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Executive Summary

Seven years ago, the City of El Campo adopted the El Campo Comprehensive Plan 2020 *"Vision for the 21st Century"*. The 2020 plan has served as a guide for policy decisions relating to the physical and economic development of the community. A comprehensive plan is not a static document. To ensure the plan promotes the quality of life to which the citizenry aspire, a plan must be revisited and scrutinized to account for changes in a city's physical character, demographics, goals, policies, and capital improvements. It is the intent of this update not to restate the community's vision portrayed in the 2020 plan, but to celebrate the success of the City's accomplishments over the last seven years; update and identify new demographic and economic trends; and, provide a clear, organized capital improvements program (CIP) to provide guidance for the next five years.

Over the last seven years, the citizens of El Campo leveraged their resources to improve the Parks and Recreation Program, Water and Wastewater Infrastructure, Street and Thoroughfare Network, Central Business District and other services and programs. The El Campo Comprehensive Plan 2020, *"Vision for the 21st Century"*, in many instances, paved the way by identifying and prioritizing these improvements. For example, in 2000 an objective in the plan stated the need to develop a "fitness or wellness center". Today, the community is served by the Aquatic Fitness Center which houses a pool, Jacuzzi, water park features and exercise area and offers classes in water aerobics, swimming, and yoga.

The City of El Campo is a diverse and growing community. Sixty-nine percent of El Campo's population is "White", 12 percent "Black" and 17 percent "Other Race". In 1990, the census reported that 3,320 (31%) identified themselves as being of Hispanic origin. This number increased to 4,238 (38%) in 2000. This shift in the racial and ethnic mix in El Campo is very similar to that of the state overall. Also similar to a statewide trend, El Campo's population is growing. Between 2000 and 2007 the community

increased from 10,945 to an estimated 11,187[1] persons (+2.2%). This slow, but steady growth is expected to continue over the next five to ten years. By 2015, El Campo is projected to have 11,627 residents; this is an increase of 440 persons. There are many factors on El Campo's horizon that can alter this projection, such as the relocation of a major employer in the community or region, an aggressive annexation policy, or the construction or expansion of a major thoroughfare.

The final chapter of the El Campo 2020 Comprehensive Plan is a Capital Improvements Program (CIP). The CIP identifies and lists capital projects or actions drawn from the comprehensive planning process. Projects were sorted into categories, such as transportation, drainage, facility improvements, major equipment, and utility system. In 2000, there were seventy-one projects proposed, of those thirty-nine were scheduled within the first five years (2000 to 2005). Many of these projects were completed, others tabled, and still others became obsolete, while a few projects proposed in the 2006 to 2011 time frame were moved forward as circumstances changed. This shuffling of projects and priorities is one reason revisiting the CIP is so important - to be effective the CIP must be an accurate, up-to-date reflection the current needs and financial capability of the community.

Over the next five years the City will invest in drainage, streets, parks, water, and wastewater projects through its Capital Improvements Program. An implementation worksheet is provided at the end of this report. The implementation worksheet is a schedule that outlines community goals and specific program actions for the next five-years. The implementation worksheet is a tool to help facilitate a step-by-step approach to tracking and completing community actions to logically, efficiently attain the community vision set forth in the comprehensive plan.

[1] Estimates provide by the Texas State Data Center: http://txsdc.utsa.edu/

Community Projects ~ 2000 to 2007

Typically, a community's focus is on the future – what needs to be done to achieve our goals for a better economy, environment, and quality of life? This focus sometimes comes at the expense of acknowledging the work that's been done. This chapter asks the reader to take a moment and figuratively pat yourself, city official, non-profit organization, or whomever on the back because great strides have been taken over the last seven years. Projects have been planned, funded, and executed that substantially improve the recreational opportunities, public safety, street network, storm water drainage, and water and sewer systems within the community. This chapter celebrates the hard work that has been done to make El Campo a better community.

Parks and Recreation

El Campo Aquatic Center

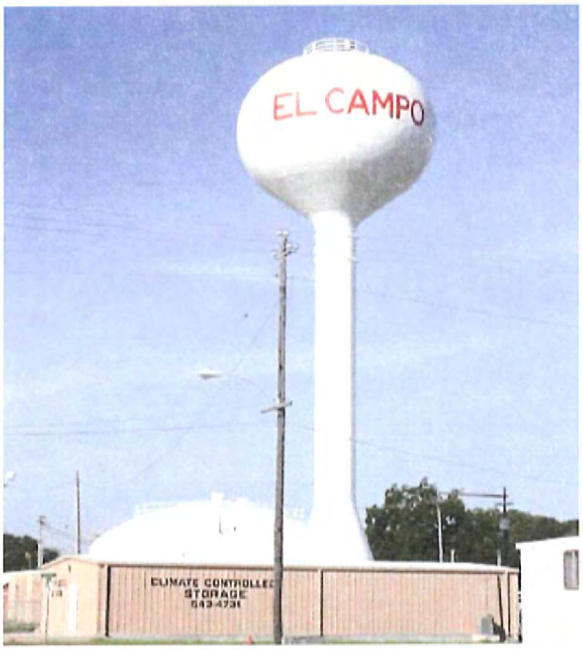
The El Campo Aquatic Center contains a pool, Jacuzzi, water park features, and exercise area. The pool is used by the high school swim team and houses many activities such as water aerobics, swim classes, yoga, and public swimming. This all-weather facility is a boon for all ages and is smartly located adjacent to the ISD campuses. Over the next five years the City will look to increase attendance by developing programs with the schools and perhaps site complimentary recreational facilities adjacent to the center.

Willie Bell Park

El Campo has two community parks: Willie Bell Park and Friendship Park. Both provide passive and active recreational opportunities. Willie Bell Park has benefited from a number of improvements including a jogging trail, gate and bridge repair. Over the next five years the City plans to pave the parking lot and develop addition parking spaces.

Utilities

Ground and Elevated Storage Tanks



In 2000 both the elevated and ground storage tanks required extensive repairs and repainting. The City addressed the problem by replacing the ground storage tanks with with one (1) 500,000 gallon ground storage tank. In addition, the City constructed one (1) 300,000 gallon elevated storage site. The addition of these tanks will provide adequate water storage for the foreseeable future.

Public Safety

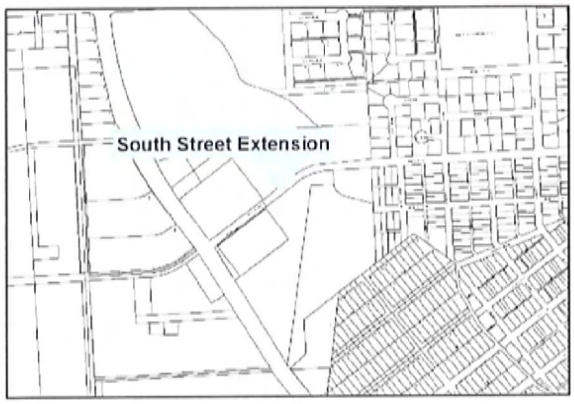
El Campo Volunteer Fire Department Facility.

The El Campo Volunteer Fire Department (ECVFD) facility has arguably one of the finest, best equipped training facilities for a volunteer fire department within the state. Through grants, fundraisers and other monies, the ECVFD funded the construction of a center with kitchen and meeting room and adjacent training grounds. Within the next 5-years the VFD plans to raise the height of the training tower. This improvement will lower the ISO rating for the City, which will in turn reduce the rates paid for fire insurance - benefiting all residents within the community.

Streets and Drainage

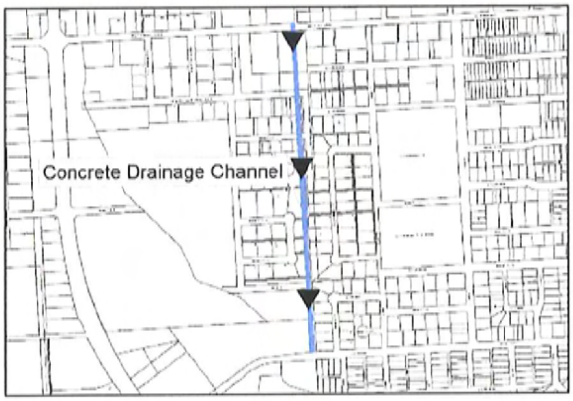
South Street Extension.

The City constructed an extension of South Street from Donna Drive to West Loop. The street crosses a drainage channel which drains the south west section of the community. This extension provides access to the West Loop for residential areas between South Street and the ISD Campuses.



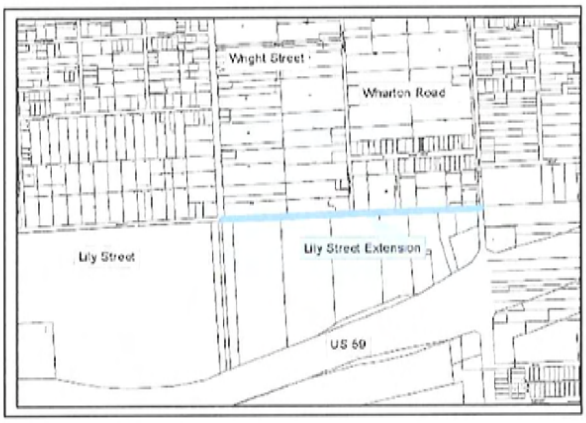
South Street Extension (continued)

Drainage Channel - Meadow Lane to South Street.



The City constructed a concrete lining to an existing drainage way to improve storm water run-off. The channel flows due south from W. Norris Street to S. First Street. The work was performed "in-house" by City of El Campo employees.

Lily Street Extension



The City constructed an extension of Lily Street from Palacios Street to Mechanic Street. The road extension establishes a cross-town collector along the southern section of the city.

