



AGENDA

WORK SESSION LANCASTER CITY COUNCIL

James R. Williams Pump Station
Training Room, 1999 Jefferson
Lancaster, Texas



Monday, October 17, 2011 – 7:00 P.M.

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.]

Item	Key Person
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Regular Items:

1. Receive and discuss a presentation regarding Vision North Texas.
Stringfellow-Govan
2. Receive a presentation and discuss annexation in the City's extraterritorial jurisdiction (ETJ) and the upcoming schedule.
Stringfellow-Govan
3. Discuss the Lancaster Veterans Memorial Library Three Year Plan for Library Service for FY 2012 – FY 2014.
Loucks
4. Discuss the Quarterly Report for City Council Five Year Goals and Strategies established during the annual City Council strategic planning session in June 2010 and June 2011.
Mauldin-Robertson

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Certificate

I hereby certify the above Notice of Meeting was posted at the Lancaster City Hall on October 13, 2011 @ 5:00 pm and copies thereof were hand delivered to the Mayor, Mayor Pro-Tempore, Deputy Mayor Pro-Tempore and Council members.

Dolle K. Downe

Dolle K. Downe, TRMC
City Secretary

LANCASTER CITY COUNCIL
Work Session Agenda Communication for
October 17, 2011

1

WS11-001

Receive and discuss a presentation regarding Vision North Texas.

This request supports the City Council 2011-2012 Policy Agenda.

Goal: Quality Development

Background

Vision North Texas is a public-private partnership designed to increase awareness about the growth expected in North Texas and to involve people and organizations in initiatives that accommodate this growth successfully. Vision North Texas was formed as a unique, new public-private partnership for the Metroplex region. The Urban Land Institute's North Texas District Council and the North Central Texas Council of Government's formed this partnership in 2004. The City of Lancaster has been supportive since the partnership began by participating in phase 1, the April 2005 kickoff event in which an invited group of business, civic and political leaders gathered at the University of Texas at Arlington to consider where millions of new Metroplex residents would live, work and play.

The City of Lancaster was among over 33 participating partner cities in the Vision North Texas Leadership Summit held in September 2006. During this summit, elected and appointed officials and members/staff of the public and private sector identified the top regional issues of the entire North Texas area. This summit was held within phase 2 of Vision North Texas' efforts, in which a City of Lancaster councilmember was appointed to the Leadership Advisory team. The initiatives during this phase were continued education and outreach, involvement of more people in the regional discussion, research into Development Excellence Best Practices, and to decide on whether to create a preferred regional scenario.

In January 2007, a Southeastern sub-regional workshop was hosted at the Lancaster High School where a diverse group of stakeholders were invited from southern Dallas County, Ellis and Kaufman Counties to discuss growth in this area. The City of Lancaster was one of the partners and sponsors of this workshop.

In June 2009, Vision North Texas presented the initial findings to various cities related to the North Texas Alternative Futures. The City of Lancaster was among the partners and sponsors of their efforts. The culmination of the alternative futures scenarios was presented in September 2009 and became the guiding principles for the creation of the *North Texas 2050*.

In March 2010, the *North Texas 2050* was completed. It is the vision and action package released last year that received national and Texas awards and recognition. Efforts are underway to put into action its recommendations. This vision will become reality as cities, counties, private sector decision-makers and stakeholder groups consider its principles and use its recommendations when they make their own choices that have supported the Vision North Texas partnership in its work.

Vision North Texas is intended to raise awareness about growth expected in the 10-county Metroplex region during the next 25 years. It creates a forum for regional dialogue about options to accommodate this growth that are successful and sustainable. A Vision North Texas representative from the Speaker's Bureau, Bud Melton, will brief the City Council on the results of the North Texas initiative.

There is no recommendation at this time. The purpose of this item is to brief the City Council on North Texas 2050 initiative.

Attachments

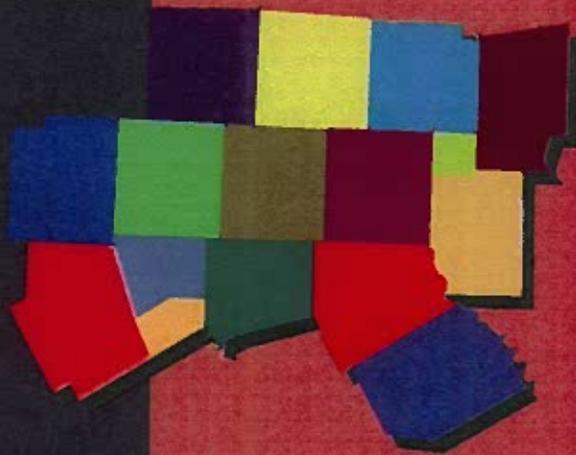
- North Texas 2050 plan
- Speaker information

Prepared and submitted by:

Rona Stringfellow-Govan, Director of Development Services

Date: October 6, 2011

Wise
Denton
Collin
Hunt
Palo Pinto
Parker
Tarrant
Dallas
Rockwall
Kaufman
Navarro
Ellis
Johnson
Hood
Somervell
Erath



Vision North Texas
Understanding Our Options for Growth

North Texas 2050



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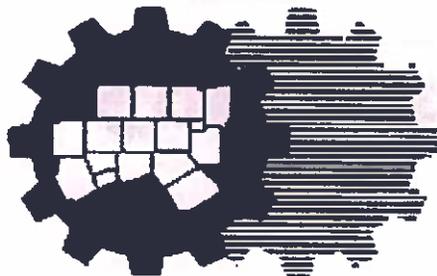
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Vision North Texas Charter Sponsors

* Vision North Texas is able to carry out this initiative because of the support of its sponsors. The 2009 and 2010 sponsors are listed below.



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Executive Summary

North Texas – the sixteen county region surrounding Dallas and Fort Worth – is the fourth largest region in the nation. Its population is expected to reach almost 12 million by the year 2050. How can North Texas accommodate that growth? What quality of life will residents experience ten, twenty or forty years from now? The decisions made today by investors, homeowners, businesses and other stakeholders will determine the answers to these questions.

Vision North Texas is a private, public and academic partnership created to serve as a forum for dialogue and action on these important issues. Beginning with a regional visioning workshop in 2005, the partnership has involved people from all parts of the region in the consideration of choices for the region's future. After five years of workshops, presentations, research and debate, seven conclusions are clear:

- * The North Texas region will face a significant amount of growth in the next several decades.
- * Current infrastructure is not adequate to meet the needs of this growth.
- * A continuation of the development patterns of the past leads to significant impacts on the region's air, water, land and natural resources.
- * The market of the future is more likely to want a different type of community – one that is more compact, walkable and with natural assets and urban amenities nearby.
- * The past patterns cannot be changed by the actions of one or a few decision-makers. Choices made by many stakeholders will affect the result.
- * A shared vision and more complete information for these stakeholders offers the region a better chance to achieve a desirable future.
- * North Texans want a future that is better than the one forecast by a continuation of 'business as usual' trends.

This **North Texas 2050** document describes the preferred future envisioned by Vision North Texas participants. It is the result of collaboration of experts in many professional fields, input of interested residents and direction from regional leaders. The document contains two major sections that present a 2050 vision and the actions to achieve it.

The first major section, **A Vision for North Texas**, proposes a Vision Statement and a set of twelve Guiding Principles for the region's growth and development. It describes a preferred future for North Texas by identifying five policy areas (natural, rural, separate community, outer tier and inner tier), each with its own challenges and opportunities, and two types of important centers (employment centers and mixed use centers) that are focal points for the region and its communities. This physical development pattern is served by an investment framework that integrates eight areas of investment – regional ecosystem, community character and form, economy, housing, mobility, climate resilience, education and health. A set of policy recommendations addresses the role of this investment framework throughout the region and in each policy area and type of center.

The second major section, **Action Package**, identifies the tools and techniques needed for action to achieve this vision. The action package includes incentives, best practices, model ordinances and templates, technical assistance, benchmarks & indicators, new institutions/entities, regional coordination & collaboration, and communication. It concludes with a set of priority actions for 2010 – a list of the 'top 20' items that should receive the greatest amount of attention and action, and a list of the 'next 10' items that address individual issues and innovative research. This proposed action agenda should be the focus of next steps to achieve the **North Texas 2050** preferred future.

Overview

Business as Usual – Not the Preferred Future

If current trends continue, the 16-county North Texas region will have over 75% more people in 2030 than in 2000, and the population will more than double by 2050. These trends create a ‘business as usual’ future for North Texas that is very different from the quality of life people find in the region today.

New neighborhoods built by 2030 will be developed at substantially lower densities than those in existing urban areas. Such low density neighborhoods mean that almost all trips must be by car, adding to traffic congestion and air pollution. Health research has documented higher levels of obesity and related problems for residents of these neighborhoods, leading to increased pressures on the region’s health care system.

Due to this development pattern, the region is expected to lose 900,000 acres of agricultural land, as well as substantial areas of natural habitat. The amount of impervious surface in the region (buildings and pavement) will double, increasing runoff and affecting water quality in streams, severity of floods and the temperatures experienced by people in the region’s urban areas. More than half of the new households will live in the watersheds of the region’s water supply lakes, affecting the water quality of these lakes and the drinking water they provide.

Over 1/3 of the region’s households will live outside today’s urban areas. In addition to these effects noted above, this shift also makes it less likely that the existing neighborhoods and communities closer to the region’s core will remain vital and desirable because infrastructure investments and tax base will be focused on the newer, outlying urban areas.

‘Business as usual’ means additional infrastructure but, with current resources, investments cannot keep pace with demand. For transportation facilities, the anticipated investment of almost \$71 billion from 2007 to 2030 does not improve conditions. Instead, it results in 66% more hours lost to travel delay in 2030 and a congestion cost of \$6.6 billion (compared to \$4.2 billion in 2007). In 2050, existing water supplies are not sufficient to meet the needs of this urban area and North Texans will need 21% more electricity production capacity than is currently available.

Finally, this development pattern may not even offer the housing choices that the market of the future will demand. Stakeholder preferences, changing demographics and lifestyle choices, new technologies for work and communication, and economic options for businesses and employees all suggest that the market of the future will not be met by the housing options of the past. Instead, market demand is expected to favor more compact neighborhoods where walking and biking are feasible options for many trips and where a resident can enjoy both the advantages of an urban location as well as the assets of a natural setting.

North Texas has grown successfully and dramatically over the past 40 years. But more of the same will not be successful or sustainable for the next 40 years. This conclusion – and the desire for a future that is better than this ‘business as usual’ scenario – has been supported consistently in discussions with North Texans during the past five years. Through the work of Vision North Texas, a new vision for the future has emerged that accommodates anticipated growth and offers a higher quality of life and a better future. This **North Texas 2050** document presents this preferred future and proposes action to make it a reality.



Vision North Texas

The Partnership

Vision North Texas is a partnership of private, public, and academic organizations working to increase awareness about the growth expected in North Texas and to involve people and organizations in initiatives that accommodate that growth successfully and sustainably. The partnerships' three Charter Sponsors are the Urban Land Institute's North Texas District Council (ULINT), the North Central Texas Council of Governments (NCTCOG) and the University of Texas at Arlington (UTA); many other organizations participate as partners and sponsors. Vision North Texas' activities are directed by a 10-member Management Committee representing the Charter Sponsors and other leaders in the private, public and academic sectors, and are guided by more than 75 Advisors representing key private and public sector entities.

Vision North Texas brings together people from diverse backgrounds and perspectives to discuss common interests, understand differences, and find solutions. It educates people about the change and growth our region is facing, and about the options we have to successfully accommodate this growth. It is the region's forum to debate and agree on a shared vision for our region and a practical action program to create that future. It provides North Texas decision-makers with the tools they need to make better choices that will make this vision a reality.

Vision North Texas Activities and Accomplishments

The Vision North Texas partnership began its work by hosting a regional visioning workshop, held in April 2005 at the University of Texas at Arlington. This workshop brought together a diverse group of nearly 200 stakeholders from across the region to discuss alternatives to the pattern of urban growth currently projected for the area. During the visioning workshop, participants defined 15 alternative development scenarios that could provide increased

quality of life, sustainability and economic vitality for the people who will live and work here in the future. Evaluation of these scenarios showed they could provide North Texas with significant economic and environmental benefits—more than \$15 billion in transportation cost savings, in one case.

Following the 2005 workshop, leaders from across the region urged Vision North Texas to continue this important work. Vision North Texas has now completed more than 150 workshops and presentations and conducted research on issues such as creation of a regional greenprint and support for development best practices. A Leadership Summit in 2006 engaged the elected and appointed leaders of the regions' cities and counties. In 2007 and 2008, four subregional workshops involved diverse stakeholders throughout the region in a more detailed discussion of the best ways to accommodate anticipated growth. Since 2005, Vision North Texas has involved and heard from hundreds of stakeholders who share a vision for a sustainable North Texas and who overwhelmingly urged our region to take action.

In September 2007, the Vision North Texas leadership began an ambitious effort to create North Texas 2050. The process to develop this 'gamebook' has included three phases of work, extensive research and participation by a wide range of stakeholders, leaders and decision-makers. Each phase has produced a major report and has concluded with a stakeholder event. These results are summarized below and are documented in reports available at www.visionnorthtexas.org.

Regional Choices for North Texas

This report contains information and research on the range of issues affecting the lives of the people who live and work in North Texas now and in the future. It was developed through a collaborative research effort including experts in fields from housing to forestry to urban design. The report establishes a baseline of information about the current characteristics of the North Texas region. It summarizes

the region's current plans for its future and projections of growth trends, both of which generally describe the expected future under 'business as usual'. It also describes efforts that are already underway that are changing those trends. Lastly, it suggests four possible alternatives to the 'business as usual' future.

This report was presented and discussed at a Regional Summit held in December 2008. Expert panelists and participants reviewed the report and discussed its implications for specific issues such as water and energy. Summit participants strongly supported the need for a future that was better than 'business as usual'. They provided feedback on the set of potential alternatives to that future.

Scenarios

In early 2009, the Vision North Texas Research Team used this stakeholder input to finalize a set of five alternative futures for the region. In all cases, the region was expected to have about 9.5 million residents and 5.6 million jobs in 2030 and almost 12 million residents and over 7 million jobs in 2050.

Scenario 1: Business as Usual

This scenario represents the region as it will exist in 2030 if private and public decision-makers continue in the direction the region is headed today. It is based on the North Central Texas Council of Governments 2030 Forecast and distribution of growth, with additional assumptions regarding development patterns in the region's outlying counties. Exhibit 2.1 shows the concept for this scenario.

Scenario 2: Connected Centers

This scenario envisions a region where people have more choices about how they connect to the places where they live, work and play. Exhibit 2.2 indicates the general concept applied to the region.

With this scenario, many human-scale mixed use centers would be located throughout North Texas. These centers might be similar to the development projects created in recent years near DART

Exhibit 2.1: Business As Usual (Scenario 1)

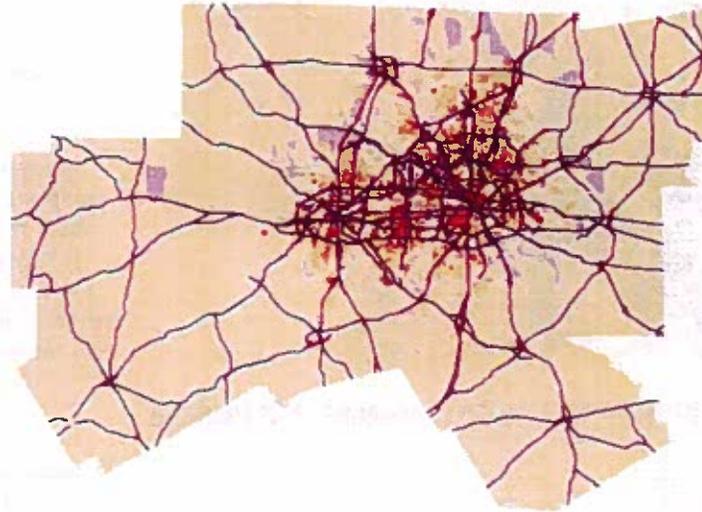
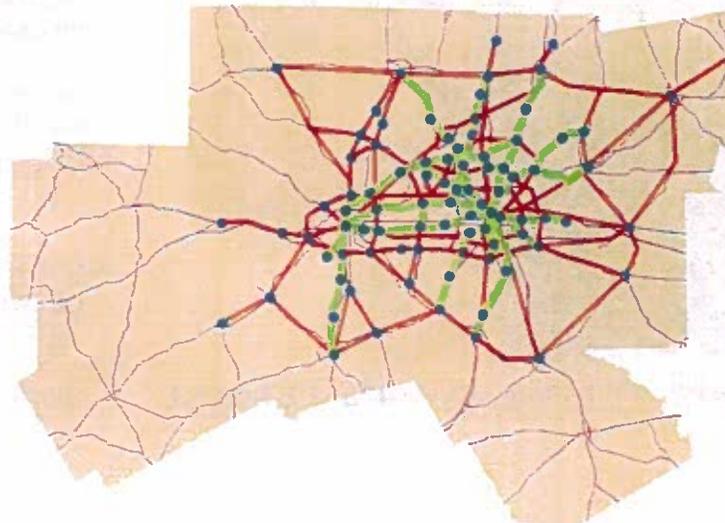


Exhibit 2.2: Connected Centers (Scenario 2)



light rail stations. The investment framework associated with this scenario emphasizes mobility choices within and between the centers, including trails/paths, public transportation (bus, streetcar, light rail and commuter rail) and routes for travel by car. In Exhibit 2.2, important roadway connections are shown in brown and important rail connections are shown in green.

Scenario 3: Return on Investment

This scenario envisions a region that maximizes the benefit received from the extensive investment taxpayers and property owners have made in the region's existing infrastructure and development pattern. Exhibit 2.3 shows the scenario diagram for this alternative, with blue shading in the area that is currently included in transportation planning. The green shading shows areas that are generally urban (they have existing development or existing infrastructure). In this scenario, the growth through 2030 would be mostly contained in these green areas, where urban-scale infrastructure already exists. Development would emphasize infill, revitalization and maintenance of existing communities.

Scenario 4: Diverse, Distinct Communities

This scenario creates a region with different sorts of communities and centers, built on the traditional character of regional communities but designed to meet the needs of the region's future markets. Instead of focusing on quantities (of new population or of facility capacity), it focuses on qualities – the features, places and experiences that make one community stand out from another and that encourage residents to develop strong and lasting ties to their own community. Exhibit 2.4 shows the scenario diagram for this alternative. It supports reinvestment and development in downtown Dallas, downtown Fort Worth and in the downtowns of other communities around the region, providing regional support for the efforts many of these communities have underway.

Exhibit 2.3: Return On Investment (Scenario 3)

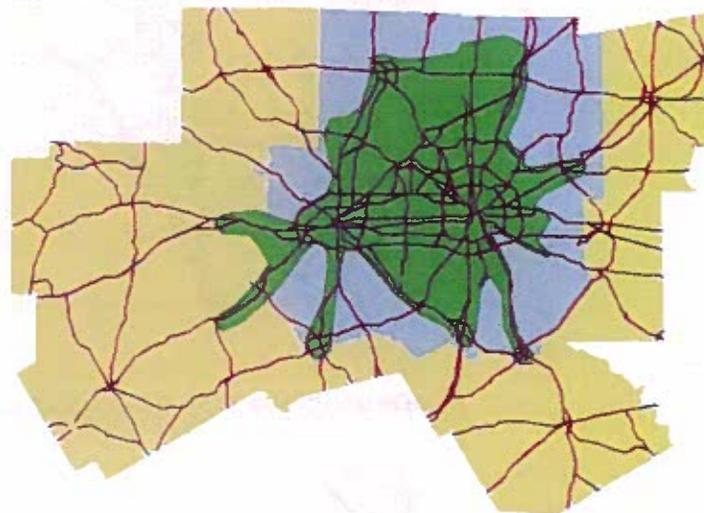
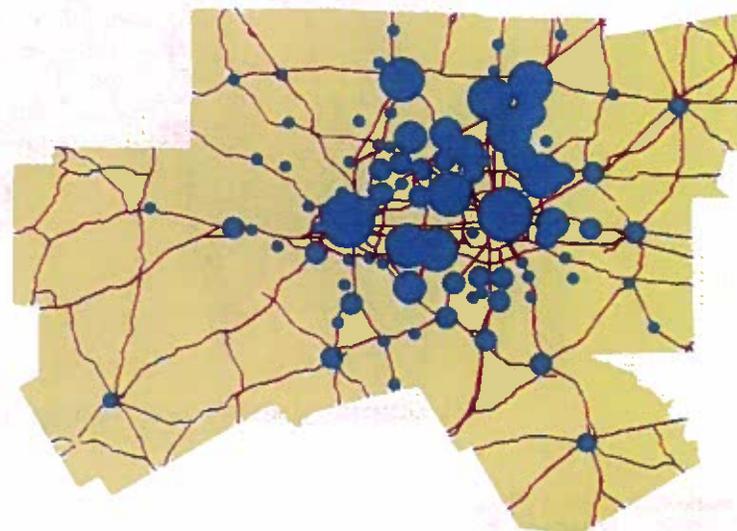


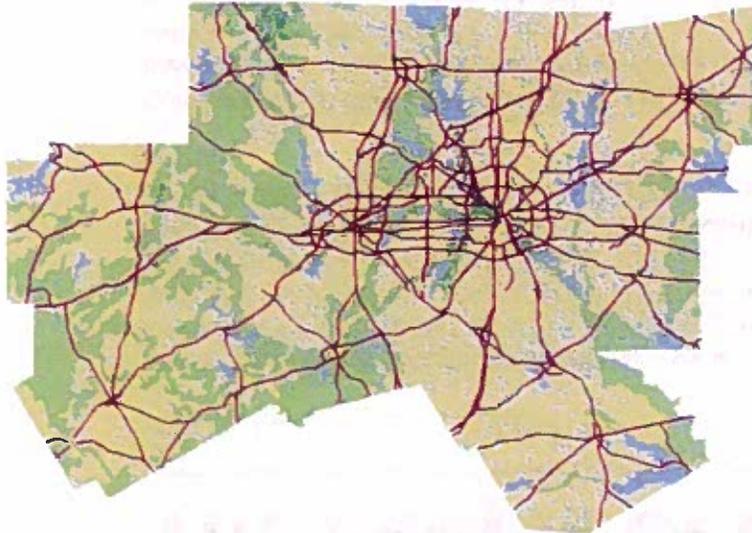
Exhibit 2.4: Diverse, Distinct Communities (Scenario 4)



Scenario 5: Green Region

This alternative emphasizes green development or natural assets as the foundation for future regional growth. Exhibit 2.5 shows the scenario diagram of this concept. It is based on an initial identification of natural assets and open spaces that create a 'green infrastructure' for the region and that should be protected or enhanced. It also emphasizes support for green jobs, the use of alternative energy sources and LEED building standards, and sustainable community design.

Exhibit 2.5: Green Region (Scenario 5)



Alternatives Analysis

A research team of experts evaluated these alternative futures for the region. The results were striking. All four alternatives did a better job of addressing transportation concerns compared to the Business As Usual scenario. The Health Research Team concluded that the Diverse, Distinct Communities and Green Region scenarios were most likely to support healthy people and communities. Housing indicators suggest that the Connected Centers scenario would do the most to achieve objectives for housing intensity and affordability. The Return on Investment and Green Region scenarios were most successful in addressing water and natural asset objectives.

A stakeholder session in September 2009 provided the opportunity for North Texans to discuss these results and add their own perspectives. Participants provided input on the advantages and drawbacks of the four alternative scenarios. They strongly supported a preferred future that was better than business as usual.

North Texas 2050

This *North Texas 2050* document is the culmination of the Vision North Texas initiative. Based on stakeholder input, expert research and the guidance of regional leaders, its Vision for North Texas (Chapter 4) describes a future that current residents would like to achieve and its Action Package (Chapter 5) proposes tools and techniques that can be used by many different private and public decision-makers to help achieve this regional vision.

Following the release of *North Texas 2050* at the Regional Summit in March 2010, the Vision North Texas Charter Sponsors, partners and other public and private organizations will be asked to consider these recommendations, endorse this vision and use their own investments and decisions to help achieve this preferred future.

The People of North Texas



The People of North Texas

People live in North Texas for many reasons – some were born here and others moved here for school or a job opportunity. One of the main goals of Vision North Texas is to gain a better understanding of the people who live and work here today and those who are expected to be here in the future. “What kind of place do North Texans want for living and working?” was asked continually throughout the process.

Current research shows that North Texas is growing, aging and becoming more ethnically diverse. Where people live and work today will not be the same in 2050 due to the changes in demographics, as well as changing technology, lifestyle choices, job markets, transportation choices and other factors. For example, baby boomers are retiring and moving into a different phase of their lives. Their housing preference is likely to change as a result.

In order for the North Texas region to be as successful and sustainable as possible in the future, the changing needs and preferences of the people who live and work here must be understood. The area needs to be ready for this expanding and changing market demand. In this chapter of the report, the current and future demographics of North Texas residents are examined.

Existing Conditions

Regional Population

The sixteen county region that is the focus of Vision North Texas had slightly more than a half million people when the 20th century began (Exhibit 3.1). By the beginning of the 21st century, the region's population had increased nearly ten-fold, to 5.3 million. Most of that growth occurred after World War II, as this region saw the dramatic expansion of jobs and growth of suburban neighborhoods that characterized much of the Sunbelt.

Today, the sixteen-county North Central Texas region is home to over 6.5 million people. It is more populous than many countries including Jordan, Denmark, Finland, Norway, and New Zealand. The region is the 4th largest nationwide after only New York, Los Angeles and Chicago. Nearly eighty-six percent of the region's population is concentrated in four core counties: Collin, Dallas, Denton and Tarrant.

Exhibit 3.2 reflects the sixteen-county population totals for the latest Census (2000) and the NCTCOG population totals (2008). The population of each county has increased by an average of thirty-one

¹ Much of the information in this chapter is drawn from more detailed analysis in earlier Vision North Texas reports. Please review “Regional Choices for North Texas” and “North Texas Alternative Futures” for more information.

percent over the last eight years. Rockwall County experienced the highest growth rate at seventy-six percent and Dallas County was among the lowest at ten percent. Despite the low population increase, Dallas County still holds the largest share, thirty-seven percent, of the 6.5 million people who reside in the North Texas region.

Population Density

The 6.5 million people living in North Texas are not evenly distributed across the 16-county region. The most densely populated county is Dallas with more than four people for each acre of land. The least populated county is Palo Pinto. Located on the western edge of the region, Palo Pinto has twenty-one acres of land for every person living in the county. Over the last eight years, all of the core counties and many of the outer counties experienced an increase in population density. Rockwall and Collin counties showed the greatest percentage change in density. For some counties, the change was insignificant. No county experienced a decline in density.

Exhibit 3.1: North Texas Population, 1900 to 2000

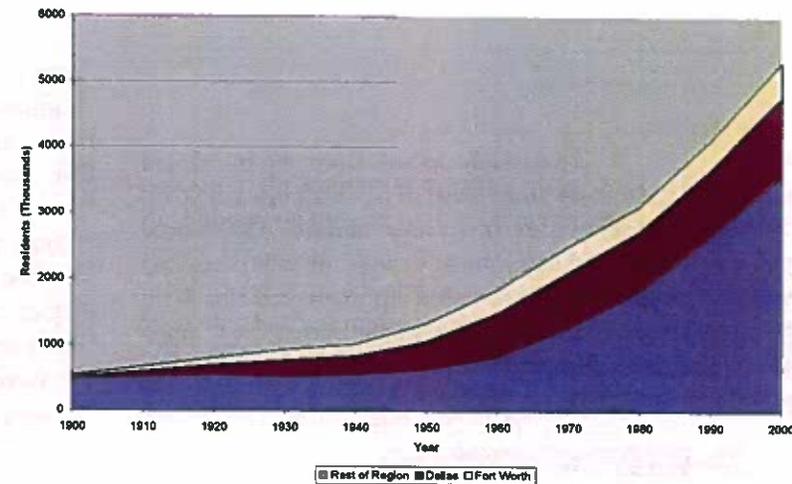


Exhibit 3.2: Population Density by County, 2000 and 2009

County	Census 2000 Population	NCTCOG 2008 Population	Percent Change 2000-2008	Area (In acres)	2000 Population Density (persons per acre)	2008 Population Density (persons per acre)	Percent Change In Density (2000-2008)
Collin	491,675	748,050	52%	566,851	0.9	1.3	52%
Dallas	2,218,899	2,451,800	10%	581,279	3.8	4.2	10%
Denton	432,976	614,650	42%	610,108	0.7	1	42%
Ellis	111,360	147,850	33%	608,915	0.2	0.2	33%
Erath	33,001	38,550	17%	697,446	0	0.1	17%
Hood	41,100	54,900	34%	279,519	0.1	0.2	34%
Hunt	76,596	91,600	20%	564,381	0.1	0.2	20%
Johnson	126,811	159,750	26%	469,982	0.3	0.3	26%
Kaufman	71,313	102,550	44%	516,425	0.1	0.2	44%
Navarro	45,124	49,500	10%	695,131	0.1	0.1	10%
Palo Pinto	27,026	29,600	10%	630,583	0	0	10%
Parker	88,495	120,300	36%	582,327	0.2	0.2	36%
Rockwall	43,080	76,000	76%	95,211	0.5	0.8	76%
Somervell	6,809	9,100	34%	122,805	0.1	0.1	34%
Tarrant	1,446,219	1,780,150	23%	577,162	2.5	3.1	23%
Wise	48,793	64,500	32%	590,386	0.1	0.1	32%
Region	5,309,277	6,538,850	Avg. Change = 31%	8,188,511	0.6	0.8	23%

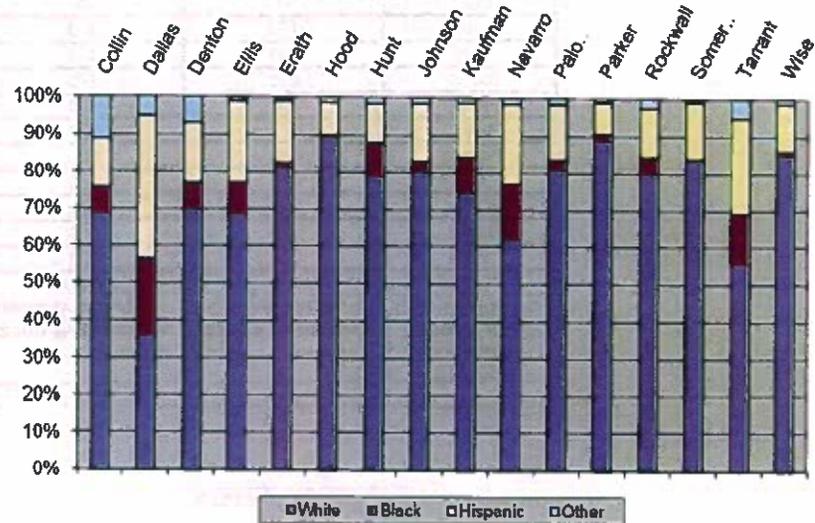
Overall, the North Texas Metropolitan Statistical Area (MSA)'s population density was 1.01 persons per acre in 2005. By comparison, the New York and Los Angeles MSA's had population densities over 4 persons per acre. When just the areas in urban development are considered population density of the developed parts of the 16-county North Texas region was 4.3 persons per acre in 2001.

Leading health issues for North Texans today include obesity, cardiovascular disease, and diabetes. Obesity, which stems primarily from poor nutrition and lack of physical activity, continues to increase. According to the Centers of Disease Control and Prevention the percentage of overweight and obese population increased from 61.8 percent in 2004 to 63.6 percent in 2008 in the Fort Worth-Arlington MMSA. The Dallas-Plano-Irving MMSA increased from 61.9 percent to 65.4 percent.

Ethnicity and Diversity of the Region

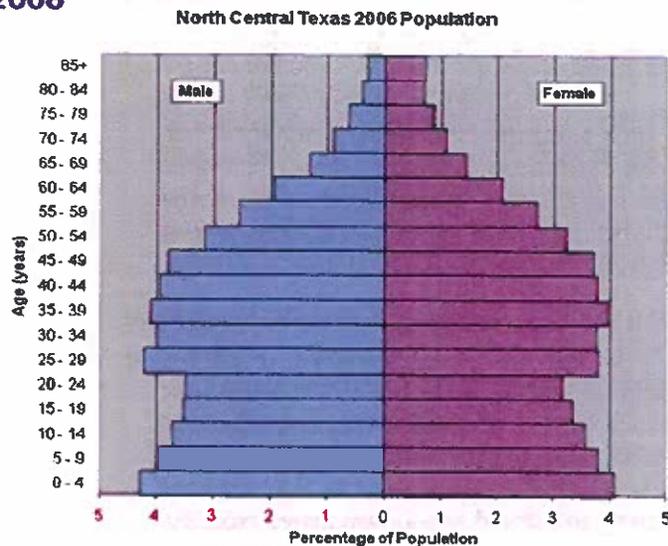
In 2008, approximately fifty-four percent of North Central Texans were white, twenty-seven percent were Hispanic, fourteen percent were black, and the remaining five percent were Asian or of another race (Exhibit 3.3). Dallas County is by far the largest and most racially and ethnically diverse county in the North Central Texas region. The dominant group in Dallas County is the Hispanic population, which is larger both in terms of absolute number and percentages than in any other North Central Texas county. Collin County has a relatively large share of the region's Asian population. This is reflected in their greater than ten percent showing in the "other" category. With the exception of Navarro, the rural counties tend to be much less diverse than their urban neighbors.

Exhibit 3.3: Share of Population by Race/Ethnicity, 2008



The population pyramid displayed in Exhibit 3.4, is a breakdown of the North Texas region's population by age and gender as of the year 2006. The median age for all people in the area is about 33.5 years. Sixty-one percent of the population is located within the workforce category (ages 20-64) and twenty-two percent of the population is school aged children (ages 5-19), with the remaining nine percent of the population located in the seniors category (ages 65-85+) and nine percent in the under five category (0-4).

Exhibit 3.4: North Texas Population by Age & Sex, 2006



Household Characteristics

A household includes all the people who occupy a housing unit as their usual place of residents. A family is a group of two or more people who reside together and who are related by birth, marriage, or adoption.

Ten North Central Texas counties have a population of at least 65,000. Exhibit 3.5 shows of these top ten counties, Kaufman has the highest average number of persons per household (3.36); Tarrant has the lowest (2.77). The average number of people in each household is 2.65. In most of the counties, forty to forty-five percent of the households have children.

Fifty-six percent of all housing units in Dallas County are occupied by the unit's owner. This figure is twelve percentage points lower than any other county except for Tarrant, where there is a seven point difference. At nearly eighty-four percent, Rockwall has the highest percentage of owner-occupied housing units.

Exhibit 3.5: Selected Household Characteristics, 2007

County	Number of Households	Average Household Size	Households with children	Households with seniors (60+)	Housing units which are owner occupied
Collin	256,954	2.82	42.6%	20.0%	72.5%
Dallas	829,143	2.82	39.3%	24.2%	56.3%
Denton	201,202	2.98	41.9%	17.7%	67.8%
Ellis	45,924	3.08	45.2%	26.6%	75.6%
Hunt	28,925	2.79	34.5%	35.9%	69.3%
Johnson	47,546	3.10	40.5%	29.2%	74.7%
Kaufman	28,442	3.36	42.5%	27.5%	77.0%
Parker	35,895	2.95	42.7%	28.9%	81.5%
Rockwall	23,905	3.04	45.6%	23.6%	83.5%
Tarrant	610,185	2.77	40.3%	23.7%	63.4%

Seventy percent of Dallas-Fort Worth (DFW) area residents live in families (Exhibit 3.6). Twenty-five percent live alone and five percent live in households with at least one other, non-related person.

Exhibit 3.6: Household and Market Characteristics, 2007

	Dallas - Fort Worth - Arlington	Percent	US	Percent
Family Households with Children	786,656	37%	34,999,584	31%
Other Family Households	695,723	33%	40,119,676	36%
Single Person Households w/ Seniors	122,890	6%	10,264,914	9%
Other Single Person Households	411,543	19%	20,380,226	18%
Other Non-Family Households	111,836	5%	6,613,577	6%
Totals	2,128,648	100%	112,377,977	100%

Exhibit 3.6 shows that North Texas has a larger proportion of households with children than does the U.S. as a whole. Some notable characteristics of these families are:

- * Of the region's families with children, sixty-five percent have school-aged children, between the ages of six and seventeen. About seventeen percent have very young children (aged three years and under). For these families, the quality of schools is often an important determinant in housing selection. These are the households that typify the 'traditional' composition of a household in the region and the nation.
- * More than eighty percent of North Central Texas families live in detached, single-family structures. Of all families, three percent live in a mobile home, trailer, RV or some other place.
- * Only twelve percent of North Central Texas families currently live in apartment buildings.
- * Approximately twenty-five percent of families with seven or more members live in apartments or other multi-unit buildings.
- * Even though households with children are a larger share of households in North Texas than in the U.S., they still account for only thirty-seven percent of the region's households.

Fully a quarter of all households in North Texas today include only one person. Some notable characteristics of these households are:

- * More of these households live in apartments than in single-family homes. Approximately the same proportions of these households live in single family detached homes as in large apartment buildings (those with 5 or more units in the structure). 7% live in apartments in buildings with 2 to 4 units and 4% live in single family units, such as townhomes.
- * Of the region's single householders, about 23 percent are young, between the ages of 15 and 34.
- * Seniors between the ages of 65 and 74 account for 2.6% of these

households. These households may fit the image of 'empty nesters' or retirees interested in living close to cultural activities and less interested in maintaining a large house and yard.

- * Seniors older than 74 account for 3.2% of these households. These households may have special concerns about accessibility and proximity to medical care and other services. They may be particularly disadvantaged if their neighborhoods lack public transportation and they can no longer drive a car themselves.

Households with two or more non-related people comprise more than 5% of North Texas households. They may be interested in the space afforded by a single family detached home, but may also be interested in proximity to services and amenities; they are less likely to be concerned about school quality when selecting a home.

Household Income

In 2007, half of area households had an income of at least \$54,730, which is higher than both the state median of \$47,548, and the national median of \$50,740. The estimated median income for the DFW area is just below the figure for the Austin MSA. However, the Austin metro area has less than one-third as many households as does the DFW metro. DFW's median income is higher than the median incomes of the Houston and San Antonio MSAs.



Trends and Projections

Overall Growth Projections

The North Central Texas Council of Governments prepares long-range demographic forecasts for the ten counties surrounding and including the Dallas-Fort-Worth area. The forecasts are developed to provide a uniform base for regional planning and resource allocation. The 2030 projections produced by NCTCOG use the year 2000 as a base year and project population and employment in five-year increments to 2030. Separate from its 2030 forecasts, NCTCOG also developed projections for the 16-county region through 2050. These projections are solely for use in this Vision North Texas project, not for other modeling purposes. As Exhibit 3.7 shows, this sixteen county area is expected to have over 9.4 million total population and over 5.5 million non-construction jobs by the year 2030. In addition, by 2050, the region is expected to have almost 12 million people and over 7 million jobs. This represents an average annual population growth rate of 2.4% for the time frame from 2000. NCTCOG forecasts reflect only one set of growth assumptions. If circumstances change, real growth outcomes might be considerably different. The recent economic downturn is not expected to significantly change these long term projections.

Exhibit 3.7: North Texas Growth Projections

	2000	2030	2050
Population (millions)			
Total Population	5.31	9.49	11.66
Total Employment	3.22	5.58	7.17
Total Households	1.94	3.48	4.38

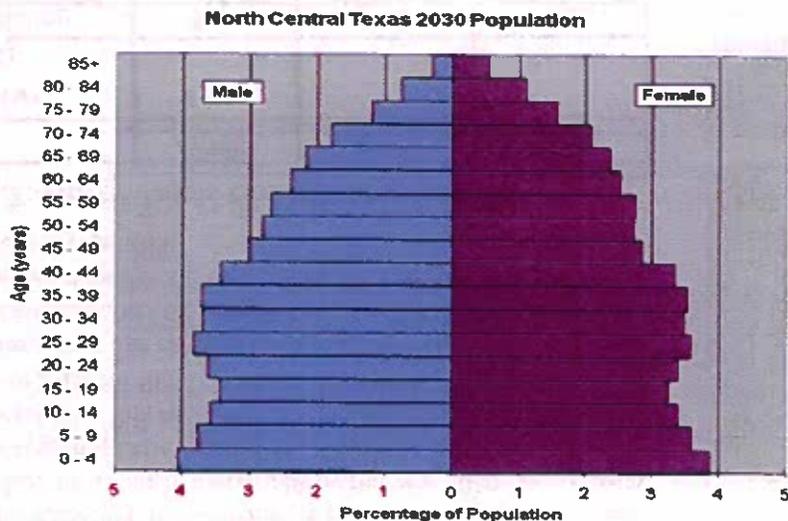
Demographic Trends

Two factors will dominate North Central Texas demographic trends over the next twenty years. These are increasing diversity and the aging of the region's population. The growth in non-white groups will be driven by migration and natural increase (births and deaths in the region). The region's strong job market and international connectivity attract workers of all skill levels from all over the world. As long as the region's economy remains moderately strong, internal and external migration to the area is expected to continue. While fertility rates for non-white groups have been declining, they are still considerably higher than rates for whites. Even with mortality rates factored in, the rates of growth for most non-white groups, particularly Hispanics, outpace that of whites.

Age group numbers are becoming more evenly distributed; equal numbers of children, parents, young professionals and seniors. In 2006 the population distribution was shaped very much like a pyramid hence the name 'population pyramid'. By 2030 and 2050, the shape of the region's population will bear less resemblance to a pyramid and more like a rectangle (Exhibit 3.8). This is primarily due to the aging of the large baby boom generation. The other factor affecting the shape of the distribution will be migration, since people moving to this region tend to be those in the labor force – young and middle-aged adults.

As for the diversity of the region, there will be a higher percentage of Hispanic and Asian residents in the future. By 2050 the Hispanic population is projected to be 4.1 million and the Asian population is projected to be 1.1 million, which combined is higher than the total White population and considerably higher than the Black population.

