practices and fails to adapt to changing times.

 - **Use same leaders and ideas**

Continuously rely on the same leaders and ideas, ensuring that no fresh perspectives are introduced and the community remains stagnant.

 - **Expect different results**

Keep doing the same things while expecting different outcomes, ensuring that the community remains trapped in a cycle of failure.

Successful Communities



Seek out new ideas



Actively look for and embrace new ideas, ensuring that the community remains dynamic and adaptable to change.

Explore options and exchange ideas



Encourage the exploration of different options and the exchange of ideas, fostering a culture of innovation and collaboration.

Work with other communities



Collaborate with other communities, sharing ideas and resources to create new opportunities and drive progress.



11

IGNORE OUTSIDERS

Excluding Newcomers

Keep newcomers out of civic affairs

Ensure that newcomers are excluded from participating in civic affairs, keeping them marginalized and powerless.

Make no effort to integrate them

Refuse to make any effort to integrate newcomers into the community, ensuring they remain isolated and disconnected.

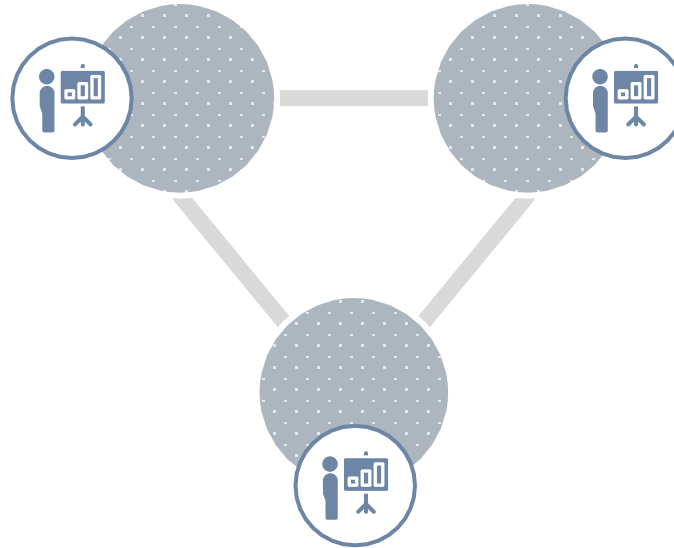
Keep them in shabby conditions

Provide substandard living conditions for newcomers, ensuring they feel unwelcome and are discouraged from staying.

Successful Communities

Welcome newcomers

Actively welcome immigrants and newcomers, creating an inclusive environment that values diversity and new perspectives.



Appreciate their contributions

Show appreciation for the contributions of newcomers, ensuring they feel valued and motivated to invest in their new community.

Recognize benefits of diversity

Acknowledge and celebrate the benefits that diversity brings, including new skills, work ethic, and entrepreneurial drive.