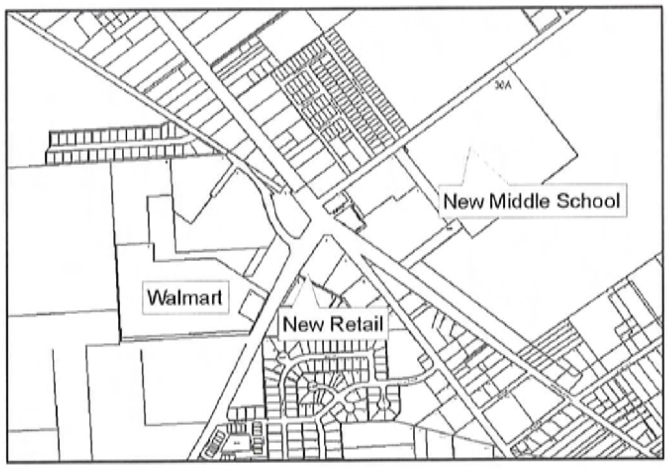
Friendship Park Street extension to VFD Facility

The City constructed a street along the southeast edge of Friendship Park to provide access to the VFD facility.

Land Use and Annexation

El Campo's 2020 Land Use plan proposed light commercial and multi-family uses along West Loop from SH 71 to Norris Street. Light commercial is classified as small-scale, limited impact business office uses. When Wal-Mart constructed a retail outlet adjacent to the Hospital to the west of SH 71 the proposed vision for this corridor changed. As the corridor gets built out with commercial and institutional land uses of greater intensity than originally envisioned special care must be made to insure safety and integrity of the residential areas across West Loop (e.g. Willow Creek and Edenbrook Drive). Land use controls, such as zoning, should encourage multi-family, mixed use, or other suitable land uses to mitigate the noice, light, pollution and traffic that large scale retail generates.

East Loop/SH 71 Corridor Development



Breaking Ground along East Loop

New Strip Center - Retail

El Campo Middle School (In-Progress)

A new middle school is being constructed on Peters Road just east of the intersection of SH 71. The school should generate additional residential development in the adjacent area. It will be important to buffer the area around the school with low intensity land uses (e.g. multi-family, light commercial, & residential) and ensure adequate facilities for safe pedestrian and bicycle access.

Additional Projects Completed between 2000 and 2007:

1)	Annexation Plan	Annexation & Land Use
2)	West Street Reconstruction	Street Department
3)	S. Washington Street Reconstruction	Street Department
4)	Street Sweeper Replacement	Street Department
5)	Motor Grader Replacement	Street Department
6)	Grade-all Replacement	Street Department
7)	Front-end Loader Replacement	Street Department
8)	Sidewalk and Curb and Gutter Repair	Central Business District
9)	Computer Hardware and Software Upgrades	Public Safety
10)	Expansion of St. Luke's Lift Station	Utility Infrastructure

Community Profile ~ 2000 to 2007

The community profile provides information about the demographic and economic conditions within El Campo. This analysis encompasses the information offered in the 2000 plan updated for 2007 including historic and future population changes, racial and ethnic make-up, housing, education and employment.

Historic Population

El Campo's Comprehensive Plan "Vision for the 21st Century" was developed without the benefit of the U.S. Census Bureau's 2000 decennial census. The plan's projection of the City's population for the year 2000 was given as 11,064, 119 more than the actual year 2000 census count of 10,945. The current population estimate (2007) for the City is 11,187.

Table 1: Historic Population, 1910 to 2007

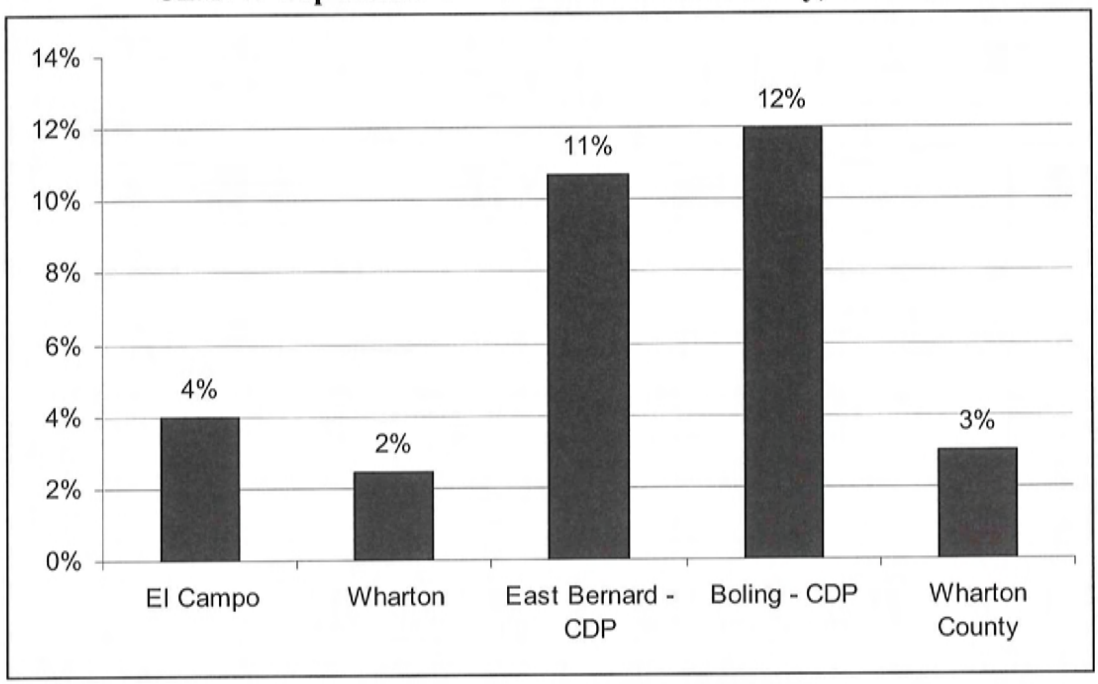
Year	El Campo		Wharton County	
	Number	Percent change	Number	Percent change
1910	1,778		21,123	
1920	1,766	-0.7%	24,288	15.0%
1930	2,034	15.2%	29,681	22.2%
1940	3,906	92.0%	36,158	21.8%
1950	6,237	59.7%	36,077	-0.2%
1960	7,700	23.5%	38,152	5.8%
1970	9,332	21.2%	36,729	-3.7%
1980	10,462	12.1%	40,242	9.6%
1990	10,485	0.2%	39,955	-0.7%
2000	10,945	4.4%	41,188	3.1%
2007	***11,187***	***2.2%***	***42,234***	***2.5%***

Source: U.S. Census Bureau 2000; Texas State Data Center (TSDC) 2007

A few key points can be drawn from *Table 1: Historic Population, 1910 to 2007* about the City's population. The City, over the last two decades, has consistently accounted for approximately twenty-five percent of the County's total population. The growth rate of both the City and County are fairly consistent with each other, approximately four

percent growth rate between 1990 and 2000, then falling slightly over the last seven years to a little over two percent. The City's consistent share of the county's population would indicate that other populated areas in the county are growing at approximately the same rate as well. *Chart 2: Population Growth in Wharton County* illustrates that the three other major population centers in Wharton County all experienced growth between 1990 and 2000. The East Bernard and Boling-Lago CDP experienced the largest growth gaining 337 residents combined.

Chart 1: Population Growth in Wharton County, 1990 - 2000



Source: U.S. Census Bureau, 1990 and 2000 Decennial Census

Population Projection

The 2000 comprehensive plan provided a "moderately optimistic" 20-year population projection for the City of El Campo, which proved to be too optimistic. For example, the projected population for El Campo for 2005 was 11,401, this figure is 214 higher than the current (2007) estimate of 11,187. The 2007 projection that follows has the advantage of the current population estimates to adjust and inform our assumptions of growth.

The Texas State Data Center is a primary source for sophisticated population projection models that utilize patterns of migration as well as fertility and mortality rates. The model creates four separate projections based on migration assumptions; Zero Migration (0.0), One-Half Migration (0.5), Full-Migration (1.0), and the 2000- 2004 Migration Scenario. The model multiplies the variable (0, 0.5, or 1) by the net migration that occurred between 1990 and 2000 in the county. If there was positive net-migration during this time, Zero Migration Scenario would eliminate it therefore creating a lower projected population. Conversely, the Full-Migration Scenario would include all the net immigration to the county between 1990 and 2000 creating a higher projected population. *Table 2: Migration Scenarios El Campo & Wharton County, 2000-2030* illustrates how the projections scenarios differ over time.