Exhibit 3.8: North Texas Population By Age and Sex, 2030



Despite the impact of the aging baby boomers, natural increase and migration will keep the median age relatively close to the current figure. In 2030, the median age of the total population is projected to be about 34.7 years.

The share of some key age groups will be different than in the past, however. In 2006, people in the age group that provides most of the labor force (ages 20 through 64) comprised 61% of the region's population. In 2030, this age group will comprise only 57% of the population. On the other hand, seniors aged 65 to 84 were only 7% of the population in 2006 and will be 13% of the population in 2030. In fact, the age groups with the highest percentage increase from 2006 to 2030 are those from 70 to 74 and 75 to 79.

Housing Demand

Demand for housing reflects the character of the people who live in North Texas. Choices for housing -- and neighborhoods -- often vary with a person's family composition and stage of life. Also, increasing costs (in time and money) of commuting and a growing interest in a 'green' lifestyle are making housing close to jobs more desirable. The mix of housing available in North Texas in the future should meet the needs of North Texas' changing households.

By 2030, the region is expected to have over 3.5 million people living in households in the 16-county Vision North Texas region and 4.4 million by 2050. Household sizes, which have been generally declining for decades, are expected to continue to decline. However, the decline is not expected to be as dramatic as in the past. In fact, the average household size for the forecast area in 2030 is likely to be very close to the current household size as populations increase for those racial/ethnic groups that have historically had larger households.

These demographic changes will result in changes to the housing demand in the region. The sheer number of older and non-white residents will impact both the quantity and type of housing demanded in North Central Texas as well as the location of that housing.

Aging homeowners looking to downsize and trade in home maintenance for community living will certainly contribute to changes in housing demand. There is also likely to be an increase in demand for housing near transit. Also, expansion of the region's transit systems will locate stations closer to more neighborhoods, businesses and other destinations, making this a more convenient choice for more people.

Funding for expansion of the region's transit system must be secured so the needs of this growing market can be met and the neighbor-

hoods, businesses and major destinations in the region can be served with convenient transit.



The Center for Transit-Oriented Development has calculated the market for transit-oriented development, now and in the future, for the 42 metropolitan areas that have fixed rail transit systems that exist now or are planned to be in place in 2030. The Dallas region is expected to see a very large increase in the demand for housing within one-half mile of transit stations. This market segment was estimated at 46,429 households in 2007; the study projects that there will be 270,676 households in this transit-oriented housing market in 2030. To accommodate this anticipated demand, development around transit stations should include a variety of housing types and price levels.

Living alone has become an increasingly common choice. Single person households have increased over recent years and are forecasted to rise steadily. Today twenty-six percent of the households in the sixteen county area are single-person households. By 2013 single person households will make up an average of twenty-seven percent of all total households. Economics and shifting social norms are some of the reasons for the rise. The single person housing choice is a lot smaller and closer to urban areas than the typical 3-bedroom house that families want. Single person households are also a major component of homeowners. In 2005, the 'Dallas Morning News' reported that 47% of the mortgagees in the region were singles.

Conclusions

Throughout the five-year Vision North Texas process, the demographics of the region were closely considered. In order to plan for the future of North Texas, an understanding of the characteristics of the people who live here is necessary. Housing types and locational choice are changing as the population becomes more diverse. The needs and choices of smaller families and families without children are redefining how cities and communities are planned and which housing types are demanded in the marketplace.

There are opportunities as a result of the changing demographics for cities and first ring suburbs to attract baby boomers, households without children and young professionals. Thoughtful planning for the future based on these local demographic changes and preferences is one of the principles of Vision North Texas. The recommendations in this **North Texas 2050** document should help this region respond to these changes and better meet the needs of our communities, businesses and current and future residents.

Throughout the five-year Vision North Texas process, the demographics, business climate, transportation network, sustainability and other factors affecting the Region were closely considered. In order to plan for the future of North Texas, an understanding of the people who live, work and travel to and through here is necessary. Housing types and locational choice are changing as the population becomes more diverse, the needs of businesses evolve, transportation networks and options change and the region, nation and world become more connected. The needs and choices of smaller families and families without children, changing populations are redefining how cities and communities are planned and which housing types are demanded in the marketplace.

A Vision for North Texas



The people of North Texas do not view ‘business as usual’ as a desirable future. They want a future that is better than that. This message was expressed throughout the Vision North Texas process. It was heard at stakeholder workshops throughout the region, at meetings ranging from regional realtor conferences and individual City Council sessions to Rotary Clubs and sustainability events, as well as in written and electronic comments. This chapter of **North Texas 2050** describes a future that balances concerns about the economy, the environment and the people. It creates a future that is desired by a broad range of North Texas stakeholders.

This chapter presents this vision in three increasingly specific sections. First, a broad Vision Statement is presented. This vision reflects the most important themes for North Texans. Second, a set of twelve Guiding Principles add more detail to this vision. Third, a Preferred Future for North Texas recommends a pattern for physical development and a framework for investment that enable decision-makers throughout the region to apply these principles to their own properties, businesses and communities.

Vision Statement

North Texas is recognized worldwide as a region that sustains its economic success and vitality because it contains many distinctive and highly desirable communities, supports innovative people and businesses and nurtures its varied natural assets.

- * It contains diverse neighborhoods, mixed use centers and communities that appeal to people of all income levels and at all stages of their lives.
- * It is a preferred location for the employees and businesses that comprise the broad-based and innovative local economy.
- * It offers residents and businesses access to resources and opportunities that lead to their long-term success.
- * It protects, manages and enhances critical natural areas and uses energy and natural resources responsibly.
- * It supports resilient and effective responses to change through collaboration and cooperation within the region.

Guiding Principles for North Texas 2050

Guiding Principles supplement the Vision Statement by providing a more precise description of the region’s preferred future. These Guiding Principles update the Principles of Development Excellence adopted for North Texas in 2001. They are based on the input of stakeholders at Vision North Texas workshops and events. The principles listed below are all important; they are not listed in order of priority.

1. **Development Diversity** – Meet the needs of changing markets by providing a mix of development options and land use types in communities throughout the region.
2. **Efficient Growth** – Promote reinvestment and redevelopment in areas with existing infrastructure, ensure that new infrastructure supports orderly and sustainable growth, and provide coordinated regional systems of natural and built infrastructure.
3. **Pedestrian Design** – Create and connect pedestrian-(and bicyclist) oriented neighborhoods, centers and places throughout the region.
4. **Housing Choice** – Sustain and facilitate a range of housing opportunities and choices that meet the needs of residents of all economic levels and at all stages of life.
5. **Activity Centers** – Create mixed use developments that are centers of neighborhoods and community activities and serve as hubs of non-automobile transportation systems.
6. **Environmental Stewardship** – Protect, retain or enhance the region’s important natural assets (including its air, water, land and forests) and integrate these natural features and systems into the character of the region’s communities and the experiences of its residents.
7. **Quality Places** – Strengthen the identities of the region’s diverse communities through preservation of significant historic structures and natural assets, creation of new landmarks and gathering spaces, use of compatible architectural and landscape design, and support for the activities and institutions that make each community unique.
8. **Efficient Mobility Options** – Invest in transportation systems, facilities and operations that provide multi-modal choices for the efficient and sustainable movement of people, goods, and services.
9. **Resource Efficiency** – Design buildings, sites, communities and regional systems to use water, energy, and renewable resources responsibly, effectively and efficiently, and to retain non-renewable resources for the use of future generations.
10. **Educational Opportunity** – Provide opportunities for all North Texans to have access to the schools, people and technology they need for success in learning throughout their lives.
11. **Healthy Communities** – Identify and support functional, sustainable infrastructure and institutions that offer North Texans access to affordable, nutritious foods, opportunities for physical activity, and access to wellness and primary care services.
12. **Implementation** – Achieve the region’s vision by adoption of compatible comprehensive plans and ordinances for cities and consistent investment plans for regional systems; involve citizens and stakeholders in all aspects of these planning processes.

A Preferred Future for North Texas

Achieving this *North Texas 2050* Vision requires change from business as usual. More of the same will not create the region that stakeholders have said they want. The twelve Guiding Principles give decision-makers additional insight into the future envisioned through this process, but they provide a very broad description of this direction. The clearer picture of this preferred future is



found in the following sections, which describe both a preferred pattern for the region's physical development and a preferred approach to the region's investment framework. The policy recommendations found in these sections are directed at public, private, academic and civic decision-makers. Some recommendations are also provided for action by individuals, households, businesses and local neighborhood and business organizations.

The choices made by all these decision-makers will combine to determine the North Texas that will actually exist in the year 2050. These decision-makers must consider the economics of their choices; for long-term success and sustainability, they must also consider the implications of their choices for the region's environment and communities. By communicating, collaborating and making decisions that support a shared vision, the many individual choices and investments made by these regional decision-makers will be most likely to produce a region that is similar to the one described by the stakeholders who have participated in Vision North Texas.

Futures that are 'Better Than Business As Usual'

During 2009, Vision North Texas used stakeholder input to define four alternatives to the 'business as usual' future represented by the North Central Texas Council of Governments' 2030 Forecast. Those four alternatives were:

Connected Centers. This scenario envisions a region where people have more choices about how they connect to the places where they live, work and play.

Return on Investment. This scenario envisions a region that maximizes the benefit received from the extensive investment

taxpayers and property owners have made in the region's existing infrastructure and development pattern.

Diverse, Distinct Communities. This scenario creates a region with different sorts of communities and centers, built on the traditional character of regional communities but designed to meet the needs of the region's future markets.

Green Region. This scenario reflects the concept of 'greenprinting' – using technology and stakeholder dialogue to decide what natural assets are valuable or important in a particular region and then identifying those areas so they can be retained to provide greater benefit as the region grows.

A large team of researchers from diverse professional backgrounds evaluated these scenarios. Their results were presented at a regional event in September 2009. The feedback from stakeholders did not favor one alternative scenario over all others; instead, North Texans identified some desirable features in each of the four alternatives. The **North Texas 2050 Preferred Future** blends these best features into a hybrid concept that illustrates the future these residents and leaders want to see.

- * Begin with the identification of important natural assets and an investment framework using alternative energy sources, LEED building standards and conversation to make more effective use of natural resources, as suggested in the Green Region scenario.
- * Reflect areas with existing urban services (such as those identified in green on the Return on Investment scenario).
- * Recognize the investments in the region's many communities and the role they play in offering residents the ability to choose among communities with many types of character (such as those shown in the Diverse, Distinct Communities scenario).
- * Identify centers of varying sizes throughout the region. These are both mixed use centers and employment centers. They include

the transit-oriented centers found in the Connected Centers scenario.

The preferred future in 2050 is described by a physical development pattern and an investment framework. Policy recommendations are presented that relate to particular parts of this development pattern and investment framework, as well as to the region as a whole. Together, the physical development pattern and the investment framework illustrate a future that is based on the *North Texas 2050* Guiding Principles and achieves the Vision Statement presented above.

Preferred Future – Physical Development Pattern

Policy Areas

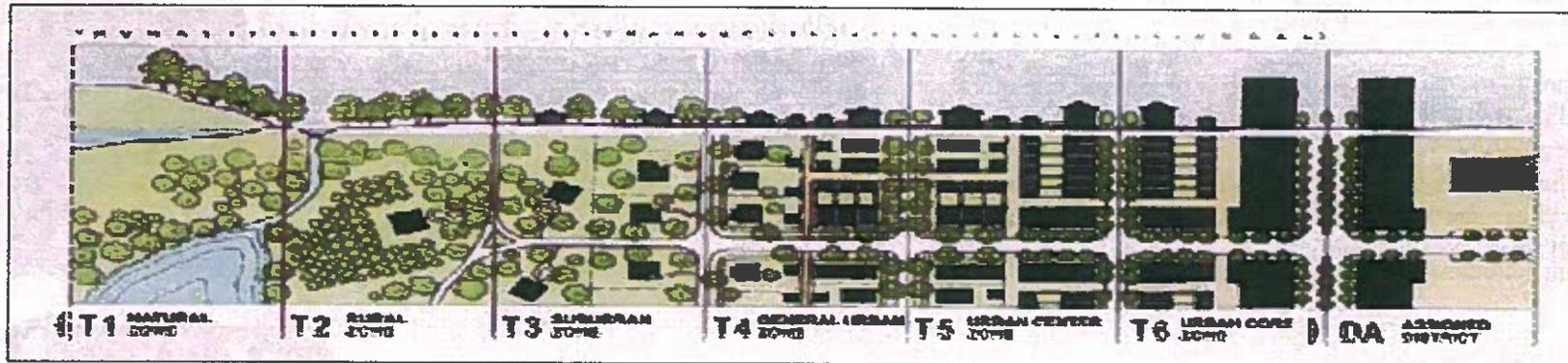
One part of the preferred future plan is a general description of the way development and redevelopment would occur in the region through the year 2050 if the region is to achieve its desired future. This physical development pattern illustrates the form and function of neighborhoods, business areas, communities and natural areas that together shape the place North Texans will experience in the future.

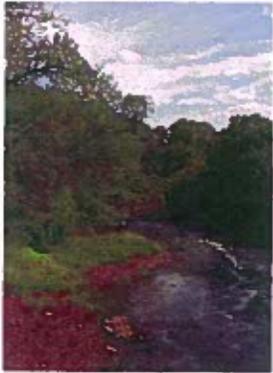
Five “Policy Areas” describe the desirable characteristics of various types of development in the North Texas region. Each policy area includes development that meets anticipated market demands in ways that should be sustainable over time. These policy areas and centers are explained in this section, with photos and diagrams that illustrate them. Exhibit 4.2 is a preliminary depiction of these policy areas in North Texas.

The policy area descriptions also include information that allows them to be related to the ‘Transect’. The Transect is an urban planning model created by the New Urbanism movement as a way to organize and identify different landscapes found within the environment, ranging from completely undeveloped natural areas to very dense downtown environments. The Transect is divided into six zones. These six zones vary by the level and intensity of their physical and social character. And form the basis for the use of urban design approaches recommended by New Urbanists. For example, the Transect includes a “Suburban Zone” (T3) which primarily includes single-family homes at the edge of a city.

In the sections that follow, the *North Texas 2050* policy areas are related to the most comparable Transect Zones. Exhibit 4.1 displays the Transect diagram.

Exhibit 4.1: Transect





Natural Areas

The natural areas found in North Texas in 2050 are places where the natural and environmental features should be the focus. The purpose of this policy area is to preserve and protect open spaces, public parks, greenways, lake shores, significant views, stands of trees, and floodplains. The development that occurs near these natural features is planned with these important environmental features in mind. Retaining and managing the natural assets that are at the heart of these areas is the goal. This policy area would focus efforts to provide financial opportunities to owners and managers of natural areas that properly reflect the economic benefit these areas provide regionally and globally. Also, new growth and development that takes advantage of the amenities (parks, trails, and lakes) provided by the natural areas will be encouraged in this policy area through 'best practices' and incentives.

The natural areas shown on the Exhibit 4.2 generally reflect floodplains, major public parks & open spaces, shores along major lakes and potential connections between these natural assets. This policy area corresponds to the Transect Zone, T1, or "Natural Zone".

Rural Areas



The region's preferred future envisions these areas in 2050 as places where people can choose a rural or country lifestyle and where businesses based in agriculture can prosper. These areas have large lots, ranches, farms – all with low population and density.

The infrastructure (like roads, water supply and sewage treatment) in rural areas is sized to serve small numbers of homes or businesses. Economic activity is largely related to agricultural and farming activities. Most areas are not part of incorporated communities.

To make the most of the investments and assets found in these areas,

policies focus on support for continuing the economic life of existing businesses and uses. This preferred scenario offers North Texans of the future the opportunity for a rural lifestyle. The creation of new businesses (such as alternative energy production) that are based on the renewable resources that exist in these areas or that provide local goods and produce to meet the needs of people in the other parts of North Texas are highly encouraged.

The rural areas shown on the Exhibit 4.2 generally reflect the areas that are not in urban scale service areas, incorporated cities or natural areas. This policy area corresponds to the Transect Zone, T2 or "Rural Zone".

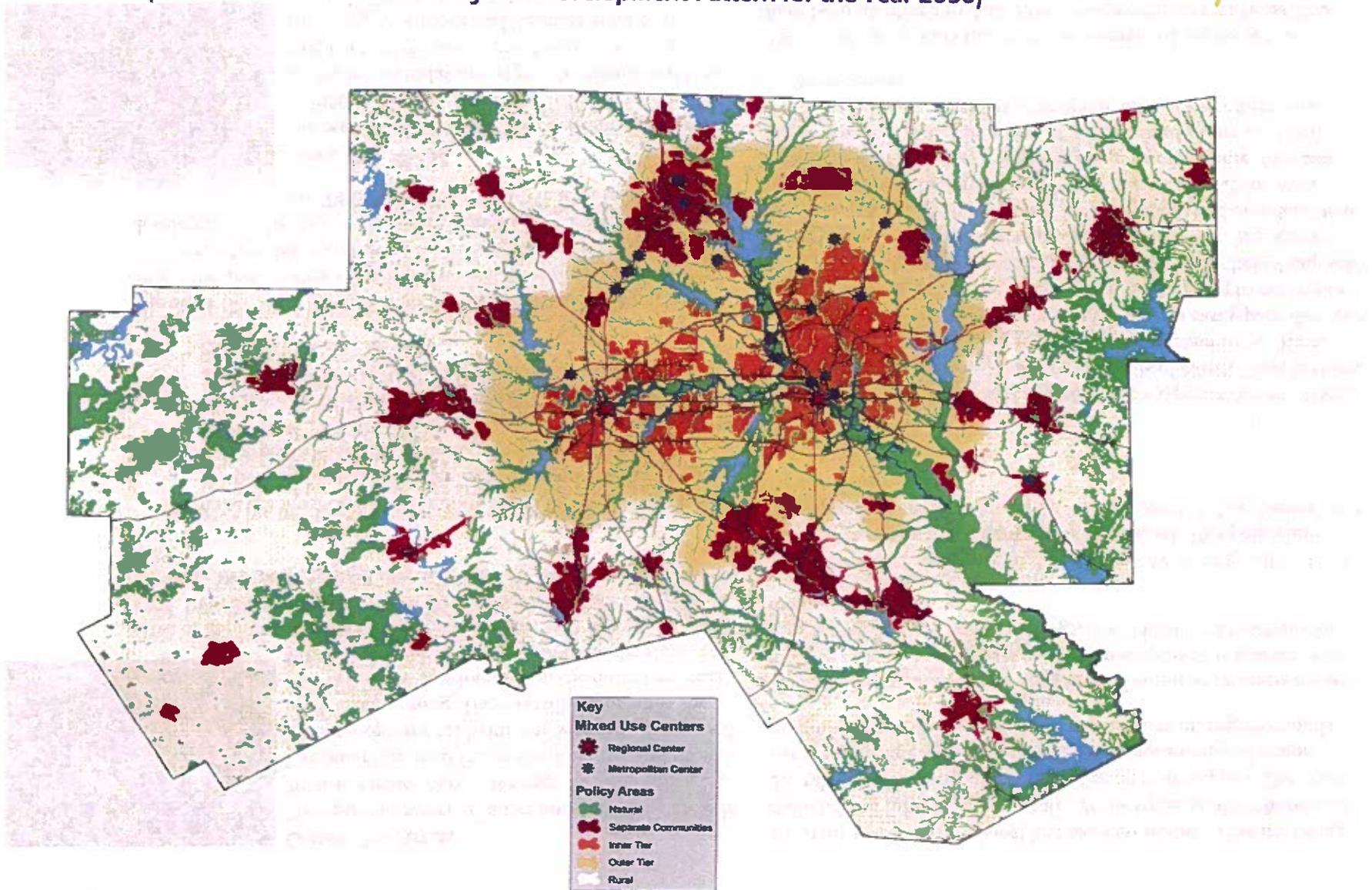
Separate Community Areas

The region's preferred future envisions these areas in 2050 as a collection of diverse communities, each with its own center and distinct character. They are generally separated from the central urban areas of the region by rural or natural areas. Their traditional core areas (often historic downtowns) offer unique features and support community pride. Although residents may need to commute to jobs in the central urban part of the region, they mainly identify with the character and the traditions of these separate community areas.

To make the most of the investments and community assets found in these areas, action focuses on economic growth that makes the traditional core areas sustainable over time and on steps to distinguish one community from another – through community design practices, emphasis on heritage, action to pursue new opportunities that differentiate individual communities, or retention of the rural and natural areas around and between them.

The separate community areas shown on the Exhibit 4.2 generally reflect the incorporated communities beyond the outer tier. This policy area corresponds to the Transect Zone, T3 or "Suburban Zone".

Exhibit 4.2: Preferred Future Diagram
(Illustration of a Preferred Physical Development Pattern for the Year 2050)





Outer Tier Areas

The region's preferred future imagines these areas in 2050 as a major part of the region's more urban area. The outer tier areas frame the inner tier and provide different options for living and working, though still in an urban setting. There is still opportunity for new greenfield development in the outer tier areas.

While there may be places with older development, most of the neighborhoods and business areas were developed after 1980. Rehabilitation and reinvestment are generally not concerns in the outer tier today, though they will become more important over time.

To make the most of the community assets found in these areas, the policies for the outer tier areas focus on steps to ensure that greenfield development follows the principles of the **North Texas 2050** document, actions to maintain and support existing neighborhoods, and emphasis on the establishment of distinct identities when new neighborhoods and communities are created.

The outer tier areas illustrated on the Exhibit 4.2 generally reflect the areas within regional waste-water service areas and/or locations where lakes and rivers create a logical edge to urban-scale development. This policy area corresponds to the Transect Zone, T3 and T4 or "Suburban" and "General Urban".



Inner Tier Areas

The region's preferred future envisions these areas in 2050 as the core of the North Texas region. These are areas that today are largely developed and have little land left for new (greenfield) development.

Their neighborhoods and business areas were mostly built before 1980. Many of the major regional institutions (museums, universities, etc.) are located here, as

are many places with regional historic significance. They are facing challenges of infrastructure repair. While some neighborhoods are desirable and thriving, others are suffering from neglect. The inner tier areas include both major employment locations and major shopping destinations, as well as a wide variety of neighborhoods.

To make the most of the investments and community assets found in these areas, action focuses on steps to keep these neighborhoods prospering, reuse of older buildings, and selection of locations for infill development.

The inner tier areas shown on the Exhibit 4.2 generally reflect areas where 15% or less of the land area is still vacant. This policy area corresponds to the Transect Zone, T5 and T6 or "Urban Center" and "Urban Core".

Centers

North Texas' preferred future includes many types of centers. These centers are special places that draw residents of North Texas to them, for many reasons, including shopping and entertainment. These centers are intended to be places that people can easily park their cars once, then shop, eat, mail a letter – all without having to ever move their cars. They are active and inviting places, due to their thoughtful design, which tends to be centered on the pedestrian. The streets are designed not just for cars, but for pedestrians and bicycles. Their appeal is wide so that many people visit them each day for work or shopping, and they are desirable places to call "home" for many future North Texans. The vision of the preferred future for North Texas includes many centers with opportunities for connections between centers.

The mixed use centers shown on the Exhibit 4.2 are those that have been identified to date. After release of this **North Texas 2050** document, the VNT partners encourage municipalities, land owners

and interested parties to share information on other centers that meet these definitions. These will be added to later versions of the diagram. The most significant centers are shown in the Exhibit 4.2. Other local-serving centers will be shown online but not in this exhibit. Additionally, it is recognized that some of the centers shown as 'Community Centers' now may play a larger role in the region over time. Further discussion may change their designation from 'Community' to 'Metropolitan.' The different centers are described in detail below and are based on information collected from VNT research, NCTCOG records and UTA data.

Employment Centers



The North Texas region has a large, diverse business community and is home to many corporate headquarters. Some regional locations offer higher employment concentrations than other areas. These Employment Centers are important to the North Texas region because they are the location of significant numbers of jobs and

of the major corporate citizens of the region. Employment centers may include single-use office parks or campuses, large manufacturing or distribution centers and similar areas with a concentration of jobs. While downtowns and mixed-use, high density areas also have significant numbers of jobs, they include a mix of residential and non-residential uses. For **North Texas 2050**, these areas are included among the Mixed Use Centers described below. By analyzing these concentrations of employment, the region may be better able to anticipate the amount of job growth expected, the types of jobs that will be in highest demand, and which industry sector is expected to contribute the largest share of jobs. The region can also use this information to better provide the services and infrastructure needed to support these businesses and the people who work in

these locations, including transit for people who work in these areas. Employment centers will be generalized from previous Vision North Texas research and preliminary center locations will be presented in the Regional Choices Diagram.

Mixed Use Centers

The mixed use centers are: Regional, Metropolitan, Community and Neighborhood. The four centers reflect areas with a variety of uses (including both employment and housing), at least a moderate intensity of development and, for some, their roles as distinct or traditional centers of communities. The mixed use centers differ in terms of size, scale, and specific function. For the most part, Regional and Metropolitan centers are similar in that they provide a strong employment base for the North Texas region, have a mix of land uses, and are highly developed. In turn, Community and Neighborhood centers are also similar. They are mixed use but do not provide as many job opportunities as the larger Mixed Use Centers. Also these two centers may have a single family residential component compared to the Regional and Metropolitan centers, where most residential uses are at higher densities. All of the centers are envisioned to be mixed use and pedestrian friendly, with more intense development than their surroundings. Characteristics common to all four are the presence of transportation connections and rapid transit lines. Transit-Oriented Development (TOD) is expected around transit stations in all four types of Mixed Use Centers.



Specific criteria have been established to distinguish the four centers and to identify where they are located in the region. The table in Exhibit 4.3 summarizes key criteria defining Mixed Use Centers. A more detailed description of each mixed use center follows.

Regional Centers

Regional Centers are the densest of the four mixed use centers, with a wide variety of uses. A Regional Center has a balance of office, retail, entertainment, light industrial and multi-family residential uses. Regional Centers are envisioned as pedestrian-oriented, urban areas, in a central location. All modes of transportation serve the Regional Centers. The North Texas region has two Regional Centers, Downtown Dallas and Downtown Fort Worth.



Exhibit 4.3: Mixed Use Center Criteria

Typologies/Districts	Mix of Uses	Employment Intensity	Residential Density	Scale	Height	Transit System Function
Regional Center	Office, retail, MF residential, light industrial and entertainment; includes mixed-use. Emphasis on employment uses.	100 - 200 jobs/acre	50 - 100 units/acre	600 - 1,000 acres	5 to 50 stories	All modes of transportation; regional public transit, parking restrictions, and served by multiple major highways.
Metropolitan Center	Office, retail, MF residential and entertainment; includes mixed-use.	50 - 80 jobs/acre	15 - 50 units/acre	100 - 500 acres	2 to 10 stories	Served by one or more corridor/regional lines and local services. Freeways with multiple access points. In some cases served by public transit.
Community Center	SF and MF residential and retail; includes mixed-use.	30 - 50 jobs/acre	5 - 10 units/acre	20 - 100 acres	1 to 5 stories	Served by at least several local transit and located on an arterial network. Served by a transit route providing connections to at least one Metropolitan Center. Commuter parking is located in this center. In some cases served by public transit.
Neighborhood Center	Mix of uses at a neighborhood scale.	20 - 30 jobs/acre	10 - 15 units/acre	20 - 100 acres	1 to 5 stories	Served by local roads and local transit to nearest larger center. Commuter parking is located in this center. In some cases served by public transit.

Note: Transit-Oriented Development (TOD) projects may occur within any of these centers.

Metropolitan Centers



Metropolitan Centers offer the same variety of uses, just on a somewhat smaller scale. Their development is less intense than Regional Centers. They tend to be populated urban areas that are primarily mixed-use, accommodating business and multi-family residential land uses. They meet a wide variety of

business and employment needs and are large enough to serve several surrounding cities. Metropolitan Centers also include the larger historic downtowns of cities in the North Texas area. Metropolitan centers are served by one or more corridor/regional transit lines and local bus services. Twenty Metropolitan Centers have been identified so far and examples of these centers are below:

- * Addison (includes Addison Circle and Vitruvian Park)
- * Downtown Denton
- * Las Colinas
- * La Villita
- * Legacy Town Center

Community Centers

Community Centers have a mix of uses and are distinguished by their smaller size and scale. Community Centers offer development that provides retail and residential within the same building or in close, walkable proximity to one another. They attract visitors and people from across the region because of their uniqueness, historic nature and design character. They provide access to shops, restaurants and community-oriented services. Community Centers are traditionally located on a major arterial network and served by a transit route providing direct transit to at least one Metropolitan Center. Thirty-

nine Community Centers have been identified so far and a few examples of these centers are as follows:

- * Berry/University
- * Bishop Arts District
- * Brick Row
- * Downtown Arlington
- * Downtown Garland
- * Park Lane Place

Neighborhood Centers

This is the smallest of the four Mixed Use center types. Neighborhood Centers serve the shopping, service or entertainment needs of one or more existing or planned residential neighborhoods. They contain a diverse mix of land uses, at a neighborhood scale, including those schools, shopping, personal services and restaurants. These centers may offer quality amenities, like parks, that



attract people from the adjacent neighborhoods. Good pedestrian, bicycle and bus transportation links are found in Neighborhood Centers; some may also include transit stations and adjacent Transit-Oriented Development. Neighborhood Centers are served by local roads and local transit to the nearest larger mixed use center. Over 25 Neighborhood Centers have already been identified to date. Examples of Neighborhood Centers include:

- * Rockwall Commons in Rockwall
- * Desoto Town Center
- * Downtown Mansfield
- * Bluebonnet Circle

Exhibit 4.4: Population Capacity of Preferred Future Diagram

Area	Size (Acres)	Density (persons per acre)	Population Capacity	Assumptions
Existing Developed Area	1,273,216	4.3	5,429,366	Amount of developed area in the region in 2001, based on NCTCOG land use analysis.
North Texas 2050 Policy Areas				
Natural	1,653,000	1.29	2,132,370	Density is 30% of that of N TX urban area in 2001, balancing areas for no development with those for resort/sustainable urbanism uses.
Rural	4,657,000	0.27	1,234,105	Density assumes 2.65 persons per household, average 1 household per 10 acres.
Separate Communities	366,000	4.70	1,720,200	Density is that from 'Green Region' scenario.
Outer Tier	1,140,000	4.70	5,358,000	Density is that from 'Green Region' scenario.
Inner Tier	373,000	5.60	2,088,800	Density is 30% higher than in existing developed area.
Total Capacity	8,189,000		12,533,475	
Anticipated Population			11,660,000	Population estimate for 2050
% Capacity Needed			93.0%	Share of capacity occupied by the estimated population in 2050
Notes:				
1. The density factors used here are the number of persons divided by the number of acres in all urban land uses (not just residential).				
2. These densities (for Separate Communities, Outer Tier & Inner Tier) include the more intensely developed centers averaged with the less intense surrounding developments.				

directed - cities or counties, developers, property owners, universities or non-profit organizations. The leaders of Vision North Texas propose these actions because they change the 'business as usual' trend and shift the region toward its preferred future.

Preferred Future Accommodates Growth

North Texas is one of the fastest-growing regions in the nation, and this growth is expected to continue. By 2030, this sixteen county area is expected to have 9.5 million residents and by 2050, there could be 11.7 million people living here. Can this preferred future handle all this growth? Exhibit 4.4 shows that this preferred future illustrated in Exhibit 4.2 can accommodate the growth expected through the year 2050.

Exhibit 4.4 assumes that future development in **Separate Communities** and the **Outer Tier** areas would occur at approximately the average intensity of the Green Region alternative scenario. **Natural** and **rural** areas are expected to be less densely developed because of the character of those areas. The **Inner Tier** Areas – those that are largely developed but that would see intensification as revitalization occurs and **mixed use centers** are created – would have an intensity of development that reflects these more compact patterns and the concepts in the VNT alternative scenarios. For this estimate, the average intensity in the **Inner Tier** Areas is assumed to be 30% higher than the average for the developed parts of North Texas in 2001.

Under these assumptions, the development pattern illustrated in Exhibit 4.2 could accommodate over 12.5 million people. The anticipated 2050 population of the region would require about 93% of this capacity.

Clearly, this preferred future does not constrain or limit the region's ability to house the people who are expected to live here in the next 40 years. It provides enough capacity to meet needs and provide opportunities for development choice and market competition.

National research shows that the demand for large-lot residential development through 2030 can be met by the supply of lots that existed in 2007. By providing more opportunities for other types of residential development, Exhibit 4.2 should better meet the needs of the expected market. It is also less likely to contribute to an oversupply of large lots compared to market demand.

This development pattern is adequate for growth over the next 40 years, but it anticipates a significant amount of development in areas that are not currently urban. As a result, it is reasonable to consider the most efficient ways to stage or phase growth into these new urban areas. If the region is to develop with the sustainable, compact and walkable communities people want, it will be important to ensure that the development of these areas occurs at urban densities (retaining most of the land in rural uses in the short term), rather than developing large parts of this area at lower, more sprawling densities that will require costly extensions of services and will repeat the 'business as usual' pattern of the past. Property owners, developers, regional leaders and service providers will need to create new approaches to infrastructure timing and phasing if investors are to receive a reasonable return on their investments as growth occurs over the next 40 years and if the region is to achieve the stakeholders' preferred future for North Texas.

Preferred Future – Investment Framework

The physical pattern of development in North Texas is both shaped by and served by the area's investments and infrastructure. For **North Texas 2050**, this framework includes eight areas of investment. Each of these is introduced below, with an explanation of the role they play in the region's effort to achieve its Preferred Future. Policy recommendations follow this introduction. Many

of the policy recommendations apply throughout the North Texas region; these recommendations are presented first. They are followed by recommendations that relate to a particular part of the region's preferred physical development plan - the policy areas and centers - described above.

Each recommendation indicates the decision-makers(s) to whom it is. The areas discussed below are the focus of important investments by public, private and other decision-makers in North Texas. Each of these areas plays an important role in the region's future, so action in each area is important to achieve this preferred future. These investment areas also interact with one another. Coordination and integration of investments and decisions across these areas is also essential – these choices must be aligned to create synergy and support a sustainable region.



Investment Areas Regional Ecosystem

As the population of our region continues its rapid growth, 'business as usual' means new development that expands into the undeveloped rural or natural areas of our region. This expansion poses a threat to natural assets – such as watersheds, open space, wetlands, forests and water resources – that are important to our quality of life. If this pattern of growth continues, the damage to the environment will be wide-ranging, from drought, floods, poor air quality and the disappearance of the diverse habitat and wildlife in our region. To prevent these impacts, it is important to understand the value and importance of the region's undeveloped rural and natural areas and to consider these when development and investment decisions are made. A Regional Ecosystem Framework is a central recommendation of **North Texas 2050**. It will provide communities with necessary information on the benefits of the natural assets that may be affected by future development. It should enable property owners, service providers and local governments to make more informed decisions. The result of this approach to development is an investment framework that protects the vitality of the environment and the

health of the region's residents because the ecosystems are themselves an essential part of the region's investments and infrastructure.



Community Character and Form

When an individual or a family chooses a place to live, they seldom focus on statistics such as regional growth rates. Instead, they are concerned with the quality of life and the opportunities available in a particular neighborhood, city or metropolitan area. From 2000 to 2008, almost 52% of the region's growth was from people moving into the area, and

over half of the people moving to the region came from another country. In the future, North Texas is expected to continue adding residents and jobs, but the region's success at attracting and retaining people depends on maintaining or enhancing its appeal to newcomers and to long-term residents.

North Texas 2050 envisions a future with many neighborhoods and communities, all thriving but each different. In this way, the region as a whole will offer choices that are attractive to all the diverse households that are expected to live here. The **North Texas 2050** physical development pattern describes the general character and location of development in the region. The policies recommended here provide guidance for successful and sustainable action in communities throughout the region.

Economy

The **North Texas 2050** Vision is based on a sustainable, thriving economy. This economic focus for the region:

- * Is based on the strengths of many distinctive and highly desirable communities, each of which may have a different economic focus or emphasis.
- * Relies on the talents of innovative people for its continuing success.
- * Nurtures the region's natural assets, and using them as a basis

for the future economy, helps to make this a sustainable economy.

- * Meets the needs of many different market segments, so there is not a 'one size fits all' pattern of development throughout the region.
- * Investments – public and private – are made where they are most efficient and effective in their use of resources.
- * The region's economy is globally competitive and attractive as a place to visit, work and live.
- * Public-private partnerships are used at the regional and local level, and resources like model ordinances and incentives facilitate economic vitality throughout the region.

Policy recommendations support increased collaboration at the regional level, as well as support for action that retains the distinctive economic role of individual communities and employment centers within the region.

Housing

With millions of additional residents expected in North Texas in the coming decades, there is little doubt that housing will be important. More important than providing basic shelter, though, the housing choices we make as a region today will impact almost every aspect of our future. Having a mix of housing types and styles – from single family homes on large lots to smaller units close to transit to housing for seniors who want to 'age in place' – will better match the region's expected market demands.

Every city should strive for a variety of housing types and sizes. Successfully aligning these housing choices with job locations will decrease commutes, increase productivity and reduce air pollution. Infill of today's employment-rich areas with housing choices will create mixed use areas that also achieve these objectives. Support for strong, diverse neighborhoods will



restore many communities to economic vibrancy while retaining the individual character that makes them special.

North Texas 2050 recognizes that housing is an essential part of a community and a region. One of the twelve Guiding Principles (found on page #) addresses Housing Choice and other guiding principles support the fundamental role of housing and neighborhoods in the region's long term success. These policy recommendations support investment in housing so housing options are available to meet the needs of future North Texans. They result from the work of the North Texas Housing Coalition (NTHC), which has led Vision North Texas efforts related to housing.

Mobility

Every day, North Texans travel around the region in the course of their daily lives. They commute from home to work or school. They make trips to retail stores, business offices, libraries, public buildings or hospitals. They may visit a church, synagogue or mosque. They take part in events at arenas and stadiums or go to parks and open spaces to enjoy sports, recreation and fitness activities.



Since travel is so important to North Texans' daily lives, the ability to move from place to place – mobility – is an essential part of a livable, sustainable and successful region. Many efforts to provide mobility over the past 50 years have focused on building more and larger roads for automobile travel and this mode of travel will continue to be an important part of the region's mobility in the future. But the region, and the nation as a whole, should not continue putting all its mobility 'eggs' in this single 'basket'. Instead, the region's preferred future is based on a Guiding Principle that stresses a variety of efficient mobility options. These

options are intended to meet North Texans' travel needs, gain the greatest benefit from investments in mobility and make the region more sustainable. They build on – and further – recent transportation investment priorities.

Climate Resilience

International research has led some (but not all) scientists to conclude that increasing levels of carbon (and other greenhouse gases) in the atmosphere contribute to global climate change. Publications by the Urban Land Institute and others show that the transportation and building sectors are key contributors to greenhouse gas emission and must be a major focus of strategies to reduce a region's 'carbon footprint' and to make communities more resilient in their responses to changes in the climate. Local action on climate change is already underway in North Texas cities. As of early 2008, over 60% of the people in the North Texas region lived in cities whose mayors had signed the U.S. Conference of Mayors Climate Protection Agreement, committing them to strive to meet or beat the Kyoto Protocol targets in their own communities; urge state and federal governments to meet or beat these targets; and urge Congress to pass bipartisan greenhouse gas emission legislation.

In December 2009, the Administrator of the U.S. Environmental Protection Agency (EPA) found that greenhouse gas concentrations threaten the public health and welfare of current and future generations (endangerment) and that emissions of these gases from new motor vehicles and motor vehicle engines contribute to the greenhouse gas pollution (cause or contribute). These findings were based on technical analysis and public comment, and will be the basis for regulations under the Clean Air Act.

The **North Texas 2050** preferred future should help reduce the carbon footprint that would have resulted from 'business as usual' because it is comparable to the four alternative scenarios studied in 2009, which



reduced carbon dioxide emissions 7 to 10% below the 2030 projection. These policy recommendations reduce vehicle miles traveled and lower energy consumption in building construction and operation, so they help the region grow in a way that is environmentally responsible.

Education

North Texas 2050 has been created so the people who will live in North Texas for decades to come will enjoy better opportunities, choices and quality of life than those that seem likely under current trends. This vision of a better future includes support for innovative people. It stresses that all North Texans should have access to the resources and opportunities that lead to long-term success. This concept is emphasized in the Education Guiding Principle: provide opportunities for all North Texans to have access to the schools, people and technology they need for success in learning throughout their lives. Investment in educational institutions, at all levels, is essential to provide this access.

Currently in North Texas, the state and the nation, we have a tremendous achievement gap that we must close if we are to continue to be an educated, democratic society and if we are to successfully compete at the state, national, and international levels. These policy recommendations provide a framework for action to narrow this achievement gap.

Health

Health is more than the absence of illness or the quality of medical care. Health includes issues of aging, air and water quality, economics and environmental concerns. People are healthiest when they live in nurturing environments, have living wage jobs, access to good educational opportunities, are safe and are involved in the life of their community – in other words, when they live in healthy communities.

North Texas 2050 goes beyond the traditional focus on ‘sick care’ and

advocates the creation of a living environment that promotes health.

The policy recommendations include results of the work of the Health Research Team (HRT) convened for Vision North Texas – a group of local, regional and state representatives of organizations involved in all aspects of health.

Region-wide Policy Recommendations

These recommendations apply throughout the entire North Texas region and relate to issues that are best addressed by action region-wide.

Regional Ecosystem

1. The North Central Texas Council of Governments (NCTCOG) should lead an effort to involve cities, towns and counties in development and utilization of a watershed-based Regional Ecosystem Framework for the development of future infrastructure plans including Mobility Plans, water/wastewater plans, open space or trail system plans, the use of natural assets as ‘green infrastructure’ and similar ecosystem-related initiatives.
2. Cities, towns and counties should:
 - a. Adopt integrated Storm Water Management (iSWM) or similar strategies to address water quality needs and impending state and federal regulations.
 - b. Adopt Floodplain Management ordinances that address needs beyond basic administration of the National Flood Insurance Program and include management of dynamic waters resources that changes over time.
 - c. Participate in basin or watershed-wide efforts for “Greenprinting” to assist in the implementation of comprehensive and strategic plans outlining the preservation, maintenance and/or acquisition of important natural

resource areas.