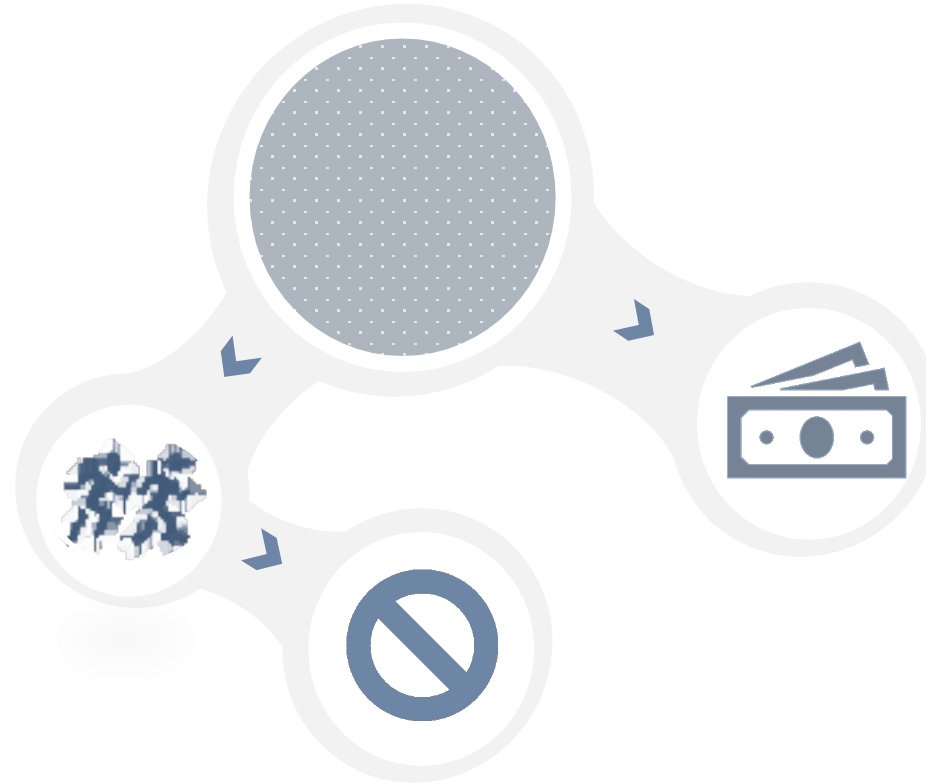
12

GROW COMPLACENT

How did we get here?

Complacency/Burning Out

Refuse to pass the baton.



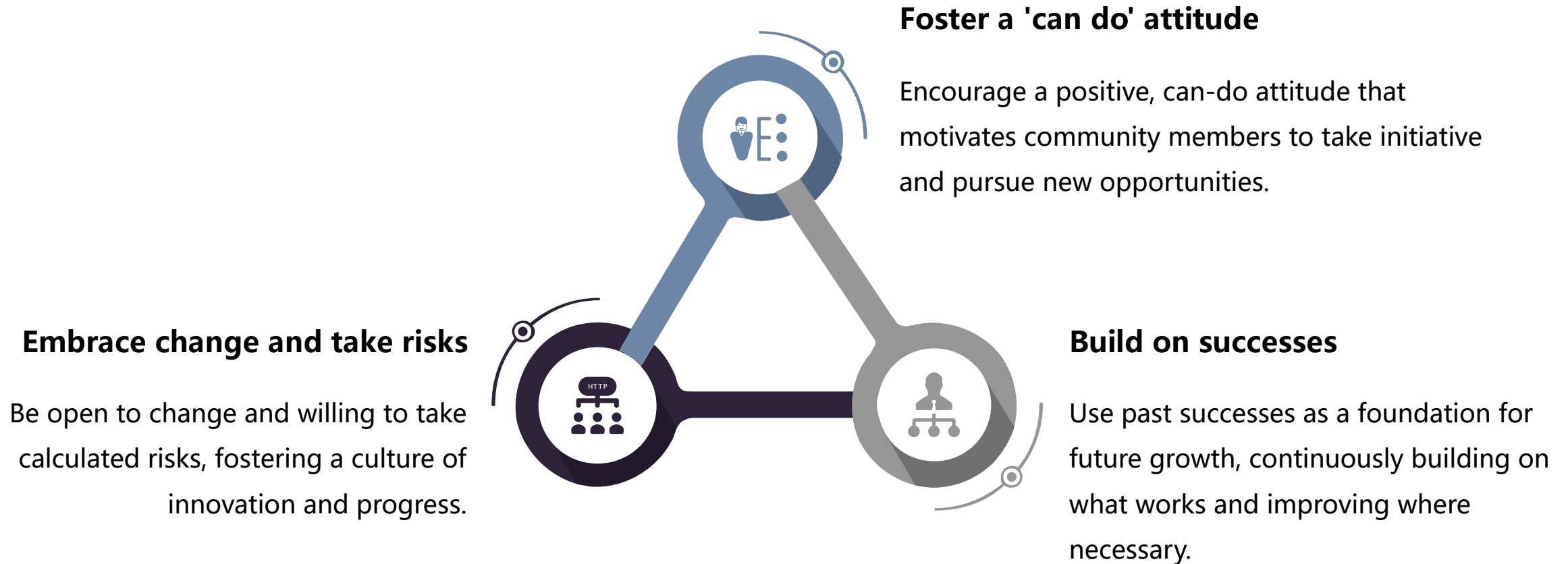
Keep tight purse strings

Maintain a tight grip on the budget, cutting costs wherever possible and avoiding any financial risks that could lead to growth.

Stick with the status quo

Refuse to deviate from the current way of doing things, ensuring that the community remains stagnant and resistant to change.