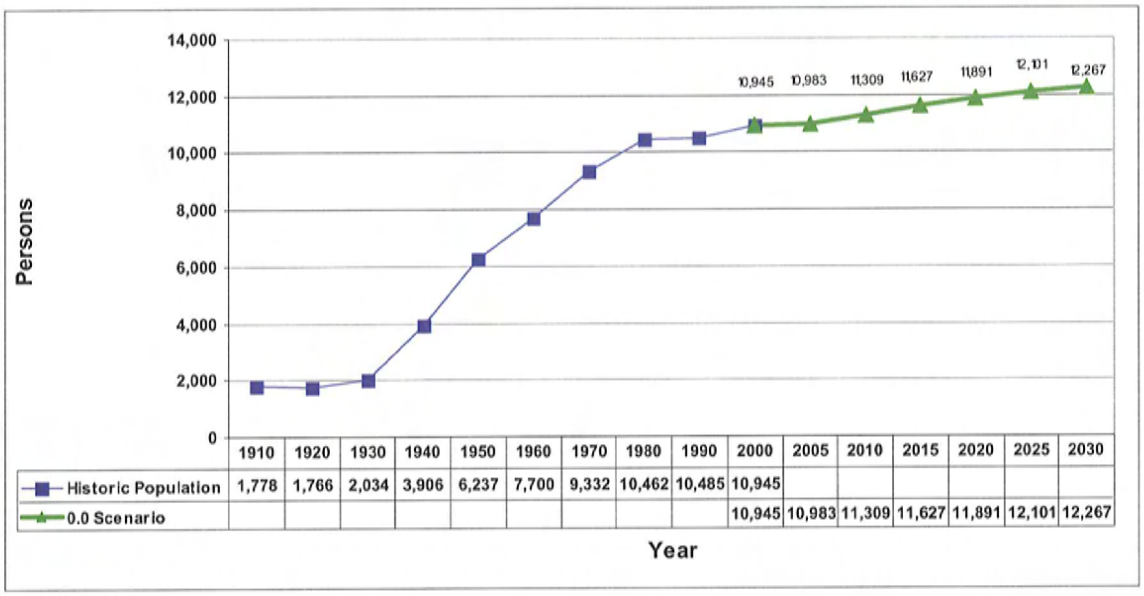
Table 2: Migration Scenarios El Campo & Wharton County, 2000-2030

Wharton County				
Year	0.0 Scenario	0.5 Scenario	1.0 Scenario	2 Scenario
2000	41,188	41,188	41,188	41,188
2005	42,243	42,656	43,079	42,665
2010	43,496	44,276	44,844	44,102
2015	44,718	45,890	46,471	45,329
2020	45,733	47,381	47,893	46,131
2025	46,543	48,633	48,912	46,371
2030	47,179	49,647	49,486	46,102
City of El Campo				
Year	0.0 Scenario	0.5 Scenario	1.0 Scenario	2 Scenario
2000	10,709	10,709	10,709	10,709
2005	10,983	11,091	11,201	11,093
2010	11,309	11,512	11,659	11,467
2015	11,627	11,931	12,082	11,786
2020	11,891	12,319	12,452	11,994
2025	12,101	12,645	12,717	12,056
2030	12,267	12,908	12,866	11,987

Source: Texas State Data Center

The Texas State Data Center does not develop population projections for small communities; however, by applying the proportional relationship between the City and Wharton County's projected population an accurate projection can be developed. The City's population is approximately twenty-five percent of the County's; by multiplying the projected population for Wharton County by 0.25 the population projection scenarios for the City are calculated.

Chart 2: Population Estimate and Projection, 1910 – 2030



	1910	1920	1930	1940	1950	1960	1970	1980	1990	2000	2005	2010	2015	2020	2025	2030
Historic Population	1,778	1,766	2,034	3,906	6,237	7,700	9,332	10,462	10,485	10,945						
0.0 Scenario										10,945	10,983	11,309	11,627	11,891	12,101	12,267

Source: Texas State Data Center & U.S. Census Bureau

The 2007 population estimate for the City of El Campo is 11,187. Population *estimates* tend to be more accurate than *projections* because current quantifiable data, such as school enrollment, are utilized. If we were to insert the current estimate into the Table 2 for the year 2007 the best fit would be the 0.0 Scenario, which projects a 2005 population of 10,983 and a 2010 population of 11,309. *Chart 2: City of El Campo Population, 1910 to 2030*, illustrates the projected future growth of the City until the year 2030 based on a Zero Migration Scenario. As the chart illustrates, the population for El Campo over the next twenty-years is expected to grow at a slow and steady pace.

It is important to note that many factors can effect future population growth, such as the location of major industries locally and regionally, changes to annexation policy or new residential development. These factors may increase the population beyond that which is projected here.

Racial and Ethnic Composition

The racial composition of El Campo is shown in *Table 3: Racial and Ethnic Breakdown, 1990 to 2000*. The majority of El Campo's population is white, which accounts for 69 percent of the population - down from 74 percent in 1990. Individuals identified as "Other Race"[2] made up the second largest racial group and grew by 434 persons in the 1990s. Black is the third largest group whose total number and share of the population remained relatively constant during the 1990s.

Hispanic is not considered a racial group by the U.S. Census, instead it's an ethnicity. A person could state that they are white, while at the same time an Hispanic as well. In 1990, the census reported that 3,320 (31%) identified themselves as of Hispanic origin. This number increased in 2000 to 4,238 (38%) which is the largest shift in the racial/ethnic breakdown of the community.

Table 3: Racial and Ethnic Breakdown, 1990 to 2000

	1990				2000			
Characteristic	Total	%	Not Hispanic	Hispanic Origin	Total	%	Not Hispanic	Hispanic Origin
White	7,823	74%	5,914	1,909	7,560	69%	5,352	2,208
Black	1,258	12%	1,221	37	1,300	12%	1,268	32
American Indian, Alaskan Native	10	0%	6	4	36	0%	10	26
Asian or Pacific Islander	31	0%	30	1	31	0%	31	0
Native Hawaiian	0	0%	0	0	1	0%	1	0
Other Race	1,389	13%	20	1,369	1,823	17%	1	1,822
Two or More Races	0	0%	0	0	194	2%	48	146
Total Population	**10,511**		***7,191***	***3,320***	***10,945***		***6,711***	***4,234***
Percentage	***100%***		***68%***	***32%***	***100%***		***61%***	***39%***

Source: U.S. Census Bureau, 2000 Decennial Census

[2] "Other Races" are persons whose race does not fit into any of the other categories

Households

Chapter Four of the 2020 plan states that every discussion group polled for the plan identified housing availability as their top community priority, especially as it relates to the City's economic development potential. An adequate housing stock is needed to suit the requirement of low, moderate, middle, and upper income households.

Housing is considered affordable when monthly costs are less than 30% of monthly income. *Table 1: Housing Units and Income – City and County* from the 2000 U.S. Census tabulates the median monthly income, total number of owner and renter occupied housing units and the housing costs as a percentage of income for both renters and home owners. The table indicates that owner-occupied households with a mortgage pay the largest share of monthly income for housing in both the city (31%) and county (29%). Based on the 30% of housing cost to monthly income standard for affordability, the housing costs for owner housing within the City is not "affordable".

Table 4: Housing Units and Income – City and County

		City		County	
Median Household Annual Income		$30,694		$32,208	
Median Household Monthly Income		$2,558		$2,684	
	Total Housing Units	*4,200*		*14,799*	
Age of Units	<1939	12%	501	13%	1,883
	1940 - 1979	68%	2,857	69%	10,240
	1980 - 2000	20%	842	18%	2,676
	Total Occupied Housing Units		*3,931*		*14,799*
Owner Occupied	# of Units		2,476		10,179
	% of Total		63%		69%
	Monthly $ w/Mortgage (median)	$	786	$	772
	% of Income (see note)		31%		29%
	Monthly $ w/o Mortgage (median)	$	288	$	273
	% of Income (see note)		11%		10%
Rental Units	Number of Units		1451		4,620
	% of total units		37%		31%
	Median monthly rent	$	413	$	415
	% of household income		16%		15%

Family households[3] are the primary type of the housing units with the City comprising 71 percent of the occupied housing units. In 1990 74 percent were family households. There are 668 females living in nonfamily households. Of those, 466 are living alone and are over 65 years of age. In contrast, there are only 102 men over the age of 65 living alone. This analysis is a measure of the number of fixed-income, elderly, one-person households within the community. A large population of seniors creates certain challenges for the City. For example, is there enough affordable housing for the elderly and disabled or are there passive recreational facilities available, such as walking trails?

Table 5: Family Types, 2000

HOUSEHOLD TYPE	Owner-occupied housing units	Renter-occupied housing units	Total Occupied Housing Units
Family households	1,882	928	2,810
Householder 15 to 64 years	1,440	867	2,307
Householder 65 years and over	442	61	503
Married-couple family	1,565	521	2,086
Male householder, no wife present	85	108	193
Female householder, no husband present	232	299	531
Nonfamily households	594	527	1,121
Householder 15 to 64 years	220	324	544
Householder 65 years and over	374	203	577
Male householder	187	224	411
Living alone	165	181	346
65 years and over	65	37	102
Not living alone	22	43	65
Female householder	407	303	710
Living alone	390	278	668
65 years and over	300	166	466
Not living alone	17	25	42
Total	**2,476**	**1,455**	**3,931**

Source: U.S. Census Bureau, 2000 Decennial Census

The 2000 U.S. census reported that there were 4,312 housing units in the City, 3,931 were occupied which equates to a vacancy rate of 8.8 percent. Rental units made up 37 percent of all occupied housing units, which is equivalent to the state average of 36.2