- d. Participate in regional water planning efforts so these plans support this preferred future and incorporate the NT2050 Guiding Principles.



3. Cities and towns should:
 - a. Incorporate Environmentally Sensitive Area Plan components in their Comprehensive Plans.
 - b. Investigate the use of watershed-based planning and zoning strategies.
- c. Adopt tree management/preservation ordinances and sound forest management practices to help manage a healthy population of trees, thus providing the clean air, clean water and energy benefits of trees into the future.
4. NCTCOG, with other partners, should develop an urban forest vision and management plan for the region.
5. Local governments should pursue a Section 404 permit for Regional and General Conditions to maximize the protection of important water resources while ensuring flexibility to address low, medium and high value water resources.
6. NCTCOG should set regional policy to assist the state in identifying entities that are formally designated to provide wastewater collection/treatment services for the region
7. NCTCOG, with other partners, should explore the use of Transfers/Purchases of Development Rights (TDR) systems at the regional level and for communities within the region. TDR involves the exchange of zoning or other land use control

privileges from areas with low population needs, such as farmland, to areas of high population needs, such as downtowns, urban cores and mixed use centers. These Transfers/Purchases allow for the preservation of open spaces and historic landmarks in less developed areas, while giving urban areas a chance to expand and experience continued growth.

8. NCTCOG and regional communities should investigate the use of impact fee strategies to compensate for the impacts on drainage, groundwater recharge and other natural infrastructure functions due to greenfield development.
9. NCTCOG should facilitate discussions of:
 - a. The potential expansion of County authority for land use planning and subdivision regulation in rapidly growing non-incorporated parts of the region, including planning that supports continuing agricultural uses.
 - b. Improving the annexation abilities of local governments, especially within rapidly growing counties.
10. Regional entities in existing water resource partnerships with the U.S. Army Corps of Engineers should continue and expand these initiatives.
11. Local governments, property owners and developers should include measures for clean air quality in revitalization, redevelopment and new development projects, and should encourage compact development patterns to improve air quality.

Community Character and Form

12. Regional stakeholders should help North Texas achieve its preferred future by making their own policy and investment decisions in ways that are compatible with the recommendations

of **North Texas 2050**, including its Vision Statement, Guiding Principles and Preferred Future (physical development pattern and investment framework).

- a. Cities, towns and counties should adopt NT2050-compatible comprehensive plans, zoning and other policies and regulations.
 - b. Infrastructure providers should adopt NT2050-compatible capital improvement programs and should fund, construct, operate and maintain facilities accordingly.
 - c. Property owners and developers should design and construct NT2050-compatible projects, whether these are new developments, renovations of existing buildings or revitalizations of previously-developed areas.
 - d. Neighborhood, development, civic and other non-profit organizations should provide public support for NT2050-compatible projects and initiatives, and should educate residents about the benefits of this preferred future.
13. The **North Texas 2050** Action Team should establish a set of indicators to measure how actual development compares to the **North Texas 2050** Preferred Future, should determine existing benchmark levels and should report on these indicators at least every five years, and should advocate additional actions that may be needed to achieve the **North Texas 2050** Preferred Future.
- a. North Texas should encourage the use of new technologies to achieve these objectives, as these are developed over time.
14. A North Texas Sustainability Center should be established, through the collaboration of regional stakeholders, which will provide information, training and other assistance to individuals

and organizations in North Texas who seek to achieve the **North Texas 2050** Preferred Future through sustainable development and operation of their own buildings and properties.

15. The **North Texas 2050** Action Team should work with the regional representatives of federal agencies to implement federal sustainability programs in North Texas and to align investments by all federal agencies to support the region's sustainability and the recommendations of **North Texas 2050**.



Economy

16. The North Texas Commission, in collaboration with the region's economic development departments and corporations and the region's chambers of commerce, should:
 - a. Develop, fund, adopt and implement a coordinated branding program to market the region nationally and globally.
 - b. Play a leadership role in the educational efforts that implement **North Texas 2050**.
 - c. Recognize the diverse roles the region's distinctive communities play in the region's economic future, and consider agreements to reduce the negative regional impacts of competition for businesses among North Texas communities.
17. The North Texas Commission should initiate an updated assessment of existing and potential new targeted industries for North Texas that identifies target industries for the current and future economic vitality of the region as a whole and for specific **North Texas 2050** policy areas. This assessment should

be conducted in collaboration with the region's economic development departments and corporations and the region's chambers of commerce.

Housing

18. The North Texas Housing Coalition (NTHC) should create a **North Texas 2050** Housing Vision to provide more focused direction for implementing **North Texas 2050** in the area of housing. The NTHC should produce a package of recommendations for consideration by North Texas counties, cities and towns, housing organizations, neighborhood associations, developers, real estate councils, builders associations, and property owners. These recommendations should provide practical steps (including education programs, criteria for funding by HUD and TDHCA, incentives and/or changes in land use and development practices) that improve the region's ability to offer housing that meets the demands of the future market in terms of housing availability, sustainability and value.
19. The NTHC and the North Central Texas Council of Governments should work together to coordinate **North Texas 2050** implementation for housing with action on other issues including environment, transportation and overall economic impact. Implementation should provide affordable, energy-efficient and location-efficient housing choices for people of all demographics (ages, incomes, races, and ethnicities) and should make the combined cost of housing and transportation more affordable to North Texans.
20. The NTHC should establish a set of targets for five critical housing indicators. These targets should establish specific goals to be achieved by key years (2020, 2030 and 2050) for the North Texas region as a whole. The NTHC should monitor progress

toward these goals as part of **North Texas 2050** implementation. Indicators and potential targets are:

- a. Housing Development Intensity to meet an overall regional target measured in persons per acre of developed land.
 - b. Housing Variety – in terms of the range of housing styles, densities and diversity available to regional consumers.
 - c. Housing-Transportation Affordability for people at all income levels. Affordability indicators include the share of a household's income spent on housing (no more than 30%) and the share spent on housing and transportation combined (no more than 48%).
 - d. Alignment of Supply and Demand – how well the region's supply of housing meets the demands of this region's mix of households.
 - e. Housing Neighborhood Condition – the physical condition of the region's homes and neighborhoods.
21. Housing developers and service providers (private, public and non-profit) should collaborate with local governments, civic and environmental organizations and property owners to implement housing initiatives in conjunction with initiatives that achieve other aspects of **North Texas 2050**.



Mobility

22. The Regional Transportation Council should develop and adopt a "Mobility Plan" for the region that supports this preferred future and incorporates the **North Texas 2050** Guiding Principles.

23. The entities that plan, fund, build, operate and maintain mobility systems should:

- a. Provide systems that enable North Texans to choose the way they wish to travel. North Texans should have multiple modes of travel available to them so they can decide whether to walk, ride a bike, take a bus, trolley or rail vehicle, carpool, drive a car or truck, or use some other mode of travel.
- b. Support statewide and local alternative funding mechanisms, including appropriate reliance on public-private partnerships in reinvestment areas.
- c. Consider the life-cycle costs of mobility projects (construction, operation, maintenance and rehabilitation) when making investment decisions.
- d. Emphasize effectiveness in moving people when they make their investment decisions. The cost-effectiveness of investments should consider the cost per person-trip, rather than the costs per vehicle-trip.
- e. Use criteria for the allocation of transportation funding that consider social, environmental and economic impacts (related to employment and real property investment) as well as transportation criteria.
- f. Provide systems that support and enhance the character of the areas around them, whether that context is a dense urban center, a natural open space or a residential neighborhood.
- g. Provide systems that help people choose modes that are efficient and environmentally-friendly. These choices should improve the region's air quality, reduce the region's carbon footprint and minimize the impacts of transportation on the

region's natural assets.

- h. Provide 'complete streets' in public rights-of-way serving neighborhood, community or sub regional travel needs.
- i. Invest to encourage travel by bike or on foot (instead of by car) in areas with a high percentage of short trips.



24. North Texans should choose modes of travel that are healthy and environmentally friendly and promote efficient use of limited transportation resources.
25. North Texans should support initiatives to provide sufficient funding to build, operate and maintain this mobility system. Funding sources could include fees, tolls, taxes or other revenue sources.

Climate Resilience

26. The **North Texas 2050** Action Team should convene working sessions to prepare a set of North Texas indicators to measure the region's environmental (or carbon) footprint and monitor its change over time.
27. The **North Texas 2050** Action Team should convene stakeholders to develop strategies for evolving regional strength in energy production to include alternative energy markets.
28. The **North Texas 2050** Action Team should convene stakeholders to develop a detailed package of recommendations for action to reduce North Texas' environmental carbon footprint and to enable this region to adapt effectively to the impacts of climate change.



- 29. Universities in North Texas should pursue initiatives to study changes in the North Texas climate and strategies to reduce the region's environmental carbon footprint.
- 30. The North Texas Sustainability Forum should provide recommended action packages to cities, towns and counties so they can mitigate and adapt to impacts of climate change.
- 31. Civic, environmental and other non-profit organizations in the region should design, fund and implement educational programs to inform North Texas residents and businesses about choices that will reduce the region's environmental carbon footprint.

Education

- 32. A broad coalition of North Texas education leaders should be formed, with the involvement of the private and public sectors and of institutions that provide education and training from pre-kindergarten to formal education (K-12 and college/university) and through lifelong learning. The region's five existing P-K16 Councils should form the core of this coalition.
- 33. The North Texas Education Coalition (NTEC) should create a **North Texas 2050** Education Vision to provide more focused direction for implementing **North Texas 2050** in the area of education. This Education Vision should include standards for college and workforce readiness for North Texas students.
- 34. The leaders of North Texas cities, towns, civic organizations and businesses should use these standards as targets for regional accomplishment and as indicators of **North Texas 2050** progress.
- 35. Educational institutions at all levels (P-K Lifetime) should recruit, retain, and reward teachers, faculty and administrators. The NTEC should lead efforts to develop an effective approach to these issues and should help implement this approach.

- 36. The NTEC should lead region-wide collaborations across all educational levels in order to be successful in the above endeavors.
- 37. The NTEC should advocate programs and initiatives, such as creation of a Tier One-status university, that makes North Texas a global leader in teaching innovation, research and development and training people who become leaders in innovative business and civic enterprises.
- 38. The **North Texas 2050** Action Team should implement programs that educate all North Texans about sustainability and actions needed to achieve the **North Texas 2050** Vision.

Health

- 39. The Health Research Team (HRT) should produce a package of 'healthy community' recommendations for consideration by North Texas counties, cities and towns. These recommendations should provide practical steps (including education programs, employee wellness initiatives, incentives and/or changes in land use and development practices) that improve residents' access to affordable, nutritious foods, physical activity and wellness services.
- 40. North Texas counties, cities and towns should create a regional network of healthy community action plans to implement these recommendations.
- 41. Farmers markets, local growers, community garden sponsors,

grocery stores, North Texas business and economic development organizations should collaborate to create a set of initiatives to support the economic vitality of businesses that provide locally-grown food to North Texans.

42. The Health Research Team, NCTCOG and other relevant organizations should collaborate with local businesses to encourage access to primary health care via convenient transportation to facilities and/or using other means for communication between physicians and patients.
43. The North Central Texas Council of Governments should use its regional planning initiatives to support creation of a regional trail network and other regional systems that support healthy lifestyles.
44. Hospital and health care systems should contribute support to incentives and investments that provide North Texans with access to healthy, affordable foods and physical activity.
45. Civic, environmental and neighborhood organizations should create and support community gardens throughout the region.
46. The Health Research Team and the North Texas Education Coalition should develop strategies that increase youth involvement in growing, preparing and marketing nutritious food.
47. Independent school districts and communities should implement the Active Transport to and from school initiative to promote walking or biking to and from school.

Coordination of Investments

48. The **North Texas 2050** Action Team should work with regional partners to align public, private, academic and civic investments

to achieve the recommendations of **North Texas 2050**.

49. The **North Texas 2050** Action Team should conduct outreach and engage regional partners to develop a coordinated 'playbook' for action in the next 3 to 5 years to implement **North Texas 2050**.



Natural Areas Policy Recommendations

These recommendations are appropriate for the parts of North Texas described as 'Natural Areas' in the region's preferred physical development pattern.

1. The North Central Texas Council of Governments should develop and maintain mapped information that identifies important natural assets and areas within the region, and should contribute this knowledge to regional efforts that provide an economic basis to retain or enhance these assets and areas.
2. Property owners, developers, local governments and the Texas Parks and Wildlife Department should retain, preserve and enhance identified regional natural assets through the use of their resources for planning, design, construction and operation. Development in 'Natural Areas' should be designed so it takes advantage of the unique features of nearby natural assets.

The **North Texas 2050** should develop model ordinances, guidelines and incentives for development in or adjacent to natural assets that provide financial support for retaining and enhancing these assets and areas.

3. Local governments along the Trinity River should continue initiatives that enhance and restore the river that support

compatible development along its banks, and that result in infrastructure retrofits that improve water quality in the Trinity.

4. Universities, property owners, environmental organizations and other interested stakeholders should conduct research and establish systems to enable North Texas natural assets (such as forests and grasslands) to be included in carbon sequestration programs or other environmental initiatives.
5. Environmental and educational organizations (including Audubon Texas, River Legacy Foundation and others) should provide opportunities for all North Texans to learn about the region's ecosystems and natural assets, participate in research about their role in the region, contribute to their preservation and include them in the experiences of daily life.
6. Property owners, developers, local governments and land conservancies should collaborate to acquire land and improve trails and facilities in Natural Areas that are part of the region's healthy lifestyle systems.
7. Communities that include Natural Areas should work with county and state agencies to set up a system to identify effective and appropriate areas and technology for on-site wastewater-treatment in less urban areas of the region.

Rural Areas Policy Recommendations

These recommendations are appropriate for the parts of North Texas described as 'Rural Areas' in the region's preferred physical development pattern.

1. Property owners, developers and local governments should use their resources for planning, design, construction and operation to continue rural activities and land uses in 'Rural Areas' of North Texas.

2. The **North Texas 2050** Action Team should convene regional stakeholders to develop an implementation strategy to support the continuation of rural activities in these 'Rural Areas'.
3. Local governments, in partnership with the Texas Department of Agriculture's Rural Economic Development Funding Program, should develop and implement a strategy that supports North Texas businesses based in agriculture, renewable energy production and the management of natural assets.
4. Agricultural organizations, landowners and land conservancies should collaborate on economic initiatives that link the economic sustainability of the region's agriculture with healthy communities, eco-tourism and development for outdoor recreation.
5. Cities, in coordination with NCTCOG and local conservation and preservation organizations, should categorize and manage streams in this area of the region in a manner that maintains their natural values and functions while the community has the space and density characteristics to do so. New and revised plats should not include platting to center line of creeks.
6. NCTCOG, in collaboration with cities, should work with county and state agencies to coordinate the development of regional guidelines to identify effective and appropriate areas and technology for on-site wastewater-treatment in less urban areas of the region.
7. Agricultural organizations, landowners and land conservancies should support the restoration, protection and connection between natural and urban areas by preserving the region's working green landscapes of croplands and forests.
8. School districts in rural areas should collaborate with other

North Texas educational providers to make education and learning opportunities accessible to residents of these areas.

9. School districts, economic development organizations and civic organizations should provide education, training and research to support a workforce capable of filling 'clean/green jobs' related to local agriculture, alternative energy production and other renewable resource businesses.



10. Local governments and land conservancies should collaborate with property owners and developers in the development and maintenance of walking, hiking, jogging and biking trails in the region's natural areas.

Separate Community Areas

These recommendations are appropriate for the parts of North Texas described as 'Separate Community Areas' in the region's preferred physical development pattern.

1. Property owners, developers and local governments should use their resources for planning, design, construction and operation to enhance the distinctive character of Separate Community Areas in North Texas.
2. The cities, towns, historic and downtown associations in Separate Community Areas should convene a working group to identify technical assistance, funding or other resources needed so they can achieve their role in the *North Texas 2050 Preferred Future*. Participants should determine how (or whether) this working group should continue as an on-going partnership or coalition.
3. NCTCOG, design organizations and the development community should provide needed assistance and resources to the cities, towns, historic and downtown associations in Separate

Community Areas.

4. Cities and towns in Separate Community Areas should use their decisions and investments to achieve their role in the *North Texas 2050 Preferred Future*:
 - a. Planning, zoning, subdivision, infrastructure investment, incentives and other tools should be used to maintain or create compact, walkable mixed use areas in central locations within these communities.
 - b. A compact style of development should be promoted that encourage a better balance of development over time.
 - c. Parking requirements should be reassessed for actual economics and impacts to the physical environment. Strategies using a maximum limit for parking should replace the traditional minimum limits.
 - d. Downtown enhancement or revitalization initiatives and historic preservation efforts should be encouraged to retain and build upon communities' unique character and heritage and to make more sustainable use of these existing assets.
5. Cities, towns, counties and NCTCOG should identify areas for rural or natural uses that will buffer Separate Community Areas from one another and from other urban development, and should consider such 'community buffers' in preparing regional plans for natural assets and systems.
6. Property owners, cities and towns in Separate Community Areas should use natural features as a 'green infrastructure' to meet community needs:
 - a. Where possible, streams that have been converted into

artificial drainage ways should be returned to their more natural condition while still meeting the community's drainage needs.

- b. Land use planning should include vegetated stream and lake buffers to maximize the benefit of these natural functions to the surrounding areas. When possible, residential and commercial subdivisions should not be platted with lots extending to the center line of creek. This will result in more buffered stream area to accommodate the dynamic nature of watershed and stream conditions.
 - c. Vegetated stream and lake buffer areas should be identified and managed to maximize their multipurpose benefits like water quality, flood management, trails, recreation, etc.
7. NCTCOG should coordinate the development of regional guidelines to identify effective and appropriate areas and technology for onsite wastewater treatment in less urban areas of the region.
 8. The North Texas Commission, the region's economic development departments and corporations, and the region's chambers of commerce should collaborate to create a suggested package of economic development incentives/tools that support appropriate investment in Separate Community Areas of the region, and should work together to seek legislative approval to make these incentives/tools available to property owners, businesses and local governments in these parts of the North Texas region.
 9. Private, public and non-profit housing developers and service providers should provide a mix of housing options in these separate communities that contributes to the regional targets for development intensity, variety, affordability, alignment of supply

and demand, and housing/neighborhood condition.

10. Property owners, developers, local governments and civic/neighborhood organizations should implement programs that provide resources to keep existing neighborhoods (and the housing in them) vital and desirable.
11. School districts (ISD and college level) in Separate Community Areas should collaborate with other North Texas educational providers to make education and learning opportunities accessible to residents of these areas.
12. School districts (ISD and college level) in Separate Community Areas should identify educational specializations for which they have particular expertise or resources and should establish focused programs in these areas that attract students or form the basis for distance-based learning programs provided from these areas.
13. Cities, towns and local business organizations should incorporate healthy community recommendations in initiatives that support vital downtowns and town centers.
14. The cities, towns, historic and downtown associations in Separate Community Areas should collaborate with regional organizations to identify, fund and implement programs to market the unique characteristics of these communities as part of initiatives to market this region to the nation and the world.



Outer Tier Areas Policy Recommendations

These recommendations are appropriate for the parts of North Texas described as 'Outer Tier Areas' in the region's preferred physical development pattern.

1. Cities and towns that contain Outer Tier Areas should use their decisions and investments to achieve their role in the **North Texas 2050 Preferred Future**:
 - a. Planning, zoning, subdivision, infrastructure investment, incentives and other tools should be used to designate compact, walkable mixed use areas in central locations within these communities. These mixed use areas may reflect existing downtowns or centers, or may indicate appropriate places to create new centers.
 - b. A compact pattern of growth, emphasizing infill and brownfield developments, should be promoted that encourages a better balance of development over time.
 - c. Buildings, sites and neighborhoods should incorporate sustainable design standards (such as those reflected in the LEED certification system) and people-oriented design concepts (such as the principles of New Urbanism).
 - d. Design and land use standards and guidelines should facilitate the design of buildings and sites that reduce energy requirements and use of local systems to generate energy from alternative sources and distribute it for use locally.
 - e. Single family neighborhoods and other places dominated by a single land use should be designed to maximize non-automobile trips and to encourage walking, cycling and other healthy activities. Planning, zoning, subdivision, infrastructure investment, incentives and other tools should be used to support these objectives.
 - f. Parking requirements should be reassessed for actual economics and impacts to the physical environment. Strategies using a maximum limit for parking should replace the traditional minimum limits.
2. Cities, towns, counties and property owners should work together to prepare general plans for natural areas, urban forests, development and infrastructure on a watershed-by-watershed basis in Outer Tier Areas of the region.
3. Property owners, cities and towns in Outer Tier Areas should use natural features as a 'green infrastructure' to meet community needs:
 - a. Where possible, streams that have been converted into artificial drainage ways should be returned to their more natural condition while still meeting the community's drainage needs.
 - b. Land use planning should include vegetated stream and lake buffers to maximize the benefit of these natural functions to the surrounding areas. When possible, residential and commercial subdivisions should not be platted with lots extending to the center line of creek. This will result in more buffered stream area to accommodate the dynamic nature of watershed and stream conditions.
 - c. Vegetated stream and lake buffer areas should be identified and managed to maximize their multipurpose benefits like water quality, flood management, recreation, etc.
 - d. The urban forest should be conserved and managed to provide benefits, such as energy reduction, to the homes and businesses in the Outer Tier Areas.
4. The North Texas Commission, the region's economic development departments and corporations, and the region's



chambers of commerce should collaborate to create a suggested package of economic development incentives/tools that support appropriate investment in Outer Tier Areas of the region, and should work together to seek legislative approval to make these incentives/tools available to property owners, businesses and local governments in these parts of the North Texas region.

5. Cities, property owners and developers should encourage redevelopment of Outer Tier Area brownfield sites through the use of economic development incentives and other tools.
6. Cities, towns, counties, improvement districts and other entities that build or operate public facilities and systems should maximize the return on investment to taxpayers, customers and bond-holders over the life of the facilities.
 - a. Existing capital infrastructure should be maintained and managed to serve the people and businesses anticipated in existing services areas over time.
 - b. Renovation or rehabilitation of infrastructure should be designed to support the **North Texas 2050 Preferred Future**.
 - c. Investments in facility expansions or extensions should be compared to or exceed existing systems in cost-effectiveness per household (or acres served).
 - d. Facility expansions and extensions should be staged or phased based on the most effective return on public and private investment, and considering social, environmental and economic impacts.
 - e. Cost- and resource-effectiveness should be based on life cycle costs – the costs to build, operate and maintain infrastructure through the year 2050 – to serve people and businesses

reasonably expected to use the infrastructure through 2050.

7. Private, public and non-profit housing developers and service providers should provide a mix of housing options in Outer Tier Areas that contributes to the regional targets for development intensity, variety, affordability, alignment of supply and demand, and housing/neighborhood condition.
8. Cities and towns should review and update land use plans, housing initiatives, incentives and regulations to encourage new housing that is affordable, energy-efficient, location-efficient and that makes more choices available to meet the market demands of the region's future households.
9. School districts (ISD and college level) should use the principles of 'green design' when constructing new buildings and campuses. Districts are encouraged to use design comparable to LEED Silver certification (or higher) in all new construction.
10. School districts in Outer Tier Areas should share resources (of expertise, facilities and funding) with those in Inner Tier Areas to make the most efficient and effective use of community investments in education.
11. Cities and towns should review and update land use plans and regulations to provide convenient access to community gardens, farmers markets, full scale grocery stores and places for physical activity for residents in neighborhoods throughout North Texas.



Inner Tier Areas Policy Recommendations

These recommendations are appropriate for the parts of North Texas

described as 'Inner Tier Areas' in the region's preferred physical development pattern.

1. Cities and towns that contain Inner Tier Areas should use their decisions and investments to achieve their role in the **North Texas 2050 Preferred Future**:
 - a. Planning, zoning, subdivision, infrastructure investment, incentives and other tools should be used to designate compact, walkable mixed use areas in central locations within these communities. These mixed use areas may reflect existing downtowns or centers, or may indicate appropriate places to create new centers.
 - b. A compact pattern of growth, emphasizing infill and brownfield developments, should be promoted that encourages a better balance of development over time.
 - c. Downtown enhancement or revitalization initiatives and historic preservation efforts should be encouraged to retain the unique character and heritage of neighborhoods and communities and to make more sustainable use of these existing assets.
 - d. Design and land use standards and guidelines should facilitate the use of local systems to generate energy from alternative sources and distribute it for use locally.
 - e. Single family neighborhoods and other places dominated by a single land use should be designed to maximize non-automobile trips and to encourage walking and other healthy activities. Planning, zoning, subdivision, infrastructure investment, incentives and other tools should be used to support these objectives.
 - f. Parking requirements should be reassessed for actual economics and impacts to the physical environment. Strategies using a maximum limit for parking should replace the traditional minimum limits.
2. Cities, towns, counties and property owners should work together to prepare general plans for natural areas, development and infrastructure on a watershed-by-watershed basis in Inner Tier Areas of the region.
3. Property owners, cities and towns in Inner Tier Areas should use natural features as a 'green infrastructure' to meet community needs:
 - a. Where possible, streams that have been converted into artificial drainage ways should be returned to their more natural condition while still meeting the community's drainage needs.
 - b. Land use planning should include vegetated stream and lake buffers to maximize the benefit of these natural functions to the surrounding areas. When possible, residential and commercial subdivisions should not be platted with lots extending to the center line of creek. This will result in more buffered stream area to accommodate the dynamic nature of watershed and stream conditions.
 - c. Vegetated stream and lake buffer areas should be identified and managed to maximize their multipurpose benefits like water quality, flood management, recreation, etc.
4. The urban forest should be conserved and managed to provide benefits, such as energy reduction, to the homes and businesses in the Inner Tier Areas. Inner Tier Areas should receive regional

priority in urban forest investment in order to reduce the 'urban heat island effect' in the most developed parts of the region and the impacts of this effect on the people of these communities.

5. The North Texas Commission, the region's economic development departments and corporations, and the region's chambers of commerce should collaborate to create a suggested package of economic development incentives/tools that support appropriate investment in Inner Tier Areas of the region, and should work together to seek legislative approval to make these incentives/tools available to property owners, businesses and local governments in these parts of the North Texas region.
6. Cities, property owners and developers should use planning, zoning, economic development incentives and other tools to encourage infill, redevelopment and revitalization in Inner Tier Areas locations including:
 - a. Brownfields
 - b. Commercial corridors, centers or properties that have exceeded their useful lives or abilities to meet market demands
 - c. Underutilized non-residential properties
7. Cities, towns, counties, improvement districts and other entities that build or operate public facilities and systems should maximize the return on investment to taxpayers, customers and bond-holders over the life of the facilities.
 - a. Existing capital infrastructure should be maintained and managed to serve the people and businesses anticipated in existing services areas through the year 2050.

- b. Renovation or rehabilitation of infrastructure should be designed to support the *North Texas 2050* Preferred Future.
- c. Cost- and resource-effectiveness should be based on life cycle costs – the costs to build, operate and maintain infrastructure through the year 2050 – to serve people and businesses reasonably expected to use the infrastructure through 2050.



8. Private, public and non-profit housing developers and service providers should provide a mix of housing options in Inner Tier Areas that contributes to the regional targets for development intensity, variety, affordability, alignment of supply and demand, and housing/neighborhood condition.
9. Cities and towns should review and update land use plans, housing initiatives, incentives and regulations to encourage new housing that is affordable, energy-efficient, location-efficient and that makes more choices available to meet the market demands of the region's future households.
10. Property owners, developers, local governments and civic/neighborhood organizations should implement initiatives that provide resources to keep existing neighborhoods (and the housing in them) vital and desirable.
11. Cities and towns should review and update land use plans, housing programs, incentives and regulations to encourage the inclusion of housing in initiatives that redevelop or reuse existing structures and vacant/underutilized properties. These efforts should place special emphasis on housing that is appropriate for people who live in or near these properties (for example, residents

of single family neighborhoods seeking to downsize, neighborhood seniors needing assistance or families with limited ability to pay increased housing and transportation costs).

12. The North Texas education coalition should recommend changes to institutional and financial structures that will improve Inner Tier Area public schools so families with children can reasonably choose to live in these areas.
13. School districts (ISD and college level) should evaluate ways to reuse existing buildings in Inner Tier Areas to bring educational opportunities to the people who already live and work in these areas.
14. School districts (ISD and college level) should use the principles of 'green design' when constructing or renovating buildings and campuses. Districts are encouraged to use design comparable to LEED Silver certification (or higher) in all new construction.
15. Cities and towns should review and update land use plans and regulations to enable vacant and underutilized properties to be used as community gardens and farmers markets.
16. Property owners, developers and local governments should ensure that revitalization, reuse and redevelopment projects include places where future residents can be physically active. Other wellness facilities and programs should be encouraged as well.
17. Cities and towns should review and update land use plans and regulations to provide access to community gardens, farmers markets, full scale grocery stores and places for

physical activity. In general, these resources should be available to most residents within approximately 15 minutes of travel.

Employment Centers Policy Recommendations

These recommendations are appropriate for Employment Centers in North Texas.

1. Cities and towns that contain Employment Centers should use their decisions and investments to achieve the centers' role in the **North Texas 2050 Preferred Future**:
 - a. Planning, zoning, subdivision, infrastructure investment, incentives and other tools should be used to continue these area's role in the regional economy.
 - b. Buildings, sites and centers should incorporate sustainable design standards (such as those reflected in the LEED certification system) and people-oriented design concepts (such as the principles of New Urbanism).
2. Cities, towns, counties, NCTCOG and regional organizations should develop and implement a strategy to support the continuing vitality of existing major regional employment centers.
3. The North Texas Commission, the region's economic development departments and corporations, and the region's chambers of commerce should collaborate to create a suggested package of incentives/tools that support investment in the region's Employment Centers.



4. Private, public and non-profit housing providers should invest in location-efficient, appropriate types of housing for people who work in these employment areas. Location-efficient housing enables this workforce to reduce their household costs for housing and transportation while also reducing vehicle trips and related environmental impacts on the region.
5. Major employers based in the region's employment centers should provide education and job training at locations in these centers.
6. Property owners and major employers based in the region's employment centers should offer multiple mobility choices for trips to, from and within the employment centers. Existing and new employment centers should be served by transit as well as roadways. Property owners and major employers should collaborate with NCTCOG and local transit authorities and municipalities to design, prioritize, and seek incentives and funding for these mobility choices.
7. Property owners and major employers based in the region's employment centers should locate and manage parking so lots and garages can be shared by multiple uses and so people will be encouraged to park once when visiting multiple destinations.
8. Major employers based in the region's employment centers should emphasize healthy lifestyles and a greater well being for people who work or do business in these employment areas by providing wellness programs, access to walking/jogging trails and affordable nutritious foods.

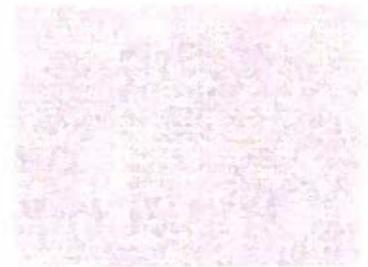
Mixed Use Centers Policy Recommendations

These recommendations are appropriate for Mixed Use Centers in North Texas.

1. Cities and towns that contain Mixed Use Centers should use their decisions and investments to achieve their role in the **North Texas 2050 Preferred Future**:
 - a. Planning, zoning, subdivision, infrastructure investment, incentives and other tools should be used to support compact, walkable mixed use areas. Minimum development intensities should be established for these centers.
 - b. Buildings, sites and centers should incorporate sustainable design standards (such as those reflected in the LEED certification system) and people-oriented design concepts (such as the principles of New Urbanism).
2. The North Texas Implementation Team, in collaboration with local governments and property owners, should develop model ordinances, guidelines and incentives for regional economic support to encourage development of regional and urban/metropolitan mixed use centers.
3. The region's economic development departments and corporations should develop model ordinances, guidelines and incentives for regional economic support of community and neighborhood/TOD mixed use centers.
4. Private and public entities developing projects in mixed use centers should include housing for a mix of income levels in their projects.



5. Community colleges, universities and other educational providers should offer courses, online education and other learning opportunities at places in mixed use centers where these programs can be included in students' daily lives and where the institutions can be integral parts of their communities.
6. Educational institutions in mixed use centers should partner with other organizations to provide convenient nearby child care and similar resources for the people who work or study at these institutions.
7. Property owners in mixed use centers should offer multiple mobility choices for trips to and within the mixed use centers.
8. Property owners in mixed use centers should locate and manage parking so lots and garages can be shared by multiple uses and so people will be encouraged to park once when visiting multiple destinations.
9. Developers and communities should ensure that new and existing mixed use centers retain or enhance the unique character and heritage of the centers and their surrounding communities.
10. Public, private and non-profit organizations should provide the transit facilities and services to take people the 'last mile' from a destination to the transit stations found at the core of some Mixed Use Centers.
11. The public health departments and Health Research Team should collaborate with urban planners and developers to design North Texas mixed use centers that include trails and green space around businesses, schools and residential areas, as well as grocery stores with affordable healthy foods for all residents and access to wellness and primary care centers.





Action Package

A vision for the future does not affect change unless there are actions taken to make it a reality. The previous chapter, “A Vision for North Texas”, describes the preferred future expressed by the region’s stakeholders and recommends policies that support this vision. If this vision is to be realized, the many regional stakeholders who make decisions about investments and programs must act in ways that help achieve the vision. This chapter, the “Action Package”, is a toolbox which provides the set of tools stakeholders can use to make the Vision a reality.

Contents of the Action Package

The Action Package consists of resources for implementation such as model ordinances, best practices, incentives, research results, maps and diagrams, as well as many other items. These tools are organized into six groups:

Incentives

Incentives make it easier for a decision-maker to choose to take the action that supports the vision. They may improve the economics of this choice or make it more likely that approvals and resources will be provided. A tax abatement is one example; another is fast-tracking of a project’s development review and approval process.

Best Practices

These examples of projects or programs give decision-makers a better understanding of how to do something they haven’t done before. They allow each person or organization to learn from the experiences of others and reduce the need to ‘reinvent the wheel’. A set of development ‘best practice’ case studies were developed for Vision North Texas by the Urban Land Institute and the University of Texas at Arlington. They are available online and provide an illustration of this sort of action tool.

Model Ordinances & Templates

Models and templates allow a decision-maker to implement a new action tool quickly because they provide a standard approach the decision-maker can simply customize. The iSWM manual for cities’ action on storm water management is an example of this action tool group.

Technical Assistance

It is often difficult to change operations because an organization may not have the expertise or resources to put a new program in place. Technical assistance from another organization may make action more feasible. The Urban Land Institute’s Technical Advisory Panel

(TAP) services illustrate this action tool group.

Benchmarks & Indicators

It's hard to tell if progress is being made if there is no way to measure or monitor activities over time. Benchmarks measure conditions at the beginning of a program and provide a basis for comparison. Relative benchmarks provide a set of comparable cities or organizations and measure progress against the conditions in those places. Indicators are the factors that are measured in setting benchmarks. For example, vehicle miles traveled (VMT) and VMT per person are indicators used to measure the amount of auto travel in a community. The benchmark could be VMT in the region in the year 2000. Relative benchmarks could be the VMT/person for the largest 50 U.S. metropolitan regions.

New Institutions/Entities

Changes to the region's institutional structure might be necessary to produce results that are better than 'business as usual'. One example is a research collaborative that would engage the region's colleges and universities in coordinated research on issues important to achieve the *North Texas 2050* Vision. Tools that require legislation, such as new economic development tools, are also included in this group.

Regional Coordination & Collaboration

The success of Vision North Texas is one illustration of the benefits to be realized through regional coordination. Continuing such collaboration -- among jurisdictions, across areas of expertise, and among diverse stakeholders -- will help implement these recommendations.

Communication

Education has been among the primary activities of Vision North

Texas. Communication will be necessary to share this vision with all North Texans and to educate decision-makers about the choices that lead to a future that is 'better than business as usual'.

Potential Action Tools

In the course of Vision North Texas work, over 200 potential action tools have been identified. The most important action tools are discussed in detail below. All these potential action tools are listed in Appendix 2, which also provides more information about the potential action tools. It indicates where each tool is most relevant (in the five policy areas, Employment and Mixed Use Centers) and how each tool relates to the components of the investment framework.

This toolbox contains local and regional examples of tools, such as ordinances and best practices, which can be tailored to meet the unique needs of individual communities. Topics addressed by these tools include: preservation of natural resources, meeting housing needs, conserving water resources, enhancing urban forests in our communities, promoting transit-oriented and mixed-use development, creating pedestrian-friendly neighborhoods, establishing public-private partnerships, and many more helpful tools to assist communities through the various stages of development.

Priority Action Tools

Action is essential to move away from a 'business as usual' future. But it is not realistic to expect that a list of over 200 action items can all be carried out soon or simultaneously. From that large list of potential action tools, Vision North Texas leaders have recommended a smaller number that are most important to begin immediately. These top priority action tools are listed below. They propose a 'top 20' -- those that should receive the greatest amount of attention and action in 2010 -- and the 'next 10' -- additions to the priority list that focus on

individual issues or innovative research. Together, the 'top 20' and the 'next 10' create an agenda for action in North Texas in 2010.

Top 20

Structure for North Texas 2050 Implementation

1. **Create an action team for North Texas 2050.** The Vision North Texas Management Committee should determine the most effective structure for a group that will continue these collaborations, monitor progress and lead efforts where appropriate. This team might be a continuing private-public-academic partnership, a new non-profit organization or some other structure.
2. **Secure funding for North Texas 2050 implementation.** Some recommendations of *North Texas 2050* can be carried out by aligning existing programs and resources to achieve this vision. But without an adequate commitment of resources, organizations will find it challenging to revamp programs, educate leadership and staff, change communications approaches and take the other steps to realign efforts. New initiatives and projects will require additional resources. An important focus during 2010 must be on securing resource commitments to begin implementing *North Texas 2050* in the next few years.
3. **Engage state and federal agencies.** Federal agencies are embarking on unprecedented efforts to support metropolitan regions and integrate programs across agencies. This effort must be carried out at the regional level, in North Texas. It should be focused on alignment of state and federal programs and resources to help achieve this preferred future for North Texas.
4. **Define targets to use in measuring progress.** When Vision North Texas examined alternative futures in 2009, an extensive set of indicators was used to compare four alternatives to the 'business as usual' future. These indicators should be reviewed

and updated so they can be used to measure actual progress in implementing *North Texas 2050*. Benchmarks should be defined for each indicator, to establish a baseline for existing North Texas conditions. Targets for 2015, 2020, 2030 and 2050 should be developed through discussion among North Texas leaders and review of the goals set by comparable regions.

Alignment of Existing Regional Plans and Policies

5. **Achieve the North Texas 2050 preferred future through this year's update of the regional Mobility Plan.** In 2010, the Regional Transportation Council is updating the plan that guides the region's investments in a wide range of transportation facilities and programs. This update of the Mobility Plan should help achieve the *North Texas 2050* preferred future and should implement the recommendations of *North Texas 2050*.
6. **Achieve the North Texas 2050 preferred future through this year's updates of Regional Water Plans.** In 2010, the long-range plans for water are also being updated. The plans for Regions C, D and G should help achieve the *North Texas 2050* preferred future and should implement the recommendations of *North Texas 2050*.
7. **Achieve the North Texas 2050 preferred future through this year's update of the region's Trinity Common Vision.** This year will be the 20th anniversary of the initial region-wide plan for the Trinity River and the natural areas that surround it. An update of the Trinity Common Vision should align this regional plan with *North Texas 2050*, achieving this preferred future and implementing recommendations regarding natural assets, open spaces, trails, urban forests, community gardens and other topics.

Creation or Expansion of Specific Regional Coalitions

8. **Create a North Texas Municipal Sustainability Forum.** This forum should provide a way for local cities and counties to share information and reach agreement on shared strategies to achieve the *North Texas 2050* preferred future and make the region's

communities more sustainable.

9. **Expand the region's economic development collaborations.** The North Texas Commission should convene economic interests in the region and expand existing collaborations, so this region can compete successfully with regions worldwide.
10. **Form a Healthy Communities Municipal Coalition.** This coalition would bring together local municipalities, public health organizations and health/wellness interests. It would develop the programs to carry out *North Texas 2050*'s health recommendations at both the regional and the community level. The Health Research Team should take the lead on convening this coalition.
11. **Include housing initiatives with regional sustainability efforts.** The North Texas Housing Coalition has a track record of regional collaboration on housing issues. It has been an active partner in creating *North Texas 2050*. It should take the lead on implementing recommendations related to housing, and should play an active role in the partnership that integrates action to achieve the preferred future.
12. **Bring together existing education councils to create a forum for regional education visioning and action.** Education is an essential part of many *North Texas 2050* recommendations. There are councils for educators in individual counties, however there is not a regional forum for this dialogue. These councils should join together to create a vision for education at all ages that will support the *North Texas 2050* preferred future. The University of Texas at Arlington should convene this forum.

Refinement of the Preferred Future

13. **Refine the preferred physical development pattern through**

stakeholder discussions. This document describes a set of policy areas and centers that together create a depiction of a preferred way to accommodate North Texas' expected growth. The *North Texas 2050* Action Team should meet with stakeholders to discuss and refine the recommendations found in this document. Meetings should be held with cities, counties, development community organizations and similar groups.

14. **Complete the Regional Ecosystem Framework.** This framework creates the refined vision of natural areas and their role in the region's future. It is an important next step in refining the region's preferred future.
15. **Begin region-wide action for the urban forest.** The urban forest brings together elements of the natural environment with the form of urban development and the use of energy and other resources. Individual cities are working on research and planning for their parts of the urban forest, but a regional vision is needed to bring these together at the scale of the entire region. A vision for the urban forest should be created and, depending on available funding, an inventory should be started.
16. **Establish phasing priorities for public investments in outer tier areas.** Many areas identified as the outer tier are undeveloped today. As the analysis in this report shows, only 25% of this area will be developed by the year 2050 if growth is accommodated at intensities similar to those that exist in the region today. In order to make the most effective use of limited public infrastructure funds, these investments should be coordinated to create sustainable communities in the outer tier. The *North Texas 2050* Action Team should lead an effort to develop the phasing approaches that will maximize the region's return on these public infrastructure investments.