Successful Communities

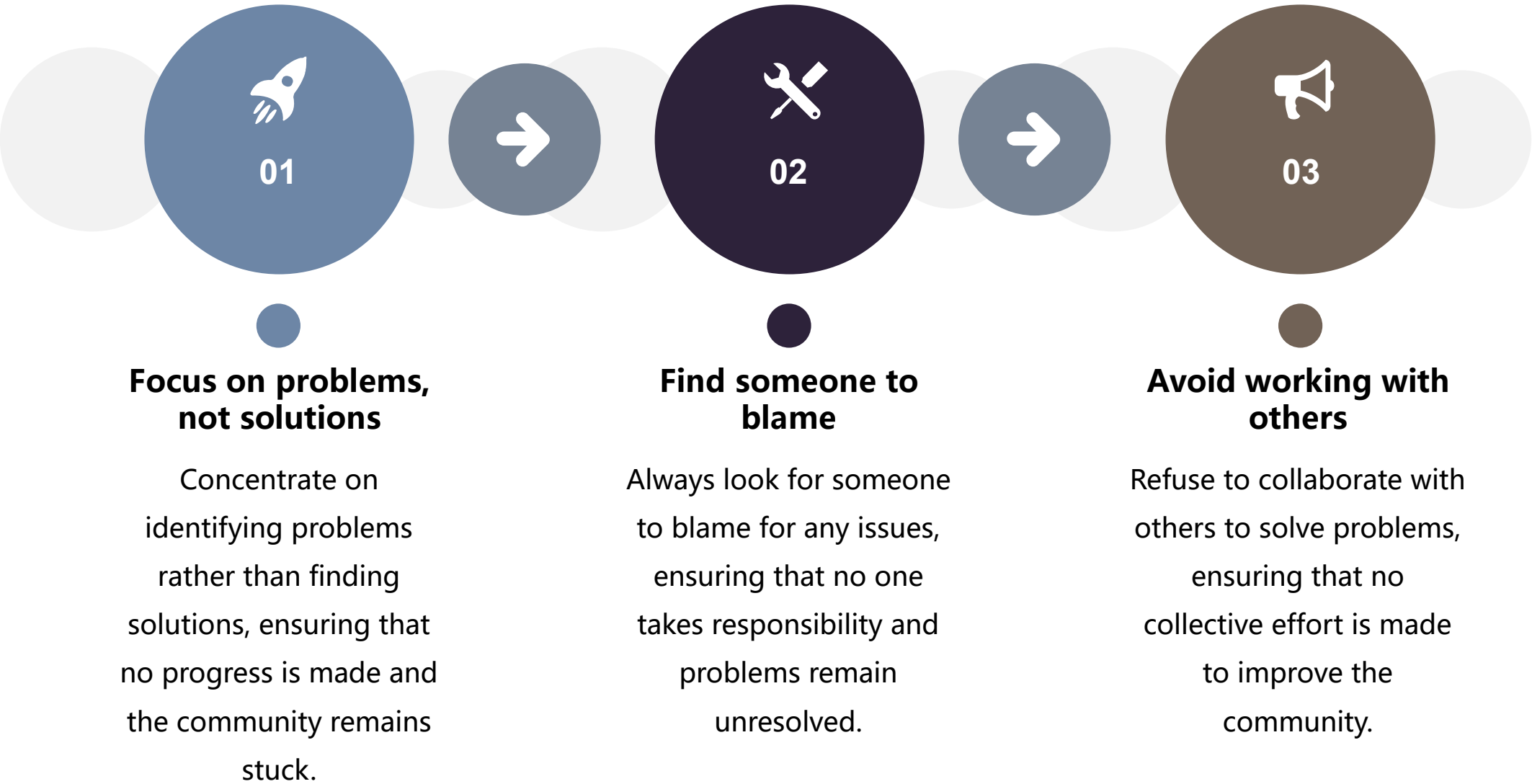




13

DON'T TAKE RESPONSIBILITY

Blaming Others



Successful Communities



01

Take responsibility for problems

Encourage community members to take responsibility for issues, fostering a sense of ownership and accountability.



02

Collaborate to find solutions

Promote collaboration and teamwork in problem-solving, ensuring that diverse perspectives are considered and effective solutions are found.



03

Foster a problem-solving culture

Create a culture that values problem-solving and continuous improvement, ensuring that the community is always striving to be better.

WHERE DO WE GO FROM HERE?