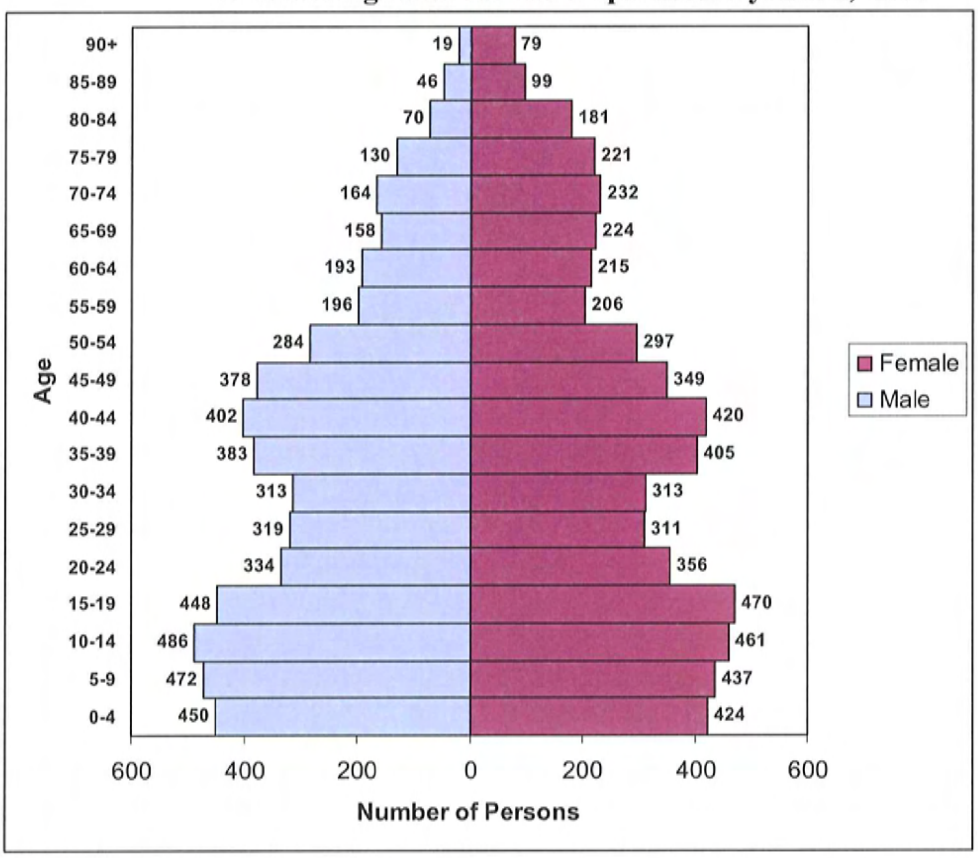
[3] A family household includes a householder and one or more people living in the same household who are related to the householder by birth, marriage, or adoption.

percent. The City would benefit from a thorough housing inventory, identifying all housing in the community and determining their condition. This data placed on a map provides excellent illustration about where in the community funds and other efforts should be directed to improve the housing stock.

Age Cohorts

Chart 3: Age and Gender Population Pyramid, 2000 illustrates the distribution of the population by age and gender. El Campo's female population (52.1%) is slightly larger than the male population (47.9%). As illustrated below the ratio between males and females remains consistent until the age of 65 at which point females outnumber males by a ratio of 2:1. In 2000, a majority of the population is within the youngest and middle age cohorts. This was true in 1990 as well.

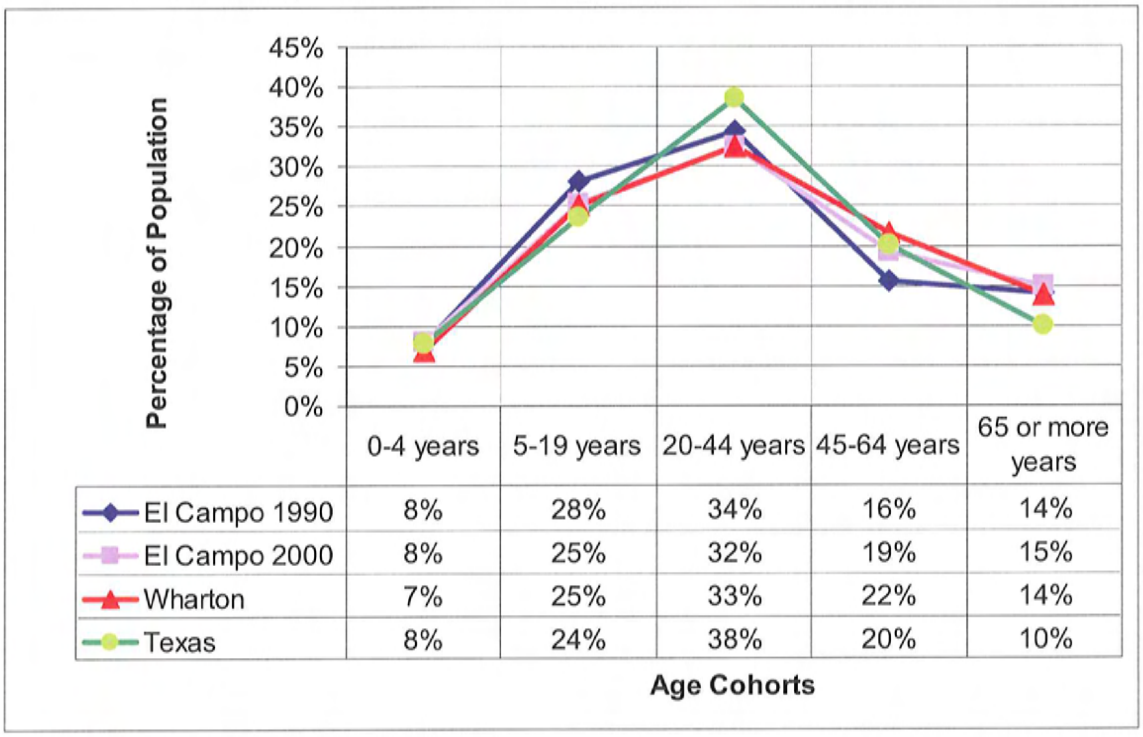
Chart 3: Age and Gender Population Pyramid, 2000



Source: U.S. Census Bureau, 2000 Decennial Census, DP-1

Chart 4: Age Cohorts in El Campo, Wharton County and Texas illustrates how El Campo's population age distribution has changed over time and compares the city's change to the county and state. In 2000, the population between 20 and 44 years of age was significantly less than that of the state. Further, the population 65 years and older was more than the state's. This pattern is fairly typical in rural communities as young people leave the community to pursue opportunities in metropolitan areas, but return in their later years to either raise families or to retire. Rural communities, in general, have a large elderly population compared to urban areas; this poses opportunities (i.e. tourism, retail, and retirement services) and challenges (i.e. medical services, ADA infrastructure, and affordable housing) to civic leaders.

Chart 4: Age Cohorts in El Campo, Wharton County and Texas



	0-4 years	5-19 years	20-44 years	45-64 years	65 or more years
El Campo 1990	8%	28%	34%	16%	14%
El Campo 2000	8%	25%	32%	19%	15%
Wharton	7%	25%	33%	22%	14%
Texas	8%	24%	38%	20%	10%

Source: U.S. Census Bureau, 2000 & 1990 Decinnial Census, DP-1

Educational Attainment

The El Campo Independent School District (ISD) serves the El Campo area. Between the writing of the 2000 comprehensive plan to present, the school district has gone through a few changes as displayed in *Table 4: Education Statistics, 1996 – 2006*. For instance, the number of students decreased by 275, while the percentage of students identified as "economically disadvantaged" rose from 42 percent to 63 percent, which is higher than the state level of 55 percent. In comparison to the state, ECISD students scored lower on the SAT and passed the TAKS test at a lower rate. On the upside, the student teacher ratio decreased from 16 to 1 to 14.2 to 1 resulting in smaller class size, the attendance rate increased, and the drop out rate was zero[4] – below the 1996 mark and the state rate. Further the school system maintained its 1996 accountability rating of "Academically Acceptable" by the Texas Education Agency.

Table 6: School Rank

	El Campo ISD		State
	1996-7	2005-6	2005-6
Total Number of Schools	5	5	8,847
Total Number of Students	3,697	3,422	4,505,572
Total Teachers	236	243	302,148
Student Teacher Ratio	16	14.2	14.9
Attendance Rate	95	96	96
Annual Drop Rate	2	0.0%	0.2%
TAAS (1996)/TAKS % Passing all test taken	79.6%	64%	67%
TAKS Exit Level Cumulative Pass Rate	n/a	92%	87%
SAT: Mean total score	957	932	992
ACT: mean composite score	21	18	20
Economically Disadvantaged%	42%	63%	55%

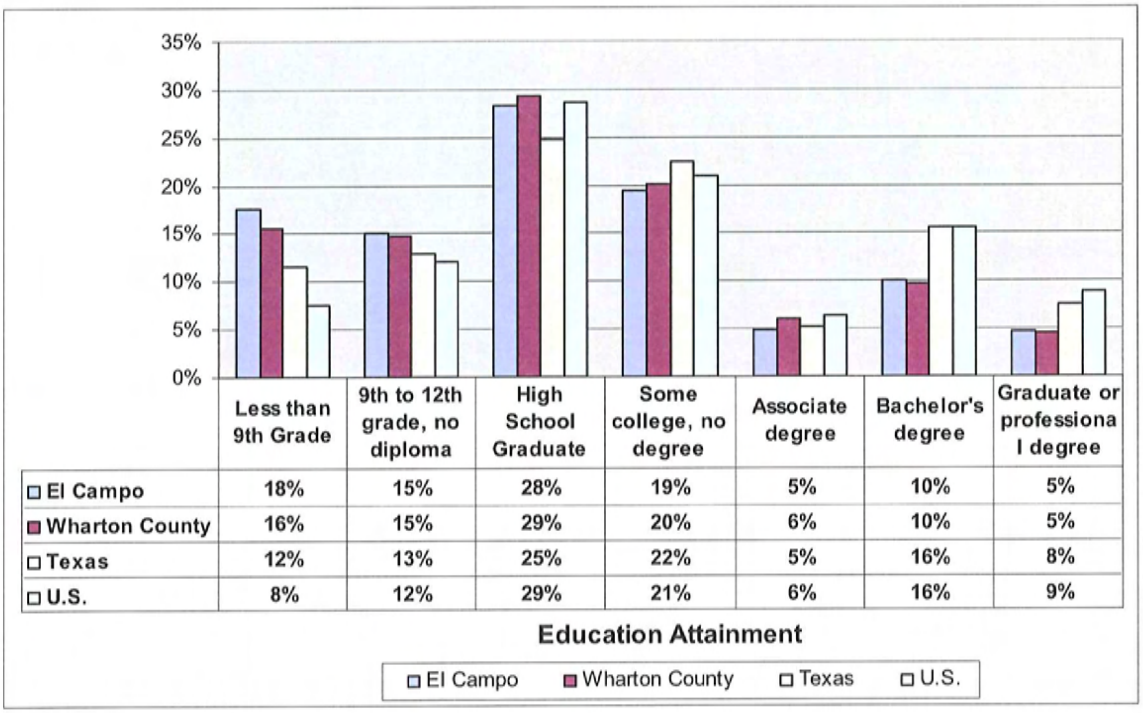
Source: Texas Education Agency: 2005-6 Academic Excellence Indicator System

