



**NOTICE OF WORK SESSION AGENDA
LANCASTER CITY COUNCIL**



**James R. Williams Pump Station
Training Room, 1999 Jefferson**

Monday, February 17, 2014 – 7:00 PM

DEFINITIONS:

Written Briefing: Items that generally do not require a presentation or discussion by the staff or Council. On these items, the staff is seeking consent from the Council or providing information in a written format.

Verbal Briefing: These items do not require extensive written background information or are an update on items previously discussed by the Council.

Regular Item: These items generally require discussion between the Council and staff, boards, commissions, or consultants. These items may be accompanied by a formal presentation followed by discussion and direction to the staff.

**[Public comment will not be accepted during Work Session
unless Council determines otherwise.]**

Regular Items:

- 1.** Discuss City Council's annual strategic planning for 2014.
- 2.** Discuss Quarterly Report of City Council Five Year Goals and Strategies established during the annual City Council Strategic Planning Session in May 2013.

EXECUTIVE SESSION: The Council reserves the right to convene into executive session on any posted agenda item pursuant to Section 551.071(2) of the TEXAS GOVERNMENT CODE to seek legal advice concerning such subject.

ACCESSIBILITY STATEMENT: The Municipal Center is wheelchair-accessible. For sign interpretive services, call the City Secretary's office, 972-218-1311, or TDD 1-800-735-2989, at least 72 hours prior to the meeting. Reasonable accommodation will be made to assist your needs.

Certificate

I hereby certify the above Notice of Meeting was posted at the Lancaster City Hall on February 14, 2014 @ 12:30 p.m. and copies thereof were hand delivered to the Mayor, Mayor Pro-Tempore, Deputy Mayor Pro-Tempore and Council members.

Sorangel O. Arenas
City Secretary

LANCASTER CITY COUNCIL
Work Session Agenda Communication
February 17, 2014

Item 1

Discuss City Council's annual strategic planning for 2014.

This request supports the City Council 2013-2014 Policy Agenda.

Goal: Financially Sound City Government

Background

This agenda item provides an opportunity for Council to discuss and provide direction to staff regarding the 2014 strategic planning session. After review of the city-wide calendar, staff has identified possible dates for strategic planning.

- May 28, 29, & 30 Wednesday – Friday
- June 11, 12, & 13 Wednesday – Friday

Considerations

- **Operational** - A request for qualifications and proposals for facilitating Council's strategic planning was issued in November 2009. Council selected The Novak Consulting Group in March 2010. The proposal for services contains renewal options through 2015. Julia Novak has facilitated the planning sessions the past four years. It is important to schedule the annual strategic planning session well in advance to reserve time on a facilitator's schedule and to ensure timely completion of the planning for City budgeting purposes. Julia Novak is available for the above dates.
- **Legal** – Council may continue with The Novak Consulting Group or direct staff to issue a request for qualification and proposals.
- **Financial** - \$12,000 is budgeted this year for strategic planning services.
- **Public Information** - There are no public information requirements.

Options/Alternatives

Staff seeks direction from Council as to whether Council desires staff to seek proposals from facilitators for 2014 strategic planning or contract with The Novak Consulting Group. Staff asks that Council select a date to conduct strategic planning.

Please bring your calendar to the work session

Submitted by:
Sorangel O. Arenas

LANCASTER CITY COUNCIL

Work Session Agenda Communication

February 17, 2014

Item 2

Discuss Quarterly Report of City Council Five Year Goals and Strategies established during the annual City Council Strategic Planning Session in May 2013.

This request supports the City Council 2013-2014 Policy Agenda.

Goals: **Financially Sound City Government**
 Civic Engagement
 Healthy, Safe & Vibrant Neighborhoods
 Professional & Committed Workforce
 Sound Infrastructure
 Quality Development

Background

City Council conducted an annual Strategic Planning Session in May 2013. This report represents activity in the first quarter of FY 2013/2014 (October – December 2013). This is a review of implementation and progress on strategies and initiatives outlined in the 2013/2014 strategic plan and how said strategies connect to continued progress toward the realization of the Lancaster Vision.

The objectives identified in the FY 2012/13 Council strategic planning session have been addressed; as well as progress on FY 2013/14.

Financially Sound Government - The City has a long-range financial plan and has prudent fiscal policies and processes in place. It has met or exceeded its general fund reserve goals, has funds available to address the needs of community and responsibly manages its debt. The community continues to move toward a more competitive tax rate.