Plan for the future

Engage in long-term planning, ensuring that the community is prepared for future challenges and opportunities.



Invest in sustainable growth

Make strategic investments in sustainable growth, ensuring that the community thrives in the long term and benefits future generations.



Maintain our vision

Maintain a clear and compelling vision for the community's future, providing direction and motivation for all members.



Strategic Pillar Accomplishments

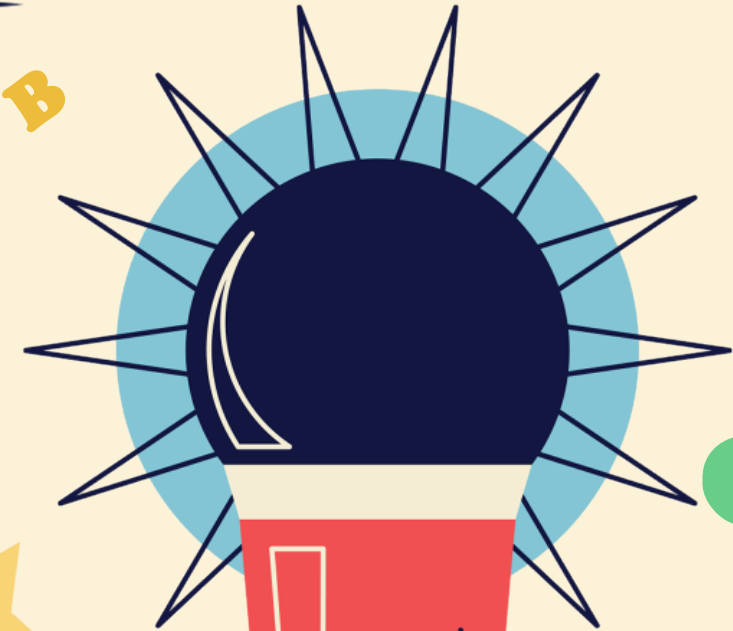
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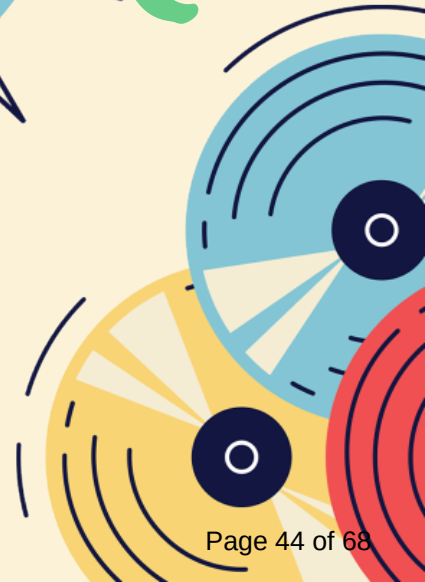
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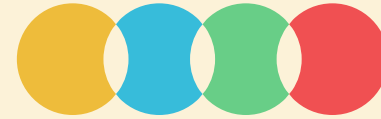
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Year in Review



03

Transformative Year for Justin

2024 marked a transformative year for the City of Justin, characterized by significant investments in strategic leadership development and culture improvement, setting a strong foundation for future growth.

02

Strategic Leadership Development

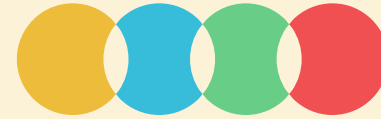
The city focused on exceptional investment in leadership development, enhancing organizational culture and operational efficiency, which has been pivotal in driving the city's progress.

01

Adoption of Strategic Plan

The adoption of the Strategic Plan, which included 14 Strategic Initiatives, was a major achievement, guiding the city's efforts towards sustainable growth and community development.

Vision and Leadership



Visionary Leadership

The city demonstrated visionary leadership through its commitment to the Strategic Plan, fostering a culture of innovation and forward-thinking to address community needs effectively.



Operational Rigor

Operational rigor was evident in the city's ability to implement strategic initiatives efficiently, ensuring high-quality service delivery and resource management across all departments.



Community Impact

The collective efforts of the city's leadership and staff have made a positive impact on the community, enhancing the quality of life and fostering a sense of pride among residents.



Foundation for Future Growth

By adhering to the Strategic Plan, the city has laid a strong foundation for continued growth and improvement, ensuring a prosperous future for Justin.