17. **Secure funding for needed mobility investments.** New resources are essential to fund the full range of mobility investments needed for North Texas – the sidewalks and trails, bike routes, transit modes and roadways that combine to offer the mobility choices that residents and businesses want. Regional leaders must work with state and federal representatives to create appropriate funding sources and secure needed resources. Without this funding, the preferred physical development pattern may not be feasible.
18. **Focus on integrated action in Mixed Use Centers.** These areas are important parts of the future region stakeholders want. Their success requires coordinated capital investment by private and public stakeholders that can both meet market demands now and sustain their appeal for decades to come. Coordinated packages of economic incentives, design guidelines and center management or programming strategies will help all scales of mixed use centers succeed. These packages should be developed at the regional level so individual communities and property owners can benefit from the region's best thinking and recommendations on the sustainable creation of Mixed Use Centers.
19. **Communications about North Texas 2050.** Though many North Texans have participated in Vision North Texas, there are still thousands who have not yet been engaged. A communications plan that uses a wide mix of traditional and interactive approaches must be developed, funded and initiated.
20. **Release a progress report at the 2011 Regional Summit.** The region's stakeholders and decision-makers should convene in early 2011 to review progress in implementing *North Texas 2050* and to decide on priorities for following years.

Next 10

21. **Prepare model codes for North Texas communities.** Creating and sustaining the compact, walkable communities that North Texans desire will require changes in development regulations for some cities within the region. Model regulations that apply the concepts of form-based codes, green design and New Urbanism to North Texas conditions should be prepared and shared online.
22. **Raise venture capital funding for sustainability research and businesses.** Innovation requires the support of initial investors. Through the Texas Sustainability Institute, North Texas should begin to raise venture capital that will support businesses of the future that can locate and grow here.
23. **Begin work on new tools to implement regional natural asset initiatives.** The role of natural assets in the region's preferred future will require the use of new analytical tools and regional collaborations. Concepts such as the regional transfer of development rights, use of a regional conservancy to operate and manage conservation easements region-wide and incentives for production of food close to the region all involve dialogue and research. These activities should begin this year.
24. **Define entities and service areas for urban-scale wastewater service provision.** Efficient expansion of development within the outer tier areas will be supported by clearer criteria for the provision of the infrastructure for urban densities of development. NCTCOG should develop regional policies that support these practices and thus create subdivisions and communities that are sustainable (environmentally and financially) over the long term.
25. **Engage financial decision-makers to remove barriers to sustainable investment.** Financial institutions are not always familiar with

the economics of mixed use, compact development. Some aspects of sustainable development have lower life-cycle costs but require higher initial investments. The leaders of the North Texas financial community should work with the **North Texas 2050** Action Team to identify and remove barriers to funding sustainable growth in this region.

26. **Initiate a new regional marketing effort.** The economic development stakeholders who participated in Vision North Texas agreed that the region needs to update and re-launch efforts to market the entire North Texas region to businesses and investors around the globe. This marketing effort should begin this year.
27. **Continue (and expand if possible) the Sustainable Development funding programs for planning and infrastructure.** NCTCOG has been successful in supporting sustainable development projects through this funding program in past years. It should continue this important program, and the criteria for future rounds of funding should be reviewed to align them with the **North Texas 2050** recommendations.
28. **Begin efforts to support locally-grown food and local agriculture in North Texas.** Support of local agriculture and provision of locally-grown food to North Texans, have not been a focus of activity in past years. However, the work of Vision North Texas researchers and other national organizations demonstrates the importance of these efforts in terms of the region's physical development pattern and the health of its residents and communities. Initial discussions of action in this area should occur in 2010.
29. **Develop North Texas sustainability recognition programs.** Two types of recognition programs have been suggested by Vision North Texas stakeholders – a program to recognize development

proposals that meet specific sustainability criteria and a program to offer certification to public officials (elected or appointed) who have completed training programs focused on sustainable design. The **North Texas 2050** Action Team should evaluate these ideas and seek to find a neutral organization (possibly the Urban Land Institute North Texas District Council) willing to carry them out.

30. **Determine North Texas industry targets for the economy of the future.** Businesses of the future are likely to be clean, green and innovative. The region's economic organizations should initiate efforts this year to update past regional economic studies to define industry targets for the future. This first step will begin efforts to ensure that this region is globally competitive as a business location for decades to come, and that the **North Texas 2050** preferred future will help direct and focus regional economic development activity.

Action Tools Online

The Vision North Texas website (www.visionnorthtexas.org) contains detailed information about some of the action tools. The action tool summary sheets answer questions such as:

- * How does this tool work?
- * How important is this tool to achieving the vision?
- * What are the costs and benefits, and who will they affect?
- * What are the biggest potential stumbling blocks to the use of this tool, and how can they be addressed?
- * Who would be responsible for using this tool?
- * How would it be funded?
- * What are the next steps to put this tool in place?
- * What examples of this tool are available in North Texas or elsewhere?

Online tool summaries may be updated and new summaries may be added to the website in the future. In addition, Vision North Texas has the benefit of 'toolkits' developed by national organizations and regional planning efforts in other regions. The Vision North Texas website contains links to those toolkits so stakeholders in this region can benefit from the experience in other communities.

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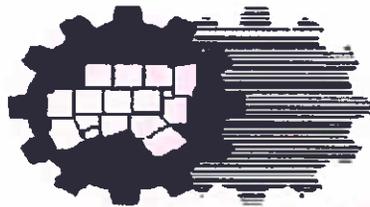
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- * Tarrant County
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Appendix 2: List of Potential Action Tools

Potential Action Tools

In the course of Vision North Texas work, over 200 potential action tools have been identified. The most important action tools are discussed previously. Below is a more detailed listing of the potential action tools.

Incentives

- * Alternative Financing for Transportation, Option I
- * Appr Value Limitation and Tax Credit
- * Asst to support decentralized power generation
- * Brownfield Program
- * Carbon credits for ranching
- * Carbon Sequestration Credits
- * Community Dev Block Grants
- * Change local zoning code to provide additional housing choices
- * Conservation Easements
- * Controlled-access facilities
- * Decrease dev fees in areas targeted for revitalization or infill
- * Designations that give targeted areas stronger incentives and inducements
- * Developer up-front funding on 'multi-generational' projects
- * Development Incentives
- * Differential Assessment Programs
- * Disincentivize Greenfield Development
- * Employer assisted housing
- * Enterprise Zones
- * Farmland and Sensitive Habitat, Preservation Credits and Incentives
- * Fast-tracking of projects that meet

- criteria for sustainability
- * Financial incentives for infill
- * First Time Homeowners Program
- * Foreign Trade Zones
- * Freeport Tax Exemptions
- * Funding for Universities Conducting Training
- * Green Space Conservation and Brownfield Revitalization
- * High Efficiency Particle Air - Vacuum lending program
- * Housing Choice Voucher Program
- * Housing Rehabilitation Program
- * Immigration & Investment Program
- * Impact Fees & Infrastructure Funding
- * Incentivize Brownfield Development
- * Increase Impact Fees for the Removal of Natural Assets
- * Industrial Development Bonds
- * Linked Road-Rail Funding
- * Neighborhood improvement grants
- * Neighborhood Matching Grants
- * Purchase of Development Rights (PDR)
- * Residency Waiver for In-State Tuition Rates
- * Rural Logistics Center
- * Sales Tax for Economic Development
- * Shared facility initiatives

- * Tax Abatement
- * Tax Abatement
- * Texas Enterprise Fund
- * TIF District
- * Transit Use Incentives

Best Practices

- * Capital Improvements Plan
- * Complete Streets
- * Farmers Market Programs
- * Green campus design
- * Harvest Rainwater
- * Integrated Storm Water Management
- * Location- and energy-efficient housing choice
- * Management of 'green' or cool roofs
- * Park-and-Ride
- * Pervious paving materials
- * PolicyLink's Affordable Housing Tools
- * Purple pipe (water reuse) initiatives
- * Redev for affordable/public housing
- * Residential and Commercial Water Conservation
- * Restoration and enhancement of selected artificial drainage ways
- * Sect 404 Permits for the Protection of High-Quality Watersheds

Model Ordinances/Templates

- * Active Transport to and from School
- * Agricultural Zoning Designations
- * Bicycle Pedestrian Access
- * Compact Development
- * Creating Diverse Communities
- * Density, Height and Parking Codes
- * Discourage Platting to Center of Streams
- * Drought Contingency Plans
- * Empty-nester' housing initiatives
- * Environmentally Sensitive Area Plans
- * Estab of vegetated stream and lake buffers
- * Floodplain and stream management
- * Floodplain Protection Ordinance
- * Form-Based Codes
- * Green Development Code
- * Tree Preservation & Climate Change Mitigation
- * Implementation of Water-Efficient Practices by Governments Entities
- * Inner Tier Area neighborhoods design initiative
- * Inspection of rental houses on routine basis
- * Min Parking Req as Opposed to Max
- * Mixed use 'operational' manuals
- * Mixed use centers design initiative
- * Mixed use code
- * Model Ordinances for Emergency and Public Safety Response
- * Natural Area uses and activities
- * New landscape designs/parameters
- * Open Space Master Plan
- * Outer Tier Area neighborhoods design
- * Parks & Trails Element as Part of City Comprehensive Plans

- * Best practices for shuttles and other transp systems within mixed use centers
- * Prohibit Platting to Center of Streams
- * Proper Planning
- * Proper usage of underutilized space
- * Rural Area uses and activities
- * Sensitive Area Zoning
- * Separate Communities design initiatives
- * Shopping Cart Retrieval Program
- * Sustainable development ordinances and building codes
- * Sustainable Neighborhood Plans
- * Sustainable 'starter community' initiatives
- * Tree Preservation Ordinances
- * Urban Heat Island reduction strategies
- * Water Recycling/Reuse Techniques
- * Water supply lake watersheds development guidelines
- * Water-efficient Landscape Requirements

Technical Assistance

- * Drought scenario evaluations
- * Green MLS
- * Maintain/enhance groundwater aquifers
- * Neighborhood Rev Mobile Data Access
- * Stream Classification and Management

Benchmarks & Indicators

- * College and workforce readiness
- * Demographic and market research
- * Economic models to measure greenhouse gas emission
- * Establish & use NT livability benchmark measures
- * Five-year performance targets
- * Greenprinting
- * Indicators for value of natural resources

- * Maximum Gallons per Day per Capita Standards for Water Consumption/Use
- * North Texas Sustainability Index
- * Rating of Best Suburbs
- * Redefine housing affordability
- * Regional carbon footprint target
- * Regional economic benchmarking
- * Update regional greenhouse gas assessment
- * Use of Predictive Models and Ambient Monitoring Programs
- * Value & density analysis
- * Wetland/U.S. Waters Regional Mapping

New Institution/Entities

- * Alternative Financing for Transportation, Option II
- * Appropriate/Inappropriate Areas for Onsite Wastewater System
- * Bike Zone Investments
- * Building Equitable Communities Initiative
- * Cleantech/green job training
- * Close the gap achievement initiatives
- * Comm Housing Dev Org Program
- * County Land Use Authority Enabling Legislation
- * Creating Dev & Job Creations Programs
- * Economic programs for locally-grown food
- * Education opportunities
- * Educational collaboratives
- * Educational financing
- * Enhanced regional governance
- * Flexible education provision
- * Free Home Maintenance Training classes
- * Graffiti Busters Program
- * HOA Awareness Program



- * Tools for control of land uses in ETJ & unincorporated areas
- * Innovative learning centers
- * Leadership class initiatives
- * Legislation for annexation in urban regions
- * Neighborhood services collaboration
- * Neighborhood stabilization from foreclosures
- * New Healthcare institutions for better care
- * North Texas Sustainability Center
- * NSD Weatherization Program
- * Online systems for sharing information and best practices
- * Partnering with nonprofit organizations
- * Partnership with TDHCA
- * Passenger Rail
- * Promotion of historic assets
- * Public Land Banking for Conservation Efforts
- * Recruitment/retention initiatives
- * Regional economic development entity
- * Regional economic marketing
- * Regional Grading Ordinance and Permitting
- * Regional open space district
- * Regional or Statewide Outdoor Recreation Plan
- * Regional revenue sharing
- * Regional urban growth boundary
- * Regional Water & Wastewater Systems
- * Regional Water Quality Protection Program
- * Remove barriers that hamper economic vitality
- * Revamp Water Pricing Structure
- * Skills Development Fund
- * State Legislation to mandate City and County Comprehensive Plans
- * Storefront education
- * Street Maintenance Sales Tax
- * Strengthen Eminent Domain Powers to help with the Establishment of Conservation Easements
- * Structure for redevelopment area economic development corporation
- * Sustainability research collaborative
- * Sustainability venture capital
- * Sustainable Development Funding Program - Infrastructure
- * Sustainable Development Funding Program - Planning
- * Sustainable economic incentives
- * Target industry reassessment
- * Transportation Investment Act
- * Transportation Management Associations
- * US Department of Housing & Urban Development (HUD) Grant Funds
- * Value Capture
- * Value Pricing
- * Wastewater Management Designation Recommendations
- * Water Quality Protection Program
- * Regional Collaboration & Coordination
- * Adaptation policies
- * Alternative energy priority areas
- * Annual report on progress toward preferred future
- * Cities to Expand/Establish New Community Water/Wastewater Systems
- * Clean/Green prosperity initiative
- * Coordinate and leverage federal investments in NT
- * Education Vision 2050
- * Explore opportunities for regional efforts to acquire and manage open space
- * Focus regional infrastructure funding to encourage development consistent with the scenario(s)
- * Healthy communities local municipalities network
- * Housing Vision 2050
- * Implementation of the Regional Ecosystem Framework
- * Implementation org or structure for VNT
- * Inter Agency Partner - Office of Livability
- * Limits to the areas served by urban-scale water and wastewater systems
- * Mitigation for removal of natural assets
- * Mobility Plan Updates
- * N Texas Municipal Sustainability Forum
- * Require Water Quality Plan Updates
- * Requirement that more water and associated corridors meet State and Regional water quality standards
- * Transportation Investment Boundary
- * Travel Demand Management
- * Tree Canopy Surveying/Mapping
- * Vision for the Regional Urban Forest
- * Watershed-Based Zoning/Planning
- Communication**
- * NT2050 Communicator Program
- * NT2050 Training 'credential'
- * Outreach strategy
- * Youth volunteer organization initiatives

Appendix 3: Glossary

Annexation – the act or process of adding land to a governmental unit, usually an incorporated place, by an ordinance, a court order, or other legal action. (A Planners Dictionary)

Arterial - is a moderate or high-capacity road which is immediately below a highway level of service. (Webster's Dictionary)

Baby Boomer - is a term which portrays the age group born during the middle part of the 20th Century. (Wikipedia)

Brownfield – abandoned, idled, or under used industrial and commercial facilities where expansion or redevelopment is complicated by real or perceived environmental contamination. (A Planners Dictionary)

Carbon (or 'environmental') Footprint - the total set of greenhouse gas emissions caused by an organization, event or product. (Wikipedia)

Complete Streets – Complete streets are designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists and transit riders of all ages and abilities must be able to safely move along and across a complete street. (www.completestreets.org)

Comprehensive Plan – the adopted official statement of a legislative body of a local government that sets forth (in words, maps, illustrations, and/or tables) goals, policies, and guidelines intended to direct the present and future physical, social, and economic development that occurs within its planning jurisdiction. (A Planners Dictionary)

First Ring Suburbs - are the older, more populous communities of a metropolitan area with histories that significantly predate those of their suburban or exurban counterparts. (Wikipedia)

Floodplain – the land area susceptible to inundation by water as a result of flood. (A Planners Dictionary)

Greenfield Development – development on undeveloped parcels not surrounded by existing development, or on large parcels surrounding partially developed areas or undeveloped areas. (A Planners Dictionary)

Impact Fee - a fee charged by local governments to developers as a total or partial reimbursement for the cost of providing additional facilities or services needed as a result of new developments. (A Planners Dictionary)

Infrastructure – facilities and services needed to sustain industry, residential, commercial, and all other land-use activities, including water, sewer lines, and other utilities, streets, roads, communications, and public facilities such as fire stations, parks, schools, etc. (A Planners Dictionary)

Leadership in Energy and Environmental Design (LEED) - Green Building Rating System, developed by the U.S. Green Building Council (USGBC), provides standards for the environmentally sustainable design, construction and operation of buildings and neighborhoods. (Wikipedia)

Kyoto Protocol - is a protocol to the United Nations Framework Convention on Climate Change (UNFCCC or FCCC), aimed at addressing climate change. (Wikipedia)

Metropolitan Statistical Area - a county with a central city or adjoining central cities totaling 50,000 or more in population, and the surrounding suburbs or counties that are strongly linked economically and socially. (A Planners Dictionary)

Mixed Use - a development of a tract of land or building or structure with two or more different uses such as but not limited to residential, office, retail, public, or entertainment, in a compact form. (A Planners Dictionary)

NCTCOG - North Central Texas Council of Governments

New Urbanism - The process of reintegrating the components of modern life - housing, workplace, shopping, and recreation - into compact, pedestrian-friendly, mixed-use neighborhoods linked by transit and set in a large regional open space framework. (A Planners Dictionary)

NTC - North Texas Commission

NTHC - North Texas Housing Coalition

Public Private Partnership - describes a government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies. (Wikipedia)

Sustainable - In ecology the word describes how biological systems remain diverse and productive over time. (Wikipedia)

Sustainable Development - development which meets the needs of the present without compromising the ability of future generations to meet their own needs. (U.N. Brundtland Report)

Sunbelt - is a region of the United States generally considered to stretch across the South and Southwest (the geographic southern United States). (Wikipedia)

Tax Abatement - the full or partial exemption from ad valorem taxes of certain real and/or personal property in a reinvestment zone designated for economic development purposes. (A Planners Dictionary)

Transit-Oriented Development (TOD) - moderate and high-density housing concentrated in mixed-use developments located in close proximity to transit stations or stops that encourages the use of public transportation. (A Planners Dictionary)

ULI - Urban Land Institute

ULINT - Urban Land Institute North Texas District Council

Urban Forest - is a forest or a collection of trees that grow within a city, town or a suburb. (Wikipedia)

Urban Heat Island - is a metropolitan area which is significantly warmer than its surrounding rural areas. (Wikipedia)

UTA - the University of Texas at Arlington

Watershed - the total area above a given point on a watercourse that contributes water to its flow; the entire region drained by a waterway or watercourse that drains into a lake or reservoir. (A Planners Dictionary)



W. J. "Bud" Melton III
Vice President

SUMMARY OF QUALIFICATIONS:

Bud Melton has more than 16 years experience as a non-motorized transportation and recreation infrastructure planner and design consultant to developers, other planners, landscape architects and engineers. He is frequently sought out by agencies and other design professionals to assist in visioning, feasibility, site analysis, design and construction of all types of pedestrian and bicyclist related projects. He has more than forty years experience working with the public in numerous industry and organizational roles, including as a business owner and manager, as presenter, facilitator, educator and researcher. He has a lifetime of bicycling experience ranging throughout the U.S., Canada and in Europe. As a certified instructor training provider during roll out of the *League of American Bicyclist's* expanded safety education program, he adds a critical user perspective to any bikeway project. He is an advisor to bicycle and pedestrian accommodation efforts underway throughout Texas.

Education:

More than 30-years of trail planning, bicycle and pedestrian facility design seminars, conferences and workshops.

Professional Organizations:

American Planning Association & North Central Texas Chapter of APA

Association of Pedestrian and Bicycle Professionals

Greater Dallas Planning Council

Related Boards:

Texas Active Living Network (TALN) Steering Committee 2007 to present

Texas Trails Network, Founding Director 1992 to present President 1996-97

Texas Trees Foundation Trustee 1992 to present

Deep Ellum Foundation Board Member 2009-present

BikeTexas (Texas Bicycle Coalition) Board Director 2004-2010 Chairman 2005-2009

Save Open Space 1997-present President 1999-2002

RELEVANT PROJECT EXPERIENCE:

Mr. Melton's project experience includes development of numerous active transportation and intermodal mobility networks, helping to guide alignment, right-of-way and design decisions for trails, sidewalks, transit connections and bikeways in suburban and urban areas, commercial and mixed-use districts, and transit-oriented developments. Mr. Melton led the award-winning Trinity Strand Trail Master Planning in the Old Trinity Industrial and Dallas Design Districts, and assisted with PS&E development. He also helped guide bikeway and pedestrian system upgrades of Hi Line Drive in the Design District, where he led funding efforts and assisted designers in creating more than a mile of sidewalks and crosswalks with shade trees, street furniture and pedestrian-scale lighting - leading to quality infill mixed-use developments with more than 1,300 dwelling units near the Victory DART LRT and TRE Commuter Rail Stations. He also led development of the 31-mile Capital Metro Rail with Trail Feasibility Study in 2007, and recently handled multi-agency coordination for an award winning design for a complex trail connection through Stemmons Park and beneath IH-35E to connect the Trinity Strand Trail and the widely acclaimed Katy Trail (which he led the early planning for during the early 1990's).

Mr. Melton recently helped create design guidelines for the City of Irving's Campi3n Trails including a key scenic boardwalk vision and bikeway connection for completing the city's 19 mile trail system along the Elm Fork. Other recent projects include the 2011 Dallas Bike Plan, bike route implementation in Downtown Denton and Downtown Fort Worth, and the Highland Village Trail Plan Update - all of which include focus on active transportation and multimodal connections to current and future transit stations. Mr. Melton has helped many design teams with developing major pathway and bikeway connections, and has led visioning workshops and design charrettes, and handled public involvement facilitation for a variety of transit oriented, pedestrian, and bicycle planning and design efforts.



LANCASTER CITY COUNCIL
Work Session Agenda Communication for
October 17, 2011

2

WS11-002

Receive a presentation and discuss annexation in the City's extraterritorial jurisdiction (ETJ) and the upcoming schedule.

This request supports the City Council 2011-2012 Policy Agenda.

Goal: Quality Development

Background

On November 11, 2008, City Council approved Lancaster's 3-Year Annexation Plan which is in compliance with Section 43 of the Texas Local Government Code. Adoption of the 3-Year Annexation Plan initiated the process of incorporating the 8.39 square miles that is located within Lancaster's extraterritorial jurisdiction (ETJ) into the municipal boundaries of the City of Lancaster. As part of the annexation process, the City must hold a total of two public hearings before the first annexation officially takes place. The City has held the two public hearings, which were in September and October of 2009.

In August of 2009, Annexation Agreements were mailed to property owners of agricultural uses. State law has a provision that allows property that is primarily used for agricultural purposes to have the option to delay a possible annexation. The length of time is determined by the City, in this case being five years. The City has signed agreements that will be executed by resolution, should the annexation take place.

In February 2010, pursuant to state law, the Dallas County Commissioners Court appointed the Service Plan Negotiation Panel. Those negotiations commenced on March 18, 2010. On April 26, 2010, the negotiated Service Plan was passed. The negotiated service plan includes police protection and facilities by which the newly annexed residents would receive assigned Random Patrol and required responses. The random patrol is accomplished by a minimum of twenty-four (24) hour, seven (7) days a week shift coverage of 6-7 patrol officer and/or supervisors. In addition to those services, there are special units, such as traffic enforcement, criminal investigations, narcotics, gang suppression, and SWAT; and community programs such as Neighborhood Watches, Citizens Police Academy, crime prevention, Citizens on Patrol, and community forums. Officers will have the necessary equipment to provide the above stated services, as well as there will be dedicated patrols of the area. Residents will also be able to call police dispatch to report emergency and non-emergency concerns. Based upon current data from the Dallas County Sheriff's Department, the commitment of additional resources will

not warrant additional manpower and capital allocation. The additional patrol area requires a time commitment which can be currently incorporated into existing demands.

There will be one Code Compliance Officer assigned to the annexed area to respond to complaints and perform routine compliance inspections. Additionally, there are two Animal Control Officers that will provide services to the Annexation Area for domestic pets and at-large livestock, registration and redemption of household domestic pets, as well as a mandatory vaccination program to control rabies and other diseases. Large and small traps under the control of the City will be made available for use to persons living in the annexed area. The City committed during the negotiations and has passed a Grazing Animals Ordinance that would "exempt" livestock concentrations on agricultural land within the annexed area.

The Lancaster Fire Department shall provide Fire Protection and Emergency Medical services. This includes, but is not limited to, first responder fire protection and prevention services and emergency medical services; fire suppression and rescue; hazardous materials mitigation and regulation; emergency prevention and public education services; construction plan review; fire inspections; and emergency management planning. All fire personnel, engines, and equipment will be provided as necessary. Based on current available data from Dallas County, the City is able to absorb current call levels into its shifts and functions.

With regard to streets, the City currently has an Orphan Road Agreement with Dallas County as a result of several voluntary annexations. The Streets Division of the Public Works Department shall maintain public streets and roadways within the annexed area as provided in other similarly populated areas. The City has adopted a pavement management program which will systematically assess and evaluate each of the public streets within the City and their need for improvement and maintenance. This program will be extended into the newly annexed area. Each public street will be placed within the management rating system and set up for maintenance or replacement. The City will also provide, based on circumstances, appropriate maintenance should public safety require immediate attention to any roadway within the newly annexed area. Additionally, appropriate right-of-way maintenance and installation and/or maintenance of traffic control devices will be included. Traffic signalization shall take place as required and provided by state law. The extension or improvement of roadway systems within the newly annexed area will be driven as new development takes place or redevelopment takes place within the newly annexed area.

With regard to parks and recreation, the Lancaster Senior Center and Library services, the residents of the annexed areas will have access to the City's existing park systems, participate in senior activities, recreational programs, and enjoy the use of the library. It should be noted that these are services that residents in the extraterritorial jurisdiction have available currently. This service would be of no additional cost to the City.

The Building Inspections and Code Compliance Divisions shall provide inspections. All inspections are completed through equipment available to inspectors in which City

records can be accessed through a mobile computer system. Other services such as consumer health services, food inspections, mosquito and vector control, and on-site sewerage are contracted through an interlocal agreement with Dallas County Health and Human Services. There are no additional costs to the City and will be performed on a fee basis, as contracted.

Planning and Development services will be provided upon annexation at no additional cost to the City, other than the time commitment. The annexation area shall be zoned to agricultural until such time that development occurs; at that time the subject area will be zoned in accordance with the Comprehensive Land Use Plan.

Residential and commercial solid waste services will be provided by the City's contracted vendor at the prevailing City rate. Each resident will have weekly trash pickup and recycling services along with bulk/brush services every other month.

With regard to wastewater provision within the annexed area, property owners may remain on existing septic systems which will become legal and conforming. There will be no additional fee to residents for repair, replacement, or upgrade. The City will continue to provide wastewater services maintenance and repair with the current staffing levels. Future wastewater services are currently being evaluated through an update of the City's Water/Wastewater Master plan. The City has committed to extending wastewater services to the Sunrise, Wilson/Nokomis, and Hash areas within seven, five, and five years respectively.

Regarding water provision within the annexed area, property owners may continue to receive service from their current retail provider. Property owners will be allowed to drill and maintain water wells on-site for irrigation, agricultural, and livestock use, and for the capturing of potable water for domestic use in accordance with federal and state regulations and permitting requirements. If the City requires any existing resident or business in the affected area to connect to the City water systems, upon transfer of Certificate of Convenience and Necessity (CCN's), the City shall bear the cost. Future water services are currently being studied through an update of the City's Water/Wastewater Master plan. The City has committed to extending water services to the Sunrise, Wilson/Nokomis, and Hash areas within six, five, and five years respectively.

The annexation area will be incorporated into the City's Capital Improvements Program (CIP) and overall comprehensive plan. The CIP includes streets, water mains, waste water, and drainage. Future capital improvements shall not be paid for through the levying of special assessments on adjacent property owners in the annexation area.

Other miscellaneous matters included in the negotiated service plan that would not further adversely affect the current area is to disallow junk motor vehicles visible from a public street or alley; the allowance of display of ornamentation; allowance of pre-existing structures to remain; the allowance of oversized vehicles to remain; the allowance of all pre-existing animals related to agricultural service to remain; the installation of a severe

weather warning system; and the invitation by the City to allow other potential franchises to provide non-exclusive cable service to annexed area residents.

To date, the City has posted all annexation informational materials on the City's website. Those items include: A) Posting of the Three-Year Annexation Plan as approved by the Lancaster City Council on November 10, 2008, the corresponding ordinance and exhibits; B) Information on the reason Lancaster is annexing; C) Notices for the 1st and 2nd Public Hearing; D) Responses to questions raised at the October 26, 2009 public hearing; E) Copy of the Development Agreement for Agricultural Exempt Properties; F) Inventory of Services; G) the timeline for the 3-year annexation; H) Frequently Asked Questions (FAQ's); I) the Texas Landowner's Bill of Rights; and J) Answers to questions raised at the Town Hall Meeting.

Considerations

- **Operational** - The purpose of the annexation is to allow for the logical growth of the City of Lancaster's extraterritorial jurisdiction (ETJ). Once this territory is annexed into the corporate limits of the City of Lancaster, the City will be required to provide municipal services in accordance with the negotiated service plan.

There are three phases included in the annexation: a) Sunrise Area (the area adjacent to the Lancaster Regional Airport); b) Hash Road area; and c) Wilson-Nokomis Road area. It is of note that there is an option to not include all phases at this time, if Council so chooses. The notification included all areas within the extraterritorial jurisdiction, but City Council has the option to only adopt those areas that will accomplish goals set forth by the initial annexation, as well as those that are financially prudent for the City.

The Bear Creek Ranch subdivision, located within the Lancaster Municipal Utility District (MUD) #1 is not included in this plan.

- **Legal** - The process for carrying out the proposed involuntary annexation is detailed in Section 43 of the Texas Local Government Code. Pursuant to Section 43.0561, the first of two required public hearings allowed persons interested in the annexations the opportunity to be heard on the proposed service plan and future annexation of the area included in the 3-Year Annexation Plan.

Additionally, an Annexation Negotiation Panel was selected by the Dallas County Commissioner's Court, pursuant to Section 43 to negotiate the service plan that was approved on April 26, 2010. In summary, the more heavily populated areas were concerned with the City's ability to provide services and in return the City is currently evaluating the total dollar cost of providing water and wastewater services to those residents in the future as a part of the Water/Wastewater Master Plan update, currently being contracted through the Public Works Department.

State law provides that in order to implement an involuntary annexation, a City is only required to give a three year notice to those areas that have more than 100 inhabitants. At the time the notice was given, the affected areas could have been annexed according to the phasing without notice. As an act of political transparency, the City of Lancaster provided a three year notification to all of the properties that would be affected by the annexation.

- **Financial** - There are minimal financial implications for providing additional services to the area(s) proposed for annexation, as the City currently provides a number of services already, including but not limited to, fire protection, emergency services, operation and maintenance of orphan roads, access to parks and recreational services, and library services. Below are the services that will need to be provided to the area immediately upon annexation:

1. Police protection
2. Fire protection
3. Emergency Medical Services
4. Solid waste collection
5. Operation of water and wastewater facilities not within the service area of another water or wastewater utility
6. Operation and maintenance of roadways, including street lighting
7. Operation and maintenance of parks
8. Operation of any other publicly owned facility

Pursuant to Section 43.056 of the Texas Local Government Code, the City of Lancaster has completed a municipal service plan for the affected area during the required time period, April 26, 2010. During the development of the municipal service plan, all municipal departments reviewed the proposed annexation(s) and commented on any fiscal impacts to their respective departmental budgets, many of which were minimal.

At this time, the service plan states that the City would provide services in the same manner that residents are receiving it. This will be discussed in more detail in the presentation.

- **Public Information** – In preparation for the public hearings, all of the requisite public agencies were notified including the Independent School Districts of Lancaster, Ferris, and Dallas; the Dallas County Commissioners Court, the County Clerk; the County Sheriff's Department; Rockett Water; BNSF Railroad; Union Pacific Railroad; and Roach Waste.

The notices for the public hearing were in compliance with Section 43.0561 of the Texas Local Government Code which required notices to be mailed to each owner, occupant and public agency located in the ETJ; the publishing of the hearing notice in the Focus Daily News between September 11 and 18; and the posting of the annexation notice on the City's website. The agenda for this item was also posted by

the City Secretary at least seventy-two hours prior to the public hearing in compliance with the Texas Open Meetings Act.

Recommendation

There is no recommendation at this time. The purpose of this item is to brief the City Council on the actions that have taken place to date in preparation of the upcoming final action on the planned annexation.

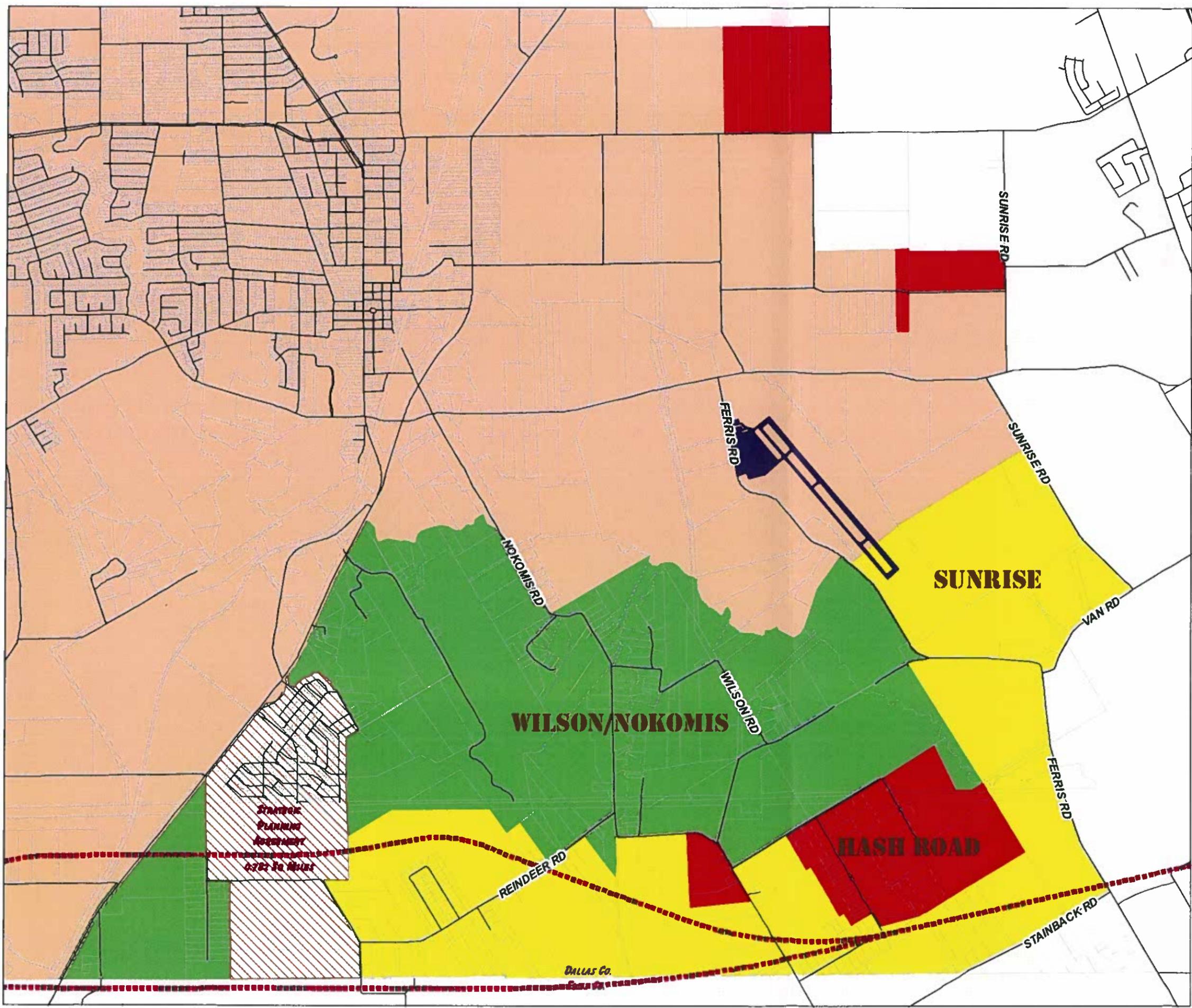
Attachments

- Annexation Phasing map
- Inventory of Services
- Approved Service Plan
- Property Owner Bill of Rights
- Texas Town and City Article on *Annexation*
- Loop 9 timeline
- Orphan Road agreement

Prepared and submitted by:
Rona Stringfellow-Govan, AICP
Director of Development Services

Date: October 6, 2011

City of Lancaster Annexation Plan



Legend

- Proposed Loop 9 Options
- City Limits - 29.835 Sq Miles
- Airport Runway
- Parcels

Annexation Plan

- Phase #**
- Strategic Planning Agreement
 - Sunrise - 2.952 Sq Miles
 - Wilson/Nokomis - 3.653 Sq Miles
 - Hash Road - 0.968 Sq Miles



Inventory of Services

For Lancaster's 3-Year Annexation Plan

Published on 6/26/09

Purpose of Service Inventory

This inventory of services has been prepared by the City of Lancaster as part of the 3-Year Annexation Plan that was adopted on November 11, 2008. The proposed annexation consists of approximately 8.39 square miles of territory that is located within Lancaster's Extra-territorial Jurisdiction (ETJ). Pursuant to Section 43.053 of the Texas Local Government Code, the City is required to solicit information from entities that currently provide services in the area proposed for annexation. Lancaster mailed notices to the agencies that provide public services the ETJ, and gave these agencies 90-days to respond back to Lancaster's request for information about the services that these agencies provide. Pursuant to state law, Lancaster is not obligated to list the services provided by an agency if they have not responded to Lancaster's request within 90-days. After 90-days, all of the information that was submitted to the City of Lancaster by the agencies that provide services to the area included in the 3-Year Annexation Plan have been combined and listed in a document that is called the Inventory of Services. The inventory of services is a list of all of the services that are provided to the area included within the 3-Year Annexation Plan by public and quasi-public agencies.

Area Description:

The Extra-territorial Jurisdiction (ETJ) of the City of Lancaster is approximately 8.39 square miles, and is bounded to the north and west by the corporate city limits of Lancaster. The southern boundary of the ETJ is the Dallas/Ellis County line, and the eastern section is bounded by Sunrise, Van and Ferris Roads. The annexation also includes two smaller areas north of the airport that are depicted on the map. This annexation plan does not include the Bear Creek Subdivision.

Agencies that were noticed

On February 3, 2009, the City of Lancaster sent letters via certified mail to the public and private agencies that provide services to the area that is located within Lancaster's 3-Year Annexation Plan. Service request were sent to Dallas County (i.e., Sheriff, Public Works, Environmental Health), Rockett Water, Lancaster ISD, Dallas ISD, Ferris ISD, Union Pacific Railroad and BNSF Railroad.

Overview of what information was requested:

Section 43.053 of the Texas Local Government Code specifies the information service providers must furnish to the city for the inventory of services. Pursuant to the statute, the information of the service levels provided shall be based upon the services and facilities provided during the year proceeding the date that Lancaster included the area within the 3-Year Annexation Plan. Agencies were required to provide information for the "07/08" fiscal year.

Section 43.053(e) requires that for utility facilities, roads, drainage structures and other infrastructure provided or maintained by public or private entities, the inventory must include an engineers report that describes the physical condition of all infrastructure elements in the area and a summary of capital, operational and maintenance expenditures that that infrastructure.

Section 43.053(f) requires that for the Sheriffs Department, the inventory must include the following information for each service.

- The average dispatch time;
- A schedule of equipment, including vehicles;
- A staffing schedule that discloses the certification and training levels of personnel; and,
- A summary of operating and capital expenditures.

In compiling this inventory of services, the City has summarized the information provided by the service providers. The City has not independently verified the accuracy of the information.

Responses Received:

The City of Lancaster has received 3 responses to its request for the services provided in the territory that is included within Lancaster's 3-Year Annexation Plan. The respondents to the request were the Dallas County Sheriffs Department, Dallas County Public Works Department and Dallas ISD.

Dallas County Public Works Department – Attachment 1:

Attachment 1 is an itemization of maintenance costs for roads and bridges within the area included within Lancaster's 3-Year Annexation Plan during the period from November 10, 2007 to November 9, 2008. The itemization indicates that Dallas County spent \$269,379.58 on maintenance cost for roads and bridges in the territory included within Lancaster's 3-Year Annexation Plan during the "07/08" fiscal year.

Dallas County Sheriffs Department – Attachment 2:

Attachment 2 is the response from the Dallas County Sheriffs Department which summarizes the resources allocated to the area that is included within Lancaster's 3-Year Annexation Plan from November 2007 to November 2008. The Sheriff indicated that during this time period, they received 183 calls for police services with an average dispatch arrival time of 20 minutes. The Sheriff also provides traffic enforcement in this area.

Dallas ISD – Attachment 3:

Dallas ISD indicated that it provides educational services to less than 5 students in the area that is included within Lancaster's 3-Year Annexation Plan.