- 1. Ensure the City's Tax Rate is Competitive** – during the FY 13/14 budget planning, presentation and town meetings, staff presented information regarding the correlation between property values and the tax rate in comparison to neighboring and survey cities. The City of Lancaster has also operated beneath the effective Tax Rate for the previous fiscal year. This information demonstrated the city tax portion of the average Lancaster resident's tax bill is less than our comparison cities. We will continue to seek strategies to improve our property values as there is a direct correlation between values and rate.

Quality Development - The City encourages high quality construction in its housing, commercial buildings and public facilities. The City employs sustainable building practices and encourages conservation and the use of alternative energy sources. The City has a diverse housing stock with walkable neighborhoods and other high quality neighborhood amenities. A diversity of commercial businesses includes corporate business parks and distribution facilities, which make use of the expanded airport, rail and highway system. Retail areas have grown because of growth in industrial, commercial and residential development.

1. Helen Giddings Amphitheater & Trail Expansion at Lancaster Community Park.

- The Helen Giddings Amphitheater at Lancaster Community Park was completed and a ribbon cutting held on October 5, 2013.

The project included construction of a 2,000 sq. ft. covered amphitheater stage with lighting, a one (1) acre seating area of premier, irrigated landscaping majestically surrounded by 35 shumard red oak trees. Additional improvements included trail expansion with added amenities such as trail lighting, vendor pedestals with electrical outlets, park benches, trash receptacles and outdoor exercise equipment. The amphitheater covered stage also offers dual usage with concrete seating that overlooks the Contemplation Pond for daily usage and enjoyment.

The trail improvements also allow connections from the south end of the park to the existing trail head adjacent to the amphitheater. The trail lighting expands evening usage.

The outdoor exercise equipment is a tremendous benefit and strategically faces the playground for adults to simultaneously exercise while monitoring their children at play.

2. Recruit Quality Commercial, Industrial and Retail Jobs.

Economic Development staff continues working toward the attraction of projects creating commercial, industrial and retail development in order to create a growing tax base and growth in the community's daytime population.

- Staff conducted 12 sales calls on commercial/industrial brokers, developers and potential end users promoting Lancaster as a location for the logistic solutions to their customers.
- Staff conducted one community tour for a developer unfamiliar with the opportunities in Lancaster.
- Staff responded to 8 inquiries for information regarding Lancaster as a potential location for the inquirer's expansion or relocation needs.

- Staff conducted one sales mission to Asia making sales calls on companies to determine their interest in establishing distribution networks in the U.S. and also attended a real estate investment trade show seeking potential investment dollars for projects in Lancaster.

3. Target marketing program to commercial, industrial and retail brokerage community.

Economic Development staff will develop and implement efficient and effective marketing programs designed to solicit and secure the interest of the commercial, industrial and retail development-brokerage communities to promote Lancaster as a profitable marketplace for their client's future relocation or expansion needs.

- Staff participated in 3 commercial-industrial broker and developer events promoting Lancaster as a location for their customers.
- Staff hosted the visits of 3 end user companies interested in Lancaster as a location for their expansion plans.
- Staff attended 1 trade show calling on commercial-industrial users, brokers and developers exhibiting at the show to promote Lancaster as a location for the logistic solutions to their customers.
- Staff contacted 25 retail and restaurant end users soliciting their evaluation of Lancaster as a future location for their businesses.

4. Develop a strategy to pursue the development of a nationally branded hotel/convention center in Lancaster.

- Staff is compiling a list of hoteliers. A direct marketing piece will be utilized to communicate with prospects.

5. Gauge the interest of the development community in projects on the north side of I-20 at Houston School Road.

- Staff continues to include information about new business opportunities within the Campus District when making sales calls on prospects and responding to other inquiries suitable for that district in Lancaster.
- As the comprehensive plan update progresses; economic analysis information will be utilized to seek opportunities.

6. Codification Update

In November 2013, the City Secretary's office met with Planning staff and Franklin Legal regarding codification of the Lancaster Development Code (Volume 2 of the Code of Ordinances). Some conflict clarifications are necessary prior to the codification of the Development Codes. We anticipate Franklin Legal will be able to begin their work on this codification the second quarter of this year.

All 2013 ordinances have been submitted to Franklin Legal for the annual update of the Code of Ordinances (non-development codes). We move to monthly online updates of the Code of Ordinances beginning in March 2014. This will provide more timely availability through the City website of adopted ordinances to citizens and other interested individuals. The hard copy update will remain on an annual basis.