D

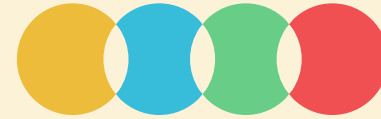
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Excellence in Operations

Leadership and Training



LEADIng Edge Conference

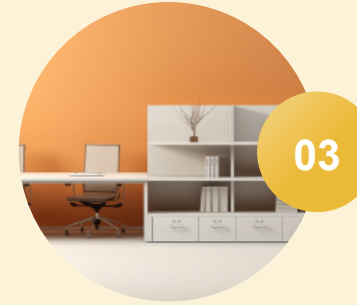
Matt Cyr and Josh Little attended the LEADIng Edge conference, enhancing the city's customer service levels and improving service delivery both internally and externally.



Leadership Symposiums

Chief officers attended leadership symposiums of the Texas Fire Chiefs Association and Texas Intra Fire Mutual Aid System, improving strategic decision-making and long-term planning.

Abbey completed a High-Performance Leadership Master Certificate. This was a 12-week, 4 course mentorship program with best practices in organizational development, change management, and collaboration.



Fire Marshal Course

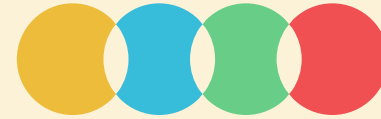
Assistant Chief Michael Turner and Captain Kerry Brown completed the Texas Fire Marshal course, advancing the city's fire prevention capabilities and enforcement expertise.



Police Leadership Development

Lt. Davis completed the Texas Police Chief Association's "Developing Leadership" series, increasing leadership development throughout the organization.

Modernizing Service Delivery



Charter Committee Updates

The Charter Committee successfully delivered a list of recommended updates to be presented to voters in 2025, modernizing the city's governance structure.

01



Laserfiche Software Integration

The implementation of Laserfiche Software modernized records management, reducing inefficiencies and ensuring timely access to critical documents.

02



NEXT Request Software

The rollout of NEXT Request Public Information Software streamlined public information requests, ensuring compliance with transparency requirements and improving customer service.

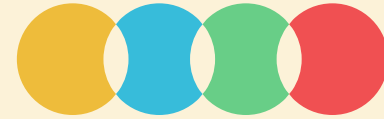
03



Digital Submittals for Development

The transition to fully online digital submittals for development projects streamlined application processes for developers and reduced administrative workload.

04



Strategic Initiatives



Strategic Communications Plan

Goal: Fall 2024

Current: Spring 2025



Employee Compensation Plan

Goal: FY 24/25 Budget Implementation

Current: Completed



Tie Budget Back to Strategic Plan

Goal: FY 24/25 Budget Implementation

Current: Completed



5 Year Personnel Plan/Facility/Equipment Plan

Goal: FY 24/25 Budget Implementation

Current: Completed



Financial Transparency

Goal: FY 24/25 Budget Implementation

Current: FY 25/26 Budget Implementation



Council & Board Leadership Training

Goal: FY 24/25

Current: Completed



Community Relationships

Enhancing Public Engagement



Boards and Commissions Appointments

- Annual Boards and Commissions appointments were completed with strategic outreach, promoting participation through videos and materials, improving engagement.

Strategic Outreach Videos

- Strategic outreach videos were created to promote participation in Boards and Commissions, ensuring a robust advisory board structure and community involvement.

Improved Advisory Board Structure

- The city improved its advisory board structure by promoting participation through strategic outreach, ensuring diverse and engaged community representation.

Resolving Longstanding Issues

01

Community Feedback Mechanisms

Enhanced community feedback mechanisms were implemented, allowing residents to voice their concerns and contribute to city planning and development.

02

Dannheim Litigation Resolution

The city resolved the long-standing Dannheim litigation, addressing a critical issue and fostering a more harmonious community environment.

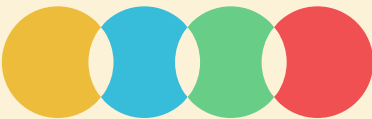
03

Public Information Requests

The city streamlined public information requests through the NEXT Request Software, ensuring transparency and improving customer service.