Attachment 1

Dallas County Public Works Department

Number	Road_Name		
236-01-01	POE RD	\$	241.88
321-01-01	FERRIS RD	\$	7,104.98
321-02-01	FERRIS RD	\$	1,703.90
321-03-01	FERRIS RD	\$	6,305.82
321-04-01	FERRIS RD	\$	-
321-05-01	FERRIS RD	\$	4,588.82
345-03-01	GREENE RD	\$	2,929.66
352-01-01	HASH RD	\$	7,557.42
355-01-01	RAINTREE DR	\$	5,121.06
405-02-01	MOORLAND RD	\$	14,144.52
412-01-01	NOKOMIS CIRCLE	\$	2,560.30
414-04-01	NOKOMIS RD	\$	12,116.60
414-05-01	NOKOMIS RD	\$	22,923.92
414-06-01	NOKOMIS RD	\$	2,255.80
414-07-01	NOKOMIS RD	\$	3,356.48
414-08-01	NOKOMIS RD	\$	11,896.84
418-01-01	DANCER LN	\$	-
419-01-01	PRANCER ST	\$	-
420-01-01	DASHER DR	\$	-
429-01-01	PINTO RD	50% \$	13,682.00
429-02-01	PINTO RD	\$	10,370.74
443-01-01	REINDEER RD	\$	1,413.24
443-02-01	REINDEER RD	\$	9,262.24
443-03-01	REINDEER RD	\$	2,374.50
443-04-01	REINDEER RD	\$	4,270.24
465-01-01	STAINBACK RD	\$	4,046.86
469-03-01	SUNRISE RD	\$	36,785.44
486-01-01	VAN RD	\$	26,400.48
492-01-01	WADE RD	\$	4,759.78
496-01-01	WATERMILL RD	\$	16,105.28
496-02-01	WATERMILL RD	\$	2,882.50
506-01-01	WILSON RD	\$	32,218.28
539-01-01	GREEN ACRES LN	\$	-
TOTAL		\$	269,379.58

Attachment 2

Dallas County Sheriff's Department



"Proudly serving since 1846"
Dallas County Sheriff's Department
Lupe Valdez, Sheriff
FRANK CROWLEY CRIMINAL COURTS BUILDING
133 NORTH INDUSTRIAL BOULEVARD, LB-31
DALLAS, TEXAS 75207-4313

June 25, 2009

Malcom Oliver
Development Coordinator
Development Services Department
1425 N. Dallas Ave, Suite 101
Lancaster, TX 75134

Subject: Annexation Information

Sir,

In reference to the request you made to the Dallas Sheriff Department I have the information you are requesting in reference to the future annexation your city is planning. The information was collected from calls for service in the area subject to annexation. The time line used was from November 2007 to November 2008. The information is as follows.

Average dispatch/arrival time;

The average dispatch/arrival time for Police Service in the annexation area for our department was 20 minutes. This information was comprised from 183 calls for Police Service from citizens made to our department from this area.

Equipment and vehicles;

There was a fully equipped patrol vehicle assigned to this area 24 hours a day 365 days a year.

Staffing Schedule;

All Deputies assigned to this area are State Licensed Peace Officers with the State of Texas and are current with all mandated training from TCLEOSE. There was one Deputy assigned to this area 24 hours a day 365 days a year.

Page 2
Malcom Oliver
June 25, 2009

Summary of operation and Capital Expenditures;

Capital expenditures for the Sheriff Department Patrol services, CID Services, PES services and Communication/911 services in this area for calls for service from citizens are listed below.

There were 183 calls at \$317.56/call for a total of \$58,115.20. Along with the listed calls for service there were numerous self initiated traffic enforcement stops made by the Deputies.

**LUPE VALDEZ
SHERIFF, DALLAS COUNTY**

Sincerely

A handwritten signature in black ink, appearing to read 'Patrick Fassett', written in a cursive style.

**Patrick Fassett
Senior Sergeant
SW Traffic Section**

Attachment 3

Dallas ISD

Michael Hinojosa, Ed.D.
Superintendent of Schools



February 18, 2009

Mr. Malcolm K. Oliver
City of Lancaster
Development Services Department
1425 N. Dallas Ave., Suite 101
Lancaster, TX 75134

Re: Lancaster Annexation Plan

Dear Mr. Oliver:

The Dallas Independent School District (Dallas ISD) is in receipt of your letter dated February 3, 2009, regarding the proposed annexation of property within the City of Lancaster's Extra-Territorial Jurisdiction (ETJ). A portion of the proposed annexation area is currently within Dallas ISD's boundaries. Dallas ISD provides public school educational services to less than five (5) students within the proposed annexation area.

Should you require any additional information, please contact Orlando Alameda, Director of Real Estate & Leasing Services at 972.925.5142 or oralameda@dallasisd.org.

Sincerely,


Phil Jimerson
Deputy Chief Operating Officer

C: Michael Brown
Orlando Alameda

**City of Lancaster, Texas
Annexation Service Plan
For Area Southwest of Current City Limits**

I. Area Annexed

On November 10, 2008, the City of Lancaster, Texas, (the "City") adopted a plan of annexation whereby the areas described on Exhibit A (collectively the "Annexation Area") will be annexed into the City's municipal boundaries no later than December 10, 2011. The effective date of annexation is referred to as the "Annexation Date."

The Annexation Area contains one geographically contiguous: South and southwest of the current city limits (as shown in the attached Exhibit A). While most of the Service Plan addresses annexation area-wide needs and concerns, when a specific sub-area is to receive a service or improvement it will be identified in the Service Plan.

II. Introduction

Pursuant to Section 43.056 of the Texas Local Government Code, the City hereby adopts the following service plan (the "Service Plan") for the Annexation Area. Municipal facilities and services to the Annexation Area shall be provided or made available on behalf of the City in accordance with the following Service Plan.

III. Ad Valorem (Property Owner) Tax Services

A. Police Protection, Code Compliance, and Animal Services

1. Police Protection & Facilities

The Lancaster Police Department (LPD) will provide protection and law enforcement services in the Annexation Area, commencing on the Annexation Date. These services shall include, but not be limited to: assigned Random Patrol, (hereinafter defined) required responses; special units, such as traffic enforcement, criminal investigations, narcotics, gang suppression, and SWAT; and community programs such as Neighborhood Watches, Citizens Police Academy, Crime Prevention, Citizens on Patrol, and Community Forums.

a. Patrols.

On or after the Annexation Date, the City will service the area with the then existing staff and random patrol is accomplished by a minimum of twenty-four (24) hour, seven (7) days a week shift coverage of 6-7 patrol officers and/or supervisors located at 1650 N. Dallas Avenue.

The main Police facility will be staffed with the current normal staff level with an average of 6-7 TCLEOSE certified peace officers per shift at all times not including supervisor. At least one supervisor, with the grade of sergeant or higher will be on each shift for purposes of supervision of all police activity. A minimum of two E911 dispatchers are assigned to each shift in the emergency communications center.

(b) Equipment.

The City shall purchase and maintain the necessary weapons, equipment, uniforms, and communications devices to equip each police officer for duty as activity warrants. This equipment shall generally include, but not be limited to:

Police vehicles are equipped with all standard police safety, communications, and computer equipment, including but not limited to a first aid kit, flares, surgical gloves, a fire extinguisher, defibrillator, and OB pack and maintain in operable condition.

Each police officer is provided with the required equipment and uniforms, winter jackets, traffic vests, hats, buttons, and securing pins, badges, one bullet-proof vest, utility belt, baton, handcuffs, zip cuffs, flashlight, radio, microphone, pepper spray, holster with attachments, hand gun, shotgun, or assault rifle, ammunition for each weapon, and a Taser which may be required to carry out the task and responsibilities of a peace officer.

(c) Dedicated Patrols.

Unless required by exigent circumstances, at the direction of the Chief of Police or designee, all police officers stationed at the police station shall be assigned, and carry out Patrols in their assigned area to include regular daily patrol of the newly annexed area.

(d) Future Patrol and Police Protection.

Based on current available data from Dallas County Sheriff, the City is able to absorb current call levels into its current shift and patrol function. As density or development and increase demand take place, the City shall annually assess the needs to increase staffing and capital assets to the annexed areas. Since the current density and development has been constant in the annexed area, commitment of additional resources without anticipated demand will not warrant additional manpower and capital allocation. The

additional patrol area requires a time commitment which can be currently incorporated into existing demands.

2. Code Compliance

Code compliance services shall be provided to the Annexation Area.

Upon the Annexation Date, one (1) code compliance officer shall be assigned to provide regular code compliance services to the Annexation Area. Code Compliance Officers are provided with the necessary uniforms and equipment necessary to conduct compliance activities and inspections.

Code Compliance Officers respond to complaints and perform routine compliance inspections.

3. Animal Services

The City has two animal service officers that will also provide service to the Annexation Area for domestic pets and at large livestock, registration and redemption of household domestic pets as well as a mandatory vaccination program to control rabies and other diseases.

The City will commit to consider an amendment to its animal control ordinance to implement a generally accepted standard for livestock concentrations on agricultural land within the annexed area.

In addition, large and small animal traps under the control of the City will be available for use to persons living in the annexed area upon the annexation date.

Animal Service officers have a mobile computer system in place so that they can access city records while in the field. Each Animal Services Officer is provided with the necessary uniforms and equipment to conduct animal control activities.

B. Fire Protection and Emergency Medical

1. Fire Protection / EMS

The Lancaster Fire Department shall provide first responder fire protection and prevention services and emergency medical services in the Annexation Area, commencing on the effective date of annexation. These services shall include: fire suppression and rescue; emergency medical services; hazardous materials mitigation and regulation; emergency

prevention and public education services; construction plan review; fire inspections; and emergency management planning.

2. Fire Personnel

On the effective date of the annexation, the City shall staff each Fire Station with a minimum of four firefighter / paramedic personnel.

All such personnel shall be certified under all applicable requirements by the State of Texas and operate under the medical control officer to deliver fast, efficient and competent fire suppression and emergency medical personnel.

3. Engines, Equipment

Each fire station will be equipped consistent with fire protection best practices. Such equipment will consist of at least one firefighting apparatus and one Mobile Intensive Care Unit (MICU). Other specialized units will be provided as necessary.

4. Future Staffing and Facilities.

Based on current available data from Dallas County, the City is able to absorb current call levels into its shift and functions. As density or development and increase demand take place, the City shall annually assess the needs to increase staffing and capital assets to the annexed areas. Since the current density and development has been stagnant in the annexed area, commitment of resources without anticipated demand will not warrant additional allocation. The additional area requires a time commitment which can be currently incorporated into the Department staffing and capital commitments with adequate response time for emergency assets and personnel. The addition of new territory and increase of development will cause an annual evaluation of facilities, equipment and personnel. We have anticipated that an additional public safety facility may be located in the Sunrise district near the Lancaster Regional Airport. However, there is no current commitment to build such facility on a date certain.

C. Roads and Streets

The City has systematically maintained its roadways and streets as funds are available. The Street Division of the Public Works Department shall maintain public streets and roadways within the annexed area as provided in other like populated areas within the City. The City has adopted a pavement management program which systematically assesses and evaluates each of the public streets within the City and their need for

improvement and maintenance. This pavement management system program is adopted to efficiently provide services to all the citizens and to meet the needs based on the condition of public streets and roadways in the corporate limits of the City. This program, as previously stated, will be extended into the new annexed area. Each of the public streets will be placed within the management rating system and set for maintenance or replacement. The City will also provide, based on circumstances, appropriate maintenance should public safety require immediate attention to any roadway within the newly annexed area. Additionally, as to the pavement management program, the City will, as with other areas of the City, provide the appropriate right-of-way maintenance and the installation and maintenance of traffic control devices within the annexed area. Traffic signalization shall take place as warranted and as provided by state law.

As new development takes place in the annexed area, developers may be called upon to either expand or improve roadway systems in order to meet the demands of the new development. The City's Planning Department, in conjunction with the Public Works Department, shall undertake appropriate planning, design and provide for the installation of new streets within the newly annexed area as it has throughout its history within the current city limits.

The extension or improvement of roadway systems within the newly annexed area will be driven as new development takes place or redevelopment takes place within the newly annexed area. The City would anticipate that the Sunrise district as being sparsely populated and developed with roadway systems may result in new roadways being extended into that area as industrial and/or commercial development takes place in that area. In the areas which have been designated as Wilson/Nokomis and Hash areas, we would anticipate that those roadways being more of a residential and/or rural, demand would result in more of a maintenance function than as new constructed roadways. In those areas which remain undeveloped, new roadway systems can be anticipated as new develop arises.

The City would also anticipate that roadway system improvements are to be reasonably anticipated with the extension and expansion of the Loop 9 facility as it runs through the southern portion of the Sunrise district. While the final alignment of the proposed Loop 9 extension has not been determined as of the date of this Annexation Plan, the City is under the assumption that Loop 9 will be built and it will pass through those portions of the Sunrise district as delineated on the attached exhibit to this Service Plan. The construction of service roads and main travel portion of the Loop 9 limited access roadway will add new construction to the roadway systems within the newly annexed areas. Since a final determination has not been made as to the date of the construction of such roadway at the

date of this Service Plan, we can only anticipate that during the course of the life of the Service Plan that such roadway will be constructed or right-of-way will be obtained and engineering, planning and construction will take place during the life of this Annexation Plan.

As a result of future consideration regarding Loop 9, we would anticipate that this Annexation Service Plan may be amended to meet the needs as a result of new development and/or the extension of the Loop 9 highway.

Additionally, the City will commit to undertake pruning of trees which directly interfere with safe operation of motor vehicles over the roadways or streets, on an as needed basis.

D. Parks and Recreation

1. Facilities

The City shall include the area in the Parks Master Plan for future development of green space, parks, and trails.

Residents of the Annexed Area will have access to the City existing park system which includes swings, and other structures appropriate for use by children, and picnic tables and barbecue grills.

Each existing city park has picnic tables some parks include tables with coverage. Each park has trash containers placed and maintained by the City in the park. The City shall continue to provide for the routine maintenance, seasonal plantings, seeding and upkeep of all parks, open space, and trails within the park system.

The City maintains staffing adequate to provide for the activities, youth sports, recreational programming, training facility and indoor aquatic facility within the recreation center. Seasonal staff such as lifeguards is hired as necessary.

2. Programs

The City shall provide youth programs at the recreation center which may include: Dallas Blaze All Star Cheerleading, Arts & Crafts with Amber, Academics Excellence Tutoring, Sports Excellence Camps and Courses and Spring Break Basketball Camps. Programming will change as demand warrants.

The recreation center also provides adult programs such as Cardio Kickboxing, Early Risers Aerobic Class, Zumba and Body Sculpting.

The City's recreation center has a year round indoor aquatic facility that offers fitness swim, water aerobics, open swim and swim lessons for all age groups.

Athletic leagues are available for both Youth and Adult. These leagues include: Youth & Adult Basketball, Youth Soccer, Youth Baseball, Youth Football and Youth and Adult Volleyball.

The City offers some specialty programs which include Youth Advisory Committee, Friday Night Heat, The Stork's Nest, First Aid/CPR and Hunter's Education.

All programs and facilities will be available to residents of the annexed area at the same rental rates and charges as other City residents.

E. Library Facilities & Services

The Lancaster Veterans Memorial Library is open (6) days per week and until 9:00 p.m. at least three days per week. The library contains public computers with internet access, books, audio visual, DVD's and music for check out all at no cost to City of Lancaster residents. Local history and genealogy is a special collection, enriched by subscriptions to Ancestry.com, HeritageQuest, and Sanborn Map databases. Genealogy programs are sponsored by the library.

The facility is approximately 23,000 square feet in size. The City has an ALA Accredited MLS librarian, professional and paraprofessional youth and children's assistants, and part time staff to operate the library facility. The library contains tables and chairs, and all other standard furnishings for a fully operational library.

F. Building Inspections and Consumer Health Services

The Building and Inspections Department shall provide inspection services (building, electrical, plumbing, code enforcement, etc.) to residents of the Annexation Area. Building Inspections have a state of the art mobile computer system in place so that building inspectors can access city records during on-site inspections. These mobile inspection terminals shall be maintained by the City so that accurate, up to date information is available to the inspector in the field.

Consumer Health Services are performed by Dallas County Health Services Department via contract with the City of Lancaster.

G. Planning and Development Services

The City shall provide, on the effective date of the annexation, planning and development services to residents of the Annexation Area.

In addition, each of the areas sought to be annexed will be incorporated into one or more representative districts for the purpose of council representation in accordance with the Voting Rights Act of 1964.

H. Life (Senior) Center

1. Facilities

The Lancaster Life Center will be available on the effective date of the annexation to the senior citizens of the Annexation Area at the residential rate.

2. Programs

The City offers the seniors a variety of programs that include a congregate meal program for seniors 60+, bingo, bunko, dominos, table pool, Wii Fitness, bridge, arts & crafts, quilting, gardening, computer and day trips.

IV. Utility (Rate-Based) Services

A. Solid Waste Collection

The City is the exclusive residential and commercial solid waste service provider within Lancaster's city limits. Solid waste refuse collection services will be available to all residents of the Annexation Area immediately upon the Annexation Date.

1. Residential Solid Waste Services

(a) City Service. The City shall provide residential solid waste services to the Annexation Area at the prevailing in-city residential rate, and at the same level of service as the in-city level of service. Residential trash pickup shall occur weekly. Recycling services shall occur bi-weekly. Bulk/brush services shall occur every other month.

Each residential property shall receive a refuse and recycling cart. Additional carts may be obtained for an additional fee as determined by the city's master fee schedule. The City will notify all residents of the Annexation Area what day of the week their refuse and recyclables will be collected.

2. Commercial Solid Waste Service

(a) City Service. Each commercial business shall contact the city solid waste collector to arrange for service.

B. Water/Wastewater Facilities & Personnel

1. **Wastewater.** Property owners within the Annexation Area may elect to remain on their existing septic systems. Existing septic systems are legal and conforming. Any existing septic system in place on the Annexation Date shall be allowed to be repaired, replaced, or upgraded with no City fee imposed.

If a resident of the Annexation area elects to connect up to the City's wastewater service, the City shall charge the same usage rate to that resident as it does to a like dwelling unit within the City limits. A like dwelling unit is defined as the closest square footage size of an existing and served dwelling unit structure within the City to the house being connected to the service.

The city maintains the city wastewater department with 8 employees responsible for maintenance and repairs of sewer mains and manholes.

2. **Future Wastewater Service.** The City has developed a proposed phased annexation and extension of wastewater service into the proposed annexed area. The city has identified three (3) unique areas which would require individualized consideration for future potable wastewater extension of service:

- (1) **Sunrise:** (See attached map) This area is sparsely populated on the eastern portion and is adjacent to Lancaster Municipal Airport and Inland Port area. This area along with the southern portion will generate industrial, retail and commercial development. The City will commit to undertake appropriate study within two and one-half (2½) years to determine the appropriate size and extension of the wastewater service. Unless development occurs sooner, the City would look to extend waste water service to the eastern and southern corridors within seven (7) years. We would anticipate that the time frame may be accelerated by development of airport, lanport and Loop 9. The eastern portion of this area is primarily residential.

- (2) **Wilson/Nokomis:** The City has development a proposed phased annexation and extension of water service into the proposed annexed area. The City has identified this portion as the Wilson/Nokomis area, which is depicted on the attached exhibit to the Service Plan. This particular area is unique from other sections of the annexed area in that is primarily populated with single family residential homes. The need for the extension of the wastewater service in the immediate future will be basically for residential purposes. The City will commit to undertake a wastewater study of the proposed Wilson/Nokomis area and will commit to do that within

three (3) years of the date of annexation. The extension of actual wastewater services in the area will be phased in within a time period not to exceed five (5) years from the date of annexation. We would anticipate that the time frame may be accelerated due to development demands within the area as the area becomes subject to development as the City grows within the immediate future. Those areas in the Wilson/Nokomis area which are immediately adjacent to the Bear Creek Ranch as a result of the study may have wastewater service available in a more timely period or as a result of extension into the eastern portion of the Sunrise area as depicted on the attached exhibit.

- (3) **Hash Area:** This is the third identified area within the annexed area which is likely to be the last area annexed into the City. Again, this area is primarily residential and the extension of wastewater service would likewise be specifically studied within approximately two (2) years of the date of annexation of such area with future extension of wastewater services in that area to be five (5) years from the date of annexation. As with any of the areas, if development is accelerated, the cost effective extension of services into this area as in other areas of the current city limits may be accelerated within a quicker time frame. The City would anticipate that there would be full wastewater services within the area within the ten (10) year service date time. There are other areas currently in the City, which due to its sparse population and lack of development, do not have wastewater services and we would treat the areas to be annexed with the same cost effective extension of wastewater services as development occurs.

3. Water.

(a) Property owners within the Annexation Area may continue to receive service from their current retail water provider during the term of this Service Plan. Property owners will be allowed to drill and maintain water wells on-site for irrigation, agricultural, and livestock use, and for the capturing of potable water for domestic use in accordance with all Federal and State regulations and permitting requirements.

If, during the term of this Service Plan, the City requires any existing resident or business in the Annexation Area to connect to the City potable water system, the City shall bear the sole cost of extending the water service to the existing resident or business (which cost includes but shall not be limited to: all costs of extending laterals to each service point on the residents' property, trenching water lines to the customer's house, connecting service lines to the house, and providing and installing

metering devices to monitor consumption in such a way as to provide water service with no further action required by the residents), and the residential customer shall be charged the same rate for water service as charged to all in-city customers.

In the event the City provides water utility service, property owners shall not be charged higher rates based on existing water meter sizes, and the City shall not be allowed to replace existing meters with smaller units. The city shall charge the same rate currently charged to all City of Lancaster customers.

(b) Future Water Service. The City has developed a proposed phased annexation and extension of water service into the proposed annexed area. The city has identified three (3) unique areas which would require individualized consideration for future potable water extension of service:

- (1) Sunrise:** (See attached map) This area is sparsely populated on the eastern portion and is adjacent to Lancaster Municipal Airport and Inland Port area. This area along with the southern portion will generate industrial, retail and commercial development. The City will commit to undertake appropriate study within two and one-half (2½) years to determine the appropriate size and extension of the water service. Unless development occurs sooner, the City would look to extend water service to the eastern and southern corridors within five (5) to six (6) years. We would anticipate that the time frame may be accelerated by development of airport, lanport and Loop 9. The eastern portion of this area is primarily residential. The City will study during the next eighteen (18) months the extension or connection through the Bear Creek Subdivision into the Green Acres area within four (4) years.
- (2) Wilson/Nokomis:** The City has development a proposed phased annexation and extension of water service into the proposed annexed area. The City has identified this portion as the Wilson/Nokomis area, which is depicted on the attached exhibit to the Service Plan. This particular area is unique from other sections of the annexed area in that is primarily populated with single family residential homes. The need for the extension of the water service in the immediate future will be basically for residential purposes. The City will commit to undertake a water study of the proposed Wilson/Nokomis area and will commit to do that within three (3) years of the date of annexation. The extension of actual water services in the area will be phased in within a time period not to exceed five (5) years from the date of annexation. We would anticipate that the time frame may be accelerated due to development demands within the area as the area becomes subject

to development as the City grows within the immediate future. Those areas in the Wilson/Nokomis area which are immediately adjacent to the Bear Creek Ranch as a result of the study may have water service available in a more timely period or as a result of extension into the eastern portion of the Sunrise area as depicted on the attached exhibit.

- (3) **Hash Area:** This area is primarily residential and the extension of water service would likewise be specifically studied within approximately two (2) years of the date of annexation of such area with future extension of water services in that area to be five (5) years from the date of annexation. As with any of the areas, if development is accelerated, the cost effective extension of services into this area as in other areas of the current city limits may be accelerated within a quicker time frame. The City would anticipate that there would be full water services within the area within the ten (10) year service date time. There are other areas currently in the City, which due to its sparse population and lack of development, do not have water services and we would treat the areas to be annexed with the same cost effective extension of water services as development occurs.

3. Operation.

All water and wastewater service shall be operated according to Lancaster's City Code, Federal and State law, and TCEQ requirements.

C. Drainage Services

The same standard of drainage maintenance provided to other residents of the City shall be provided to the residents of the Annexation Area on the Annexation Date. The City is responsible to provide repair of surface drainage repair or maintenance of storm water system or surface water which is impeded as the result of silting and obstructions. Routine maintain of over growth and vegetation remain the responsibility of adjacent property owners.

V. Zoning of Annexation Area

The Annexation Area shall be zoned to Agricultural. As development and uses change the annexed area will be rezoned in accordance with the Lancaster Comprehensive Land Use Plan.

VI. Capital Improvements Program

The Annexation Area shall be incorporated into the City's capital improvements program (CIP) and comprehensive plan. Capital Improvements, including but not limited to

streets, water mains, wastewater, and drainage, shall not be paid for through the levying of special assessments on adjacent property owners in the Annexation Area. Notwithstanding anything in this Service Plan, capital improvements in the Annexation Area shall be made according to sound municipal planning principles and practices.

VII. Term

This Service Plan shall be valid for ten (10) years. The Service Plan is eligible for renewal at the discretion of the City.

VIII. Amendments

The City Council may amend the Service Plan to conform to the changed conditions of subsequent occurrences pursuant to the Texas Local Government Code or accommodate significant changes in the population and density characteristics of the Annexation Area. Any amendment to the Service Plan must provide for services that are comparable to or better than those established in the Service Plan before amendment. Any resident of the Annexation Area may dispute the finding that the amendment provides comparable or better service to the Annexation Area. The resident must submit a request within 90 days of the amendment, and request mediation first. Any dispute regarding whether an amendment to the Service Plan provides for comparable or better services shall be first resolved through mediation. Mediation shall be conducted by the Dallas County Commissioner's Court. If the Commissioner's Court fails to resolve the dispute, either party may utilize all legal remedies.

IX. Conflicts

In the event that any provision of this Service Plan conflicts with any other plan, comprehensive plan, or program of the City of Lancaster, the provision contained in this Service Plan shall control.

X. Miscellaneous

As part of its commitment to further not adversely affect the current area, the City Council, when enacting environmental or regulatory ordinances, shall consider an exception or special regulation for rural and/or agricultural property.

(a) Junk Motor Vehicles. Junk Motor Vehicles (as defined in the Texas Transportation Code) shall not be allowed to be placed on any property so that they are visible from a public street or alley.

(b) Ornamentation. Any art or other ornamentation, including but not limited to antique tractors, farm implements, or other antique ornamentation, shall be allowed to be displayed on any property for the purpose of aesthetics, or for the purpose of sale. If for the purpose of sale, the Ornamentation cannot be

displayed for more than three times a year, each sales period not being greater than ten days. Seasonal ornamentation shall be allowed, including holiday decorations. No permit or fee shall be required by the City for the display of Ornamentation.

(c) Pre-Existing Structures. Any and all structures, including accessory structures and temporary structures, that are located on any property in the Annexation area on the Annexation Date, shall be allowed to remain on any property in the Annexation Area, shall be legal and nonconforming, and shall not become illegal by subsequent action of the City during the term of this Service Plan. All Pre-Existing Structures shall be allowed to be rebuilt, repaired, or expanded so long as the expansion does not create an additional degree of non-conformity.

Any structure, in which construction has started on the Annexation Date but has not been completed, shall be allowed to continue to completion, and no additional permits or fees shall be required by the City.

(d) Oversized Vehicles. Oversized vehicles in accordance with current city ordinance shall continue to be allowed to be parked in the Annexation Area on the Public Street adjacent to the property of the resident or owner; however, commercial motor vehicles shall not be permitted to be parked on any residential streets.

(e) Animals. Any and all pre-existing uses of land shall include the use of land for the keeping, raising, and sale of animals, including livestock and pets, in accordance with generally accepted agricultural service. [See III. A. 3. "Animals".]

(f) Severe Weather Warning System. A severe weather warning system shall be installed and maintained so that residents in the Annexation Area are warned of the approach of oncoming severe weather. This Outdoor Early Warning system must be adequate to warn residents of the Annexation Area. One additional Outdoor Early Warning Siren will be located in the area.

(g) Cable Service. The City currently has franchised a cable or telecommunications provider(s) within the current jurisdictional boundaries. The City shall invite other potential franchises to provide non-exclusive cable service to annexed area residents.

(Signature Pages to follow)

Agreed:

Lynnette Taft

Dated

Clyde Hargrove

Dated

Melissa Adams

Dated

Winn Morton

Dated

Cheryl Williams

Dated

Approved by City Council

April 26, 2010



Marcus E. Knight, Mayor



ATTORNEY GENERAL OF TEXAS
GREG ABBOTT

TEXAS LANDOWNER'S BILL OF RIGHTS

This Bill of Rights applies to any attempt by the government or a private entity to take your property. The contents of this Bill of Rights are prescribed by the Texas Legislature in Texas Government Code Sec. 402.031 and Chapter 21 of the Texas Property Code.

1. You are entitled to receive adequate compensation if your property is taken for a public use.
2. Your property can only be taken for a public use.
3. Your property can only be taken by a governmental entity or private entity authorized by law to do so.
4. The entity that wants to take your property must notify you about its interest in taking your property.
5. The entity proposing to take your property must provide you with an assessment of the adequate compensation for your property.
6. The entity proposing to take your property must make a good faith offer to buy the property before it files a lawsuit to condemn the property.
7. You may hire an appraiser or other professional to determine the value of your property or to assist you in any condemnation proceeding.
8. You may hire an attorney to negotiate with the condemning entity and to represent you in any legal proceedings involving the condemnation.
9. Before your property is condemned, you are entitled to a hearing before a court-appointed panel that includes three special commissioners. This specialized hearing panel must determine the amount of compensation the condemning entity owes for the taking of your property. The commissioners must also determine what compensation, if any, you are entitled to receive for any reduction in value of your remaining property.
10. If you are unsatisfied with the compensation awarded by the special commissioners, or if you question whether the taking of your property was proper, you have the right to a trial by a judge or jury. If you are dissatisfied with the trial court's judgment, you may appeal that decision.

CONDEMNATION PROCEDURE

Eminent Domain is the ability of certain entities to take private property for a public use. Private property can include land and certain improvements that are on that property.

Private property may only be taken by a governmental entity or private entity authorized by law to do so.

Your property may be taken only for a public use. Eminent domain cannot be used to take your property for economic development purposes, except for limited exceptions provided by law.

Your property cannot be taken without adequate compensation. Adequate compensation includes the market value of the property being taken. It may also include certain damages, if any, to your remaining property caused by the acquisition itself or by the way the condemning entity will use the property.

How the Taking Process Begins

The taking of private property by eminent domain must follow certain procedures. First, the entity that wants to condemn your property must notify you about its interest in acquiring your property. Second, before a condemning entity begins negotiating with you to acquire your property, it must send this Landowner's Bill of Rights statement to the last known address of the person in whose name the property is listed on the most recent tax roll.

Third, the condemning entity must make a good faith offer to purchase the property. The condemning entity's offer must be based on an investigation and an assessment of adequate compensation for the property. At the time the offer is made, the governmental condemning entity must disclose any appraisal reports it used to determine the value of its offer to acquire the property. You have the right to either accept or reject the offer made by the condemning entity.

Condemnation Proceedings

If you and the condemning entity do not agree on the value of the property being taken, the entity may begin condemnation proceedings. Condemnation is the legal process for the taking of private property. It begins with a condemning entity filing a claim for your property in court. If you live in a county where part of the property being condemned is located, the claim must be filed in that county. Otherwise, the claim can be filed in any county where at least part of the property being condemned is located. The claim must describe the property being condemned, the intended public use, the name of the landowner, a statement that the landowner and the condemning entity were unable to agree on the value of the property, and that the condemning entity provided the landowner with the Landowner's Bill of Rights statement.

Special Commissioners' Hearing

After the condemning entity files a claim in court, the judge will appoint three landowners to serve as special commissioners. These special commissioners must live in the county where the condemnation proceeding is filed, and they must take an oath to assess the amount of adequate compensation fairly, impartially, and according to the law. The special commissioners are not authorized to decide whether the condemnation is necessary or if the public use is proper. After being appointed, the special commissioners must schedule a hearing at the earliest practical time and place and provide you written notice of that hearing.

You are required to disclose to the governmental condemning entity, at least ten days before the special commissioners' hearing, any appraisal reports used to determine your opinion about adequate compensation for the property. You may hire an appraiser or real estate professional to help you determine the value of your private property. You may also hire an attorney regarding these proceedings.

At the hearing, the special commissioners will consider evidence on the value of the property, the damages to remaining property, any value added to the remaining property as a result of the project, and the uses to be made of the property being taken.

Special Commissioners' Award

After hearing evidence from all interested parties, the special commissioners will determine the amount of money to be awarded as adequate compensation. You may be responsible for the costs if the Award is less than or equal to the amount the condemning entity offered before the condemnation proceeding began. Otherwise, the condemning entity will be responsible for the costs. The special commissioners will give a written decision to the court that appointed them. That decision is called the "Award." The Award must be filed with the court and the court must send written notice of the Award to all parties.

After the Award is filed, the condemning entity may take possession of the property being condemned, even if either party appeals the Award of the special commissioners. To take possession of the property, the condemning entity must either pay you the amount of the Award or deposit the amount of the Award into the registry of the court. You have the right to withdraw the deposited funds from the registry of the court.

Objection to the Special Commissioners' Award

If either you or the condemning entity is dissatisfied with the amount of the Award, either party can object to the Award by filing a written statement of objection with the court. If neither party timely objects to the Award, the court will adopt the Award as the final judgment of the court. If a party timely objects to the special commissioners' Award, the court will hear the case in the same manner as other civil cases.

If you object to the Award and ask the court to hear the matter, you have the right to a trial by judge or jury. The allocation of costs is handled in the same manner as with the special commissioners' Award. After that trial, either party may appeal any judgment entered by the court.

Dismissal of the Condemnation Action

A condemning entity may file a motion to dismiss the condemnation proceeding if it decides it no longer needs your property. If the court grants the motion to dismiss, the case is over and you are entitled to recover reasonable and necessary fees for attorneys, appraisers, photographers, and for other expenses incurred to the date of the hearing on the motion to dismiss.

You may also file a motion to dismiss the condemnation proceeding on the ground that the condemning entity did not have the right to condemn the property, including a challenge as to whether the property is being taken for a public use. If the court grants your motion, the court may award you reasonable and necessary fees for attorneys, appraisers, photographers, and for other expenses incurred to the date of the hearing or judgment.

Relocation Costs

If you are displaced from a residence or place of business, you may be entitled to reimbursement for reasonable expenses incurred while moving personal property from the residence or relocating the business to a new site. You are not entitled to these relocation costs if they are recoverable under another law. If you are entitled to these costs, they cannot exceed the market value of the property being moved and can only be reimbursed for moving distances within 50 miles.

Reclamation Options

If private property was condemned by a governmental entity, and the purpose for which the property was acquired is canceled before the 10th anniversary of the date of the acquisition, you may have the right to seek to repurchase the property for the fair market value of the property at the time the public use was canceled. This provision does not apply to property acquired by a county, a municipality, or the Texas Department of Transportation.

Disclaimer

The information in this statement is intended to be a summary of the applicable portions of Texas state law as required by HB 1495, enacted by the 80th Texas Legislature, Regular Session. This statement is not legal advice and is not a substitute for legal counsel.

Additional Resources

Further information regarding the procedures, timelines and requirements outlined in this document can be found in Chapter 21 of the Texas Property Code.

For our future Council presentation

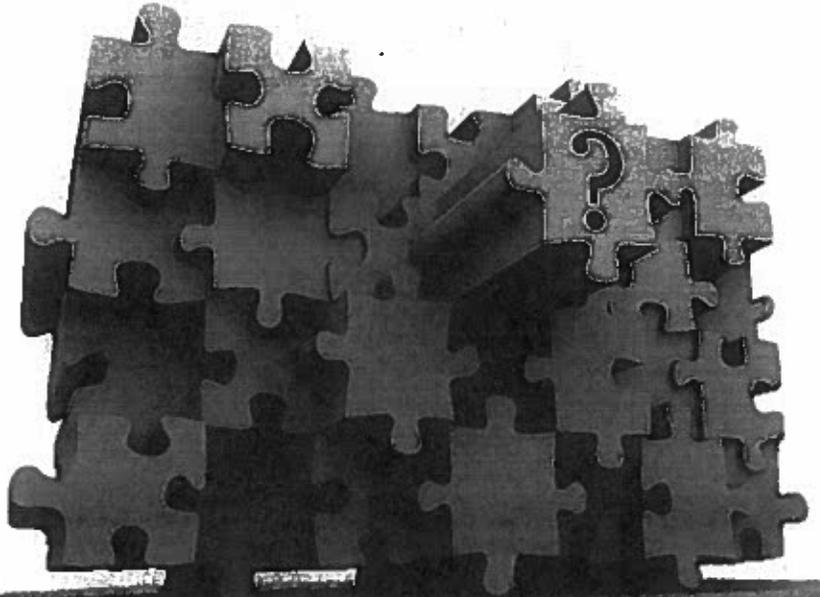
Texas cities, unlike the cities of other states, don't receive state financial assistance or state revenue-sharing.

They don't ask the state to help fund the facilities and services on which regions and the entire state rely. But cities do ask that their authority to take care of themselves not be eroded. The power to annex is one of those key authorities, and to lose it would not only be very detrimental to cities, it would be detrimental to the economy of the entire state.

Nonetheless, annexation powers have routinely come under attack in the legislature. The residents of unincorporated areas rarely favor being brought into a city involuntarily, and any city that has gone through a major annexation is well aware of how controversial the process can become. Rural landowners and others have regularly turned to their legislators for relief from city expansions, with the result that bills to curb unilateral annexations have surfaced in every session for the past 40 years.

Texas cities are some of the fastest-growing in the United States. Evidence of the importance of unilateral annexation exists in other states where cities do not have that power. The broad power of Texas cities to annex has permitted cities in Texas to share in the benefits of growth in

Annexation: It Isn't a Four-Letter Word



the surrounding areas. According to many national authorities, this annexation power is the primary difference between the flourishing cities of Texas and the declining urban areas in other parts of the nation. If San Antonio, for example, had the same boundaries it had in 1945, it would contain more poverty and unemployment than Newark, New Jersey. Without annexation, Texas cities would languish

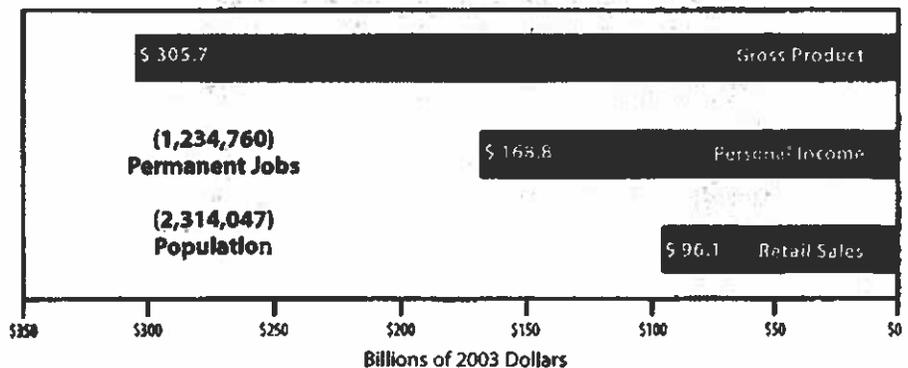
economically, as do northern cities with limited or no annexation power.

A 2003 report issued by The Perryman Group, a well-respected economic and financial analysis firm, shows that overly restrictive annexation policies would harm the Texas economy by reducing gross state product, personal income, sales, employment, and population. The study concluded that voter approval of

Did You Know?

San Antonio's annexation of land on the south side of the city set the stage for Toyota's decision to build a new manufacturing plant in the city.

The Impact of Significant Restrictions on Annexation Capacity on Business Activity in Texas — Losses as of 2030



Why Is Annexation Authority so Critical to the Texas Economy?

To understand the answer to this question, one must look to the most basic elements of municipal finance and intergovernmental relations.

1. **Cities (city taxpayers) pay for a wide array of services and facilities that benefit entire regions and the entire state.** For example, it goes without saying that such basic activities as mail delivery couldn't take place if cities didn't construct and maintain streets. The economy of Texas would operate without city investments in the basic infrastructure upon which business and industry rely. Cities are centers of employment, health care, entertainment, transportation, and merchandising used by non-city residents throughout the region. This means that cities must support public safety services and a physical infrastructure sufficient to serve a daily influx of citizens from throughout the metropolitan region.
2. **Most states recognize that cities should be credited in making these expenditures that benefit entire regions and the whole state.** Usually every state transfers state-generated revenue to cities to assist in the provision of services and facilities. They do this in recognition of the fact that cities (city taxpayers) are making expenditures that benefit all residents of the state. For example, all populous states give a portion of state gasoline tax revenue to cities to assist in street construction and repair. Many states share valuable additional revenue on motor vehicle sales tax revenue with cities. A survey conducted by the National League of Cities found that cities across the nation receive 13 percent of high revenue from state aid.
3. **In Texas, there is virtually no state aid to cities.** Take a look at a municipal budget and try to find a revenue line item called "Transfer from State" or "State Financial Assistance." While such line items are common in other states, you won't find them in Texas.
4. **But Texas has allowed cities to annex.** Cities have used that authority to bring adjacent areas into the city and into the system through which cities finance the services and facilities that benefit the region and state.
5. **To erase or eliminate municipal annexation authority without considering the issues of municipal revenue and intergovernmental relations would cripple cities and city taxpayers.** If annexation authority were to be eliminated, Texas would become the only state in the nation that denies both state financial assistance and annexation authority to its cities. Opponents of annexation cannot point to a single state that has restricted annexation authority without implementing fiscal assistance programs under which the state helps cities pay for the infrastructure on which the entire state depends.

annexations would essentially eliminate annexations and thus severely damage the state's economy.

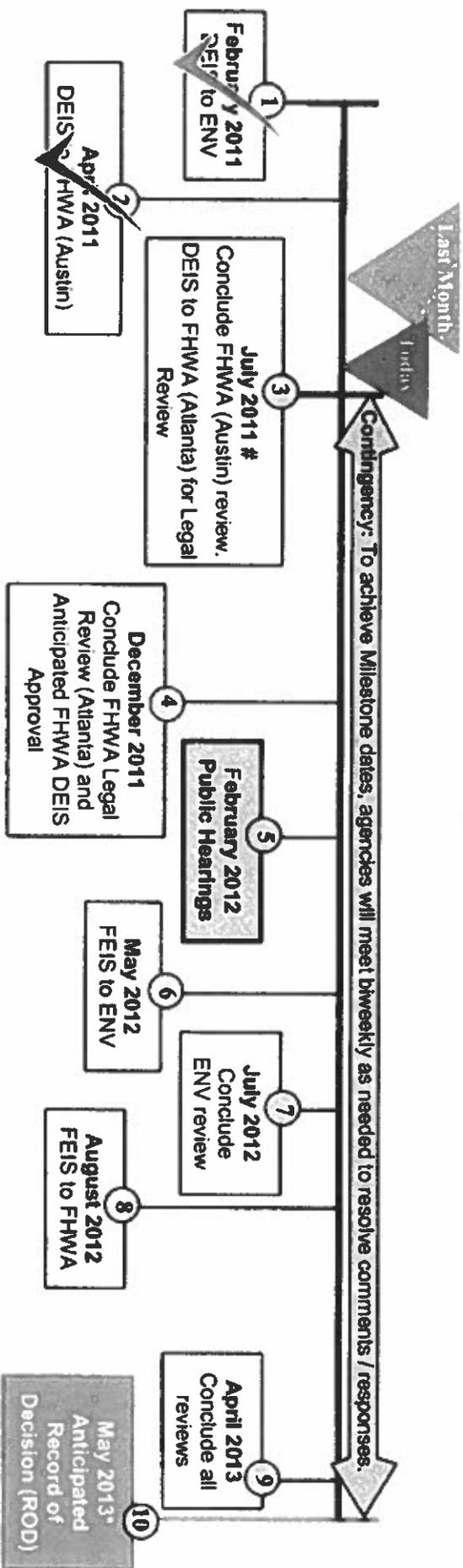
Did You Know?