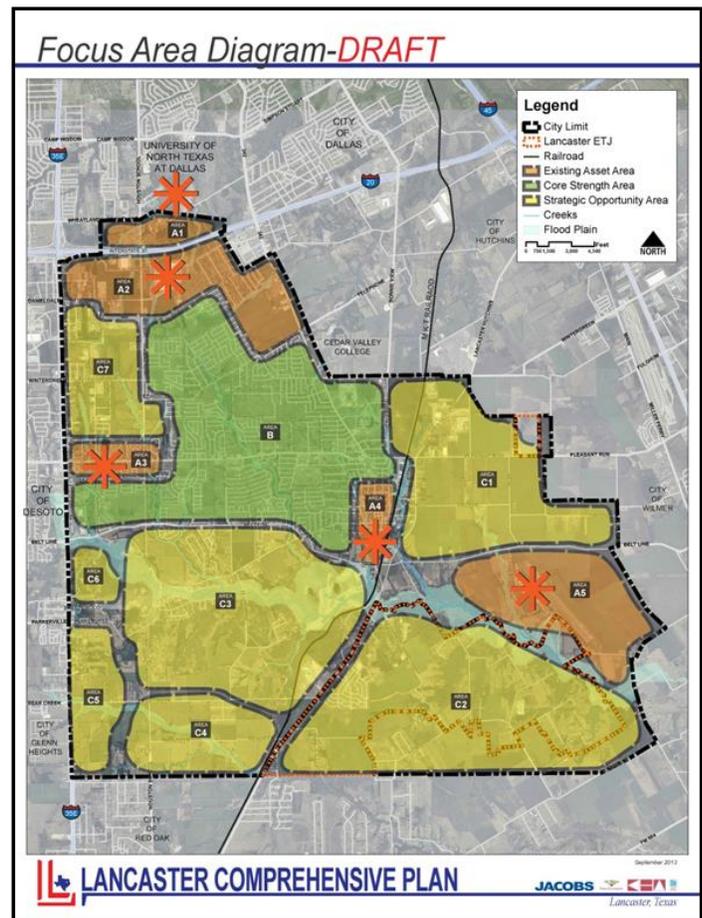
7. Update the Comprehensive Plan

Comprehensive Plan for the City of Lancaster 3-Year Work Plan

Council authorized execution of an agreement with Jacobs to update the City of Lancaster Comprehensive Plan.

Objective of this updated Comprehensive Plan is to identify community goals and objectives while also adding pertinent elements from existing plans and community input to make the plan comprehensive in scope. The Comprehensive Plan will be the "umbrella" document guiding every aspect of the City's future development and growth.

The Jacobs Engineering Group, leading the consultant team, reviewed existing background data and previous studies to provide a high level of understanding of the City of Lancaster in terms of existing conditions, opportunities and constraints. Jacobs team also gathered additional data from



outside sources that reflect the socioeconomic, psychographic and market trends of the larger trade area that Lancaster is a part of. The Consultant team presented their findings to the City Council and Planning and Zoning Commission at a joint work session on October 7, 2013.

The first Advisory Committee meeting was held on November 21, 2013. The Advisory Committee has a central role in the process that will create the new Lancaster Comprehensive Plan. The Community Charrette was held on Saturday, February 1, 2014.

There are also two online surveys seeking feedback from residents regarding the comprehensive plan. A joint work session of the Planning and Zoning Commission and City Council will be held in the second quarter.

Healthy, Safe, & Vibrant Neighborhoods - Lancaster is a safe place where neighbors know each other. The community unites at citywide events that keep neighborhoods strong. Compassionate code enforcement maintains our residential neighborhoods, and all residents have access to parks near where they live.

1. Assess Community Policing Strategy and determine appropriate staffing levels and deployment.

A Request for Qualifications (RFQ) has been issued for an assessment of the department. During the period of October 01, 2013 thru December 31, 2013, the Lancaster Police Department Patrol Division answered a total of 25,442 calls for service. There were a total of 406 arrests, which is a decrease of 36%. The department responded to 131 minor accidents and 145 major accidents in the city. There were a total of 134 burglaries reported, both residential and business, which is a decrease of 21% over last quarter. There were 6 robberies reported which is a decrease of 40% over last quarter. A total of 114 motor vehicle burglaries were reported which is an increase of 2% over last quarter. DWI arrests are down by 40% over last quarter. During this past quarter, officers made 5 arrests for burglary of habitation and 4 for burglary of a vehicle. The department will continue to implement proactive strategies to reduce property crimes within our community.

The men and women of the Lancaster Police Department take pride in serving the citizens of this community. The safety of all citizens and businesses in our community is our top priority. Lancaster Police Department community outreach initiatives include the following:

- **National Night Out** - Lancaster Police Department attended several of the National Night Out functions on Tuesday, October 1, 2013. These functions are an excellent opportunity for the officers to get to know the citizens in the community and answer questions regarding crime prevention and personal safety tips in designated service areas.