The educational attainment of persons 18 years and older in El Campo, Wharton County, Texas, and the U.S. are illustrated in *Chart 5: Educational Attainment Persons 18 Years and Older, 2000.* In El Campo, 33 percent of the persons over 18 years of age had not

[4] Texas Education Agency, Academic Excellence Indicator System, 2005-06, Accessed on the World Wide Web: http://www.tea.state.tx.us/cgi/sas/broker

attained a high school diploma in 2000. This figure is similar to Wharton County (31%); however, it is higher than the state (25%) and national level (20%). Interestingly, in 1990 the percentage of persons without a high school diploma in El Campo was 40 percent, which illustrates a significant improvement between 1990 and 2000. In addition, the percentage of those in all the remaining categories increased between 1990 and 2000 with the greatest gains in the "Bachelor's Degree" 7 percent to 10 percent.

Chart 5: Educational Attainment Persons 18 Years and Older, 2000



	Less than 9th Grade	9th to 12th grade, no diploma	High School Graduate	Some college, no degree	Associate degree	Bachelor's degree	Graduate or professional degree
El Campo	18%	15%	28%	19%	5%	10%	5%
Wharton County	16%	15%	29%	20%	6%	10%	5%
Texas	12%	13%	25%	22%	5%	16%	8%
U.S.	8%	12%	29%	21%	6%	16%	9%

Income

Between 1989 and 1999, per capita incomes increased in El Campo by 23 percent and median household incomes by 31 percent. However, as shown in *Table 5: Per Capita and Median Household Incomes, 1989 to 1999* the increase in per capita income lagged behind the gains in Wharton County, the state, and the country as a whole. Per capita income in El Campo is $5,153 below the state average. Interestingly, median household income rose by $9,645 or 31 percent, significantly higher than median household incomes in the county and at rate equal or better than the state and country. One way of

interpreting this data is that wages in El Campo are relatively low in comparison to the county; however, more people are entering the workforce. Thus the income per household rises as the number of wage earners within the household increases.

Table 7: Per Capita and Median Household Incomes, 1989 to 1999

	Income	1989	1999	Actual Change	% increase
El Campo	Per Capita Income	$11,174	$14,464	***$3,290***	23%
Wharton County	Per Capita Income	$10,911	$15,388	***$4,477***	29%
Texas	Per Capita Income	$12,904	$19,617	***$6,713***	34%
U.S.	Per Capita Income	$14,420	$21,587	***$7,167***	33%
El Campo	Median HH Income	$21,049	$30,694	***$9,645***	31%
Wharton County	Median HH Income	$23,896	$32,208	***$8,312***	26%
Texas	Median HH Income	$27,016	$39,927	***$12,911***	32%
U.S.	Median HH Income	$30,056	$41,994	***$11,938***	28%

Economy

The following analysis paints a positive picture for the El Campo local and regional economy over the next five years. Almost all industrial sectors are projected to grow and those sectors have higher paying jobs than those found historically in the area. While the area lost jobs in certain professions the losses were offset by gains in other areas. As illustrated in *Table 8: Occupation 2002 to 2007* the greatest gains between 2002 and 2007 in employment came in the "Sales and related occupations category". Conversely, "Healthcare support and other healthcare positions" registered the largest loss during this period. Data in *Table 9: Occupation 2008 to 2012* shows that the healthcare sector should stabilize by 2012, while "Building and grounds cleaning and maintenance occupations" and "military positions" post the highest rate of job loss. Occupations that saw substantial growth between 2002 and 2007 should continue to grow and provide the greatest opportunity over the next five years. These occupations include "Sales and related occupations", "Food preparation and serving related occupations", and "Transportation and material moving occupations".

Table 8 Occupations 2002 to 2007

Description	2002 Jobs	2007 Jobs	Change	% Change	Median Hourly Earnings
Sales and related occupations	1,229	1,438	209	17%	$10.86
Transportation and material moving occupations	835	985	150	18%	$8.40
Construction and extraction occupations	673	793	120	18%	$10.22
Food preparation and serving related occupations	645	710	65	10%	$5.55
Office and administrative support occupations	1,228	1,292	64	5%	$9.33
Production occupations	751	812	61	8%	$8.71
Business and financial operations occupations	328	381	53	16%	$17.76
Installation, maintenance, and repair occupations	421	472	51	12%	$11.18
Management occupations	1,774	1,821	47	3%	$17.05
Building and grounds cleaning and maintenance occupations	364	398	34	9%	$6.13
Architecture and engineering occupations	78	96	18	23%	$23.15
Life, physical, and social science occupations	74	86	12	16%	$19.70
Education, training, and library occupations	431	441	10	2%	$12.63
Legal occupations	47	51	4	9%	$30.11
Protective service occupations	127	128	1	1%	$12.39
Computer and mathematical science occupations	71	70	(1)	(1%)	$20.79
Personal care and service occupations	435	431	(4)	(1%)	$6.03
Military Occupations	48	44	(4)	(8%)	$12.03
Arts, design, entertainment, sports, and media occupations	102	95	(7)	(7%)	$11.14
Community and social services occupations	48	40	(8)	(17%)	$12.43
Farming, fishing, and forestry occupations	302	291	(11)	(4%)	$6.47
Healthcare practitioners and technical occupations	321	270	(51)	(16%)	$21.14
Healthcare support occupations	216	144	(72)	(33%)	$7.12
	10,548	**11,289**	**742**	**7%**	**$11.33**

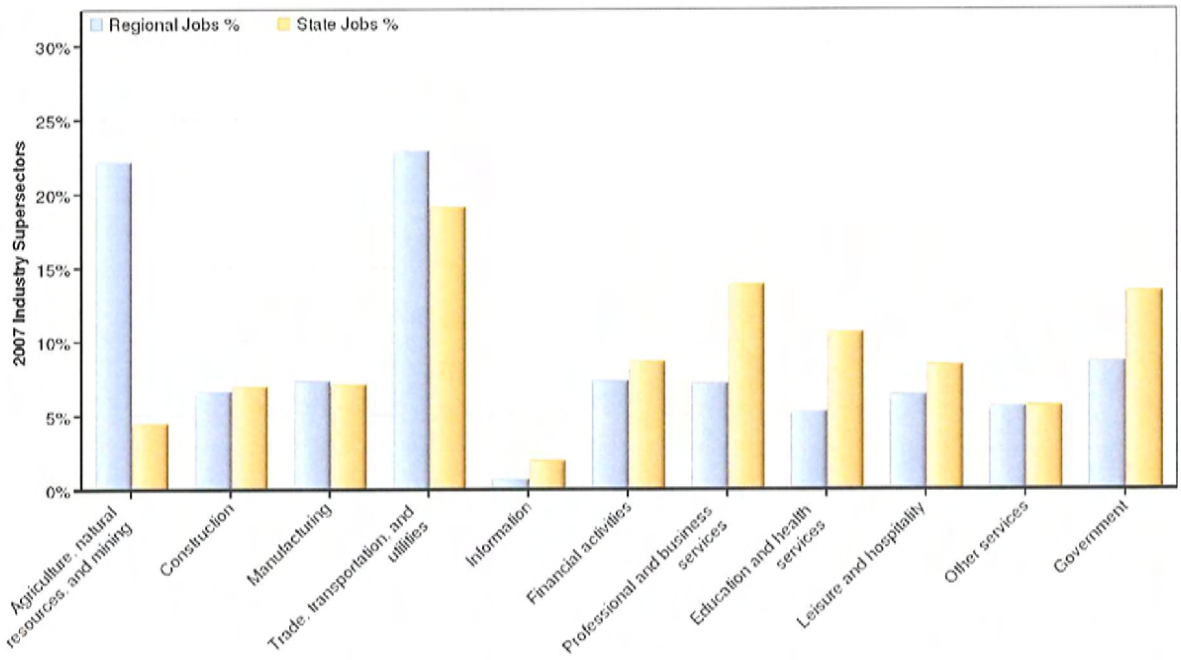
Source: EMSI Complete Employment

Table 9 Occupations – 2008 to 2012

Description	2008 Jobs	2012 Jobs	Change	% Change	Median Hourly Earnings
Sales and related occupations	1,466	1,541	75	5%	$10.86
Food preparation and serving related occupations	735	804	69	9%	$5.55
Transportation and material moving occupations	1,007	1,065	58	6%	$8.40
Management occupations	1,839	1,886	47	3%	$17.05
Business and financial operations occupations	397	438	41	10%	$17.76
Production occupations	837	874	37	4%	$8.71
Office and administrative support occupations	1,308	1,337	29	2%	$9.33
Personal care and service occupations	440	465	25	6%	$6.03
Education, training, and library occupations	449	473	24	5%	$12.63
Installation, maintenance, and repair occupations	477	496	19	4%	$11.18
Healthcare practitioners and technical occupations	274	285	11	4%	$21.14
Arts, design, entertainment, sports, and media occupations	98	108	10	10%	$11.14
Life, physical, and social science occupations	89	97	8	9%	$19.70
Protective service occupations	131	139	8	6%	$12.39
Computer and mathematical science occupations	72	79	7	10%	$20.79
Architecture and engineering occupations	98	105	7	7%	$23.15
Legal occupations	54	61	7	13%	$30.11
Construction and extraction occupations	795	802	7	1%	$10.22
Community and social services occupations	41	43	2	5%	$12.43
Healthcare support occupations	144	145	1	1%	$7.12
Farming, fishing, and forestry occupations	288	287	(1)	(0%)	$6.47
Military Occupations	43	41	(2)	(5%)	$12.03
Building and grounds cleaning and maintenance occupations	391	378	(13)	(3%)	$6.13
	11,473	**11,950**	**478**	**4%**	**$11.33**

The chart below illustrates the share of the total workforce by sector for the El Campo region (Regional Jobs %) and the State. El Campo has a much higher percentage of jobs within the "Agricultural, natural resources, and mining" and "Trade and Transportation" sectors and a much lower share of jobs in the "Professional and business services" and "Education and health services" than the state average.