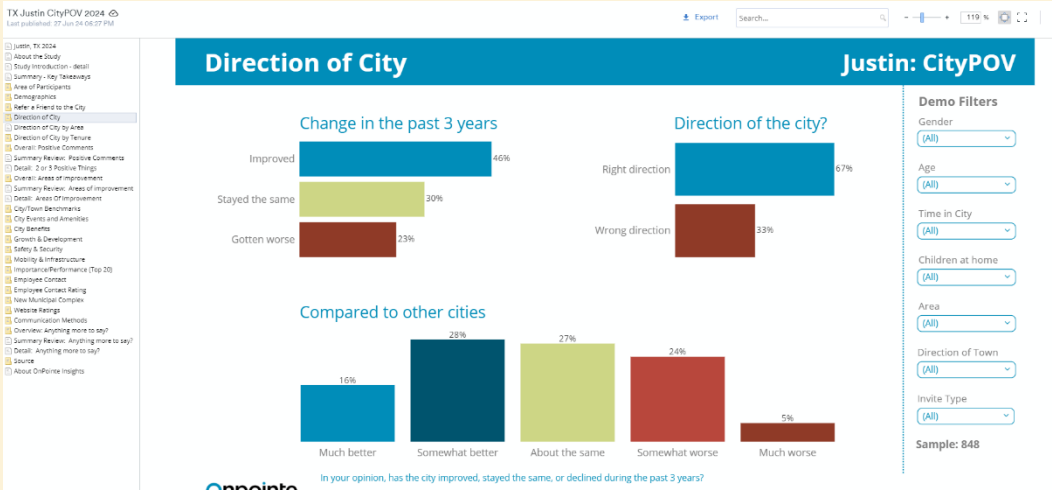
Strategic Initiatives



Quarterly Town Halls
Goal: FY 24/25
Current: Completed



Resident Survey
Goal: Spring 2024
Current: Completed

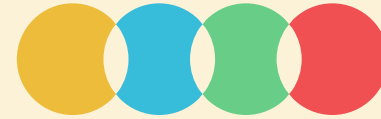


Events Masterplan
Goal: FY 24/25
Current: Added to Communication Plan for Spring 2025



Sustainable Growth & Economic Development

Partnering for Progress



GIS Map Creation



Partnering with the American Planning Association, the city created accurate and accessible GIS maps, supporting informed decision-making and improving transparency.



Informed Decision-Making



The GIS maps provided residents with essential information, enabling them to make informed decisions about development and community planning.

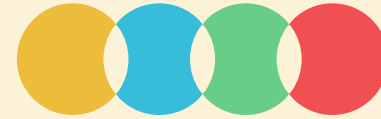


Improved City Transparency



The availability of detailed GIS maps enhanced city transparency, allowing residents to access critical information about infrastructure and development projects.

Guiding Smart Growth



01



Water and Wastewater Master Plans

Updates to the Water and Wastewater Master Plans ensured that infrastructure investments aligned with future needs, enabling responsible development and resource management.