- **Community Watch Programs** - The Lancaster Police Department participated in several community watch programs and use this opportunity to provide education and information about the crime statistics in their neighborhoods and how they can be a partner to help prevent these crimes. During these meetings, LPD displays statistical data specific to their neighborhoods on poster size boards to captivate the citizen's involvement and interest. Additional follow-up will be available in the 2nd quarter of this fiscal year.
- **Fall Special Events** - The Lancaster Police Department has been active and present at the following city-wide events: Lancaster Middle School Career Day and Lancaster I.S.D. homecoming parade.
- **Holiday Events** - The Lancaster Police Department participated in several holiday events such as:
 1. Sponsored trick or treat for Pleasant Run Elementary.
 2. Partnered with Lancaster I.S.D. to serve families in need within the City of Lancaster with a turkey.
 3. Sponsored 10 impoverished special needs children for Christmas who attend Lancaster I.S.D. at West Main Elementary.
 4. Participated in City of Lancaster Christmas Parade.
- **Community Partnerships** - Chief Wilson met with Lancaster I.S.D. to discuss after school mischievous conduct and developing a plan for potential domestic and foreign terrorist training. Chief Wilson and the Assistant Chief's attended the Dallas County Criminal Justice Advisory Board (CJAB) meeting which consists of several DFW police departments partnered with Dallas County government. The department also attended the Southern Regional Response Group (SRGG) meeting to discuss equipment and operations needed to respond to emergency or tactical needs within the community.

Professional & Committed Workforce - Lancaster city government is an employer of choice with competitive pay that attracts an engaged, responsive, customer-oriented, innovative, and effective workforce. Some employees live in the City and all have a sense of ownership of the community. City employees feel needed and appreciated by elected officials, residents and businesses and are respectful to and appreciative of their customers and the City's governing body. The City's executive staff is engaged with residents and attends community events, upholds strong customer service, and uses technology to aid them in working smarter.

1. Response to December 5-9, 2013 Winter Weather Storm.

Between Thursday, December 5, and Sunday, December 8, the Emergency Operations Center (EOC) was activated for 36 hours. The EOC coordinated and filled requests from the Street, Police and Fire Departments and was staffed by Police and/or Fire Department senior staff. The EOC kept in constant communications with

the National Weather Service, Texas DOT and the Dallas County Office of Emergency Management. Overall between the Police and Fire Departments over 200 responses for services were completed. The Public Works crews worked throughout the event sanding Interstate 20 and Interstate 35E in coordination with maintaining safety for Police and Fire staff that were actively working accidents along these and interior roadways.

2. Update our Compensation Survey and provide data to the Council on where our pay is relative to the established policy.

In 2013 the City Council participated in a strategic planning session and identified the city compensation plan as an area to review for future direction and consideration. City Council expressed a desire to see how the city fairs to the established pay policy. The past established pay policy or goal was to be at the middle average of the city survey cities.

In 2007 the Waters Consulting Group contracted with the City of Lancaster to conduct an in depth compensation study. Unfortunately, the economic downturn affected the City of Lancaster immediately after receiving the results of the compensation study and all pay plan initiatives were placed on hold.

Subsequently adjustments to the pay plan were deferred as well as the general government step plan. Since that time, in 2012 City Council approved a one-time \$1,000 payment to full time employees paid in two equal installments. In 2013 City Council approved a 3% pay plan adjustment.

In looking at where the City of Lancaster is relative to our survey cities we have fallen behind the market due to deferment of adjustments of the city pay plan. On October 21, 2013 City Council received a presentation providing further detail on the status of the cities minimum pay and actual pay as compared to our survey cities. Using 2013 survey data the city was -13.51% below market for minimum pay and -15.82% below market for actual pay.

Updated survey data will be collected and reported to city council prior to strategic planning in 2014. This will provide two compensation survey updates to city council prior to reviewing the previous year's goals and objectives during strategic planning.

Sound Infrastructure - The City has well-maintained streets and well-planned preventative maintenance programs for infrastructure and assets.

1. Prioritize maintenance initiatives based on Pavement Management Program results.

A presentation to City Council was conducted in 2013 regarding the Pavement Management Program and the process for rating streets and upcoming projects.

2. Plan for new Fleet Maintenance Facility.

A request for proposal is being initiated to select a consultant for the purpose of planning and designing for the needs of the fleet maintenance division.