Chart 6: 2007 Industrial Makeup

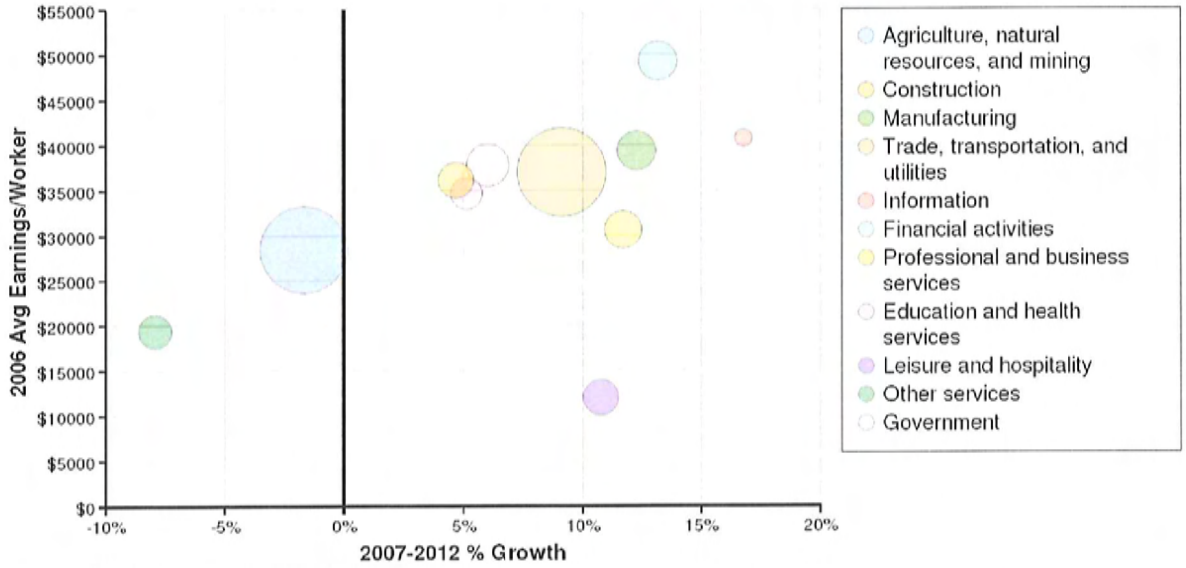


Description	2007 Regional Jobs	% Regional Jobs	2007 State Jobs	% State Jobs
Agriculture, natural resources, and mining	2,502	22.2%	605,543	4.4%
Construction	746	6.6%	952,388	6.9%
Manufacturing	829	7.3%	968,077	7.1%
Trade, transportation, and utilities	2,580	22.9%	2,617,688	19.1%
Information	77	0.7%	266,174	1.9%
Financial activities	827	7.3%	1,188,189	8.7%
Professional and business services	807	7.1%	1,899,900	13.9%
Education and health services	592	5.2%	1,456,645	10.6%
Leisure and hospitality	719	6.4%	1,149,465	8.4%
Other services	631	5.6%	774,490	5.6%
Government	978	8.7%	1,838,271	13.4%

Source: EMSI Complete Employment

Chart 7: 2007 – 2012 Industry Size and Growth takes a look at the projected growth of the major industrial sectors and the average wages paid within those sectors. So, over the next five years lower paying, agricultural sector jobs should decrease as a share of the total local job market. High paying industrial sectors jobs expected to increase over the next five years include: "Trade, transportation and utilities", "Financial activities", and "Manufacturing". This analysis projects job growth in almost all sectors with the exception of "Agricultural, natural resources and mining" and "other services".

Chart 7: 2007 - 2012 Industry Size and Growth



*Bubble size represents 2007 jobs in each supersector.

Description	2007 Jobs	2012 Jobs	Growth	% Growth	2006 EPW
Agriculture, natural resources, and mining	2,502	2,460	-42	-2%	$28,436
Construction	746	781	35	5%	$36,105
Manufacturing	829	931	102	12%	$39,383
Trade, transportation, and utilities	2,580	2,815	235	9%	$36,995
Information	77	90	13	17%	$40,772
Financial activities	827	936	109	13%	$49,290
Professional and business services	807	901	95	12%	$30,623
Education and health services	592	622	30	5%	$34,673
Leisure and hospitality	719	796	77	11%	$12,041
Other services	631	581	-50	-8%	$19,398
Government	978	1,037	59	6%	$37,839

Source: EMSI Complete Employment -

El Campo Works In-Progress ~ 2007

Claunch & Miller Engineers: City-wide Drainage Study

The City has hired the engineering firm of Claunch and Miller to conduct a city-wide drainage study. The study will identify all problem drainage areas and provide detailed analysis, cost estimate, and description of the improvements required to mitigate the problem. In 2000, many problem drainage areas were identified in the comprehensive plan. The C&M drainage study should identify and provide solutions to these areas. Once the study is complete the City will prioritize and budget the projects – most likely – over a ten year period.

New El Campo Middle School

As mentioned previously, the ECISD is constructing a new middle school just east of the intersection of SH 71 and West Loop. The school will affect traffic and land use in the area.

Drainage Ditch adjacent to New Middle School

The county is improving a barrow ditch on the north and south sides of Peters Road adjacent to the new middle school.

El Campo VFD Pumper Truck Replacement

The El Campo Volunteer Fire Department is currently waiting on the arrival of a new pumper truck. The truck will provide greater capacity to the fire department to fight large-scale fires.

Replace and Improve Signage

The City has hired an employee whose primary scope of work is the fabrication of new, high quality signs. A significant improvement in the number and clarity is expected.

Highway Beautification

The Economic Development Corporation is spearheading a wildflower planting along the highway at the entrance to the city.

F.M 2765 Lift Station

The lift station is currently being rehabilitated.

El Campo the Next Five Years ~ 2008 to 2012

Parks and Recreation

Friendship Park

Friendship Park has eight tennis courts. The City plans to convert 4 of the courts into a pavilion or other use while resurfacing and improving the other four courts.

Willie Bell Park

The City plans to pave the dirt parking lot at Willie Bell Park and convert a small section of field into additional parking. Also, the City would like to construct a cover for the basketball courts. The picture to the left is a sun-shade cover over a basketball court at Zilker Elementary in Austin. The shade enables comfortable year-around use of the court.

South Street Property

The City purchased a small parcel of land to the south of South Street as a drainage easement. While not large, the parcel is located within walking distance of residential area and could make an excellent mini- or neighborhood park.

Streets and Drainage

South Meadow Lane

Estimated cost: $320,000

South Meadow Lane is a collector connecting Business 59 and US 59. There are industrial uses on either side of the roadway and the street is heavily used as a cut-through for local traffic between US 59 and Business 59. The street is failing and requires complete rehabilitation.

Wal-Mart Drainage Channel

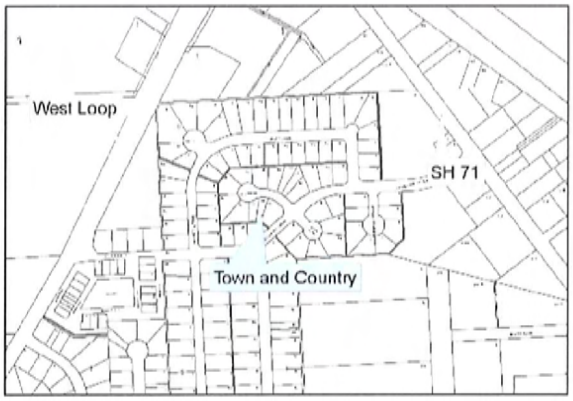
Estimated Cost: $100,000

On the SW edge of the Wal-Mart property is a drainage channel. The City will mitigate flooding in the area by converting the dirt drainage ditch into a concrete channel.

South Meadow Lane Drainage Channel

Estimated cost: $175,000

Town and Country Street and Drainage Engineering Study



Estimated Cost: $208,000

Town and Country Subdivision requires extensive street rehabilitation and storm water drainage improvements. The City will commission an engineering firm to develop a plan to upgrade the infrastructure in the area.

Ave F/Pecan Drainage

Ave. F/Pecan Street Drainage improvements-new inlets and storm sewer to Meadow Lane Ditch
Cost $150,000

Phillips Southland Street Rehabilitation

Cost $560,000

3 Ps Street Rehabilitation

Cost: $230,000

Improve Hospital Emergency Room access from West Loop.

The City will continue to explore options to improve the access to the ER from West Loop.