02



Infrastructure Investments

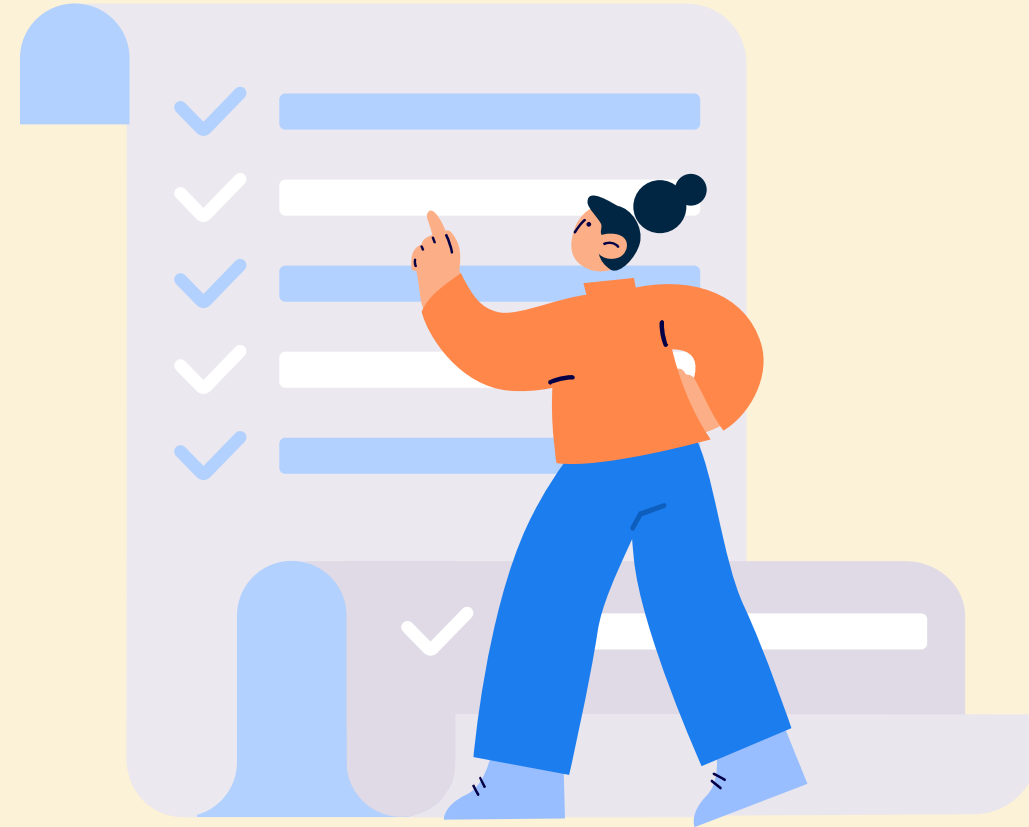
Strategic investments in infrastructure were made to support future growth, ensuring that the city's development is sustainable and meets the needs of its residents.

03

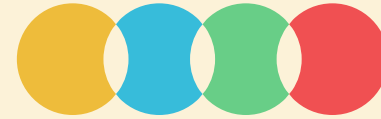


Unified Development Code

The city adopted its first-ever Unified Development Code, providing clear guidelines for sustainable growth and ensuring balanced development and community preservation.



Strengthening Fiscal Foundations



01

Ad Valorem Analysis Tool

The city developed an Ad Valorem Analysis tool to evaluate the fiscal impact of proposed developments, ensuring economic stability and responsible growth.

02

Hotel Market Feasibility Study

A Hotel Market Feasibility Study was conducted, leading to a Letter of Intent from an interested hotel, boosting the city's economic prospects.

03

Performance Agreement Amendment

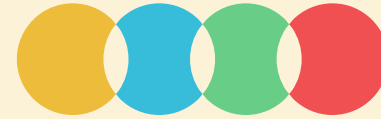
The city amended a Performance Agreement for Justin Town Square Development, requiring over 200% more restaurant space, enhancing the area's economic vitality.

04

Boundary Adjustment with Northlake

A boundary adjustment with Northlake added additional commercial real estate to Justin, expanding the city's economic base and development opportunities.

Strategic Initiatives



Implementation of the Economic Development Action Plan

Goal: FY 24/25

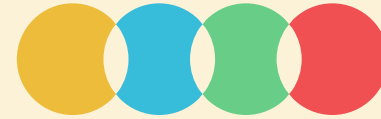
Current: Ongoing





Quality of Life

Recreation and Open Spaces



PROS Plan Adoption

The city adopted the PROS Plan, guiding future development and capital project decisions to enhance recreation and open spaces for residents.

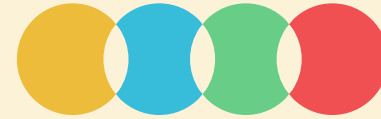
Parks and Community Spaces

The city promoted parks and community gathering spaces, ensuring a variety of housing levels and types, and optimizing locations for future commercial development.

Future Development Planning

Future development planning focused on creating high-quality developments that improve the quality of life for all residents, ensuring sustainable growth.

Infrastructure and Services



01

Cellular-Based Water Meters

The city completed the transition to cellular-based water meters, significantly reducing staff time and costs for meter reading, improving operational efficiency.

02

Online Customer Payment Portal

Improvements to the online customer payment portal made it more user-friendly, enhancing the customer experience and streamlining payment processes.

03

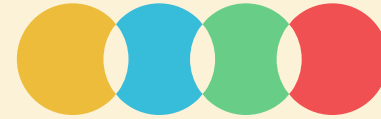
Automated Notification System

An automated notification system was implemented in the billing system, sending out automated phone calls and texts for late notices, pre-cutoff courtesy calls, and boil water notices.