Current law provides numerous protections for rural landowners on the outskirts of cities. For example, a city is prohibited from annexing property that is appraised as agriculture or wildlife management unless a city first offers a "non-annexation agreement" to the landowner. Many landowners have accepted the agreements, which provide that the land won't be annexed unless development of the property commences. If a landowner declines an agreement and it is approved, both the Agriculture Code and the Local Government Code prohibit a city from enforcing most regulations that would interfere with farming, ranching, and certain other operations.

The Perryman report concludes that restrictions on annexation would mean that "the entire character of the Texas economy will be changed in a way which notably limits its capacity to support future growth and prosperity." Restricting annexation would result in a loss of more than \$300 billion in gross state product over the next 30 years, according to the report. In addition, the state will lose 1.2 million jobs and 2.3 million in population. In short, municipal annexation is an engine that drives the Texas economy, and turning off that engine would be devastating to the state's financial future. ★

• Loop 9 EIS Timeline •

Updated: August 1, 2011



MILESTONE TASKS

- ~~1~~ DAL / TTA send Draft Environmental Impact Statement (DEIS) to ENV.
- ~~2~~ ENV sends DEIS to FHWA (Austin).
- 3 FHWA (Austin) completes DEIS review. DEIS to FHWA (Atlanta, GA) for Draft Legal Review, and to Cooperating Agencies (US Fish & Wildlife and US Corps of Engineers).
- 4 FHWA Legal Review is completed; and anticipated FHWA DEIS approval.
- 5 FHWA approves DEIS; DAL / TTA / ENV / FHWA process 30-day Hearing ads in State and Federal Registers; DAL / TTA conduct Hearings.
- 6 DAL/TTA concludes 45-day Public Hearing comment period, prepare and submit Final EIS (FEIS) and Public Hearing Packet to ENV.
- 7 Receive ENV 30-day FEIS comments; DAL / TTA revise and submit FEIS and Packet via ENV for FHWA FEIS and Legal Sufficiency Review.
- 8 ENV sends FEIS to FHWA. FHWA also reviews Project Management Plan, Financial Plan, Schematics & Interstate Access Justification Report.
- 9 Receive all FHWA FEIS comments, etc.; DAL / TTA revise and resubmit FEIS via ENV for FHWA Legal Sufficiency Review.
- 10 Anticipated Record of Decision (ROD)

#Additional time needed to comply with new guidelines/regional plan.
*Summer 2013 if 2nd Public Hearing is required for FEIS.

RESOLUTION NO. 2009-06-55

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, APPROVING THE TERMS AND CONDITIONS TO ASSUME THE OPERATION, MAINTENANCE AND EMERGENCY SERVICE CALLS OF THE ROAD SEGMENTS DEPICTED IN EXHIBIT "A" UNTIL SUCH TIME THAT THESE ROADS ARE FORMALLY ANNEXED INTO THE MUNICIPAL BOUNDARIES OF THE CITY OF LANCASTER; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Dallas County Orphan Road Policy contends that full responsibility for maintenance, operation, enforcement, police and emergency services for unincorporated roads that fall within the Orphan Road Policy should rest with the city or cities adjoining these road segments; and,

WHEREAS, on August 25, 2003, the City of Lancaster adopted a resolution approving the terms and conditions of the Dallas County Orphan Road Policy; and,

WHEREAS, on October 23, 2008, the Dallas County Commissioners Court mailed a letter to the City of Lancaster indicating that the City has completed some recent annexations without including the adjacent roadways; therefore, the City was not in compliance with the Dallas County Orphan Road Policy; and,

WHEREAS, on December 25, 2008, the City of Lancaster formally responded to Dallas County to indicate that the City would take over the maintenance, operation, enforcement, police and emergency services of the road segments that can be classified as Orphan Roads; and,

WHEREAS, Exhibit "A", which is attached hereto and incorporated herein by reference, depicts the road segments that can be classified as orphan roads under the Dallas County Orphan Road Policy.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS:

SECTION 1: That the county road segments as depicted in Exhibit "A" (Lancaster Orphan Roads), which is attached hereto and incorporated herein by reference, will be maintained, and operated, including traffic control, enforcement and emergency response, by the City of Lancaster, Dallas County, Texas.

SECTION 2: This resolution shall also apply to unincorporated road segments that are surrounded on both sides by the City of Lancaster's municipal boundaries.

SECTION 3: That this resolution shall take effect immediately from and after its passage.

DULY PASSED and approved by the City Council of the City of Lancaster, Texas, on this 8th day of June 2009.

APPROVED:

By: 
Marcus E. Knight, Mayor

ATTEST:

By: 
Dolle K. Shane, City Secretary

APPROVED AS TO FORM:

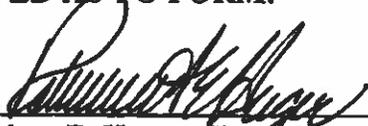
By: 
Robert E. Hager, City Attorney
(REH/cdb Reviewed & Revised 04/13/09)

Exhibit "A"

(Location Map of Lancaster Orphan Roads)

Lancaster/Wilmer Orphan Roads

ID	Street Name	From Street	To Street	Length/Miles	Length/Feet
A	WINTERGREEN RD	CITY LIMITS	CORNELL RD	0.358	1892.16
B	LANCASTER HUTCHINS RD	WINTERGREEN	CORNELL RD	0.074	392.86
C	CORNELL RD	LANCASTER HUTCHINS RD	2007 CITY LIMITS	0.412	2176.30
D	N SUNRISE RD	CITY LIMITS	E BELT LINE RD	0.578	3052.89
E	S SUNRISE RD	E BELT LINE RD	CITY LIMITS	0.385	2030.54
F	E PLEASANT RUN RD	CITY LIMITS	PINTO RD	0.419	2209.72
G	GREENE RD	CITY LIMITS	CITY LIMITS	0.064	336.92
H	E BELT LINE RD	S SUNRISE RD	2007 CITY LIMITS	0.525	2772.93
I	PINTO RD	PLEASANT RUN RD	GREENE RD	0.730	3852.17
J	GREENE RD	PINTO RD	N ALBA RD	0.444	2343.18
K	N ALBA RD	GREENE RD	GREENE RD	0.128	677.85
Total				4.117	21737.54

LANCASTER CITY COUNCIL
Work Session Agenda Communication for
October 17, 2011

3

WS11-003

**Discuss the Lancaster Veterans Memorial Library Three Year Plan
for Library Service FY 2012 - 2014.**

This request supports the City Council 2011-2012 Policy Agenda.

Goal: Healthy, Safe and Vibrant Neighborhoods

Background

Lancaster Veterans Memorial Library serves the informational and recreational needs of citizens for the purpose of enhancing their quality of life and by providing cultural enrichment events and services. The Three Year Plan for library service is an ambitious plan for achieving a sufficient quantity and improved quality of programs. The plan includes the continuous development of a multi-format library collection for circulation and reference. Technology infrastructure, including high speed Internet for public access computing, updating of network equipment, and increased access to public computers is a major component of the plan. Funding for this technology is provided, in part, from grants and entitlements over the entire three years of the plan. The Library Advisory Board, on August 14, 2011, recommended this Three Year Plan and the Lancaster Recreational Development Corporation (LRDC - TYPE B), on September 19, 2011, recommended this three year plan for Council approval.

Considerations

- **Operational** – An outline of the three year plan demonstrates expected outcomes affecting operations:
Year One; An infrastructure project includes complete network rewiring and overhaul of network systems gear, with 90% of funds for the project provided by entitlements (E-Rate).
Year Two; A stimulus grant, BTOP/TEAL, will be in its third funding year, with 80% of funds provided from Broadband Technology Opportunities Program (federal), with oversight from the Texas State Libraries and Archives Commission, providing for expansion of the library's public computer center, and training opportunities for the public for basic computing, language learning, and job center training.
Year Three; Continuation of fund development and grant management is included in each of the three years of the plan to sustain services and introduce new services in subsequent years.

- **Legal** – Grants and entitlements are regulated by Federal and State requirements which are part of the assigned grant management duties of the Library Director.
- **Financial** - FY 2012 budget and supplemental funding from grants and entitlements are in place to implement year one of the plan. Subsequent years staff will include funding request during the budget preparation process to authorized grants and entitlements. Maintaining and sustaining equipment and services will be the focus of planning for years following this Three Year Plan. As each year of the plan is completed, a summary of the outcomes will be reported to Council.
- **Public Information** – There are no public information requirements.

Options/Alternatives

1. Council may adopt the Library Three Year Plan as presented.
2. Council may adopt the Library Three Year Plan with modification.
2. Council may reject the Library Three Year Plan.

Recommendation

Staff recommends approval of the Lancaster Veterans Memorial Library Three Year Plan of Service FY 2012 through FY 2014.

Attachments

- Lancaster Veterans Memorial Library - Three Year Plan for Library Service
FY 2012 – FY 2014

Prepared and submitted by:

Cami Loucks, Director, Lancaster Veterans Memorial Library

Date: October 5, 2011



**THREE YEAR PLAN FOR
LIBRARY SERVICE**

Lancaster Veterans Memorial Library

FY2012- FY2014

**An entity of the
Lancaster Recreational Development
Corporation (LRDC - TYPE B)**

**To the City of Lancaster, Texas
October 1, 2011**

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Executive Summary

Priorities for Implementing Three Year Plan of Service for Lancaster Veterans Memorial Library Three-Year Plan 2011-2013

The library Three-Year Plan of Service, described on the following pages, lays out an ambitious, yet conservative, agenda for meeting and improving library service expectations. Current budgeted resources, along with previously awarded grant resources, one grant spanning for multiple years (2011-2013), are predictors in the success of this plan. The previous budget (FY2011) made possible meeting the required match for awarded grants, including a \$264,289 BTOP Grant, a cooperative planning grant of multiple City departments and the local School District, and \$102,673 E-Rate entitlements. These, and other combined grants, awarded in FY2011, totaled approximately \$400,000, and consisted of corporate grants, State grants, Federal grants and Entitlements. This library Three-Year Plan begins at a time when the library has just accomplished a major financial milestone to: improve technology infrastructure; expand programs; develop staff for teaching and training; provide special needs furnishings; expand public access to computers and applications; and create special services, as highlighted in the following grant initiatives:

- Provide **outreach library services** specifically to serve the under-served citizens and the un-served citizens identified in the BTOP grant plan, which are: 1) **Senior citizens**, 2) **Jobless**, 3) **School children**, 4) **Non-library users**.
- Provide technology **infrastructure** to the library building provide teaching and training at multiple City building sites. **The goal of Public Computer Center expansion includes: Broadband Internet, wireless access, networking equipment, wiring**, and furniture for the expansion of the **public access computer center** at the library.
- Provide **program support for special needs** to meet the needs of the citizens of Lancaster, incorporating ADA special needs assistive devices and Basic Computing Instruction.
- Provide **programs for jobless**, including Career Center instruction, mock interview skill building, resume writing skills, and job search skills.
- Provide a **language learning program lab** to enable students to improve performance on identified curricula of the local school district. In a growing world economy, learning a second language is believed to a critical asset in building personal, business, and the country's economic strength.

- Provide ***patron access to computers and programs***. Grants and entitlements nearly doubled the available funds from Type B funds for library services in FY2011. Continued grant and entitlement funding affects service operations over most of the period of time in this Library Three Year Plan. The useful life of most technology equipment is less than five years. This plan includes a plan to sustain technology infrastructure and services with a capital improvement budget plan.

Hours of Access and Marketing is Key to Service Delivery

The Three Year Plan is off to a great start in 2012 with new technology infrastructure and an expanded public computer center. The Lancaster Library is currently open 50 hours per week. The open hours will remain the same; however, improved hours still remains a goal. For Lancaster, 60 hours of access is necessary to bridge the digital divide between those citizens who do not have access to computers and those citizens who do have computer access. In comparison with public libraries in other suburban cities, for example, DeSoto is open 65 hours, Duncanville 56, Cedar Hill 56, and Coppell 63 hours. Staff will improve the number of outreach programs to senior residence facilities, schools, and other venues to promote use of the library services and technology. Promotion from within City departments to expand on marketing of library events and services will be sought. The library uses an in-house televised marketing program to provide marketing and information about other departmental events and services. In-house televised marketing will notify of upcoming computer classes.

Community Expectations of Service

The Library Advisory Board considered and approved the top three priorities of service delivery from the library department in 2011 through 2013: 1) Programs 2) Collections and 3) Technology Replacement.

Immediate Technology replacement of major networking equipment and public computers in the first year of this plan has been satisfied by the grants mentioned above, in combination with matching funds in the library's FY2011 budget.

1. Programs for the community.

- Open a learning language lab within the library. Foreign language proficiency (5 years) is required in an International Baccalaureate Program at the Lancaster ISD.
- English as a second language will be supported with programs for helping students and their parents engage with the community, to learn and enjoy life.
- In support of the local economy, the library will provide a jobs/career center to assist the jobless in how to prepare to find jobs.
- To serve our underserved and our under-skilled, the library will teach basic computing each month. Social media, press releases and

outreach visits to other departments is the library's focus on marketing these programs. Senior residential centers in the community, schools, Texas Workforce Solutions, and City Hall are additional outreach areas to receive notice of library resources and services.

2. **Collection.** Lancaster's current materials budget is approximately \$48,000, which is well-below national averages for a library of its size, and also well below what libraries in the surrounding communities are spending on library books. In comparison, Cedar Hill, for example, has a materials budget of \$70,465, Coppell \$153,651, Duncanville \$59,346 and DeSoto \$104,538. Libraries must offer a broad selection of new and current materials, or readers will quickly lose interest. Therefore, a priority is to increase the library's materials budget by a minimum of \$22,000 per year to \$70,000, to help enhance our library collection and bring our spending more closely in line with other communities in our area.
3. **Technology Replacement.** Within the first year of this plan, Lancaster will have one of the newest public access computing facilities of any library among ten comparable benchmark cities. Staff computers, are one year old, and equipped with modern operating systems and applications with which staff learn skills for use in teaching the public. Staff computers at Check-out and Reference desks are used as often as the public computers in the library, and these require replacement about every three to five years. Unless we follow the replacement schedule set forth in Library's Technology Plan, we will not have the ability to sustain public services, a requirement of federal and state grants. Therefore, our third highest priority is to replace our public access computers as specified in the Library Technology Plan at an approximate cost of \$5,000 to \$8000 per year, in an annual project fund. A major expense is the maintenance on our Integrated Library System (ILS) called Millennium. Millennium, soon to be obsolete, is software and hardware used for tracking books, patrons, transactions, and the online catalog and this requires that we find a suitable alternative or else accept the cost of upgrading to the next generation of software, Sierra.

Budget

The Library budget, sufficient for providing services to the library, is part of a balanced budget plan, and is proposed for adoption by City Council by the City Manager. Grants already awarded will be carried out as mandated by the grantor, and new grant funds will be sought for support of programs, collection, and technology, as needed. Grants that previously were issued annually by the Texas State Library, such as the Loan Star Libraries Grant, will cease to exist as a result of severe budget cuts. Other grants, such as the Laura Bush Foundation grant, Wal-mart, Dollar General, and others, still provide opportunities for funding.

All of the other strategic directions mentioned in the report are important, and we would hope to be able to implement them over the long term, but the three priorities detailed above are truly critical for the library, and we hope the City of Lancaster will be able to support and fund these during the years define in this library Three-Year Plan.

If we are able to accomplish what we are proposing here, within the next three years, the City of Lancaster will be able to boast of a library that is open sufficient hours, especially on evenings and weekends. It will have a basic collection of books, DVDs, audio books, and periodicals for its size. The collection will also be current and working towards being up-to-date, so when citizens of Lancaster come to the Library looking for a book or article, music or a movie, they will find what they are looking for. The Library will offer an extensive program schedule for all age groups and abilities, and will be a place where people come to take advantage of the latest in computers and information technology. In short, within the next three years, the Lancaster Veterans Memorial Library will provide its patrons with some of the best library services available in the country. We realize that we have set our sights high, but we feel that the community deserves the opportunity to grow economically as a library is one of the finest cultural resources attracting businesses and employees to live in a vibrant community.

Mission

Lancaster Veterans Memorial Library selects, acquires, organizes and provides access to information and ideas for the citizens of the City of Lancaster. The Library strives to meet the informational and recreational needs for library service of the greatest number of users and seeks to provide the highest quality information services and access to additional materials and funding by participating in cooperative arrangements and networking with other city and state institutions.

Vision

The Lancaster Veterans Memorial Library provides superior library service to a proud and vibrant community.

- We offer an extensive collection of books and related materials to support the educational and recreational interests of the citizens of Lancaster.
- Our collection reflects the diversity of the citizens of Lancaster; we offer something for everyone.
- We maintain collections in local history and genealogy to help

people understand and appreciate the rich heritage of our city, and of their own families.

- We offer a wide variety of programs and activities for children and adults which reflects the many and varied interests of our community.
- Our library and its services and resources are convenient and easy to use. We are open long hours every week, especially on evenings and weekends when most people have free time to visit the library.
- The library provides our community with access to the latest in information technology. As a result of grants recently awarded, there are enough computers and other technical resources, as well as an extensive selection of classes and other training opportunities to help our citizens take advantage of these new technologies; prepare to find jobs; and compete in a world economy of many languages.
- Our programs and services are marketed effectively, so that everyone in the community knows what is going on at the library.
- Our building is clean, inviting, and well-maintained. It is easily accessible for everyone including our older citizens and those with disabilities. There is adequate space for our extensive collections, our computers, our library programs, and all of the services we offer.
- Our library is efficiently run. Our collections and services are designed for easy and convenient self-service, but our knowledgeable and well-trained staff provides great customer service whenever it is needed.
- We have the resources we need to make this vision a reality, including the opportunity of awards from grants. Our library continues to be funded through a combination of retail sales support (LRDC – TYPE B), general fund support from the City of Lancaster, private support from the people and businesses of our community, and from grants and entitlements. We work hard to develop all revenue sources available to us, because we realize that a truly great library also requires strong support.

Background

The City of Lancaster is one of the oldest communities (155 years) in north-central Texas, and it has a rich and interesting history dating back to the mid-1800s. Today it has become a rapidly-developing suburban community on the southern edge of the Dallas metro area. In 2010, the population of Lancaster is estimated at 36,323, more than 10,000 greater than the 24,987 recorded size population noted in the 2000 Census when the new library was built. This strong growth rate is expected to continue, as Texas is one of the fastest growing states. It is important that we plan library services with this growth rate in mind to insure that our collections and services can accommodate this new population and new economic growth.

The population of Lancaster is also very diverse. At present, 68.35% of the population is African-American, 12.89% white, and 16.89% of Hispanic origin, .27% Asian, and 1.60% Other. Over 50% of the population has a high school diploma or equivalent, while 10% have bachelor's degrees or higher education. Median income is \$46,254, median age 32. It is important that we take this diversity into account in developing our collections and services.

The Lancaster Independent School District, Charter schools, Private schools, and home schooling provide public education for the City. At present, the LISD School District has nine campuses, including one high school, a middle school, a six-grade campus, five elementary campuses and an alternative school. In 2006, the School District opened a new high school adjacent to the library, and new sidewalks (Step Grant in 2011) leading to the library significantly increase demand for educational support and after-school activities for high school students at the library.

Our premier genealogical and local history collections attract a specialized community audience. These collections receive direct support from the Lancaster Genealogical Society, and private donations. There is accrued interest earned by the LGS Trust Fund.

Older citizens congregate in the new Senior Center facility, where the Library stocks some large print books. The library satisfies demand for large print collections within the library and provides some adaptive devices and technologies that help make life a little easier for the elderly and physically challenged. Computer basics are taught periodically to increase interest in technology and social media.

Finally, the City of Lancaster is a proud and vibrant city, which celebrates its diversity and history, preserves its natural beauty, and remains a place where citizens take pride in the community. As a key element of the community infrastructure, the Library shares the City's vision for the future, and will play an active role in helping to realize it.

The Library History - nearing 100 years

Citizens of Lancaster have valued libraries from the very beginning. One of the original residents, Mrs. Lou White, ran a lending library out of her own home. Then, in the 1920's, the Shakespeare Club organized a library which served the City, until 1939, when it became a part of the Dallas County Library system. The City of Lancaster took over full responsibility for the library, in 1985, and continued to operate in a location on 220 Main Street until a tornado partially destroyed the building and contents in 1994. Although the Library was restored and renovated, it quickly became apparent that it was too small to meet the needs of the rapidly growing community, so the City decided to build a new library, which opened in its present location in 2001.

Facility. The Lancaster Veterans Memorial Library is a 23,000 sq ft facility, located at 1600 Veterans Memorial Parkway, Lancaster, TX 75134, which features a meeting room, multipurpose room, quiet study-training room, and a separate genealogy center. It is situated in Lancaster Community Park directly across from the Recreation Center, and next to a pond with a surrounding concrete walk path. The library is located well away from the more heavily trafficked commercial sections of the City and the new location has not always been easy for people to find. It is important that we address this issue in our marketing efforts. Finally, although the building is ten years old, there needs to be a long term maintenance plan which addresses deficiencies in the roof and regular sealing of stucco which are thought to be the cause of leaks that occur throughout the building during heavy rains over ten years. Additionally, HVAC equipment is original and may need replacement, sliding doors are problematic, and outside drainage poses a risk to the foundation. Interior long term maintenance planning should include carpet replacement, light fixture convergence to low energy lighting, and ceiling tile replacement and plastering. We also need to insure the building is clean, insect free, and well-maintained, if the library is to remain an inviting place to visit.

Collection. At present, the Library holds a collection of approximately 81,072 items or 79,769 titles. Based on current population estimates of 36,323, that is approximately 2.2 titles per capita, which is slightly above the state-wide average of 2.05 per capita for Texas libraries, serving populations of 25,000-50,000. However, the Library is currently spending substantially less than average on building and maintaining its collection. In recent years the Library has averaged less than \$1.30 per capita on materials, well below the state-wide average \$2.21 per capita for libraries serving populations of Lancaster's size. Purchasing more books and increasing the size of the library collection was listed as one of the top priorities among those consulted in this planning process.

Excluding the genealogy collection, approximately 40% of the library collection is older than five years. State standards recommend that the collection have not more than 20% of the collection older than five years. The current collection budget is not adequate to add sufficient amounts of new material to the book stock, and the Lancaster collection will quickly grow old and out of date, unless spending is increased from \$48,000 to \$70,000. The library shelving is now about 80% full, so any significant growth in the collection will require us to reconfigure the shelving or salvage more of the older collection. However, other libraries and bookstores can accommodate as many as 150,000 items in buildings of 23,000-25,000 sq ft, using tables to stack multiple copies of books or providing ladders to reach tall shelves. We should still have plenty of room to grow if we manage our existing space efficiently.

Technology. The Library has been extremely successful in obtaining grants that have enhanced technology, providing the community with access to the latest in information technology. Until the current budget year, library offered 10 public terminals with high-speed Internet access; however, the library technology plan includes increasing number of workstations to 50 for the main library with eleven laptops for special classes in the program room. The Library will soon have the capability to provide wireless Internet access throughout the building, for those who bring their own computers. Computers and information technology change rapidly, and the Library must make sure to budget adequately to replace its current technology as it becomes out of date and to purchase additional computers and equipment to keep pace with the growth of the community.

Hours: The main Library is currently open 50 hours per week, including three evenings and Saturday hours, and it is closed entirely

on Sunday. Lancaster's 50 hours are basic, with the state-wide average of 53 hours per week offered by other libraries serving populations of similar size, and meet the State Standards at the enhanced level.

Operating Statistics: In 2010, the citizens of Lancaster visited the library nearly 75,044 times, or 1.99 visits per capita. However this is below the state-wide average of 3.21 visits per capita by other libraries serving populations of similar size. Surveys will be conducted to determine the shortfall in foot traffic. Major construction nearby the library, limited operating hours at Lancaster, fewer public access computers for the public, insufficient signage, or the fact that the library is located well away from the more heavily trafficked commercial areas of the city, making it somewhat difficult to find, may be contributing factors to be revealed by a survey.

In 2010, the Library circulated 72,793 items or 1.94 items per capita. These figures are well below the state-wide average of 4.55 items per capita for libraries of similar size, and it is likely that the limited hours of operation coupled with the somewhat remote location of the library are affecting circulation.

Library program attendance was 4,130 in 2010, and approximately 2600 came for children's story times and other events. Total attendance was approximately 0.12% per capita, which is well-below the state-wide average of 0.25% per capita for libraries serving similar populations. These facts and others were used in winning grant support to improve attendance for the under-served and un-served, delivering more programs, more computers, and reaching out with library services to facilities where citizens gather, such as at the Senior Center.

Staff: The Lancaster Library has a staff budget of 8.0 FTE in 2011, including two MLS librarians, part-time paraprofessionals, and clerical employees. This is about average for staffing levels recommended by State standards. State-wide averages of one (1) FTE per 4,351 people, suggests we are sufficiently staffed to expand hours and programming per the grant initiatives currently underway. Plans for improvement in efficiencies over the next three years include RFID (Radio Frequency Identification) or self service check-out. RFID is a major investment which will take years of project funding to afford a system, estimated at \$200,000. While our staff level is at standard, the research and educational components of this library's service dictate a higher qualified staff with more technical and educational

training to act as trainers for teaching basic computing and other basic classes to the public.

Funding: In 2010, the annual operating budget for the Lancaster Library was approximately \$559,000 or about \$15.36 per capita. Lancaster's expenditures were par with the Texas state-wide average of \$15.13 for all libraries serving populations of this size, for basic services. The library's operating funds are currently coming from the LRDC – TYPE B Corporation for debt service on the building and operations, supplemented by the City operating budget. The Library's non-tax revenue sources of budget funds include private donations, sponsorships, entitlements, and Federal and State grants. Grant funding and entitlement funds for this library continue to be a significant source of library support for communications, programming, and technology improvements.

MAINTAINING STATE LIBRARY SYSTEM MEMBERSHIP

The library struggles to meet the **maintenance of effort** (minimum local funds support) provided from the City as a result of inadequate funding for building maintenance emergencies. Reserves are needed to cover building maintenance and infrastructure issues that have plagued the library operations budget in recent years, causing a situation of possibly losing membership in the State Library System from where most grant funding is awarded and major funding provided for shared databases, staff training, interlibrary loan, and other statewide projects. Loss of this membership status includes:

- *No grant funding*
- *No databases*
- *No Interlibrary loan*
- *No Participation in member discounts*
- *No Consulting*
- *No Staff Training*
- *No E-Rate Entitlements*

The Planning Process

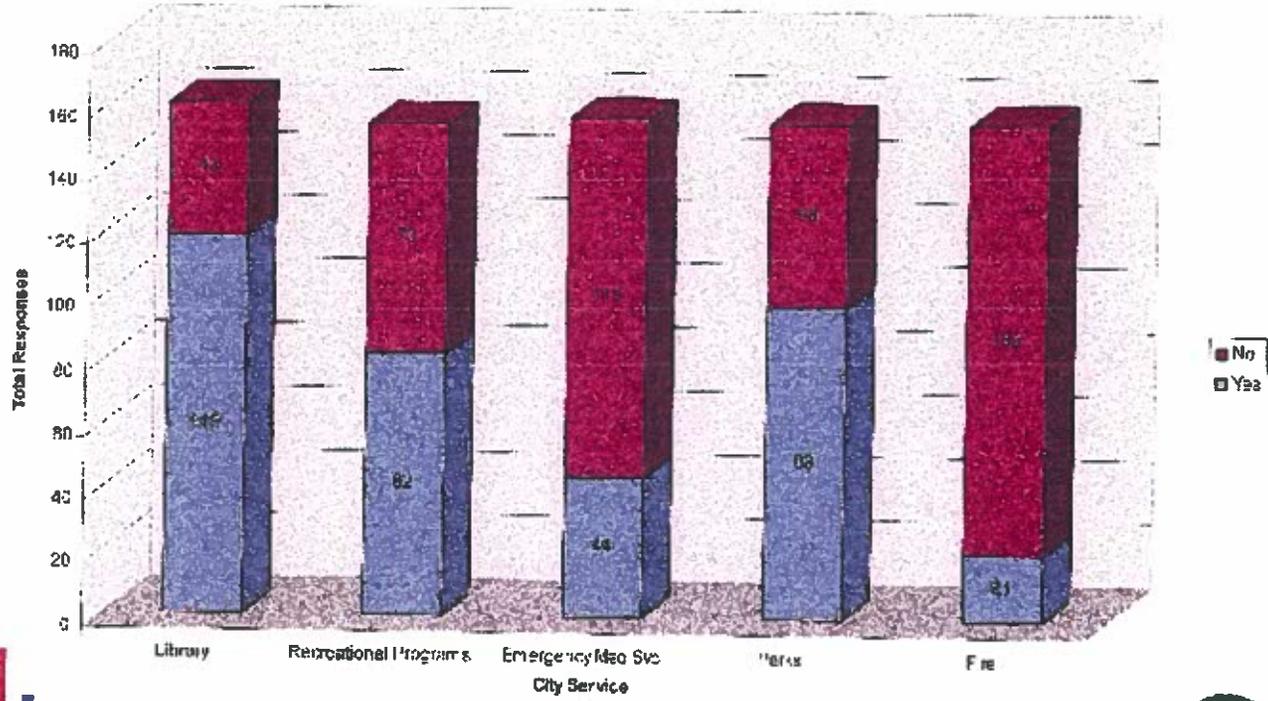
Members of the 2011-2013 Long Range Planning Committee (LRPC) consisted of Library Board members. The NETLS representative to the library, who is also a member of the 4B Board in addition to being a member of the Best Southwest Bookfest Board, and the Library Director, are both ex officio. Mayor Pro Tem Clyde Hairston is the Library Advisory Board liaison to City Council.

Each of the members in the planning process worked to respond to two major changes in Lancaster: 1) Economic downturn in the economy, 2) growing population.

One of the first steps in the planning process was a review of the 2006-2010 Long Range Plan for the library, which was determined to have met several of its stated objectives, with the major exception being no fundraising status of 501 c 3. Flash Assessments were given to the Library Board and Staff. Demographics and growth statistics were gathered. A Survey instrument appeared in the Lancaster Connection (see next page), listed on social media sites and the City website, was distributed at City Council meetings and HOA meetings and at the Action Center in City Hall. The survey was delivered to every mail box holder. Planning targets resulting from the compilation



Have you used any of the following city services in the past two years?



of assessments and statistics are: 1) Responding to population growth 2) Service access to special needs patrons (ADA, Literacy, Language) 3) Responding to library needs in a downturned economy 4) Meeting the State Library standard for maintenance of effort (local funding support) 5) Building and grounds maintenance 6) Collection development 7) Staff Development 8) Responding to community needs for assistance with job hunting and basic computer skills.

Cooperative Relationships

The library has a proud history of cooperating with the Lancaster ISD. The library donates used periodicals to the Parent-Teacher Resource Center. In return, the library has access to die-cut machines and other art resources. Each year the Director provides tours and events which are organized on demand for school groups. In the Spring, the Director participates in the Texas Scholars program, designed to encourage high school registration in a program of recognized and distinguished coursework. Library staff participates in promoting special homework assignments with displays, and displaying school lists of accelerated readers and literacy materials. The Director and Assistant Director are judges of the Science Fair Projects. LISD and Charter School certified teachers are given free library cards regardless of their place of residence. The Director is a member of the Partners-In-Education subcommittee of the Lancaster Chamber of Commerce, which encourages business sponsorship in the LISD Foundation and its initiatives. The Summer Reading Program is promoted throughout the grade schools with personal school visits to each class that include a story and puppets.

In 2011, the library disbanded the shared Lancaster Veterans Memorial Library's (Innovative Interfaces, Inc.) consortium for library automation system, cutting expenses by downsizing the number of licenses.

In 2004, libraries located in the Best Southwest cities of Lancaster, Cedar Hill, Duncanville, and DeSoto, and southern Dallas, began cooperating to provide an annual Best Southwest Bookfest (BSWBF), a two-day celebration of authors, writers, illustrators, and booksellers. The Bookfest includes a writing contest for high school age children with cash prizes, awarded by the local newspapers, to each of five high school's winners. Proceeds in the BSWB Foundation are used to fund other library related programs, such as the Da Vinci Code lecture, the Juneteenth storyteller, and the Leadership Southwest Quality of Life

class of 2005. In 2010, the BSWBF hosted authors at the Texas Book Festival, and featured Travis Hunter (Atlanta author of troubled youth stories) at the Best Southwest libraries youth events. The Best Southwest Bookfest is associated with the Texas-Book-Festival-On-the-Road and is the largest Bookfest in greater Dallas-Fort Worth metroplex.

Lancaster Veterans Memorial Library is a member of the Northeast Texas Library System (NETLS), with 105 public library members, which allows opportunities for group discount purchases, training, grants, awards, film lending, interlibrary loan, and professional networking. The LVML Director received the NETLS Director of the Year award in 2003, and an Excellence Award in 2008 for the Best Southwest Bookfest project. The cutbacks in spending by the State legislature will drastically curtail, if not collapse, the Northeast Texas Library System in 2011. This will also affect State Funding to Public Libraries through the TexShare program. It will also withdraw reciprocal borrowing by way of the TexShare card program, which, for example, saves over \$300 per adult library user from having to pay a fee to borrow from a large library who charges an out-of-city fee to borrow from its library collection.

Strategic Directions: Three Year Plan

After reviewing all the data and material gathered in the strategic planning process, the Planning Committee and the library staff have identified the following eleven critical priorities which we believe can do the most to help us improve our library service to the citizens Lancaster over the next three years.

1. Standards. *The Lancaster Veterans Memorial Library will provide superior library service to provide civic engagement in the quality of life of Lancaster citizens.*

1.1. Within the next 3 years, the Library will strive to meet all Texas State Library Standards at the Enhanced level, however, our library emphases is to improve that level whenever feasible, or reduce to Basic Level for practical reasons. Our staff is specially prepared to assist citizens in genealogy research and in technology to bridge the digital divide between those citizens who are either unskilled in technology or who lack the facility at home to connect to the Internet. (See ATTACHMENT ONE)

In keeping with the Lancaster Vision 2026, our goal is to meet the Texas State Library Standards at the Comprehensive, or highest level.

1.2. To provide safety education at LVML, and to provide team building relationships with staff from Cedar Hill, and other Best Southwest city libraries, the Library will close to the public for a one day staff training day.

2. Collection. *We will offer an extensive collection of books and related materials to support the educational and recreational interests of the citizens of Lancaster.*

2.1. Within the next 3 years, the Library will increase the size of its collection to a minimum of at least 2.5 items per capita, or 90,975 items.

2.2. Within the next 3 years, the Library will continue to weed its circulating collections so that 20% of the material is 5 years old or newer.

2.3. In developing its collection, the Library will pay particular attention to balancing diversity as the population grows.

2.3.1. Children's materials will be sufficient to meet the needs of the young families that will be moving to Lancaster.

2.3.2. Books and materials that will be acquired to help supplement

and support the educational needs of the high school built next door to the library.

2.3.3. Large print, audio books, and other materials will be acquired to support the needs of seniors.

2.3.4. Bestsellers and popular material in many formats, including print, audio, DVD, and electronic resources will be part of the collection.

3. Diversity. *Our collection reflects the diversity of the citizens of Lancaster; we offer something for everyone.*

3.1. Within the next three years, the Library will work to insure that our collection reflects the diversity of races, ethnic groups and interests among the citizens of Lancaster. The Library will truly have something for everyone, including those who speak languages other than English. The world view of language development is a key initiative in partnership with the LISD.

4. Local History and Genealogy. *We will maintain collections in local history and genealogy to help people understand and appreciate the rich heritage of our city, and of their own families.*

4.1. Within the next three years, the Library will continue to maintain and develop its premier genealogical and local history collections. The Library will welcome the assistance of local and regional history and genealogical clubs and associations whose programs address genealogy research. Patron use statistics have waned over the past five years and older equipment is scheduled for de-selection.

4.2. The Library is an active participant as an recipient in LDS Family History Center borrowing privileges, which provides a resource lending program of genealogy related materials to only a select few libraries who qualify as having microfilm equipment and the capability of serving the public.

5. Programming. *We will offer a wide variety of programs and activities for children and adults which reflect the many and varied interests of our community.*

5.1. Within the next three years, the Library will substantially expand its programming schedule for both children and adults.

5.1.1. The Library will offer at least three children's story times per

week, and at least one of those programs will be in the evening to accommodate the needs of working families.

5.1.2. Within the next two years, the Library will conduct an Adult Programming Survey to identify programming needs and interests of the citizens of Lancaster.

5.1.2.1. Based on the findings of the adult programming survey, within the next three years, the Library will offer at least three times as many adult programs as it does now.

5.1.2.2. Adult programming attendance will be expected to at least triple over the next three years.

6. Hours. *We will be convenient and easy to use. We will be open long hours every week, especially on evenings and weekends.*

6.1. The Library will be open for at least 50 hours per week to meet the Texas State Library Standards.

7. Information Technology. *We will provide our community with access to the latest in information technology. There will always be enough computers and other technical resources for those who want to use them and we will offer an extensive selection of classes and other training opportunities to help our citizens take advantage of these new technologies.*

7.1. Over the next three years, the Library will carefully monitor use of its computers and other information technology

7.2. Over the next three years, the Library will adhere to the technology replacement guidelines specified in its Technology Plan to insure that its computers and ancillary resources remain up-to-date (See ATTACHMENT TWO)

7.3. Within the next two years, the Library will survey the community to identify the types of information technology classes and training patrons want

7.3.1. Acting on the findings from the survey, over the next three years, the Library will triple both the number of technology training sessions it offers and the attendance at those sessions.

7.4. Within the next year, the Library will develop a strategy to insure that the information on the Library Web site is always current and up-to-date.

8. Marketing. *We will market our programs and services effectively. Everyone in the community will always know what is going on at the library*

- 8.1. Over the next two years, the Library will develop a comprehensive marketing plan with a goal to insure that every citizen of Lancaster knows about the Library, where it is located, the services it provides, and the events and activities taking place.
- 8.2. Over the next three years, the Library will fully implement the strategies detailed in the Marketing Plan

9. Building. *Our building is clean, inviting and well-maintained. It is easily accessible for everyone including our older citizens and those with disabilities. There is adequate space for our extensive collections, our computers, our library programs and all of the services we offer.*

- 9.1. Within the next year, develop a maintenance project plan, to consider long-standing construction and maintenance issues, such as the leaky roof, light bulb replacement, drainage, etc.
- 9.2. Within the next three years the Library will reply to satisfaction surveys with the City and its contractors to insure that the facility is always clean and well-maintained.
- 9.3. Within the next two years, the Library will work with the Streets and Development personnel to improve street and directional signage for the facility.
- 9.4. Within the next two years, the Library will conduct a space planning study to identify how to best reconfigure the facility to accommodate:
 - a collection of up to 150,000 items
 - an adequate number of public-use computers
 - space for library programs
 - space for a library café or other in-library retail operation
 - as part of this study, the Library will also evaluate the most effective methods of monitoring, supervising the facility, and securing and protecting its resources

10. Efficiency and Self-Service. *We will run a highly efficient library. Our collections and services will be designed for easy and convenient self-service, but our knowledgeable and well-trained staff will provide great customer service whenever it is needed.*

10.1. Within the next two years, the Library will conduct a comprehensive study of ways to improve self-service and increase employee productivity and efficiency. At a minimum, the study should evaluate the following strategies

- Redesign of the circulation area to encourage a much higher percentage of patron self-checkout
- Use of RFID (Radio Frequency Identification) for patron self-checkout and inventory control
- Adopting bookstore category signage and layouts to make it easier for patrons to find what they are looking for
- Developing self-paced Web tutorials and self-service reference centers in the library to help patrons answer some of the most commonly-asked reference questions on their own
- Centralization of routine collection development functions to lessen the burden on library staff while insuring they maintain control of selection decisions

10.2. Within the next three years, the Library should implement the top three recommendations from this study.

10.3. Within the next three years, staff should be actively encouraged to take advantage of local and on-line training and continuing education opportunities with a focus on improving customer service

11. Funding. *We will have the resources we need to make our vision a reality. Our library will be well-funded through a combination of tax-support from the City of Lancaster, and private support from citizens and businesses of our community. We will always work hard to develop all revenue sources available to us, because we realize that a truly great library also requires strong support.*

11.1. We realize this Three Year Plan sets out an ambitious agenda, none of which can be accomplished without adequate support. Therefore within the next year we will:

11.1.1. Seek additional funding and support to help implement the most critical priorities in this plan

- 11.1.2. Seek any available LSTA (Library Services and Technology Act) grants, and other grant funding, to help implement the priorities identified in this Plan wherever possible
- 11.1.3. Begin work to develop private, non-tax revenue as a substantial source of support for the Library.

Conclusion

This plan is to be utilized as a flexible tool that should be reviewed every year, and will include annual Updates. It can be modified to continue to reflect the unique library needs of the city.

With the proposed additional hours, resources, and services outlined in this plan will come additional maintenance and operational needs in order to best utilize, manage, and care for the library facility and its resources. The proposed improvements contained in this plan will enhance the quality of life in Lancaster and help ensure that the city is able to keep pace with the growing educational and recreational needs of its citizens.