City-wide Storm Water Drainage Control Projects

As noted in the previous chapter, the City has hired Claunch and Miller to conduct a city-wide drainage study. The study will identify all problem drainage areas and provide detailed analysis, cost estimate, and description of the improvements required to mitigate the problem. Below is a list of problem drainage areas identified in the El Campo 2020 Comprehensive Plan. The study by Claunch and Miller will provide the City plan to systematically prioritize and address the problems below over the next ten years.

Priority	Project
1	North Wharton Street Drainage Improvements-New Outfall to Blue Creek with added ditches and culverts
2	Peter Rd /N. Mechanic Drainage Improvements-Add culverts to increase flow to Blue Creek
3	Hoskins Broadway Drainage Improvements - New parallel system and inlets with outfall to Monseratte Ditch

Priority	Project
4	Southside Drainage Improvements-General upgrade between Palacios Street and S. Mechanic south of Tres Palacios Creek
5	Sue Street Drainage Improvements-Replace curb inlets and add storm sewer along Sue St.
6	Provide concrete lining to existing drainage ways to improved storm water run-off - Vasa, and Olivia Street ditches
7	North Mechanic Drainage Improvements- Major increased capacity from additional of parallel system (Webb St. to Tres Palacios Creek)
8	Expansion and upgrade of capacity of Tres Palacios Creek
9	East downtown Drainage Improvement-new storm sewer and inlets Main to Pierce/West to Monseratte
10	Add new ditch to north side of Friendship Park to Blue Creek for improved drainage
11	C/G Ave C – from Norris to Hwy 71 North

Utility Infrastructure

Wastewater Treatment Plant and Collection System

Digester Upgrade
Cost: $400,000

Emergency Generator
Cost: $84,000

Water and Sewer Main Upgrades
Cost: $590,750

Olivia St. Lift Station
Cost: $153,000

Land Use and Annexation

The City is in the process of annexing lands outside its city limits. State law requires that a city must provide all the services available within the city limits to those annexed areas within three years. The city is budgeting $500,000 from its CIP to cover costs associated with the annexation.

In addition, the City will require a new annexation map identifying land in its new ETJ in which it plans to annex.

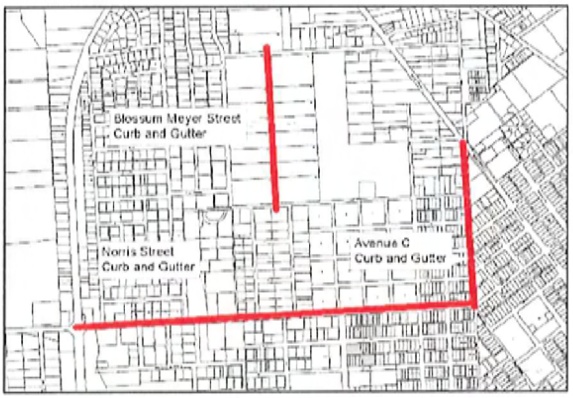
El Campo the Next Ten Years ~ 2012 to 2018

Parks and Recreation

Acquire 5-8 acres of land of a new community park in the northwest quadrant of the City.

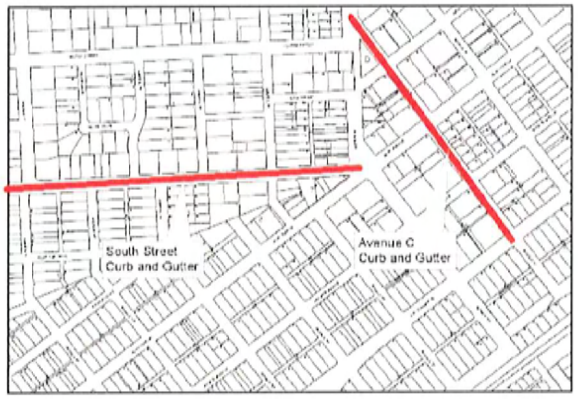
Streets and Drainage

Norris Street, Blossom Meyer Street & Ave C - Curb and Gutter



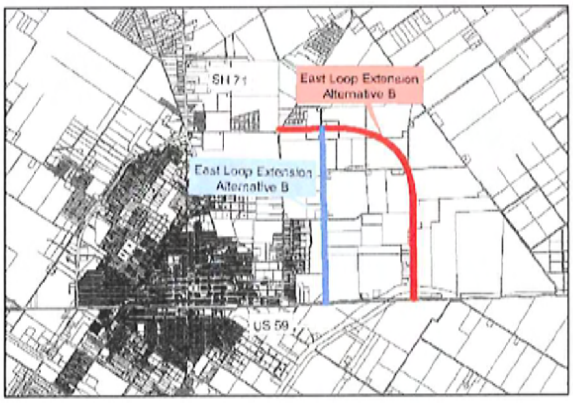
Install curb and gutter along Norris Street, Ave C, and Blossom Meyer Street

South Street & Ave C - Curb and Gutter



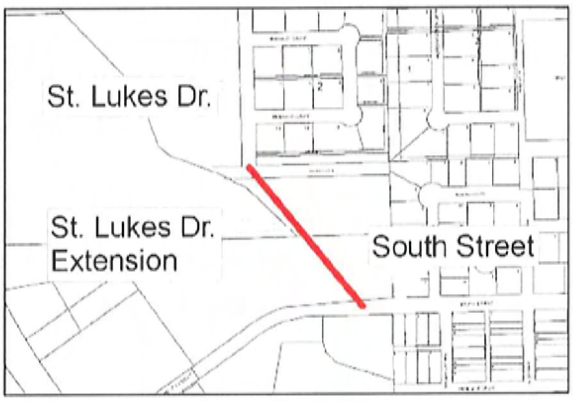
Install curb and gutter along South Street and Ave C.

East Loop



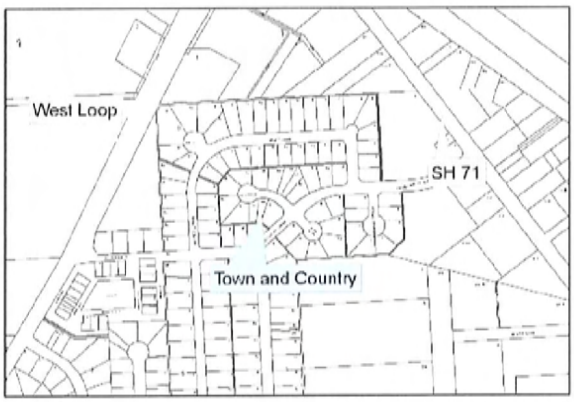
Adopt the Thoroughfare Plan as written in the 2020 comprehensive plan and as development allows secure the right-of-way for the construction of an extension of an Eastern Loop either Alt A or Alt B as shown in the image to the left.

St. Luke's Road Extension



Extend St. Luke's Drive to connect with South Street.

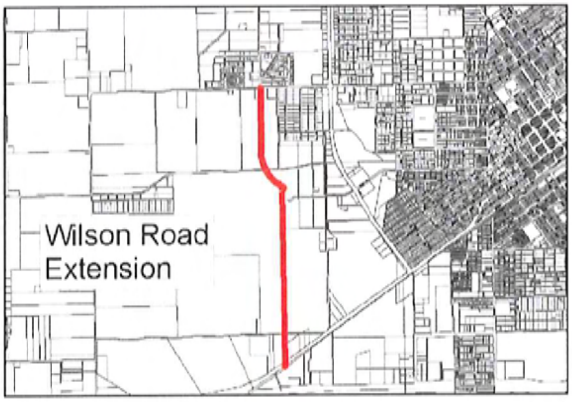
Town and Country Street and Drainage Project



Estimated Cost: 1.9 million

In the current CIP are funds for a comprehensive engineering study of the Town and Country Subdivision. After the plan is complete the City will budget funds to execute the project.

Wilson Road Extension



Extend Wilson Road to connect West Norris to U.S. 59.

Sam Bishkin Road Extension

Extend Sam Bishkin to connect Business 59 to Blue Creek Road.

Utility Infrastructure

Currently, there are no long-range improvements for the utilities. The City has the capacity to meet the demands of its current and projected population.

El Campo ~ Goals and Objectives

A key element of the El Campo Comprehensive Plan 2020 is the delineation of the community's goals into objectives, policies, and actions. Goals are overarching statements of intent. Objectives and policies are more specific and action based, while actions are quite literal and specific. The following example is on page 8-8 of the El Campo Comprehensive Plan 2020:

> **Goal 8.4**: Provide for the long-range water supply for the existing customer base and future development.
>
> **Objective 8.4a**: Protect the Chichot and Angelina groundwater formations from contamination and long-term depletion
>
> **Policy 1**: Complete the process of creating a countywide or multiple county Groundwater Conservation District.
>
> **Action 2:** Map the cone-of-influence for each City-owned water production wells.

The El Campo Comprehensive Plan 2020 is an exceptional resource for the goals and objectives of the City. For this report, goals and objectives were identified through interviews with city leaders, city staff and an open workshop with the planning and zoning commission. The new survey provides a snapshot into the views and priorities of the community today, but does not negate the exhaustive, excellent work done for the El Campo Comprehensive Plan 2020. Below material from the 2020 plan will be referenced with the page number while material from the 2007 survey will be in italics. Specific actions are incorporated into all the previous chapters and the implementation manual at the end of this report.

Parks and Recreation

Goal: Provide a diverse blend of parks, recreation and open space areas to adequately accommodate the current and future needs of El Campo (p.9-2)

Objective: Build a community park in the West Loop area.

Goal: Maintain and expand the parks and recreation system for long-term use and enjoyment (p. 9-4).

Objective: Upgrade parks and playground equipment.

Action: Upgrade tennis courts at Friendship Park

Action: Repair rust and windows at Aquatic Center

Objective: Increase maintenance of parks facilities.