3. Stormwater MS4 General Permit.

The new Small MS4 General Permit, TPDES Permit No. TXR040000, was issued on December 13, 2013. All regulated entities (new and existing) will have 180 days to apply for coverage or a waiver under the general permit, the deadline to apply is June 11, 2014. Each regulated entity must submit a Notice of Intent (NOI) and a new or revised (for existing regulated entities) Stormwater Management Program (SWMP) or a waiver if applicable. The new permit is being reviewed to ensure the Storm Water Management Plan addresses the permit guidelines and compliance.

Civic Engagement - The City provides opportunities for involvement through special events, boards and commissions, youth and parent volunteer opportunities in recreation, sports teams, City elections, Civic Leadership Academy, and City-wide celebrations.

1. Texas Open Meetings Act Training

On December 17, 2013, board and commission members received state mandated training on the Texas Open Meetings Act. Attendance was excellent. Six members of the Youth Advisory Committee also attended as well as several staff members. The City is near 100% compliant for board and commission members, and all City staff is fully trained as required by state law.

2. Parks, Recreation and Library Services

- In lieu of traditional "trick or treating", this year's fall festival (FitFest, Southwest Fall Carnival, and Festival) focused on health and wellness and included a 1/2 mile walk that took you from Paris, France back to Lancaster, TX with layovers in Australia and Africa. At each stop, participants learned about the culture of that country along with a fitness activity and a healthy snack. This was conducted in partnership with We Can! Southwest. The evening was concluded with an outdoor, family friendly movie viewing of "Hotel Transylvania" at our new Helen Giddings Amphitheater.
- In November, the Teen Club and Youth Advisory Council sponsored a care package supply drive to send Christmas care packages to troops who are currently deployed overseas. Both groups collected donations for this drive at the Library, Recreation Center and Senior Center from November 9 through November 21, 2013. The goal was to send 100 care packages to deployed troops. In addition to the care packages, there was a station at the library where people could fill out a Christmas card to say thank you to troops. The first 100 of these went inside the

care packages, with the rest sent to other soldiers so that the community can show its support to our troops.

- November 23, 2013 in collaboration with Dallas County the City participated in JFK Day of Service with a Block Party & Turkey Bowl event. Originally scheduled to be at Lancaster City Park, due to inclement weather the event was moved to the Lancaster Recreation Center. The Day of Service activities were a result of Dallas County's initiative to deploy hundreds of volunteers throughout Dallas County in commemoration of JFK Day. Volunteers in Lancaster assisted with painting the interior of the Grand Hall and conducted clean ups throughout the City. Those in attendance were entertained with DancerSize and Zumba demonstrations, SNAG (Starting New at Golf) Golf demonstrations, face painting, bounce houses, vendors, arts and crafts, along with the featured activity of the day Turkey Bowling. The Hilton Garden Inn, Duncanville sponsored free turkeys for bowlers who had three opportunities to knock down giant bowling pins to win a free turkey.
- December 14, 2013 the City partnered with the Chamber of Commerce and the Lion's Club for the annual Christmas Parade and Festival "Healthy Heart for the Holidays." The Annual parade lead by Grand Marshall(s) Coach Beverly Humphrey and the State Champion Girls Track Team concluded at the Lancaster Recreation Center that came alive with decorations that captured the spirit of the season. Activities included a tree lighting ceremony, musical and performing arts entertainment, Santa's work shop, carnival games, vendor booths, pictures with Santa, bounce house obstacle courses, line dancing, fitness demonstrations, and bowling for turkeys sponsored by the Hilton Garden Inn, Duncanville. Other sponsors included Nationwide Insurance, Neighborhood Credit Union, and the Lancaster Police Officers Association.
- We had 48 volunteers logging 162 hours during the 1st quarter of FY 13/14.

3. Visitor's Center and State Auxiliary Museum

In partnership with the Chamber of commerce, we now have a volunteer assisting with promoting the Visitors Center and State Auxiliary Museum. With the presence of a volunteer there are opportunities for guided tours. During the first quarter of FY 13/14 the volunteer logged over 400 hours.

- **Signage** – indicating the museum is open is placed out front to generate interest of traffic traveling down Dallas Avenue.
- **Promotion** – Presentations have been made to the Lancaster Rotary Club, the Lancaster Historical Society, and hosted the local Cub Scout Troup. Thirty-eight scouts with their parents experienced the guided tour of Lancaster History and received a faux badge for touring the Museum. Additional tours are scheduled for 2nd quarter of FY 13/14.

The appointment of an Advisory Board is critical to the continued development and promotion of the museum. Information regarding the board is being distributed through all available media to solicit interested persons to seek appointment.

Submitted by:

Opal Mauldin Robertson, City Manager