04

Courtesy Call Procedure

A courtesy call procedure was implemented to communicate with customers more effectively prior to disrupting service for non-payment, resulting in a 90% reduction in disconnections.



Strategic Initiatives



PROS Plan

Goal: Fall 2024

Current: Completed



Fire Transition Plan

Goal: FY 24/25

Current: Spring 2025



Emergency Response Plan

Goal: Fall 2024

Current: Fall 2025

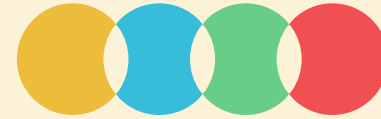


Water/Wastewater Masterplan

Goal: Summer 2024

Current: Completed

Looking Ahead to 2025



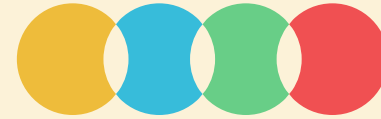
2024 Strategic Initiatives

1. Strategic Communication Plan
- ~~2. PROS Plan~~
3. Fire Transition Plan
4. Emergency Response Plan
- ~~5. Employee Compensation Plan~~
- ~~6. Quarterly Town Halls~~
7. Financial Transparency
- ~~8. Resident Survey~~
- ~~9. Water/Wastewater Masterplan~~
- ~~10. 5 Year personnel plan/facility/equipment plan~~
- ~~11. Council/Board leadership training~~
- ~~12. EDC Strategic Plan implementation~~
- ~~13. Tie Budget back to Strategic Plan~~
14. Event Masterplan

Items that were cut

1. Rebranding
2. Old Town Masterplan
3. Strategic Partnerships, Shared Services, ILA's
4. Market Study
5. Staff Survey
- ~~6. Implement Cost Recovery Model/AV Diversity Program~~

Strategic Initiatives for 2025



01

Continued Growth and Improvement

The city will continue to focus on growth and improvement, building on the successes of 2024 and ensuring sustainable development for the future.

02

Visionary Leadership Goals

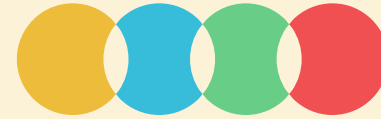
Visionary leadership goals for 2025 include fostering innovation, enhancing community engagement, and driving strategic initiatives that benefit all residents.

03

Community Engagement Plans

Community engagement plans for 2025 aim to increase resident participation in city governance and decision-making, ensuring a more inclusive and responsive government.

Future Opportunities



Economic Development Projects

Economic development projects in 2025 will focus on attracting new businesses, supporting existing businesses, and expanding the city's economic base.



Operational Enhancements

Operational enhancements will include further modernization of city services, improving efficiency, and ensuring high-quality service delivery to residents.



Quality of Life Improvements

Quality of life improvements will focus on enhancing recreation and open spaces, improving infrastructure, and ensuring a high standard of living for all residents.

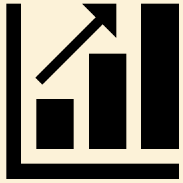


Long-Term Planning and Vision

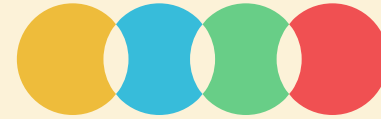
Long-term planning and vision for 2025 and beyond will focus on sustainable growth, community development, and ensuring a prosperous future for Justin.



PERFORMANCE MEASURES



PERFORMANCE MEASURES



Administration

Measure: Hours of professional development for Mayor and City Council staff.

Target: 30 hours

Current: 38 hours

Human Resources

Measure: Percentage of employee retention rate.

Target: 90%

Current: 79%

Communications

Measure: Percentage increase for social media engagement.

Target: 20%

Current: 17.2%

Utility Billing

Measure: Percentage increase of on time water bill payments.

Target: 95%

Current: 93.42%

Fire

Measure: Number of officer (city staff) development/leadership training courses.

Target: 5

Current: 10

Development

Measure: Code Compliance-Voluntary Compliance Rate

Target: 90%

Current: 926%

City Secretary

Measure: Conduct City Elections in compliance with the Secretary of State's Requirements.

Target: 100%

Current: 100%

Court

Measure: Number of cases filed.

Target: 2,300

Current: 1,895

Library

Measure: Number of library material checked out.

Target: 20,500

Current: 20,187