Objective: Purchase new park equipment.

Streets and Drainage

Goal: Design and implement a (major) storm water system having the capacity to prevent structural flooding during the 100-year design storm event (p. 8-22).

Objective: Continue drainage upgrades.

Objective: Improve drainage south of town (Matagorda County).

Objective: Increase pipe cleaning for improved drainage.

Objective: Complete city-wide drainage study.

Goal: Upgrade and improve existing street infrastructure to meet or exceed minimum standards by Year 2020 (p. 7-6).

Objective: Increase seal coating/overlaying

Objective: Continue strip paving of gravel streets

Objective: Improve traffic flow at FM2765 & Hwy 71 North

Objective: Develop a thoroughfare to bypass connected to West Loop that will bypass the City to the east in effect creating a loop around the City.

Objective: Extend certain segments of streets to increase connectivity and access throughout the street network (e.g. St. Luke's Street to South Street).

Housing

Goal: Meet future housing needs in El Campo by providing for a variety of housing options (p.4-1).

Objective: Explore the possibility of Delta St. Park being given to Housing Authority

Objective: Increase/participate in apartment complex construction

Objective: Address affordable housing problem

Government Policy

Goal: To be a progressive community with a government that is responsive to its employees and citizens.

Objective: Take care of the city employees (salary surveys, bring all employees to at least the median scale)

Objective: Increase benefits to city employees (make EC a place where people would like to work)

Objective: Modernize the City's technological capability to include online payment of utilities, credit card payments and other services.

Economic Development

Goal: Create an aesthetic and physically appealing character throughout the community.

Objective: "Entrance corridor" important – Hwy 71 South to the Hwy 59 bypass as the "Gateway" to the city

Objective: Repaint curbs/fire hydrants to improve appearance

Objective: Renovate the Civic Center

Objective: Status of ECISD Middle School (Gladys St.) – not turn into an eye sore

Objective: Find new industry to move into Ron L. Building.

Objective: Install curb and gutter along thoroughfares that are used as primary entrances to the city.

Objective: Increase efforts for demolition of abandoned buildings

Goal: Increase economic development efforts.

Objective: Be prepared to move ahead with new industries that might be developing in the South Texas area

Objective: CDC – retail and commercial – concentrate on the retention of existing businesses

Objective: Consider TIF zone

Objective: Concentrate on growth along Hwy 59 bypass (create tax breaks/incentives).

Goal: Enhance quality of life services

Objective: Festival event is needed – an identity is necessary for EC

Objective: Upgrade city's website (modernize)

Objective: "Bedroom community" atmosphere

Objective:

Objective: Facilitate the development of community theatre.

Utilities

Goal: Assure quality standards for maintenance and operation of all city utilities in order to provide for the long term needs of the citizens.

Objective: Increase maintenance for an aging utilities system

Objective: Water and sewer upgrades in the older parts of the city

Objective: Continue major equipment replacement.

Objective: Complete required improvements to the wastewater treatment plant

Objective: Complete required improvements to the Tres Palacios Bridge

Central Business District

Goal: To establish an identity of Downtown El Campo by providing sufficient resources to create a vital commercial, entertainment and cultural district that offers a good business climate and pedestrian friendly environment that attract both businesses and patrons. (p.2-4).

Objective: Preserve and demolish downtown buildings as needed – tourist attractions.

Objective: Implement Main Street Program to build up downtown.

Objective: Continue efforts to re-route railroad out of downtown area

Objective: Continue efforts to rehabilitate and extend network of sidewalks.

Objective: Repair curb and gutter in CBD.

Land Use

Goal: Achieve a well-managed growth through a deliberate planning process (p. 8-22).

Objective: Comp Plan importance, work with City of Wharton – joint meetings with City Councils & Comm. Court.

Objective: Frontage roads with retail growth along Hwy 59 bypass.

Objective: Continue annexation process feasibility.

Objective: Change zoning along US 59 to promote retail development.

Objective: Move industrial park.

Objective: Develop a new annexation map.

Public Safety

Goal: Provide sufficient resources to fund programs or develop infrastructure to assure the safety of the public.

Objective: Increase efforts for removal of junk vehicles.

Objective: Increase efforts for mowing of vacant lots

Objective: Renovate and upgrade or construct police station.

Objective: Create an Emergency Operating Center

Objective: Build and operate an animal shelter.

Objective: Build extension to El Campo Volunteer Fire Department training tower.

Implementation Manual

Projects & Improvements Schedule - 2008 to 2012

Parks and Recreation					
Specific Goal	**Problem**	**ACTION**	**Date Completed**	**Cost Estimate**	**Funding**
GOAL (9.1): Provide a diverse blend of parks, recreation and open space areas to adequately accommodate the current and future needs of El Campo	Problem: Recreation Facilities are deteriorating.	Remove rust & fix windows at Aquatic Center.	____/____/____	$50,000 Budgeted for Parks Improvements 2008-12	General Fund
		Resurface 4 tennis courts at Friendship Park	12/31/09		General Fund
	Recreation facilities do not meet potential: improvements are required.	Pave parking lot at Willie Bell Park. Also, construct additional parking spaces.	____/____/____		General Fund
		Construct a roof/pavilion over basketball courts at Willie Bell Park	____/____/____		General Fund
		Construct a pavilion over 4 existing tennis courts at Friendship Park	12/31/09		General Fund

Streets and Drainage

Specific Goal	Problem	ACTION	Date Completed	Cost Estimate	Funding
Goal: Plan and implement transportation system improvements which will adequately meet the demands for intra city and inter city trips	Improvements are needed in sections of the transportation network in ensure safety and access.	S. Meadow Lane reconstruction	____/____/____	$320,000	
		Construct access for emergency traffic from Hwy 71 to the hospital.	____/____/____		
	Section of the street network are in need of rehabilitation	Strip pave $50,000 of streets annually	____/____/____	$50,000 (annually)	
		Rehabilitate 3 Ps Streets	____/____/____	$230,000	
		Rehabilitate Phillips Southland Streets	____/____/____	$560,000	
			____/____/____		

Central Business District

Specific Goal	Problem	ACTION	Date Completed	Cost Estimate	Funding
Goal: Create an aesthetic and physically appealing character in the Central Business District that creates a unique destination for visitors.		Civic center upgrades	10/61/60		
		Implement Main Street Program	____/____/____	>$50,000 Annually	
		Complete sidewalk and curb and gutter rehabilitation in CBD.	____/____/____		

Economic Development					
Specific Goal	**Problem**	**ACTION**	**Date Completed**	**Cost Estimate**	**Funding**
Goal: Create an aesthetic and physically appealing character throughout the entire community	Roadways and "gateways" or corridors into town require enhancements to improve the aesthetics/appeal of the community.	Install painting and brick work at the overpasses	_____/_____/_____		TxDOT/ Grants
		Plant bluebonnets along Hwy 59 bypass	_____/_____/_____		EDC/Private
		Repaint curbs/fire hydrants.	_____/_____/_____		General
	Dilapidated, vacant structures and lots pose public safety hazard and diminish community aesthetics	Demolish ____ (#) abandoned buildings per year	_____/_____/_____		General
		Create an inventory of vacant lots and schedule for mowing.	_____/_____/_____		General
		Removal of ___(#) junk vehicles per year	_____/_____/_____		General

Specific Goal	Problem	ACTION	Date Completed	Cost Estimate	Funding
Goal Attract Business that create high-paying job.		Develop TIF zone	____/____/____		
		Extend Meisel Ind. Park to south side of Hwy 59 bypass	____/____/____		
Goal: Develop a community identity to foster tourism and economic development		Develop one (1) annual festival event.	10/01/09		EDC/General

Utilities

Specific Goal	Problem	ACTION	Date Completed	Cost Estimate	Funding
Goal: Ensure health, safety and welfare of all citizens through adequate maintenance, rehabilitation, extensions, and staff training of water, wastewater, and drainage systems.	I/I is too high.	Extend all manholes and valve boxes to grade.	____/____/____		
	Wastewater Treatment Plant is out of compliance with TCEQ regulations	Upgrade WWTP digester	____/____/____	$400,000	
	Attain funding to implement storm water drainage improvements	Complete city-wide drainage study	____/____/____		
		Wal-Mart Ditch	____/____/____	$100,000	
		Meadow Lane Ditch – concrete channel	____/____/____	$175,000	
		Ave F/Pecan Street Drainage project	____/____/____	$150,000	

Land Use Specific Goal	Problem	ACTION	Date Completed	Cost Estimate	Funding
Establish land use regulations and policy to foster economic development and the health, safety, and welfare of all residents.		Complete annexation process.	____/____/____		
		Create new annexation map.	____/____/____		
		Review and revise current zoning districts along U.S. 59 corridor to promote commercial development.	____/____/____		
Housing **Specific Goal**	**Problem**	**ACTION**	**Date Completed**	**Cost Estimate**	**Funding**
Ensure quality, affordable housing for all residents.		Address affordable housing problem: Apply for HOME grant.	____/____/____		
		Contact developers to participate in apartment complex construction.	____/____/____		

Government Specific Goal	Problem	ACTION	Date Completed	Cost Estimate	Funding
Goal: Improve the efficiency and transparency of City Government.	Upgrade the City's technological capabilities.	Upgrade city's website.	08/01/10		
		Purchase hard- and software to enable City to accept credit card payments.	12/31/04		
		Purchase hard- and software to enable City to send paperless bills.	___/___/___		
		Purchase hard- and software to enable to receive payments online.	09/01/10		
	Increase morale and retention of City workforce and increase awareness of City's work.	Review city employees' salaries: conduct a salary surveys and employee review.	___/___/___		
		Increase benefits to city employees	___/___/___		