The City Council, Library Advisory Board, and 4B Board have gone on record as supporting a high level of service in all areas of city services, including parks, roadsides, and public areas. This commitment has, and will, bring great benefits and value to the city and its residents. The value and benefits derived from this commitment to maintaining the city's systems at a high level includes economic value, corporate relocations, increasing property values, jobs, attraction to development, residential relocations, and pride in the residents of the city.

ATTACHMENT ONE: TEXAS PUBLIC LIBRARY STANDARDS

ATTACHMENT TWO: TECHNOLOGY PLAN / DISASTER PLAN

ATTACHMENT THREE: ORGANIZATIONAL CHART

ATTACHMENT FOUR: LIBRARY HISTORY

ATTACHMENT FIVE: FUNDING PLAN

Attachment 1

TX Standards

ATTACHMENT ONE:

TEXAS PUBLIC LIBRARY STANDARDS

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TEXAS PUBLIC LIBRARY STANDARDS INTRODUCTION

The TLA *ad hoc* Committee on Public Library Standards was created by the TLA Executive Board in January 1998 and charged with the creation of qualitative and quantitative standards for public library service in Texas. The Texas Library Association Council approved the new standards on April 24, 2002 and by the Texas State Library and Archives Commission on May 14, 2002.

In 2003 the Texas State Library and Archives Commission (Peggy D. Rudd, Director and Librarian) and the Texas Library Association (Eva Poole, President) established the Joint TSLAC/TLA Task Force on Public Library Standards and Accreditation. Its charge included evaluation of the current Texas Public Library Standards for their timeliness, comprehensiveness, and appropriateness and to recommend any changes, if needed.

Purpose

The purpose of these standards is to promote quality library service to all Texans, to raise the expectations of library clientele, and to provide an authoritative document to which library administrators and supporters may refer when justifying requests for funds. Standards are a way to measure and growth whereas Minimum Criteria are required for System Membership.

Philosophy

The Joint TSLAC/TLA Task Force on Public Library Standards and Accreditation has affirmed the following imperatives:

- Value libraries as a sign of a civilized society.
- Value all public libraries and their importance as community resources and as a reflection of our cultural heritage.
- Value the diversity and uniqueness of libraries across the state.
- Value the needs of our communities.
- Value intellectual freedom and access to information.
- Value the skills, talents, and contributions of library staff.

Some standards may be applied across the board; however most vary by population groupings and levels of service in order to make the standards relevant and meaningful for all public libraries. These standards should be implemented at the local level.

Library systems with multiple outlets, taxing district libraries, and joint school/public

libraries are encouraged to use the standards to evaluate individually each facility and its services, keeping in mind the uniqueness of the population served from that location.

Levels of Service

The Task Force elected to recognize three levels of service: basic, enhanced, and comprehensive. The enhanced level builds upon the basic and the comprehensive upon the enhanced. Libraries that achieve the enhanced or comprehensive level will be those where improvement is a proactive rather than reactive process.

In order to support progress and improved performance, the Task Force has recommended that Loan Star Libraries Grant allocations are directed at initiatives that will improve public library achievement in meeting standards.

Evaluation

As an aid in planning for evaluation, a checklist of standards is included, as Appendix A. The checklist will allow libraries to estimate their status at a glance and will provide a concise overview for presentation to advisory boards, city councils, and other interested parties.

Revision

In order to remain effective, this document must evolve to mirror the vitality of good public library service and to continue to raise the bar for improving Texas libraries. Accordingly, the Task Force recommends that the Texas State Library and Archives Commission, Library Development Division evaluate this set of standards at two-year intervals. If revision is deemed necessary, a Joint Task Force of the Texas State Library and Archives Commission and the Texas Library Association will be appointed to conduct a review and revision process and to recommend changes to the Texas State Library and Archives Commission and the Texas Library Association.

ADMINISTRATION

Basic

In order to meet basic standards, each Texas public library will:

- Meet the definition of a public library as stated in the Texas Library Systems Act.
- Have a Library Board (Governing or Advisory), which meets at least quarterly and have written bylaws governing the conduct of the board and its relationship to the library and the staff or have another formal mechanism for community input.
- Have a written mission statement.
- Have a written long-range plan, including a technology plan.
- Adopt and periodically review policies and procedures responsive to the local community.
- Have written policies and procedures in place, covering:
 - ADA Compliance
 - Circulation
 - Collection Development/Materials Selection
 - Copyright Compliance
 - Emergencies and Safety
 - Gifts and Special Collections
 - Interlibrary Loan
 - Internet and other technology issues
 - Patron Complaints
 - Personnel
 - Privacy and Confidentiality
 - Public Relations
 - Public Service Hours
 - Rules of Conduct for Library Users
 - Records Retention Schedule consistent with the Local Government Records Act
 - Other policies and procedures should be adopted as appropriate to the library's mission, goals, and facility. These may include Exhibits and Displays, Programming, or Use of Meeting Rooms and Equipment.

Have a written and publicly posted copyright compliance procedure (17 USC 108) (United States Code).

Cooperate with other non-library agencies to offer information, services, and programs to library users.

Use a variety of indicators and outcome measures to determine the effectiveness of its service program to comply with reporting requirements of Texas State Library and Archives Commission.

Enhanced

In order to meet enhanced standards, each Texas public library will in addition to meeting basic standards:

- Have a written long-range plan, including a technology plan.
- Provide orientation and continuing education for the Library Advisory Board.
- Have Library Board members attend system meetings at least once a year.
- Conduct community studies and makes use of other needs assessment techniques to ensure community participation in the design and delivery of library service.
- Complete a community analysis at least every three years.
- Conduct a patron survey at least every three years.
- Have Friends of the Library Group and/or Library Foundation, at least one of which is organized as a 501 (c) (3) organization for the purpose of accepting tax-exempt donations in support of library programs.
- Library director is a current member in a professional library organization e.g. Texas Library Association and American Library Association.

Comprehensive

In order to meet Comprehensive standards, each Texas public library will in addition to meeting enhanced standards:

- Conduct an annual meeting for the purpose of planning and evaluating programs and services attended by Library Board and Library Director.
- Publish a report annually informing the community of the library's activities and progress in meeting the library's goals as identified in its long-range plan.
- Review all policies at least every other year.
- At least one library board member is a current member in a professional library organization e.g. Texas Library Association and American Library Association.

COLLECTION

The purpose of these standards is to ensure that Texas public libraries provide collections that meet community needs. The size of the collection is a significant standard only in relation to its use by the community, reflected in circulation per capita and collection turnover rate, and in the currency of the collection, reflected in percent of collection less than 5 years old, and in the weeding schedule.

Many resources are available to support achievement in these standards. **CREW Method: Expanding Guidelines for Collection Evaluation and Weeding for Small and Medium-sized Public Libraries** is a useful guide for an ongoing weeding program, **Selecting and Using a Core Reference Collection** identifies essential titles. The Texas State Library and Archives Commission provide these two guides to all public libraries in the state. Additional resources and consulting services are available through the Texas Public Library Systems.

Local history materials are often uniquely valuable materials in a public library collection and of special interest to local communities. However, interest in these collections is not exclusively local and many of these unique and irreplaceable materials are at risk of deterioration. Digitizing local materials will ensure broad access and preservation, and for this reason is encouraged as a goal for public library excellence.

Library collections can be expanded beyond the physical boundaries of the library through access to electronic resources both from within the library and from remote sites. All libraries can enhance their collection by taking advantage of the electronic resources available through the Texas State Library and Archives Commission and the funding available through a variety of grants and other opportunities. Also, libraries can become proactive information providers by using local funds to license in-house and/or remote access to full-text databases of local interest.

Collection

POPULATION	BASIC	ENHANCED	COMPREHENSIVE
All Populations	Core reference collection	Core reference collection	Core reference collection
	2.0 circulation per capita	4.5 circulation per capita	7.5 circulation per capita
	10,000 items, or 1.5 items per capita, whichever is greater	12,500 items, or 3 items per capita, whichever is greater	15,000 items, or 4 items per capita, whichever is greater
	15% of collection less than 5 years old	20% of collection less than 5 years old	25% of collection less than 5 years old
	Entire collection weeded every 5 years	Entire collection weeded every 4 years	Entire collection weeded every 3 years
		Local History materials	Local History materials
	Library extends collection by providing access to Internet and full-text databases provided by the state library	Library extends collection by providing access to Internet and full-text databases provided by the state library and by providing licensed full-text databases purchased locally	Library extends collection by providing access to Internet and full-text databases provided by the state library and by providing licensed full-text databases purchased locally
			Remote access to full-text databases purchased locally
	Library offers Interlibrary Loan services	Library offers Interlibrary Loan services	Library offers Interlibrary Loan services
	Library offers materials in a variety of current non- print formats	Library offers materials in a variety of current non-print formats	Library offers materials in a variety of current non-print formats
			Library offers digitized local history materials
	Library collects/reports electronic use	Library collects/reports electronic use	Library collects / reports electronic use

FACILITY

Library facility standards are based on the library's mission statement and service goals. Major service factors to consider in developing a facility plan are: collection size, use of technology, adult and children's programming, seating, and meeting room space. Architectural formulas for space allocation described in Appendix B should be used to determine actual facility size and design. In addition, the following list should be utilized in developing a future facility plan or evaluating an existing facility so that the library will:

- Comply with federal, state and local building codes, including the *Americans with Disabilities Act (ADA)* and the *Texas Architectural Barriers Act (TABAA)*;
- Have emergency manual and disaster plan;
- Review existing and future facilities to provide a safe, secure environment;
- Have a plan and annual budget for the maintenance of building and grounds;
- Have convenient and adequate parking based on applicable building codes and anticipated usage;
- Have an exterior sign identifying the facility as a library that is clearly visible from the street;
- Feature well designed signs and graphics including the display of the International Symbol of Accessibility, where appropriate;
- Incorporate changes to existing and future libraries to move toward sustainable buildings by addressing environmental issues, e.g. conserving water, using recyclable materials;
- Have adequate provision for current and future electrical, data and telephone connections;
- Have controlled temperatures and humidity for the benefit of users and staff as well as the protection of library property;
- Have adequate interior and exterior lighting in all areas;
- Have an after-hours book return that is fireproof in a safe, well-lit area;
- Have furnishings and equipment adequate to the needs of users and staff;
- Have adequate space to meet its service, operation and storage needs;
- Have adequate noise control;
- Have meeting space available for library programming and for use by community groups, if such is a part of the library's plan;
- Be located and designed with input from all stakeholders, including users, staff, and governing officials, and provide accessibility to the greatest number of users; and
- Review space needs assessment every three years.

FINANCE

Basic

In order to meet basic standards, each Texas public library will:

- Receive funds on an ongoing basis as the basic funding structure of the library. Funds may be from city, county, taxing districts, other public funding entity, or 501(c) (3) corporation.
- Develop ongoing financial resources to supplement local support, which might include grants, donations, endowments and various other funding methods.
- Submit an annual library budget that addresses the needs of the community as reflected in the long-range plan.
- Have fiscal procedures and financial management practices consistent with local government practices and state law.
- Any library that is run by a governing board and is a designated 501(c) (3) corporation shall have an independent audit conducted every three years.
- Allocate 10% of operating budget for library materials.
- Allocate funds for staff continuing education direct costs.

Enhanced

In order to meet enhanced standards, each Texas public library will in addition to meeting basic standards:

- Allocate 15% of operating budget for funding the library's collection of materials.
- Provide the minimum salary for a starting librarian's position as reported by the Texas Library Association. The librarian shall hold a graduate degree in library and information studies from a university accredited by the ALA.

Comprehensive

In order to meet comprehensive standards, each Texas public library will in addition to meeting enhanced standards:

- Allocate 20% of operating budget for funding the library's collection of materials.
- Provide the minimum salary for a starting librarian position as reported by the Texas Library Association. The librarian shall hold a graduate degree in library and information studies from a university accredited by ALA.

MARKETING/PUBLIC RELATIONS/ADVOCACY

A library's marketing plan is a coordinated, continuous effort to communicate a positive image of the library. A well-rounded marketing plan will utilize all forms of public relations to promote the availability of the library's resources, services, and programs. All marketing efforts should be an integral part of the library long-range plan. The public relations plan should be designed to target local demographics and reflect language(s) spoken in the community and to take full advantage of the service area's promotional opportunities. The advocacy plan should incorporate the knowledge that elected officials and governmental entities and the laws and rules emanating from these organizations impact the growth and quality of all libraries.

Texas public libraries should work toward the following target areas:

MARKETING AND PUBLIC RELATIONS

All populations

- Recognize that excellent library services and a courteous well-trained staff that meets the needs of library patrons are the heart and soul of any marketing effort.
- Design and fund public relations programs using various approaches to publicity with visually attractive print and electronic materials, signage and graphics. Libraries are encouraged to use materials provided by the Texas State Library and Archives Commission, and the Texas Library Association.
- Evaluate public image of library services, staff and programming.
- Evaluate all policies and procedures in terms of effect on the public and the library's public relations.
- Understand, target and meet the needs of special groups (i.e.; seniors, winter tourists, etc.) within the community as well as the general demographics of the community.

Use basic public relations and marketing tools, some suggestions follow:

- Attractively packaged annual reports made available to the public
- Banners
- Booklists
- Bookmarks
- Booths at fairs or trade shows
- Brochures
- Cable TV

- Commercial TV
- Conduct surveys of citizen/patron awareness on a timely basis
- Coordinate with other community service organizations and community events for publicity
- Direct mail promotions
- Displays
- Electronic bulletin boards
- End caps and shelf displays
- Exhibits and displays
- Flyers
- Magazines
- News Releases
- Newsletters
- Newspaper Ads
- Online catalog
- Posters
- Press releases. (information on special programs may be found on <http://www.tsl.state.tx.us/news/presspass/index.html>)
- Promotional giveaways
- Promotional materials for community leaders, interest groups and agencies
- Public service outlets
- Radio
- Slide, tape and Power Point presentations
- Speakers for community programs and events
- Staff and Board who join local service and business organizations
- Story-time programs in library
- Story-times outside library in schools, community centers and nursing homes
- Target neighborhoods and special needs areas
- Traveling exhibits
- Utilize marketing concepts in developing advocacy plans
- Videocassettes
- WebPages
- Window displays

ADVOCACY

Texas public libraries should develop plans that include the following:

All populations

- Develop and nurture community stakeholders and educate with the goal of being advocates.
- Create and nurture relationships with elected officials on community, county, other local governances, state and federal levels. Advocacy must be non-partisan.
- Host events to which elected officials are invited to attend
- Have representation at events, hearings and programs elected officials attend
- Design a communication plan for informing interested community members and library supporters about legislation concerning libraries
- Provide letter writing kits (both print and electronic) with names of elected officials and key information about legislation affecting libraries
- Be informed of TLA and ALA legislative issues and promote those issues whenever possible
- Support TLA Legislative Day with calls, mail and representation

PERSONNEL

The most important component of quality library service is a knowledgeable and experienced library staff committed to providing the highest possible level of service to their community. Staffing begins with the Library Director. The most meaningful measure of staff level incorporates both population served and total service hours resulting in hours open per full-time equivalent (FTE) staff. The formula for deriving the ratio for an individual library is total hours open divided by total FTE's both items are reported in the TSLAC Annual Report. As number of hours open or number of staff increases, this ratio will change. Other staff is added as needed and as funding allows. All staff members should:

- Project an image of competence and courtesy to the public they serve
- Have an understanding of the history and development of library services
- Know the service goals of the library and be aware of all library policies
- Be well-trained in the best practices and procedures required by their position
- Training and continuing education hours which can be fulfilled with distance learning, video conferencing workshops and seminars held in-house
- Participate in community-based organizations through membership and active participation
- Have salaries, hours, and benefits comparable with other positions of the funding entities requiring similar educational preparation and job assignments.

Planning and providing quality library services demands not only traditional bibliographic skills, but also the ability to:

- Assess needs
- Set objectives as well as evaluate and measure the effectiveness of public library programs
- Select materials and provide guidance in the use of all library resources
- Work within the political and social structures of the community
- Communicate and work effectively with board members and staff
- Make use of current and emerging technologies for information and communication
- Manage financial resources
- Manage fundraising, including grants, gifts, endowments, etc.
- Manage human resources
- Provide continuing education hours

In the interest of safety and security libraries should ensure that at least 2 staff/volunteers are in the library during open hours.

POPULATION	BASIC	ENHANCED	COMPREHENSIVE
25,000-49,999	Education requirements for the Director:	Education requirements for the Director:	Education requirements for the Director:
	Graduate degree in library and information studies from program accredited by ALA	Graduate degree in library and information studies from program accredited by ALA	Graduate degree in library and information studies from program accredited by ALA
	AND	AND	AND
	5 years library administrative experience.	5 years library administrative experience.	5 years library administrative experience.
	Staff Requirements:	Staff Requirements:	Staff Requirements:
	Have one FTE per 5,000 population	Have one FTE per 4,200 populations	Have one FTE per 3,500 population
	Have at least 1ALA Accredited MLS Accredited Librarian	Have at least 1ALA Accredited MLS Accredited Librarian	Have at least 2 ALA Accredited MLS Librarians
	Training:	Training:	Training:
	Director: Minimum 15 hours per year total or 3 hours of college credit per year.	Director: Minimum 20 hours per year total or 3 hours of college credit per year.	Director: Minimum 20 hours per year total or 3 hours of college credit per year.
	Staff: At least 1training program for all other staff per year.	Staff: At least 1training program for all other staff per year.	Staff: At least 1training program for all other staff per year.

SERVICE-STANDARDS

Recognizing the diversity of the population in the community, public libraries shall provide all citizens access to information and materials in a timely manner and in useful and convenient formats. Each public library outlet shall apply service standards for hours open based on their individual, locally assigned service population. Through collaboration with TSLAC, TLA, ALA, and other educational and cultural entities, a public library shall strive to offer a variety of free programs that reflect the community needs and interests. Quality service in a public library shall include adequate access for the public and staff to the library catalog of holdings, the Internet, and other electronic resources.

Service standards include accessibility, information services, programming and output measures.

Texas public libraries will work toward providing services that meet these standards.

The following accessibility standards apply to all public libraries in Texas:

- Core library services shall be available whenever the library is open to the public.
- Library services shall be accessible to individuals with special needs.
- Libraries will have a minimum of two Internet accessible computer terminals.
- Libraries will have Internet access for staff.
- Libraries will have an online catalog of holdings and an automated circulation system.
- Libraries will have a copy machine available for administrative and public use.
- Libraries will have a telephone and fax machine available for administrative use.
- Libraries will have a system for reserving circulating books.
- Libraries will have day time and either evening or weekend hours
- Libraries with website will keep them current and updated

Accessibility

POPULATION	BASIC	ENHANCED	COMPREHENSIVE
1-4,999	Library is open at least 25 hours per week	Library is open at least 30 hours per week	Library is open at least 35 hours per week Library has a website
5,000-9,999	Library is open at least 30 hours per week	Library is open at least 35 hours per week Library has a website	Library is open at least 40 hours per week Library has a website
10,000-24,999	Library is open at least 40 hours per week Library has a website	Library is open at least 45 hours per week Library has a website	Library is open at least 50 hours per week Library has a website Library provides remote access to online catalog
25,000-49,999	Library is open at least 45 hours per week Library has a website	Library is open at least 50 hours per week Library has a website	Library is open at least 55 hours per week Library has a website Library provides remote access to online catalog
50,000-99,999	Library is open at least 50 hours per week Library has a website Library provides remote access to online catalog	Library is open at least 60 hours per week Library has a website Library provides remote access to online catalog	Library is open at least 65 hours per week Library has a website Library provides remote access to online catalog

Information Services

Texas public libraries provide information services for all patrons.

Basic services include:

- Reference and readers advisory assistance;
- Reference service by telephone to all callers all hours the library is open to the public; and
- Information and instruction on the use of the library and its materials and equipment.

Enhanced services include the Basic services plus:

- Online database searching with remote access, and
- Reference service via e-mail or fax.

Comprehensive services include Basic and Enhanced services plus:

- Virtual reference service.

Programming

Texas public libraries should strive to meet the needs of the citizens of each community.

Basic Level:

- a. Presenting educational, cultural, recreational and reading programs that reflect diverse community needs and interests.
- b. Providing children's programming to encourage reading and lifelong learning.
- c. Collaborating with other community organizations and educational institutions to promote library services.
- d. Providing library outreach services which bring library service to the under-served and un-served.

TECHNOLOGY

As our society becomes increasingly dependent on electronic resources to access information, those without access to computing resources are consequently denied the information they seek. Traditionally, the role of the public library has been to gather, organize, and preserve information, while also teaching those in their communities how to find and use it. Public libraries must seek to always stay current with technology that will enhance services to patrons. Public libraries are tied in with formats and configurations that are standards for the cities they serve and therefore, difficult to recommend a standard. Access to databases or online resources as well as access to email is a goal for all public libraries to work toward. Standards are suggested for numbers of computers available for patron use based on population.

Technology provides the public library an opportunity to reach out to the traditional patron as well as a whole new type of patron, one that stays digitally connected and involved.

All Populations

Basic

1 computer per 2,500 population served OR a minimum of 2 whichever is greater

Enhanced

1 computer per 2,000 population served OR a minimum of 2 whichever is greater

Comprehensive

1 computer per 1,500 population served OR a minimum of 2 whichever is greater

Libraries should consider the following enhancements to current services.

- Self check out equipment
- Scanning services
- Access to email
- Office applications software
- Distance learning facilities
- Satellite/video conferencing
- Digital cameras for checkout
- Audio/video editing suites
- Laptop computers for in-house use and checkout
- PDA/Handhelds for checkout
- iPods checkout
- Electronic tablets

APPENDIX A

Local Implementation Checklist - FY2011-2013

This checklist is to be used each year as a check to compare how our library is doing against the public library standards. Each statement is marked according to the following criteria.

- (1) Achieved
- (2) Working on
- (3) Not yet begun
- (4) Not applicable
- (X) Indicates library's current status

ADMINISTRATION

1. Library Board
 - a. The library board has a written set of bylaws. [X] [2] [3] [4]
 - b. The library board meets on a regular basis. [X] [2] [3] [4]
 - c. One board member is a current member in a professional library organization. [X] [2] [3] [4]
 - d. The library provides board orientation and handbook. [X] [2] [3] [4]
2.
 - a. The library has a written mission statement. [X] [2] [3] [4]
 - b. The library has a written long-range plan. [X] [2] [3] [4]
 - c. The library has a technology plan. [X] [2] [3] [4]
3. The library has written policies for:
 - a. Circulation [X] [2] [3] [4]
 - b. Collection development/Materials Selection [X] [2] [3] [4]
 - c. Emergencies and Safety [X] [2] [3] [4]
 - d. Gifts and Special Collections [X] [2] [3] [4]
 - e. Public Service Hours [X] [2] [3] [4]
 - f. Internet and other technology issues [X] [2] [3] [4]
 - h. Patron Complaints [X] [2] [3] [4]
 - i. Personnel [X] [2] [3] [4]
 - j. Public Relations [X] [2] [3] [4]
 - k. Rules of Conduct for Library Users [X] [2] [3] [4]
 - l. Copyright Compliance [X] [2] [3] [4]
 - m. Records Retention Schedule [X] [2] [3] [4]
4. The library periodically reviews policies and procedures. [X] [2] [3] [4]
5. The library has a written, and publicly posted, procedure on copyright compliance. [X] [2] [3] [4]

- | | |
|--|-----------------|
| 6. The library reaches out in cooperation and collaboration with: | |
| a. Other libraries | [X] [2] [3] [4] |
| b. Library organizations and consortia | [X] [2] [3] [4] |
| c. Education institutions | [X] [2] [3] [4] |
| d. City/county departments | [X] [2] [3] [4] |
| e. Social agencies | [X] [2] [3] [4] |
| f. Government agencies | [X] [2] [3] [4] |
| g. Business and industry | [X] [2] [3] [4] |
| h. Community-based organizations | [X] [2] [3] [4] |
| i. Volunteers and library advocates | [X] [2] [3] [4] |
| j. Media sources | [X] [2] [3] [4] |
| k. Electronic networks | [X] [2] [3] [4] |
| 7. The library board sends members to continuing education workshop or a system meeting. | [X] [2] [3] [4] |
| 8. The library has completed a community analysis. | [X] [2] [3] [4] |
| 9. The library has conducted a patron survey. | [X] [2] [3] [4] |
| 10. The library has a Friends and/or Foundation 501(c)(3) group. | [X] [2] [3] [4] |
| 11. The library director is a current member of a professional library organization. | [X] [2] [3] [4] |

COLLECTIONS

- | | |
|---|-----------------|
| 1. The library provides an adequate number of materials as defined by the collection standards. | [X] [2] [3] [4] |
| a. The collection has _____ items | [X] [2] [3] [4] |
| b. The collection has _____ per capita | [X] [2] [3] [4] |
| 2. The library's collection is used by the community. | [X] [2] [3] [4] |
| a. The circulation per capita is _____ | [X] [2] [3] [4] |
| b. The collection turnover rate is _____ | [X] [2] [3] [4] |
| 3. The library maintains a current collection. | [1] [X] [3] [4] |
| a. The percentage of the collection less than 5 years old is ____ | [1] [X] [3] [4] |
| b. The entire collection is weeded every _____ years | [1] [X] [3] [4] |
| 4. The library provides access to electronic resources | |
| a. Internet | [X] [2] [3] [4] |
| b. Full-text databases | [X] [2] [3] [4] |
| c. Licensed full-text databases (paid locally) | [X] [2] [3] [4] |

- d. Remote access to full-text database [X] [2] [3] [4]
- 5. The library provides a core reference collection as described in Selecting and Using a Core Reference Collection. [X] [2] [3] [4]
- 6. The library provides interlibrary loan services. [X] [2] [3] [4]
- 7. The library provides local history materials. [X] [2] [3] [4]
- 8. The library digitizes local history materials. [X] [2] [3] [4]

FACILITIES

- 1. The library complies with federal, state and local building codes, including ADA and TABA. [X] [2] [3] [4]
- 2. The library has an emergency manual. [X] [2] [3] [4]
- 3. The library has a disaster plan. [X] [2] [3] [4]
- 4. The library has a plan and budget for the maintenance of the building and grounds. [X] [2] [3] [4]
- 5. The library has convenient and adequate parking based on applicable building codes and anticipated usage. [X] [2] [3] [4]
- 6. The library has an exterior sign identifying it as a library and is clearly visible from the street. [1] [X] [3] [4]
- 7. The library features well-designed signs and graphics, including the display of the International Symbol of Accessibility, where appropriate. [X] [2] [3] [4]
- 8. The library incorporates changes to existing and future libraries to move toward sustainable buildings. [1] [2] [3] [X]
- 9. The library has adequate provision for current and future electrical, data, and telephone connections. [1] [X] [3] [4]
- 10. The library has controlled temperature and humidity for the benefit of staff and users as well as the protection of library materials. [1] [X] [3] [4]
- 11. The library has adequate interior lighting in all areas. [1] [X] [3] [4]
- 12. The library has a fireproof receptacle for return of

- library materials after hours in a safe, well-lit area. [1] [2] [3] [X]
13. The library provides adequate space to meet its service operation and storage needs. [1] [X] [3] [4]
14. The library has adequate noise control. [X] [2] [3] [4]
15. The library has a meeting room used for library programming and for use by community groups, if such is a part of the library's plan. [X] [2] [3] [4]
16. The Library receives input from stakeholders on location, design, and accessibility. [X] [2] [3] [4]
17. The library reviews space needs assessment every three years. [X] [2] [3] [4]

FINANCE

1. The library submits an annual budget. [X] [2] [3] [4]
2. Libraries that are run by a governing board have an independent audit conducted every three years. [X] [2] [3] [4]
3. The library allocates 9 % of the operating budget for library materials. [1] [X] [3] [4]
4. The library allocates funds for staff continuing education. [X] [2] [3] [4]
5. The library provides the minimum salary for a starting librarian's position as reported by the Texas Library Association. [1] [X] [3] [4]

MARKETING/PUBLIC RELATIONS/ADVOCACY

1. The library designs and funds a public relations program using community appropriate approaches to publicity. [X] [2] [3] [4]
2. The library uses visually appealing printed and electronic materials, signage and graphics. [X] [2] [3] [4]
3. The library evaluates the public image of library services, staff and programming through surveys. [X] [2] [3] [4]
4. The library evaluates all policies and procedures in terms of the effect on the public and the library's public relations. [X] [2] [3] [4]
5. The library targets and meets needs of special groups within

the community.

[1] [X] [3] [4]

ADVOCACY

1. The library develops and educates stakeholders to become advocates. [X] [2] [3] [4]
2. Advocates create and nurture relationships with elected officials. [X] [2] [3] [4]
3. Elected officials are invited to library events. [X] [2] [3] [4]
4. The library is represented at events, hearings, and programs elected officials attend. [X] [2] [3] [4]
5. A communication plan is designed to keep community members, library supporters and advocates informed on legislation affecting libraries. [1] [X] [3] [4]

PERSONNEL

1. The library director fulfills the education requirements. [X] [2] [3] [4]
2. The library has an adequate number of staff. [1] [X] [3] [4]
3. The library has an adequate number of MLS staff. [X] [2] [3] [4]
4. The library director receives the minimum amount of training annually. [X] [2] [3] [4]
5. The staff attends continuing education training annually. [X] [2] [3] [4]

SERVICE STANDARDS

1. The library provides all basic services whenever the library is open to the public. [X] [2] [3] [4]
2. The library is accessible to individuals with special needs. [X] [2] [3] [4]
3. The library has a minimum of two Internet-accessible computer terminals. [X] [2] [3] [4]
4. The library has Internet access for staff. [X] [2] [3] [4]
5. The library has an online catalog of holdings. [X] [2] [3] [4]
6. The library has a copy machine for administrative and public

- use. [X] [2] [3] [4]
7. The library has a telephone and fax machine for administrative use. [X] [2] [3] [4]
8. The library has a system for reserving circulating books. [X] [2] [3] [4]
9. The library has day time and either evening or weekend hours. [X] [2] [3] [4]
10. The library meets the number of hours open as stated in the standards. [1] [X] [3] [4]
11. The library has a website. [X] [2] [3] [4]
12. The library provides telephone reference service to all callers for all hours the library is open. [X] [2] [3] [4]
13. The library provides information in instruction in the use of the library and its materials and equipment. [X] [2] [3] [4]
14. The library provides reference service via e-mail or fax. [X] [2] [3] [4]
15. The library presents educational, cultural, and recreational programs that reflect community needs and interests. [X] [2] [3] [4]
16. The library provides children's programming. [X] [2] [3] [4]
17. The library provides outreach services. [X] [2] [3] [4]

TECHNOLOGY

1. The library provides an adequate number of computers for population served. [X] [2] [3] [4]
2. The library is consistently considering technological enhancements to current services. [X] [2] [3] [4]

Attachment 2

Tech Plan

Technology Plan

Lancaster Veterans Memorial Library – Lancaster, Texas

From: July 1, 2011

To: June 30, 2014

Created: January 7, 2011

Mission Statement:

Lancaster Veterans Memorial Library selects, acquires, organizes and provides access to information and ideas for the citizens of the City of Lancaster. The Library strives to meet the informational and recreational needs for library service of the greatest number of users and seeks to provide the highest quality information services and access to additional materials and funding by participating in cooperative arrangements and networking with other city and state institutions.

History of the Library's Technology:

Lancaster's library service is over eighty years old. The library moved into the newest building in 2001, where the library management and technology management was then outsourced to conserve resources. Installed were the former (circa 1998) public-access workstations along with a router, III (ILS) server, TNS, TRS, and Web server. LSTA and TIF grants in 2002 replaced ten workstations and firewall. Wireless access points were added. Another grant (Katrina) brought five laptops for public training in 2005. The City purchased five additional laptops for staff use in 2006. To lower maintenance costs, the library's maintenance of the ILS software and licenses were shared with Cedar Hill (Zula B. Wylie Library) in 2003 through 2010. The Red Oak Public Library began sharing the ILS system in May of 2004. A 2004 TANG grant made possible a domain controller. The III (ILS) server was replaced in 2008, a joint purchase. The library purchased PC reservation and PC print-release workstations. Several workstations and other equipment were not replaced, due to capital budget constraints, but were maintained. The City took back control of the library management in FY2008 to conserve resources. In 2009, the current assessment of the technology suggested upgrades of a wide range of technical equipment and broadband speed for public access and for improved library consortium access and support. Broadband upgrade, replacement computers with current operating systems, software upgrades, staff and public training, serving the underserved, are some major goals of grant initiatives. In 2010, the library acquired E-Rate entitlement funds and it received approval for grant funding from the State Library as part of BTOP-TEAL. New computers for a public job center, learning language lab, and basic Internet training will be supported, in part, with BTOP-TEAL funding.

Current Technology:

Current Technology, continued

ILS (Integrated Library Management System) (5): Innovative Interfaces, Inc. **Millennium**. Modules: Acquisitions, Eleven licenses were removed along with Research Pro software to

decrease costs of annual support in 2011; one Sun Server (replaced 2008) with back-up tape drive, one TRS (telephone renewal system server upgraded in 2009), one TNS (telephone notification system upgraded in 2009). The ILS is turnkey, with one tape backup and daily monitoring by the vendor in California. (This needs an upgrade to version 2009B). One inventory scanner is used for server-down circulation. This system consists of **shared scopes and maintenance with the City of Red Oak after Cedar Hill left the consortium in 2010**. See **Appendix A** for specific equipment upgrades needed.

SYSTEMS AND SERVERS (8): In addition to the ILS system above, the library is failing to provide sufficient broadband to allow for streaming technology and sufficient delivery to our two consortium partners, Cedar Hill and Red Oak. In June, 2010, the library installed a **10 mbps broadband connection** for this purpose. Segmentation of this broadband access line will be needed to provide sufficient access for the shared ILS system by remaining consortium partner and also for the **future wireless network**. The following collateral equipment, almost all single points of failure, is at end of life (EoL) or in need of an upgrade to the system: 1 Cisco Route (obsolete-EoL), 1 PIX Firewall (obsolete-EoL), 1 HUB, 3 switches, Patch panel, 2 network printers, 1 HP 9600 network color printer, 1 Sense-a-phone, 3 wireless Cisco access points (EoL). TZO.com provides annual renewal and maintenance of the domain name and web hosting at www.lancastertxlib.org, with two sub-domain names: catalog.lancastertxlib.org, for the catalog, and sneeze.lancastertxlib.org, for the proxy server. See **Appendix A** for specific equipment upgrades needed.

PUBLIC COMPUTERS: Soon to be replaced: (10) (EoL) public Internet workstations consisting of six Dell GX110 2.1 GHz with 17" CRT's with 500K ram memory; and four Dell Dimension 4550's with 17" flat panel all with 1 GB ram. Read/write devices on these computers vary from 3 ½ floppy to CDR. There are remaining: four (4) Dell GX110, 2.1 Hz, with 17" monitors as OPAC's (online public access catalogs) where seven were once available. Two Children's game workstations are Dell GX110 2.1 with 17" CRT's. One PC Reservation workstation (1) is an HP touch screen purchased in 2008 with one Print-Release workstation, also an HP touch screen. Two digital from analog computers are in Genealogy. All public access and OPAC's are in need of replacement to meet current operating system standards (Windows 7) and modern office software (Windows Office 7). A total of fifty (50) public access computers including OPAC's will be purchased with BTOP funds to provide for meeting demands for a job center, and a language and literacy/learning lab. Eleven (11) public access laptops will be purchased with BTOP funds for wireless access in the program room. See **Appendix A** for specific equipment upgrades needed.

STAFF COMPUTERS (19): There are five (5) laptop computers, of which three are Dell Inspiron 8500's and two Dell 2600 laptops all running on Microsoft XP operating system.

There are three (3) staff workstations, one is a Dell 4550's and two are Dell GX110's, running on Microsoft XP operating system. There is a (1) workstation for the printer server and (1) workstation for the 1 LPT1 software. Check-in workstations (3) used with the ILS system are located behind the circulation desk in the staff workroom and (2) more check-in workstations in the staff room are non-functioning. Four (4) Cataloging workstations are in the technical staff office, in the office of the cataloger, and at the two service desks. Barcode scanners are used at 12 workstations. Receipt printers are at six (6) workstations. Coin-operation devices are mounted on four (4) devices. Cash register, reports generator, and a people counter are separate electronic devices. All workstations are in need of upgrading to the new operating system. Five (5) new laptops will be ordered in 2011 for staff as trainers with BTOP funds. See **Appendix A** for specific equipment upgrades needed.

TV MONITORED LOCAL NEWS, WEATHER EMERGENCIES: Two (2) TV monitors serve to provide City news and local weather emergency information driven by a laptop and cable access channel from the City's Time Warner franchise contract, suspended above the circulation desk and in the library lobby.

TELEPHONE and Voicemail: Telephone instruments (26) along with voicemail software and server are past warrantee expirations. POTS lines to servers, faxes, and DID lines with long distance service are installed and maintained. See **Appendix A** for specific equipment upgrades needed.

MICROFILM/Microfiche Readers/Printers: Two new 2003 digital (networked) microfilm reader/printers, Canon 500 RP with ADA controls and digital output to print or email, were installed with coin operation. Reader printer 603Z and 605Z are circa 1996. Several older film and fiche readers are in need of replacement.

AUDIOVISUAL Equipment: Camera Sony 5 MP and older projection equipment needs replacement. As part of the 2002-2003 TIF grant, one permanently mounted video projector with column inputs, and one mobile video projector, were acquired. Motorized screens and meeting room "can" lighting was reconfigured to eliminate screen reflection. A digital video player (Loan Star Grant) and sound system (TIF) was acquired. A flat screen TV with front screen audio out for wireless headsets were acquired (Loan Star Grant). A BTOP-TEAL grant, received in 2010, will provide for television viewing screens and educational display boards.

STAFF and END USER TRAINING: Staff will be undergoing intensive training in new office application software (Windows 7; Office 7; sample Foreign Language end-user software; Reservations; Web Design and Updating; Design software; Job Center software and Interviewing; Computer, Camera, and Editing Equipment training; Customer service and Diversity training, etc.). Staff will be coached in end user training and team training techniques. Self guided learning techniques will be featured for end user training of Office 2007. Selected staff will receive training in website creation and updating and graphic design.

EVALUATION: End users will complete pre and post examination questions to measure learning from classroom training and self guided learning. Job Center end users will be asked to assess the helpfulness of the Job Center databases, Interviewing Skills lessons, and comprehensive database access to job classifieds. Staff will be assessed the helpfulness of the skills training on cameras, editing equipment, Smart-boards, and self guided learning software. Staff will participate in documenting procedures in the use of the classroom and editing equipment for subsequent use. Language Lab end users will be assessed on skills training and improvement satisfaction.

Future Technology Goals 2011 – 2014

Devices will be selected to save energy and conserve space (rack mounted network devices).

- The expansion of broadband from a T1 to 10Mbps will accommodate the patron's high demand for social networking and video streaming and will be able to be segmented for wireless, installed in 2010.
- Segmented data lines will also increase transmission, improving services to our one library partner from Red Oak sharing one ILS at Lancaster. Red Oak will be leaving the consortium in the Spring of 2011.
- Secure Internet devices (router, firewall, switches, wireless, cellular, telephone and data, etc.) will allow for greater freedom to information sources from many devices.
- High definition cameras and editing equipment will broaden opportunities to perform mock interviews in Job Center training courses.
- Training rooms will be enhanced with educational display boards, TV Monitors, and electrical and network outlets.
- Reservation software will allow end users to reserve classes online
- Training materials and web site will be professionally designed with use of design software
- Cellular devices with data will allow for mobile catalog, reference searching, and enhance job skills training
- Databases will expand opportunity to build job skills, job searches, foreign language skills and English as a foreign language skills
- End user self-directed learning software will build computer skills
- Classroom computer training for Seniors reaches a diverse and underserved customer base
- Classroom computer training for job seekers prepares users to build the economy
- Attractive and comfortable furnishings, up-to-date equipment in sufficient quantities, and friendly and knowledgeable support from staff is a hallmark of future service excellence
- Business is attracted to cities with well supported schools, educational and recreational opportunities and rich resources
- Lower income patrons will enjoy the rich broadband services and resources otherwise unobtainable
- Skills building, education, and recreation are enhanced by creative teachers and public classes
- Seek additional or replacement library (partnering city) to share library automation system for cost savings.

APPENDIX A FUTURE TECHNOLOGY BUDGET - TIME LINE

Current	Future	2010-2011	2011-2011	2012-2013
E-RATE (P2)	If approved, subtract 90% (approx. \$109,000) for below equipment and 90% of annual maintenance			
Router	Router & Maintenance	\$ 4,500	\$800	\$800
Firewall (1)	Redundant Firewall & Maintenance	\$8,000	\$1,116	\$1,116
Subscription	ASA 5500 CSC SSM20 + License	\$ 3,700	\$650	\$650
Switch	MDF-Layer 3 Core Switches & Maint.	\$15,000	\$1360	\$1360
Switch	MDF-Access Layer Switches & Maint.	\$11,250	\$996	\$996
Switch	IDF-Access Layer Switches & Maint.	\$11,250	\$981	\$981
Wireless (none)	Wireless LAN Switch & Maintenance	\$ 1,530	\$130	\$130
Wireless (none)	Wireless LAN Controller & Maintenance	\$5,414	\$614	\$614
Wireless (none)	Wireless Access Points/Internal Antennas & Maintenance	\$1,700	\$1,700	\$1,700
UPS	UPS for MDF & PowerChute CD	\$6,760	\$128	\$128
UPS	UPS For IDF & Network Monitoring Installation for all above	\$2,620	\$578	\$578
		\$8,600		
E-RATE (P1)*	Approved at 90% discount on telecommunications (as shown already discounted)			
T1 (from)	Opt-E-man and circuit 10 Mbps (yr.)	\$1,080*	\$1,080*	\$1,080*
POTS	POTS (telephones)	\$600*	\$600*	\$600*
CELL	Cellular (none currently)	\$2,200*	\$2,200*	\$2,200*
DATA	DATA (none currently)	\$2,400*	\$2,400*	\$2400*
BTOP	If approved, at 80% discount for below equipment; New technology concepts.			
Camera	(2) HD Broadcast (w/mounts)	\$6,900		
PC-Staff(20)	PC, 2 GB, 23" Mon, Win7, Office 7	\$19,000	included	included
PC-Public	(66) PC, 2 GB, 23" Mon, Win7, Office 7	\$52,800	included	included
PC	PC Install	\$9,000		
Firewall	Firewall (redundant)	\$3,400		
Domain Ctrl.	Domain Controller	\$3,385		
Switch	Cisco 48 port	\$2,995		
Editing	Editing (TV) equipment	\$6,578		
Training Staff	training (editing equipment)	\$1,000		
Smartboard	Smart-board (6)	\$11,000		
Software	Software (various products)	\$15,045		
Job Center	Databases	\$15,000		
Software	Registration/Job Center	\$11,000		
Language	Tell-Me-More	\$15,000		
Instructors	Personnel – Instructors	\$16,000		
Website Enhancement		\$6,000		
Electrical	Electrical/Wiring /hardware	\$7,000		
Network Install	hardware/software	\$11,000		
Furniture	Tables/chairs	\$42,000		
TV Monitors	(10) 52" Mounted Monitors	\$16,000		
CELL	1 Phone/1 Pad	\$800	See monthly service above	
TOTAL (with grants/discounts/maintenance)		\$70,000 (approx.)	\$15,000	\$15,000

Additional Technology Hardware Considerations (contingent on a better economy, this list would elevate to next three years instead of fourth through sixth year planning):

- Radio frequency identification
 - For self-checkout
 - Automated bin sorting
 - Inventory scanning and sorting
 - Security tagging
 - sensing gates
- KVM Eight port switch for reducing monitors
- Generator – security for the network equipment
- Encore – enhanced catalog searching
- Selecting a new or replacement ILS vendor
- Portable projectors for outreach training
- Tagging all materials with RFID tags

Technology Component Proposal	Year
RFID and Self-Check	2014
Photocopy/digitization	2015
Replacement computers (1/4 th)	2013
Integrated Library System	2014
Encore (III) software	2015
KVM Eight port switch	2013
Generator – network room	2013
RFID Inventory Scanner	2014
RFID Sorters	2016
RFID Gates - Sensors	2014
Portable Projectors (4)	2014

Timeline: What are the planned dates to implement this desired future and contingent additional level of technology in this library?

Specific dates are given for each component under Future Technology Budget – Timeline above. These component plans are dependent upon the success of the 2010 E-Rate (partially awarded) and the NTIS BTOP grants which was awarded in October, 2010. BTOP purchases will be allowed over three (3) years. These are hard economic times. If not grant funded, the library will apply for other grants in subsequent years or else plans and purchases will be long delayed. The need for this equipment is essential to meet service expectations of patrons, staff, and library inter-local agreement partners sharing one library automation system (Innovative Interfaces, Inc.'s Millennium). Additional Technology Hardware Considerations above may be submitted to list of capital improvement funding considerations in the future.

Education and Training: What are this library's plans to accomplish the training necessary for staff and patrons to use the desired technology effectively? What types and sources of training will this library participate in?

Grant applications include funds for staff training. Vendors (Auralog, Ebsco, and Proquest, for examples) have committed to staff training. State Library Systems provide professional development training. Staff and professional trainers (grant funded) will provide training for the public. Staff will provide training at remote site institutions as partners in the BTOP grant. RFID check-out training will be given by staff to patrons when this technology is considered for funding.

**Lancaster Veterans Memorial Library
DISASTER RECOVERY PLAN**

ADDENDUM TO TECHNOLOGY PLAN 2011-2013

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Objectives/Constraints

The objective of this document is to define procedures for a contingency plan for recovery from disruption of computer and/or network services.

Assumptions

This plan will outline the general requirements of routine maintenance and backup planning to prevent disasters.

This plan will be invoked upon the occurrence of an incident.

The Technology Team on-site at the time of the incident will assume immediate responsibility.

Critical Systems

Critical systems are listed in order of most critical single points of failure:

Network communications/connectivity

DNS Services

Systems and servers

Internet/Web Site

Domain Controller

E-Mail

NT Services (file/print/housing)

Proxy Service

Individual PC's

Incidents Requiring Action

Disaster recovery invokes for an incident that has or may partially or completely disable the operations of computing for 24 hours, or

An incident which has impaired the use of computers and networks, or

An incident which was caused by problems with computers and/or networks

Contingencies

General situations that can destroy or interrupt computer services:

Power/Air Conditioning

Fire, Water, Weather or natural phenomenon

Chemical or biological disaster

Sabotage or Interdiction

Physical Safeguards

Door locks
Server security passwords
Uninterrupted power supply
Surge protector

Types of Computer Service Disruptions

This document contains hardware and software information, emergency information, and personnel information what will assist in faster recovery from most types and levels of disruptive incidents.

Normal computer system problems

Remote diagnosis is done for most problems associated with servers by the outsourced IT manager, Richard Wayne, Strategic Information Systems.

Vendors, such as Checkpoint, Digital Access Control, Dell, Innovative Interfaces, Inc., and others, are on support contract to assist with problems.

Environmental problems

Cooling the systems room is a major concern for equipment failure. A Sensaphone device was installed to alert the IT Manager and the Director of the high temperature and humidity of the systems room.

Recovery Team

The Recovery Team call list will be used to determine who is assigned in each major area and the general duties given.

General Procedures

Maintain disaster recovery plan
Train and maintain responsible staff
Documented daily backups will be performed on all servers using rotated tapes
Off site backup tapes will be kept on a weekly basis at IT Manager's home
Securities check will be performed daily
Antivirus check will be performed daily
Spyware check will be performed daily
Ensure fire protection equipment is functioning properly (annually)
Ensure UPS systems are functioning properly (quarterly)
Ensure proper temperatures and humidity are maintained in equipment areas (monitored daily)

Recovery Procedures

Produce procedures for the recovery of each piece of equipment
Determine extent of damages
Prioritize the critical equipment and begin removal (if necessary) and repair
Notify vendor if necessary

Alternative Site

If necessary, use an alternative site for operations, recovery or repairs

Microcomputer PC Recovery Plan

Individual clients should plan backups daily and store weekly backup offsite
Run Scandisk program weekly
Run antivirus check weekly
Run Spyware check weekly
Notify Administrative Technical Assistant of problems with hardware or software

Emergency Procedures

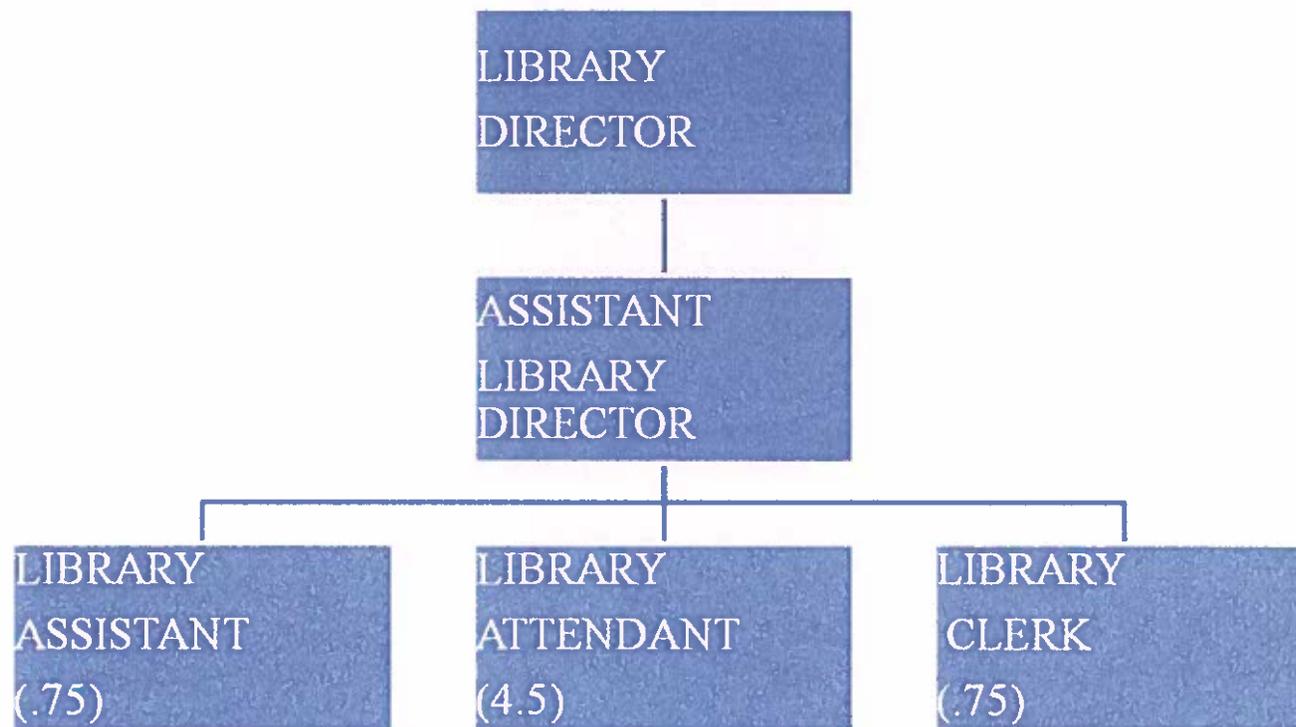
An announcement should be made to evacuate the building, if appropriate.
Call emergency assistance if injuries occur.
If the computers and air conditioning have not automatically powered down, initiate procedures to orderly shut (close) down the systems when possible.

APPENDICES: (available in the Library Director's Office)

Disaster Recovery Team Contact List
Vendor Contact List

Attachment 3
ORG CHART

ORGANIZATIONAL CHART - LANCASTER VETERANS MEMORIAL LIBRARY



Attachment 4

History

History of the Lancaster Veterans Memorial Library Lancaster, Texas

The people of Lancaster have valued libraries from the very beginning. The first library was provided by Mrs. Lou White who lived at the end of Centre Street. Mrs. White shared her own library with others, providing the first known lending library in Lancaster.



The library eventually moved to the second floor of Mrs. White's bank, The White Bank. This bank was located on the town square in Lancaster. The library opened on October 27, 1924. Its hours of operation were from three to five p.m. on Tuesday. The Shakespeare Club supported the library with Miss Nell Lyon, a member of the Shakespeare Club, volunteering as the librarian. The White Bank was forced to cease operations in 1930's when all private banks were closed due to the Great

Depression. The Bank reopened as The First National Bank of Lancaster. The library continued to be housed in the bank for 17 years. When Room 1 was no longer available, a new place had to be found for the library.



The Lancaster Library opened April 25, 1940 under the Dallas County Branch Library System. The library was housed in the Lancaster Community House in a small cloak room.

In 1950 a fund drive was begun to build a new library that would honor Lancaster's War Veterans. On June 29, 1951, the Lancaster Veterans Memorial Library was completed at the cost of \$35,000. A bronze plaque was placed on a wall above a book containing the names of Lancaster's War Veterans.

Miss Nell Lyon resigned as librarian in 1966 after serving for 26 years. Mrs. Zelta Nanney was appointed to be librarian. The new library was completed on April 7, 1968 with Mrs. Billie Taft as librarian.



Between 1983 and 1985, the library subsidy by the Dallas County Library System disappeared. The City of Lancaster increased its funding and assumed full responsibility for the library in 1985. The Lancaster Veterans Memorial Library joined the Northeast Texas Library System (NETLS) in 1986. Mrs. Billie Taft retired in 1992 after 25 years of service. Susan Andrews was hired as her replacement.

On April 25, 1994 Lancaster experienced a devastating tornado that ravaged the library. The renovation was complete on July 22, 1995.

In January, 1995, the citizens of Lancaster approved the 4B tax referendum. This ½ cent sales tax was used to build a new library on grounds north of Pleasant Run Road that also housed a new Recreation Center. Miss Andrews had resigned a few months before the completion of the new library.



On May 6, 2001 the new Lancaster Veterans Memorial Library (LVML) opened. In July, 2001, the City of Lancaster contracted with the library management corporation, Library Systems & Services LLC (LSSI) to run the library. Mrs. Cami Loucks was hired by LSSI as the

Director, and within two years was named the NETLS Director of the Year.

The new library is a one story 23,000 square foot building. Nearly one third of the building is designated for usage by the staff (offices, workspace, storage, etc.) The remainder of the building includes a public meeting room, quiet reading lounge, study room, restrooms, the Welton R. and Mildred Chapman Fail Genealogical Center, and a vast area for computers for citizen's use.

Library hours were expanded by 26% to 48 hours per week. The Lancaster Art Club, the Lancaster Genealogical Society, and the Friends of the Library,

are the sponsored library organizations. An Investment Club, Teen Club, and Book Club were once viable. A Contemplative Garden was installed, and is maintained by the Friends of the Library. A Job Center kiosk, sponsored by Dallas Morning News, is another ongoing project of the Friends. The Friends of the Library President, Dr. Mary Sykes, was honored as the NETLS Citizen of the Year in 2004, and was appointed to the NETLS Advisory Board.

Significant grants were obtained to upgrade computer and web technology, audiovisual technology, library automation technology, and network technology. The libraries in the cities of Cedar Hill and Red Oak, through an Inter-local agreement, share the LVML library automation system, enabling each library to lower their costs of maintaining network software and hardware. With the assistance of program grants, the number of children's programs doubled to accommodate the large turnout of children at the Summer Reading Club performances.

As a continuing participant in the State Library's Loan Star grant program, the library is able to offer TexShare Cards to qualifying library patrons, permitting use of other Texas library's collections. A grant from the Texas State Library provides for expanded Interlibrary Loan through use of a courier delivery system. The Best Southwest Bookfest, the largest of its kind in the north Texas region, is a major annual project of the library, in collaboration with the public libraries in the Best Southwest Dallas County area, and with the University of North Texas, Dallas campus.

The library embraces local history and culture in many forms, but especially when displaying personal collections, available for short loan from local citizens, featured in the library's glass enclosed display cases and art niches. The Lancaster Veterans Memorial Library celebrated its fifth year of operation in its new location in May, 2006.

In 2008, the library management contract was dissolved and Ms. Cami Loucks was hired by the City of Lancaster as the Director. A NETLS award was presented to Director, Cami Loucks and Dr. Mary Sykes, as Board Members of the Best Southwest Bookfest. Lancaster held the Best Southwest Bookfest in March, 2009. In 2009 and in 2010, the BTOP grant application was submitted, and it awarded in 2010 to improve technology with broadband infrastructure at the library. E-Rate (Universal Service Administrative Company) discounts and priority technology equipment were achieved for the library in 2010.

In 2011, our consortium of libraries using Lancaster's automation system dissolved. A new partnership is being sought to share reduced rates for automation, if possible. The State Library has lost significant funding and will no longer support the Loan Star Libraries annual grant to libraries who participate in the TexShare Card program. State Library Systems, such as our membership in the Northeast Texas Library System, has lost the funding to support continuing education for member libraries. The library will be renting the program room to increase revenues in the coming years.

August 6th, 2011, the library celebrated the 10th anniversary of the new building and its 86th year of service to the community.

Attachment 5
Fund Plan

COSTS OF THREE YEAR PLAN 2012-2014 LANCASTER VETERANS MEMORIAL LIBRARY

Strategic Direction	Year 2012	Year 2 2013	Year 3 2014
1. Standards	\$33,392	\$55,486	\$55,150
2. Collection*	\$48,000	\$55,000	\$55,000
3. Supplies	\$14,600	\$14,600	\$14,600
7. Information Technology	\$41,000	\$33,700	\$33,700
8. Marketing	0	\$512	\$512
9. Building	\$41,400	\$41,400	\$41,400
10. Utilities	\$46,500	\$46,500	\$46,500
11. Staffing	\$312,804	\$314,802	\$312,802
Total	\$537,696	\$562,000	\$575,000

***Year 2011 – complied with City wide budget reductions**

LANCASTER CITY COUNCIL
Work Session Agenda Communication for
October 17, 2011

4

WS11-004

Discuss Quarterly Report of City Council Five Year Goals and Strategies established during the annual City Council Strategic Planning Session in June 2010 and June 2011.

This request supports the City Council 2011-2012 Policy Agenda.

Five Year Goals/Current Strategies

Background

During the 2011 Annual Strategic Planning Session, City Council reviewed and updated five-year goals and strategies. As a result of the session, Council requested staff provide a quarterly report from the City Manager's office highlighting the five year goals, strategies, opportunities or challenges that will impact the goals achieved each year.

The first quarter report was presented at the November 15, 2010 work session, the second quarter report was presented at the March 21, 2011 work session, and the third quarter report was presented on June 23, 2011 during our Annual Strategic Planning Session. This report reviews staff's implementation and progress on strategies and initiatives outlined in the 2010-2011 strategic plan, and how said strategies tie to continued progress toward the realization of Lancaster Vision 2025. In addition, staff has provided status updates regarding the adopted 2011-2012 strategic plan as efforts move forward this fiscal year.

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 the community, and responsibly manages its debt. The community continues to move forward toward a more competitive tax rate.

- 1. Update and assess projects and funding for capital improvement plan to be presented and adopted annually during the budget process (track progress, funding plan).**

The most recently adopted capital improvement plan is 2005. Staff has been utilizing a working Capital Improvement Program (CIP) based on the project lists identified through the most recent bond elections. As a result of the 2007 debt sale, many of the projects identified in the approved 2005 CIP have been completed.

Current projects have been reviewed for consistency and met requirements, and most upcoming projects have been put on hold. CIP processes and procedures are currently being reviewed for implementation of best practices. Street projects associated with 2010 G.O. bond sale are on schedule. Water/Wastewater 2011 C.O Bonds were issued on September 26, 2011 for the construction of the mandated elevated storage tank. Closing and delivery of the funds are scheduled for October 27, 2011. 2013 Bond Projects are being assessed.

An updated Capital Improvement Plan will be prepared and presented for Council discussion prior to the end of the calendar year.

2. Adopt a balanced budget for 2011-2012 by September 30, 2011 that maintains basic services levels and minimizes the impact on City taxpayers and ratepayers.

During the September 12, 2011 regular meeting Council adopted a balanced FY 11/12 budget that met the objectives set forth during strategic planning. The budget was balanced without the utilization of reserve funds.

3. Direct staff to monitor budget and scrutinize expenses to yield savings to be put toward funding of the City reserves.

The City has met its targeted restricted undesignated reserve fund balance. An undesignated reserve fund balance policy was established to meet unexpected costs that may arise in the future. There is not a mandated fund balance established by law. However, bond rating agencies and auditors perform trend analysis to determine if a City's fund balance meets or deviates from the locally established financial policy. In addition, the trend analysis is used for key performance measures regarding a growing concern status of the City. Based on unaudited figures, the fund balance for fiscal year-end September 30, 2011 is 19.85%, which is within our established policy. Below is a table for the last six years.

Fiscal Year	Restricted Undesignated Reserve Fund Balance	General Fund Expenditures	% of expenditures	Goal
2006	\$5,567,938.00	\$20,775,488.00	26.80%	10.00%
2007	\$5,201,463.00	\$21,743,014.00	23.92%	10.00%
2008	\$2,677,652.00	\$24,916,088.00	10.75%	10.00%
2009	\$3,908,328.00	\$19,745,936.00	19.79%	10.00%
2010	\$3,757,580.00	\$21,416,566.00	17.55%	10.00%
2011	\$3,734,737.00	\$18,819,303.00	19.85%	11.00%

Expectations of fiscally responsible budget allocation and expenditures have been communicated city-wide. Department budgets will be monitored and managed utilizing established budgetary procedures and accountability standards.

4. Additional Considerations

The City of Lancaster received the 2010 Audited Financial Statements, Single Audit and Management Letter comments. Although the comments reflected needed improvements in our Finance Department policies, procedures and training, the City did maintain an "unqualified opinion", which is considered a clean audit. Processes and internal controls will be reviewed, revised, improved, and implemented to resolve the issues addressed in the management letter prior to the next fiscal year-end audit for 2011. Our current audit firm has been performing the City's audit in excess of ten years. Staff has issued a Request for Proposals.

In conjunction with the preparation of the 2012 Budget, staff reviewed and revised the Financial and Investment Policy of the City. The broad purpose of the policy statements is to enable the City to achieve and maintain a long-term stable and positive financial position and to provide guidelines for the day to day planning and operations of the City's financial affairs.

Staff collaborated with First Southwest, the City's Financial Advisors and West & Associates LLP, Bond Counsel, to issue Certificates of Obligation for the construction of a mandated elevated storage tank and water/wastewater improvements. On August 22, 2011, City Council passed the resolution authorizing the Notice of Intent Publication for Certificates of Obligation. During this process, staff met with the bonding agencies and as a result received a rating of "Aa3" from Moody's (upgraded from A2) and "A" from Standard & Poor's. On September 14, 2011, First Southwest released the competitive bid for the upcoming bond issuance of \$7,585,000. The City received 9 proposals. The interest costs to the City ranged from 3.165% to 2.915%. Based on the lowest interest cost proposal, the winning bid was awarded to SAMCO Capital Markets. In the City's historical sale of issuing debt, interest costs ranged from 5.505% in 1999 to 4.074% in 2010. To receive a proposal at 2.915% for 11.5 years of debt is attributed to the ratings upgraded from Moody's and our very strong financial position, as evidenced by the maintenance and increase of reserves in the general fund, prudent policies, procedures and practices. On September 26, 2011, the Council adopted the Bond Ordinance and approved the sale of bonds. Bond closing and delivery of funds is scheduled for October 27, 2011.

Quality Development

The City encourages high quality construction in its housing and commercial buildings and public facilities. The city employs sustainable building practices, 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 include corporate business parks, distribution facilities which make use of the expanded airport, rail, and highway system. Retail areas have grown because of the growth in industrial, commercial and residential development.

1. Prioritize and complete entrance beautification infrastructure (e.g. signage, lighting and irrigation) and landscaping for Pleasant Run Road, Dallas Avenue and Houston School Road by FY 2013-1014.

Park Staff has established cost estimates to renovate entrance signs, and electronic message board color beds at Dallas Avenue, Pleasant Run, Houston School Road and Beltline Road. Total cost to renovate these sign beds (installation of water and electrical meters, electrical wiring, irrigation, lights, controller valves, sprinkler heads, sod, plant material, mulch, labor, etc) is in excess of \$15,000. In September 2011, minimal aesthetic enhancements were implemented on the Beltline Road entrance sign to include new lettering (with Lancaster logo) along with solar panel lights for night time illumination

Staff has researched xeriscape/ xerogardening techniques and drought tolerant plant materials that would reduce cost significantly. (Xeriscaping and xerogardening refers to landscaping and gardening in ways that reduce or eliminate the need for supplemental water from irrigation.) These techniques are consistent with the current streetscape master plan which calls for "native plant material" that also require little to no irrigation.

In addition, staff has finalized a Park Beautification/ Maintenance agreement and developed a Citywide Volunteer Program that has been approved with implementation beginning October 1, 2011. The City of Lancaster is now a member of the Volunteer Center of North Texas which is a statewide agency that promotes volunteerism opportunities to Corporations and Businesses along with the screening and placement of court ordered community service restitution workers. Staff is also soliciting sponsors and donors through the "Adopt a Spot" program to offer local businesses and organizations the opportunity to get involved in Lancaster' City Wide beautification efforts.

2. Focus economic development efforts in industrial, retail and commercial areas in order to grow the commercial tax base and create a 12.5% increase in the total number of jobs in Lancaster, two new warehouses, two new chain restaurants and one new industrial business.

Staff continues to promote all facets of commercial and industrial development in order to create a growing tax base ensuring the financial sustainability of government in Lancaster and jobs for our residents. In the last quarter of this fiscal year, staff conducted 23 sales calls on developers and commercial real estate brokers and participated in 4 commercial broker events. Staff participated in 1 commercial real estate trade show, conducted three development tours, hosted the visits of 3 companies looking for existing warehouse-distribution space and responded to 11 inquiries for information from possible development projects.

During this quarter the following business enterprises located their operations in Lancaster: Jeff Calvery Cabinets occupied 4,868 sq. ft. of space at 3222 Daniieldale Rd. for its cabinet business, Po-Boys leased 1,515 sq. ft. of retail space at 3250 Pleasant Run Rd. for a restaurant, Roy Mack occupied 2,800 sq. ft.

of space at 1971 W. Pleasant Run Rd. for a daycare, Solar Nails leased 1,200 sq. ft. of space at 1017 W. Pleasant Run Rd. for a nail salon, Elure Fashions leased 800 sq. ft. of space at 1312 N. Dallas Ave. for its retail operations, Salon Illusions leased 750 sq. ft. of space at 314 W. Pleasant Run Rd. for a beauty salon, Studio 745 opened up business in 1,500 sq. ft. at 745 W. Pleasant Run Road for a hair salon, Vendors Express Services leased 3,300 sq. ft. at 3419 Sherwood Ave. for their vending machine sales and service, Angelic Enterprises leased 6,000 sq. ft. at 2542 N. IH 35 for their meetings and showroom business, Texas Size Discounts leased 4,600 sq. ft. at 3250 Pleasant Run Road for a discount shopping center, Donald Brown Chicken leased 2,214 sq. ft. at 1450 W. Pleasant Run Road for a restaurant, World Finance Corporation has leased 1,500 sq. ft. at 1019 Pleasant Run Rd. for a consumer loan company, Chase AutoPlex leased 21,000 sq. ft. of space at 2410 N. IH35 for its operations and At Cost Insurance Company leased 160 sq. ft. at 1550 N. IH35 for its business operations.

The above locations for this quarter total 12 new businesses representing over 46,000 sq. ft. of formally unoccupied space in Lancaster.

3. Implement three year annexation plan for the E.T.J.

Annexation Plan – Service Plan negotiation and adoption was completed on April 26, 2010. Council must ratify the executed agricultural annexation agreements prior to November 2011. Staff has scheduled a City Council briefing on October 17, 2011 and the consideration and approval of the landowner development agreements on October 24, 2011. Staff will also provide an update to Council regarding the planned phased approach to annexation and the impact on the organization.

November 14, 2011 is the three year anniversary of giving notice to residents and Council must take action on or before this date for the annexation to commence.

Healthy, Safe, & Vibrant Neighborhoods

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

1. Complete Dallas Avenue and Wintergreen sidewalks (TxDOT Step Grant) from Dallas Avenue to Rutgers by June 2011. Evaluate funding after bid opening and complete project by June 2011.

The project has been essentially complete since August 2011 but the extremely hot and dry weather prevented the contractor from adding sodding and seeding to citizens' yards affected by the sidewalk installation. We are waiting on the weather to cool and hopefully some rain to sprout the sod and seeds. Additionally, a required Texas Department of Licensing and Regulations (TDLR) inspection had to be scheduled and has now been completed. Once the contractor completes the sodding, seeding, and minor discrepancies found during

the TDLR inspection, a final inspection will be scheduled and the letter of acceptance will be issued.

2. Develop a phased plan for constructing sidewalks on Wintergreen beyond existing (TxDOT Step Grant) project and integrate it into the 2012 CIP.

The Public Works Department will integrate this strategy into their work plan for future budget and capital improvement project considerations. In the last quarterly update, Council was informed that proper sidewalk installation requires a concrete street with a curb and gutter system in order to anchor the sidewalks, and adequate dedicated right-of-way in which to locate the sidewalks and a bar ditch drainage system. With none of these options available, a significant capital investment will be required.

Due to the estimated cost of one mile of concrete roadway at \$1.1 million and the current economic and budget restrictions, staff estimates that a project of this magnitude and cost is not feasible at this time. We will continue to explore funding options for future CIP consideration.

3. Support Lancaster neighborhoods in the creation of Public Improvement Districts (PIDs) throughout the City to strengthen and connect neighborhoods.

During the Fiscal Year 2011/2012 budget process, Council approved the establishment of Millbrook East, Lancaster Boardwalk and Meadowview Public Improvement Districts. Staff will continue working with interested communities to implant Public Improvement Districts.

4. Additional Considerations

The following is a summary of responses and other activities for all four Quarters from 10/01/2010 to 9/30/2011. During this time period the Lancaster Fire Department had 9,741 unit responses to 5,542 incidents.

Emergency Medical Service (EMS) incidents made up the majority of runs for this time period at 76.39% of all calls. Paramedics provided Advance Life Support (ALS) to 73% of all patients seen. Paramedics saw an increase in Heart Attacks, Strokes and Trauma related calls from this time last year. All other types of medical incidents remained relatively steady. Simultaneous requests for ambulances were on the rise as well. The City of Lancaster experienced 1,684 times when we had overlapping incidents. Mutual aid requests from neighboring cities: was up to 155 during this time period.

The Department responded to 405 fire incidents, totaling 8.0% of all calls. Percent of dollar loss from fires was .70% bringing the percent saved rate to 99.30% dollar valuation. Unattended cooking was the largest factor in accidental fires. 21.44% of fires were intentionally set with a total loss in arson fires at only 4.02% of all fire losses. To date there are 22 fires from this time period that are still under

investigation with no cause listed. During this same time, the Department responded to 332 major accidents.

From October 2010 through September 2011 the Police Department received 41,340 calls for service. The same period last year, the department received a total of 37,408 calls for service. This is an increase of 10.5% increase from the previous fiscal year. There were 2,782 arrest made from October 2010 through September 2011. The same period last year there were 2,015 arrests made which is an increase of 38% from the previous year. There were a total of 31 robberies reported from October 2010 to September 2011. The same period last year there were a total of 17 robberies reported. This is an increase of 82%. There were a total of 397 burglaries reported from October 2010 through September 2011. The same period last year there were a total of 354 burglaries reported. This is an increase of 12%. There were 264 burglary of motor vehicles reported from October 2010 through 2011. There were 238 burglary of motor vehicles reported the same time period last year. This is an increase of 11%.

Due to the increase in burglaries, increased patrol and special assignments will be implemented to neighborhoods in the city that show a significant increase in burglaries. Most of the robberies are robberies of an individual which started out as a theft but was upgraded to a robbery because force was used against the individual during the course of the offense. The increases in burglary of motor vehicles are mostly due to the owner or driver leaving things of value in plain sight when leaving the vehicle unattended. Public awareness and educating the public by news releases and putting information in the Lancaster Newsletter and on the city website, are some steps that the police department will take to remind citizens to protect their valuables and help prevent vehicle burglaries.

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 are engaged with residents and attend community events, uphold strong customer service, and use technology to aid them in working smarter.

- 1. Develop a high performing organization handbook, which emphasizes personal responsibility and employees' accountability for their actions on a continuous basis, by January 2011.**

The High Performing Organization (HPO) P.R.I.D.E. handbook was a major component of a two-day Lancaster Management Training school (LMT) attended by the Executive Team and was completed by the January 2011 date. As a result, the handbook will be expanded to also include the employee personnel policies and procedures manual. Currently, policies and procedures are under review for

inclusion in the H.P.O. P.R.I.D.E. handbook scheduled for implementation in fall of 2011.

2. Additional Considerations

Preparation of the codification and indexing of City ordinances by Franklin Legal is nearly completed and ready for City Attorney/City Secretary review. Following review, Council will formally adopt the updated Code of Ordinances, Volume 1 (all non-development ordinances). The target date for completion of Volume 1 remains the end of December 2011. Codification on Volume 2 will start following clean-up of the Lancaster Development Code. The Lancaster Development Code will be codified as Volume II.

City Council is nearing completion with their part of the redistricting process. Council conducted a public hearing on the proposed redistricting plan (Illustrative Plan 1) on October 3, 2011 and received oral comments from interested persons. No written comments have been submitted as of this writing. Council must formally adopt a final redistricting plan. Following adoption of the plan, Bickerstaff, our consulting firm, will submit the plan to the Department of Justice (DOJ) for preclearance under Section 5 of the federal Voting Rights Act. The DOJ's office has sixty days to designate the plan as "precleared" or request clarification(s). Preclearance of the adopted redistricting plan by the Department of Justice is required for the redistricting plan to become valid for Lancaster municipal elections.

The Fire Department sponsored or participated in 65 Public Safety events ranging from Fire Safety House education at schools to Fire Station tours for school children. Total public attendance to these events increased to 2310 adults and 7,123 children. The Department conducted 202 inspections during this period as well. These inspections are broken down as follows; 13 plan reviews, 119 state required fire inspections, 5 sprinkler inspections, 64 certificates of occupancy inspections, and 1 hazardous materials location inspection.

Sound Infrastructure

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

1. Identify funding required for City's 10% match to complete the 2012-2013 planned improvements in the Airport Master Plan.

The next phase of the master plan, the design and engineering of the new south ramp and terminal building, is underway. The city is working with TxDot Aviation to finish all grant paperwork. The plan calls for design and engineering of the new south ramp and terminal building in 2012. Construction is scheduled to begin in 2014. Currently funding for the 10% match of the Airport Master Plan from 2012 through 2013 is scheduled to be sourced from airport operations.

A new City T-hangar lease and rates has been rolled out and tenants are applying now with a deadline of October 31, 2011. Leases will be presented to City Council in November for authorization.

Staff is currently in negotiations with a current tenant seeking a ground lease to build a hangar and operate an aviation business at the airport.

2. Assess the contract of the current management of the Golf Course by 2011, and review and adopt the golf course five-year improvement plan by January 2011.

Staff continues to review and update the proposed five-year improvement plan. A five year improvement plan was in the early stages of development by the former Parks and Recreation Director and is currently under review for updates and revisions. Upon completion of review, Staff will include these recommended improvements as additions to the City-wide capital improvement plan and prioritized them based upon more prevalent needs.

Staff has become aware of possible environmental concerns and incomplete title work and is currently completing an assessment along with a feasibility study to determine the cost effectiveness of Municipal Golf Courses. The term of this agreement ends on December 31, 2015. As per the signed agreement, Golf Course management has purchased water from the City at cost in an effort to address drought conditions and environmental concerns. Staff has researched and received information pertaining to previous state issued allotments and will petition permission to resume previous arrangements. Any additional needs will be addressed through the amending of the existing Management contract with additional cost accrued being covered by Golf Course Manager.

3. Consider and execute an inter-local agreement with the City of Dallas to fund infrastructure improvements in the International Inland Port of Dallas (IIPOD) by May 2011.

Due to economic constraints with the current landowner, little or no activity has taken place with the inland port. This project is placed on hold.

4. Develop a systematic basis to repair and replace distressed streets on an annual basis based on data derived from the pavement management program (funding plan) by January 2011.

Staff is completing a Proposed Streets Maintenance Program presentation for Council that will present the concept of "It's cheaper to maintain than repair". Additionally in this presentation, we will present a summary on the condition of our streets as documented by our Pavement Management Software and a 20-Year Plan for a Streets Maintenance Program and the annual funding needed to actualize the program. With the identification of annual funding needs and operational impact, staff will move forward with the inclusion of the costs associated with an ongoing Streets Maintenance Program in the upcoming capital improvement plan.

5. Develop a city-wide vehicle replacement schedule by June 2012.

The city-wide vehicle replacement plan is nearing completion. Staff will visually inspect each vehicle and determine a life expectancy, replacement factor and an estimated cost of replacement. The replacement schedule will give a breakdown of all types of equipment by department, replacement dates and replacement cost. This schedule should prove to be a valuable tool for council in future budgeting decisions.

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. Cable/Web Streaming – Research cost and equipment needed for web streaming for consideration during FY 2010-11 budget process.

The incorporation of new media integration software through Swagit has been secured and will provide a readily available and contemporary means for citizens to access City of Lancaster resources, information, and engagement opportunities through our city website and cable media. All necessary equipment has been installed in the Council Chambers and taping will began effective October 10, 2011. To ensure smooth service transition, manual taping will continue until December 26, 2011.

2. Direct Staff to write and release positive press releases weekly.

The Community Relations Division has met this council objective by issuing 38 total positive press releases since October 1, 2010, with an average of three press releases per month and a total of 16 press releases issued this quarter. This consistent dispersal of positive media releases assure a proactive presence in the media and informs our citizens about the value-added services and engagement opportunities the City of Lancaster provides.

3. Develop schedule of regular meetings with LISD to discuss issues of mutual concern.

City staff continues to meet consistently with Lancaster Independent School District representatives to foster strong partnerships toward the accomplishment of mutual goals. LISD representatives regularly attend Special Event Team Meetings on the first Thursday of every month and also serve with City staff on various Lancaster Area Chamber of Commerce committees. Superintendent Dr. McFarland and school board trustees partnered with City Council and staff at community festivities for National Night Out on October 4, 2011. We will continue to foster participation, partnership and communication with LISD administration and staff as we move forward with initiatives of like community interest. Staff is currently exploring an opportunity for the City Council and the School Board of Trustees to hold a joint meeting for the exploration of common initiatives that can benefit from joint partnerships between both entities.

4. Create presentation/display boards or information kiosks for placement in high-traffic local businesses to provide civic information.

City staff is presently working to identify an effective strategy for the dispersal of civic information that will be both cost-effective and amenable to local area businesses. Contact will be made with possible locations prior to December 31, 2011.

FY 10/11 Successes

Below is a list of 2010/2011 Council goals and objectives that were successfully completed.

- **Update current development code (LDC) and adopt International Existing Building Code by July 2011.**

Staff continues to review the LDC for substantive changes necessary to promote a pro-development environment. Some upcoming changes of note include the revision of the parking standards to encourage redevelopment, inclusion of a cell tower ordinance that will promote co-location on city facilities (additional revenue source), and the removal of the Specific Use Permit (SUP) requirement in various zoning districts.

The Development Handbook is currently under review and will be updated as a new tool upon the rollout of City's new website. Other tools include an on-line submittal process for the Planning, Building Inspections, and Engineering, for site plans/plats, building permits, and civil submissions; respectively. There will also be revamped frequently asked questions (FAQ's) to assist all customers (large and small) in navigating through the development process.

- **Conduct one neighborhood (Park) rally by City council district with City Manager and Police with emphasis on neighbor interaction (FUN!) starting in September 2010, 1 every 2 months.**

Staff conducted four community block parties as outlined during strategic planning. On March 21, 2011, Council expressed a desire to forego the continuance of this community event series citing decreased community interest and attendance. Staff continues its commitment to engaging our citizens through the provision of special events, city-wide celebrations and community-focused programming.

- **Assess and evaluate the City Attorney and all legal services provided to the City of Lancaster by February 2011.**

Council held executive session to review the City Attorney during a May 2011 regular meeting.

- **Develop & implement a city-wide mandatory customer service training seminar to emphasize positive & friendly relations by January 2011.**

In March 2011 all staff attended mandatory customer service training. The executive team completed customer service training during the two-day LMT school in January 2011.

- **YAC – Develop a plan to work with the school district to identify a Youth Commission program by January 2011.**

Parks and Recreation staff recruited and retained 16 youth to participate in the YAC. Recreation staff facilitated initial kick-off meeting on October 5, 2010 with 16 youth in attendance along with 4 parents and current park board members. On February 25th – 26th the Lancaster Youth Advisory Council Board Members traveled to Austin for the 11th Annual Texas Youth Advisory Commission Summit in Austin, TX.

On Saturday, February 26, 2011, youth experienced a legislative debriefing and learned about the transition of a bill to a law, along with how laws get voted down in the Senate. Participants also met with Carol Pirnie, Texas Film Commission and learned about how Austin is the hub for movies in Texas and how to start a career in the film industry. Those in attendance provided a full briefing to the YAC at their board meeting on March 7, 2011. Youth have already started planning fund raising opportunities for next year to create an opportunity for the entire council to attend. YAC members who attended also have begun plans for the creation of display boards to be displayed in 2012 in an effort to showcase to other attendees at the summit what The City of Lancaster YAC does throughout the year along with giveaways and City of Lancaster promotional items.

Although the original intent of the YAC has changed, staff has successfully recruited and retained an engaged group of young adults. In May 2011 Council Work Session, staff proposed to amend the YAC ordinance by repealing Section 9.1802 to provide for changes in the appointment of youth members and adult sponsors as recommended by Council Liaison.

The amended ordinance passed unanimously on May 23, 2011. The YAC conducted its first two meetings of the new school year in August and September 2011. The group is excited and eager to get back to work. New members have been recruited along with the finalization of fund raising opportunities have taken place in an effort to cover the cost for members to attend the Annual Texas Youth Advisory Commission Summit held in Austin during February of each year.

- **Civic Engagement.**

Staff continues to expand our communications outreach with the publication of the quarterly newsletter (Lancaster Connection) distributed in August 2011 and our weekly Lancaster Live email blast. The Lancaster Live email blast has been further expanded as a tool to highlight upcoming events and distribute key city service information. Efforts continue to lengthen our communications reach by encouraging email blast registration at City events and programs and utilizing creative initiatives to build community familiarity with our website, www.lancaster-tx.com.

The creation and consistent maintenance of social media sites such as Facebook, Twitter, etc. provide the City of Lancaster with an opportunity to engage citizens through social networking sites, informing them of special events and community activities of interest. This means communicates with an audience that may otherwise not receive

information regarding community opportunities and events due to their reduced utilization of traditional media outlets. This proved to be an effective means of encouraging community involvement as seen during the marketing for the WFAA City Showcase event on July 25, 2011. In conjunction with the creation of the H.P.O. P.R.I.D.E. handbook, the implementation of a social media policy will provide proper internal oversight for social networking communications for City.

Staff will continue to employ innovative solutions to promote community and citizen engagement including the growth of social media use to communicate and connect citizens to engagement opportunities as well as the implementation of videography via YouTube and our city website to introduce city services, highlight events and promote Lancaster activities.

Prepared and submitted by:
Opal Mauldin Robertson, City Manager

Date: October 10, 2011

City of Lancaster Annexation Plan



Legend

- Proposed Loop 9 Options
- City Limits - 28.835 Sq Miles
- Airport Runway
- Parcels

Annexation Plan

- Phase I**
- Strategic Planning Agreement
 - Sunrise - 2.952 Sq Miles
 - Wilson/Nokomis - 3.653 Sq Miles
 - Hash Road - 0.968 Sq Miles

